

- is an improbity or decay in the decision-making process in which a decision-maker consents to deviate or demands deviation from the criterion which should rule his or her decision-making, in exchange for a reward or for the promise or expectation of a reward, while these motives influencing his or her decision-making cannot be part of the justification of the decision
- There is no universal/global/comprehensive definition of the term 'corruption' for at least the following reasons:
 - corruption is very old, but a ubiquitous phenomenon arising from the eternal struggle for power; therefore, it has many different forms that are hard (or even impossible) to bring down to a common denominator,
 - corruption is a multidisciplinary phenomenon and problem (it has different historical, psychological, economic, legal, political, sociological and other aspects),
 - behaviour that is considered to be corrupt in one country may be legal, or at least socially acceptable, in another country.

3.0 PERSPECTIVES OF CORRUPTION

Political Scientist

- Corruption may be a manifestation of the way political power is contested and exercised
- To the leadership, the creation and allocation of state rents serves political purposes: rewarding supporters, buying off opponents, ensuring the backing of key groups, managing ethnic diversity, or simply accumulating resources to fight elections
- To obtain these resources, leaders may forge alliances with business groups or create and distribute rents through the bureaucratic apparatus

Public Management

- Corruption opposes the bureaucratic values of equity, efficiency, transparency, and honesty
- It weakens the ethical fabric of the civil service and prevents the emergence of well-performing government capable of developing and implementing public policies that promote social welfare
- Systems, including a meritocratic civil service and watchdogs such as supreme audit institutions, ombudsmen, and public service commissions, should not be neglected

4.0 CAUSES OF CORRUPTION

- Causes of corruption are always contextual, rooted in a country's policies, bureaucratic traditions, political development, and social history.
- Corruption tends to flourish when institutions are weak and government policies generate economic payments

1) Political Patronage, influence and favouritism

- Appointments to public offices made on political consideration rather than merit
- Practice of tribalism and nepotism
- Political interference with the management of public service and institutions, and allocation of resources

2) Weak civil society and empowerment

- Passive public - citizens who do not complain about corruption and corruption practice
- Lack of independent civil associations (e.g. Tax Payers' Association) to fight corruption

3) Lack of professional Integrity

- There may be lack of professional integrity amongst the professionals themselves or in relation to the public they serve
- Failure to adhere to professional ethics and standards
- Lack of professional integrity among peers

4) Lack of transparency and accountability

- Lack of transparency and accountability in public investment decisions, public procurement and disposal of public property
- Personnel management
- Financial management and reporting
- All these factors, in turn, result in monopoly of decision making

5) Inefficient public Sector

- Poor remuneration in general, which tends to tempt employees to engage in corrupt practices
- Outdated technology, which creates loopholes for corruption
- Conflicts of interests due to engagement in private business by public servants
- Lack of code of conduct for the public services
- Complex and complicated government structures and procedures
- Inversion of the roles of master/ servant between the public and the public servants so that the public servant becomes the master instead of the servant

6) Failure to fully implement proposals and recommendations of watch dog institutions

- Controller and Auditor –General.
- Public Investment Committee.
- Public Accounts Committee.
- Efficiency Monitoring Unit

7) Culture and acceptance of corruption by the populace

Lesson 2: ORGANIZATIONAL CULTURE, ETHICS & PRACTICES IN THE PUBLIC SERVICE

1.0 INTRODUCTION

2.0 ORGANIZATIONAL CULTURE IN THE PUBLIC SERVICE

Core Public Service Values

- Core public values should be based on a number of elements including
 - i) Reevaluation of learning, integrity and competence
 - ii) Stress on merit system while paying due regard to affirmative action in favor of minorities and historically otherwise disadvantaged groups
 - iii) Growing sensitivity towards and respect for the citizens' needs
 - iv) Low tolerance for laxity, corruption and crime
 - v) Increasing recognition of the need to acknowledge and to reward industry, loyalty, accomplishment and merit
 - vi) Increasing recognition of the value of neutrality of the civil servants and of the need to secure a degree of autonomy of public personnel management from extraneous pressure in order to safeguard high quality performance, motivation, integrity and professionalism in the public service
 - vii) Increasing recognition of the value of cross cultural and international links as means towards the improvement of professional image and performance of the public service

