

**PROMOTING ACCOUNTABILITY IN PUBLIC SECTOR  
INSTITUTIONS AND THE FIGHT AGAINST CORRUPTION  
IN PURSUIT OF SUSTAINABLE DEVELOPMENT**

**AAPAM CONFERENCE,  
Kenya School of Government , Mombasa  
15<sup>th</sup> to 18<sup>th</sup> November, 2021**

# Why Discuss Accountability in PS?

1. Public office is a public trust
2. Accountability is an important element of good government. There is a very high correlation between quality of Governance and economic and social performance
3. There is concerns of reduced accountability among public officials and institutions when rendering public services.
4. Increased incidents of corruption in Sub-Saharan Africa and in governments worldwide – Global Corruption Barometer Africa (GCBA) 2019
5. Citizens lose confidence in a government that is unable to deliver basic services.
6. Countries with high levels of corruption are more susceptible to conflict and social unrest
7. Informed citizens who now demand clearer and greater accountability for the way the government spends their taxes and uses its authority. Citizens now demand for fair treatment, efficient and effective service delivery, citizen engagement in policy making and the observance of the rule of law.

????

- What do you consider to be the character traits of an accountable public sector organization that delivers on its mandate?
- Are public officials held to higher standards of performance and conduct than others? If so, why?
- How damaging are corrupt behaviour and unethical practices to public service delivery?
- **The "Public Service must work with the highest standards of integrity and conduct to ensure the trust and confidence of Citizens is maintained"**

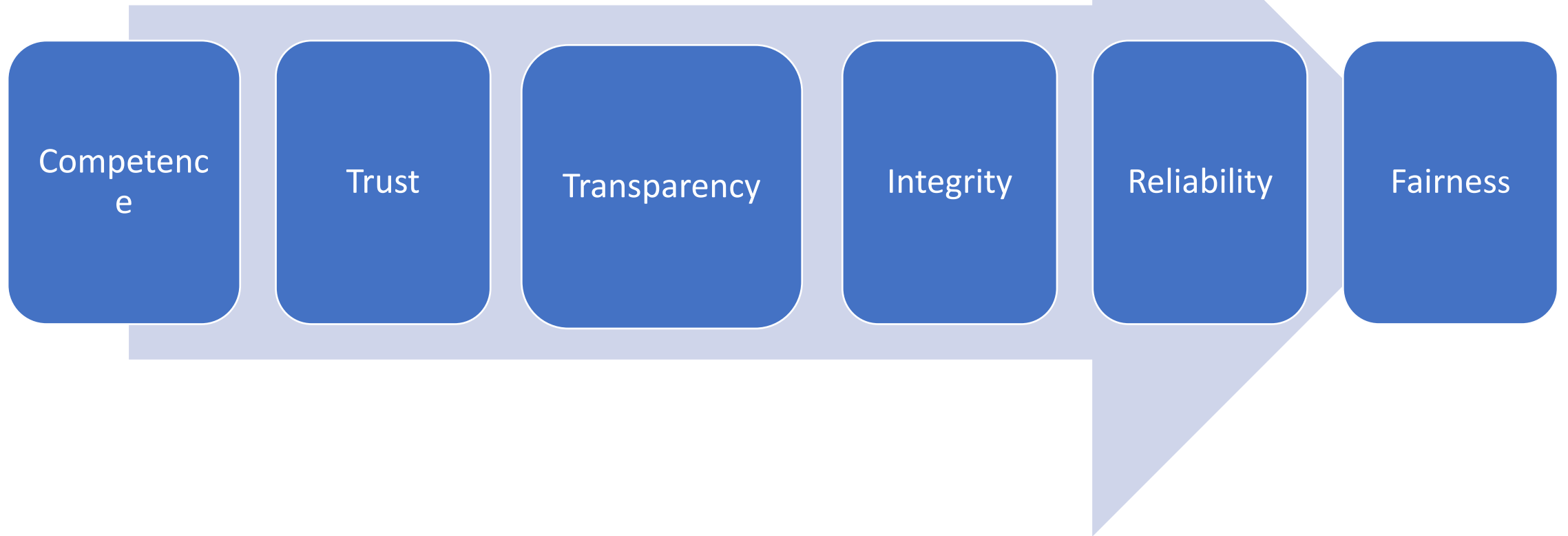
# Article 232 of the Constitution of Kenya

Prescribes the norms, values and standards that public officers are expected to observe as part of public accountability:

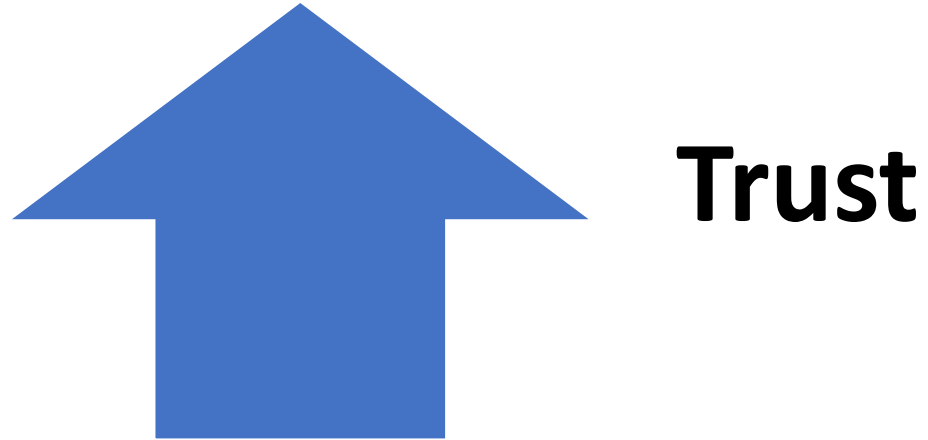
1. Place public interest above personal interest;
2. Act professionally with honesty, consistency and impartiality;
3. Uphold economic, efficient, effective and prudent use of public resources
4. Uphold transparency, accountability and be responsive;
5. Uphold the rule of law and respect of institutions of Government;
6. Avoid conflict of interest in performance of duties
7. Involvement of people in the process of policy making

# Key Values and Principles

How do you then  
build public trust and  
confidence?



Trust



**Trust**



**Corruption and Crime**

Where trust is high, crime and corruption are low.

