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SOLIDARITY

TRUST IN GOVERNMENT INSTITUTIONS

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We realize the importance of togetherness in order to move forward with prosperity. To gain unity of mission, we need to trust one another and share our experiences with solidarity. Trust building and maintaining process is best initiated from the top, our decision-makers. In this regard, trust in government institutions can play a pivotal role in creating values-based cultural norms to ensure prosperity and to secure the planet. with a view to shaping harmonious social customs

Global Challenge

On the 11th of March 2020, the WHO officially declared COVID-19 a global pandemic. This unprecedented crisis created a whirlwind that halted and then reversed the decade of development on a global scale. Some of the consequences of the COVID-19 pandemic were: an economic downturn; a global health crisis; a sharp increase in poverty, starvation, and food insecurities; learning losses; and, distrust in governments institutions (Blake and Wadhwa 2020; Eichengreen, Saka, and Aksoy 2021). Trust in most public institutions has declined since 2007 (OECD 2017). In 2020, the Edelman Trust Barometer published its research on trust covering more than 2 million respondents over 20 years. This research found that 46% of the participating countries are considered distrustful. Government and religious leaders were at the bottom of the list when it came to being trusted with pressing challenges. (Edelman Trust Barometer 2020). Trust in government, especially in a crisis, is critical. Without a solid level of trust between governments and their constituents, solving such problems, amplified by the COVID-19 pandemic, becomes extremely challenging (OECD 2013: 2123-). The challenge of achieving public trust in the

post-COVID-19 recovery aligns with the three fundamental priorities of the G20. First, without foundational trust between government institutions and their constituents, it is challenging to address economic growth and prosperity (Prosperity), saving lives and jobs (People), and collaboratively responding to the impacts of COVID-19 (Planet) (G20 2021).

Understandably, human behaviors, social norms, and human perceptions vary between cultures and individuals. These behaviors and norms reflect how people, societies, and countries interact. However, these discrepancies can eventually create barriers to growth unless we address them promptly and initiate an active measure.

Trust-building requires addressing people with care and respect. Therefore, any action by our top-level governmental leaders needs to engage their constituency with integrity, solidarity, and sharing to achieve prosperity.

Global Solution

There are several dimensions to constructing and revitalizing trust among government institutions and their constituents. Transparency and engagement are at the heart of these. (OECD 2017:23,109; Open Government Partnership 2021; Deloitte insights 2021). When addressing transparency as an enabler of trust, governments should provide access to data and information for their constituents and empower them to use it effectively (OECD 2017: 110) through establishing clear and concise processes for public interaction and engagement. For example, a study conducted by authors Soonhee Kim and Jooho Lee using data from the E-participation survey in Seoul, South Korea Metropolitan Government, found a positive association between the user's assessment of government transparency and trust in the local government (Kim and Lee 2012).

On the other hand, citizen engagement also plays a pivotal role in positively influencing government trust and is considered one of the most important drivers of trust between governments and their

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constituents (OECD 2017; World Bank Group 2020). Citizen engagement can take many shapes and happen by any means, such as citizen satisfaction surveys, budget consultations, social audits, public consultations, and others (UNDP 2016). For governments to create policies and curb the damages done by the pandemic, a people-centric approach to policy creation is crucial (OECD 2019: 27). Implementing successful policies and actions with the know-how to deal with the outcomes of the pandemic necessitates that citizens are empowered to speak and be part of the change they desire. Moreover, for that reason, government institutions in all G20 countries need to take explicit actions to foster and encourage more transparency and citizen engagement in decision-making. Dealing with the unprecedented outcomes of the pandemic requires a different mindset in finding creative and out-of-the-box solutions, which may require more collaboration and engagement between government institutions and their constituents. By creating, developing, and maintaining a holistic approach, we can move into values-based processes where values connect people, institutions, and places. However, it can be counterproductive when multiple sources delegate improvement initiatives. It would be better if the responsible practitioners owned and led these initiatives under delegated authority. In this way, unity can be fostered with a top-down approach. Thus, in pursuit of excellence, all institutions better develop a robust program with scientific thinking by applying proven mechanisms and methodologies to be executed at the workplace. A values-based culture and regional impact footprint in corporate culture may allow us to regain trust and raise the flag of solidarity. Therefore, a foundation for positive change in government through operational policies and procedures, resulting in business excellence with a continuous improvement mindset, can create the momentum of beneficial people-centric values. This develops the opportunity for impact-based values-measurement to redefine and maintain the trust-building process. Otherwise, all policies and procedures may remain active within the

paperwork but not impact human lives nor result in improved performance.

