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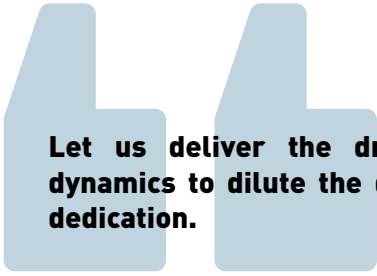


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Introduction

by Dr. Maliha Hashmi, Task Force Co-Lead



Let us deliver the dreams over daunting dynamics to dilute the dusk by diligence and dedication.

We have acknowledged the need for sustainability and enhancement, but have we ever tried to deepen our thought process and identify the reasons behind our failure to take action that will have comprehensive impacts for the mass population?

It is the time to think and initiate comprehensive actions to ensure positive impact from cradle to cradle as a fundamental basis of sustainability. As a result, we can genuinely ensure sustainability by fulfilling the UN's defined Sustainable Development Goals (SDGs).

We can build a skyscraper with a firmly rooted, solid foundation that will sustain and enhance the development of others with positive vibes.

Similarly, integrity is a valuable element that addresses how consistently we deal with our values in various contexts and promote them from global to national to community levels. Once we identify a value with a process initiator-track, we derive it through recognition, realization, empowerment, and continuous improvement.

This “values” journey needs to start from childhood. Which is then carried forward from generation to generation with the progression of ages, and repeating the cycle to value the values and establish our integrity in all levels for all levels.

Our value-flow will therefore start with children as integrity-identification. This is a wake-up call for us to strategize every policy making initiative with the baseline of integrity by focusing on people, especially considering children first by reflecting their values and virtues into actions, **Chapter 1: Communities of Tomorrow: Building a Values-based Children Friendly Community**


by Dr. Saad Ibrahim AlKhalaf & Dr. Maliha Hashmi.

As the next level of value-action, we can approach integrity-recognition by furthering “people development” with the enhancement of age. People reach various developmental stages in life when they witness, experience, or even commit harmful or violent acts. Here our value-will of integrity can convert unlawful and hostile acts into creative equivalents as love and compassion with this recognition, **Chapter 2: Building Integrity in People with Nonviolence by Claudio M Radaelli & Roberto Baldoli.**

Once adults start dealing with behavioral variances in the community and beyond, they will also start dealing with the environment, which integrity will demand being realized as value. Here, the surroundings motivate all individuals to act in an environmentally responsible manner, **Chapter 3: Globally Encouraging Pro-Environmental Values and Behavior by Anat Bardi, Joanne Sneddon & Julie Lee.** Later, in the progression-ladder of this value-journey, we can nurture the value of integrity through applications within the work atmosphere or any implementing phenomena to empower the value-process and sustain our successful implications of self-belief.

This comprises the need for honesty and morality mechanisms within and among institutions to support all people, enhancing the belief in sharing prosperity and growth all over the planet, and reorganizing and restructuring trust levels with new-hikes collaboratively as an actual sustainable development, **Chapter 4: Truth is common and unifying good by Patricia Berba & Fredrik Lyhagen.**

This will lead us to maintain the momentum for any development and progress with the motto of continuous improvement of the value of integrity by cherishing it with utmost sincerity.



1 COMMUNITIES OF TOMORROW: BUILDING A VALUES-BASED CHILDREN FRIENDLY COMMUNITY

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Inclusivity in policy-making and ensuring its positive impact on the mass population is always challenging for global leaders. Strategizing every policy-making initiative with the baseline of integrity by focusing on people, from childhood to the retirement, will be beneficial. We can consider reflecting their values and virtues into actions. Now, global leaders need to align all policies by considering all stakeholders, including children, and by considering future sustainable development for the entire planet, including child-friendly communities.

Global challenge

From the dark ages to the bright-shiny era, nobody will deny values like honesty and integrity, regardless of personal will and passion. But everybody wishes to drive their journey safely and soundly, with authentic roots and viable derivatives.

We need to consider children first. Children and youth are the most important stakeholders for sustainability, ensuring stability and further progress with integrated growth programs for any country. The Crown Prince, Deputy Prime Minister and Minister of Defense, Saudi Arabia: HRH Mohammad Bin Salman, explicitly noted, "Our youth are conscious, cultured and creative with high values." (Saudi Arabia General Authority for Statistics 2020). These words encapsulate expectations of Saudi leadership about Saudi youth's contribution to the Saudi 2030 vision.

By 2100, the global population of children will be about 1.9 billion (Statista 2021).

According to the UN Department of

Environmental and Social Affairs (DESA) Population Division, G20 member countries are home to more than 70 percent of the world's older population. Their forecast says the 65+ age group will be 705 million by 2030, and will approach 1 billion by 2050 (UN DESA 2019).

On the other hand, if we take Saudi Arabia as an example, according to the General Authority of Statistics, Saudi Arabia, Population Estimates 2020: 67% of the Saudi population are children and youth. Moreover, out of the total population of Saudi Arabia, 30.3% are from age 0-14, 36.7% from age 15-34, and 33.0% in the 35+ age group. Therefore, two-thirds of the total population, those 0-14 and those 15-34, are key stakeholders for any sustainable development and initiatives.

There are several reasons why we need to prioritize children and youth in our policies, i.e. to:

- Ensure equal rights for them;
- Confirm their healthy development;
- Create a solid basis for their independence;
- Provide them the pathway for the life-enhancing journey by overcoming economic, social, environmental obstacles;
- Mitigate all possible losses or negative impacts caused by mega decisions/ projects/ initiatives/ actions;
- Let them have their voices in all stakeholders' roles; and,
- Count and include their cost of prosperity and its implications before all policy-making initiatives.

