



Global Integrity Leadership Course | 10th Annual Course “Leadership and Management for Integrity” for Business, Government, Academics NGOs, Foundations, Aid Agencies

July 6-11, 2014 Central European University, Budapest, Hungary

General Overview

High levels of corruption and the lack of integrity in organisational governance worldwide cause harm and waste on an epic scale. Despite vigorous efforts by some businesses, donors and reform-minded governments alike over the past twenty years, increasing knowledge about corruption and its effects has only rarely been mirrored by successful reforms.

The “Leadership and Management for Integrity” course at the Central European University (CEU) seeks to impart the principles, strategies and applied skills necessary to equip practitioners to effectively diagnose integrity gaps and – most importantly - to implement strategies for addressing them.



Raising integrity standards of organisations is increasingly recognized as an effective tool to foster development and strengthen legitimate democratic governance. Organisational integrity here refers in large measure to internal processes of control and value-driven reform. The domains where demand for integrity training is strongest are: public administration, business, the judiciary, academia and civil society. The course thus focuses on attracting practitioners from these fields. This course presents one of the few targeted, applied and yet conceptually grounded efforts currently available internationally for developing effective integrity strategies in some of the world’s toughest governance environments.

The global Integrity Leadership 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. Business, NGOs, and public agencies 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.



SIEMENS

Integrity Action is supported by Siemens as part of the Siemens Integrity Initiative. Integrity Action is the Project Partner of CEU, which is the Integrity Partner in the project.

This course takes a multi-stakeholder approach to short and medium-term reform. This programme at the Central European University was launched in 2005. Ten editions down the road it has evolved into a leading venue for minds to meet over the many facets of integrity building in Eastern Europe, the former Soviet Union, Africa, Asia, the Middle East, and Latin America.



From July 6 to July 11, 2014, some of the foremost experts and practitioners in the field of integrity and anti-corruption will teach and facilitate discussions to help 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.

Structure of the course: The morning plenary sessions cover the basic concepts of Integrity Building, with case presentations and analysis from real-life settings. The remainder of the day is devoted to specialist policy labs that explore practical, collaborative problem-solving for integrity challenges in variety of settings.

Course Director: Fredrik Galtung, Chief Executive Officer, Integrity Action

The three policy labs on offer are:

- SMEs and Social Enterprises: Maximizing Success with Integrity
- Teaching Integrity – Classroom, Campus and Community-Based Integrity Building
- Building Integrity and Closing the Loop: How can we mainstream integrity and feedback in development?

What Course Participants Say

“The best short course I’ve been to in 20 years. Before the course, I knew what to say about corruption; after the course, I know what to do about corruption.” – **Alf Persson, Swedish Institute for Public Administration (SIPU)**

“For me the most important learning was the shift of paradigm from fighting corruption which often feels like mission impossible to investing time, resources and energy in people with integrity and in developing strategies to fight specific problems”. – **Galina Pourcheva- Bisset, Regional Manager, Central and Eastern Europe: Hope and Homes for Children, Sofia.**

“The most important insight I learned from this course is that it is always difficult to fight corruption but always there is a possibility to build integrity. Also I learned how to approach my problem in critical situation and in a hard context like Afghanistan. After the course I am able to identify the actors involved and factors that contribute towards corruption. I have mobilized communities at the grassroots to build pressure on the state to be accountable towards its citizens.” – **Javed Noorani, Integrity Watch Afghanistan**

“These two weeks have transformed the way I view governance and integrity. They equipped me with ideas and necessary practical skills to implement positive reforms in my organization”. – **Prof. Wijayanto, Vice Rector of Paramadina University, Indonesia and Founder of Paramadina Public Policy Institute**

Policy Lab: SMEs and Social Enterprises

Maximizing Success with Integrity

This policy lab addresses the challenges and opportunities for SMEs and social enterprises in emerging markets. It develops new insights into business integrity in emerging markets and a framework for implementing integrity innovation as one of the biggest opportunities for market advantage, to gain strategies for collective action and engaging multiple stakeholders to strengthen the integrity performance of business, and to foster an organizational learning culture in your company to promote business integrity.

