How A Good Governance Model Can be Developed to Enhance Management of Integrity Committees (ICs) to Prevent Corruption in the Public Institutions of Zambia, Lusaka, Zambia

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Abstract: *This paper is an extract from an ongoing PhD Study on Enhancing Anti-corruption interventions in selected public institutions in Lusaka, Zambia: Using a Multi-Sectoral Approach. It is based on one of its study objectives which sought to develop a good governance model for management of ICs in public institutions of Zambia to prevent corruption. Since the study sought to understand participants' descriptions of the phenomenon (how to enhance measures to prevent corruption) as well as the interpretation or meanings of their experiences, hermeneutic phenomenological research design was used with a sample size of 14 participants. An Interview guide was used to collect in depth data which was analyzed thematically. The study established that (a) creation of Full Time Integrity Committee Secretariat with an inclusion of Ethics Officer Position, (b) Enough scope for the Integrity Committees to operate outside routine work (c) Creation of an independent funding, (d) support by Chief Executive Officers. (e) Inclusion of corruption prevention activities in strategic plans. (f) Continued technical support. (g) Institutional sensitization programs to win support for the Integrity Committees. (h) Continuous capacity building. (i) Integrity Committee Manual. (j) Decentralization of ICs in particularly large institutions. (k)Research on impact of management of ICs and (l) Inclusion of institutionalized corruption prevention measures by ICs in the law could help in developing a good governance model to enhance management of Integrity Committees to prevent corruption in the public institutions of Zambia. The study concludes that there is a glaring gap in the management of Integrity Committees. In the absence of these good governance factors that fill the glaring gap, strengthening of processes and procedures in public institutions poses a challenge to prevention of corruption.It therefore recommends that the identified factors be considered to develop a good governance model to enhance management of ICs to prevent corruption in Zambia.*

Keywords: *Public Administration, Good Governance model, Management of Integrity Committees, Integrity. Corruption, anti-corruption interventions.*

1. INTRODUCTION

1.1. Background

Corruption as a phenomenon is a global problem that exists in divergent forms such as bribery and abuse of authority of office both in rich and poor countries, Zambia inclusive. Enhancing anti-corruption interventions on bribery and abuse of authority of office in selected public institutions in Zambia is imperative for attaining good governance towards sustainable development.

As far as 2013, the fight against corruption existed in Zambia. "The fight against corruption has continued to be a top priority at national, regional and international levels as evidenced from common agenda under the SADC Protocol against Corruption, the African Union Protocol on Preventing and Combating Corruption, the United Nations Convention against Corruption as well as other conventions on the subject. The SADC Region and Sub-Sahara Africa as a whole have continued to fight corruption. However, there is still more to be done in the public sector as evidenced from the last Corruption Perception Index released by Transparency International. Nearly all countries in the SADC region that participated in the survey recorded a score of less than 50 out of 100. This is not only worrying but it demonstrates that corruption still is a serious problem in Sub-Sahara Africa*(*Kunda, 2013*)*. At the National level, Zambia has put in place the National Anti-Corruption Policy to fight corruption. However, incidences of corruption still occur".

Zambia recognizes the Significance of fighting corruption in a holistic and integrated manner to improve public service delivery aimed at achieving good governance and public administrative advancement towards sustainable development of the country. Similarly, Sapkota and Mushimba (2018) observe that corruption remains a major problem in Zambia despite interventions such as existence of several anti-corruption watchdogs and rigorous changes in the law to curb the vice.

Additionally, the evidence of corruption in Zambia has continued to be reflected in various reports. The 2016 Financial Global Integrity Report indicates that Zambia between 2001 and 2010 lost 8.8 billion US Dollars in illicit financial outflows. The report states that the Capital flight-both illicit and licit is draining tremendous amount of money from the economy of Zambia which remains poor despite massive natural resource wealth. The report also reveals that Zambia's GDP was 19.2 billion Dollars in 2011, its Per Capita GDP was 1,413 million Dollars and the Government of the Republic of Zambia collected a total of 4.3 Billion US Dollars revenue. The report further shows the annual illicit outflows per country and breaks them down into two categories of drivers (a) trade which reflected mispricing among others. and b) 'others' which reflected kickbacks, embezzlements, bribes and other forms of corruption. The reasons for Zambia's illicit outflows are mainly attributed to corruption in terms of bribes, embezzlement, kickbacks and other forms of corruption as indicated in "other" categories of drivers. As such there is no doubt that the high levels of corruption in Zambia is a stumbling block to meaningful development of the country. It also reflects a need for developing a good governance model for management of integrity committees (IC) in public institutions to enhance prevention of corruption.

