CHANDLER

INSTITUTE OF GOVERNANCE

Building A High-Trust Nation

CREATING CULTURES OF INTEGRITY

February 2024

Copyright © 2024 Chandler Institute of Governance. All rights reserved.

160224171

No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, without the prior written permission of Chandler Institute of Governance. While every care is taken in the preparation of this document, no responsibility can be accepted for any error or omission contained herein.
The pages of this book are printed on 100% recycled paper.

Contents

Letter from the Executive Director: 1
Trust, the Foundation of Prosperity

Our Revelation: 3
Integrity and Trust Drive Strong Nations

Building High-Trust Nations: 11
A Pathway to Prosperity and Progress

Our Strategy: 15
Unleashing the Trust Waterfall

Working with CIG: 38
Building a High-Trust Nation

LETTER FROM THE EXECUTIVE DIRECTOR:

Trust, the Foundation of Prosperity

In today's complex global economy, multiple factors contribute to a nation's prosperity. Among these are technological innovation, education and skills, and the availability of natural resources. All these factors are significant, but there is a more foundational, often forgotten, ingredient – trust. This is the invisible fuel that powers the engine of progress.

Trust as Economic and Social Capital

Trust, although intangible, serves as the social glue binding societies, facilitating the seamless operation of economies, and forming the core of every successful business relationship. Without trust, transactions become risky, partnerships crumble, and economic development is stunted.

Consider trust equity as the social capital in a nation's balance sheet, where the rise and fall of trust can either build or break societies, businesses, and relationships. It is the silent yet potent force in any interaction. Environments abundant in trust stimulate openness, ignite innovation, and drive progress, whereas those deficient in trust breed doubt, foster secrecy, and perpetuate stagnation.

Despite its critical role, trust is often undervalued. It is not a commodity that can be swiftly amassed; it requires consistent commitment, transparency, and responsible behaviour over time. And once shattered, trust is challenging to mend.

Wu Wei Neng, Executive Director, Chandler Institute of Governance.

High-Trust Nations are Strong Nations

Growing up in Singapore, I took for granted the peaceful environment, clean surroundings, bustling marketplaces and multi-ethnic communities around me. Later, while serving in the Singapore public service for a large part of my adult life, I realised that the good fortune I had enjoyed was no accident – that trust was the foundation of the social compact between the government, citizens and businesses, and this in turn sustained national progress and development. The government's decisive action against any form of corruption, no matter how large or small, helped build and sustain that trust.

This was not always so. In the late 1950s, Singapore emerged a self-governing nation from decades of colonial rule – but a nation mired in rampant corrupt practices entrenched over the years. Singapore's pioneer leaders, led by Prime Minister Lee Kuan Yew, pursued a zero-tolerance approach towards corruption, built a values-driven, honest and competent government, and encouraged trust and understanding between ethnic and religious groups. In doing so, they laid the foundation for a culture of integrity that many Singaporeans prize today.

Investing in Cultures of Integrity: A Strategic Imperative

Trust should not be taken for granted or treated casually. It demands careful cultivation and preservation. This is where the principle of "Cultures of Integrity" comes to the fore. These cultures reinforce trust by advocating honesty, fairness, and accountability, inspiring individuals, businesses, and societies to act in ways that nurture and sustain trust.

Investing in a culture of integrity is more than an ethical choice; it is a strategic imperative that signals commitment to long-term prosperity. From a business standpoint, organisations that foster a culture of integrity reap benefits such as enhanced reputation, increased customer loyalty, and a more engaged workforce. On a national scale, cultures of integrity can lead to more efficient institutions, reduced corruption, and a stronger, more cohesive nation.

The Essential Role of Government

To establish cultures of integrity, we must implement systems that reward trustworthiness and demand accountability from ourselves and our institutions. It is crucial to understand that short-term gains achieved dishonestly are not worth the long-term erosion of trust.

Governments play a role in building a high-trust nation. By championing transparency, accountability, and the rule of law, governments build trust with their constituents, including businesses and the community. This in turn builds an environment of mutual trust and collaboration among all stakeholders.

Trust is therefore the foundation of prosperity. It is a crucial part of societal and economic success. It is the base upon which we build our relationships, our businesses, and our societies. So let us work together to protect and promote trust, and, in doing so, invest in our shared success.

Yours truly,

Wu Wei Neng
Executive Director

OUR REVELATION:

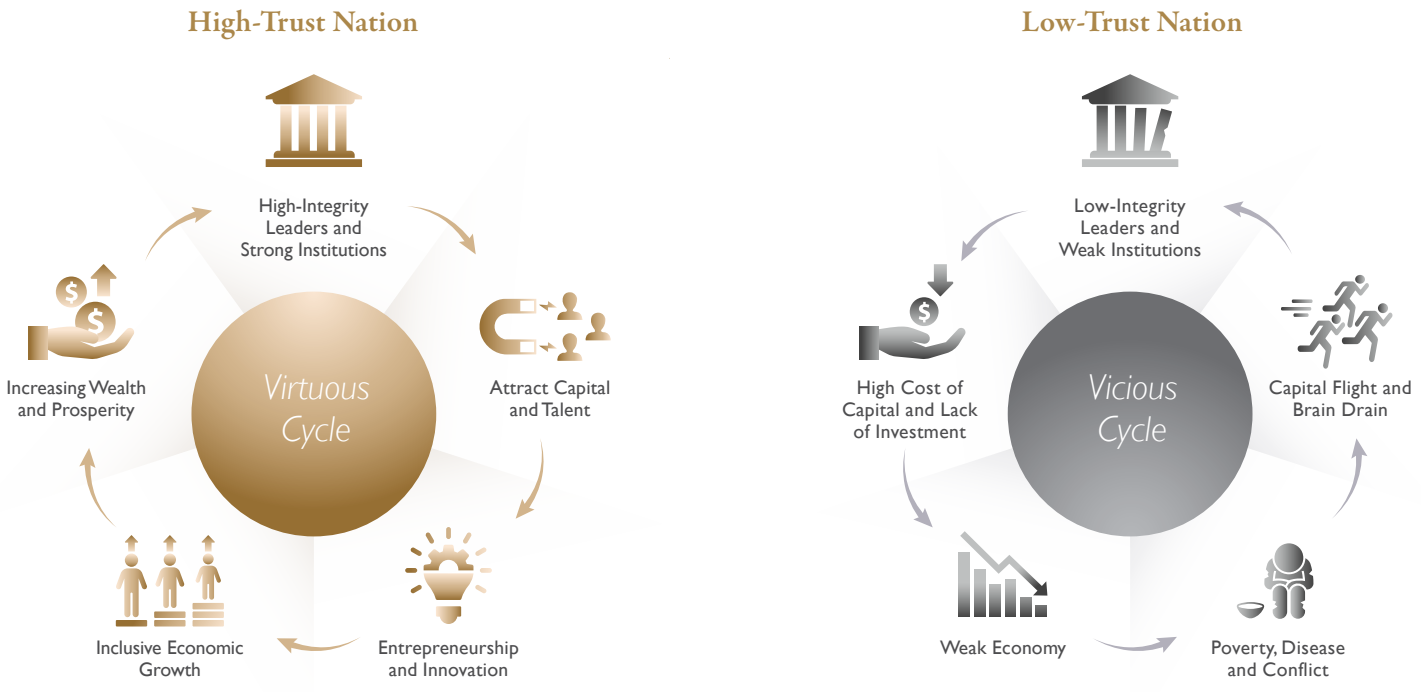
Integrity and Trust Drive Strong Nations

The connection between trust and strong nations is irrefutable. Trust is the ultimate currency, and can be divided into two important types: trust in public institutions (public trust) and trust in others (social trust). High-trust nations are characterised by high public and social trust and the two are related. High trust in public officials and institutions fosters high social trust, and both drive flourishing economies and strong nations by creating a stable, predictable environment that motivates individuals and businesses to invest, innovate, collaborate, and prosper.

In contrast, when citizens do not trust their leaders, their legal system, or each other, they are less prone to invest in or within their own country. Corrupt leaders and public institutions exacerbate mistrust in fellow citizens, which results in stunted growth, increased poverty, inequality, and social fissures. Many who can do so choose to emigrate and invest their talents and resources elsewhere. It is clear that high-trust nations attract talent and capital, while low-trust nations repel them.

