

GOVERNANCE & ETHICAL DILEMMAS FACING COUNTY GOVERNMENTS

Presentation by:

Muthoni Wangai
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GOVERNANCE & ETHICAL DILEMMAS FACING COUNTY GOVERNMENTS



- Governance
- Contemporary issues
- Business Dynamics
- Governance & Ethical Dilemmas
- Executive & Leadership Roles:
 - Performance/Ethics/Innovation
- Problem interactions
- 1st Principles
- Against all odds : Successful Statecraft

Context: Contemporary Governance & Business Dynamics



Governance

Contemporary issues

Business Dynamics

Executive & Leadership Roles:

- Performance
- Ethics
- Innovation

Context...



- Governance
 - Way organizations (Institutions, Counties, States etc.) are managed at the highest level and the systems for doing so.
- Contemporary Governance Issues
 - Rights/responsibilities & social protection
 - Information
 - Technology
 - Cut off points

Context....



Business Dynamics

- **Change**
- **Turbulence**
 - **Politics**
 - **Social dynamics**
 - **Competition**

Governance & Ethics Dilemmas



Board & Management Composition

- **Competitive Competence Vs balance (gender, ethnic, age, people with disability etc.)**
- **Knowledge**

Board & Management operations

- **Short term Vs long term performance**
- **Visible vs less visible initiatives**
- **Personal interests**
- **Political interests**
- **Stakeholders interests without significant stakes**
- **Knowledge/Info asymmetry /Info & misinformation**

Ethics



Ethics:

Values: Fundamental beliefs; Principles we use to define what is right, good and just; guidance for determining right versus the wrong, the good versus the bad.

Values include honesty, integrity, compassion, courage, honor, responsibility, patriotism, respect and fairness. (Navran Associates)

Ethics Cont....



Ethics Cont...

Why Values?

Values in the ethics context/**Ethics; actions and decisions.** When one acts in ways that are consistent with our beliefs that is seen as ethical

Value of values;

Principles underlying civilization.

A civilized society

Survival/Peace/Harmony/Cohesiveness/Stability

Human dignity

Liberty/A thriving society

Context....



Counties/Devolution:

Governments devolve functions, by transferring responsibility & authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status e.g. county governments.

Problem Interaction Matrix I



	Contemporary Governance	Business Dynamics	Way Forward
Governance Dilemmas			
Ethical Dilemmas			
Way Forward			

Problem Interaction Matrix II



	Vision	Mission/ Purpose	Planning	Organizing	Leading	Controlling
Performance + Governance						
Ethics						
Innovation						

Governance/Performance, Vision & Mission: Management/Board



- Vivid? Right? Tested?
- Vision/Mission from different perspectives:
Voters, Publics, Governor, County Assembly,
County Executive, Sponsoring Party, Employees.
- Are we together?

Ethics Vision & Mission: Management/Board



Convergence of ideas on what is ethical behavior
Management/Directors (all leaders-Governors /CA
/CE/ MPs/ Party
Sponsors)/Employees/Voters/Public/Media

Innovation Vision & Mission: Management/Board



Convergence of attitudes towards change and the development of the dynamic capabilities by all 'communities' (Management/Directors (all leaders- Governors /CA /CE/ MPs/ Party Sponsors)/Employees/Voters/Public/Media)

Governance/Performance: Organizing Management/Board



- Building a robust organization: Strategy/Structure within the structure/People and systems
- Constituting a Top Management Team (TMT) as well its structure and systems.
- People
- Structural issues
 - Devolution/Decentralization
 - Dynamic human systems

Ethics: Organizing Management/Board



Ethical culture in the organization's own form

- Efficiency & effectiveness
- Sense of duty
- Sense of purpose
- Clarity of what is good and bad conduct
- Bad vs good and just

Innovation: Organizing Management & Board



A culture of innovation/Dynamic capabilities to ward off obsolescence/inertia/suboptimal equilibrium. Ability to perform excel beyond regimes Political Vs social economic axis

Governance/Performance :Controlling of & by Management/Board



- Alignment/Early /: Ways & Systems
- Challenges:
Environment/Complexity/Compounding
- Attributes: Objectivity, integrity, accuracy
timeliness and flexibility.

Ethics: Controlling /by Management & Board



- Values + Clarity:
Individual/Management/Board/Organization
- Ways + Systems
- Reviews + Enforcement

Innovation & Control



- Control is an integral management process.
- Innovation in control techniques is necessary to cope with dynamic business processes, the turbulent internal & external processes as well as the complex nature of the business

Some 1st Principles + Successful Statecraft



- Power/Misuse of power/Powerlessness
- Finding opportunities against all odds
- Successful statecraft - Lee Kuan Yew

Summary



- Situational solutions
- Odds improved by
 - Convergence of vision & mission
 - Passion
 - Difficulties as opportunities
 - Managerialism
 - Organization and Control
 - Policy/Law/regulations/Standards

Annual Governance Conference 2018



Thank You

FCPA Muthoni Wangai