



## UN Public Administration Programme

Division for Public Administration and Development Management (DPADM)  
UN Department of Economic and Social Affairs (UNDESA)



### **Developing Capacities for Professionalism, Integrity, and Ethics (PIE) to prevent corruption in the Public Service**

Presentation Prepared for the Ad Hoc Expert Group Meeting and Capacity-Building Workshop  
on “Preventing Corruption in Public Administration: Citizens Engagement for Improved  
Accountability and Transparency”: (New York 25 – 28 June 2012)

**Presentation by:**

Dr. John-Mary Kauzya (PhD)  
Chief of Public Administration Capacity Branch  
Division for Public Administration and Development Management  
Department of Economic and Social Affairs  
United Nations Secretariat  
New York  
[Kauzya@un.org](mailto:Kauzya@un.org)  
[www.unpan.org](http://www.unpan.org)

## **Developing Capacities for Professionalism, Integrity, and Ethics (PIE) to prevent corruption in the Public Service** (by John-Mary Kauzya (PhD))

### **Introduction:**

World Leaders met in September 2000 at the United Nations Headquarters in New York and agreed eight Millennium Development Goals (MDGs) to be achieved by 2015. These MDGs, are around critical development issues: (i) poverty and hunger, (ii) universal primary education, (iii) gender equality and empowerment of women, (iv) child mortality rates, (v) maternal health, (vi) HIV/AIDS, malaria, and other diseases, (vii) environmental sustainability, and (viii) global partnership for development. They look to be in line with what most Developing and poor countries all over the world need to focus on in order to improve the well-being of their people. However, with just above three years to 2015, progress reports indicate that achievements are not on-track in many developing countries. In fact this had progressively manifested itself in MDGs performance reports since implementation started.

In September 2010, at the “High-Level Plenary Meeting of the General Assembly”, at the United Nations Headquarters in New York to review and accelerate progress of the MDGs achievement, the World Leaders reiterated that they are “convinced that the Millennium Development Goals can be achieved, including in the poorest countries, with renewed commitment, effective implementation and intensified collective action by all Member States and other relevant stakeholders at both the domestic and international levels, using national development strategies and appropriate policies and approaches that have proved to be effective, with strengthened institutions at all levels, increased mobilization of resources for development, increased effectiveness of development cooperation and an enhanced global partnership for development”<sup>1</sup>. This presentation is presenting the view that this is very inadequate. It seems to imply that the MDGs can be achieved without the requisite human resource in the public sector. The presentation is urging governments to add another condition which is “public servants working with professionalism, ethics and integrity” to effectively deliver public services equitably. Protecting and advancing the public interest ahead of individual interest; the maintenance of public confidence in the integrity and objectivity of governance; openness to public inspection; transparency and accountability; and the ceaseless concern to struggle for development are noble pursuits of any public service. However, in order to materialize, they require highly professional public servants. Developing a commitment to excellence, ethics, integrity and professional standards to equitably deliver the needed public services will be a considerable contribution to the achievement of the MDGs and development in general. “The public sector’s biggest resource is the people it employs in government departments,

---

1

municipalities, state-owned enterprises, schools and hospitals. Skills and professionalism are scarce resources in the public service”<sup>2</sup>

There are many ingredients that need to be combined in strategies and actions for preventing corruption in the Public Service. They include rules, regulations, laws, institutions, appropriate organizational structures, well designed and functioning accountability systems, transparency in public governance, resources, application of information and communication technologies, human resources etc. This presentation argues for special attention to the development of capacities for professionalism in the public service. The author calls for a working common understanding of professionalism that includes integrity and ethics which could guide the work of promoting professionalism in the Public Sector especially in developing countries. The author contributes to this by taking “professionalism in the public service as the ability and practice of performing a function in a systematic manner with commitment, selflessness, and concern for the general interest, adhering to agreed fundamental principles and values, laws, rules and regulations, to provide the best possible efficient, effective and innovative public services to the community all the time ethically and with integrity”. The presentation begins by linking Professionalism, ethics and integrity arguing that the three combine into one as the key ingredients in the prevention of corruption in the Public Service. The author then discusses corruption focusing on “quiet corruption” and arguing that quiet corruption might even be more detrimental to development and achievement of MDGs than grand or petty corruption because it eats slowly at the ability of the Public service to delivery services or development projects without attracting much attention and progressively destroys professionalism in the Public service. The presentation then touches on discussing what professionalism entails in practice and concludes by discussing how to develop professionalism in the public service.

### **Linking Professionalism, Ethics and Integrity (PIE)**

*“To thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man”.*  
*Shakespeare’s: Hamlet)*

There is a huge difference between being an expert, being qualified and being professional. Professionalism goes beyond having extraordinary mastery over knowledge and skills of a subject matter. It has to do with character, attitude, striving for excellence, competency<sup>3</sup>, integrity in behavior as well as ethical conduct. In the Public service, professionalism can be located at the point where expertise in terms of knowledge and skills meet with integrity and ethics to form a competent whole of a highly capable, committed, responsible, and responsive public service. Working in a specific profession (medicine, engineering, law, teaching, accountancy, public service, etc) does not really make one a professional. There are many well qualified experts in fields such as these but who are disdained as professionals, their high positions, knowledge, skills, certifications and high pay not withstanding. Conceptually it is difficult to envisage a professional who has no integrity and who behaves unethically. This

---

<sup>2</sup> Pascal Moloi: “Skills and Professionalism are scarce in public service” in City Press (South Africa, April 20120, <http://m.news24.com/citypress> )

<sup>3</sup> Reedthe GOALS Institute: Professionalism is for Everyone: Five Keys to Being a True Professional, 11<sup>th</sup> Printing 2011 (Scottsdale, AZ USA).

presentation takes professionalism in the public service as the ability and practice of performing a function in a systematic manner with commitment, selflessness, and concern for the general interest, adhering to agreed fundamental principles and values, laws, rules and regulations, to provide the best possible efficient, effective and innovative public services to the community all the time ethically and with integrity. Basically professionalism as a behavior starts with the “self”; i.e one being true to oneself, to keep clean their names and image and to be true to themselves, creating a reputation of truthfulness, self respect and incorruptibility even before one thinks of what ever regulations, rules, laws, any other external constraints against corruption. When a Public Servant reaches a point where he or she breaks their own internal rules, then they can break any other rules however stringent!