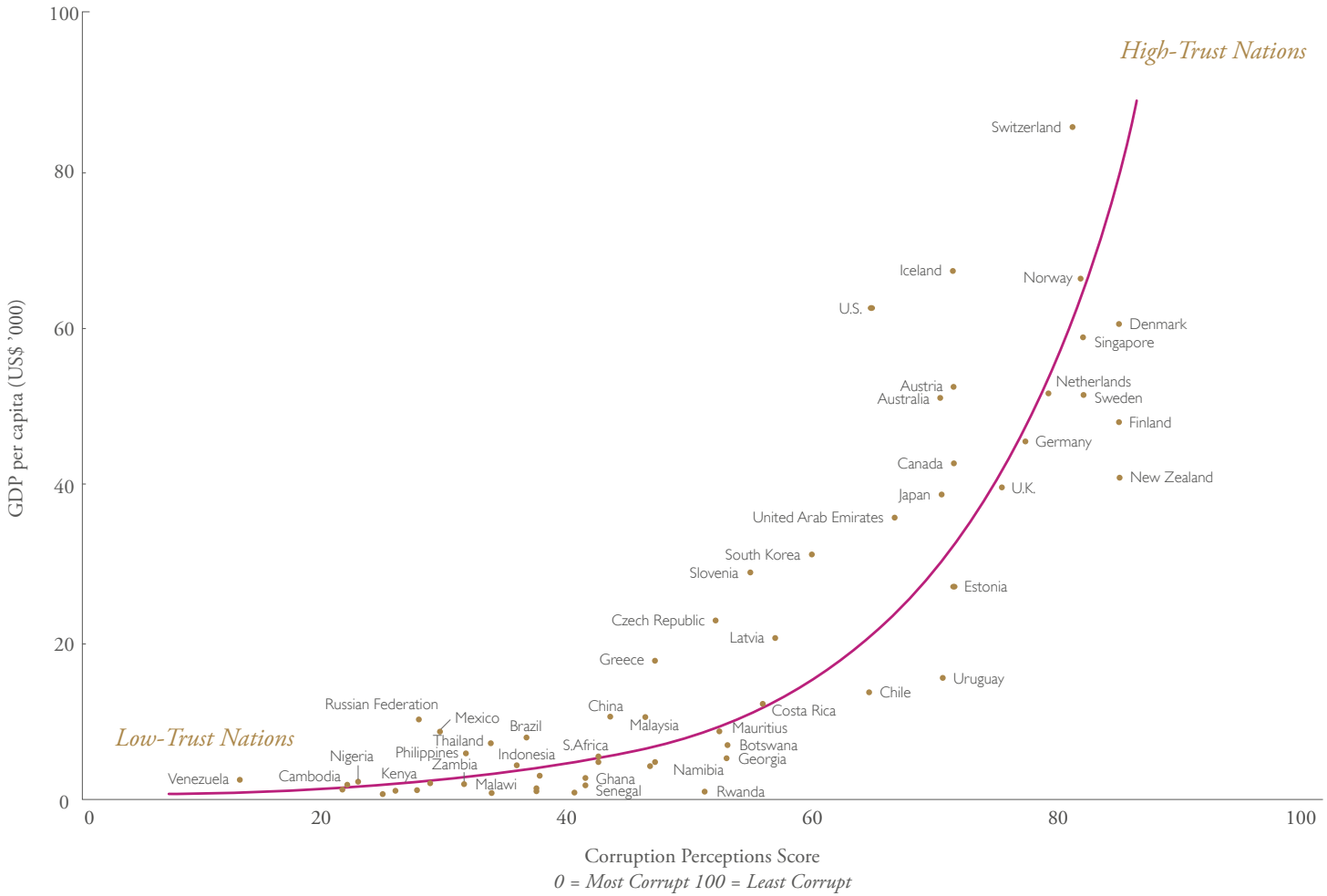
How Government Integrity Determines National Prosperity

Figure 1: Character is Destiny – Public Integrity Matters



High-Trust Nations are High-Income Nations

Figure 2: The Integrity Curve



Sources: World Bank Dataset (2021); Corruption Perceptions Index, Transparency International (2021)

The Trust Dividend: A Virtuous Cycle

In high-trust nations, individuals' faith in institutions and their fellow citizens fosters a cooperative network of collaboration, innovation, and mutual support. This virtuous cycle of shared prosperity resonates throughout communities, strengthening social cohesion, enhancing civic engagement, and nurturing a sense of belonging. The result? A thriving economy energised by entrepreneurial aspiration and an environment conducive to innovation.

Such nations go on to benefit from an improved global reputation, emerging as bastions of stability, reliability, and investment appeal. Foreign investors are drawn to these transparent and accountable nations, confident in the security and protection of their investments. This influx, in turn, further propels economic growth, setting in motion a self-sustaining cycle of prosperity.

The Trust Deficit: A Deteriorating Spiral

In stark contrast, low-trust nations struggle under the weight of pervasive distrust and fragmentation. When institutions are perceived as corrupt, inefficient, or unaccountable, disillusionment and disengagement develops among citizens, stifling economic activity and discouraging investment. Fragile social ties exacerbate the issue, leading to increased polarisation and uncooperativeness, which further obstruct economic growth and development.

Low-trust societies also grapple with a damaged global image, struggling to attract investment and foster international cooperation. Foreign investors are deterred by perceived instability and unreliability, further limiting the country's economic potential and growth opportunities.

The Impact of Integrity on Economic Prosperity and Human Development

Transparency International's Corruption Perceptions Index illuminates a compelling link between a nation's level of corruption and common indicators of well-being. The relationship between integrity and GDP is strong (correlation coefficient of 0.78), and a recent study shows it is causal. Greater integrity results in higher GDP. We refer to this as the "Integrity Curve" (see Figure 2). As countries climb the Integrity Curve by establishing cultures of integrity, the life-sustaining element of trust attracts capital and creativity, which in turn drive entrepreneurship, innovation, and economic vitality.

While economic growth is indeed a critical component of a strong nation, it is but one facet. Robert F. Kennedy once wisely stated, "Gross National Product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials."

The United Nations' Human Development Index, which measures aspects such as a long and healthy life, quality education, and decent living standards, reflects the depth of Kennedy's philosophy. Similar to the link between integrity and economic prosperity, the correlation between integrity and human development is strong (see Figure 3 on next page). Disturbingly, 140,000 children die each year as a result of corruption in healthcare systems. Corruption also erodes education outcomes as pilfered funds deprive schools of resources.

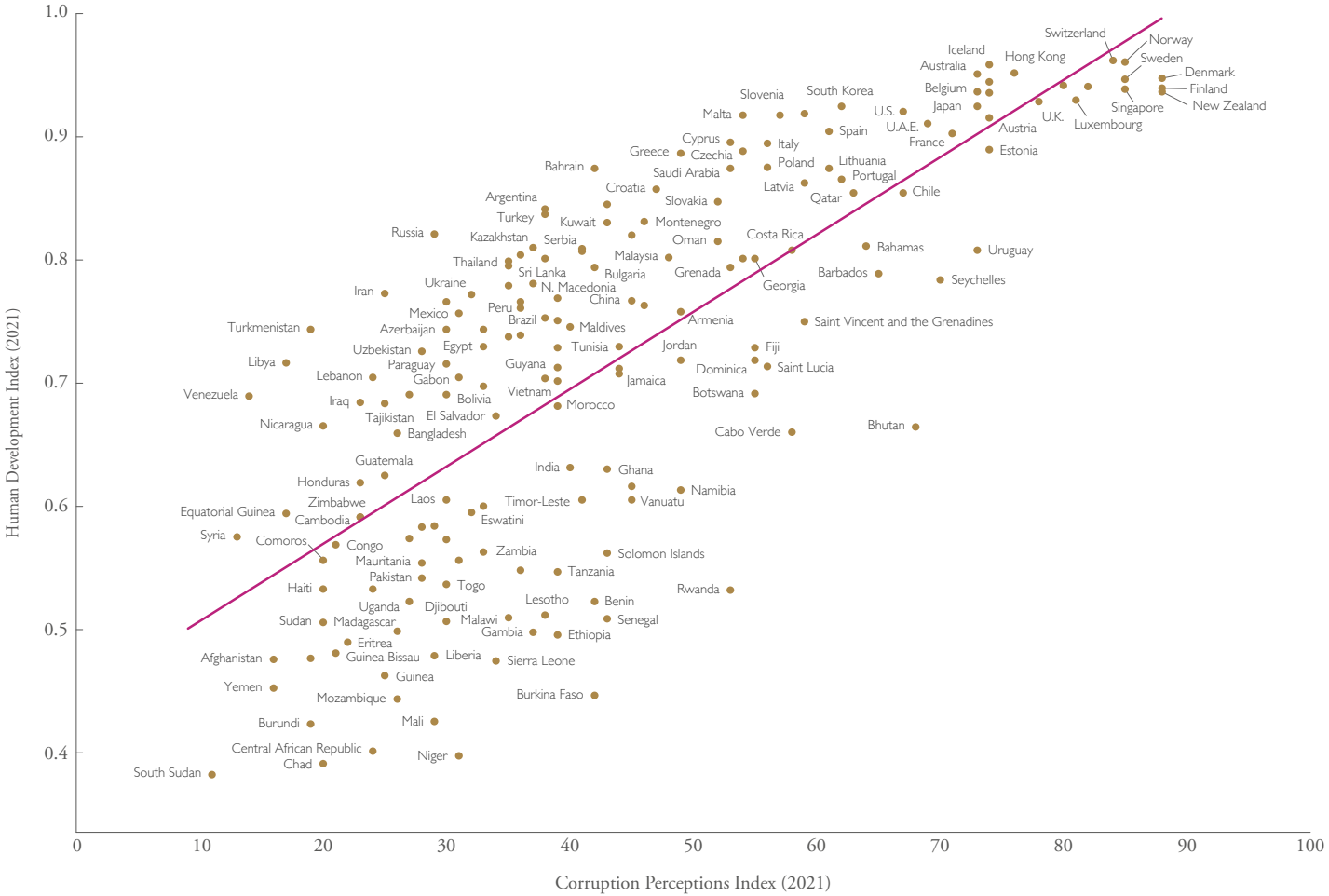
When cultures of integrity are amplified across all dimensions of society, encompassing government, business, and community, a society poised for enhanced human development is sure to emerge.

The Path to Equal Opportunities

Just as integrity and trust foster broad-based opportunity and social mobility, corruption leads to spiraling inequality. According to the Oxford Handbook of the Quality of Government, countries that are

High-Trust Nations are Strong Nations

Figure 3: Integrity and Human Development



Sources: Human Development Index, UN Development Program (2021); Corruption Perceptions Index, Transparency International (2021)

A densely populated, low-income township surrounded by wealthy estates. Imizano Yethu near Cape Town, South Africa, 2018.

successful in controlling corruption tend to be successful in reducing inequality. Building cultures of integrity not only increases economic growth and human development, it also accelerates equal opportunity. Countries with high integrity tend not only to have higher incomes, but also a more equitable distribution of prosperity.

The Role of Moral Capital in Building Strong Nations

Integrity is a societal value that extends beyond the individual level, serving as a critical foundation for high-trust nations. By acting with integrity, individuals and institutions establish trust and inspire a virtuous cycle of ethical conduct and accountability. In contrast, a lack of integrity in individual and institutional behaviour corrodes trust and fosters corruption and unethical behaviour, eroding the bedrock of a healthy society. As Mahatma Gandhi famously declared, "Your values become your destiny."