That is why UNICEF has rightly started child-friendly city initiatives globally, based on a framework for action that includes a participatory process involving all concerned stakeholders – local authorities, civil society, experts, communities, and, especially, children (UNICEF n.d.; UNICEF 2004).

Therefore, this is a challenge for the global leaders to address children, their affairs, and their impact through policies which will ultimately ensure and enhance their integrity.

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Global solution

For the sake of comprehensive values adaptation, and putting those values into action, we need to consider various community initiatives, such as the following:

- Consider child and youth participation in all values-centric policies and procedural work within the community;
- Conduct programs that strengthen social inclusion for the communities;
- Prioritize impact on children and their values in all local decision-making;
- Establish practical tools to support child-friendly city concepts;
- Build capacity of all human resources to consider the values of all stakeholders, including children, and nurture their reflection in policy implementation; and,
- Promote a holistic approach to sustainability where a safer and value-based community will plug in with the overall country's values and culture.

These initiatives will not succeed unless and until we engage and listen to the voices of relevant stakeholders together, including:

- Local government;
- Children and families;
- Civil society organizations or opinion leaders; and,
- Local businesses.

Global projects like health/survival, education/skills, environment, protection, inclusion, innovation, play/leisure, and migration affairs address specific challenges and create opportunities for children in urban areas. In addition, there are key strategies that can pursue child-friendly city initiatives and make them successful. These include law and policies, advocacy and awareness-raising, city-wide strategic plans, budget allocation, child/youth participation, coordination, partnership, collecting data, and monitoring progress.

In countries like Andorra, Argentina, Austria, Belarus, Belize, Bhutan, Brazil, Bulgaria, Canada, China, Columbia, Costa Rica, Croatia, Czech Republic, Denmark, Finland, France,

Germany, Guinea, Iceland, Italy, Japan, Jordan, Kazakhstan, Kyrgyzstan, Malawi, Mongolia, Mozambique, Norway, Paraguay, Poland, Portugal, Republic of Korea, Romania, Senegal, Slovenia, Spain, Sri Lanka, Sweden, Switzerland and Liechtenstein, Ukraine, United Arab Emirates, United Kingdom, United States of America, and Vietnam, global vibes have already been created. Now, all global leaders must align in acknowledging the importance of inclusion of children and their perspective in all policy-making.

Case Study: Italy

The “Città amiche dei bambini” (Child-Friendly City) initiative in Italy was launched in 1996 and led by the Italian National Committee for UNICEF. Collaboration with cities is a vital advocacy activity to promote child rights at the local level. A general review of the program was launched in 2017 to better comply with UNICEF's international guidelines.

Italian municipalities play a crucial role in improving children's living conditions. The National Committee supports cities in developing action plans on child well-being and promotes policies based on the principles of the Convention on the Rights of the Child. The Italian National Committee ensured that the “9 building blocks” declared at the national level align with UNICEF's international approach. Starting from this premise, the National Committee elaborated guidance materials on building a child-friendly city, valid both for the training of volunteers and for facilitating the presentation of the program in meetings with local institutions interested in starting the journey. (UNICEF, n.d.)

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Case Study: Saudi Arabia

As a best practice in policy initiatives, we can take an example from Saudi Arabia's Quality-of-Life Program. As a part of the Saudi 2030 vision, the government of Saudi Arabia endeavors to improve individual's and families' quality of life by creating the necessary environment to develop and support new livability and lifestyle options. These options will bolster citizens, residents, and visitors in cultural, entertainment, sports, tourism, urban activities, and other related activities that nurture their quality of life. In addition, such diverse options will have their own economic and social impact by creating jobs, diversifying economic activity, and boosting Saudi cities' rankings among the world's top livable towns. Now is the time for them to align these key stakeholders to ensure the actual values for the action phase. Therefore, let us not forget the critical stakeholders: children, who will be the ultimate driving force for embracing and nurturing a values-based society. (Kingdom of Saudi Arabia n.d.)

While considering children's perspectives, there are a few fundamental touch points that reflect policy integrity:

- Community
- Voice
- Family
- Basic needs
- Environment
- Safety
- Security
- Equality

Therefore, it is crucial to ensure enough space with a natural environment that allows their natural growth.

Leaders have advocated for the precise values that were important to children and youth and persuaded others of the need to support their

views — e.g., wanting places to be greener, children to be able to enjoy their childhood, and the community to be cohesive and friendly (Peacock, Anderson and Crivellaro 2018). From family through education, values need to be identified and nurtured properly. As a result, these values can be reflected in communities. Therefore, to establish a value-based community that will ultimately impact national values and culture with the ultimate consequence of global reflection, we need to consider how children can grow their talents.

“Rural areas are safe places for children to grow up in...and are appreciated for being socially inclusive, friendly, and relaxed” (Haartsen and Stockdale, 2018). Ensuring equality is always a daunting task for decision-makers, especially between rural and urban areas. Inequality creates division and dissatisfaction among the population. Therefore, we need to ensure that all policy-makers give enough attention to children's values whether they are from rural or urban areas. It is essential to listen to children's voices, confirm their equal participation, fulfill their basic needs, and allow their families to practice all values with comfort and a favorable environment.

Learning through explorations of nature and planting can build and expand children's relationships at school and in the community (Adams et al 2019). Other research topics could be related to a nature-friendly attitude to implement in children's daily lives (Kim et al 2020). Of course, that means considering children's affairs, valuing their values, and establishing a day-to-day practice is not so easy, but we need to start somewhere.