Integrity means maintaining one’s good reputation, having values and consistently keeping them as the boundaries of their conduct and speech, not bending to the pressures and influence and standing upright in how one lives and believes. Doing right all the time especially those times when one knows no one is watching is a good personal measure of integrity which should guide an individual to go through public and private life with their thoughts, words and actions in harmony with values and principles of what is commonly accepted as good . If integrity has to do with acting in line with personal beliefs, then these beliefs must be inline with what is universally good. In other words a public servant who is generally regarded as an official with integrity, is so regarded both because what he believes is regarded as good by the public he serves and he stick to those beliefs.

**Diagram 1: The trinity of professionalism**



The personal values that underpin integrity are supplemented by organizational and societal values and principles that underpin the ethics in the public service. Normally ethics is understood to address issues of morality. However, applied to public administration morality becomes too abstract to guide ethical conduct. Therefore, rather than begin with morality it is better to start understanding ethics from the premise that public servants have the basic duty of being stewards in the eyes of the public they serve, their superiors who supervise them, their subordinates who look to them for direction and decision, and their colleagues who count on them for team work for effective and timely delivery of what ever services they are expected to deliver. In this regard, ethics becomes the moral justification of how public servants accomplish this stewardship whether in terms of decisions, policies, actions, resources, accomplishments, and approaches, nature, amount and quality of services. Ethics in a way becomes a standard of

accountability which the public or the public service itself uses to scrutinize the work of the public servants. In fact the “African Charter on the Values and Principles of Public Service and Administration” defines Public Service Ethics as: “accountability standards by which the work, behaviour and actions of Public Service Agents re scrutinized”<sup>4</sup>. The ethical principles and values of the public service, it is assumed, have to be based on what the public perceives to be correct and acceptable and not on principles and values that are uniquely internal to the public administration. Ethics in public administration attempt to provide avenues for openness in government. Being a steward is being in charge of someone else’s property on their behalf! Public Servants are entrusted with stewardship of the resources of the public and they are expected to utilize the resources in a manner acceptable to the public, for the purposes that the public expects, following the rules, regulations, and laws the public knows, to conduct themselves in ways that are not shameful to the public on whose behalf they act, and to deliver accountability in a manner that will be understood by the public. This is the thrust of ethics in the public service. Everything at the disposal of the Public Servant (i.e summarized as time, treasure, talent, and treatment) is from the public entrusted to him/her for the satisfaction of the needs of the public. Clearly the end of ethics is to do what is good or even better. The end of professionalism is to do what is good or even better in one’s profession. The end of integrity is to do what is good or even better according to one’s beliefs and values. Professionalism in the Public service does, therefore largely reside in application of not only knowledge, skills, expertise and pursuit of excellence, but equally in integrity and ethical conduct with which the knowledge, skill and pursuit of excellence are exacted. Remove professionalism as an embodiment of integrity, ethics and expertise from Public servant, then the public service is gone and with it the hope of ever achieving the MDGs which depend on the delivery of services. Remove professionalism from the Public Service, then you have opened the flood gates of corruption. And this is what has happened in many countries where corruption in the Public Service has become endemic.

## **On Corruption**

*“.....corruption has proven to be a major obstacle for countries and regions to reach the MDGs by 2015 as pledged. The costs of corruption can be explicit, implicit and hidden. Decision-makers must recognize these problems and find solutions that integrate the MDG and anti-corruption agendas”<sup>5</sup>.*

It is important that the public service puts across to the public servants all the time very clearly what it takes to constitute corruption. There are so many definitions of corruption and frankly any can do to make public servants understand what they should and should not do. The definition of corruption that agrees with this presentation’s observation of Public Servants being in positions of stewardship on behalf of the public is the working definition used by Transparency International (TI). “Corruption is the abuse of entrusted power for private gain”. In the discourse on the subject of corruption there are descriptive terminologies including “grand corruption”, “petty corruption” etc. This presentation takes it that they are all linked to slippage in professionalism in the public service and in society in

---

<sup>4</sup> Africa Union Commission, Political Affairs Department: Towards Greater Unity and Integration through shared values: African Charter on the Values and principles of Public Service and Administration, (AU Publishing and Production Plant, Addis Ababa, , 2011), page 3

<sup>5</sup> Transparency International: The anti-corruption catalyst: Realizing the MGGs by 2015 (2010, [www.transparency.org](http://www.transparency.org))

general. But the one we find most critically pertinent to the issues of professionalism in the public service as they relate to achievement of MDGs is what has been termed as “quiet corruption”.

### **“Quiet Corruption” and Decline in service delivery**

The most critical thing Public Servants are entrusted with by the Public is the delivery of public Services. Essentially the Public would not mind so much about anything else in the Public service if the services were delivered to all effectively, timely, predictably, consistently, affordably and equitably. This is one area in which public servants should never fail in their stewardship. There is a general view that the delivery of public services in many countries, especially developing countries, has declined due to big corruption in the public sector which has siphoned away funds and other resources that would go into the provision of essential public services. Indeed, big and petty corruption, any corruption in fact, should be prevented and fought to rid the public service of this vice that drains it of its resources for services and development. Big or petty, corruption is very detrimental to the delivery of services and erodes the image and trust of government and public sector in general. However, the view of this presentation on this issue has been and still is that in daily practice of the public service, there are public servants whose behavior, though not termed as corruption, is as detrimental, if not more detrimental, to the delivery of services than grand corruption or petty corruption. In any case we believe that in as far as professionalism, integrity, and ethics are concerned, there is no; “kill me softly”! Corruption, grand or petty, is unprofessional, unethical, and reflects lack of integrity!

