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27 December 2013

Dr Peter Klotz
Ministry of Public Administration and Justice
Budapest, Hungary

RE: Peer Review Report on Integrity Management Training of Public Officials from the Balkans - 10-12 December 2013

Dear Peter,

It was a great pleasure observing the Integrity Management Training workshop for public officials from the Balkans from 10-12 December 2013 in Budapest, as a peer reviewer.

I would like to enter into the record that, as you know, Dr Katalin Pallai, Center for Excellence in Integrity, National University for Public Service, Budapest, and yourself, were both participants in Integrity Action's Leadership and Management for Integrity Course at CEU in July 2013, attending the afternoon Policy Lab sessions on Integrity Education and Academic Integrity, which I led. Some of the materials for your Integrity Management Training originated with Integrity Action, including one of the main definitions for Integrity, and we have given our complete permission to use them in any trainings Dr Pallai, you or your colleagues conduct. Therefore, there is some bias in my assessment related to the use of Integrity Action's materials, because I helped develop some of them, and am interested in their widest possible use for Integrity Education.

Nonetheless, I aim to provide you with a professional, practical and helpful set of peer review comments.

Overall Comments:

I think Dr Katalin Pallai conducted an exceptional workshop, appropriate for the participants, who came from various Balkan and Eastern Mediterranean countries. Group members had different cultural norms, with varied levels of understanding of the issues, and differing capacities to formulate reasoned justifications of their opinions and decisions related to ethical dilemmas. Dr Pallai was able to give attention to those differences in a way that was professional, respectful and effective in helping participants develop ethical competence.

Participants left with new knowledge and skills, and I feel also with some clearer values and ethical competence, in addition to a basic level of confidence in having the capacity to recognise and deal with ethical and integrity challenges. In addition, they learned a lot about integrity and corruption, and how it impacts on their lives and work.

In my opinion, this workshop was very successful. It had:

- a well thought-through methodology that set out a logical progression of topics and learning objectives and outcomes,
- excellent content,
- a brilliant facilitator in Dr Pallai, and
- high-quality professional materials and methods.

Recommendations:

1. I highly recommend continuing the use of this type of training with public officials. After observing the workshop and seeing the insights and learning that were clearly demonstrated by the participants, my assessment is that the training was extremely successful. As many of the participants said, this is a first step towards applying their new knowledge and skills on the job. The true test of impact would be if there was follow-up that would enable individuals to report discreetly about integrity challenges they faced, how they dealt with them, and the degree of success and satisfaction at managing the situation.
2. Although this training was for participants from the Balkans, it is clear to me that the Hungarian training programme currently in process using a very similar format, should be every bit as successful, with the benefit that thousands of public officials are being trained. The clear message from the Hungarian Ministries that organisation-wide training on integrity is important is one bold step towards reducing corruption and strengthening the integrity of the public service. The training should be assessed, improved as deemed necessary and expanded through the whole Hungarian Civil Service at all levels.
3. In Integrity Action we believe it is important to reinforce training to give participants an opportunity to share their experiences with integrity challenges since the workshop, and further develop their understanding and skills through this exchange.

Therefore I also recommend that this type of training would have a follow-up training that could be done within government departments, with properly trained trainers or

preferably integrity-trained existing human resource staff. Through this follow-up, integrity messages would be reinforced, experiences shared and discussed and a deeper understanding developed, all of which should be legitimised organisationally, with encouragement to apply the learning to their professional behaviour. The focus should be on opportunities for improving and strengthening integrity, rather than punishment.

4. Finally, besides continuing to conduct these trainings within Hungary, I feel that the training material and methods used would also be very useful to governments and trainers in other countries. Methods were used that were innovative and effective, as well as appropriate – or easily adaptable - for many other cultures. The global community concerned with strengthening integrity and reducing corruption would no doubt benefit from you sharing what you have developed.

Attached is a more detailed review of the workshop, with some general positive elements, as well as some specific recommendations for improvement. None of the latter are major, and I trust Dr Pallai's good judgment to consider them and make decisions regarding what to accept or reject.

I hope they are helpful and useful to Dr Pallai and the other trainers.

I thoroughly enjoyed conducting this peer review, and I have learned a lot from it on various levels – related to content, methods and materials. For this, I am grateful.

If you have any questions or comments on my review, please don't hesitate to contact me.

Most sincerely,



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cc: Dr Katalin Pallai