In the same vein, the Global Competitive Report for 2016 by the World Economic Reform ranked Zambia 118th position with a score of 3.6 out of 138 Countries in terms of set of institutions, policies and factors that determine the level of productivity of an economy. Based on this the levels of prosperity that the economy can achieve is also assessed. According to the report, among the biggest losers in the Sub Sahara Africa was Zambia at position 118 who dropped down by 22 positions. Zambia's decline was driven by difficulties in public finance.

Lifuka (2019) asserts that Zambia's performance on the Millennium Challenge Corporative Scorecard for the "Control of corruption" has been dropping. In 2016 the scorecard for Zambia was 87%, this dropped to 85% in 2017 which dropped further to 84% in 2018 and 82% in 2019.

A review of the Mo Ibrahim Index of African Governance for the period 2014-2017 for Zambia in the areas of Safety and Rule of Law, Transparency and Accountability leaves much to be desired. The indicator for Zambia was the most declined at -25.0 out of 22 African Countries scoring the last position. The Mo Ibrahim Foundation Africa Governance Report 2019 shows the performance of the African Continent towards achieving the goals of the Africa's Agenda 2063 and Millennium Development Goals 2030. It also measures the performance of African Countries on Public Governance. In order to promote good governance, a study of this nature is necessary as it focuses on enhancing anticorruption measures using a multi-sectoral approach.

In the Global Economic Crime and Fraud Survey Report of 2018, it was recorded that corruption in form of bribery was the most disruptive economic crime experienced in the public sector in Zambia. Further, the Zambia Bribe Payers Index (ZBPI) Report for 2019 showed that out of 22 public institutions surveyed on bribery as a form of corruption, 18 institutions solicited for bribes from members of the public namely Zambia Police Service - Traffic Section , Road Traffic and Safety Agency (RATSA), Local Authorities (Councils), Ministry of Education(Higher and General), Zambia Electricity Supply Company (ZESCO), Health Services, National Registration Office, Judiciary (Courts), Zambia Revenue Office (Customs), Ministry of Lands, Passport Office, Ministry of Agriculture and Livestock, Road Development Agency, Zambia Police Service (Excluding Traffic Section), Immigration Department, Patent and Companies Registration Agency, Zambia Revenue Office (Tax) and Ministry of Works and Supply. These public institutions on behalf of government are the major service providers to members of the pubic in the country. Out of twenty-two (22) institutions surveyed only four (4) institutions never solicited for bribes from members of the public, a situation that is worrying because it shows that the levels of corruption are high indeed amidst the interventions that Zambia has put in place to curb and prevent corruption. Such a situation necessitated an inquiry of this nature that focuses on enhancing the existing anti-corruption interventions using a multi-sectoral approach.

The Government of the Republic of Zambia is the major provider of goods and services to the citizenry, but corruption has hindered its ability to meet the targeted developmental goals, particularly the provision of cost-effective services to the citizenry. For instance, in 2018 the governments of the United Kingdom, Finland, Sweden and Ireland withdrew financial assistance towards developmental programs in Zambia after strong suspicions of cash subsidies irregularities by public officials. (bbc.com/news/world-Africa). Sweden had agreed to distribute 165 million dollars cash grants to poor and most vulnerable people in Zambia through Social Cash Transfer - a contribution that according to evaluations would have produced good results, where the poor and disabled people could have used the finances for instance, to make investments in household or engage in farming at a small scale, buy nutritious food and pay school fees for their children. The highest proportion of beneficiaries would have been women but the program was discontinued based on corruption related irregularities. A total amount of 130 million dollars was paid out at the time the program was withdrawn. Also, the United Kingdom (UK) froze aid funding to Zambia after suspecting that 4.3 million dollars meant for poor families had gone missing. The withdrawal of aid by UK negatively affected the education, health and nutrition sectors as well as social cash transfers for the poorest Zambians (Department for International Development (DFID) UK, 2018). The Zambian Government instituted an inquiry on the matter and culprits were punished.

The withdrawal of aid by the three countries because of corruption exacerbated the levels of poverty in Zambia. According to the UNICEF website on latest information on Zambia in terms of poverty, over the past three decades, incomes have fallen steadily. Poverty is widespread, 64 percent of the total population lives below the poverty line, rising to 80 per cent in rural areas, meaning they do not have adequate income to meet their basic food requirements. Such poverty levels automatically imply deprivation for children. Also, the Zambia's Living Conditions Monitoring Survey Report for 2018 cites 65 percent of women in female headed households in Zambia choose to reduce the number of family meals per day as their only coping mechanism, especially in months before the harvest of farm crops. Further, beyond the sensation of hunger, the lack of nourishment means children in such households are highly likely to have impaired physical and cognitive development.