Integrity breeds trust, and trust is the oxygen of thriving nations. Those that fail to build trust will languish in economic stagnation and conflict. It is thus imperative that governments, corporations, and civil society organisations unite in their efforts to establish systems of integrity, transparency, and accountability. The Chandler Institute of Governance is dedicated to this cause, partnering with governments and other organizations to foster trust and to prioritise ethical behavior and the rule of law.

The Rise of the Lion City

How Singapore Reset with Cultures of Integrity and Became a World Leader

The rise in Singapore's GDP is reflected in its rising skyline. Singapore, 1948 and 2021.

Once a small island struggling with the stains of colonial corruption, Singapore's transformation into a prosperous and pristine metropolis is a tale of unwavering determination and bold leadership.

Under the guidance of Lee Kuan Yew, who became prime minister in 1959, Singapore set out on a mission to rid itself of the greed and decay that had plagued its institutions. In a symbolic show of their commitment to honesty and purity, Lee and his team took their oath of office wearing all-white attire.

By the time Lee stepped down as prime minister in 1990, Singapore had undergone a stunning transformation. Its GDP per capita had skyrocketed from a mere US$ 400 to an impressive US$ 11,900, and the city-state had cemented its place as one of the least corrupt nations in the world.

So how did Lee and his team achieve this feat? Among other things, they embarked on a zero-tolerance policy toward corruption, using legal reforms, adequate resources, and top talent, and an independent watchdog to stamp out corruption at every level.

Lee Kuan Yew speaking during a rally, Singapore, 1955.

"Under the guidance of Lee Kuan Yew, who became prime minister in 1959, Singapore set out on a mission to rid itself of the greed and decay that had plagued its institutions."

The Prevention of Corruption Act of 1960, which replaced an ineffective colonial law, provided the anti-corruption bureau with greater powers to impose severe penalties and to investigate pecuniary resources disproportionate to known sources of income. The bureau also saw significant growth in both size and quality, as the government attracted the country's brightest minds with competitive salaries.

And crucially, the anti-corruption bureau was not used as a political weapon, but instead acted as an impartial watchdog, pursuing corrupt officials regardless of their political affiliations.

This unwavering political will at the highest levels of leadership created cultures of integrity that have now become a hallmark of Singapore's success story.

BUILDING HIGH-TRUST NATIONS:

A Pathway to Prosperity and Progress

The term "Cancer of Corruption," coined by the late James Wolfensohn, underscores a pervasive global epidemic that afflicts nations, economies, and societies. Corruption directly costs US$ 2.6 trillion annually, equivalent to 5% of global GDP. The indirect costs are substantially higher. By reducing the quality of government, stifling investment, exacerbating inequality, and contributing to environmental degradation, conflict, and crime, the cancer of corruption has a multitude of negative economic, social, environmental, political, and security impacts.

Corruption's Greatest Cost

Perhaps the greatest cost of corruption is that it undermines trust, the indispensable currency for building a strong nation. Replacing entrenched corruption with cultures of integrity is foundational for building trustworthy public and social institutions. Trustworthiness engenders trust, which paves the pathway to prosperity and progress.

Transparency International's Corruption Perceptions Index (CPI) reveals the widespread nature of corruption and the lack of progress in recent decades to reverse the malaise. The index ranks countries by their perceived levels of public sector corruption. It relies on 13 independent data sources and uses a scale of zero to 100, where zero is highly corrupt and 100 is very clean.

In 2022, two-thirds of countries scored below 50 (see Figure 4). More disheartenningly, the CPI shows that corruption levels have stagnated or worsened in 86% of countries over the last decade. The global picture is dismal, although the minority of countries (including Angola, Maldives, Vietnam, Moldova, and South Korea) that have significantly improved their scores over the past decade demonstrate that it is possible.

> *It is imperative for governments, corporations, and civil society organizations to collaborate in establishing systems of integrity, transparency, and accountability."*

The Poor Bear the Brunt of the Cost

The negative consequences of corruption are immense and are felt most acutely by those who can least afford it – the poor. Funds for public services such as healthcare, education, housing, and infrastructure are depleted, perpetuating a cycle of poverty passed down from generation to generation. Other consequences of corruption – polluted neighborhoods, conflict, crime – also disproportionately impact people with low incomes.

Unbundling Corruption

In her research titled "Unbundling Corruption," Yuen Yuen Ang introduces four types of corruption in China's Gilded Age: petty theft, grand theft, speed money, and access money.

Four Distinct Types of Corruption

	Non-Elites	Elites
Involves Theft	Petty Theft	Grand Theft
Involves Exchange	Speed Money	Access Money

Source: OECD, Development Matters

The key distinction lies in transactional corruption. “Speed money” refers to small bribes paid to lower-level bureaucrats to expedite processes or overcome hurdles. On the other hand, “access money” involves wealthy capitalists offering significant rewards to powerful officials in exchange for exclusive privileges and lucrative opportunities.

It is essential to recognize that while petty theft, grand theft, and speed money are typically illegal, access money can encompass both legal activities like political finance and lobbying, as well as illegal actions such as massive graft. This differentiation is crucial because conventional views on bribery often focus solely on speed money, disregarding the significance of access money in understanding the full extent of corruption.

A Paradigm Shift

While corruption’s corrosive effects on the foundations of society are well documented, the conventional response – anti-corruption efforts that place a primary focus on punishing wrongdoers and recovering stolen assets – offers an incomplete remedy and fails to address its root cause.

To combat corruption effectively, we must shift our perspective from merely opposing corruption to actively cultivating cultures of integrity. This transformation entails not just a change in outlook, but also a comprehensive, society-wide approach that involves all stakeholders. It demands strong leadership from the highest levels of government, as well as active engagement from all levels of government, marketplace, and the wider community.

Building Trust in Institutions

Governments, businesses, and community organisations significantly influence people’s lives, as institutions that play a critical role in nurturing high-trust nations. When these institutions operate transparently, responsibly, and competently, citizens trust them to address societal challenges and protect their interests.

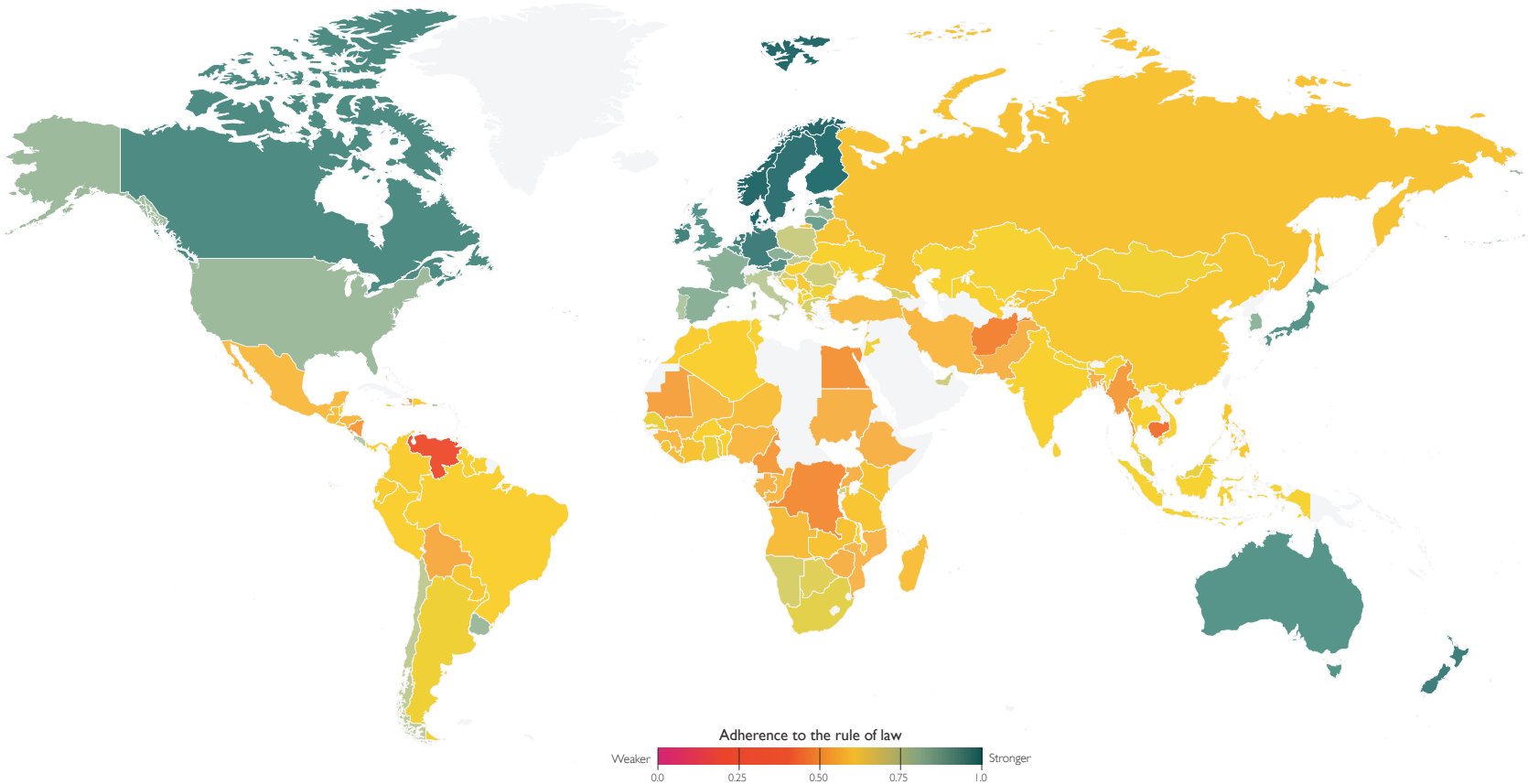
To reinforce trust in institutions, we must focus on initiatives that emphasise transparency, accountability, and ethical behaviour within government and other institutions. By collaborating with key stakeholders across three domains – government, marketplace, and community – we aim to cultivate cultures of integrity and trust, laying the foundation for fairer and more prosperous nations.

