Integrity and Ethics

“Achala Dahal/Tara Prasad Kharel

“With Integrity you have nothing to fear, since you have nothing to hide.”

Zig Ziglar
What comes to your mind when we discuss about integrity and leadership or leader?
Integrity as consistency of words and actions
Integrity as consistency in adversity
Integrity as being true to oneself
Integrity as moral or ethical behavior
Integrity in organisation for delivering results
Integrity as wholeness
Ethics

- Individual and professional standards
- The basis of harmony in society and social order
- Declaration of the moral values and standards of behavior required by all in an organization
- Ethics is knowing right or wrong, good or bad in actions that affects others.
Integrity

- State or quality of being complete, undivided or unbroken moral soundness, honesty, uprightness

- Dictionary meaning:
  - Devotion to moral and ethical principles
  - Dependability of moral character
  - The quality of being honest and morally upright
  - The state of being whole or unified
Integrity

- Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes.
- Integrity is knowing right things to do and doing the right things.
- Integrity is not an absolute notion that you either have or totally lack.
What does integrity mean to the individual civil servant?

- Commitment to work
- Competency and ethical character/behavior
- Transparency, trust and trustworthiness

Public or organisation integrity is that set of characteristics that justify trustworthiness and generate trust among stakeholders.

Integrity Action
Assessment of honesty of public institutions & officials

Source: NNGS, 2017/18
Perceptions of the government’s efforts to control corruption

- If the government wants, it can control corruption (55%)
- The government does not want to control corruption (17%)
- The government cannot control corruption (21%)
- DK/CS (7%)

Source: NNGS, 2017/18
What is integrity?

\[ I = a \ (A, C, E) - C \]

\( a = \) alignment
\( A = \) accountability
\( C = \) competence
\( E = \) ethical behaviour and
\( C = \) 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>
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<tr>
<td>Consistency</td>
<td>Effectiveness</td>
<td>Honesty</td>
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<tr>
<td>Social responsibility</td>
<td>Reliability</td>
<td>Lawfulness</td>
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<tr>
<td>Clarity</td>
<td>Responsiveness</td>
<td>Anti-corruption</td>
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<tr>
<td>Open to stakeholders</td>
<td>Stewardship</td>
<td>Social justice</td>
</tr>
<tr>
<td></td>
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<td>Respecting rights</td>
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<td></td>
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<td>Confidentiality</td>
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**Without corruption** (Bribes, Patronage, Greed, Theft, Plagiarism, Exploitation, Manipulation)

**with corruption control**

- **Integrity Action**
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
Prevalence of bribing among those who accessed a public service

Percentages of those who were asked for and/or paid a bribe, or who have a family member who was asked for and/or paid a bribe, in the last 12 months among those who accessed a public service

| Source: NNGS, 2017/18 |

<table>
<thead>
<tr>
<th>Average</th>
<th>Province</th>
<th>Ecological zone</th>
<th>Sex</th>
<th>Education</th>
<th>Caste/ethnic group</th>
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</tbody>
</table>

- Province 1
- Province 2
- Province 3
- Province 4
- Province 5
- Province 6
- Province 7

- Mountain
- Hill
- Terai

- Men
- Women

- No education
- No formal education
- Basic education
- Secondary education
- Higher education

- Hill Brahmin, Sanyasi
- Hill Chhetri, Thakuri
- Newar
- Hill Janajati
- Terai Caste
- Terai Janajati
- Dalit
- Muslim
Corruption and Improper Conduct Cases Lodged

Figure: Trends of Corruption and Improper Conduct Cases Lodged Year 2006 to 2019

Source: CIAA Annual Reports.
Integrity: Viable Options

Exit

Voice

Loyalty

Organize

Source: Albert O. Hirshman
OECD Framework (Toolkit of Integrity)

- Healthy governance
- Effective prevention
- Sharp detection
- Robust examination and recovery
In a case, Nurturing a high-integrity culture, Jean Francois Manzoni writes:

- Organization, that employ lasting success in terms of both performance and integrity, have developed a strong and positive organizational culture that nurtures its employees.

- Changing organization culture requires modifying the common way of thinking.

- The first step for quest for integrity is basic compliance dimension. While this is necessary condition but not sufficient.
“Breakdowns” of Integrity

- Fear
- Need?/Greed

How do these two things shape employee’s behaviour in organization?

How does it paralyzes organization’s culture?
Factors influencing integrity

As an individual

1. Values
2. Ethics, Moral principles
3. Knowledge/Experience
4. Personal goal
5. Personality

Social Factors

Contextual Factors

1. Social relations
   - Families, friends, relatives
2. Culture
3. Religion
4. Caste
5. Region

MY CHOICE
Integrity Leader and Builder

**Integrity leader**
- Consistency in actions
- Committed to do the right thing for the right reason.
- Shows concerns on public interest
- Transparency
- Believes in zero tolerance to corruption

**Integrity Builder**
- Establishes and constructs ethical culture
- Communicates and follows ethical standards consistently
- Innovates and takes risk
- Shows courage
Core Characteristics of Integrity

1. Commitment to public interest
2. Incorruptibility
3. Consistency of goal
4. Experimentation
5. Competence
6. Institutional intelligence

Self serving popular leader
Integrity Building Approaches

- A lawyer’s approach
  - Toughening laws & legislations

- A businessman’s approach
  - Offering incentives to officials to disengage from corruption (buy out corruption).

- A market or an economist’s approach
  - Introduce or increase competition

- An institutional approach
  - Genuine political/leadership commitment
Corruption eventually hurts everyone, but the disadvantaged are hurt much more (UNDP, 2009).
Importance of Integrity

Photo Source: Google Images
Conclusion

- Assess your ethical position
- Acknowledge that “it starts with me!”
- Build ethical thinking into daily activities
- Establish a legend; let it be disseminated
- Be wiling to pay the price
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