Trust = Results, Retention & Relationship

# 1. What is Accountability

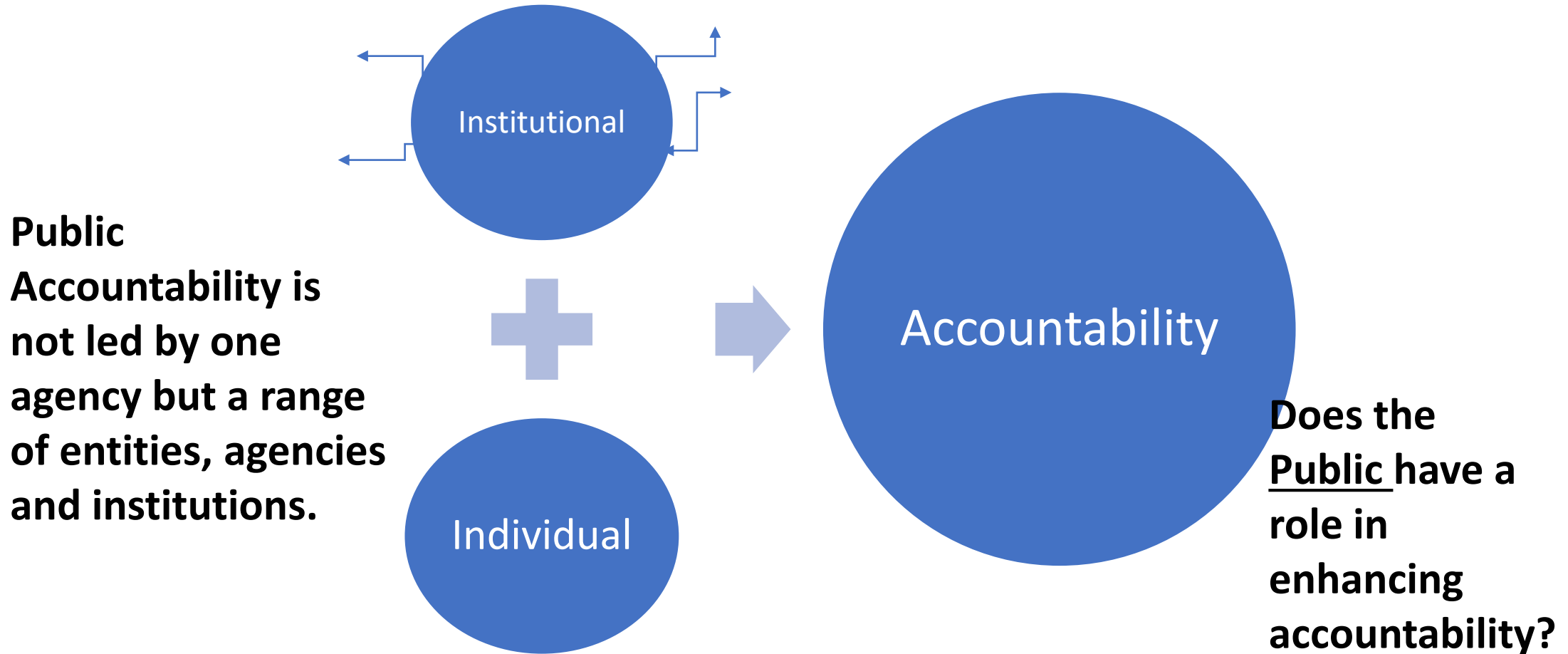
1. Accountability is the obligation to render an account for a responsibility conferred. It presumes the existence of two parties: one who allocates the responsibility and one who accepts the responsibility with the undertaking to report upon the manner in which it has been discharged.
  2. Accountability focuses on the ability to account for the allocation, use and control of public expenditure and resources in accordance with legally accepted standards, regarding budgeting, accounting and auditing”.
  3. Therefore, Accountability is about **Responsibility** (task) as it is about **Relationship**.
- Public accountability involves maintaining a trusting relationship between the public sector and the public

# Pertinent Questions

- Three questions must be answered with regard to accountability:
    - 1. Who is held accountable,**
    - 2. For what are they accountable;**
    - 3. To whom are they accountable** (Hansson & Longva, 2014; Mulgan, 2000).
- Is accountability a one person/s or one agency's responsibility?
  - Does the chief executive officer take responsibility for every aspect of the organization's operations?
  - Can a CEO, PS, or Corporate entity be held accountable for individual actions



