

Strengthening Institutional Integrity through Internal Affairs Units (IAUs)

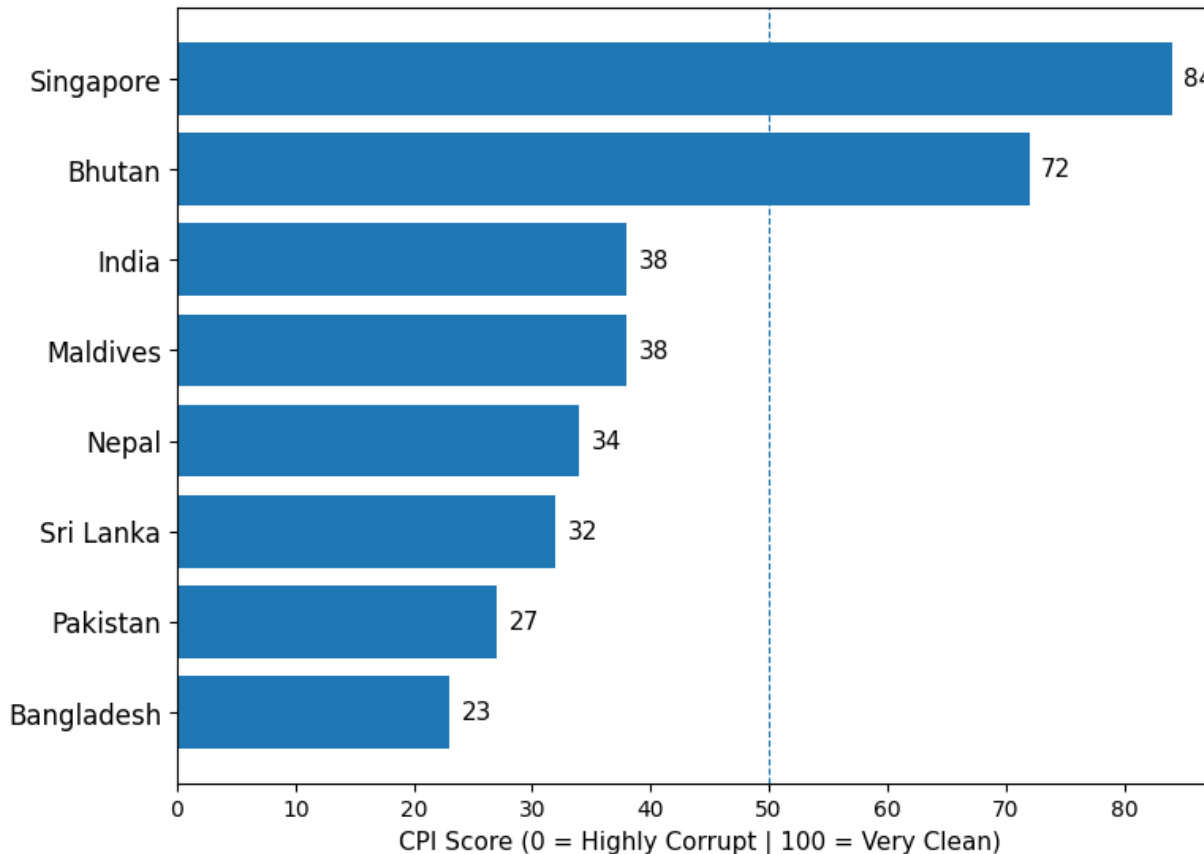


Tharindu Dananjaya Weerasinghe

Senior Lecturer, Department of Human Resource Management
University of Kelaniya, Sri Lanka

Why Institutional Integrity Can No Longer be Optional?

Sri Lanka's Position in the Corruption Perceptions Index (CPI) - 2024



Source: Transparency International - Corruption Perceptions Index 2024

Sri Lanka - CPI 2024

Score: 32 / 100

Global Rank:

121 out of 180 countries

Integrity Failure is a Leadership Failure

Institutional Head = Chief Integrity Champion

“everything flows from leadership”

- Avoid the mindset:
 - **We established the unit, now it’s their problem**

“IAUs do not fail because of lack of laws or staff. They fail when leadership treats integrity as someone else’s duty.”