An analysis of the 2018 Budget Performance Report of Zambia on Poverty and Vulnerability Reduction based on three key result areas namely 1) Enhanced welfare and livelihood of the poor vulnerable, 2) Climate change and disaster risk management and 3) reduced HIV/AIDS prevalence shows that despite a relatively high percentage releases and expenditure at 74.2 and 104.8 percent, respectively, none of the Key Result Areas under this pillar had achieved over half of the annual targets.For instance, the Key Result Area of enhanced welfare and livelihood of the poor and vulnerable had 14.6% output targets met with 85.2% Budget expenditure against 61.3% Budget released. The reason cited for the 14.6% output target achieved was that the social cash transfer program lagged in terms of provision of financial social benefits to recipient households in 2018. (2018, Annual Progress Report on Seventh National Development Plan for Zambia).

Table3.4.*Budget and Output Target Performance on Poverty and Vulnerability Reduction, 2018*

S/N	KRA	% Budget Released	% Budget Expenditure	% Output Targets Met
1	Enhanced Welfare and Livelihood of the Poor and Vulnerable	61.3	85.2	14.6
2.	Climate Change and Disaster Risk Reduction	99.5	100	26.7
3.	Reduced HIV/AIDS Prevalence	88.8	88.8	42.8
	Aggregate Performance	74.2	104.8	22.8

Source: *Ministry of National Development Planning (2018).*

Similarly, Usher (2010) says that in August 2009, Global Fund suspended a financial grant to Zambia to the tune of US $ 137 million. This came soon after the Netherlands and Sweden withheld millions of US dollars in health aid after uncovering evidence of corruption. Corruption in Zambia denies most people especially the poor in rural areas access to basic services such as health care, education and proper sanitation.

The status for Zambia regarding the levels of corruption is bothersome because huge sums of borrowed money meant for developmental programs is lost through corrupt activities by public officials which in turn overburdens the country with debt repayment. Zambia loses 63 percent of every 1 (one) dollar borrowed to corruption. (Lusaka times.com). There is need to enhance existing measures of preventing corruption by identifying factors that would be used in the multi-sectoral approach model.

The 2019 World Bank report on the overview of the economy of Zambia discloses that the country issued over $4 billion in domestic debt and agreed to Chinese-financed infrastructure projects significantly increasing the country's public debt burden to more than 60% of GDP. The Government further considered to refinancing $3 billion worth of Eurobonds and significant Chinese loans to cut debt servicing costs. Apart from the external debt, Zambia is compounded by domestic debt that has adversely retarded economic development. Some of the domestic debt have been acquired falsely through acts of corruption by Some Public Officialswho connive with suppliers of goods and services in the pretext that they rendered such items when in fact not. Through such snags, which amount to corruption and economic plunder, government has lost millions of United Dollars. Additionally, poverty in Zambia is worsened by the external debt. The country is paying over $150 million per year to clear the external debt of which the education and health servicesare not receiving enough finances.

This situation is clearly reflected in the United Nations Development Plan, Human Development Index (HDI) report of 2018 which demonstrates that Zambia is typically close to the very bottom of the index despite the country's wealth natural resources. The report shows that Zambia ranks 141st position out of 198 poor countries, with a multi-dimensional poverty Index of 0.588 and HDI of 0.591. The results are unfavorable compared to the HDI average of 0.728 and 0.537 for Sub-Sahara Africa. One of the factors that the report cites to be the causes of poverty in Zambia is corruption. Additionally, statistics in the 2018 Annual Progress Report on the Seventh National Development Plan for Zambia agree with the UNDP HDI report which displays the poor performance of the Budget. Only 36% of the output targets were met for the Improved Health and Related Service, 39% of the output targets were met for Improved Education and Skills Development and 37% output targets were met for Improved Access to Water and sanitation as shown in the diagram below:

S/N	KRA	% Budget Released	% Budget Expenditure	% Output Targets Met
1	Improved Health and Related Service	70.5	100	36
2.	Improved Education and Skills Development	92.5	100	39
3.	Improved Access to Water and Sanitation	35.8	0	37
	Aggregate Performance	66.4	66.6	36.8

Source: *Ministry of National Development Planning (2018).*

These percentages that are below 50% are disturbing especially that the 7th National Development Plan for Zambia recognizes the importance of the role that the Human Development plays in the expansion of human freedoms to enjoy long, healthy and creative lives. This means that people should be educated, healthy and have a reasonable standard of living. Pillar 4 of the 7th National Development Plan for Zambia acknowledges the role of human development in expanding human choices and priorities simultaneous investments in health, education and water and sanitation sectors, unfortunately corruption in form of bribes and abuse of authority of office devaluates the quality of human life, robs schools, agricultural sector, hospitals and welfare services of funds.