# Public Accountability



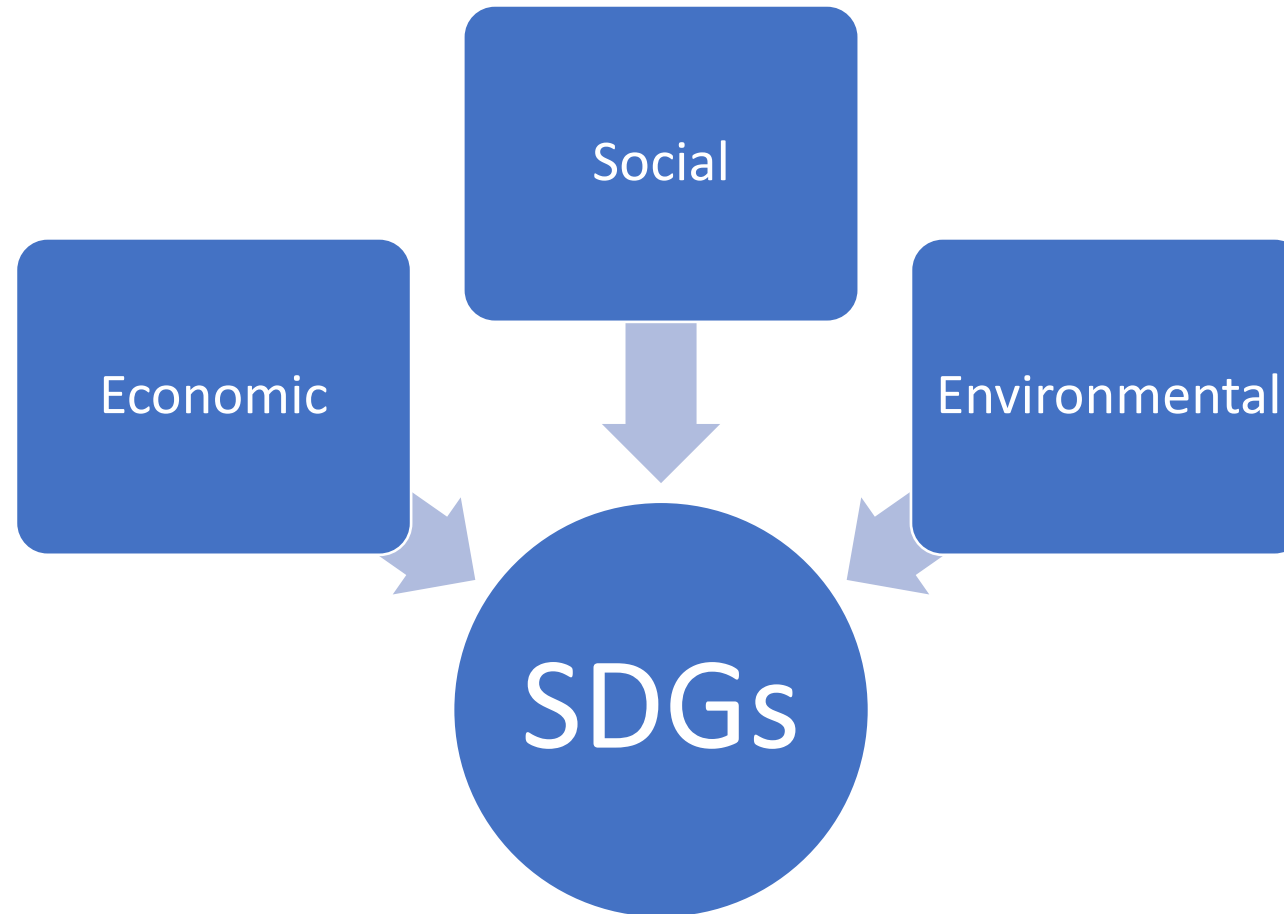
# Accountability

1. Taking responsibility for Actions taken, Decisions and Policies made, Products, performance of tasks and for omissions
2. Responsible for successfully completed tasks and for uncompleted tasks - explain why they failed to do so.
3. Answerability for any deviations from its stated goals and values.
4. It encompassing the obligation to report, explain and be answerable for resulting consequences.
5. Accountability and transparency are cornerstones of good governance.

# SDGs- Dimensions

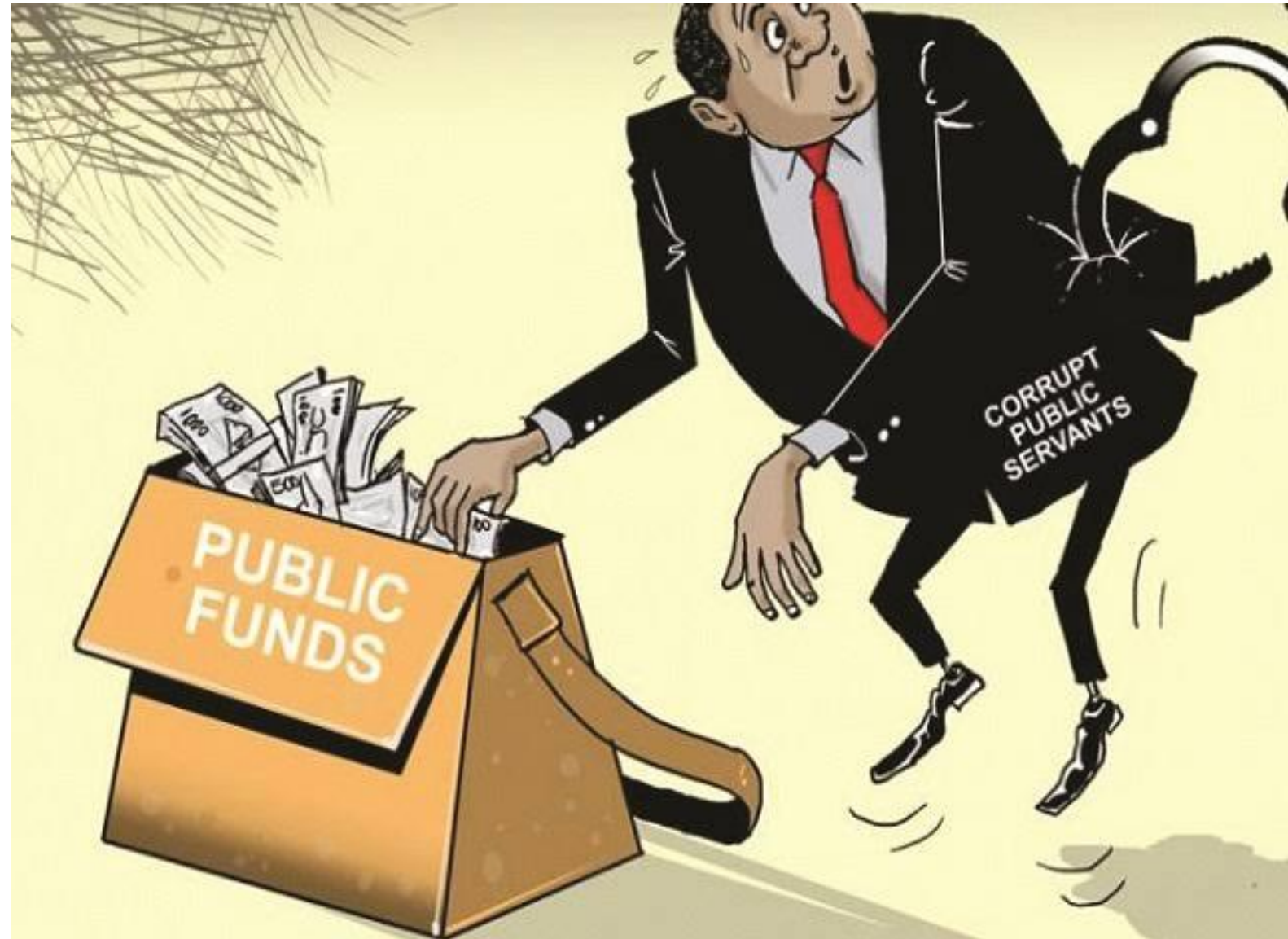
The 17 SDGs aim to create a life of dignity for all by 2030 - Strategic Hope. By protecting the Planet and ensure that all People enjoy peace and prosperity.

11/21/2021



Unfortunately, barriers exist to the achievement of 17goals &169 targets. Barriers related to drugs, crime, **corruption** and terrorism.