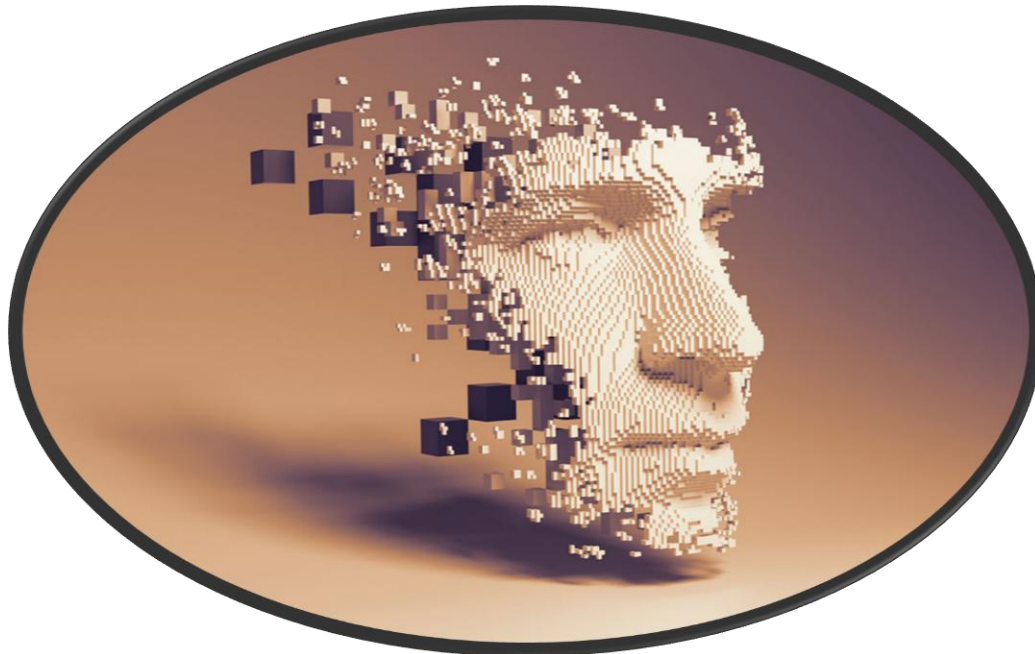
*If integrity collapses, it collapses inward — toward the center.
That center is leadership.*

මේ ක්ෂමිෂ්‍ය යුගයයි Era of Integrity



සුපිළිපත්භාවය යනු?