Correspondingly, the World Health Report (2010) reveals that crime (e.g. Corruption) lowers the quality of life which in turn causes skilled people to emigrate to seek greener pastures. It is predicted that brain drain will have a disastrous effect on developing countries in the 21st century, especially when it comes to the need for modern agricultural and industrial production. In the medical field alone at the turn of this century Zambia lost over 1200 medical practitioners within three years. The brain results in the loss of huge capital investments meant to educate the people who leave the country. As a result of the loss of skilled personnel, the government is forced to invest in expatriate experts in the various fields, which also places a strain on government

Chilufya (2012) echoed that the attainment of millennium development goals by 2030 has also suffered a setback due to the adverse effects of corruption, especially so in the country like Zambia where siphoning of public resources has become common.

What is evident and undeniable about all these reports is that they point to the fact that corruption exists as it continues to persist in the presence of set out regional, Institutional and National anti-corruption interventions aimed at preventing and controlling the scourge in Zambia. It is anticipated that the International, Regional and National anti-corruption interventions should have an overall positive impact on public administration and good governance principles that would help in reducing the levels of corruption in form of bribery and abuse of authority of office and create an environment that leads to a well-functioning public sector that delivers cost effective and quality public services.

Based on this background, there was need for developing a good governance model for management of integrity committees in public institutions to enhance prevention of corruption.

1.2. Statement of the Problem

The President of the Republic of Zambia His Excellence Dr. Edgar Chagwa Lungu in 2016 guided the nation of Zambia on the fight against corruption. His guidance was that, "the fight against corruption, in all its forms, is a key tenet of democracy and good governance. My administration, will to this end, not relent in its fight against corruption, money laundering and drug trafficking. We will take the fight against these vices to every corner of the country and to every institution, be it public or private. There will be no sacred cows. We will not allow corruption, drugs trafficking and money laundering to rob Zambia of its resources, deny its people the development that they long for and the right to quality services. Corruption is a tax on our collective prosperity which none of us should tolerate. In this connection, all patriotic Zambians have a duty to report any case of corruption wherever it manifests itself". Despite the stand and guidance by the President to fight corruption, the international, regional and national anti-corruption interventions that Zambia put in place and implements to fight the scourge, the vice is on the increase as indicated in the 2018 Global Economic Crime and Fraud Survey and 2019 ZBPI Reports. What is not known is how the international, regional and national anti-corruption interventions can be enhanced in selected public institutions in Zambia to reduce the levels of corruption.

1.3. Objective of the Study

To develop a good governance model for management of Integrity Committees to prevent corruption in the public institutions.

1.4. Research Question.

Specifically, the study addressed the following research question: How can management of Integrity Committees be enhanced to prevent corruption in the public institutions of Zambia?

1.5. Significance of the Study.

At the time when it was not known how management of Integrity Committees could be enhanced to prevent corruption in the public institutions of Zambia, a study of this nature was significant to fill the gap.

1.6. Study Site

The sites for the study were the following institutions based in Lusaka, Zambia: Anti-Corruption Commission, Drug Enforcement Commission, African Parliamentarians Network against Corruption-Zambia Chapter, Transparency International- Zambia, Ministry of Justice, National Prosecutions Authority, Human Rights Commission, Zambia Police Service, Zambia Institute of Purchasing and Supply, Media Institute of Southern Africa-Zambia, the Cabinet Office, Financial Intelligence Centre, Zambia Public Procurement Authority and The Auditor General's Office.

1.7. Limitations.

It was a problem to conduct interviews with respondents because of the COVID-19 pandemic. However, the researcher conducted phone interviews for those who were not willing to have a face-to-face interview.

2. RESEARCH METHODOLOGY

This qualitative study followed Hermeneutical phenomenology as the research design as supported by Carpenter (2013) who states that phenomenology as a research design seeks to understand, describe and interpret human behavior and the meaning individuals make of their experiences. The study was interested in the description and interpretation or meaning of the experiences of the study participants on corruption as a phenomenon. Therefore, the type of phenomenological research design that guided the study was hermeneutic as asserted by Hirsch (2015). The hermeneutic researcher is concerned with the participants' descriptions of the phenomenon as well as the interpretation or meanings of the experiences. This study attempted to make interpretations from the description of different experiences the participants had about corruption with different realities.