Emerging markets represent some of the most significant opportunities for business growth in the world today. The risks of investing in these markets are also considerable. Some corporations have decided that the risks are too high – and their competition too unscrupulous. Some companies did much of their business in these markets a decade ago, but have now retreated and focus on doing business in markets with mature, predictable governance and regulatory standards. For other corporations pulling out of these markets is not an option.

Today's global companies must navigate a course between increasingly stringent non-compliance regulations on the one hand, and the realities of doing business in emerging markets, on the other. Speed to market may depend on the ability to draw on proven compliance strategies. Companies seek to expand into key emerging markets, but gaining a competitive advantage where growth is rapid and cultural and legal standards differ can be a complex task. Non-compliance can result in steep penalties, damaged reputations, and condemnation by investors and stakeholders. While global norms are essential, companies cannot assume that they can fall back on familiar compliance procedures in untested markets. The context in which a decision must be made affects both the ethics and the long-term business rationale of that decision. Business executives operating in these markets face some of the following challenges:

- My company was forced to withdraw from one particularly important emerging market because of persistent extortion demands. Is there an integrity strategy that can bring us back in?
- My company has a compliance programme that we apply globally. Country managers however recognise that there are important differences across the emerging world. What is it about the cultural and institutional contexts in some emerging economies that make the usual values or integrity systems of my company fall short?
- How can my company develop an organisational learning process that recognises and rewards business integrity innovation? We don't just need heroes who said 'no'. We need genuine innovators who can show us that it's possible to do business differently.
- We are feeling the heat from competitors from emerging markets that are completely unscrupulous. These companies are not bound by international anti-corruption legislation.

Key Learning Objectives:

- Develop new insights into business integrity in emerging markets and why integrity innovation represents one of the biggest opportunities for market advantage
- Gain strategies for collective action and engaging multiple stakeholders to strengthen the integrity performance of your business
- Foster an organizational learning culture in your company to promote business integrity

Convenor: Fredrik Galtung, Chief Executive Officer, Integrity Action

Who Should Take this Policy Lab?

This policy lab is principally aimed at senior management from SMEs and social enterprises in emerging markets, large companies interested in finding innovative ways of improving the business practices of their supply chain, academics who work with or educate the managers of these enterprises, and NGOs, donors and policy makers active in this sector.

Teaching Integrity

Classroom, Campus and Community-Based Integrity Building

This policy lab aims to assist academics from all disciplines, education administrators and trainers of public officials to incorporate integrity education into their teaching and training, with components of classroom and community-based action learning. It will help you to develop curricula, modules and syllabi that use interactive, collaborative and student-centred teaching and learning methods in various media to equip students and executives with the knowledge and skills to recognise integrity challenges, formulate and implement responsible, practical solutions. Building on the experiences of faculty and participants, the exercises and case studies will provide opportunities for mutual learning and peer review regarding complex, on-the-job situations, alongside exposure to community-led activities and field work, citizen monitoring, social audits, investigations, and other methods.

Universities are looking for strategies to inspire their students in the classroom, on campus and in the community, as well as to nurture a personal and institutional culture of accountability, competence and ethics. Methods will be introduced that help develop higher level thinking, analytical skills and practical experience – integrating useful skills with real field experience.

Public officials today work in a global environment that is more demanding of higher governance standards, which now include much more direct engagement with citizens as consumers and potential partners, rather than solely as passive beneficiaries of public services. Civil society has local knowledge and skills that can complement the professionalism of public officials and thereby enhance public service delivery and improve the integrity of public projects. This policy lab will help trainers of public officials to recognise the contributions that the public can make as partners who know what is happening on the ground, and to encourage the two groups to work together productively.

