INTEGRITY AND ETHICS
Understanding integrity

A holistic approach of accountability, competence and ethical behavior
A thought........

It is true that integrity alone won't make you a leader, but without integrity you will never be one.

~Zig Ziglar
Key questions

- Am I giving my best?
- Will my action or decisions be in the interest of or for the greatest good for the greatest number?
- Am I willing to stand up for and defend what is right?
- Am I twisting facts for personal advantages?
The word "integrity" stems from the Latin adjective ‘integer ’ means whole, complete.

... is the inner sense of "wholeness" deriving from qualities such as honesty and consistency of character.

... is knowing right things to do and doing the right things.
Integrity

- ... is a concept of ‘consistency’ of actions, values, methods, measures, principles, expectations, and outcomes.
- ... is being true to oneself, i.e. acting according to own-self.
Public sector ethics and integrity

- Civil servant integrity
  - Commitment to work
  - Competency and ethical character
  - Transparency, trust and trustworthiness

- Public or organisation integrity is that set of characteristics that justify trustworthiness and generate trust among stakeholders. (Integrity Action, 2016)
Integrity is the alignment of four factors:

- Accountability
- Competence
- Ethical Behaviour
- Corruption
<table>
<thead>
<tr>
<th>Accountability</th>
<th>Competence</th>
<th>Ethical behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>Professionalism</td>
<td>Trustworthy</td>
</tr>
<tr>
<td>Access to information</td>
<td>Quality</td>
<td>Fairness</td>
</tr>
<tr>
<td>Consistency</td>
<td>Effectiveness</td>
<td>Honesty</td>
</tr>
<tr>
<td>Social responsibility</td>
<td>Reliability</td>
<td>Lawfulness</td>
</tr>
<tr>
<td>Clarity</td>
<td>Responsiveness</td>
<td>Anti-corruption</td>
</tr>
<tr>
<td>Open to stakeholders</td>
<td>Stewardship</td>
<td>Social justice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Respecting rights</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Confidentiality</td>
</tr>
</tbody>
</table>

Without corruption (Bribes, Patronage, Greed, Theft, Plagiarism, Exploitation, Manipulation)

(with corruption control) - Integrity Action
Group Work

- Present your thoughts in picture/diagram/symbol to explain what does following mean to you at your workplace:
  - Accountability (Group 1)
  - Competence (Group 2)
  - Ethical behavior (Group 3)
  - Corruption control (Group 4)
  - \( I = a(A + C + E) - C \) (Group 5)

- Each group has 10 minutes to prepare and 2 minutes to present.
Accountability

- Enabling stakeholders to check that we do what we say we do.
Citizen
- Entitled to receive public services
- Rights to hold service provider accountable

Civil Servant
- Proactive (even if people are unable to ..)
- Create favorable environment

Accountability
Key issues

- Position of our people to whom we serve
- The intermediaries’ role
- The state mechanism and its capacity
- What we demonstrate (community of practice, organization and peer to peer)
- What about agreement for mutual welfare
Ethical competency

- Book on Ethical competency and perspective

1. The knowledge and understanding of the relevant Code of Ethics or domain of ethics
2. Morally mature and think differently
3. Define and solve morale problem and solve the ethical dilemma
Problem identification Skills
Problem solving skills
Advocacy skills:
Self-awareness and trust-building skills
Subject-matter knowledge
Attitude and commitment
Ethics and ethical behaviour

- A set of moral principles and standards of “right” behavior and conduct.
- Right or wrong, good or bad in actions that affect others.
- A group of moral principles or set of values that define or direct us to the right choice.
Higher ethical standard and practices are critical in administering work to gain public trust.

Ethical behavior is the standards that you hold for yourself of the attributes of honesty, responsibility, and how you treat others in all facets of your life.
“Honesty is very expensive gift, Don’t Expect it form a cheap people.”

Warren Buffett
Corruption control

- Klitgaard (1998)
  \[ C = D + M - A \]
  Where, \( C = \) Corruption, \( D = \) Discretion, \( M = \) Monopoly over power/resources & \( A = \) Accountability

  \[ C = (D+M) - (A+T+I) \]
  Where, \( T = \) Transparency & \( I = \) Integrity
Key issues

- How supportive are the political institutions?
- How are the relationships among social groups and between social groups and the political system in the country?
- How is the socio-economic situation of the country?
- How supportive are the prevailing ethics, norms and values in society?
Figure: Trends of Corruption and Improper Conduct Cases Lodged Year 2006 to 2017

Source: CIAA Annual Reports.
<table>
<thead>
<tr>
<th>Types of Corruption Complain</th>
<th>Position</th>
<th>Total (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Officer (%)</td>
<td>Non-Officer (%)</td>
</tr>
<tr>
<td>Fake Document Related</td>
<td>11.0</td>
<td>89.0</td>
</tr>
<tr>
<td>Illegal Benefits and Illicit Earnings</td>
<td>66.4</td>
<td>33.6</td>
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<tr>
<td>Bribery</td>
<td>42.7</td>
<td>57.3</td>
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<tr>
<td>Fraud</td>
<td>56.0</td>
<td>44.0</td>
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<tr>
<td>Misuse of Public Property</td>
<td>50.1</td>
<td>49.9</td>
</tr>
<tr>
<td>Procurement and Construction</td>
<td>53.1</td>
<td>46.9</td>
</tr>
<tr>
<td>Total</td>
<td>39.8</td>
<td>60.2</td>
</tr>
</tbody>
</table>

Chi Square 353.835***
Likelihood Ratio 393.003***
Phi and Cramer's V 0.419***

Note: Table generated based on the cases published in CIAA annual reports (2006 - 2015).
Table: Statistical analysis of the gap between law and practice regarding integrity in public sector (1 = very weak and 5 = very strong)

<table>
<thead>
<tr>
<th></th>
<th>Minimum Average Value</th>
<th>Maximum Average Value</th>
<th>Mean</th>
<th>Std. Deviation</th>
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</thead>
<tbody>
<tr>
<td>Integrity Provisions</td>
<td>1</td>
<td>4</td>
<td>2.69</td>
<td>.69</td>
</tr>
<tr>
<td>Integrity Practice</td>
<td>1</td>
<td>3.86</td>
<td>2.46</td>
<td>.65</td>
</tr>
<tr>
<td>Total (N = 54)</td>
<td></td>
<td></td>
<td></td>
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</table>

Source: Adhikari, 2017
Tips for building integrity

- Do what you say
- Take responsibility
- Take care of yourself
- Think of the big picture
- Respect others
- Check the mirror
- Be consistent for what is right and wrong
Thank you

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.

Warren Buffett