3.0 ETHICS AND PRACTICES IN THE PUBLIC SERVICES

4.0 PREDISPOSING FACTORS

- 1) Weak Government institutions
- 2) Poor pay incentives
- 3) Lack of openness and Transparency in public service
- 4) Absence of key anti-corruption tools
- 5) Ineffective political processes
- 6) Culture and acceptance of corruption by the populace
- 7) Absence of effective political financing
- 8) Political patronage
- 9) Poverty
- 10) Ethnic and religious difference
- 11) Resource scramble

5.0 FACTORS PROMOTING CORRUPTION

5.1 Direct Factors

- Corruption is generally associated with activities of the state as a result of the monopoly and discretionary power of the state
- Particular aspects of government activities create a fertile ground for corruption

1) Provision of Goods and Services below market rate

- The Government engages in provision of goods, services and resources at below market prices

- This may be related to foreign exchange, credit, electricity, water, public housing, access to educational and health facilities and access to public land
- When supply becomes limited, rationing or queuing becomes unavoidable thus and excess demand is created and decisions have to be made by public employees creating opportunities for corruption

2) Taxation

- Taxation based on clear laws restricts contact between tax payers and administrators
- However, the laws are difficult to understand thus tax payers need assistance to understand them creating contact between tax payers and tax administrators
- Tax administrators have low wages
- Tax administrators have discretion over important decisions e.g. tax exemptions, liabilities, audits and litigations

3) Regulations and authorizations

- The government has many rules and regulations including authorizations, issuance of permits and licenses
- This gives the government the monopoly of power to the officials who must authorize or inspect the activities
- The officials may use their public power to extract bribes and in some instance middle men or facilitators (brokers) are used
- Monopoly of power gives the bureaucrats a great amount of power and a good opportunity to extract bribes
- Existence of the regulations requires frequent contact between citizens and bureaucrats and the citizens require enormous amount of time dealing with the officials

4) Spending decisions

- High level Public officials with discretion of decisions regarding public investment projects can distort public spending both in size and composition and obtain “commissions” from those chosen to execute the projects
- Some projects are carried out without a justified criteria but only to specifically provide opportunities to some individuals or some political groups to benefit
- Procurement is another area affected by corruption through inflation of prices
- Extra-budgetary accounts are set up in some countries for specific purposes e.g. pension funds, fuel levy funds, intelligence uses. However, lack of transparency and of effective institutional controls are the main factors leading to corruption

5) Financing of parties

5.2 Indirect Factors

1) Quality of Bureaucracy

- Some bureaucracies are much less corrupt than others
- Absence of politically motivated hiring, patronage and nepotism, and clear rules on promotions and hiring contribute to the quality of a bureaucracy

2) Level of public sector wages

- Wages paid to civil servants are important in determining the degree of corruption

- Some countries public servants are hired with the main objective of reducing unemployment rather than improving the quality of the public administration
- Some public officials are corrupt because of their own psychological or moral make-up

3) Penalty systems

- The penalty structure is an important factor in determining corruption
- Higher penalties may reduce the number of acts of corruption but may on the other hand lead to demands for higher bribes
- Relatively few people are punished for corruption
- Procedures for punishment are slow and cumbersome
- Potential accusers are often reluctant to come forward and to spend time and effort to go through the full process

4) Institutional controls

- Weak ineffective institutional controls
- Effective controls entail honest and effective supervisors, good auditing offices, clear rules on ethical behaviour, good and transparent procedures. Supervisors should be able to monitor the activities of their subordinates.
- Institutions like the EACC should independence from the political establishment, have ample resources and personnel of the highest integrity. They should have power to impose penalties
- In some countries such institutions report to the president (e.g. Kenya) or prime minister and not the legislative body
- The EACC does not have prosecutorial powers or cannot impose fines