The study population comprised all the Heads of the institutions that were considered to be in the multi-sector approach for fighting and prevention of corruption in Zambia. These were senior officers who had experiences about corruption interventions thereby making them experts in how management of Integrity Committees could be enhanced to prevent corruption.

Guided by several studies on sample size in qualitative studies, the study sample comprised fourteen (14) participants. Mason (2010) states that generally the sample sizes in qualitative research should neither be too small that it is difficult to achieve saturation nor too big that it is difficult to make deep case-oriented analysis. Similarly, Creswell (2003) recommends between 5-25 respondents as sample size in qualitative research. The choice of the sample size was further supported by Schreiber and Asner (2011) who state that the size of the sample is not an important issue and overbearingly focused on as in quantitative research because the depth and quality of data obtained, its richness in unearthing clearer views of a particular situation and process is considered more prominent than the numbers.

As regard to sampling procedure, a non-probability expert purposive sampling procedure was used for the study. Creswell (2008) states that Interpretivist use purposive sampling and select individuals and sites that are information rich. Expert purposive sampling according to Frey (2018) involves identifying key informants who can inform an inquiry through their knowledge and experiences. As such for this study participants who had experiences in prevention of corruption were chosen to provide expert knowledge on how to enhance prevention of corruption.

A semi structured interview guide was used to collect data from the study sample. The advantage of a semi structured interview guide was that it allowed for new questions to be brought up during interviews as a result of what the respondents said.

Data collected was analysed using thematic analysis. According to Krefting (1991) there are four different elements of quality or trustworthiness namely credibility, conformability, transferability and dependability. The study applied these elements to attain trustworthiness. Ethical considerations were made to allow respondents have free will to take part in the study and keep their names anonymous.

3. FINDINGS AND DISCUSSION

The question that the study sought to answer was how management of Integrity Committees could be enhanced to prevent corruption in the public institutions of Zambia. As such expert knowledge was sought from the participants in the following public institutions: Anti-Corruption Commission, Drug Enforcement Commission, African Parliamentarians Network against Corruption- Zambia Chapter, Transparency International- Zambia, Ministry of Justice, National Prosecutions Authority, Human Rights Commission, Zambia Police Service, Zambia Institute of Purchasing and Supply, Media Institute of Southern Africa-Zambia, the Cabinet Office, Financial Intelligence Centre, Zambia Public Procurement Authority and The Auditor General's Office. Results revealed that development of a good governance model to enhance management of Integrity Committees in the prevention of corruption in the public institutions of Zambia will take into account the following good governance factors:

3.1. Establishment of a Full Time Integrity Committee Secretariatwith an inclusion of Ethics Officer Position.

The participants suggested that one of the factors to enhance management of Integrity Committees in Zambia is the establishment of a full time Integrity Committee Secretariat. For instance, one of the

participants said**,** "There is n*eed to have fulltime Secretariats in the public institutions. The Secretariat must include a position of Ethics Officer to handle Integrity Committee work. This would make the Integrity Committee more active and thus more effective than it is at the moment." (P 01)* According to the Guidelines on the Integrity Committee Program for Zambia (2014), the secretariat comprises of four (4) none-Integrity Committee members with the role of serving the Integrity Committee by recording the minutes of the IC meetings, generating reports and carrying out specific assignments delegated to them by the Integrity Committee. The guidelines are silent on the position of an Ethics Officer to spearhead the functions of the Secretariat. Since Public Administration deals with members of the public it is important for public officials to exhibit integrity by being ethical in the discharge of their official duties as a way of avoiding corruption. Naidoo (2015) explains that integrity is one of the pillars of a strong system of ethics. So, ethics management is an important approach to identifying and enforcing effective deterrents of unethical behavior in a public institution since it detects potential loopholes for people to engage in corrupt activities. This finding is supported by Zuta (2016) who carried out a research in Peru and found out that ethical commitment was one of the factors of a good governance model in corruption prevention. Since the aim of the Integrity Committee is to tackle all matters bordering on unethical behavior and maladministration, the researcher feels that the absence of a full time Secretariat and an Ethics officer whose cardinal role is to manage the change process toward ethical behavior in an organization could be one of the reasons of high levels of corruption in the country. However, establishment of a full time Integrity Committee Secretariat with an inclusion of Ethics Officer Position could be used as one of the factors in a good governance model as a way of enhancing management of ICs to prevent corruption in Zambia.

