

Building Institutional Integrity as a way of fighting corruption

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with the Aga Khan Foundation

Limitations of Usual Approaches

The usual approach of fighting corruption through:

- More rules and regulations
- More investigative and enforcement agencies
- More sanctions and punishments

generally does not work in a culture of widely accepted corrupt activity and impunity, because the approaches are subverted or ignored **AND** it is time and resource intensive.

Institutional Integrity

is an alternative approach for fighting corruption - by building integrity, organisation by organisation ('Islands of Integrity'). People can take responsibility for their own organisation

It requires institutional leadership which perceives corruption as either harmful to their organisation, or ethically unacceptable (or both)

Integrity is more than non-corruption

It is a positive attitude towards making an organisation trusted by stakeholders, comprising:

- A high level of competence in its core business
- High ethical standards
- Consistency between what it says and does
- A high reputation

Corruption usually produces the opposite in an organisation, resulting in a lack of trust.

Steps in a Programme to Build Integrity

1. Get people to see the damaging effects of corruption on their organisation
2. Change peoples attitudes so that they dislike corruption and what it does in respect of their organisation
3. Identify, practice and reinforce non-corrupt ways of working
4. Promote integrity as a positive force for efficiency, effectiveness and trust.

Elements in an Institutional Integrity Building Program

1. Focus group discussions with staff (to identify actual ethical issues that they have faced)
2. Leaders workshops (to persuade senior people in the organisation to buy into the programme – islands of integrity)
3. Production of learning materials (in comic books formed from issues of the focus groups)
4. On site workshops to seek integrity champions amongst staff, and build their capacity
5. Training and mainstreaming of integrity behaviour into the management of the organisation (e.g. codes of conduct, rules on gifts etc)