5) Transparency of laws, rules and processes

- Lack of transparency in rules, laws and processes creates a fertile ground for corruption
- Laws or regulations are written in a way that only trained lawyers can understand
- Processes or procedures on policy matters and other actions e.g. competitions for public projects are opaque making it difficult to understand the processes followed to arrive at certain decisions

6) Examples by the leadership

- When top political leadership do not provide the right example either because they engage in acts of corruption or they condone such acts on the part of relatives, friends or political associates, the employees in public institutions cannot be expected to behave differently.
- For example, some public servants in Kenya accused of corruption are not fired but transferred to head other government departments or ministries

Lesson 3: CHARACTERISTICS, FORMS AND EFFECTS OF CORRUPTION

1.0 INTRODUCTION

2.0 CHARACTERISTICS

1) Recipients and payers

- Corruption is the abuse of entrusted power and elected authority for private profit
- Politicians and public officials who accept bribes and enrich themselves privately at the expense of the common citizen
- There are payers who benefit from that abuse of power and authority
- Payers assume that their 'gift' to a politician or a public official, may in return deliver profitable preferential treatment or delivery

2) An Ethical Problem

- The fact that both the payer and the recipient of bribes want to keep their behaviour secret shows that such behaviour is generally considered to be improper
- Many consider corruption to be an ethical problem, a behavioural problem. And refer to it as being 'sinful', a 'wrongdoing'. It is a problem to be solved by means of personal 'reform'.
- *Transparency International* (TI), describes corruption as 'bad business practices', which is a moral judgment, not an economical but some in the business community consider corruption to be 'good business practices', as they make more money using corruption as a business tool
- Corruption is an economic phenomenon with an ethical aura.

3) Extortion

- Those having authority in society ask to be bribed or give the opportunity to bribe
- Public officials are open to transactions with gifts being made reciprocally
- The gift may then imply considering an application with priority, or assigning a contract, scholarship or employment
- Potential payers look for the politicians/public officials known that they can be 'bought', The reputation that a public official or politician enjoys, is of great significance

4) Poverty reduction

- Lower operational staff in government service, notably lower office clerks, police officers, customs officers, the military, teachers, admission staff in hospitals, bus ticket collectors, car-park attendants, garbage collectors, etc., who on an operational level often have good opportunities to extract extra income or privileges from decisions they might take of importance to entrepreneurs and citizens
- Their sometimes corrupt behaviour is can be explained that they are poorly paid therefore, they are forced to live on what they can get by way of bribes.
- However, there is evidence that low pay does surely not automatically imply that, consequently, the person concerned is corrupt
- Timely payment of salaries is an important pre-condition to prevent corrupt behaviour

5) Culture

- Gifts are inherent to human relations and therefore present in all cultures
- A gift made in public will also impose a certain obligation upon the recipient in that on a next occasion you will show your gratitude by reciprocating the gift

- Bribes are also gifts, but they are made in secret. High-ranking politicians and public officials in many countries accumulate big fortunes thanks to bribes received

6) 'Kindness among friends'

- To have friends belongs to culture
- To give presents reciprocally is a sign of friendship but it should not get lost in a misuse of power for private gains

7) Lubricant of society

- Many people think that paying bribes is required to ensure smoother operation of society
- They think that without an occasional gift or incidentally for instance upon entering into a contract for the supply of a product or a service, such contracts might be lost to them and might be assigned to others
- Being influenced by payment of bribes, buyers (the politicians, the public officials) will often not make the best decision, but take an inferior decision