3.2. Enough Scope for the ICs to Operate Outside Routine Work

One of the responses to the research objective was that the Integrity Committees do not have time outside their usual official responsibilities to carry out the activities of the Integrity Committee. One of the participants stated That "*The Integrity Committee members rarely meet because they are busy executing their core functions as Integrity Committee is just an extra responsibility*." (P02) Another participant said, "*Lack of regular meetings cripples the committee as they cannot plan or execute their planned activities in cases when they have already developed the Annual Corruption Prevention Action Plan*." (P04). Inadequate time as a resource to attend to integrity committee activities is a common challenge in most of the integrity committees as evidenced by the respondents. Therefore, granting enough scope for the ICs to operate outside routine work is one of the critical factors in a good governance model to enhance management of Integrity Committees in Zambia..

3.3 Including Integrity Committee as a Strategic Objective in the Institutional Strategic Plan.

The study further observes that Integrity committees can never be sustained if institutions do not incorporate an objective on integrity committee in their strategic plans that help budget for planned activities. Once ICs programs are in the institutional strategic plans it would be helpful to implement them without any financial challenge. Moreover, the findings are supported by those discovered by Khalid and Said (2016) who carried out a research in Malaysia showing that strategic planning as one of the factors of good governance has statistically a significant relationship with the practices of integrity in the public sector, Additionally, findings by Zonke (2017) in South Africa cement the finding by revealing that financial resource is a requirement to enhance integrity. Therefore, including integrity committee as a strategic objective in the institutional strategic plan to help budget for planned activities is an indicator of a good governance model to be used in enhancing management of ICs to prevent corruption.

3.4 Creation of an Independent Funding.

The study has revealed that financial resources are a key enabler for a successful program, for instance the Integrity Committee program. A general view of respondents is that most of the Integrity Committees lack funds towards management of their activities. For instance, one of the respondents said, "*there is need to issue a budget core circular for all public institutions implementing Integrity Committees to dedicate a two percent (2%) of their total budgets for implementation of Integrity Committees programs that border on corruption prevention." (P05).* Another respondent suggested that "*institutions should consider including the Integrity Committees function in their corporate plans so that it becomes a core function, thereby making it easy to be funded during budgeting process.*

(PO10). Failure to execute activities lined up for institutionalization of corruption prevention mechanisms due to lack of financial resources may be a breeding ground for corrupt activities in the public institutions and this could be one of the reasons as to why corruption is rampant in Zambia (the 2019 Transparency International Corruption Perception Index Report). In case it is regarded as a wastage of resources to allocate a budget line to Integrity Committees, the fact is that it is a very crucial factor in developing a good governance model for management of ICs in the prevention of corruption in public institutions.

3.5 Need for Support by Chief Executive Officers.

Enhancement of management of Integrity Committees is supported by respondents who suggested that the integrity Committee program has the potential to reduce the levels of corruption in the public institutions if only the Chief Executive Officers could support it. For instance, a respondent echoed that, *", CEOs across all institutions should be assessed on the implementation of their integrity Committees and this indicator should carry some heavier weight. Including performance of IC visa-vis the submitted Annual Corruption Prevention Action Plan (ACPAP), in the CEOs appraisal would go a long way in imposing corporate will*. Yet another respondent stated that, *"Gladly at the level of Permanent Secretary Performance on anti-corruption prevention such as establishment of IC is one of the items in their performance contracts. The assessment has forced most permanent secretaries to ensure they have integrity committees in their ministries or provinces just to avoid scoring a zero. This should be extended to all those heading parastatals and all government departments more so should be assessed on the implementation of such activities.* From the above responses it can be deduced that Chief Executive Officers are assessed on establishment of integrity Committees and not so on implementation of activities of the Integrity Committees. This makes CEOs reluctant to promote execution of IC activities. After all, according to the 2014 Guidelines on the Integrity Committee Program for Zambia, the roles of the CEOs are to ensure that ICs prepare and submit the Annual Corruption Prevention Action Plans (ACPAP), ensure timely submission of quarterly reports by ICs and Monitor the implementation of ACPAP. Once both assessments are done CEOs may be compelled to have support for the implementation of the Integrity Committees' programs consequently, there will be a transformation of the governance landscape of the public service institutions. But in instances where CEO's fail to support or monitor the implementation of the Annual Corruption Prevention Action Plans, the ICs remain inactive and all identified weaknesses of the processes, systems and procedures prone to corruption are not addressed leading to high levels of corruption in the Public Institutions. This finding is in tandem with that of Khalid and Said, (2016) in Peru who discovered that leadership as one of the factors that impact on institutional integrity. In this case leadership should be seen when CEOs exhibit corporate will by supporting and monitoring the implementation of the integrity activities towards corruption prevention. Consequently, leadership support is a factor of a good governance model to enhance management of ICs in preventing corruption in public institutions.