In its flagship report entitled *Africa Development Indicators 2010*, the World Bank raised the issue of “quiet corruption” defining it as the failure of public servants to deliver goods or services paid for by governments adding that quiet corruption is pervasive and widespread across Africa and adversely affects Africa’s development<sup>6</sup>. The report points out “various types of malpractice of frontline providers (teachers, doctors, inspectors, and other government representatives,) that do not involve monetary exchange. These behaviours include both potentially observable deviations, such as absenteeism, but also hard-to-observe deviations from expected conduct, such as a lower level of effort than expected or the deliberate bending of rules for personal advantage. These are examples of Public servants failing in their ultimate stewardship. Their time, their talent, the treasures (resources entrusted to them), and the treatment they give to the Public do not measure to what they are expected to do. This is corruption. And it is dangerous mainly because it has not attracted sufficient attention since most scrutiny is directed at those Public officials who embezzle or misuse “big money”. It eats slowly at the very basic rationale of the existence of the public service which is the delivery of public services! The view of this presentation is that the highest manifestation of decline in professionalism in the public service is the raise of what is termed “quiet corruption”.

Quiet corruption has direct and indirect consequences. The World Bank report elaborates “both the direct consequences, such as the limitation of the productivity potential of

---

<sup>6</sup> Read How quiet corruption is hindering Africa’s development

households, firms, and farms, and the indirect consequences, such as distrust of public institutions and the notion that frontline provider malpractice is inevitable and omnipresent. The point needs no belabouring here. A professional public service would not engage in neither grand, nor petty, nor quiet corruption because professionalism which is an embodiment of knowledge, skills, expertise, integrity, ethics and concern for excellence in serving the public would not undertake acts that subvert its core foundation. The efforts that have for long been put on highlighting corruption in the Public service should have included (or even emphasised) restoring professionalism in the service. In many respects restoring professionalism is an urgent requirement for improvement of performance and delivery of services. It is more imperative especially since the delivery of public service such as education, health; agricultural extension, environment protection, roads, energy etc have a direct linkage to the achievement of the (MDGs) and National Development Strategies. We do not need to mince words on this issue. Countries that aspire to prevent corruption and develop their public service delivery require professionalism in its public service. It should be born in mind that separating integrity and ethics from professionalism is just an academic exercise that only serves to facilitate analysis. Developing professionalism in the public service would go a long way in preventing grand, petty as well as quiet corruption. But first and foremost professionalism must be understood in the totality of its individual and organizational aspects.

### **What distinguishes a professional public servant?**

Besides integrity and ethical conduct which we have discussed above, the following are what we believe will distinguish a professional in the Public Service or any other field.

- Striving for Quality & excellence,
- Sustained Maximization of knowledge and sharing it,
- Persistent innovativeness
- Constant improvement in performance:
- Seeking responsibility:
- Learning from losses/ failures:
- Valuing communication and clients:
- Concern for Positive personal image and attitude
- Respect for ethics, laws, rules and regulations:
- Respect for diversity:
- Humble confidence:

Professionalism among public officials<sup>7</sup> is an embodiment of integrity, ethics, passion for excellence; competence; experience in the field and effectiveness,

---

<sup>7</sup> See: Professor Benoît Ndi-Zambo, Institute for Advanced Public Management, Yaounde, Cameroon, Towards a Culture of Cooperation and Quality in African Public Administration (<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan000387.pdf>)

## **Specific Traits of professionalism may vary from Organization to Organization**

Professionalism sounds like a universal value. And it has aspects such as those outlined above which are universal. However, research shows that different organizations specify its traits differently. Therefore in promoting professionalism there should be caution about fitting traits of professionalism as specified in one organization to fit in another. For example; the United Nations in its competence for professionalism indicates that an official who behaves with professionalism: Shows pride in work and achievements, demonstrates professional competence and mastery of subject matter, is always conscientious and efficient in meeting commitments, observing deadlines and achieving results, is motivated by professional rather than personal concerns, shows persistence when faced with difficult problems or challenges, and remains calm in stressful situations. Clearly international civil servants in the UN who exhibit these traits of professionalism would not in the same breath engage in corruption, grand, petty, quiet, or otherwise. The National Science Teachers' Association (USA) in promoting professionalism among science teachers emphasizes the following principles: promoting the growth of all students, taking personal responsibility for professional growth, being leaders in the profession, upholding personal and professional ethics, and support for professional teachers of science. The Maryland Judicial Taskforce on professionalism in the Judiciary identified the following traits of professionalism in the Judiciary: compliance with the rules of professional conduct, civility, courtesy, and respect for colleagues, trust among colleagues, competence as attorneys, dignity, punctuality, and concern for client welfare, candor with the court, honesty, integrity, and fairness with both court and counsel<sup>8</sup>. Again it is difficult to see how one who follows all these traits would engage in corruption. The African Charter on the values and principles of public service and administration specifies that on professionalism, public service agents shall: (i) demonstrate professionalism, transparency, and impartiality in the performance of their duties, (ii) demonstrate excellence and innovation in their performance of duties, (iii) be required to perform their professional duties and show courtesy, integrity and neutrality in dealing with users, and (iv) act responsibly and in accordance with national laws and regulations. A public Service agent who embraces this kind of professionalism would not engage in acts of corruption. The point to retain here is that an institution/organization that seeks to promote and develop professionalism among its employees must clearly stipulate what professionalism entails.