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Case Study: Saudi Arabia

There are many initiatives developing in Saudi Arabia. The government has planned the next stage of the Quality-of-Life Program under the Saudi 2030 vision, to continue its efforts to empower the sectors of culture, heritage, sports, entertainment, and tourism. This program will soon launch the Hobbies sector, its regulations, club licensing, and full support to its sustainability and success as an essential lever in increasing quality of life. Such initiatives will help focus efforts on quality of life and secure a high living standard for Saudi Arabia's residents and visitors. (Kingdom of Saudi Arabia 2019)

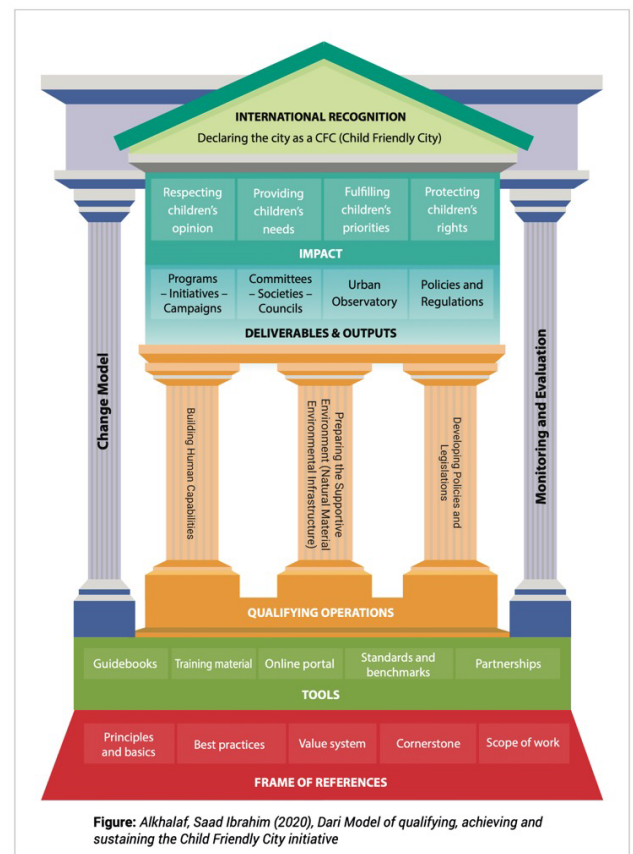
Similarly, in the global context, we will find many initiatives that have been taken, started and ended, or started and stuck. However, to ensure the ultimate result, we need a comprehensive program, based on facts, before any policy drafting and implementation. Also, we need to remember that the development will not happen if it remains within the public sector domain. We need to enhance it in all aspects of the socio-economic sphere by including private sector actors in developing the necessary policies and regulations to facilitate their investment and ensure their continuous development and sustainability in embracing a collective approach.

Finally, we would like to urge global leaders to focus on a value-based children-friendly community approach with the following factors:

- Ensuring children's participation as a stakeholder;
- Developing a child-friendly policy framework;
- Establishing city-wide children's development strategy;
- Connecting children's affairs coordination mechanism with central strategy;
- Conducting child impact assessment and evaluation;
- Allocating children's budget;
- Generating city-based reporting on children;

- Building awareness of children's rights; and,
- Creating a self-advocacy mode for children with their voices.

Once our policy-makers consider the above factors, we will approach a solution to overcome non-accumulating and non-integrated but crucial stakeholder (children)'s negligence.



The above model illustrates that one objective is to qualify, achieve and sustain the Child-Friendly City (CFC) initiative by using a set of tools to achieve deliverables and outputs to create impact to fulfill the target of acquiring International Recognition as a Child Friendly City (Alkhalaf, Saad 2020).

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Policy recommendations

In the coming years, we need to address how to ensure the core values of children that they expect to be functioning within the community, and therefore to express and align our integrity in action, while considering the following policy areas:

- Provide policy-oriented proposals for a sustainable and more equitable future;
- Make institutions capable of creating a robust response while dealing with policies;
- Develop 'new normal' technology-based communication mechanisms with more openness and transparency to ensure the fulfillment of the rights for everybody with essential services;
- Improve the resilience of integration systems with policies and improving access for all stakeholders;
- Adopt a comprehensive social impact-based approach while initiating any policies and legislations; and,
- Incorporate analysis of sectoral inequalities, skills inequalities, and gender inequalities into the analyses for a new financial architecture.

Once we address these, we can initiate values-based policies to establish a child-friendly community. We also need a few model communities to set the benchmark for comprehensive implementation and create vibes for G20 countries.

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BUILDING INTEGRITY IN PEOPLE WITH NONVIOLENCE

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The erosion of the integrity of social and political relations and governance, due to the COVID-19 crisis, is threatening people's future. To avoid violence and endemic corruption, states need to cultivate integrity in their own communities by discovering, validating and diffusing nonviolence. This means not repressing concrete experiences of civil disobedience; engaging with bottom-up, inclusive, problem-solving actions; and boosting knowledge of nonviolence in public space. These actions will create more resilient societies able to face future crises.

Global challenge

The G20 Presidency pointed to the need to ensure a swift international response to the current pandemic and a rapid recovery. One of the pillars of this project is to focus on people, who are the unwilling protagonists of such a tough situation. To build policy actions centered around people, states need first to acknowledge the depth of the consequences of the current crisis on their citizens.