Many academics and trainers ask themselves:

- How can I engage my students to develop their cognitive, affective and behavioural skills to prepare them for the integrity challenges they'll face in their professions?
- As part of my institution's senior management, how can I cultivate an environment that promotes direct student involvement in implementing the learning to deepen its impact?
- How do I train public officials to appreciate the benefits of engaging with citizens to improve public services?
- What can I do to make executive education more practical to develop skills that will be useful from their first day back at work?

Key Learning Objectives:

- Gain knowledge and skills in incorporating into curricula new integrity content, experiential learning methods and case studies
- Formulate strategies for cultivating an institutional environment that provides opportunities for action learning as part of the educational experience
- Acquire practical skills in analysing and problem-solving personal integrity challenges as well as institutional ones
- Understand and appreciate the benefits and methods for working together with citizens and community-based organisations to improve public services

Convenor: Ellen Goldberg, Programme Director, Integrity Education Network, Integrity Action

Who Should Take This Policy Lab?

This policy lab is principally aimed at experienced university academics and education administrators, trainers of public officials, government officials responsible for higher education.

Integrity Building and Closing the Loop

How can we mainstream integrity and feedback in development?



This policy lab addresses the challenges and opportunities for building integrity and integrating feedback loops in development. It brings together practitioners across sectors to focus on collective learning and evidence-based decision making, collaborative problem identification and solving, and feedback mechanisms that ‘close the loop’ to trigger corrective activity and stakeholder satisfaction.

Often governance and accountability efforts are piecemeal, uncoordinated and unsustainable. How can we go beyond such initiatives towards institutionalizing and mainstreaming integrity? With increasing interest in integrating feedback in development plans and programmes, how can we ensure these efforts are better coordinated and locally led? How can we build a system that supports citizen feedback through people-centred design, technology, and other inclusive methods? Drawing on the experience from various contexts, this lab will explore how integrity, transparency and accountability methodologies can be incorporated into public resource management and service delivery as a matter of course to improve the quality of people’s lives.



Topics will include mainstreaming integrity building in education; feedback mechanisms in aid and development programming and innovative financing to mainstream integrity and feedback mechanisms.

Key Learning Objectives:

- Explore challenges and opportunities to build integrity and feedback mechanisms in development
- Develop knowledge and skills in analyzing and problem solving to address challenges within development contexts
- Formulate strategies for building integrity and integrating feedback mechanisms in systems and programmes

Convenor: Claire Schouten, Programme Director, Community Integrity Building, Integrity Action

Who Should Take This Policy Lab?

This policy lab is principally aimed at practitioners in development agencies, government and civil society working towards building integrity and closing the loop to strengthen governance and performance.



General Information for Applicants

General information on the CEU SUN programme and the application procedure is available at:
<http://www.summer.ceu.hu/LMI-2014>

Applicants should indicate which policy lab they are applying for.

Tuition Fee and Financial Aid Packages

EUR 1,200 is the base fee. EUR 800 if you work for a local NGO or for a developing country government. A limited number of partial financial aid packages are available on a competitive basis.
Application Deadline: MARCH 9, 2014

About Integrity Action and CEU:

Integrity Action is an independent non-governmental organization that works with governments, business, academia and civil society to find practical solutions to making integrity work.

Integrity Action's Address:

First Floor
364 City Road
London, EC1V 2PY
United Kingdom
Tel.: +44 (0) 203 119 1187
E-mail: info@integrityaction.org

Central European University was founded in 1991 with the explicit aim of helping the process of transition from dictatorship to democracy in the countries of Central and Eastern Europe, and Central Asia. It is committed to nurturing respect for diverse cultures and opinions, human rights, constitutional government, and the rule of law.

CEU Summer University Office's Address:

Zrínyi u. 14.
1051 Budapest
Hungary
Phone: +36 1 327 3811 Fax: +36 1 327 3124
E-mail: summeru@ceu.hu