**What is your  
take of this?**



# What is Corruption?

Corruption is a complex social, political and economic phenomenon that affects all countries.

1. *'Abuse of entrusted power for private gain or advantage resulting to loss or disadvantage to the public and/or organization (TI). –either on owns instigation or in response to inducement*
2. According to Klitgaard (1988), corruption occurs when *an agent betrays the principles interest in pursuit of ones own.*
3. Leys (1965) refers to corruption *as behaviour that breaks some rule, written or unwritten about the purpose to which the public officer/institution has been put.*
4. Rose Ackerman (1999) describes corruption as an *economic, cultural and political problem* that limits investment and growth and leads to inefficient government.
5. Corruption is misappropriation of public authority for private interests, which harms the public by conduct in contravention with the prevailing law (Langseth, Stapenhurst, & Pope, 1997).
6. Corruption can be both an individual moral failing or an institutional flaw in both public (Demand Side) and private sector (Supply Side).

## 2. Why is corruption wrong?

- **"Corruption is the thief of economic and social development; stealing the opportunities of ordinary people to progress and to prosper."** - Yury Fedotov, Executive Director of the United Nations Office on Drugs and Crime in his address to the Fifth Session in Panama City, 2013
- **Corruption** leads to the theft, wastage, and misuse of scarce resources and also entrenches elite privilege and inequality, undermining institutions of **accountability** with lasting consequences.
- Pope Francis (Mar 18, 2019) compared corruption to cancer. He said that corruption is one of the most devastating illnesses to befall society
- Corruption is a killer of Vision:-Vision 2030 – Kenya; Agenda 2030; Agenda 2063; Individual vision & aspirations.

# What is the State of Corruption in Africa?

- i. Estimates by the World Economic Forum, indicate that the global cost of corruption is at least \$2.6 trillion, or 5 per cent of the global gross domestic product (GDP) and estimate that more than \$1tn is paid in bribes annually ( World Bank). These organisations suggest that corruption adds 10% to the total cost of doing business globally, and a staggering 25% to the cost of procurement contracts in developing countries.
- ii. The UN Economic Commission for Africa reported that corruption swallows at least \$140 billion in all the AU member states every year (2018)
- Nigeria’s ambassador for the AU said that the AU loses estimated \$ 50 billion every year because of illicit financial outflows. Illicit financial flows (IFFs) — from tax abuse, cross-border corruption, and transnational financial crime — drain resources from sustainable development.
- EACC Research Report NO. 9 of May 2019 highlights that Kenya’s public service continues to suffer high incidence of corruption and poor service delivery at both the national and county government levels.

# SA



Last year, however, with the added stress of COVID-19, which led to job losses, exposed inequality in the economic and healthcare sectors, and everything else that we had to deal with, reports of corruption hit especially hard. This was particularly true when it was tied to the procurement of PPE and other life-saving measures



# Corruption In Africa (10 Most Corrupt Nations:

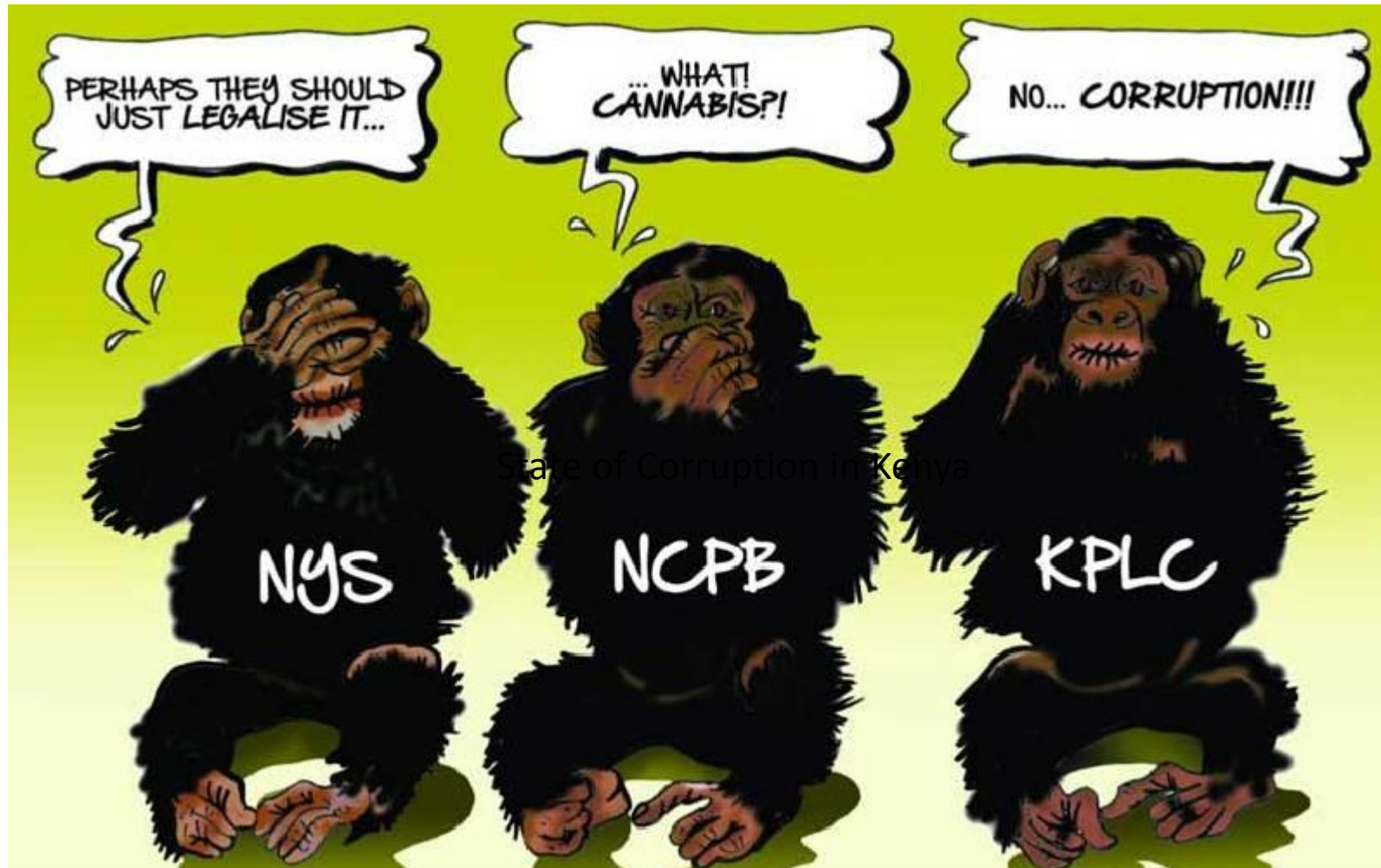
JUNE 12, 2017. SOURCES: TRANSPARENCY INTERNATIONAL  
Statements