### **The implicit and explicit sides of professionalism**

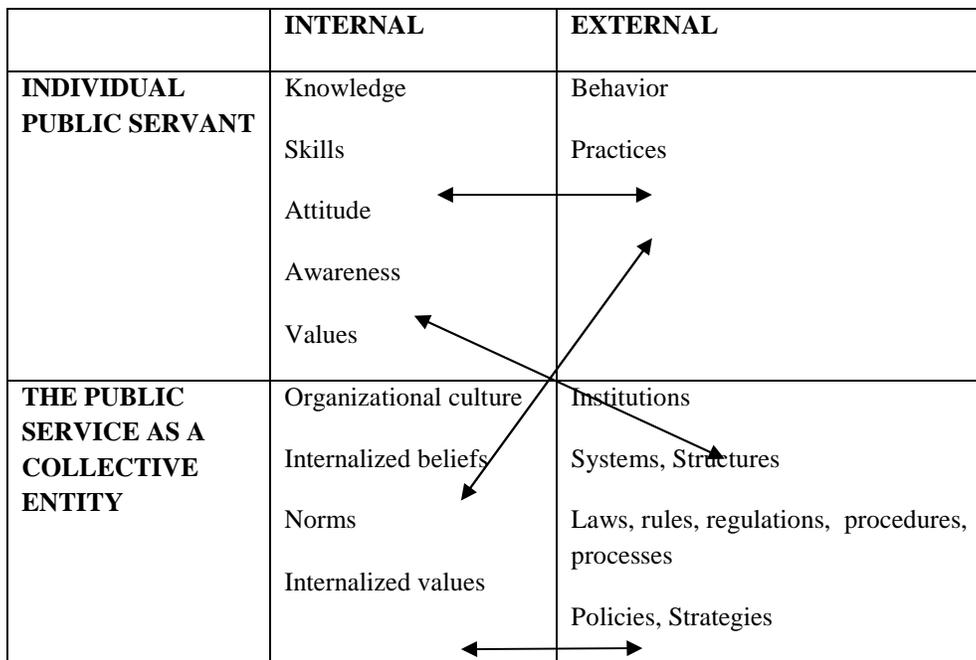
Professionalism has two sides to it: the individual side concerning the Public servants each of them being an individual and the organization side which is the Public service as a collective entity. From each of these there is an internal side that cannot be easily visible and an external side with things that can be done to exhibit professionalism. From the individual public servant's side, externally professionalism can be seen in their behavior and practices.

---

<sup>8</sup>see Principles of Professionalism for Science Educators (<http://www.nsta.org/about/positions/professionalism.aspx>) Adopted by the NSTA Board of Directors, June 2007; Re-adopted, November 2010)

But internally they must have the professional knowledge, skills, attitude, awareness, and values. Normally if these are professionally correct they will be reflected in their behavior and practice. From an organizational side, the internal aspects of professionalism would include: organizational culture, internalized beliefs about the organization, norms, and internalized values of the organization. Its external aspects of professionalism would include: systems, structures, laws, rules, regulations, procedures, processes, policies and strategies. In many cases organizations pay more attention to put in place the external aspects of professionalism. It needs to be emphasized that these can exist alongside unprofessional behavior of employees if the internal aspects are not in place. There is always a difference between structure and behaviour and one should never be mistaken for the other. Just because a public service has rules against corruption does not mean that there is no corruption in the public service.

*Diagram 2: Internal and external aspects of professionalism in the public service*