1. At the personal level, the traditional ways individuals interact is in crisis. The lockdowns and prolonged emergency status led to the rise of fear and COVID-19 anxiety syndrome - the inability to leave the house, frequent checking for symptoms regardless of low risk, and avoidance of social situations or people (Nikčević and Spada 2020; Coelho et al 2020).

2. At the social level, people are under pressure from an unprecedented rise in poverty, with 97 million more people in poverty in 2020 due to the pandemic (Mahler et al 2021); increasing labor and education inequality within many countries

(Ferreira 2021); and violence against women all around the world. These pressures are damaging the social fabric, with a worrying rise in corruption and decrease in participation.

3. At the planetary level, environmental, economic, and social sustainability are challenged by global practices like kleptocracy, corruption, especially worrying as states provide large stimulus packages for COVID-19 recovery (Csonka and Salazar 2021), and vaccine nationalism (Bollyky and Brown 2020).

The issue here is not only the rise of corruption among public servants or citizens. It is a problem of public integrity, which is defined as "the consistent alignment of, and adherence to, shared ethical values, principles and norms for upholding and prioritising the public interest over private interests in the public sector (OECD 2017). Additionally, we currently face a tangible erosion of the social and political relationships that support the ethical values, principles and norms on which a community is constructed. The problems listed above have eroded the integrity of communities around the world. The quality of day-to-day interactions among people, and thus the capacity to do the right thing in the right way, has eroded (Heywood and Rose 2015, 112). In other words, the pandemic drastically undermined the quality of the "organisation and management of decision-making structures" (Heywood and Rose 2015, 114).

Thus, it is urgent to improve the quality of social and political relations within and across states if the G20 wants to lead the change towards a brighter future for the entire global society. In the pathway to re-establish and reinforce integrity, our communities need to learn how to keep means and ends together, rising from fear while avoiding possible scenarios of destructive violence.

Global solution

The attention of policy designers in tackling the damage to the integrity of their communities has focused up to now on top-down measures in response to single instances of corruption. This means mainly monetary incentives to change

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behaviors, and rule enforcement when other paths are unsuccessful.

Unfortunately, the current COVID-19 pandemic (reinforced by the resulting economic crisis, as well as the soon-to-be-irreversible climate change emergency) made this approach insufficient, forcing us to move away from responding to single acts of corruption to addressing the systemic nature of the policy process.

The solution is to redirect the attention of institutions and policy designers towards the many spontaneous examples of integrity emerging from citizens and communities around the world. This means positioning the people as protagonists, co-creators and key contributors of the policies aimed to rescue them, which is one of the pillars of the G20 Presidency. The proper role of government in this domain is to tap into the benefit of local nonviolent actions, acknowledging their innovations, accompanying their diffusion and finally locking them into design choices.

All too often nonviolent action is considered a resource that grows spontaneously, and, if anything, must be repressed. Yet, it is the result of the effort of many people to work in concert. Thus, it represents a precious source of practical wisdom, a mine of new practices, processes and modes of actions, that can restore the quality of social and political relationships (social integrity), emphasizing the need for *swaraj*, meaning both self-rule and self-governance, and *sarvodaya*, or the welfare of all (Baldoli 2018; Baldoli and Radaelli 2021). It is therefore very close to the 'participatory approaches' of some of the other chapters in this policy brief.

Today institutions have an important but humble role: to learn from nonviolent practices how social integrity emerges and spreads like a 'good contagion.' In other words, we propose to start from the many nonviolent practices and processes blossoming in every country, that offer innovative ways to relate with each other, emancipating each actor in the process while improving governance. This is a way to reconstruct the social and political relations

between citizens, helping people to overcome fear and reinforcing the integrity of the whole community.

If this sounds abstract, look at the examples flourishing in our communities. We propose to integrate the focus on monetary incentives and rule enforcement with policy design processes that leverage the force of nonviolence when individuals and communities say no to corruption, redress unfairness, and wage nonviolent conflict. Humble policy design recognizes the value of civil disobedience for integrity and is capable of learning from it. Although we already have hundreds of studies on the powerful force unleashed from nonviolence, today we have the opportunity to bring the practice of nonviolence into policy design and the mechanisms of governance to create the desired ends.

Recent and past history provides many examples of nonviolent integrity-generating practices and processes (Chenoweth and Stephan 2011), in:

1. Extreme circumstances, with the creation of effective actions to challenge the rise of Nazism in Germany (Sémelin 1993) and the establishment of neutral groups able to face the polarization of civil war in Colombia (Kaplan 2017);
2. Highly corrupted institutions, with nonviolent practices that challenged, and are still challenging, the power of the Mafia in Italy to set the social norms in society and infiltrate institutions (Beyerle 2014; World Bank Group 2017);
3. Communities challenged by terrorists, with the development of a whole system of internal disobedience, control and external help (Stephan 2015; Stephan and Erdberg 2018);
4. Political violence, both domestic and international, as documented worldwide, decade after decade, by examples of nonviolent resistance against coups d'état or external invasions (Sharp and Jenkins 1990); and,
5. Clashes between religions all around the world, as nonviolence plays a role of peace and reconciliation in all religious traditions (Jahanbegloo 2014), becoming an asset in a post-secular world (Baldoli 2018), where religion is so important for communities and political leaders.