Anchoring Nations in the Rule of Law

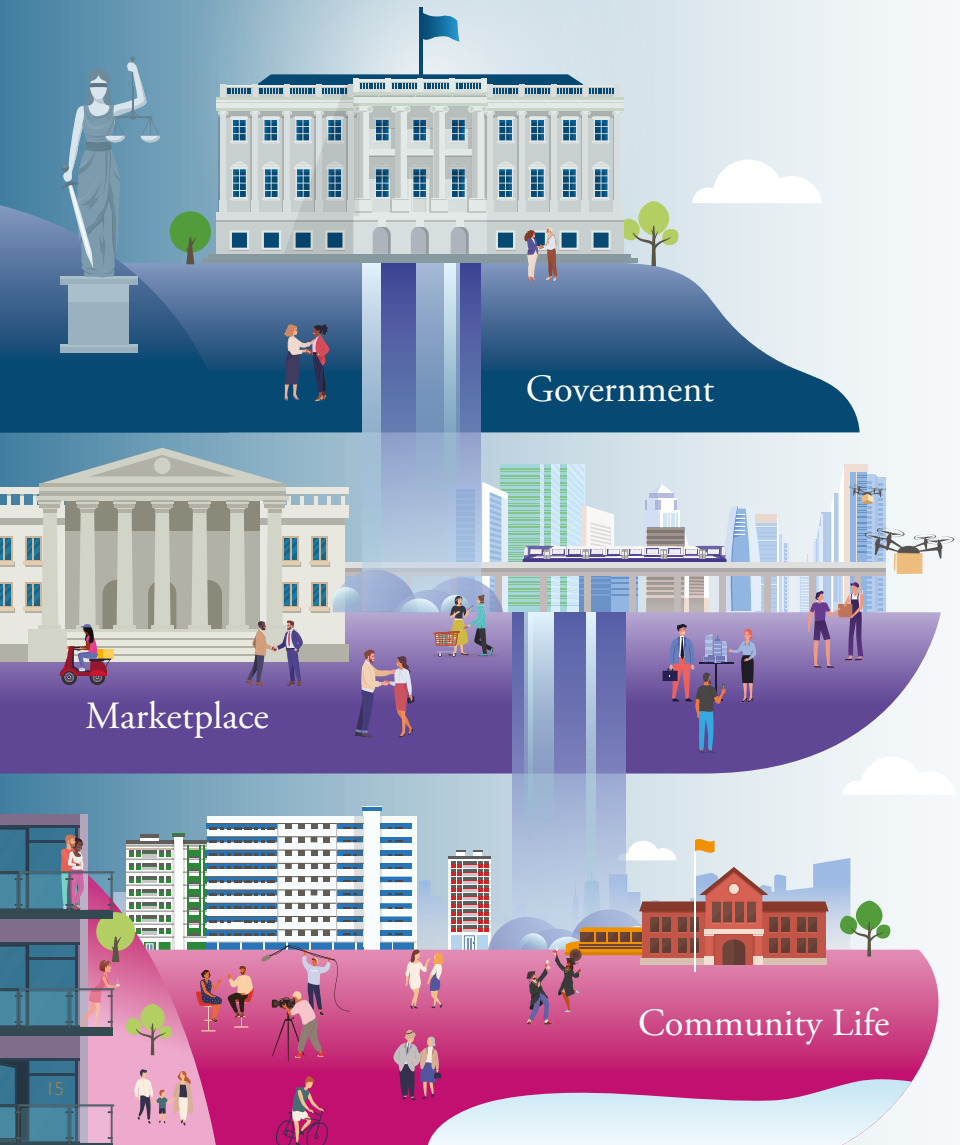
In a nation firmly anchored in the rule of law, everyone, including the government, must operate under fair and just laws. This requires that laws are clear, consistent and publicised, safeguarding human, property, contract, and procedural rights. The processes by which laws are adopted and enforced must remain transparent, fair, and efficient, ensuring that justice is delivered in a timely fashion.

Rule of Law Around the World

Figure 4: Rule of Law Index 2022



Source: Rule of Law Index, World Justice Project (2022)



OUR STRATEGY:

Unleashing the Trust Waterfall

The Three Domains of Trust

The most important currency for a strong nation is trust. A trustworthy government, a trust-filled marketplace, and trust among citizens create a foundation for economic and social progress. It is essential to develop invaluable trust capital by nurturing cultures of integrity within the three fundamental spheres of society: government, marketplace, and community life.

These tripartite forces are inextricably connected and interdependent, with each domain exerting a significant influence on the others. However, the responsibility for initiating and sustaining the trust waterfall lies primarily with the government. As the governing body, its members are duty-bound to demonstrate ethical leadership and establish a laudable benchmark for the other spheres to emulate.

By championing transparency, accountability, and integrity, the government can effectively initiate a cascade of trust that permeates the entire societal fabric. This trust waterfall, emanating from the government's unwavering commitment to ethical governance, will gradually extend into the realms of business and community life, generating an environment of mutual trust and collaboration among all stakeholders.

DOMAIN ONE

Government

The most effective governments – which deliver the best outcomes for their nations – are underpinned by strong cultures of integrity. Released annually, the Chandler Good Government Index measures the capabilities of 104 national governments and important national-level outcomes. Among the 35 indicators that make up the Index, the Rule of Law and Ethical Leadership have consistently been the top two indicators that are strongly correlated with countries' overall performance on the index.

For a government to succeed, the trust of its citizens is essential. Building and guarding "trust capital" requires a comprehensive approach to the architecture, engineering and culture of political leadership, the legislature, the civil service and the judiciary.

Foundations of Public Trust

1 Leadership from the Top

The establishment of cultures of integrity starts with political leadership and government. In any organisation, community, or country, culture is modelled by leadership. If a nation wishes to build high trust – and enjoy the benefits that come with it – then its leaders must lead by example. One cannot influence what one does not model.

This starts with the leader's inner circle or cabinet.

A strong government requires unity and alignment in a leader's inner circle. Everyone needs to be rowing in the same direction and speaking with one voice. A wise leader will therefore spend extravagant time setting the core ideology, developing the principles and building the culture of this inner circle. Developing a leadership covenant is one tool which articulates the principles of the team.

Once a culture of integrity is established in the leadership team, thought must be given as to how to integrate ethical values in government policies and practices. An integrity architecture starts with a strong legal and institutional framework for preventing and combating corruption. Anti-corruption agencies must be equipped with appropriate resources, staff, and political support to carry out their functions effectively.

More broadly, integrity should be part of a national conversation. It is valuable to include civil society organisations, religious leaders, business leaders, and other community stakeholders in a comprehensive effort to build integrity in every element of society.

2 Public Service Integrity

Public service integrity encompasses a variety of measures aimed at fostering accountability, transparency, and ethical conduct within public offices, including those held by politicians and civil servants. These officials wield significant power over the distribution of public resources, a power that can unfortunately be exploited for private gain. A public service policy framework includes policies such as mandatory asset declarations, merit-based civil service systems, and codes of conduct for public officials.

Mandatory asset declarations serve as a vital tool to identify and prevent corruption. Such declarations help instill a culture of integrity among political classes and should be universally adopted. The legal framework for these declarations should encompass four core principles:

- Disclosure of all assets, liabilities, sources of income, and participation in companies and non-governmental organizations
- Obligatory declarations for political leaders and civil servants before, after and periodically during office tenure
- Administration of the asset disclosure program by a monitoring and evaluation agency to verify information and enforce compliance
- Strict requirements on disclosure, transparency, contribution limits, spending limits, and enforcement mechanisms in campaign and political financing

Africa's Trust Deficit

In 2007, the Sudanese businessman Mo Ibrahim established the Ibrahim Prize for Achievement in African Leadership. This US$ 5m award is given to heads of state in Africa who are elected into office democratically, serve their constitutionally mandated term, and demonstrate exceptional leadership.

The Ibrahim Prize has been given out only seven times in 17 years. Despite covering more than 50 countries, in most years the prize committee has been unable to find a single eligible recipient.

This experience is supported by the results of the Chandler Good Government Index (CGGI). Among the indicators measured by the CGGI is Ethical Leadership, which assesses the integrity and credibility of government leaders. In 2023, no African nations were in the top 30 for this category and only five sub-Saharan African countries were in the top 50.

Across Africa, unethical leadership has contributed to weak cultures of integrity and low levels of trust. This in turn fuels a host of issues, including political corruption, inconsistently applied laws, poor property rights, and high levels of crime and dishonest dealing. These conditions make building a successful business extremely difficult, discouraging investment and entrepreneurship and hindering economic activity.

Without strong companies and a vibrant marketplace, a country cannot grow its middle class and build prosperity. The lack of economic opportunity and social equity fuels discontent and resentment.

Mo Ibrahim announcing the 2013 Ibrahim Prize for Achievement in African Leadership, London, U.K., 14 October 2013.

Between August 2020 and November 2023, seven African leaders were toppled by their own militaries. In some of these countries, the coups were supported by significant sections of the population, a sign of how desperate the people had become. Faced with corrupt and incompetent civilian leaders, many citizens had more trust in the military or were ready simply to try anything other than the incumbent.

In reality, there is only one solution. As Mo Ibrahim once said, "There is a crisis of leadership and governance in Africa, and we must face it."

Create a civil service remuneration system that attracts the brightest people, compensates them on a level comparable to the private sector and diminishes the motivation for corruption and theft. Reforms to bolster such a system should include:

- Human resource strategies emphasizing merit-based recruitment, promotion, and discrimination protection
- Laws requiring civil servants to provide rationales for their official decisions
- Management approaches encouraging public officials to address corruption and unethical practices effectively
- Conflict of interest policies

Codes of conduct establish clear rules and standards for elected and appointed government leaders to prevent corruption before it happens. The codes should be integrated into regular employee training to ensure that public officials understand the spirit and letter of the codes. There should also be strong sanctions when the codes are violated.

