SPECIFICS OF ANTI-CORRUPTION TRAINING AND EDUCATION IN PUBLIC ADMINISTRATIVE SECTOR

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Abstract
The public administration is required to guarantee the provision of services and activities in benefit of the society. It is expected from the administration to serve as it guarantees and secures the public interest. Sometimes it is quite challenging to delivers services while keeping the balance between one's individual interest and the benefit for the society.

Introducing effective programs and training courses for anti-corruption education of public servants and administrative officials is a mechanism of preventing and combating corruption on national and international level.

Corruption practices in public administration are often related to public procurement procedures, conflict of interest or even recruitment and appointment procedures.

For developing efficient learning and training curriculum for training public administrative personnel it is essential for the educational curriculum to be adequately adapted, according to the role of the administrative structure and the specifics of the activities of the servants trained.

Keywords: Corruption, prevention, education, public servants, challenges.

INTRODUCTION
Sometimes corruption activities are not easily evaluated due to the fact that they might not be distinguished easily. That is the reason why public servants must be well trained to define, different types of corruption, as well as to be familiar with the causes and the consequence of corruption as well as to be able to enforce preventive mechanisms adequate to specific situation.

Corruption is commonly defined as „misuse of entrusted power for private gain“. Educational and training activities, when properly performed are able to reduce or even to prevent cases of future corruption activities.

Corruption is a phenomenon observed both in private as well as in public sector. In public sector though, where public resources have been used, it is essential to put forward a mechanism which will result to the elimination of widespread corruption.

A useful tool to decrease, reduce and even prevent corruption is without any doubt an investment in people’s education, training and development, focusing on forming an impact on the way people think, act and respond to corruption activities. An introduction of behavioural approach with an emphasis of cultivating a cultural integrity is a main approach of successful anti-corruption educational activities.

When trying to achieve positive result in forming anti-corruption behavioural thinking to heterogeneous group of people, it is important to examine and implement into the training courses curriculum, the basic considerations as to the main causes and the impact of corruption itself.
Institutional responsibilities also have to be considered when developing a particular educational tool, nevertheless due to the fact that trained public officials are going to implement their anti-corruption educational skills into strictly regulated environment.

When setting an anti-corruption educational and training tools and panels, it has to be kept in mind that there is a complexity of interaction between all kinds of actors. Various interactions are being formed between the public sector and the privat sector on one hand, as on the other hand there are interactions with representatives from the civil society.

Success of anti-corruption educational and training mechanisms are usually developed when balancing public interest and private autonomy. Programs are being created based on ethical values, principles and norms, organizational standards and public-service values, risk predictivity and accountability.

**DISCUSSION**

**Brining behavioural change**
From individual’s point of view, as part of one’s nature is to examine personal interest, but when holding a position at a public administration, when occupying position as public servant, it is expected to serve the public interest. This is a cross point when ethical values could be exposed to everyday challenges of corruption practices, to negative impact on quality of public services due to corruption activities, as well as to violations against the principle rule of law.

Resulting the aim of overcoming and preventing corruption, as at the same time improve the quality of public services and raise the level of performance of public officials, could be managed by education and training. In regards to training models applied when educating civil servants, two separate approaches have been adopted. On one hand there are pre-service training programmes and on the other hand there are in-service training curriculum where the training is being focused on the specifics of the tasks performed by the servants, the complexity of the institutional structure where the activities are being performed and the hierarchy of the organisation in the overall general administrative structural network. On pre-service training models it is important to have a view on the level of education obtained by servants prior to their engagement with public service.

Achievements resulting to prevention of corruption influenced by behavioural factors, could be supported by proper ethics management. When focusing on limitation or prevention of corruption in public services, some of the main ethical standards and guidelines could be introduced into the training process. Ethical standards have to be clear and practical, as they have to be applied as public service guide. Code of conduct, defying the standards of ethical behaviour of public officials could be also implemented as an effective tool.

It has to be explicitly specified that dishonest in behaviour and acting against the standards and beyond the regulatory framework, will result to disorder in proper performance of duties. Such disturbance usually involves at least two parties – one party who will fraudulently use his influence for exchange of an advantage and another party who will offer or provide an advantage. Standards and guidelines, frameworks and sources used in conducting and anti-corruption education or training have to reflect the necessary judgement and skills competence of public servants. Also, the legal framework should provide guidance on public services while at the same time a raise of ethic awareness should be targeted.