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During the current COVID-19 pandemic, we have witnessed, and are still witnessing, examples of nonviolent actions to address the erosion of integrity in suffering communities around the world (Baldoli and Radaelli 2021). :

1. At the personal level, during the hardest periods of the COVID-19 pandemic, citizens have shown capacity to be courageous, self-suffering, and “do no harm” to others. Examples include self-isolation and self-reporting to public authorities, volunteering, assisting others with basic activities to contain the contagion, offering locations for assistance, and performing jobs in critical and extreme conditions.
2. At the social level, social movements and associations have learned new ways to deal with restrictions and renewed violence, from the empty chair protests in many capitals to the creation of alternative institutions and a massive use of the internet. They have redirected their efforts to create new practices and processes to survive (Chenoweth 2020).
3. At the planetary level, we witnessed new practices of scrutiny of one’s bodily consumptive behaviors, for instance stronger attention to the personal footprint, new actions to raise environmental issues around the world, an intense re-negotiation of the many practices of environmental exclusion and exploitation, and the stronger cooperation between science and citizens, as illustrated by the Citizen Science list of COVID-19 Citizen Science resources (<https://www.citizenscience.org/covid-19/>) as well as the Coronareport app developed by the University of Edinburgh (<https://www.spotteron.net/apps/global-community-science-projects/coronareport-app>).

The examples listed above illustrate the potential of nonviolence as a new mode of governance that strengthens the integrity of communities. People are at the center of this project, with practices that boost freedom from internal constraints and personal responsibility, against fear of interacting with other people or governments, even with actions of civil disobedience when a law is considered unfair; enhance inclusion, non-discrimination and participation in the whole policy process, with actions such as hybrid forums, transparency, access, and open data; and include the care of nature and new generations.

This means, first of all, that Governments should look at what caring individuals and communities are capable of under extreme conditions and learn the art of governance from the bottom up instead of forcing solutions from the top down. They should become “sophisticated radars” that discover, validate and diffuse experiences of nonviolence.

While civil disobedience may sometimes be used to damage fellow citizens, for instance, when protesters refuse to wear masks and deny the existence of the pandemic, or to pursue violent ideologies and hate speech, there are also many examples so-called Gandhian civil disobedience, which is defined by three qualities: 1) respect for the rule of law maintained when disobeying specific laws; 2) those who practice are prepared to accept the force of the law after they disobey; and 3) it points to a constructive program which includes opponents as the action of disobedience aims to win their friendship and understanding. But in any case, public discourse that views civil disobedience as a criminal act only incites non-peaceful actions.

We propose to include nonviolence in schools (Wang 2013), museums and public spheres. Such institutional recognition and relevance would enhance the resilience and welfare of the whole society. Nonviolence should become part of the functioning of the state’s apparatus and communities. Indeed, it would provide an alternative to violence, spawn participation and inclusion of the people, and create capacity to withstand future attempts at corruption.

Yet, this also means that not everything is a solution. Ingenuity, creativity and resiliency cannot come from a menu of predefined solutions to a predefined catalog of problems. Rather, extending the powerful intuition of Gabriel Marcel, we suggest that nonviolence is learning in the face of mystery. This learning works by involving individuals deeply in the most difficult social and planetary questions. The only good practice is to ask citizens to directly participate in the pathway to integrity, instead of waiting for policy makers to distribute incentives and sanctions for integrity.

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Policy recommendations

In the coming years, we need to address how to ensure the core values of children that they expect to be functioning within the community, and therefore to express and align our integrity in action, while considering the following policy areas:

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3 GLOBALLY ENCOURAGING PRO-ENVIRONMENTAL VALUES AND BEHAVIOR

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To mitigate global environmental crises, we recommend the development of targeted values-based programs designed to motivate all individuals to act in an environmentally responsible manner. It is important to recognize not only that values motivate behaviour, but also that individuals differ widely in their value priorities. Thus, it is essential that values-based pro-environmental messages and educational programmes are implemented. more resilient societies able to face future crises.

Global challenge

This year's G20 presidency recognises the urgent need to act to mitigate global environmental crises and find a pathway to sustainable growth to ensure our long-term survival. The response must be on a global scale to address climate change and protect the natural environment from further degradation. The G20 aims to (1) provide leadership in addressing issues from climate change to land degradation and biodiversity loss and (2) develop concrete and practical solutions for sustainable urbanization and energy efficiency, including a transition toward renewable energies and modern mobility options. However, it is not just policy that needs to be formed; careful implementation will be imperative to motivate mass action.

To succeed in stabilizing the environment and ensuring the sustainability of our presence on earth, the G20 will need to develop and implement strategies that motivate all individuals to act. Values are key drivers of an individual's behaviour. However, individuals differ widely in the values they prioritise and not all values directly motivate pro-environmental behaviour. While values of kindness to all, which promote the welfare of people and the natural environment, are clearly aligned with protecting nature, other values, such as self-enhancement values, which promote self-interest, are not. People who prioritise self-enhancement values tend not to behave in a pro-environmental way and motivating them will require a very different approach.