Codes of conduct should be reinforced by the following:

- Senior public officials support the code and lead by example
- Support mechanisms are in place to strengthen adherence to the code. For example, compliance with the code should be monitored regularly and considered in relation to career progression, and code of conduct training should be regular and comprehensive
- The code must also be enforced through disciplinary action when necessary
- The code should be regularly reviewed for currency, relevance and accessibility
- The code should become an integral aspect for influencing decisions, actions and attitudes in the workplace

Constitution and Laws

The foundation of democratic governance lies in the constitution and laws that manifest the social contract between the government and the people. The ability to foster trust amongst citizens is directly proportional to the government's adherence to this framework. Public trust is bolstered when the rule of law is respected and applied universally and transparently, fostering a pervasive sense of justice and equity across all segments of society.

Encouraging public participation in the legislative process is also essential. Legislative revisions should be responsive to societal changes. It is equally important that these changes are communicated effectively to the public. Tools such as digital consultations and online feedback platforms can invite public engagement, and civic education initiatives can improve citizen understanding of legislative processes.

The actions of enforcement agencies significantly influence public trust. Thus, these institutions must demonstrate unimpeachable integrity, professionalism, and respect for human rights. Developing robust oversight mechanisms and instituting transparency in their operations could ensure accountability and build public confidence.

> *"The most effective governments – which deliver the best outcomes for their nations – are ultimately underpinned by strong cultures of integrity."*

4 Professional & Independent Judiciary

The impartial application of just laws is the foundation of a healthy society. The judiciary must be empowered by the constitutional and legal framework to exercise their powers free from influence or bias. The Judicial Courts should be independent from executive arm of government, enabling them to operate with integrity, foster trust, uphold justice, and contribute to the strength and stability of the government and nation.

Strategies to establishing and sustaining an impartial and independent judiciary might include transparent, merit-based judge appointments, constitutional protections that offer immunity from lawsuits related to their official conduct, and budgetary provisions that safeguard the judiciary from fiscal interference. An independent judiciary that adheres to due process and constitutional norms, in turn, assures citizens that their rights are safeguarded and justice will be served equitably, thus reinforcing public trust.

5 Anti-Corruption & Oversight Agencies

Independent and impartial monitoring bodies that hold government actors accountable are a bedrock of effective governance. These bodies include anti-corruption agencies, ombudsman institutions, audit institutions, and electoral commissions.

The effective functioning of oversight bodies and anti-corruption agencies is dependent on the following elements:

- Political and operational independence to investigate the highest echelons of government
- Leaders of unassailable integrity
- Appropriate resources, including funding
- Unrestricted access to relevant documentation and the power to question witnesses
- Follow through by public prosecutors and courts

6 Government Procurement & Contracts

Each year governments spend US$ 13 trillion on public procurement – the process by which purchase goods, services, and invest in public works. Given its magnitude and value, public procurement is every government's number one corruption risk.

By making procurement processes accessible and data publicly available, governments can diminish the threat of fraud and corruption, enhance the value for money delivered, and foster a fair and competitive business environment.

To achieve this, governments can adopt several initiatives, including:

- Publishing selection criteria and the method of award prior to the procurement process
- Requiring beneficial ownership information of all bidders participating in procurement processes
- Implementing the Open Contracting Data Standard, which provides a universal framework for procurement data and ensures it is made available in open, structured formats that are machine-readable, platform-independent, searchable, sortable, and non-proprietary

Whistleblower System

A whistleblower system is an essential element of an integrity ecosystem, strengthening accountability in government, as well as in the business sector and society at large. A whistleblower is a person who exposes illegal or unethical activity, often at great personal risk. Whistleblowing has been instrumental in exposing corruption, criminal behavior, fraud, environmental degradation, and a host of other social ills.

With proper safeguards in place, whistleblowers will disclose information, offering society an important window into wrongdoing. Fifty-nine countries around the world have enacted whistleblower protection laws.

Transparency International has identified some principles for whistleblower legislation in the following areas:

1. **Protection**. Individuals (and their families) should be protected from retribution, and retain the preservation of anonymity and confidentiality throughout the whistleblowing process. Additionally, the whistleblower should be waived of liabilities during the disclosure process.

2. **Disclosure Procedures**. Whistleblower regulations and procedures within the workplace should be highly visible and understandable. There should also be channels for individuals to make disclosures outside of their organisation.

3. **Relief and Participation**. A full range of remedies must be available to whistleblowers throughout the whistleblowing process, such as funding for legal fees and compensation. Whistleblowers should also be entitled to fair hearings, meaningful participation in the investigation process, and the right to be informed of the results.

4. **Legislative Structure, Operation, and Review**. Dedicated legislation is needed to ensure clarity and seamless application of the whistleblower framework. The relevant authorities should regularly collect and publish information regarding the functioning of the whistleblower frameworks. Periodic reviews of the framework and legislation must involve key stakeholders.

5. **Enforcement**. An independent agency with the mandate to receive and investigate disclosures must be provided with adequate resources and capacity. Valid disclosures should also be further referred to the appropriate regulatory agencies for follow-up.

7 Fiscal Governance

National leaders are entrusted with the prudent stewardship of public assets. When the management of public finances is transparent and accessible, citizens and parliament can monitor the wisdom and prudence of the government's fiscal management.

The following standards should apply to fiscal governance transparency, accountability, and participation:

- Comprehensive and timely information on the government's financial position through regular reporting
- An independent, impartial body led and staffed by non-partisan, technical experts which assesses government budgets and Sovereign debt sustainability
- Principles for Sovereign debt including debt limits, the disclosure of loan terms, and the active involvement of parliamentary bodies
- Independent audit institutions responsible for monitoring and assessing government expenditure, and with authority to investigate allegations of mismanagement, corruption, and fraud
- Effective oversight of public sector banks, including a clear regulatory framework, transparency requirements, and a risk-based oversight approach from an independent authority

8 Natural Resource Governance

Natural resources, such as land, minerals, oil, gas, water, fisheries, forestry, and wildlife, play an outsized role in any marketplace, and their stewardship is one of the most critical responsibilities of governments. Because of their immense economic value, natural resources are highly susceptible to corruption by way of exploitation, mismanagement, and trade. This vulnerability is exacerbated by the government's gatekeeping role, discretionary power in allocating resource rights, and management of substantial revenues, as well as the limited competition in the market and the blurring of private and public interests.

The extractive value chains, specifically mining, oil, and gas, pose the highest risk of corruption according to the Organisation for Economic Co-operation and Development (OECD). Corruption can take place at any stage of the value chain, including the awarding of rights, extraction operations, regulation, and revenue collection and distribution.

To bolster integrity and mitigate corruption risks, embracing certain reform strategies are vital. This includes joining the Extractive Industries Transparency Initiative (EITI), which promotes accountability and transparency in the extraction sector. Additional essential reforms comprise:

- Adopting laws, regulations, and institutional practices that penalize bribery, mandate comprehensive disclosure of information, and advocate for open competition and accountability
- Implementing a regulatory framework that assures fair, transparent, and clear awarding procedures, and promotes information and contract transparency
- Encouraging transparency in information disclosure and reporting practices by government agencies, which contribute to accountable systems for collecting, managing, investing, and spending revenues
- Instituting safeguards, checks, and controls to avoid conflicts of interest and excessive discretion, bolstered by oversight mechanisms such as audits, parliamentary oversight, and civil society monitoring

Chandler Sessions on Integrity and Corruption

The Chandler Sessions on Integrity and Corruption – a partnership with Oxford University – convenes a group of 15 senior government officials, all known as effective and innovative leaders of anti-corruption institutions. These government officials include heads of anti-corruption bureaus, auditors general, and heads of public prosecutions, and were chosen based on their government's commitment to addressing corruption and their potential to become champions for change.

Together with a small group of academics and expert journalists, the officials participating in the Chandler Sessions survey the field, search for effective policy responses, debate the priorities for innovation, and develop and test a set of new strategies for strengthening integrity in government institutions and dislodging entrenched corruption.

Chandler Sessions members meet at Oxford University, July 2022.

DOMAIN TWO

Marketplace

Efficient markets for goods, services, and finance are drivers of a thriving economy. Operating seamlessly, these markets spur innovation, foster the creation of new ideas and products, and generate wealth through profits, employment, taxes, and dividends. To unleash their full potential, these markets must be anchored by regulatory frameworks that are transparent and fair, shielding against any form of manipulation or deviation. Such regulations also bolster confidence and trust, attracting more investment and participation.

Governments play a critical role in establishing and enforcing the principles of a just and vibrant marketplace by regulating and ensuring the rights of all market participants – buyers, sellers, investors, workers, and owners – are upheld. Effective regulation often entails curbing market domination through anti-trust legislation, requiring information transparency, defending shareholder interests, and cracking down on corruption and unethical practices.

Responsibility for building integrity in the marketplace also requires the active efforts of corporate leaders, businesses, and industry associations. When both government and business leaders strive to build integrity in the marketplace, the economy can reach new heights, leveling the playing field and benefiting businesses, individuals, and society as a whole.

Six Levers for Establishing Integrity in the Marketplace

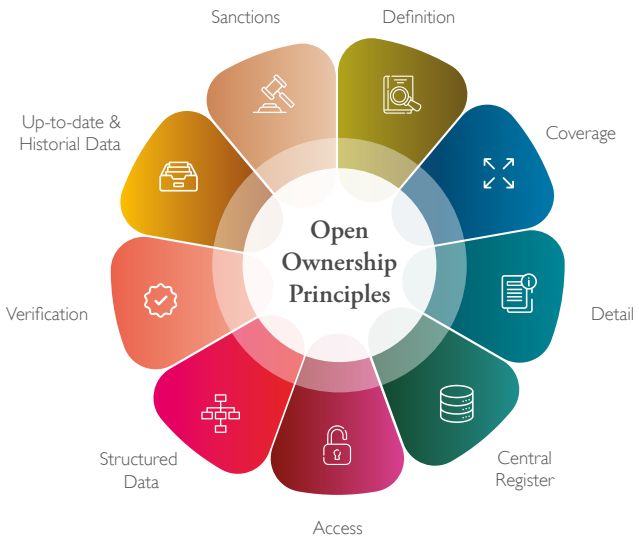
Establishing and Enhancing Integrity and Trust in the Marketplace

1

Beneficial Ownership Transparency

In the pursuit of a trustworthy marketplace, the ability of regulators and oversight organisations (such as stock exchanges and tax authorities) to gain insight into the ownership and control of companies is essential. A World Bank study highlights the importance of this effort as it found that 70% of large corruption cases were linked to anonymously owned companies.