Corruption is killing Africa

1. Corruption is natural as breathing in (S) **CPI Score: 8/100**. Government officials loot from the country's coffers with impunity.
2. Bribery is commonplace in (SS) - **CPI Score: 11/100**. SS is establishing its institutions not transforming.
3. The stench of corruption permeates every sector of the economy in ([Sn](#)). Corruption is rampant in oil, sports, transport, and many other sectors. Politicians embezzle and mismanage funds without any censure by the courts - **CPI Score: 14/100**.
4. Corruption is deeply woven into the society of the (CAR). High ranking officials participate in nefarious activities with no regard for the law. CPI Score: 20/100
5. Corruption is a deeply embedded culture (C). High ranking officials award jobs to individuals based on familial ties - **CPI Score 20/100**

**What is your take of these statements?**

# Corruption Scandals in Kenya



Is corruption real or imagined? Is it just a matter of perception? Freedom of speech, high levels of awareness?

# 3. Factors explaining causes of Corruption

It is postulated that the factors that give rise to corruption emanate from three sources:

- **societal level,**
- **institutional and**
- **individual level.**

**It is an accepted fact that corruption starts at individual level.**

# Individual Factors

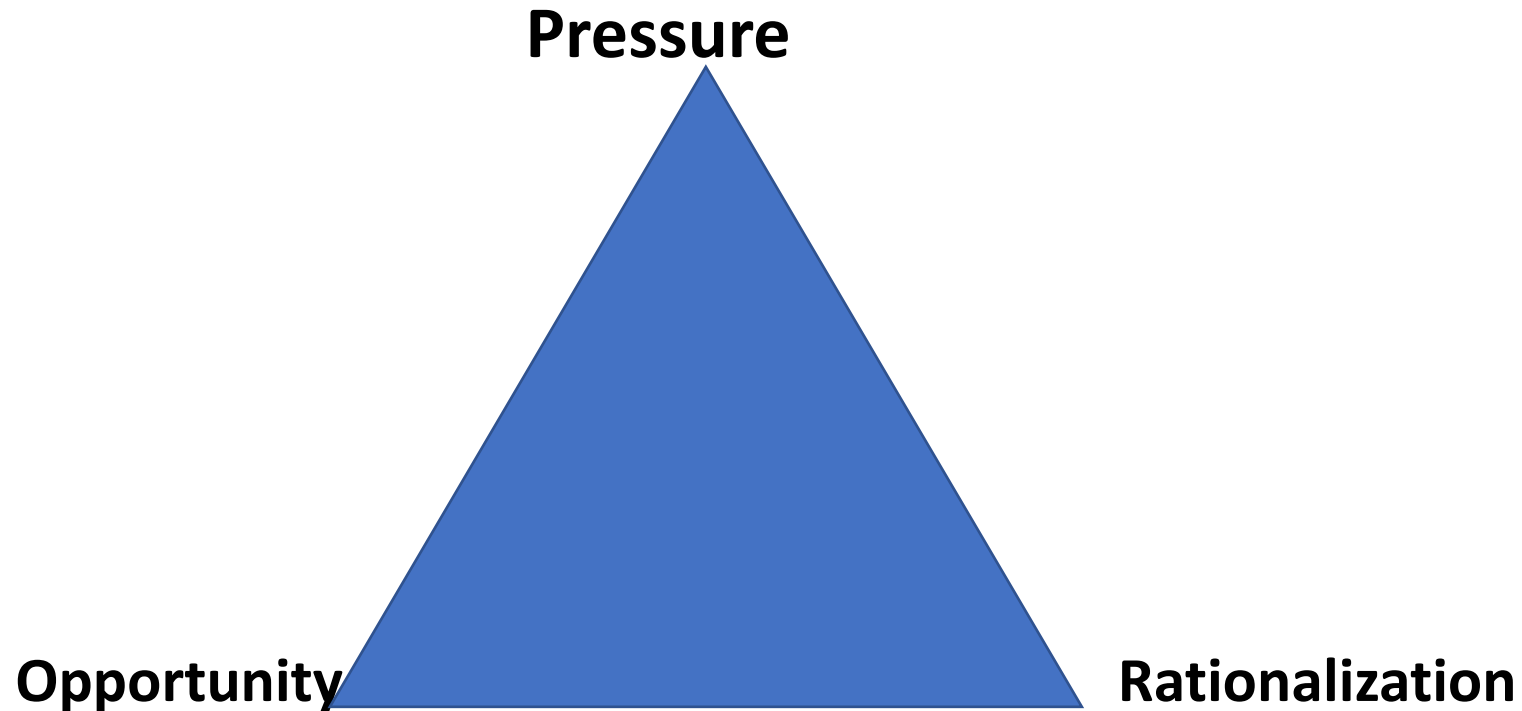
- What makes individuals engage in corrupt acts has recently **received renewed attention in policy and academic circles because, despite the rise and spread of the global anti-corruption movement, many highly corrupt countries have made little progress on reducing corruption (Heywood 2017; Rose-Ackermann and Palifka 2016; hence a look at the psychology of corruption.**
- The basic question of **“what explains corrupt behaviour”** has long plagued scholars and practitioners (Nye 1967; Bardhan 1997).

# Factors to Corruption

Corruption is a behavioural problem influenced by ones mindset and environment.



# Factors of Corruption Triangle



Corruption = Pressure + Opportunity +  
Rationalization . S. Powell: From 3rd World to 1st  
World)

Dr. Purity K. Gitonga:- Gender & Governance Expert -Ascend  
International

# Pressure?

- **Can a well raised person engage in corrupt acts?** Is it possible for good people who were brought up right to engage in corruption?
- David Myres (1994) in his book 'exploring social psychology' argues that nice, good people can become corrupt through excessive social pressure.
- Pressure from who and what pressure?
- **Pressure** can be real or imagined
  
- **Daily pressure for money from family** may disturb the mental balance of government and non government officials

# Socialization

- **Socialization process:** the socialization, modelling and education from parents, caregivers, peers and leaders shapes the morality and ethics of a person. Fabrro and Upadhyay argues that we learn behaviour at the knee of our parents and teachers.
- However, they also agree that *a person moral and ethical development can be disturbed* by dire economic and social circumstances in which personal survival become prioritized above everything else.
- How are we socializing and training the young generation these days?



