

## Module 1: Understanding Governance and Ethics of Governance

Session 1: Governance and Citizen's  
Role, UNCAC, Dilemma and Ethics



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### For the Trainer

- Activity: Interactive Discussion
- Time
  - Session 1: 2.5 hours
  - Session 2: 3 hours
- Materials
  - Presentation; Handouts; Idea Cards
- Learning Objectives
- Discussion Outline

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### Learning Objectives

- Clarify shared understanding of governance and accountability
- Present the importance of values in governance and accountability
- Introduce the ethical dimensions in governance and accountability
- Stimulate reflection and sharing on ethics in governance and accountability

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### Discussion Outline: Session 1

- Governance
- The UN Convention Against Corruption (UNCAC)
- Dilemma
- Ethics

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### Discussion Outline: Session 2

- Criteria/principles for ethical decision-making
- A model for ethical decision-making

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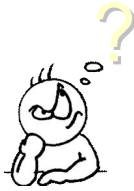
### For the Trainer

- Ask the participants to think about and share what comes to mind with the word 'governance'.
- Provide: Handouts 1: Contextualizing Social Accountability within the Concerns of Ethics, Good Governance, and Social Reform

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## Governance

- Is it the task of running a government?
- Is it organizational effectiveness in policy formulation and implementation?
- Is it power, authority and influence in public matters?



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## Definition of Governance: ASoG

Definition	Attributes
The science of decision-making and the exercise of power and authority in which society manages its development process and resolves conflict	<ul style="list-style-type: none"><li>▪ Participatory</li><li>▪ Transparent</li><li>▪ Accountable</li></ul>

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## For the Trainer

- Discuss the United Nations Convention against Corruption (UNCAC)
  - What is it?
  - What are its purposes and salient provisions?

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## UN Convention against Corruption

- States are concerned that corruption poses serious problems and threats to democratic society
- States consider corruption as no longer a local matter but a transnational phenomenon



- States must have a comprehensive and multidisciplinary approach to prevent and combat corruption effectively

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## A Global Responsibility

- All States are responsible for the prevention and eradication of corruption
- They must cooperate with one another
- They must seek the support and involvement of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations.



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## Purposes of Convention

- To promote and strengthen measures to prevent and combat corruption more efficiently and effectively.



- To promote, facilitate and support international cooperation and technical assistance in the prevention of and fight against corruption, including in asset recovery.
- To promote integrity, accountability and proper management of public affairs and public property

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## Article 13: Participation of society



1. Each State Party shall take appropriate measures, within its means and in accordance with fundamental principles of its domestic law, to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, in the prevention of and the fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat posed by corruption.

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## Participation of Society



This participation should be strengthened by:

- (a) Enhancing the transparency of and promoting the contribution of the public to decision-making processes;
- (b) Ensuring that the public has effective access to information;
- (c) Undertaking public information activities that contribute to non-tolerance of corruption, as well as public education programmes, including school and university curricula;

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## Right to Information

(d) Respecting, promoting and protecting the freedom to seek, receive, publish and disseminate information concerning corruption, subject to certain restrictions, such as those necessary:



- (i) For respect of the rights or reputations of others;
- (ii) For the protection of national security or order public or of public health or morals.

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## For the Trainer

- Guide Questions: Governance and the Citizens
  - What are the citizens' role in governance?
  - How should citizens play that role?
  - How can participation in governance be made ethical?



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## For the Trainer

- Provide the participants with idea cards. Ask them to complete the following sentence (one idea per card):
  - My most cherished dream in life...
  - My most important personal quality...
  - The one most important person in my life right now...
- Use this activity to introduce 'dilemma'

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When confronted with a dilemma, what is your moral/ethical compass?



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When confronted with a dilemma, what is your moral/ethical compass?

FROM WITHIN YOU...

- Personality
- Character
- Attitude
- World-view
- Skills
- Knowledge
- Values
- Etc.



FROM THE WORLD...

- Family
- School
- Community
- Church
- Workplace
- Organization
- Society
- Etc.

To be or not to be...

To do or not to do...

A Dilemma is...



- something wider and more demanding than a *problem*
- unlike a problem, cannot be solved in terms in which they are initially presented to the decision-maker

A Dilemma...



- Implies that the satisfaction of the one can only be made if the other is sacrificed
- Has no "clear solution," because the "solution" reached would be no more than a splitting of the different aspects of one issue



For the Trainer

- Discuss what is meant by 'ethics' by providing an etymology, its use in philosophy.
  - What are the two dimensions of ethics?