By advancing beneficial ownership transparency, which reveals the real beneficiaries behind shell companies, avenues for corruption, crime, and tax evasion can be disrupted. The Open Ownership Principles provide a comprehensive framework for effective beneficial ownership disclosure, offering guidance to governments, international institutions, civil society, and the private sector in their efforts to promote reforms.



2

Stewardship and Accountability in SOEs

State-Owned Enterprises (SOEs) are significant players in the world economy, accounting for 10% of global GDP and over 50% of emerging economies' GNP. However, SOEs are also highly susceptible to corruption, with 81% of foreign bribery cases involving SOE officials. SOEs face unique corruption risks, due to the scale of assets and services they control, and their proximity to public officials.

Professional SOE governance will borrow much of the playbook from the private sector including a board of directors, clear policies on services and pricing, accountability for efficient use of capital and management of costs, transparency on financial reporting and service delivery benchmarks.

While privatisation of SOEs has been seen to mitigate corruption risks, the process must be carefully managed. A study conducted by the IMF on 141 developing countries between 1982 and 2014 found that SOE privatisation often led to more corruption through poorly designed and managed efforts. Corruption opportunities can arise during the privatisation process, especially when managed by former SOE officials. To mitigate these risks, the OECD's *Policy Maker's Guide to Privatization* provides a comprehensive set of guidelines for managing the SOE privatisation process.

SOE privatisation will often be accompanied by new industry regulations which promote a competitive marketplace, establish fair pricing for public services, set quality standards, and ensure appropriate oversight, transparency and accountability.

3

Competitive and Fair Marketplaces

When functioning optimally, market dynamics balance supply and demand, fostering fair outcomes for all participants. Any disruption to this balance, such as manipulation of supply or demand, or restrictions on market entry or exit, can skew outcomes in favor of certain players and disadvantage others. To mitigate these risks, governments often implement anti-trust measures, aiming to preserve healthy competition and prevent market concentration that may harm consumers and stifle new market entrants.

Such measures are only a component of the broader regulatory framework that governments should employ to cultivate fair and efficient markets and safeguard the interests of all stakeholders. When these regulations are executed effectively, and fair, relatively free and level playing fields are maintained, the benefits to society are substantial. As history has shown, fair and competitive markets are the most effective means of fostering economic growth and inclusive prosperity.

> *Fair and competitive markets are the most effective means of fostering economic growth and inclusive prosperity.*

SOE Governance: Risks and Remedies

State-Owned Enterprises (SOEs) lie at the heart of many corruption scandals. The magnitude of some of these scandals underscores the susceptibility of SOEs to corruption, posing significant risks to economic stability and public trust.

In Brazil, the infamous Operation Car Wash brought to light a web of corruption involving officials of the SOEs, including Petrobras, the state oil company. Weak oversight mechanisms allowed top executives to operate with impunity, receiving kickbacks in exchange for major contracts. Concealed financial transactions and opaque procurement processes further hindered efforts to detect and prevent misconduct. Political interference and the absence of a clear separation between political and corporate interests exacerbated the issue, reinforcing the critical need for robust oversight and transparency within SOEs.

Similarly, the debacle of sabotage and corruption at Eskom, South Africa's state-owned electricity supplier, highlights the destructive consequences of poor corporate governance in SOEs. Mismanagement and a lack of oversight led to widespread corruption, resulting in planned blackouts (loadshedding) to reduce demand. These outages had widespread consequences, impacting essential services, eroding profits, and undermining investor confidence in critical industries. The example of Eskom serves as a stark reminder that weak governance not only erodes the financial health of SOEs, but also poses a direct threat to critical national infrastructure.

Protests against state-owned utility company Eskom as corruption and mismanagement cause widespread power blackouts, South Africa, February 2023.

Governments must take concrete steps to address corruption in SOEs. For example, China's Central Commission for Discipline Inspection (CCDI) has conducted inspections of the country's SOEs to crackdown on corruption. Investigations have been conducted on senior management of SOEs spanning many critical industries, up to the head of the government agency that manages SOEs. Harsh punishments such as life imprisonment have been meted out to convicted officials.

These examples collectively highlight the importance of tempering corruption risks through robust SOE governance. In doing so, governments promote economic stability, foster public trust, safeguard national assets, and take a critical step towards building cultures of integrity.

4

Ethical Business Culture

Establishing a culture of integrity in the business world goes beyond government regulations. It requires the active participation of business leaders who are willing to embrace the principles of integrity, recognising an ethical marketplace is key to a prosperous economy. The private sector must openly discuss the importance of integrity and make it a core part of their corporate culture, honouring those who embody these values.

To cultivate a culture of integrity, companies must go beyond legal compliance and strive to create a workplace where doing the right thing is the norm. A comprehensive policy framework includes:

- A strong anti-bribery and corruption policy that clearly sets out a company's stance on all forms of corruption
- Active support and personal commitment from business leaders and managers to act on the values they preach
- Clear communication of ethical principles, reflected in a code of ethics and guidelines
- Integration of ethical values into day-to-day business operations and the provision of practical resources and training to employees
- Establishment of an internal control system and reporting channels, such as a whistleblowing policy
- Policy breaches result in appropriate consequences and fraud prosecuted
- A continuous learning process to improve the anti-corruption ethics and compliance program, regularly monitored and reviewed

> *A culture of integrity cannot be created overnight. But by continuously striving for ethical excellence, companies can create a workplace where doing the right thing is second nature.*

Companies can utilize tools such as those developed by UN Global Compact for ongoing education and improvement. A culture of integrity cannot be created overnight. But by continuously striving for ethical excellence, companies can create a workplace where doing the right thing is second nature.

The fight against corruption and the promotion of integrity in the business world cannot be won by a single company's efforts alone. It takes a collective effort, involving multiple companies working together in industry coalitions, to make a lasting impact. A country's largest companies set the standards for its business community. They are both corporate and societal role models. Creating business associations that require members to demonstrate their commitment to anti-corruption principles and ethical business practices sets the moral tone and behavioral expectations of the business community.

5

Contract Enforcement and Protection of Property Rights

Effective contract enforcement and protection of property rights are important elements of a robust business environment that is stable, predictable, and reliable. In the absence of effective contract enforcement and property rights protection mechanisms, bribes and other corrupt practices can determine whether contracts are enforced and property rights protected.

The following are key elements of effective contract enforcement and intellectual property rights protection:

- A clear framework of contract and property laws is foundational as it creates a predictable and stable set of rules for enforcing contracts and protecting property rights
- Rules that are not consistently and impartially enforced are useless. They must be backed up by a public judiciary that is capable, impartial, accessible, and efficient
- Private alternative dispute resolution systems (backstopped by an effective public judiciary) can help make contract enforcement and property rights protection more accessible, quick, and less costly
- Legal ownership and registration of property rights facilitate transactions and prevent the abuse of power by reducing the likelihood of fraudulent activities committed by public officials or private individuals

6

Strong Corporate Governance

Corporate governance refers to the system of rules, practices, and processes by which a company is directed, controlled, and operated. Strong governance and integrity measures help companies reduce corruption, enhance investor confidence, reduce the cost of capital, and increase shareholder value. Companies with effective governance structures are more likely to detect and prevent corrupt activities and to comply with laws and regulations.

Several public organisations have developed corporate governance frameworks, and some governments have codified them in regulations. The G20/OECD has published a corporate governance framework setting out policies and processes for effective governance. The U.K. Corporate Governance Code is another example.

Key elements of effective corporate governance include:

- An independent board of directors, free from undue management influence and conflicts of interest
- Transparency and disclosure to shareholders of a company's performance, financials, and risks faced
- Strong internal controls that ensure accurate financial reporting systems, risk management frameworks, checks and balances, and a robust audit function
- Clear accountability rules and processes for management and board of directors concerning their fiduciary duties and decision-making responsibilities

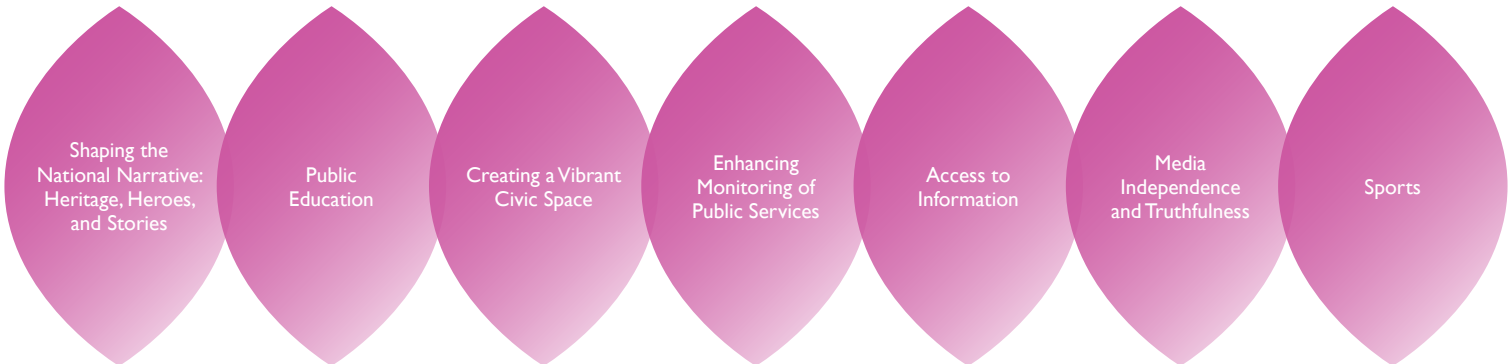
DOMAIN THREE

Community Life

The government has a crucial role in shaping society's values, but it is not solely responsible for determining the integrity of a community. Civil society organizations, such as community groups, religious institutions, educational establishments, and media outlets, also hold significant power in this regard. While anti-corruption laws and ethical codes can provide support, they can only be effective if they are supported by the community.