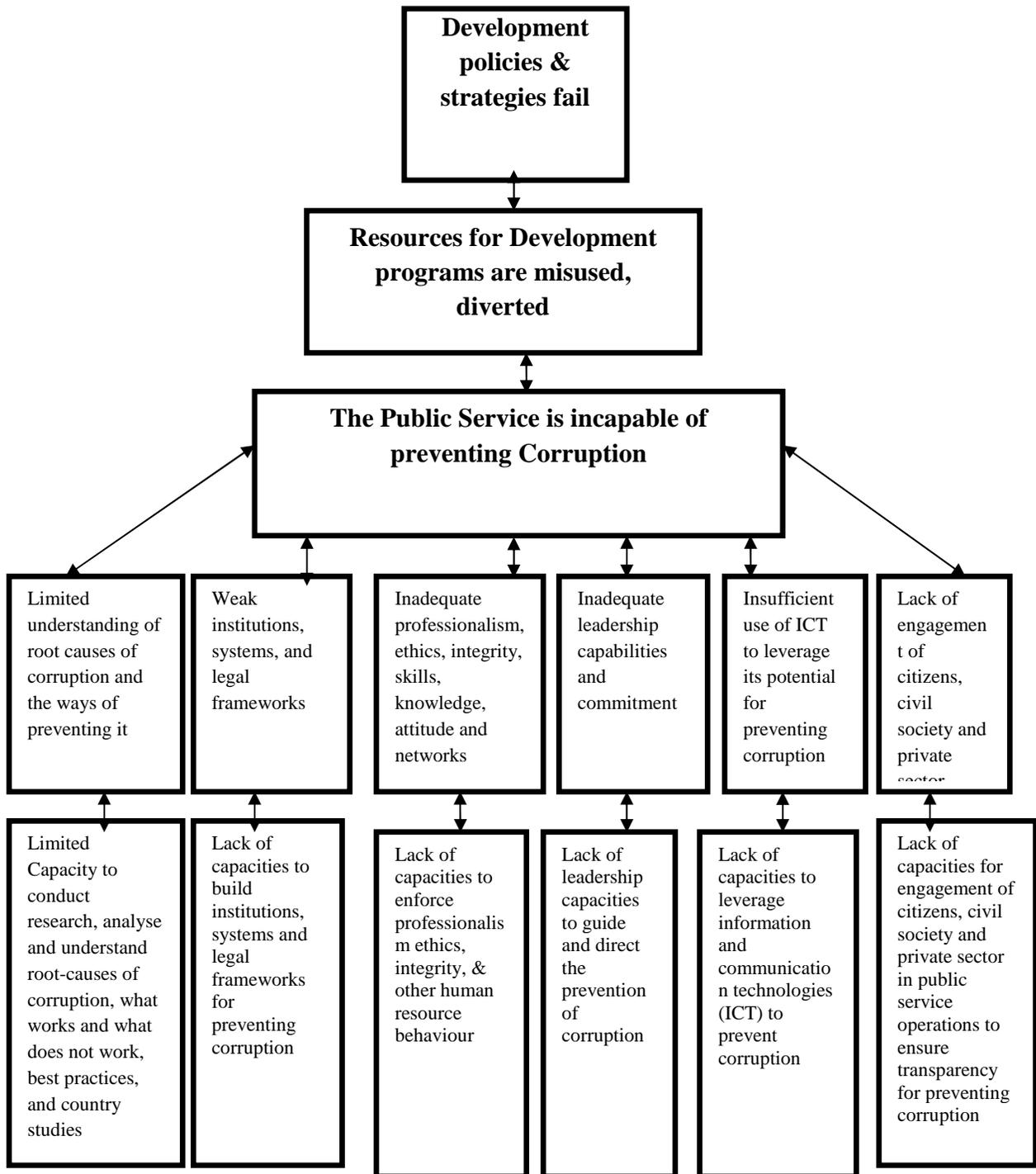


### **Developing Professionalism in the Public Service**

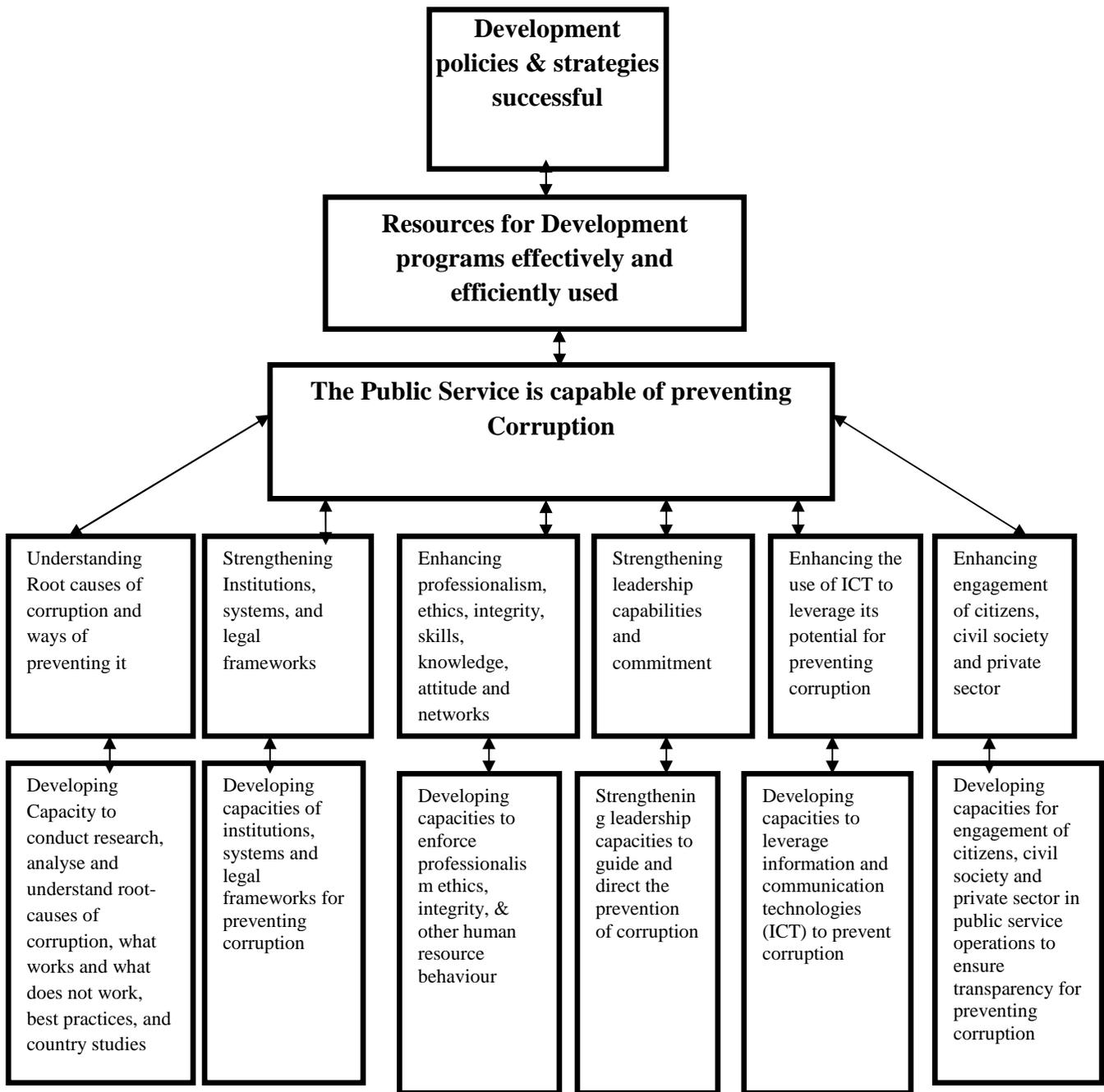
This distinction between implicit and explicit aspects of professionalism brings us to the discussion on developing professionalism in the Public service. We must bear in mind the linkage we emphasized between professionalism, ethics and integrity (PIE). Developing professionalism in the Public service entails the development of public servants who are experts at their jobs and who conduct carry out their work ethically and with integrity. The two diagrams bellow show how development policies and strategies in many countries fail because resources for development programs get misused/diverted in a situation where the public service is incapable of preventing corruption. Underlying this phenomenon are weak capacities in the public related to ability to research and understanding of root causes of corruption, institutions, systems and legal frameworks for preveniting it, enforcement of professionalism, ethics and integrity, leadership, leveraging information and communications

technologies, and engaging citizens in preventing corruption. Therefore developing professionalism in the public service is more complex than just training. But at the same time it must be said that training as a way of developing professionalism cannot be ignored.

