

Endogenous Institutional Trustworthiness

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Outline

1. The problem
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 5. Endogenous institutional trustworthiness
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- A faint, stylized illustration of two hands shaking is visible in the background. The hands are rendered in shades of yellow and grey, with simple lines for fingers and palms, set against a light yellow and white background.

1. The problem

Dysfunctional public institutions are not trustworthy



1. The problem

Dysfunctional public institutions are not trustworthy

“Exogenous” Perspective

- Looking at the properties of public institutions from an **external** point of view:
 - E.g., citizens towards representative public institutions

“Endogenous” Perspective

- Looking at the properties of public institutions from an **internal** point of view:
 - E.g., public officeholders towards their own institution

1. The problem

Dysfunctional public institutions are not trustworthy

“Exogenous” Perspective

- Looking at the properties of public institutions from an external point of view:
 - Citizens
- ↓
- **Trustworthiness** = reaction of trust of those who interact with the institution from the **outside**

“Endogenous” Perspective

- Looking at the properties of public institutions from an internal point of view:
 - Officeholders
- ↓
- **Trustworthiness** = reaction of trust towards the working of a public institution that comes from those who occupy a role **within** it

2. Operational institutions

- **Public institutions**

- a system of **interrelated** rule-governed **roles** (the offices) occupied by human persons (the officeholders)

- **Institutional operability**

- public institutions are operational when the officeholders **sustain by their interrelated conduct the working of the institution** in keeping with the normative ideas that justify the establishment of the institution and regulate its working (the institution's **raison d'être**)
- the **power mandates** of each institutional role are designed in accordance with the institution's **raison d'être**,

- Therefore operational institutional action requires **officeholders to use their normative powers of office in keeping with the terms of their mandate**

3. Operational institutions and institutional trustworthiness

“Exogenous” Perspective

- “A trusts B to do X”
 - A = (some account of) the public
 - B = a public institution
 - X = the tasks the institution is meant to perform in conformity with its *raison d’être*
- ↓
- Outward perspective
 - Example: “principal-agent” relation

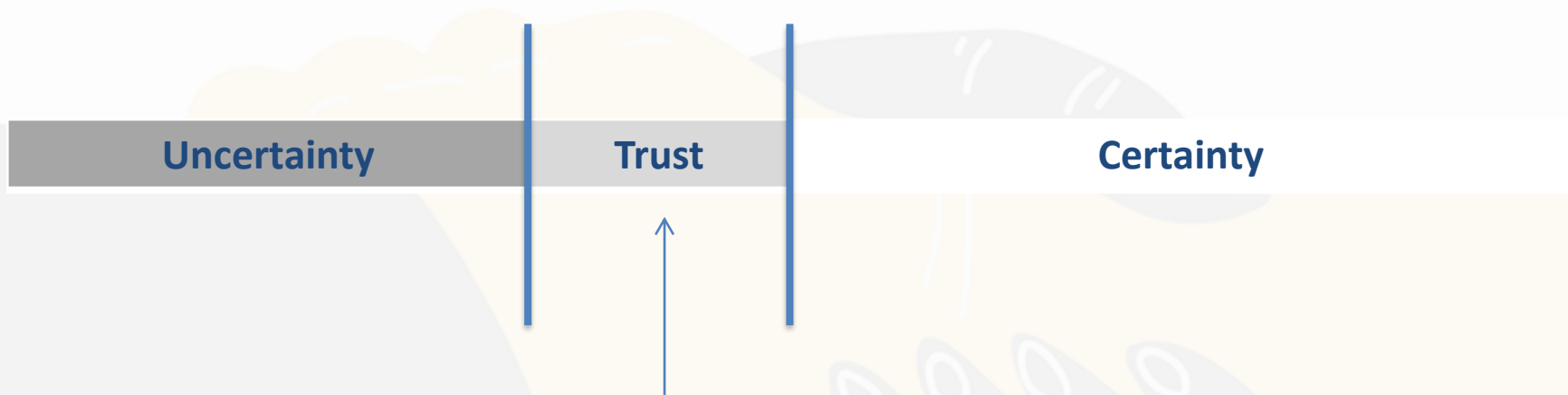
“Endogenous” Perspective

- What grounds public officeholders’ **readiness** to act in keeping with their mandate thus sustaining by their interrelated action the working of their institution?
- ↓
- Inward perspective
 - Endogenous institutional trustworthiness