8) Small is beautiful

- These are small payment ('facilitating payments') to a public official for the purpose of expediting or easing a transaction, that in itself is in accordance with the rules and the law.
- Example - a case of the transport of fresh vegetables payment is made to customs officer who can speed up a border check on the perishable cargo in the truck or ship. As a result, there will be a considerably bigger chance for these vegetables to reach their market fresh. 'Petty' corruption is rampant in the lower ranks of organizations, wherever at higher levels 'grand' corruption prevails among public officials and politicians
- When lower ranking public officials and politicians see, that their higher-ranking colleagues line their pockets with big gifts, it might occur to them that it is justifiable to get their share

3.0 CATEGORIES OF CORRUPTION

3.1 Bureaucratic or political

3.2 Cost reducing or benefit enhancing

3.3 Briber initiated or bribee initiated

3.4 Coercive or collusive

3.5 Centralized or decentralized

3.6 Predictable or arbitrary

3.7 Involving cash payments or not

3.8 Secrete inducements for advice

3.9 Dishonesty

3.10 Breach of trust

3.11 Embezzlement or misappropriation of public funds

4.0 FORMS OF CORRUPTION

1) Bribery

- Bribes are one of the main tools of corruption

- Bribery occurs when a person dishonestly gives or receives a benefit as an inducement or reward for doing or omitting to do what one is already under duty to do or omit to do.
- They can be used by private parties to "buy" many things provided by central or local governments, or officials may seek bribes in supplying those things
- Grand (wholesale) corruption is often associated with international business transactions and usually involves politicians as well as bureaucrats. The bribery transaction may take place entirely outside the country. Petty corruption may be pervasive throughout the public sector if firms and individuals regularly experience it when they seek a license or a service from government. The bribes may be retained by individual recipients or pooled in an elaborate sharing arrangement.
- Personal motivations in corruption
- People offer bribes because they want an unfair advantage over others—to pay lower taxes, to get an appointment or promotion, to win a contract, or to get something done quickly or to avoid a fine or penalty.
- People seek bribes for several reasons that are special for them. For example:
 - i) Politicians seek money to use for *patronage*
 - ii) Politicians and officials who fear loss of office seek corrupt benefits as “*insurance*”, especially if they can expect no pension.
 - iii) Officials need extra money to *maintain their standards* of living if salaries have not been raised to match inflation, to meet commitments for housing, car, school fees, etc.
 - iv) Employees *feel resentment* over bad management or pay levels they think unfair. This may make them feel justified in making false expense claims or taking bribes
 - v) Employees who refuse to participate in a corruption “racket” may be *suspected and under threat* from their colleagues or superiors
 - vi) Some seek *status*, not only for having more riches than their colleagues but because corrupt officials may be admired by friends and family for their skills in outwitting authority.
- Bribery is encountered with respect to
 - i) Government contracts –
 - Bribes can influence the government's choice of firms to supply goods, services, and works, as well as the terms of their contracts
 - Firms may bribe to win a contract or to ensure that contractual breaches are tolerated
 - ii) Government benefits
 - Bribes can influence the allocation of government benefits, whether monetary benefits (such as subsidies to enterprises or individuals or access to pensions or unemployment insurance) or in-kind benefits (such as access to certain schools, medical care, or stakes in enterprises being privatized)
 - iii) Lower taxes
 - Bribes can be used to reduce the amount of taxes or other fees collected by the government from private parties
 - Such bribes may be proposed by the tax collector or the taxpayer
 - iv) Licenses
 - Bribes may be demanded or offered for the issuance of a license that conveys an exclusive right, such as a land development concession or the exploitation of a natural resource
 - Sometimes politicians and bureaucrats deliberately put in place policies that create control rights which they profit from by selling
 - v) Time

- Bribes may be offered to speed up the government's granting of permission to carry out legal activities, such as company registration or construction permits
 - Bribes can also be extorted by the threat of inaction or delay.
- vi) Legal outcomes
- Bribes can change the outcome of the legal process as it applies to private parties, by inducing the government either to ignore illegal activities (such as drug dealing or pollution) or to favour one party over another in court cases or other legal proceedings.