*Diagram 3: Analysis tree for Public service incapacity to prevent corruption*



*Diagram 4: Analysis tree for developing Public Service capacities for preventing corruption*



It has been for long assumed that once one is an “expert” in one’s field of study, one becomes a professional. Consequently teaching professionalism in Universities and Management Development Institutes (MDI) and Institutes of Public Administration (IPAs) has not attracted a lot of emphasis. But as Shakespeare puts it, knowing what is good is one thing and doing what is good is another difficult task!

“If to do were as easy as to know what were good to do, chapels had been churches, and poor men’s cottages princes’ palaces. It is a good divine that follows his own instructions: I can easier teach twenty what were good to be done, than be one of the twenty to follow mine own teaching”.<sup>9</sup>

And precisely because it is not easy, the whole effort of developing the capacity of the Public Service should include a large doze of developing professionalism among public servants. It should not be assumed that because some one is an expert in the subject matter, one will automatically be a professional in the public service.

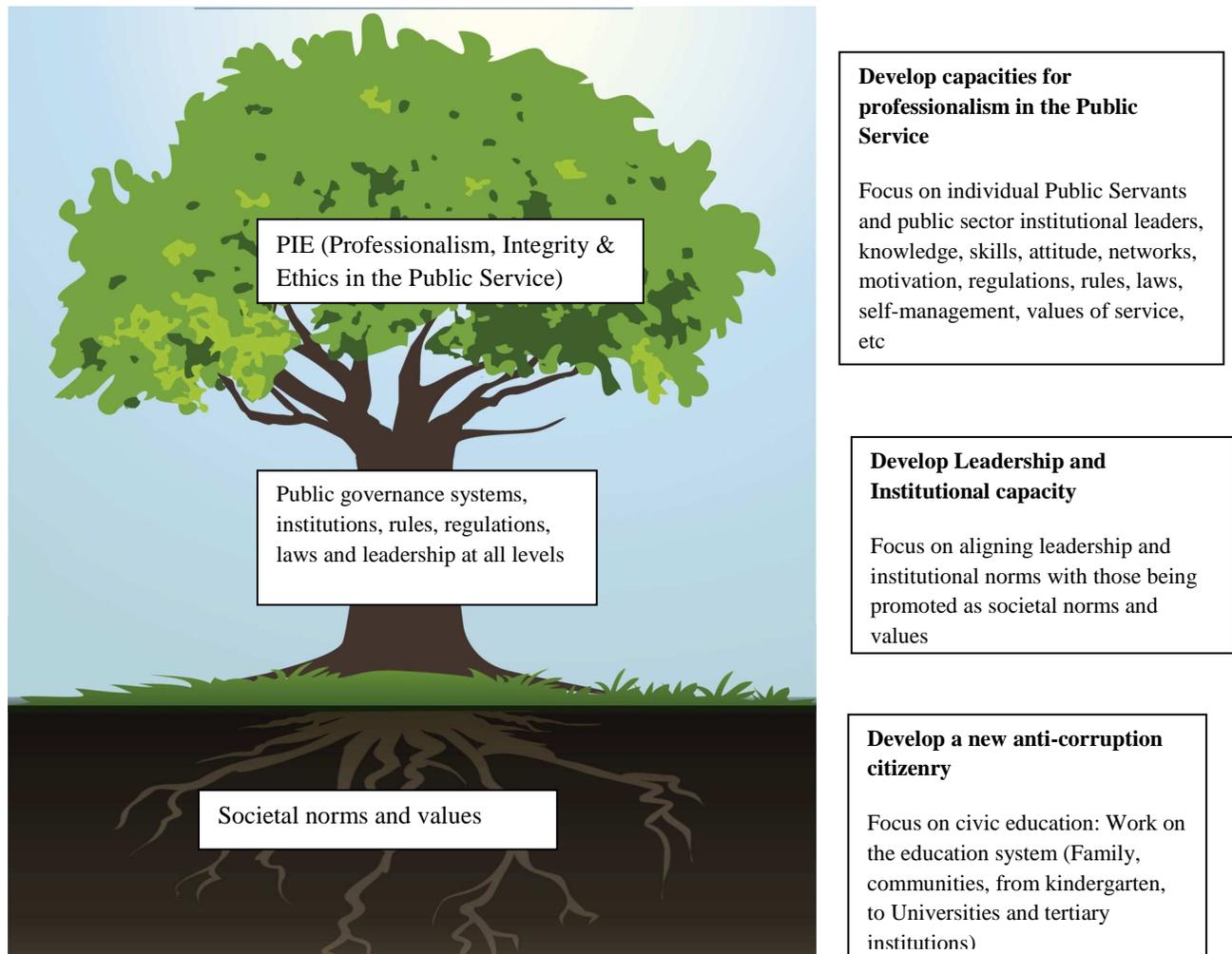
Professionalism needs to be taught in its principles, practices, and conduct. However, since “teaching” is not the same thing as “developing” even if the two are linked, the challenge we have on our hands is how to develop professionalism if we understand it in its broad terms. If professionalism is an amalgam of character, attitude, conduct, excellence, and competence, the question is: of all these what can be developed and how? What needs to be done and how in order to develop professionalism in the Public service? This is a critical question for Ministries responsible for Public service, human resource managers in the public service, and management development institutions by what ever name called and indeed all stake holders and key actors involved in developing the capacity of the public service in Africa. The various elements that need to be touched on in developing professionalism in the Public Service are presented in the diagrams 3 & 4 above. This paper asserts that supportive institutional arrangements including systems, structures, laws, rules and regulations as well as professional infrastructure such as professionals associations are necessary for professionalism to be developed. Above all leadership is critical in supporting the growth of professionalism.