කවුරුන් බලා සිටියත් නොසිටියත් හෘදය සාක්ෂියට
එකඟව හරි දේ කිරීමට ඇති හැකියාව



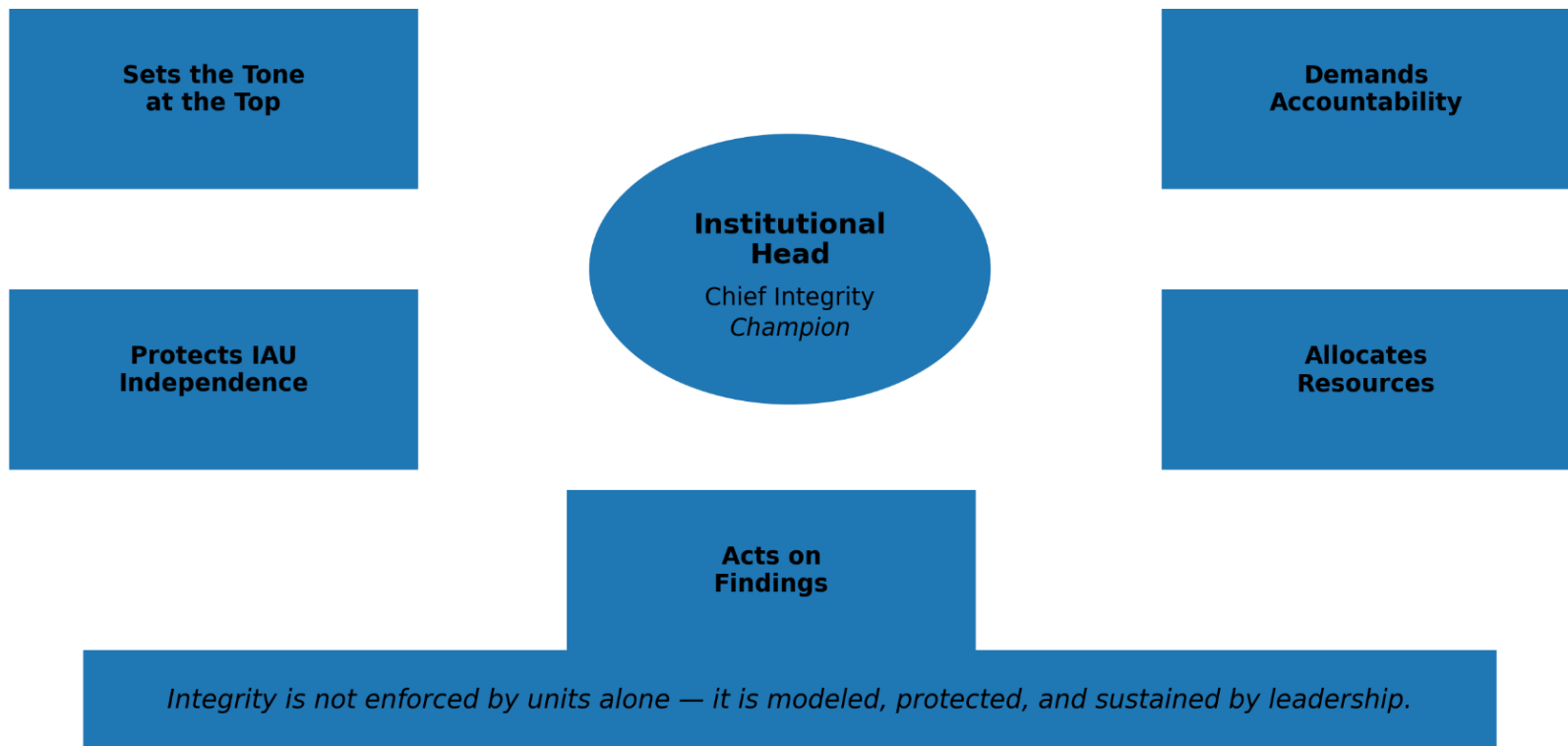
සුපිළිපත්භාවය යනු?

- භාදය සාක්ෂිය නැමැති අධිකරණයේ නඩු හෝ චෝදනා නොමැති තත්ත්වය
- කතාවට සරිලන ගමනක් පවත්වා ගැනීමේ හැකියාව
- තමාට අයිති නැති දෙයක් බලෙන් පරිනමද්දීත් එය ප්‍රතික්ෂේප කිරීමේ හැකියාව

Integrity Failure is a Leadership Failure

Leadership at the Heart of Institutional Integrity

How Leaders Enable Integrity through Internal Affairs Units (IAUs)



Concept based on global integrity leadership practices and CPI high-performing countries

Hong Kong — Independent Commission Against Corruption (ICAC)

- Established in 1974 to tackle pervasive corruption in public services, including the police.
- Combined prevention, investigation, and community education model.
- Credited with transforming public sector norms and reducing corruption significantly.

Singapore — Corrupt Practices Investigation Bureau (CPIB)

- Long-standing independent agency reporting to the Prime Minister's Office.
- Strong legal mandate, investigative powers, and political backing.
- Corruption perception scores among highest globally — demonstrates deterrence effect.