It is important for public servants to be trained to properly manage the actual exposure or manage the potential threat to exposure to corruption. Since the possibility of development of corruption environment involving public officials could be initiated either from representative of the private sector, or from individuals from the public sector, public officials and servants need to be trained to distinguish focal points and crucial points of interaction between public and private sector.
Anti-corruption educational scope

Among groups of personnel to be included into anti-corruption training programmes must be government members, members of legislative and judicial bodies, officials, public servants, personnel providing services to national and regional level (public servants at Ministries, National Agencies, Government Bodies, Municipalities, etc.

Public servants who need special attention in regards to training are for example:

- New civil servants – to be included in basic anti-corruption training programme.
- Public officials in areas of risk, such as tax, police, procurement – to be included in specific continuous education and training, according to the specifics of the activities of the administrative unit which is to be trained.
- Senior civil servants or officials holding specific administrative positions where decision making process and responsibilities are included, as well as management level officials.

Anti-corruption education and training curriculum which is to be developed for conducting special theoretical and practical course needs to focus on several important aspects where:

- To reflect the organizational structure of the institution whose personnel is to undergo anti-corruption training
- To overline general risk assessment and response conduction process within the administration
- To set Testing, Monitoring and Evaluation performance Activities on various structural levels.

Areas extremely vulnerable in regards to corruption activities and practices include public officials and personnel involved in procurement processes, as well as those involved in recruitment.

Due to the amount of resources involved in public procurement procedures, it is exposed to increase risk of corruption practices. On the other hand, human resource activities including recruitment, retention and promotion of public officials might undergo corruption practices as selection criteria might not be objective, or the selection process might not be carried out transparently.

Public officials exercising human resource activities as well as those holding decision making positions in public administration is possible to express corruption related behaviour characterized as conflict of interest, abuse of power, favouritism or nepotism. Nepotism is a form of favouritism whereby a public official uses his authority or position to private undue advantage to a family member.

Especially vulnerable group of public administrative servants in regards to be influenced by corrupting activities and practices are personnel involved in recruitment and hiring of civil officials. This phenomenon is due to the fact that one could be corrupted at the early stage of recruitment selection process (for example during the process of development of the position description or when drafting the requirements for specific position, ect.)

When conducting public procurement procedures, the risk for corruption might occur in pre-tendering phase, as well as in tendering phase, and even in the post-award phase. When developing anti-corruption education curriculum for officials involved in pre-tendering phase it is important to ensure the objective development of specifications and requirements, as well to closely monitor the procurement procedure.

In line with the rules, standards and international legislative norms, public officials should not allow their private interest to conflict with their public position. According to article 8 of the Council of Europe’s Model Code of Conduct for Public Officials public officials, should avoid any real, potential or apparent conflicts of interest and should not use their position to gain advantage(s) for their private interests.

Training specifics

Special courses created and delivered within the institutional public administration, focusing on anti-corruption and integrity issues aiming to result in contributing to prevention of corruption, usually
achieve this aim through integration of anti-corruption issues into the curricula of training and educational institutions.

When training public administrative personnel it is essential that the educational curriculum is adequately adapted, according to the role of the administrative structure and the specifics of the activities of the servants, which are to be trained.

Participants need to undergo theoretical as well as practical training so they can adopt knowledge and understanding of the drivers of corruption. They need to be familiar with anti-corruption, transparency and accountability processes, as well as to be able to deliver proper management of corruption risk situations.

In order to effectively facilitate learning on people involved in public service, the curriculum has to be in line with the requirements of the up to date social problems.

To make the training less formalistic and more practice oriented, it is very important to apply modern training methods. This can include a combination of theoretical lectures and practical case studies as well as to deliver workshops.

Interactive lectures and presentation combined with implementation of innovative instruments related to anti-corruption issues could result to the establishment and/or strengthening individual and group competences and skills of the participants.

As for specific trainings, it is also recommended the use of evaluation methods. Such evaluation methods could be useful on assessing both the knowledge received by the participants of the training and to identify ways to further improve the training.

CONCLUSION

Public administration authorities in every country is required to guarantee the provision of services, tasks and activities in benefit for the society. It is expected from public officials to serve as guarantee and secure the public interest.

Introducing effective programs and training courses for anti-corruption education of public servants and administrative officials appointed in public institutions, state-owned enterprises and government agencies is a mechanism of preventing and combating corruption on national and international level.

Civil servants who undergo such training programs are usually performing higher level of awareness and knowledge of distinguish and combat corruption. Through anti-corruption education, it is possible to establish and develop proper environment for public intolerance towards corruption.

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