3.6 Inclusion of Institutionalized Corruption Prevention Measures by ICs in the Law

The research findings pointed out that enforcement and application of the laws contribute to the creation of an environment of integrity decision making. Respondents feel that legal regulations for enforcing and instilling integrity can address and prevent corrupt practices and maladministration in the public institutions especially that integrity as a tenet of good governance serves as a foundation in public administration to be observed by public officials as they execute their official tasks. For example, one of the respondents stated that", *it would be good if Government revised the law to incorporate corruption prevention measures institutionalized by Integrity Committees, this will help strengthen public administration that will in turn improve service delivery to the citizenry*". These findings agree with those of Aulich (2011) in Australia whose research revealed that integrity in public affairs would be best served through development of a system of good governance arrangements involving laws, policies and protocols and institutional designs that in total operate in harmony to generate a culture of integrity. Additionally, the study by Zonke (2017) in South Africa affirms the findings that found out that integrity in public affairs would be best preserved through enhancement of an integral system of legal prescripts, law institutional policies and protocols. Therefore, inclusion of institutionalized corruption prevention measures by ICs in the law is a factor

that can be used to develop a good governance model to enhance management of ICs in the prevention of corruption in public institutions.

3.7 Continued Technical Support by the Anti-Corruption Commission.

Further results show that continued technical support from the Anti-Corruption Commission towards ICs would be one of the ways to enhance management of these Integrity Committees as stated by some of the respondents. In support of this response one respondent said, "*The Anti-Corruption Commission assures us of continued technical support towards the work of the Integrity Committees. One of the Corruption prevention Desk officers encouraged us to feel free to interact with the Commission on integrity development efforts.* This response shows that the Anti-Corruption Commission facilitates the establishment of Integrity Committees and coordinates the work of the Committees in order to put in place comprehensive and effective systems of integrity that prevent occurrences of corrupt practices in public institutions. In support of this revelation of the research, findings by Prenzler and Faulkner (2010) in their study in Australia established that anticorruption commissions were essential to ensure the integrity of a public sector and cover all elements of the public sector, independently investigate serious and midlevel complaints and have on motion powers to investigate any matter, make use of a range of investigative tools and be held accountable to citizens through a parliamentary committee. The Anti-Corruption Commission of Zambia has powers of investigations under the Anti-Corruption Act No. 3 of 2012 and one of the ways that investigations are done is through receipt of reported corrupt practices that are detected by the Integrity Committees in their institutions. Additionally, the Commission is answerable to the Public Accounts (PAC) Committee of Parliament on matters concerning budget administration towards the Commission's activities. According to the National Anticorruption Policy for Zambia Booklet (2009) PAC of the National Assembly is a committee that examines the financial management of accounting officers of the public service, state owned enterprises and statutory institutions whose accounts are audited by the office of the Auditor General. The Commission is one of such Institutions. Therefore, continued technical support by the Commission as a factor of a good governance model would contribute to enhancing management of ICs to prevent corruption.

3.8 Institutional Sensitization Programs to Win Support for Integrity Committees.

As behavioral change is at the center of corruption prevention, sensitization is a necessary factor for a successful integrity committee program. Staff and managers alike need to have knowledge on how the organization describes corruption, what behavior constitutes corruption, how it intends to prevent the occurrence of the scourge and unethical behavior. If they fail to identify signs that suggest the presence of corrupt practices or are not equipped with the knowledge on how to behave ethically, and what to do when faced with corruption then management of ICs will also fail. Most respondents raised concern that there is need to have well-structured and regular awareness activities to adequately sensitize members of staff in institutions that have established integrity committees on the role of IC members to win support for existence of such a committee in an organization. One of the respondents said that," *Integrity Committee members are seen to be enemies or spies of the institution. This stigma has made it difficult for the IC to receive the corporation it deserves."* It is important for ICs to conduct regular sensitization activities on their role so that members of staff in their institutions get to comprehend why ICs are established and get motivated to report issues bordering on ethical behavior and corruption because Integrity Committees are internal institutional committees charged to institutionalize the prevention of the occurrence of corrupt practices for purposes of promoting integrity and accountability. Additionally, ICs facilitate the implementation of anti-corruption measures that help to identify service delivery points which need to be enhanced. Failure to sensitize members of staff on the importance of ICs promotes unethical behavior and corruption within institutions leading to ineffectiveness and inefficiency towards public service delivery. However, institutional sensitization programs to win support for integrity committees is one of the factors that contribute to developing of a good governance model that can help management of ICs to prevent corruption.

