

Partnering Against Corruption Initiative (PACI): The Future of Trust and Integrity

November 2017

Background

Corruption is at the center of many of the world's economic and political challenges. Data shows that it impedes economic growth, contributes to social inequality and obstructs innovation. In the past decade, corruption has been one of the primary contributing factors to the decline of trust in traditional business and government institutions. Although global anti-corruption processes have improved, corruption remains pervasive in both the public and private sectors in emerging and developed markets.

The Future of Trust and Integrity project examines conditions for rebuilding trust based on regional contexts to inform cooperation, harmonization and sharing of best practices at the global level.

To date, anti-corruption efforts have relied heavily on shaming bad actors in an effort to pressure them to alter their behavior—leveraging the effect of public opinion and its economic consequences to force the desired change. While not entirely ineffective, the continued prevalence of corruption makes it clear that there is still a gap in the global approach to confronting it.

When an individual or organization perceives others as trustworthy, corrupt behavior is correspondingly low. Trust has often been cited as the engine that drives the wheels of economic transactions; it reduces transaction costs, releases capital for further investment, promotes cooperation and facilitates the provision of public goods, which, in turn, promotes growth.

The Opportunity

The Future of Trust and Integrity is a multi-year project. It aims to define the fundamental role of building trust and integrity while addressing the root causes of corruption to promote sustained growth, restore organizational credibility and build stability.

Currently, there is no practical or systematic approach to invert low levels of trust or even distrust (total absence of social capital) at the interface of business and institutions. By better

understanding perceptions of trust and their underlying drivers, it is possible to encourage a shift from siloed approaches to systemized solutions for addressing corruption.

It is imperative to catalyse technological, behavioural and institutional solutions to ensure business and institutions are at the forefront of building trust and integrity.

The Future of Trust and Integrity project is a cross-sector undertaking that aims to capture regional dynamics to inform global debate. To build a framework for restoring trust and integrity, the project will first perform a detailed analysis of trust and integrity in Argentina. This will establish a set of indicators and solutions that can be scaled up in Africa in 2018. Curating knowledge and designing applicable solutions will contribute to addressing corruption at a global level.

Outcomes

A key priority across stakeholders is to move positive intent into impact. PACI and project partners are committed to designing and scaling solutions to address corruption nationally, regionally and globally.

The project will map shared perceptions of trust across stakeholders and create a framework of technological and behavioural solutions and institutional recommendations needed to rebuild trust and integrity. Existing survey methodology, questions and analysis can be leveraged to deliver new data sets. The outcomes of these activities will be categorized by their effectiveness in building trust and will enable decision-makers to resolve issues of strategic importance in both regional and industry-specific contexts. This will become the basis for a framework that goes beyond surveying attitudes to include both lagging and leading indicators of trust that can help business and institutions reduce the trust deficit and transaction costs, while maintaining the stability of the overall economic and political systems.

Complementary to this framework, the project will curate and promote digital solutions by developing an open sourced platform to provide information on current tools, technologies, case studies and best practices for building trust and integrity digitally.

Project Phases

Phase 1: Expert Opinion Survey

- Gain insight into the main challenges and opportunities for rebuilding integrity and trust in business and institutions
- Create a framework of key technological, behavioural and administrative drivers for rebuilding trust and integrity

Phase 2: Solutions-based Workshop

- A solutions workshop co-hosted with the Argentinean government, will bring business leaders, government ministers, academic experts and leading NGOs together to identify critical areas (e.g. procurement, customs, illicit financial flows, open contracting, etc.) to catalyse action.

Phase 3: PACI Vanguard Meeting

- Insights and solutions from the project will be channelled to the World Economic Forum Annual Meeting 2018 in Davos-Klosters.

Phase 4: High-level Multistakeholder Meeting

- In parallel with the global anti-corruption processes, a high-level multistakeholder meeting will be held to discuss and recommend the key policies to advance and implement the anti-corruption agenda.

Phase 5: Bringing to Scale in Africa

- Capitalizing on lessons learned, recommendations from the expert survey, and stakeholder meetings, the project framework will be scaled up in Africa. Through public-private cooperation, the project will develop solutions, networks and interventions addressing trust deficits in diverse regional contexts.

Steering Committee

The project is supported by a global community, consisting of a steering committee and an advisory committee that have shared knowledge and developed the necessary solutions.

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Banco Hipotecario SA
CA Technologies
Camara Argentina de Comercio
Citi Group
Dell Technologies
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Eurasian Resources Group Sàrl
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Advisory Committee

Gemma Aiolfi, Basel Institute on Governance
Laura Alonso, Ministry of Justice, Security and Human Rights of Argentina
Jacqueline Beckett, Beckett Ethics & Compliance
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Pranjal Sharma, Businessworld
Torcuato Sozio, Asociación por los Derechos Civiles
Neville Tiffen, Neville Tiffen & Associates

August 2017	October 2017	November 2017	January 2018	March 2018
Partner and Project Champion Meetings, Buenos Aires, Argentina (28 Aug. – Sept. 1)	PACI Community bi-annual Fall Meeting, Geneva, Switzerland, (31 Oct.)	Partner and Project Champion Meetings, Cape Town & Johannesburg South Africa (13 – 24 Nov.)	World Economic Forum Annual Meeting 2018, PACI Vanguard Meeting, Davos-Klosters, Switzerland (23-26 Jan.)	Future of Trust and Integrity Workshop, Argentina (5-9 Mar.) World Economic Forum on Latin America, São Paulo, Brazil (14-15 March)