What is ethics?

Greek "ethos", a dwelling place



*Ethos* evolved into "a person's fundamental orientation towards life"



In Latin, "ethos" is *mos, moris*



English word = *moral, morality*



In Roman times, a shift in emphasis:

From internal character

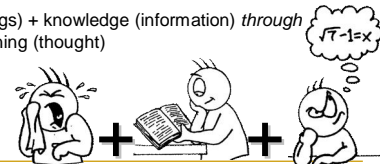


To overt behavior: focus on acts, habits, customs

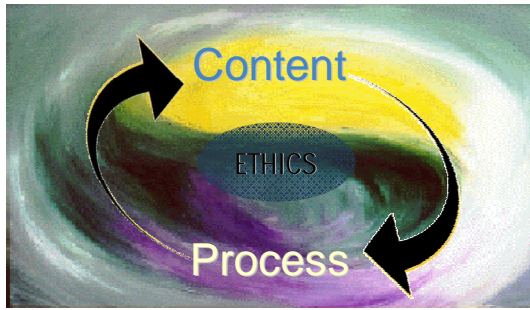


Ethics - Philosophy

- Concerned with the intent, means and consequences of moral behavior
- Study of moral judgment *and* right and wrong conduct
- Moral conscience is unique to human beings:
  - emotion (feelings) + knowledge (information) through abstract reasoning (thought)



## The TWO dimensions of Ethics



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## The TWO dimensions of Ethics

Governance, being an influence relationship among government administrators and citizens who intend real changes that reflect their mutual purposes, is concerned with both PROCESS and CONTENT.

*the process*

*the content*

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## The TWO dimensions of Ethics

- PROCESS
  - concerned with the ways government and citizens interact as they attempt to influence one another
  - Does one act ethically in one's relations with another player while attempting to influence them?
    - Coercion or persuasion? Majority vote or consensus?



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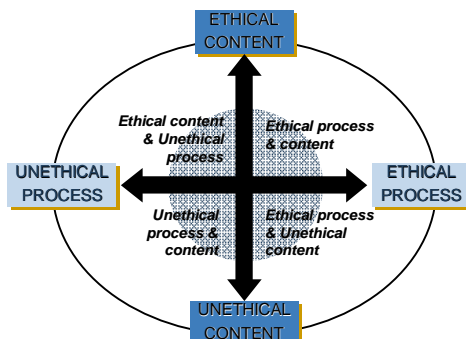
## The TWO dimensions of Ethics

- CONTENT
  - the proposed changes that government and citizens intend for the society
  - Are the changes (decisions, policies, positions) that one supports morally acceptable?
    - The moral acceptability of one's position as an advocate for and/or support of an issue (e.g., Technical efficiency? Procurement of facilities and equipment? Staff hiring? Added tax? Charter Change?)



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## Conceptualizing the 2 dimensions of Ethics



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## Module 1: Understanding Governance and Ethics of Governance

Session 2: Principles/Criteria in Ethical Decision-making



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## For the Trainer

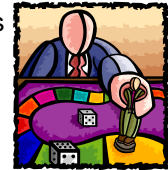
- Guide Question:
  - When confronted with an ethical dilemma, what are the standards as participants in governance?
- Present and discuss the criteria for ethical decision-making

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## Why criteria for ethical decision-making?

(Anthony Makrydemetres, 2002)

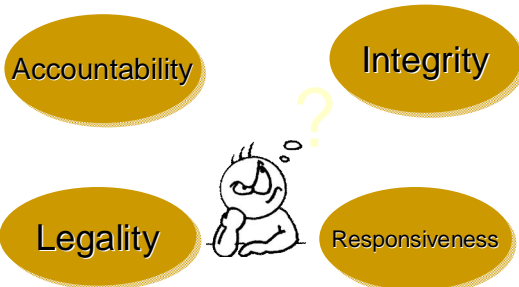
- Moral and ethical standards are often regarded as constraints and limitations
- These are not seen as legitimate objectives to be pursued in public service



- Thus, moral & ethical standards tend to be overlooked or even ignored in actual decision-making process
- As a result, administration and management become divorced from ethics and morals

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## The ALIR criteria or principles...



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## ACCOUNTABILITY



- Responsibility to someone or for some activity.
- The obligation of a subordinate to answer to his superior for the exercise of authority in line with his delegated responsibility, for the performance of duties assigned to him.
- In a democracy, those who work in the public sector are guided by and subordinated to political authority (those elected by the people to govern)
  - But does this mean the "politicization" of public services?
  - Are public servants the clients (i.e., servants) of those who hold political power?
  - Ultimately, to whom are public servants accountable?