Lessons from Hong Kong & Singapore

- Independence (no political interference).
- Clear legal mandate and investigative powers increase effectiveness.
- Prevention (system reviews, public education) must accompany investigations.
- *Leadership visibility and zero-tolerance signals change culture.*

Integrity as a Global Applied Skill

- Integrity is recognized globally as a core leadership and professional competency
- Included in public sector competency frameworks (OECD, UN, World Bank)
- Investors, donors, and citizens assess integrity before trust and engagement
- Integrity reduces risk, improves performance, and enhances legitimacy

Why Integrity Matters for Institutional Heads

- Leaders are moral role models — integrity flows from the top
- Leadership integrity shapes organizational culture more than rules
- Loss of integrity leads to reputational damage, legal exposure, and public distrust
- Integrity-based leadership strengthens authority and credibility

INTEGRITY

Integrity

Personal Integrity

Professional Integrity

Institutional Integrity

National Integrity

From Personal Integrity to Institutional Integrity

- Personal integrity is necessary but not sufficient
- Institutions require systems that reinforce ethical behavior
- IAU's convert personal ethics into institutional practice
- They ensure integrity survives leadership changes

IAUs as Integrity-Building Mechanisms

- IAU institutionalize ethical standards and accountability
- They prevent normalization of deviance and silent misconduct
- IAU protect honest employees and ethical leaders
- They convert values into enforceable organizational behaviour

Core Integrity Functions of IAUs

- Receiving and protecting disclosures of wrongdoing
- Ensuring fair, impartial, and timely investigations
- Identifying integrity risks and systemic weaknesses
- Recommending preventive and corrective reforms
- Training and awareness building

Key Methods Used by IAUs to Promote Integrity

- Confidential and trusted reporting mechanisms
- Risk-based investigation and case prioritization
- Integrity risk assessments
- Policy and procedural reviews to close loopholes

Preventive Integrity Tools

- Integrity audits and system diagnostics
- Conflict of interest declarations and reviews
- Ethics and integrity awareness programs
- Early-warning indicators and red-flag analysis

Leadership Role in Making IAUs Effective

- Provide visible and consistent support for integrity
- Protect IAU independence from interference
- Act decisively on IAU recommendations
- Reward ethical behavior and zero tolerance for retaliation

What Strong Leaders **Do** Differently?

- They treat integrity as a strategic asset
- They empower IAU's, not control them
- They prioritize long-term trust over short-term convenience

Integrity-Driven Organizations

The Benefits of Leading with Integrity



- Higher public trust and credibility
- Improved organizational performance
- Reduced legal and reputational risks
- Positive legacy of leadership

Call to Action

- *Integrity is not optional — it is a leadership responsibility*
- *IAUs are proven tools* to institutionalize integrity
- Your commitment determines success or failure
- Act now to build an integrity-driven institution

Building a Culture of Integrity Across the Institution

- IAU's as **change agents**, not just investigators
- Creating awareness through workshops, integrity days
- Partnering with citizens to promote integrity
- Recognizing and rewarding integrity and ethical behaviors