# Bad Apple

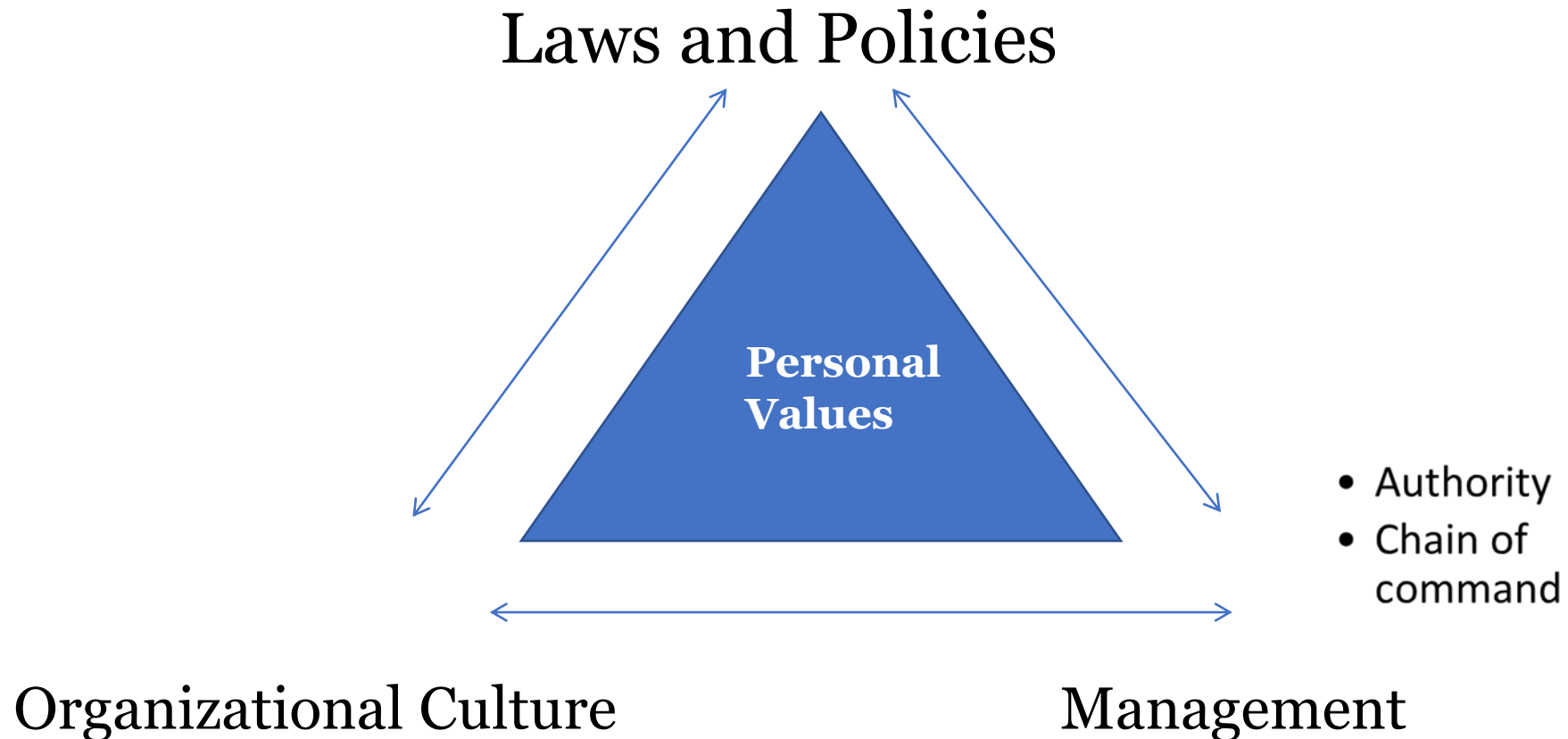
The "bad apples" theory ties misbehaviour to the individuals

An organization of corrupt individuals will have people acting for personal gain at the expense of the organization.



# Organizational level

## Ethical Triangle



## Part Four

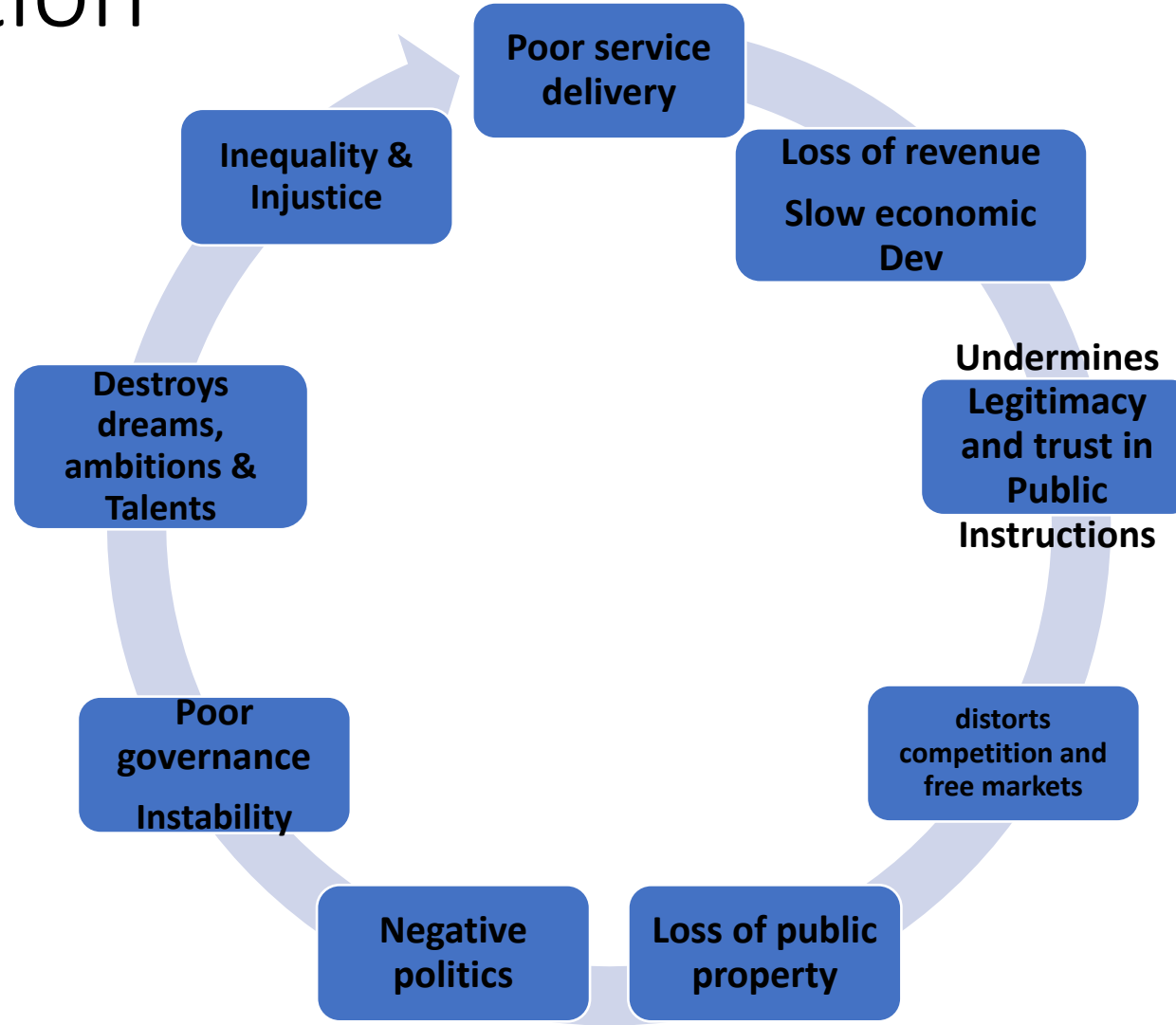
**Serious about sustainability?  
Get serious about corruption.**