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## LEGALITY



- Since the source of all power is the people, then all power must be exercised in the name of and for the general interest of the people
- Unethical conduct – bribery, theft, favoritism, abuse of power – consists in the violation of law, that is, putting someone above or beyond the law
- Consistent and fair enforcement of the law should be the first priority of an ethics reform strategy
- In a democracy, those who work in the public sector are guided by and subordinated to political authority (those elected by the people to govern)
  - But does this mean the "politicization" of public services?
  - Are public servants the clients (i.e., servants) of those who hold political power?
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## INTEGRITY

- Civil servants are supposed to be fully competent based on knowledge, experience and expertise (civil service eligibility)
- These competencies are usually accompanied by a set of shared standards and values defined by professional ethics/code of conduct
  - Avoiding corruption in the purchase and delivery of services



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## Responsiveness

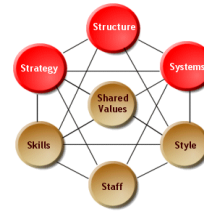
- Public institutions should be responsive to society and pay attention to the needs and demands of the people
- This calls for an awareness and a readiness to adapt to changing values and conditions in society



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## Ethics and Your Core Values

Social glue that holds people together



Your guide for decisions and actions

Strengthen character:

- Individual
- Organizational
- Societal

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## Key Lessons



- Ethics guides citizens in undertaking social accountability initiatives.
- Ethical engagement raises the level of participation in governance.

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## A Model for Ethical Decision-Making

A step-by-step process in resolving ethical dilemmas...

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## For the Trainer

- Provide the participants idea cards. Explain the mechanics for using the idea cards. Instruct each one to write 3 dilemmas he/she has faced in working for good governance and ethical decision-making.
- Discuss the 7 steps in the model for ethical decision-making. Use the examples, steps, mechanisms from the idea cards given by the participants.

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## A Model for Ethical Decision-Making



- Gather the facts
- Determine the ethical issues
- Determine the principles or criteria that have a bearing on the case
- List the alternatives and options
- Compare the alternatives with the principles
- Weigh the consequences
- Make a decision

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## 1. Gather the facts

- Gather and clarify the facts of the case in question
- If case proves to be difficult, gathering facts is an essential first step prior to ethical analysis and reflection on the case



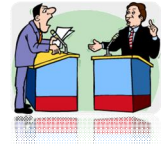
### ■ Questions that should be asked are:

- "What do we know?"
- "What do we *need* to know?"

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## 2. Determine the Ethical Issues

- Ethical issues should be stated in terms of competing interests, goods, or values – a "dilemma statement"
- Use the \_\_\_\_\_ vs. \_\_\_\_\_ format to reflect the interests that are colliding
  - Career vs. Reputation/face
  - Money vs. Friendship
  - Family survival vs. Accountability to the people



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## 3. Determine the principles or criteria that have a bearing on the case

- In any ethical dilemma, there are certain *moral values* or *principles* central to the conflicting positions
- Question is: Which values or principles weigh most heavily?
- Some sources of principles:
  - ALIR
  - Buddhist/Christian/ Islamic principles
  - Constitutional principles
  - Principles drawn from natural law



- Principles from one's sense of mission or calling
- Principles upheld by the organization

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## 4. List the alternatives and options

- Think creatively...come up with various alternative courses of action
- The more alternatives listed, the better the chance that you will include high-quality ones
- Think of creative alternatives not considered before; think unconventional
- THINK OUT OF THE BOX!!!



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## 5. Compare the alternatives with the principles

- Eliminate alternatives according to the moral principles that have a bearing on the case
- Determine if a clear decision can be made without further deliberation
- If not, then go to the next step



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## 6. Weigh the consequences

- Weigh the consequences of the remaining available alternatives
- Consider both positive and negative consequences
  - Some positive consequences are more beneficial than others
  - Some negative consequences are more detrimental than others



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## 7. Make a decision

- Deliberation cannot go on forever... avoid "paralysis by analysis"
- Realize that there are no easy and painless solutions to ethical dilemmas
- The decision should involve the least number of problems or negative consequences



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## A crucial question...



How do you enable and foster  
**ETHICAL COMMUNITIES**  
in your respective spheres of  
influence, i.e., in your  
institution/organization?

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## A challenge...



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End of Presentation

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