In diagram 5 bellow, we summarize the focus areas in developing professionalism in the Public service. The point we are emphasizing in the diagram is that it tantamount to wastage of time and resources to only focus on Public service agents in developing professionalism for preventing corruption in the public service. Societal norms and values must be examined and progressively changed to align them with the requirements of professionalism in the public service. in other words there must be efforts to develop an anti-corruption citizenry. Public governance systems, institutions and structures must be revisited and readjusted to suit the needs of developing professionalism. And capacity for professionalism, integrity and ethics must be developed among the human resources including leadership in the public service. Developing professionalism needs to be undertaken holistically to include society, governance and the public servants.

---

<sup>9</sup> From Shakespeare’s The Merchant of Venice

*Diagram 5: Focus areas in developing professionalism in the public service*



### **Develop anti-corruption citizenry**

Corruption is like mushroom. You give it the right soil and environment, it will grow. The right soil and environment for the growth of corruption is constituted by systemic weaknesses in the society generally, in institutions and systems, in leadership both at political and technical levels, and in public servants collectively and as individuals. Strategies for preventing corruption in the public sector must therefore aim at eliminating weaknesses in these areas. This is where those who work on citizen's engagement in preventing corruption in the public service need to be extra careful. The general assumption is that citizens will automatically fight corruption if given avenue to do so. Our view here is that it is not as obvious as it seems. There are some societal norms and values that may encourage or even support corruption in the public service and unless these are questioned and eventually done away with engaging citizens may even be more fuel on the flames of corruption in public sector institutions. I have always kept an anecdote of one of my encounters with Public servants in Uganda when I was still a lecturer at the Uganda Management Institute. One participant (senior public servants) asked me to explain the meaning

of the biblical saying that man “eateth” where he “worketh”! At first I thought he was joking until I realized by the way the discussion progressed that he was serious and there were many others who believed like him that the bible condones corruption!

In a number of countries, for example in Africa, “while the elite hastily verbally condemn corruption among public officials, it is not clear whether the common person in the Public does the same in the same measure. There are signs that societal behavior and expectations towards Public officials subject these officials to strong pressures that make them behave in ways that are contrary to diligent and selfless public service. Those that succumb to such pressures and satisfy the public demands for financial and material assistance using public funds are valorized as successful while those that do not succumb or have no opportunity to succumb, are seen as failures”<sup>10</sup>. Therefore, developing professionalism to prevent corruption in the Public Service must include working to shift the norms and values of society to align them with the requirements of a professional public service. Public servants can not swim in dirty water and get out clean!

It is often said that ethical confusion comes mostly into play when one faces issues and challenges linked to being or not being sure about what to do and in which manner to behave in situations of complicated scenarios where one is called upon to make hard choices. It is easy to quickly reason that corruption does not fall into this kind of dilemma. And indeed in most of the cases especially with big corruption or even petty corruption those who are involved are well aware that they are acting contrary to what is expected of them. However, in certain societies, sometimes there exist contradictions between the values of the society a public servant lives in and those demanded by the bureaucracy of a Public Service that employs him/her. A prominent American Poet put this beautifully as follows:

“The needs of a society determine its ethics, and in the Black American ghettos the hero is that man who is offered only the crumbs from his country's table but by ingenuity and courage is able to take for himself a Lucullan feast. Hence the janitor who lives in one room but sports a robin's-egg-blue Cadillac is not laughed at but admired, and the domestic who buys forty-dollar shoes is not criticized but is appreciated. We know that they have put to use their full mental and physical powers. Each single gain feeds into the gains of the body collective”.<sup>11</sup>

Therefore assessment of the norms and values of the society in question against the tenets of modern public governance especially in light of professionalism of the public service is a critical ingredient of developing professionalism in the public service.

---

<sup>10</sup> Government of Uganda: National Strategy for Mainstreaming Ethics and Integrity in all Sectors and all Institutions in Local Governance in Uganda, (Kampala, March 2003)

<sup>11</sup> From Maya Angelou (b. 1928), African American poet, autobiographer, and performer. I Know Why the Caged Bird Sings, ch. 29 (1970).

## **Develop Institutional Capacity**

Analysis and assessment of the institutional set up in the public service including organization structures, systems, laws, rules, and regulations, codes of conduct and institutional arrangements for enforcement of such codes needs to be conducted to inform the process of developing an appropriate institutional arrangement for facilitating the growth of professionalism in the public service. It is critical that institutional development becomes part of developing professionalism.

### **Developing service and development oriented leadership:**

Developing professionalism in the public service requires Public sector leaders capable of creativity to play the role of leading the crusade for shaping the future of public services that ensures not only development and achievement of MDGS, international development objectives and national development strategies but also and probably most important to ensure that the vulnerable communities are not left out of the development process. The development of such a leadership is a challenge that must be addressed because it is part of the key to developing professionalism in the public service on the continent. In this regards, assessment of the type of institutional frameworks and leadership capabilities that is spearheading the public service in light of the requirements that would promote professionalism and prevent corruption is another critical ingredient in the whole task of developing professionalism in the public service.