3. Operational institutions and institutional trustworthiness

- Endogenous perspective:
Officeholders must **trust** that
 1. every fellow officeholder uses their **power of office** in keeping with their mandate;
 2. the ensuing officeholders' **interrelated action** can sustain the working of the institution.
- A public institution that enacts such relations of trust among officeholders is **endogenously trustworthy**

Institutional trustworthiness



Endogenous institutional trustworthiness is the property of a public institution within which the **officeholders** are **ready** to act in keeping with their mandate thus sustaining by their conduct the working of their institution

4. Interpersonal trust and institutional trustworthiness

Interpersonal trust

- A trusts B to do x
- Trust
 - an (affective or cognitive) attitude
- Trustworthiness
 - a virtue of the person who elicits trust in others
 - a property of systems of relations where at least two persons are involved

Institutional trustworthiness

- Institutional framework
 - Distinct normative powers
- Special relations
 - relations between agents who interact in their institutional rather than personal capacity
- Multilateral relations
 - public officeholders are an interrelated group of agents
- Multiobject relations
 - each officeholder trusts that (a) the other officeholders will act in keeping with their mandate and, (b) in so doing their interrelated work can sustain institutional action

- Dependence
- Vulnerability

5. Endogenous institutional trustworthiness

The **interrelatedness of institutional roles** creates a special kind of **mutual dependence** between public officeholders

- It makes them **vulnerable** to each other's conduct for the exercise of the normative powers they acquire by virtue of their institutional roles
- The **failure** of one officeholder exposes the others to failing their roles, and makes officeholders together fail institutional action
- Public officeholders are **accountable** to one another in a more specific sense than what we can see in general moral relations

5. Endogenous institutional trustworthiness

- What *grounds* public officeholders' mutual trust that they, as an interrelated group of agents, can keep to their mandate, thus sustaining the working of the institution?
- **Personal grounds**
 - officeholders' personal affective attitudes or interests
 - moral powers
- **Impersonal grounds**
 - officeholders' knowledge of their structural interdependence as per the interrelatedness of institutional roles
 - office powers

5. Endogenous institutional trustworthiness

➤ Second order commitment

- All public officeholders have a general duty of office:
- The duty of *office accountability*
 - Officeholders' **fundamental normative commitment** to acting in such a way that puts them in the position of justifying the rationale of their conduct in keeping with their mandate

↓ Grounds from the inside ↓

• Institutional trustworthiness

- Relations of institutional trust as a **multilateral relation of mutual dependency between public officeholders** in virtue of their interrelated institutional normative commitment to office accountability. It creates **vulnerability of public institutional action to the officeholders' interrelated conduct.**

5. Endogenous institutional trustworthiness

The trustworthiness of a public institution as the **endogenous resultant of multilateral, multiobject, and interdependent relations of mutual accountability** by which public officeholders attribute the capacity of being trust-responsive to each other.

This web of institutional relations makes public institutional action trustworthy from within and, therefore, **resistant to institutional dysfunctions**

5. Endogenous institutional trustworthiness

Why does endogenous institutional trustworthiness matter?

1. To make sense of the **complexity of institutional relations** (of mutual accountability and trust) that ground the operability of a public institution from within,
2. To understand the **source of the many reactive attitudes** (of blame, disappointment, betrayal) that institutional dysfunctions may trigger between fellow officeholders.

1 and 2 offer

- a. a helpful **diagnostic tool of institutional dysfunctions** and
- b. the **therapeutic motivation** to call on officeholders for re-founding their trustful relations in response to such **dysfunctions**.

Endogenous institutional trustworthiness is a “work in progress” to which all officeholders are called to contribute.

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