**We need to fully address the corrosive effects of corruption to have any hope of achieving the Sustainable Development Goals (SDGs).**

# In what ways is corruption inhibiting the achievement of SDGs?

- ‘Not only does corruption affect economic development in terms of economic efficiency and growth, it also affects equitable distribution of resources across the population, increasing income inequalities, undermining the effectiveness of social welfare programmes and ultimately resulting in lower levels of human development. This, in turn, may undermine long-term sustainable development, economic growth and equality.’ -Transparency International report (Help Desk).
- *The African Union estimates that 25 per cent of the continent's GDP (nearly 150 billion dollars) is lost due to corruption. Nations that fight corruption and improve their rule of law could increase their national income by 400 per cent.*

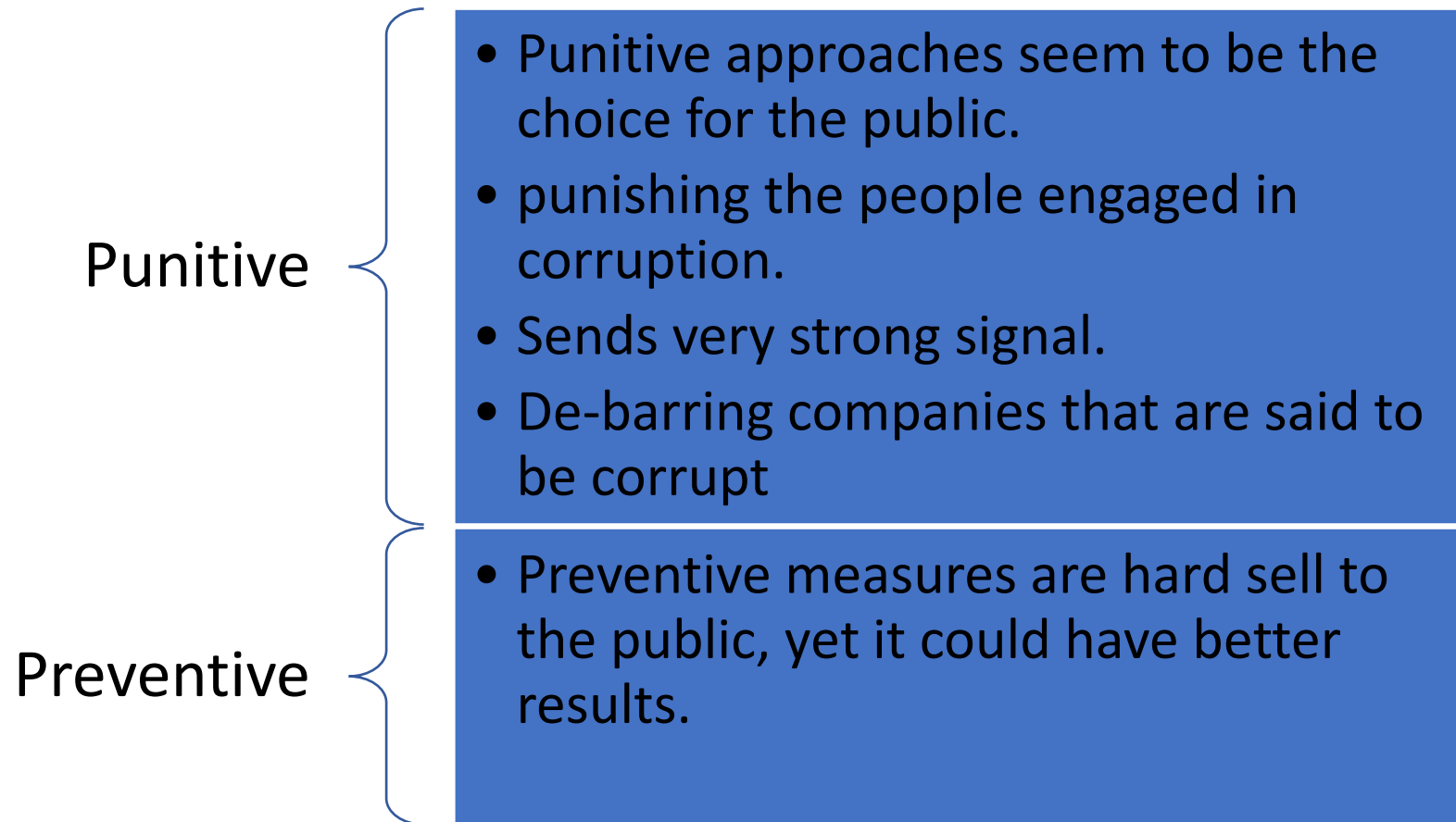
# Effects of Corruption



If children come to believe that personal effort and merit do not count and that success comes through manipulation, favouritism and bribery, then the very foundations of society are shaken.