## **Human Resource Management Practices**

Ultimately when Public service Agents are not professional, part of what needs to be questioned is the whole practice of human resource management in the Public Service. How were these agents selected, recruited, deployed, supervised, motivated, etc. If you recruit a thief, you should not be surprised when he/she embezzles funds. If you recruit a lay person, you should not be surprised if they work minimally! Emphasis on pursuit of excellence in every field of the public service ensuring that excellence is determined not only by the public servant but also by the users of the services provided. There has to be a strong emphasis on sustained research and creation of continuous learning to achieve and sustain excellence. There has to be an assurance that the recruitment processes avail to the public service staff who have character and attitude that is pre-disposed to professionalism

### **Training and an on-going commitment to learning and improving skills**

Analysis and assessment of competence of the public servants vis avis the tasks they have to perform to effectively and efficiently serve the public and ensuring that the necessary competences are developed through training and other staff development activities is critical to the development of professionalism. Ensuring that the training infrastructure including various training institutions right from kindergarten inculcate professionalism, is one of the ways of not only cultivating expertise ethics and integrity in the public service but also changing the values and norm in society. There is need to realize that the development of appropriate professional values, attitudes and behaviors is a continuum that starts when a student joins a specific training institution and as such professionals in any field need to be exposed to the essence of

professionalism. There is work for human resource managers in the public service to advocate for the inclusion of professionalism in all training in the country to produce a population that is pre-disposed to provide public services professionally.

Continuous learning through continuing education and other self development activities will contribute to the development of knowledge and skills that are part and parcel of the competences of professionalism. Therefore governments need to put a high premium on training Public Servants. However, we need to bear in mind that professionalism does not come from just schooling and certification. Professionalism is not so much of what is acquired externally through education. It is also about what is evoked from deep within their conscience. Therefore efforts of developing professionalism must include approaches of training and education that touch the ignition of an individual's motivation. Such approaches include mentoring, experiential learning staff exchanges and study visits etc.

**Motivation and Incentives:** Motivation is a humane value, an inward drive to serve. Incentives on the other hand can be regarded as rewards that an individual values so much that he/she will work hard in response to them. It is now a well known fact in many Developing countries that incentives such as pay are very poor. It is not useful to pretend that professionalism exists outside the influence of pay. Therefore, the strategies for developing professionalism in the public service must include progressive improvements in the remuneration of public servants to ensure that they do not get the temptation to behave unprofessionally under the pressure of unmet critical needs such as food, housing, education and health for themselves and their dependants. Most public servants who have the propensity for professionalism do not aspire to be rich. They aspire and are happy to serve. However, it is understood that to serve to the best of their abilities they need to be alive. And being alive is not just a matter of biology! Being alive is a social and economic phenomenon as well!

### **Developing Professionalization Infrastructure:**

Professional bodies bringing public servants together with their counterparts in the same profession such as lawyers, accountants, human resource managers, public administrators, teachers, health workers, architects, engineers, etc, offering each other civility and respect rather than elitism and disdain constitute an infrastructure through which professionalism can grow and should therefore be promoted as part of the efforts to develop professionalism. Within such an infrastructure "professionals" could have a fiduciary relationship with clients, and an obligation of trust and compassionate concern for the client's welfare that takes priority over other concerns. Moreover, deviation from the agreed norms and codes of conduct within each profession could be checked or reprimanded by the professional body. This would minimize the burden of the Public service of being the sole controller of public servants. This works out best when one believes that a profession is an organized calling in which men pursue a learned art and are united in the pursuit of it as a public service.

## Bibliography:

1. Africa Union: Draft African Charter on the Values and Principles of Public Service and Administration
2. Gerald Andrews Emison: Ethics of Innovation for Public Service Professionals: The Innovation Journal: The Public Sector Innovation Journal, Volume 15(3), 2010, article 2.)
3. E- Kojo Sakyi\* and Justice Nyigmah Bawole: “Challenges in implementing code of conduct within the public sector in Anglophone West African countries: Perspectives from public managers” (Journal of public administration and policy research Vol. 1(4) pp. 068-078 August, 2009, Available online <http://www.academicjournals.org/jpapr>)
4. Principles of Professionalism for Science Educators: Adopted by the NSTA Board of Directors, June 2007; Re-adopted, November 2010)  
<http://www.nsta.org/about/positions/professionalism.aspx>
5. United Nations Secretariat document: “ETHICS, PROFESSIONALISM AND THE IMAGE OF THE PUBLIC SERVICE” (Report prepared by the Secretariat, ST/SG/AC.6/1997/L.3, 6 May 1997)
6. George Simataa : “Promoting Ethics and Professionalism in the Namibian Public Service” (for the Workshop on Strategies for Mainstreaming Professionalism and Ethics in the African Public Service Addis Ababa, Ethiopia 01- 03 December 2004)
7. “How quiet corruption is hindering Africa’s development” in the World Bank’s ‘Africa Development Indicators 2010 March 2010)
8. Professor Benoît Ndi-Zambo: “Towards a Culture of Cooperation and Quality in African Public Administration” (<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan000387.pdf>)
9. Freidson, E. (2004) Professionalism: The Third Logic, Cambridge: Polity Press
10. Gouldner, A. W. (1979), The Future of Intellectuals and the Rise of the New Class: New York:SeaburyPress.
11. Nussbaum, M. C. (2000), Women and human development: The capabilities approach, Oxford: Clarendon Press.
12. Said, E. (1994), Representations of the Intellectual. London: Vintage. Sen, A (1999), Development as Freedom,Oxford: Oxford University Press
13. Sen, A. (2008) The Idea of Justice, Journal of Human Development, 9 (3), pp.331-342
14. Sullivan, W.M.(2005) Work and Integrity: The Crisis and Promise of Professionalism in America, Second Edition, Sanford, CA: Jossey-Bass