

Anthropology, Economics, Ethics, Law, Politics, Public Administration

Managing for Integrity: Strategies and Approaches

June 29 - July 8, 2009

The course is convened by Tiri - Making Integrity Work, London and the Center for Policy Studies, Central European University, Budapest



5th Annual Course for Practitioners in Business, Government, NGOs, Foundations, Aid Agencies

Now in its 5th year, this is one of the foremost courses in organisational and institutional integrity. The course takes an inter-disciplinary approach to raising integrity standards in public and private institutions. Resilient and sustainable approaches to reform and protecting programmes are emerging in a wide variety of countries and institutions. NGOs, public agencies, and even business have a great deal to learn from innovations being generated both within their sectors - as well as from others sectors. There is a growing recognition among leading policy practitioners that the cutting edge of sustainable reform lies at least in part in the interaction between different stakeholders. This course is one of the rare efforts to take a multi-stakeholder approach to short and medium-term reform.

The SUN course at the Central European University (CEU) was launched in 2005. Five editions down the road it has evolved into the main venue for minds to meet over the problem of corruption in Eastern Europe, the former Soviet Union, Africa, Asia, and Latin America. The course will involve some of the world's foremost experts and practitioners in the field of integrity and anti-corruption, who will teach, tutor and lead discussions to help participants forge creative and contextually-sensitive solutions to a problem that burdens many societies and poses a major risk to programmes in business, government and civil society. This course is aimed primarily at policy practitioners: those seeking to protect their own programmes and those seeking to exert a positive policy influence on public programmes as donors and advisors.

The course consists of Plenary Sessions in the morning that are centered on cases and experiences in solving specific problems in particular agencies and settings. In the afternoons the class is divided into Policy Labs, smaller working groups addressing two dimensions of integrity change: evidence as a management tool and transforming values to practice.

Plenary Sessions

- Approaching Integrity - an overview of the course (F.Galtung)
- Strategic management and integrity reform - inserting integrity into a broader context (F.Galtung)
- What incentives do managers have to fight corruption? - tackling factors both driving and stalling transparency issues in multilateral institutions (S.Berkman)
- Working with village communities - how to effectively manage local participatory processes (TK. Tan)
- Incentive problems: fraud in non-profits - the latest techniques being tested to combat fraud in NGOs (N.Schuler, F.Galtung)
- Managing elections in the world's biggest democracy - the challenges facing India's electoral process (TS. Krishnamurthy)
- Integrity in Africa's politics: the scope for leverage - how to create incentives for change and work with leaders (J.Githongo)
- Improving parliamentary standards - challenges of raising legislative integrity (E.Filkin)
- Revisiting the social contract - latest integrity paradigms in politics, business, and in society (F.Galtung)

Policy Lab on "Evidence as a Management Tool" (Lab Convener: Fredrik Galtung)

- Overview, surveys, stick figures - the cost and consequences of corruption (F.Galtung)
- An ethnographic approach - an analysis of corruption and its incentives from below (O.Shani)
- Metrics for management (fraud/corruption & integrity) - using of indicators to reduce corruption risks and enhance integrity (Session 1: S.Berkman; Session 2: N.Duncan)
- Integrity Testing - successful techniques of detection and systems testing (H.Baweja)

Policy Lab on "Transforming Values to Practice" (Lab Convener: Murray Sheard)

- Contextualising core values - the institutional meaning and context of ethics and integrity (M.Sheard)
- Adapting and developing ethics codes - how organisations can institutionalise ethical behaviour (TK.Tan)
- Motivating ethical practice - human capital as the locus of core values (TS. Krishnamurthy)
- After the fraud: What then? - legal and managerial consequences of detection (course panel discussion)
- Raising ethical competence - ethicality as a core competence (M.Sheard)
- Working with whistle-blowers - how to motivate quality reporting on dishonest actions (C.James)