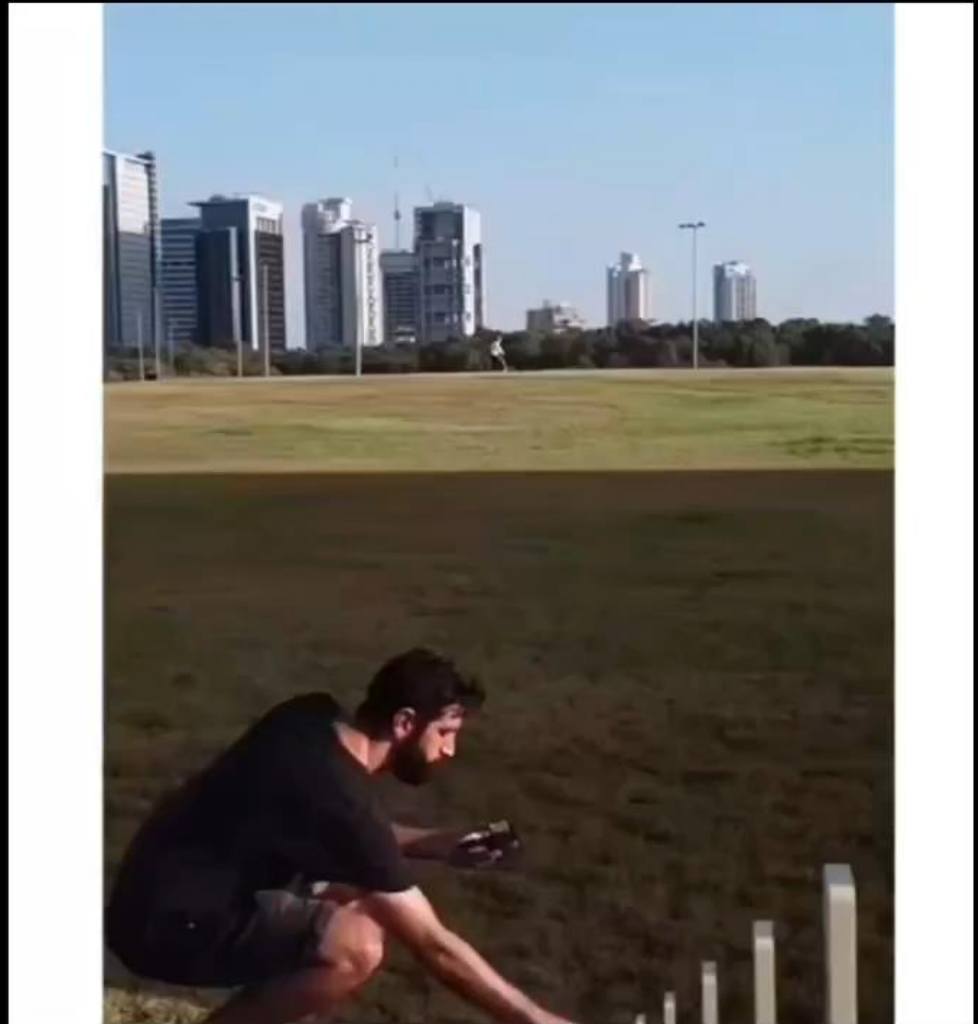
සුපිළිපන්හාවය
බෝවන වර්යාවක්.

එය එකිනෙකා
අතර බෝවන
සිතුවිල්ලක්.

ඒ වෙනුවෙන් පළමු
පියවර තබමු.