Global solution

Policy toward addressing environmental crises varies widely around the world. In addition to differences in approaches between nations and regions, efforts to promote pro-environmental behaviours are also targeted at different levels of society. Some policies focus on economic strategies, such as carbon pricing (e.g., the European Emissions Trading Scheme), whereas others focus on targeted efforts, such as recycling schemes (e.g., the German Einwegpfand and Mehrpfand systems) that impact businesses and their consumers within specific sectors. There are also policies that directly target individuals, such as government subsidies for private electric vehicles (e.g., the United Kingdom's Plug-in Car Grant). Hence, much is already being done, and people who naturally value the environment are likely to engage in such actions without further motivating efforts, because people tend to act according to values that are highly important to them (Lee et al 2021). People who hold values of being kind towards all people and nature have been found to perform pro-environmental behaviours such as waste reduction and the reuse of goods (Barr, Gilg, and Ford 2005), and composting and recycling (Thøgersen and Ölander 2002). Empirical research (Wolfin,

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Sneddon, and Bardi 2021) shows that people who hold pro-environmental values act in an environmentally responsible way with little incentive and may not need to be the focus of policy initiatives. But not all people value the environment, and so not everyone is motivated to engage in pro-environmental behaviour. Thus, top-down policies are clearly insufficient to mitigate global environmental crises. We therefore propose three levels of motivation in policy making, all based on insights derived from empirical systematic research on human values: (1) Mandating pro-environmental behaviour – this is likely to result in strengthening pro-environmental values later on, which, in turn will naturally motivate future pro-environmental behaviour; (2) Values-based mass media campaigns that motivate pro-environmental actions based on different values; and (3), long-term educational programs to strengthen pro-environmental values in the next generation.

Mandated pro-environmental behaviours to strengthen pro-environmental values. An avenue to promote long-term pro-environmental action is to mandate behaviour, as it has been found that the more people behave according to a certain value, the more important that value becomes for them later on (Vecchione et al 2016). Thus, performing pro-environmental behaviours is likely to precede the strengthening of pro-environmental values. As such, policies aimed at changing behaviour in the short term can also strengthen pro-environmental values in the longer term. This is important, because research shows that the values individuals consider to be highly important influence their behaviour to a greater extent (Lee et al 2021). Thus, policy that aims to increase pro-environmental behaviours and therefore prioritization of pro-environmental values may have significant long-term knock-on effects. This strategy is already implemented to some extent, for example in countries like Germany where recycling is mandated, but implementation can expand to more countries and more pro-environmental behaviours. A limitation of this strategy is the potential for negative responses by citizens and the need for monitoring the behaviour. The next two strategies are needed to off-set these limitations.

Values-based messaging campaigns that motivate pro-environmental behaviours based on different values. People are more likely to support government policies and initiatives that they perceive to reflect their important value priorities and resist those that may thwart the attainment of these values (Bardi and Goodwin 2011). There is strong empirical evidence that values can be effectively used to motivate action (Maio 2010). Indeed, governments sometimes use values-based messages for pro-environmental behaviour but they tend to emphasise selfish values (e.g., savings from the use of energy efficient bulbs). Given that people prioritise very different values (Schwartz 1992), it is important to focus on different values for different populations. While some values are naturally aligned with caring for the welfare of the environment, other values can inform less obvious triggers to promote pro-environmental behaviour. If we are to mobilize everyone to act to mitigate climate change and protect the natural environment, we need to understand the full range of values that are important to people in society.

Pro-environmental behaviours are likely to have multiple consequences for different values (Moisander 2007). It is therefore important to target people whose underlying motivational goals do not align with pro-environmental behaviour. For instance, cycling rather than driving has benefits for the environment, a positive consequence for those who prioritize kindness values). It is also less costly for individuals, a positive consequence for those who prioritize self-enhancing values. However, it may be less comfortable and pleasurable, a negative consequence for those who prioritize hedonistic values.

People who prioritize self-enhancing values do not tend to perform pro-environmental behaviours (Jacobs et al 2018). When they do perform pro-environmental behaviours (Şener and Hazer 2008), they are more likely to be motivated by negative personal consequences (like penalties) or because they perceive the personal benefits to outweigh personal costs.

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Thus, aligning pro-environmental behaviours with personal gains may motivate people who prioritize self-enhancing values. There is also evidence that products with pro-environmental features, such as cars (Steg 2005) and organic food (Honkanen and Verplanken 2004), are purchased primarily for their hedonic value. For people who prioritise hedonic self-interested values, focusing on the pleasurable or comfortable elements of pro-environmental behaviours is likely to be motivating. However, they are likely to avoid pro-environmental behaviours if they perceive that they threaten pleasure and comfort-seeking. Since pro-environmental behaviours can be associated with financial savings (e.g., cycling instead of driving a car), pleasure (e.g., purchasing a luxury electric cars) or comfort (e.g., insulation), there are clear opportunities to encourage those with stronger self-enhancing and hedonistic values to support and adopt these pro-environmental behaviours.

There are also potential consequences of not acting in a sustainable manner that may matter to people who prioritize the values of conformity, especially if the behaviour is normative in society. In accordance with this value, people who place high importance on conformity may undertake pro-environmental behaviour to comply with the rules of society and avoid upsetting others. In contrast, those who prioritize self-direction and stimulation may be more likely to act when they are offered a variety of potential options to solve the problem.

It is clear that messages or appeals that are congruent with nature values motivate pro-environmental action (van den Broek, Bolderdijk, and Steg 2017). There is promising evidence that self-enhancing values-based appeals, those promoting personal benefit, can also promote pro-environmental behaviours (Herziger, Berkessel, and Steinnes 2020; Chang 2014). Carefully designed values-based messaging should frame the consequences of pro-environmental behaviour in a way that motivates people with very different values to act pro-environmentally. For example, recent

messaging around infection-prevention behaviour during the Coronavirus Pandemic (Lake et al 2021) can be adapted for pro-environmental messaging. Thus, policy makers should design mass media campaigns that strengthen pro-environmental behaviour through different values.