2) Theft

- Theft of state assets by officials
 - An extreme form is the large-scale "spontaneous" privatization of state assets by enterprise managers and other officials in some transition economies.
 - At the other end of the scale is petty theft of items such as office equipment and stationery, vehicles, and fuel
 - Perpetrators of petty theft are usually middle- and lower-level officials, compensating, in some cases, for inadequate salaries
- Theft of government financial resources
 - Officials may pocket tax revenues or fees (often with the collusion of the payer, in effect combining theft with bribery), steal cash from treasuries, extend advances to themselves that are never repaid, or draw pay for fictitious "ghost" workers, a pattern well documented in the reports of audit authorities

3) Embezzlement or Misuse of Public Funds

- Embezzlement refers to the dishonest acquisition and conversion of public funds or resources to one's use
- Misappropriation, on the other hand, is the misallocation or wrongful use by a public officer of public funds placed under his/her care.



4) Fraud

- This refers to a situation where a person intentionally makes a false statement or manipulates information in order to confer a benefit to oneself or other person(s) through dishonesty, deceit or trickery.



5) Political and bureaucratic corruption

- Corruption within government can take place at both the political and the bureaucratic levels
- The first may be independent of the second, or there may be collusion
- Political corruption involves election laws, campaign finance regulations, and conflict of interest rules for parliamentarians
- Bureaucratic corruption is intrinsic to the way power is exercised state institutions are managed as instruments or entities of individual enrichment.

6) Isolated and systematic corruption

- Isolated corruption
 - Involves a few individual acts in situations where non-corrupt behaviour is the norm
 - Such institutions or sectors support integrity in public life and are sufficiently strong to return the system to a non-corrupt equilibrium
- In systemic corruption
 - May be pervasive or entrenched
 - Bribery is routine in dealings between the public sector and firms or individuals
 - Bribery may be illegal but is understood by everyone to be routine in transactions with the government
 - Systemic corruption may occur uniformly across the public sector, or it may be confined to certain agencies—such as customs or tax authorities, public works or other ministries, or particular levels of government
 - When corruption is systemic in the public sector, firms that do business with government agencies can seldom escape participating in bribery

7) Abuse of office

8) Bid rigging

- Competitors agree in advance who will submit the winning bid on a contract let through the competitive bidding process (and effectively raise price), or different forms of collusion between a contractor and public official(s) responsible for the procurement, such as:

abuse of change order (a contractor submits a very low bid to win a contract, knowing that promptly thereafter the officials

9) Improper benefits to trustees for appointment

10) Revolving door

- This is corruption linked to the movement of high-level employees from public sector jobs to private sector jobs and vice versa
- Main concerns relate to how the practice by an enterprise can compromise the impartiality and integrity of public office. For enterprises, there may be risks in discussing or promising future employment to public officials or using former public officials as board members, employees, or consultants

11) Conflict of interest

- Circumstances in which private interest of an official influences or appears to influence the impartial and objective performance of their public duties, i.e. the situation where an individual's confronted with choosing between the duties and demands of their position and their own private interests)
 - i) Trading in influence (selling one's influence over the decision making process to benefit a third party)
 - ii) Kickbacks - Kickbacks are usually totaling 5-20% of the contract);
 - iii) Sponsorship or donations
 - iv) Gifts, valuables, travel expenses, entertainment.
 - v) Revolving door (a term linked with the movement of high-level public officials from public sector to private sector (and vice versa). Ethical, integrity or corruption issues may arise in the following cases: using influence and contacts, using insider information, representing former interests after taking office and seeking future employment while in office favours (an exchange of favours is the form of corruption that is very hard both to combat and to detect. Favours are often secured with reciprocal favours and may come in many forms, including jobs, residence permits, or the provision of education and healthcare. Typical forms of this type of corruption are cronyism and nepotism. These phenomena can overlap with conflict of interests, gifts or even bribery; however, it depends on the definitions (legal or ad hoc) or circumstances of concrete case).