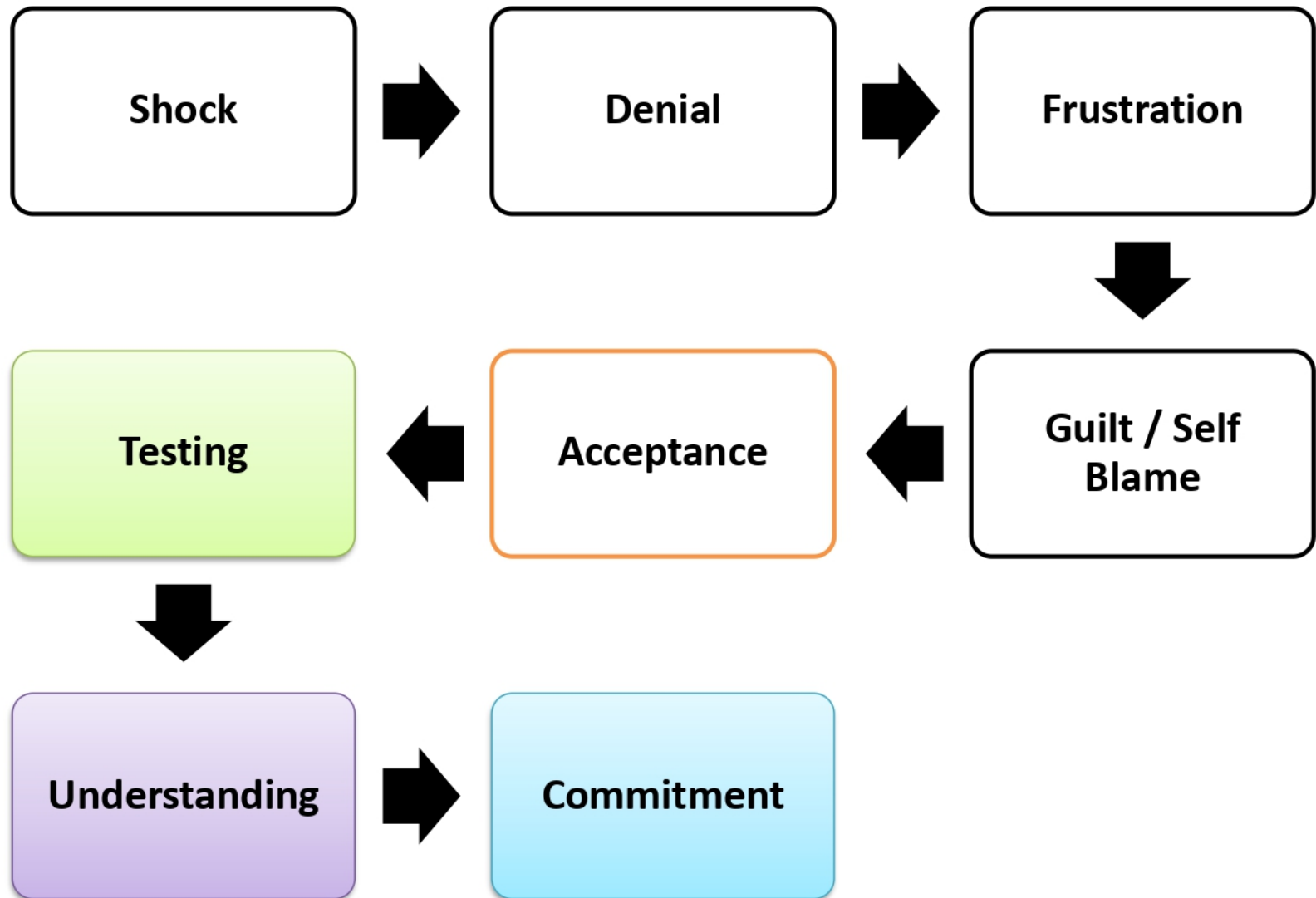
පළමු පියවර තරම්
ප්‍රබල කිසිවක් නැත.

ඔබේ පළමු පියවරේ බලය



මොන තරම් ප්‍රබලද?

Mind Switching



තනන්තට නව කැඳැල්ලක්
ගං දිය සිඹින අතු අග
වෙළි සියොලඟ අප දෙදෙන
පිඹුරුපත් හැඳූ සමයක
හදිසියේ අප ලී පොරොව
වැටුණා එ'ගං පත්ලට

සැඳෑ ඇඳිරිය ඇවිදින්
ඥාති කඳුවලට එපිටින්
නික්ම යන්නට කිව්වත්
අප දෙදෙන ගං දිය වෙත
එබී සිටියා තැවෙමින්
දැන් ඉතින් මොන කුඩු ද?
ඇසුණා සිහින් ස්වරයෙන්

එන දේට මුහුණ දිගෙන
හිත් හදාගෙන ඉමු යැයි
හැරෙද්දි අප එකැනින්
රන් පොරවක් ද අතැතිව
පතපොතකවත් දැක නැති
දෙවියෙක් නැගුණි ගං පත්ලෙන්

අප ලී පොරව නොව මෙය
මා කියුවත් පුදුමෙන්
නැති වූ පොරව මෙය යැයි
නුඹ කීවා එසැණින්

එතැන් සිට අප මාවත
දිලුණි එම රන් පොරොවෙන්
අප කැඳැල්ල ද ඉදිවිය
ගං තෙරට මදක් නුදුරින්

ඔබ තුටින් ඉපිලෙන විට
අප දුවා දරුවන් ද සමඟින්
තාමත් ඇතැම් දිනවල
පැරණි ඉවුරට ඇවිදින්
එදා නැතිවූ ලී පොරව
සොයනවා මම තනියෙන්



විත්තක සමන් ශේරත්

Thank You!