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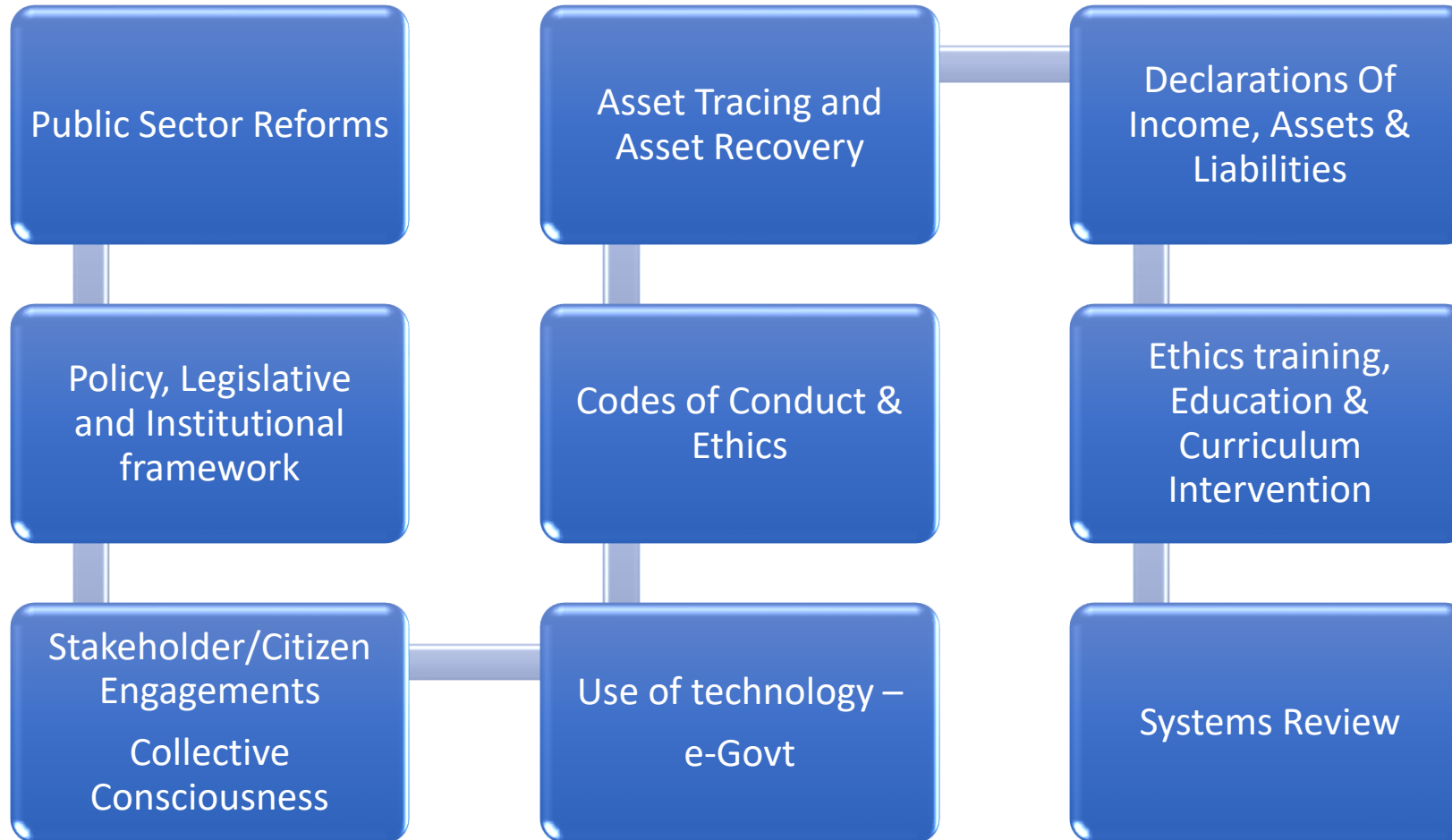
# 5. Approaches to the fight against Corruption



Concern of budget for the two main approaches

## Efforts to institutionalize integrity & Accountability

To transform the public service and counter the ethical lapses in the public sector, diverse strategies have been employed .



Leadership

# Question

Question  
one

- Has the legislation and codes of conduct yielded much fruit?

Question  
two

- Can we adequately legislate on issues of moral conduct?



# Code of Conduct and Ethics

- A code of ethics means nothing to those who are not aware of it, it means little if it is not subscribed to; and it may have no significance if it is not enforced.
- Government and society cannot promote and enforce ethical behaviour solely through the utilization of ethical codes of conduct or through the promulgation of a plethora of legislation (Mainga 2012).
- Tobah, (2017) states that codes of conduct have lost their potency unless they are properly enforced.
- **There must be change in the mindsets of the citizenry.**

# The Missing Link:

- Leadership
- Strengthening Individual Ethical competencies

## Why the individual?

Because any change begins at individual level, and the decision to uphold integrity is an individual moral choice.

# Role of Leadership

35

- Theory and research suggest that leaders set the ethical tone of organizations (Murphy and Enderle, 1995).
- They cannot shrink from their obligations to set a moral example for those they lead.

Leaders set the ethical tone of organizations by:

1. role modeling, through visible actions,
2. communicating ethical standards,
3. rewarding ethical conduct,
4. punishing unethical conduct to reinforce normatively appropriate conduct and decision-making” (Trevino, Hartman and Brown, 2000; Brown, Trevino and Harrison, 2005, p.120

# Has there been Impact as a result of efforts made?

- Increased levels of awareness
- Empowerment and independence of responsible institutions
- Punishment of offenders
- Increased levels of accountability
- A more responsible civil service
- Involvement of the private sector
- Significant levels of adherence to Codes of conduct and ethics at national and County Governments in Kenya
- High levels of compliance to declaration of income, assets and liabilities

# Conclusion

- The quality of the public service is verified by the quality, equality, accessibility and affordability of the service it delivers.
- **Public virtue cannot exist in a nation without private virtue, and public virtue is the only foundation of republics ( John Adams)**



Africa, the Tree of Life



*Thank  
you*