A potential limitation of this approach is that it requires identifying and targeting people with different messages based on their values. Communicating personal gain to those with altruistic motives can reduce their altruistic actions. For example, in one case mixing self-enhancing (egoistic) and kindness (altruistic) values-based appeals for donations reduced the likelihood of giving (Feiler, Tost, and Grant 2012). The combination of messages based on different values increased awareness of persuasive intent, which in turn elicited psychological resistance. Therefore systematic values differences between populations should be used, such as that young people tend to prioritise stimulation and hedonistic values, whereas older people tend to prioritise conservative values (Robinson 2013). Cultures also vary systematically in their values (Schwartz 1999).

Educational programs in schools. School-based educational programs should be implemented to strengthen pro-environmental values in the long term. Schools influence values (Berson and Oreg, 2016), and simple programs to strengthen pro-environmental values, such as those established in research (Döring & Hillbrink 2015) could be employed and developed further. Some schools already engage in pro-environmental projects, and these could become part of government mandated curricula. A limitation of this strategy is that it would take time for these children to become adults, so this is a more long-term solution.

Values hold great potential to change individuals' pro-environmental behaviour on a global scale and should be used more frequently.

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Policy recommendations

Given the need to mitigate global environmental crises, G20 policy should focus on motivating everyone to help protect the environment. Research shows that personal values motivate behaviour (Lee et al 2021), with values of kindness to all a major driver of pro-environmental behaviour. However, people differ widely in the value priorities that are important to them and other values can also be motivators of pro-environmental action.

There are three levels at which policy makers can take action:

1. Policies that directly influence behaviour through rewards or penalties, such as mandating recycling, are likely to strengthen pro-environmental values.
2. Values-based messaging campaigns to accompany these policies. Such messages should be phrased in terms of values as motivators (Lake et al 2021). For example, those who prioritize kindness will likely be motivated by outcomes to society, whereas those who prioritize self-interested values will likely be motivated by outcomes to themselves. Since cultural, social and demographic groups tend to differ in their value priorities, messages can be targeted based on known characteristics. For example, self-enhancement values are endorsed more by people in English-speaking cultures, young people, males, and managers (Knafo and Sagiv 2004; Robinson 2013; Schwartz 1999; Schwartz and Rubel-Lifschitz 2009). Therefore, we suggest that they would be more motivated by appeals to their personal interests (like saving). The same research shows that values of kindness to all are endorsed more by people in continental European cultures, females, and helping professions such as social-workers and nurses. They would be better motivated by appeals to protect nature.
3. Longer-term educational programs should be designed to develop and strengthen pro-environmental values and behaviour in schools (Döring and Hillbrink 2015). Values are largely stable in adults and are easier to change in younger populations.

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TRUTH IS A COMMON AND UNIFYING GOOD

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We grapple with exponentially compounding complex problems today, outcomes of human decision-making. People innovate virtual realities approximating human thinking and social life, resulting in material progress yet with unintended consequences grievously affecting human life. It is our responsibility to reflect on the truth about life principles to guide our course as human beings in forging ahead with integrity-based stewardship of our planet. Truth-telling for integrity development supports the G20 priority for collaboratively achieving global recovery, sustainable development, and inclusive prosperity.

Global challenge

We are challenged by rampant malpractice in the world today, seriously hampering the attainment of the G20 priorities of global recovery and sustainable development. Moreover, due to the lack of truth-telling in various aspects of life, the world suffers the following:

- a. Proliferation of fake news, which causes confusion and conflicts, resulting in violence among people;
- b. Negligent handling, misuse, or abuse of personal data, violating human rights to privacy, identity, and security;
- c. Lack of transparency in issues impacting the health of humans worldwide, e.g., in the governance of COVID19- responses, compliance with quality standards in scientific research, and distribution of medical supplies and COVID19- tools; and,
- d. Misguided management views on the role of authority and responsibility for resources, as

evidenced by corruption among many leaders and officials.

There is a need to create a common understanding of basic truths or life principles shared by all human beings that transcends culture, geography and human diversity, to collaboratively work for the inclusive, people-centered and sustainable prosperity of our planet. These truths, which are included in many international conventions and national constitutions, include the:

- a. Dignity of every person, which is the basis of human rights, the value of inclusion, and the spirit behind justice administered through the law;
- b. Principles of governance and subsidiarity, ie: government power should reside at the lowest possible level, ensure accountability for authority over resources in the service of the common good, aiming for sustainable prosperity for all;
- c. Common good of ensuring all-inclusive development and well-being of people through the truthful dissemination of health information and medical protection and remedies; and,
- d. Primacy of human development over material or technological advancement, which is the impetus of today's global thrust on people-centeredness.

These foundational truths, principles that govern human life, facilitate governments' national and global efforts to build a culture of dialogue for mutual understanding and the collaborative achievement of sustainable prosperity for all people on our shared planet.

It is imperative to safeguard these truths by promoting the practice of truth-telling in decision-making processes, supported by human capital development initiatives that champion integrity as a key value, and creating a culture of trust and transparency at the national and global levels. These truths serve as points of leverage to fulfill our common global responsibilities in rebuilding a people-centric planet that will be safe and progressive today and for generations to come.

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Global solution

It will take time to thoroughly address the complex issues related to integrity and truth-telling. Given the interconnectedness and common roots of these issues, the essential first step is to identify high-impact and practical opportunities to address them.

Supporting the application of shared truths and truth-telling will contribute to the renewal of our planet as a welcoming and safe place for all and for future generations. Integrity-centered policy solutions to achieve this include:

a. Incentivize the continuous integrity development of leaders, starting with influential professionals such as government and corporate leaders, lawgivers and enforcers, journalists, medical professionals and research scientists, and educators.