5.0 EFFECTS OF CORRUPTION

1) Poor Economic Performance.

- Slowing down the growth of the economy, leading to unemployment and an increase in poverty
- Unplanned, misdirected expenditure or projects, resulting in huge losses
- Currency fluctuations and increased inflation and interest rates
- Increased taxation burdens on Kenyans
- Increased prices for goods and services

2) Disregard for standards and the pillars of integrity

- This will lead to: -
 - i) Lack of respect for the rule of law

- ii) Sub-standard work, services and products
- iii) Loss or withdrawal of International Aid
- Rampant corruption practices in recipient country may negatively influence decisions taken by donor countries which will result in: -
 - i) International development partners and donors becoming unwilling to maintain aid programs
 - ii) Stalled projects

3) Looting of public Resources

- Affects all services and will lead to huge losses through fraud, theft and embezzlement
- Reduced resources available for public service resulting in: -
 - i) Collapsed infrastructures
 - ii) Poor sanitation and housing
 - iii) Lack of quality education
 - iv) Lack quality health care

4) Reduced resources available for public services

5) Slows Down Essential Reforms

6) Insecurity

- Insecurity such as terrorism by the Al-Shabaab

Lesson 4: CORRUPTION RISK ASSESSMENT, MANAGEMENT AND PREVENTION

1.0 INTRODUCTION

- Corruption impacts all aspects of society, often resulting in tremendous inefficiencies and creating obstacles to growth. Organizations increasingly want to better understand and manage their exposure to corruption as they work to navigate regulatory challenges and grow their operations
- This “how to” guide highlights principles that organizations can use to identify, evaluate, and mitigate the corruption risks they face. (United Nations)
- Preventing and fighting corruption effectively and proportionately means understanding the risks an organization may face
- To avoid the costs of corruption, and to preclude participation in this destructive conduct, organizations need to have effective anti-corruption programmes. Such programmes will include key elements such as: an explicit and public anti-corruption commitment that generally arises from the leadership of the enterprise; relevant policies and procedures, controls, training and communication, and reporting mechanisms; and regular auditing and monitoring. In many jurisdictions, the existence of an effective anti-corruption compliance programme serves as a mitigating factor, if not a complete defense, in prosecution and other law enforcement decisions

2.0 CORRUPTION RISK ASSESSMENT

2.1 Introduction

- ISO (International Organization for Standardization) 31000:2009 standard defines risk as ‘the effect of uncertainty on objectives’ or the chance of something happening that will have an impact on objectives’).
- Corruption risk assessment is a (diagnostic) tool which seeks to identify weaknesses within a system which may present opportunities for corruption to occur
- It focuses on the potential for - rather than the perception, existence or extent of - corruption
- Involves some degree of evaluation of the likelihood of corruption occurring and/or the impact it would have should it occur
- Corruption risk assessment can be applied at all levels from government institutions, to donor support programmes, down to sectoral programmes, as well as in individual organisations or units. It is often undertaken as part of a larger corruption assessment exercise
- There are three elements in general notion of corruption risk assessment: - corruption, (corruption) risk and (risk) assessment.

2.2 Purpose

- Supplement evidence of actual or perceived corruption in a given context in order to inform anti-corruption strategies and policies or for advocacy purposes
- Serve as a baseline for anti-corruption work to track changes in risks over time.

2.3 Assessment approaches

- Takes an institutional approach, i.e. they aim to identify weaknesses in (the enforcement of) rules and regulations in the institution, sector and/or process under analysis.