Values and principles are personal choices that are reflected in each individual's and household's behavior and decisions. It is in the privacy of one's life where the most important decisions about integrity are made and tested. This makes each individual and household ultimately accountable for their role in shaping society's values. Confucius once said, "The strength of a nation stems from the integrity of the home." This speaks to the larger truth that, while systemic and government issues may warrant criticism, it is ultimately the decisions of each individual and household that shape the integrity of a community.

Cultivating Integrity in Culture and Community



Building a Culture of Integrity in the Community

1 Shaping the National Narrative: Heritage, Heroes, and Stories

The cultural identity of a community or nation is shaped by the stories and legends that are passed down through generations. These narratives shape the values, beliefs, and behaviors of individuals, particularly the youth, and ultimately, society as a whole. For instance, the story of the Trojan War in Homer's Iliad highlights the importance of vengeance, honour, and strength in ancient Greek culture.

One way to influence moral values is to celebrate heroes who embody these values and stories that elevate them. According to the book *Educating Hearts and Minds* by researchers at the University of San Diego, "Children and youth can be influenced by heroes and heroines through print, stage, or film. There are lessons to be learned, hearts to be moved, and imaginations to be stimulated."

Strengthening integrity in social norms can start by changing a nation's stories and language with the goal of redefining "heroism." Role models are key. Celebrating leaders in any field from politics to culture to sports who demonstrate integrity reinforces such behaviour. A community and a nation will value what their leaders and cultural icons value. Just as brands use iconic figures as ambassadors to market their products, countries that honour leaders of integrity reinforce such values.

Stories Shape Culture

National narratives significantly impact a society's culture by interweaving stories, beliefs, and behaviors, forming a dynamic relationship that shapes the collective values and practices of a community.

2 Public Education

The question of whether ethics can be taught outside the home has been a topic of discussion for centuries, dating back to the philosopher Socrates who believed that virtue could be taught by imparting the knowledge of what is right and wrong. Today, psychologists not only agree with Socrates, but also recognise that moral development is a lifelong process that can be cultivated through various influences such as parents, schools, religious institutions, and community organizations.

Governments, schools, and non-profit organisations around the world are working to nurture cultures of integrity by promoting education on ethics, anti-corruption, and the rule of law. One such initiative is the Education for Public Integrity initiative run by the OECD, which provides resources for schools and community organizations to teach these principles. Another initiative is Education for Justice, which was developed by the United Nations in 2015 to highlight the importance of education in preventing crime and corruption.

These efforts are based on research that has shown the effectiveness of instilling ethical values in individuals from a young age. Courses that teach these principles are available via open access platforms globally, helping people at different stages of life to integrate these values into their personal and professional decision-making.

3 Creating a Vibrant Civic Space

A vibrant civic space is necessary to build accountability and trust in government and the marketplace. When governments support freedom of assembly, association, speech, and media, they lay the foundation for a thriving culture of integrity. Empowered citizens, NGOs, and press can effectively monitor public service delivery, act as watchdogs to expose wrongdoing, and advocate for transparency and ethical behavior.

4 Enhancing Monitoring of Public Services

Public services form the basis of a just society, providing access to things such as education, healthcare, and infrastructure. Corruption too often undermines the delivery of these essential services. Citizens have a right to expect their government to effectively deliver these services, and to hold their political leaders accountable if they fail to fulfill their responsibilities. Empowering communities to monitor public services and hold governments accountable will improve public service delivery and build trust in government.

Leveraging Technology to Combat Corruption

Governments can empower citizens to report corruption as part of broader anti-corruption endeavours.

In Saudi Arabia, the Oversight and Anti-Corruption Authority (Nazaha)'s e-service allows citizens to report administrative or financial corruption seamlessly via the website or a smartphone app. Nearly 30% of the reports in 2018 were submitted through the Nazaha smartphone app, which supports media attachments such as pictures, documents or video files that can be used as evidence for the report. The app not only receives complaints but also surveys perceptions of integrity in both the public and private sectors, further contributing to wider policy approaches in enhancing anti-corruption efforts.

China has also adopted a technology-enabled strategy by integrating its anti-corruption reporting channel within the ubiquitously used smartphone app, WeChat. The Chinese Communist Party's Central Commission for Discipline Inspection (CCDI) operates an official account on the platform, offering citizens a one-click reporting mechanism to easily report disciplinary violations by officials. Leveraging WeChat's extensive user base, the approach effectively integrates anti-corruption efforts into the daily lives of citizens, optimising accessibility and engagement.

The Chinese Communist Party's Central Commission for Discipline Inspection (CCDI)'s official WeChat account offers a one-click reporting mechanism.

The examples of Saudi Arabia and China demonstrate the potential of harnessing technology in combating corruption, and in doing so, build cultures of integrity.

Strengthening Public Education in Paraguay

Leslie Tsai, Director at the Chandler Foundation, visits a public school in Asunción with Transformación Paraguay.

Partnering with Transformación Paraguay

In 2019, the Institute's partner – the Chandler Foundation – collaborated with Transformación Paraguay (TP) to bring about positive change in Paraguay's education system. Together, they worked with the country's Ministry of Education to introduce the John Maxwell Leadership Foundation (JMLF) ethics and leadership curriculum to public high schools.

The JMLF high school curriculum was designed to cultivate the next generation of leaders in Paraguay by imparting the values that are essential for a thriving society. This project went a step further by bringing the programme to the National Teachers Training Institute, empowering teachers with the necessary skills and training to effectively facilitate the JMLF curriculum across the country. The project served a dual purpose: uplifting both teacher motivation and values, as well as preparing them to share these values with students.

While the goal of transformation may seem daunting in a country grappling with corruption and a flawed education system, values-based programmes such as the JMLF curriculum are a crucial starting point for national reform. This project recognises the significance of values in creating prosperity and is working to make a difference by reaching a large audience and instilling these values from an early age. The character and values of a nation do not change overnight, but by planting the seeds of virtues in the next generation, we are making a difference in shaping the hearts and minds of Paraguay's future.

5 Access to Information

The accessibility of information held by government institutions is a fundamental aspect of a society characterized by high levels of trust. This access enhances the transparency of government operations, enabling citizens to exercise their right to hold elected officials accountable for their decisions and the utilization of public funds. Access to information laws establish a right to request and receive information in a proactive manner. The availability of information serves as a crucial mechanism in the establishment of a culture of integrity. This transparency provides the foundation for public integrity and accountability.

Political finance data should also be accessible and open to public scrutiny and monitoring. This should include transparency of donor information and timely publication of accounts and expenditures.

> *When governments support freedom of assembly, association, speech, and media, they lay the foundation for a thriving culture of integrity.*

The African Network of Information Commissioners and UNESCO have joined forces to strengthen access to information legal frameworks and implementation across Africa, June 2023.

6 Media Independence and Truthfulness

Independent media plays a vital role in the fight against corruption and the promotion of transparency. Countries with higher levels of media freedom tend to score better on the Corruption Perceptions Index, demonstrating the direct correlation between press freedom and the absence of corruption. Investigative journalism is particularly crucial in this regard. The explosive revelations of the Panama and Pandora Papers are prime examples of how an independent, protected media can expose corruption and promote cultures of integrity. In contrast, corruption and authoritarianism flourish in the absence of independent media. The restrictions on, harassment, and reduction of independent media in Russia prevent transparency and accountability in both the public and private sectors.

Combating the onslaught of false information is also essential in promoting integrity. Propaganda tactics aimed at deceiving and misleading the public have always existed, but in the age of social media, the problem has intensified. Finland's comprehensive efforts to combat false information, including educational curriculum for all citizens, have resulted in the country topping an annual index measuring resistance to fake news in 35 European countries. Jussi Toivanen, Head of Communications at Finland's National Cyber Security Center, recognizes the importance of resisting fake news, stating "it erodes our values, norms, and trust in the institutions that hold society together."

Reporters Without Borders calls for greater press freedom.

7 Sports

In a world where the lines between right and wrong are often blurred, sports emerge as a lever of change, instilling a rich blend of values, discipline, and community spirit. It creates a respectful environment for rules, which is essential for societal harmony and winning the "game of life". Sports has been acknowledged in the 2030 Agenda for Sustainable Development as an important enabler to achieving the Sustainable Development Goals (SDGs).

Sports also provides a platform which builds hope and camaraderie. The saying "a kid in sport stays out of court" comes to life on the sporting fields. Research from the United Nations Office on Drugs and Crime and the University of Cape Town document the impact of sports on reducing youth crime, especially in low-income demographics. Case studies from various countries underline the success of sports programmes in diminishing school dropouts, gang involvement, and enhancing employment prospects among the youth.

Global examples echo this narrative where sports shape character, build communities, and establish cultures of integrity. However, the uplifting narrative is threatened by scandals like the 2015 FIFA bribery allegations, and systemic doping in Russia – which led to the World Anti-Doping Agency imposing on it a four-year ban from all major sporting events in 2019. It is crucial for sporting bodies to uphold integrity, ensuring sports continue to be a beacon of positive transformation for youth, teaching life's essential lessons with every game played.

Soccer players passing fist bumps after a match at a school competition, Uganda, Africa, 30 June 2017.

WORKING WITH CIG:

Building a High-Trust Nation

Architecting Cultures of Integrity Across Three Domains

Cultures of integrity extend beyond simply following laws and regulations. They embody a deeper societal commitment to ethical values and moral principles that shape behavioural norms. It involves creating processes, practices, and institutions that are characterised by transparency, accountability, and impartiality. Unlike anti-corruption measures, which can be inconsistent and often bypassed, cultures of integrity are systemic, self-sustaining, and dynamic.