Many people recognize that human capital development is crucial for economic development (Žárská 28 ,2020). This development must focus on vertical development that allows leaders to build self-awareness and sense-making, develop systems thinking capabilities, role model integrity, and navigate polarities. This approach equips them to empower people and resolve problems more effectively.

Despite considerable investments in leadership development in recent decades, the practice of leadership integrity remains lacking due to interrelated factors. These factors include: a focus on horizontal development, lack of fitness in training design, and poor environmental conditions for moral competency development, that is needed to ensure consistent and long-term ethical practice by leaders in a fast-changing environment. A reciprocal process between learning and development is needed to reach an effective developmental approach (Latta, Clotney, Dugan, and Chikeleze ,74 ,2020 81).

Integrity development programs must be appropriately designed and implemented, and incorporated as a mission-critical component of professional education, training, accreditation, performance management, and recognition of all leaders and especially those in public service.

b. Strengthen legal and performance management systems at all levels in government and non-government organizations to enable the

practice of integrity according to global standards of quality and business excellence.

Highlighting the importance of integrity in developing and selecting leaders in government and non-government organizations, including youth, is critical to identify professionals who will become protagonists in crafting and implementing ethically sound and unbiased laws.

The practice of ethics depends on the guiding laws of a locality. Laws are inherently limited in supporting ethical principles according to changing realities (Gottlieb and Sanzgiri ,1996 1277), given the limitation of human perspectives applied in crafting these laws. Hence, the competency of law-givers and law-enforcers is paramount for establishing a legal system founded on well-established permanent truths and universal human values while maintaining applicability and relevance to the changing times, enabling the people's effective practice of ethics and integrity.

Promoting best practices for strengthening policies and processes that support the ethical practice of leaders is a key enabler for cascading integrity throughout and among organizations and in society. This includes institutionalizing an evidence-based measurement system to monitor leadership and organizational ethical practice, and can include organizational ethics audits (Latta, Clotney, Dugan, and Chikeleze 79 ,2020). To inspire compliance, this measurement could ideally be complemented by a rewards system to recognize model leaders of integrity.

c. Fortifying the legal system around the internet, news and media communication channels promotes ethics-based freedom of expression and unbiased truthful reporting of information, free from manipulation and intimidation and thereby protecting the rights and safety of all, especially the vulnerable.

In many parts of the world, such as some Southeast Asian countries, Freedom of Information laws, which are a vital component of good governance (Khan 108 ,103 ,2014), are nascent. However, striking the right balance between regulation and innovation of the internet remains a challenge (Pike 19 ,2006). The most important concern regarding data protection and personal privacy in cyberspace is the need to embed ethical values in prevailing big data and internet algorithms (Imbong 1 ,2018).

d. Strengthening infrastructure and regulatory processes for essential, high-impact industries such as healthcare, scientific research,



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manufacturing, and logistics supply chain.

In the healthcare sector, for example, transparency of critical decision points in the pharmaceutical system is essential to curb corruption and enhance efficiencies in the delivery and just distribution of essential medical supplies (Cohen, Cercone, and Macaya, Roman 51-50 ,2014).

Meanwhile the issues compromising data integrity and security in cyberspace are daunting. While some sectors may take advantage of internet vulnerabilities, innovative technological advancements can be tapped to address these problems in the long term. For example, recent encryption management technologies have shown promise in improving data confidentiality, availability, and integrity in the internet of things (Edwards, Kiser and Haynes 12 ,2020). Given the global stakes around privacy and security within the internet privacy ecosystem (there is still a lack of coordinated international effort in internet governance, a serious threat to the current and future development and even survival (Holt and Malčić 174 ,2015). There are three degrees of internet regulation: content, international conflict in regulatory laws and implementation, and the nature and design of the internet itself (Pike ,2006 17). Global coordination and cooperation are essential to manage these levels of internet governance.

It is essential to note the truth that every economic decision has a moral dimension. The economy is a means whereby people exercise their human powers and faculties creatively through work to provide for their needs (Breen and 996-995 ,2010). Upholding the truth is fundamental to achieving economic growth. Understanding the truth about the nature of people, the world, and life principles is indispensable in attaining integral human development.

Policy recommendations

Truth-telling is a mission-critical dimension of good governance and harmonious living in communities. It underlies virtuous living and genuine human relationships, essential for the integrity of life and of governments. While the aforementioned policy areas are all important, perhaps the most important driver of truth-telling is Human Capital and Integrity

Development. Focusing on building decision-making capabilities and designing better decision-making processes can bring about sustainable results in the continuing improvement and quality of policies.

The G20 Summit members are called to reflect, review, and set action plans in:

- a. Their personal Human Capital and Integrity Development Plans, and ensuring that this priority cascades to key country-level decision-makers. Leaders face numerous ethical dilemmas they must courageously and responsibly resolve. Training on the principles of integrity and truth-discernment is an anchor for ethical decision-making. In tough decisions, truth serves as a bedrock, while values, when lived with integrity, serve as a riverbank to guide decisions along the right course (Tjan ,2017 17).
- b. Fostering truth-telling and transparency in decision-making, sensitive to the repercussions of actions across countries. Considering the diversity and size of the group, limited meeting time, and constraints of remote virtual meetings, the G20 should adopt up-to-date team strategies and evaluation of results in its team processes throughout the year.
- c. Increasing inclusion by extending the G20's reach to unrepresented countries in its drawing of inputs and developing outputs, given the immediate, global, and long-term effects of its decisions. For example, heeding the voice of globally diverse engagement groups is a way of receiving inputs across the globe.

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