Consequently, all institutions, cultures, and regions need to initiate partnering with each other for their values-driven global strategic deployment efforts. This would enable them to sustain long-term success within an increasingly competitive and challenging global environment. The entire mission needs to be led by the government. Once government authorities start implementing this practice throughout their agencies, bodies, and workplaces, then corporate organizations and the public might trust governmental officials and their actions (Koga, Natália Massaco, et al 2020). All government initiatives, relevant policies, and procedures need to consider the involved groups' rights, values, broader perspectives, and program implications, so that policies become more realistic when implemented.

Moreover, we need to remember that behavioral public choice suggests a need for caution in using the findings of individual biases to justify more significant government intervention, even the paternalistic policies that seek to protect individual choice. This does not suggest that all behavioral justifications for government intervention are invalid, nor inevitably prone to misuse (Viscusi and Gayer 2015). Sustainable processes require an alignment between policy-makers and policy implementers.

To maintain stewardship within the institutions and organizations, government institutions may consider establishing values offices. Such offices would be responsible for dividing the values-journey within the institution, making the process responsible, committed, and accountable, which may lead to confidence between corporations and the public.

G20 members need to consider measuring public trust periodically, and ensure that all government institutions get involved in reinvigorating public trust by focusing on transparency and citizen engagement as its foundations. Then, G20 countries require support from the OECD in continuing and expanding the exchange of best practices (V20 Inaugural Summit Task Force 1, Chapter 3 Mutual Trust). Finally, government

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institutional mandates, strategies, and core values are required to be in alignment, which requires establishing a body to lead and manage such efforts through values offices.

In this case, values offices may concentrate on:

- creating values awareness by enabling knowledge and understanding;
- establishing a behavioral management guide for all employees by applying a values-based approach with consistency for the entire organization comprehensively;
- nurturing a values-supporting work environment with relevant logistics, policies, procedures, and code/s of ethics;
- ensuring alignment between personal values of the employees, leaders, and expectations of customers with institutional values of the organization; and,
- embracing a leadership model through shared corporate vision, Leaders' Standards of Work, and influencing others.

The ultimate benefits might not occur if each country focuses on making policies without a coordinating hub to connect with global initiatives and to assess the impact on the global platform. It seems that obstacles remain in fulfilling this mission unless all countries show their solidarity, and build a values-based trust that would be reflected in policies and procedures.

Governments around the world are looking for ways to reduce costs while at the same time stimulating innovation. However, while pursuing both objectives, governments face a significant challenge—operating in a connected environment, engaging stakeholders, and solving societal problems by using new methods, tools, practices, and governance models. As a result, fundamental changes occur in how the government operates (Janssen and Estevez 2013). We, therefore, need to be well grounded in a values-based solidarity approach globally. Through knowledge and capacity building, we can ultimately create momentum and move to transform habits, creating an improvement culture.

We urge all G20 nations to consider establishing a values-based trust-building process in their institutions through a values platform. This platform could carry the stewardship of

identifying, recognizing, realizing, and enhancing individual and institutional values in the process of policy-making and implementation.

Policy Recommendations

We highly encourage the G20 to consider our recommendations, and establish systems that ensure transparency and citizen engagement as focal points and tools for creating policy. Along with trust, we may need to consider how to embrace human values for ensuring prosperity. Given the COVID-19 experience, government institutions are better organized now with new strategies, tools, and confidence when dealing with the socio-economic consequences.

We recommend the following to G20 leaders for their consideration:

Institutional values-diagnosis

We recommend the establishment of a World Values Survey as a G20 Barometer to measure trust, such as in, Asian, Arab, Latin, and European countries. A yearly published survey with a country's ranking based on their level of trust could provide valuable insights and actual measurement of trust-building. We suggest using a set of tools to measure the value-transformation process within the institutions, such as: Frank Gilbreth's Process Mapping (1900s), W. Edward Deming's PDCA Model (Plan-Do-Check-Act 1950s), Professor Kaoru Ishikawa's Fishbone Diagram (1960s), S. Williams's Business Process Modelling (1967), and Dr. Asif Chowdhury's KULABO (Know-Understand-Learn-Apply-Believe-Own 2018) process.

Institutional values systems

We need to consider building an integrated values system that aligns with existing corporate, business, departmental, and/or operational models. After building a values-culture within government institutions and other relevant stakeholders, including NGOs, then more citizen engagement must be promoted.

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Values awareness, behavioral management, and supporting work-environment

To create trust-based value-cultures within our societies, we need government strategies to act upon relevant and transparent initiatives and metrics which address trust to support legislative affairs. Such strategies will enable access to information and ensure that all G20 countries are continuously informed.

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