To cultivate cultures of integrity, all levels of society must work together. This means engaging government, businesses, and communities to understand the key role each stakeholder plays in advocating ethical behavior, transparency, and accountability. It also requires promoting education and raising awareness of the damaging effects of corruption, and encouraging individuals to reject corrupt practices and embrace integrity principles.

The Fabric of Trust: Weaving Integrity into Society

Corruption is not just a matter of rogue officials or unethical politicians. It is a complex and insidious network woven from the fibres of government, commerce, and society. To untangle this web of corruption, every sector must take responsibility and play their part.

Governments Set the Rules and Model the Standards

In developing a blueprint for a just, fair, and transparent society, cultures of integrity play a pivotal role. Government leaders and public institutions must lead by example and create an environment that establishes clear ethical standards and guidelines, as well as implement monitoring and enforcement systems.

Unleashing the Trust Waterfall

As the Singapore example shows, building cultures of integrity is possible, and even achievable in little more than a generation.

But it does require steely resolve from government leaders to to build and guard a high-trust society. In doing so, governments unleash the trust waterfall, by which trust in government cascades downwards to the rest of the nation.

A Partnership with CIG

CIG can partner with governments to develop the foundational structures, systems, and capabilities required to build cultures of integrity. In areas that would benefit from niche domain-specific expertise, CIG can leverage our network of partners to provide support as needed – for example, in the design and implementation of model laws that support the fight against corruption, covering areas as such whistleblowing and beneficial ownership. CIG can work with our government partners in several ways:

Strengthening Integrity Institutions

Driving successful change requires effective integrity institutions that can ignite and maintain the momentum towards building cultures of integrity. These institutions include anti-corruption agencies, courts, and ombudsman and prosecutorial agencies. CIG can work with integrity institutions to enhance leadership capabilities, develop a culture of excellence and accountability, and put in place systems for delivery. For example, CIG has been working with the National Prosecutorial Agency of Zambia to strengthen its organisational culture and build a deeper sense of trust and shared purpose within its leadership team.

CIG delivering a culture building workshop for the leadership of the Zambian National Prosecutorial Agency, Lusaka, Zambia, September 2023

Programmes to Strengthen Cultures of Integrity

The implementation of cultures of integrity will also require the right capabilities to deliver change. CIG can leverage our suite of proprietary programmes and network of experts to help our partners strengthen implementation capabilities. For example, CIG has developed the Chandler Integrity Assessment Scorecard (CIAS) to support corruption risk and vulnerability assessments for government ministries, departments, and agencies (MDAs).

Implementation Structures and Processes

Building cultures of integrity requires strong political will, but it is equally important to ensure accountability and follow through in implementation. CIG will work with our partners to form joint implementation working groups, as well as platforms for coordination and tracking of implementation milestones within and across the working groups.

Building Leadership for Cultures of Integrity

CIG designs and delivers training programmes to equip government leaders with the skills, knowledge and capabilities to not only help them align their own ethical compass, but also to drive a broader shift towards cultures of integrity in their respective organisations and spheres of influence. For example, CIG has delivered training on Managing Ethical Dilemmas in the Public Service, as part of a leadership training programme for early-career public service leaders in Kenya.

CIG delivering training for early-career public service leaders, Nairobi, Kenya, July 2022

Partnership for Integrity in Uganda

In 2023, Uganda ranked 141 out of 180 jurisdictions in the Transparency International Corruption Perception Index. Its leaders recognise the challenge and the need for change.

> *As an institution, we have decided that even if it means exposing ourselves, we have to do it and correct the record. We cannot say we are Parliament, and so we cannot check ourselves […] If there are members involved in corruption through the budgeting process, through sitting on accountability reports, they are going to be exposed.*
>
> **Thomas Tayebwa**
> Deputy Speaker, Parliament of Uganda

At their invitation, CIG started working with the Ugandan government in September 2023, to adopt a systematic and practical approach for leaders of ministries, departments and agencies (MDAs) to assess the specific risks of corruption in their respective organisations. Unlike standardised indicators of anti-corruption used globally, the Chandler Integrity Assessment Scorecard (CIAS) allows leaders to customise and adapt from over 80 metrics for their specific contexts.

CIG in discussions with representatives from different MDAs on the structure and customisation of the CIAS, Kampala, Uganda, September 2023.

As part of the partnership, CIG will conduct training for MDA leaders and key government officials on developments and trends in anti-corruption, and on international good practices in corruption control. The programme will also include training for Uganda government officials on the CIAS and how to use the tool more effectively in their respective organisations.

Integrity Programmes for Governments

1 Leadership Alignment Summit

A nation's leaders – at the political level and in the civil service – play an outsized role in setting the moral tone of the nation. It is necessary that they possess and exhibit the resolve to tackle corruption at its core, and share a vision and roadmap to building cultures of integrity.

The Leadership Alignment Summit will involve facilitated conversations among senior government leaders on challenges facing the nation in addressing the disease of corruption. This recognises that there is no progress without first confronting the brutal truth.

The Summit will also serve as an important platform for leaders to discuss and identify specific areas for reform. In doing so, the Summit helps to align them towards a common vision of building cultures of integrity, and to identify specific agents within the government's leadership community to take ownership for change.

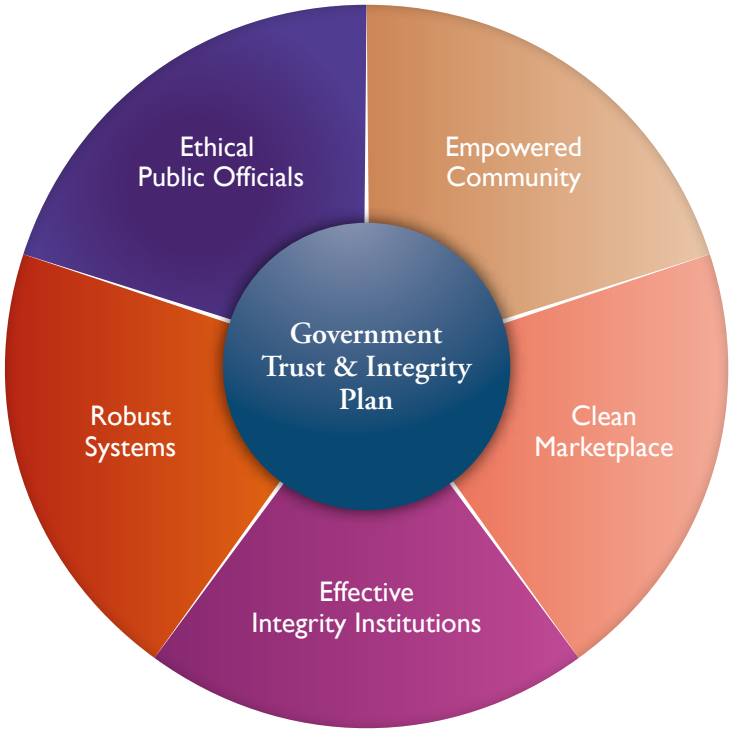
These conversations will also reveal perspectives on a nation's story and identity, and kickstart the process of exploring how to shift the national narrative from one of low to high integrity.

2 Government Trust and Integrity Plan

The Government Trust and Integrity Plan (GTIP) looks at the role of government, including the legal and regulatory frameworks that governments can adopt, as a first step in building a high-trust nation.

The GTIP has five areas, each with specific policy areas that governments can consider to build cultures of integrity within government, with businesses, and in the community. The exact policies and regulations to be adopted within each of these areas will depend on the country's specific context.

Governments can – and should – take the lead to implement the GTIP. But external stakeholders, including academia and civic organisations, also play an important role. CIG can support governments to form Impact Hubs, to bring together diverse stakeholder groups to facilitate rapid prototyping and implementation. In doing so, governments can quickly demonstrate momentum towards building a high-trust nation.



3 Chandler Integrity Assessment Scorecard

While the GTIP looks at broader national strategies, the Chandler Integrity Assessment Scorecard (CIAS) provides governments with a practical, actionable and customisable approach to measure the risks of corruption within each ministry, department and agency (MDA).

The CIAS, jointly developed by CIG with a team of international experts, evaluates the maturity, quality and effectiveness of a government's anti-corruption system at the organisational level, across over 80 assessment criteria in three broad areas.

By allowing for customisation, the CIAS takes into consideration the unique national and organisational contexts, enabling MDA leaders to properly assess risks, and to take preventive and corrective action.

The three assessment components of the CIAS.

4 Leaders for Integrity Programme

It is also important to equip government leaders and officials with the essential skills and knowledge required to create cultures of integrity. The Leaders for Integrity Programme could consist of several key components, including:

- Understanding developments and trends in anti-corruption
- Principles and good practices in corruption control
- Developing a comprehensive Government Trust and Integrity Plan
- Ethical decision-making for public officials
- Understanding and using tools for corruption risk assessment and management

This training programme can be adapted for different participant profiles and needs, and tailored to their specific operating contexts.

No nation can rise to a place of strength, prosperity, and honour, and maintain it, without first establishing its moral foundations; in government, in the marketplace, and in society. Great leaders architect their nations with the steel of principle, the rod of integrity, and the staff of justice.

Richard F. Chandler
Founder

CHANDLER

INSTITUTE OF GOVERNANCE

The Chandler Institute of Governance (CIG) is a global non-profit organisation headquartered in Singapore. Our purpose is to build strong nations through excellence in national governance. We support governments in developing leadership, institutions, and public service capabilities through training programmes, technical projects, and knowledge platforms. We operate independently, and have no political or commercial affiliations.

For more news and information, please email **info@chandlerinstitute.org**, visit **www.chandlerinstitute.org** or follow CIG on Facebook, Twitter and LinkedIn **@ChandlerINST**

www.ChandlerInstitute.org

Trust in Governance