3.9 Continuous Capacity Building.

Respondents unanimously indicated that building capacity in members of the Integrity Committees will assist in preventing corruption in public administration of institutions. For instance, one respondent stated that, "*other than the local capacity building that we receive from the Anti-Corruption Commission*, we need *capacity building by ways of training through identification of best*

practices in the wider region or in the world at large just to see how corruption is prevented especially in Countries that are making significant progress in that area". Capacity building adds value to enhanced management of Integrity Committees through the development of competent and skilled personnel to handle issues of unethical behavior and corrupt practices as supported by respondents. One of the respondents highlighted that, "continuous training will equip us with knowledge and skills needed to carry out our roles and responsibilities as change managers. Capacity building also helps in sustaining successful implementation of integrity and corruption prevention activities. The research finding corroborates one of the findings by Zuta (2016) in Peru which points to professional capacity as a factor that impacts of institutional integrity and governance. Therefore, continued capacity building is a factor of a good governance model in enhancing management of ICs to prevent corruption.

3.10 Integrity Committee Manual.

Respondents said that having an Integrity Committee Manual would help in reinforcing the importance of sustained process of institutionalizing integrity and promoting corruption prevention in public institutions. For instance, one respondent shared her experience by saying, *"I am part of the Integrity Committee that is handicapped in terms of establishing standards in approaches to integrity committee activities. A manual would serve as a tool for the management of our Integrity Committee".* In this instance the researcher perceives that an Integrity Manual can assist as a guide in the process of developing and implementing the activities of the Integrity Committees towards achieving their objectives. The absence of such a tool kit may in a way contribute to high levels of corruption in the country because Integrity Committees lack standardized direction to prevent corruption. Hence, an Integrity Committee Manual is a factor of a good governance model to enhance management of ICs in corruption prevention**.**

3.11 Decentralization of ICs in Big Institutions.

Decentralization of Integrity Committees in big institutions like the Zambia Police has come out as one of the ways that management of integrity Committees can be enhanced. Respondents feel decentralization will allow efficiency and effective running of the Integrity Committees. For instance, one of the respondents had this to say." *Decentralization brings the decision-making process closer to implementers of integrity committee activities. This leads to making quicker decision since decisions do not have to be referred up through the chain of command".* Decentralization is cardinal to effective organization and monitoring of the implementation of activities of the integrity Committees, thus a factor of good governance model to enhance management of ICs in corruption prevention.

3.12 Research on impact of Management of Integrity Committees.

Respondents were of the view that it is important for them to know the impact that their role plays in preventing corruption in the Country. For instance, one of respondents stated that, *"much as we are interested in preventing corruption in our institution, we don't know how we are faring in executing our duties so there is need for us to know the results through evaluations and assessments.* Indeed, research is important for such a program to help the ICs know where they are, what to do and how to do it when research on for instance assessment or evaluations are done. Thus, research on impact of management of integrity committees is a factor of a good governance model in corruption prevention by ICs.

In summary these findings that may be considered to develop a good governance model to enhance management of the ICs in prevention of corruption substantiate those by Hoeskstra and Kaptein (2013) in Netherlands who carried out a research on developing a descriptive typology as a guide in managing organizational integrity and discovered that a "one-size-fits-all approach did not exist.

4. CONCLUSION AND RECOMMENDATIONS.

4.1. Conclusion

The findings indicated above generally reveal a glaring gap in the management of Integrity Committees. Management of integrity Committees is critical in the prevention of corruption and related malpractices as well as in mainstreaming of integrity in public institutions. In the absence of such good governance factors, strengthening of processes and procedures of public administration in institutions poses a challenge to improve service delivery.

4.2. Recommendation.

Much as these findings of the study may be valuable contribution to the body of knowledge on enhanced management of integrity committees in selected public institutions in Lusaka Zambia, It is hoped that these findings provide valuable information for policy makers in the field of Public Administration and Good Governance for consideration and discussions on how to enhance management of Integrity Committees to prevent the occurrence of corruption in Zambia. A good governance model based on the findings may assist in public administration of the public services to the citizenry.

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