- Beyond this, however the conceptualization of risk varies from tool to tool, for example:
 - i) Corruption risk is equated with the set of institutional vulnerabilities within a system or process which might favour or facilitate corrupt practices
 - ii) Measures of institutional vulnerability are combined with data on perceptions and/or experience of corruption as a proxy for corruption risk
 - iii) Risk is expressed as a factor of the likelihood of corruption multiplied by the impact of corruption
 - iv) Objective risks (weak institutions and regulations) are differentiated from subjective risks (tolerance to corruption, personal motivation, weighing up of costs/benefits, past experiences)⁴
 - v) Corruption risk is understood as a factor of the level of transparency and level of fairness in a process
 - vi) Corruption risk is understood as the difference between actual and ideal systems



Donald Cressey's Fraud Triangle

- Donald Cressey's Fraud Triangle defines three elements and conditions (risk factors) that allow for fraud to occur: Pressure, Opportunity, and Rationalization
- Although this triangle was developed in relation to fraud risks, it can also be utilized in identifying corruption risk factors. When applying the Fraud Triangle to assessing the risk of corruption, the following elements should be taken into account:
 1. A perceived **financial pressure**, or incentives (e.g., pressure to meet client expectations, financial targets, sales targets);
 2. A perceived **opportunity** to commit an act of corruption with a low likelihood of detection (e.g., monitoring/controls that are perceived to be ineffective, or very complex corporate structure);
 3. **Rationalization** or Attitudes (e.g., history of illegal practices at the enterprise, such as, competitors pay bribes, no one will find out, if I don't do this I'll lose the contract and my job, low staff morale)



12)MANAGEMENT

13)PREVENTION

1. Anti-Corruption Compliance Programme
 - Written standards and policies
 - Training plans and communication efforts
 - Monitoring and auditing activities
 - Third party communication, contract terms and provisions and due diligence
2. Overall Responsibility and Leadership
3. Participants
 - specific information of potential roles and responsibilities of some common participants in the anti-corruption
 - a) Compliance Function
 - The compliance and ethics function can contribute to the identification of risks by highlighting violations of anti-corruption laws that have occurred in the past in the enterprise or at other enterprises in the same industry or operating in the same geographical risk areas
 - b) Risk management
 - c) Legal function
 - d) Internal audit function
 - e) Sales and marketing
 - f) Procurement
 - g) Supply chain
 - h) Human resource
 - i) Accounting and financing
 - j) Corporate affairs ((Public relations)

14)MECHANISMS

- 1) Civic education
- 2) Training
- 3) Setting up of institutions – ACSC, EACC
- 4) Legislation
- 5) Recovery mechanisms
- 6) Institutional reforms e.g.
 - Judicial (improving and strengthening of the judicial system)
 - Financial (financial controls: budget, bookkeeping, reporting), tax systems, customs, public administration in general; economic reforms, regulating markets and the financial sector
 - Political reforms (including the financing of political parties and elections)
- 7) Public supervision of the media, parliament, local administrators and councils, registration;
- 8) Free access to information and data; whistle-blowers and civil society organisations(NGO's)
- 9) Maintaining law and order

15) INSTITUTIONS

	Institution	Responsibility
1.	The Judiciary	
2.	EACC	
3.	ACSC	
4.	Auditor General	
5.	Parliamentary committees - PAC, PIC	
6.	Attorney General	
7.	Office of Ombudsman	
8.	DPP	
9.	Civil Society	
10.	Kenya Police Service	
11.	The Media	
12.	The Executive	
13.	Kenya Revenue Authority	

16) CHALLENGES

- 1) Insincerity of Government officials and political leaders
- 2) Pre-bargaining and Negotiation - highly placed officials caught of corrupt practices are made to part with some of their looted funds and are thereafter set free
- 3) Low deterrent-the punitive measures for corrupt practices need to be strengthened
- 4) Lack of virile political and social movements to tackle corruption
- 5) Lack of access to public information
- 6) Insecurity of Informants
- 7) Low public participation in Governance
- 8) Corrupt Electoral system
- 9) Nepotism
- 10) Systemic disorder
- 11) Weak Government Institutions

6.0 RELEVANT LEGISLATIONS

	Legislation	Principal purpose
1.	Public Officer Conduct and Ethics Act	
2.	Anti-Corruption Act	
3.	Economic Crimes Act	
4.		
5.		





REFERENCES