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Collaborative Governance and Anticorruption in Postwar Monrovia

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2017

Abstract

Collaborative Governance and Anticorruption in Postwar Monrovia

by

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MM, University of Phoenix, 2009

MPA, University of Phoenix, 2009

BSC, University of Phoenix, 2008

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Public Policy and Administration

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November 2017

Abstract

Public sector corruption is a major problem in Monrovia. Successive national governments have instituted anticorruption measures in the 1970s and 2000s, and anticorruption agencies were established to eradicate corruption. However, there appears to be a significant lack of resources and political willpower to prosecute corrupt government officials. A failure to curb political corruption indicates that current policies are not working. Government works when there is a perception that it delivers results and that the needs and safety of the citizenry are protected. The purpose of this qualitative phenomenology study was to gain a deeper understanding of public sector corruption at high levels of government in Monrovia. The conceptual framework for this study was based on the sociological theory of collaboration, within which governance is seen as a component of interpersonal relationships and a way to build trust and social interactions. Data were collected from open-ended semistructured interviews with former and present government officials ($N = 8$). The results were coded using descriptive coding to take an inventory of the contents, and to classify the coding into themes and subthemes. Results indicated that distrust among stakeholders and various governing institutions has hindered cooperation. Civic engagement and participation, patriotism, decentralization of the central government, job creation, safety and security, law and order, education and healthcare, and diluting the powers of the presidency, etc., were some of the issues raised by the participants. This dissertation may support positive social change in a meaningful way by providing policymakers with the information to make the country safe and governable, increase the standard of living and bring needed relief to the citizenry.

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Dedication

This dissertation is dedicated to the memories of my father, Sungbeh Doeyan Wleh, and my brother Patrick Tarboh Toby, both of whom passed away too soon. To my wife, Geebly Sungbeh; my mother, Anna Worwelee Nanu-Dee Tenbloh; and my kids, Miatta, Wychen, Nanu, and Tewroh Jr., I love you all. Thanks for your support and understanding.

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I always believed it could be done, but the doubts were always lingering when I was faced with setbacks, personal tragedies, and uncertainties. Despite those personal issues and apprehensions, I woke up every day and every night and pushed myself to complete what I considered one of the most consequential accomplishments of my life -- earning a PhD. Even though I take full responsibility for this awesome task and the joy and tears that come with it, I want to thank those who worked with me quietly and felt my pains and frustrations on this journey.

I could not have done it without the support of my family, especially my lovely wife, Geebly C. Sungbeh; my children, Miatta, Wychen, Nanu, and Tewroh Jr.; and my supportive mother, Anna Worwelee Nanu-Dee Tenbloh. When it felt like I was stuck and couldn't make any inroads in my academic work, my dissertation committee chair, Dr. Mark Gordon, was always working patiently with me to do the right thing. Dr. Gordon's steely scholarly intellect, his warm presence, and the genuine concern he showed by calling me on the phone from a faraway distance to advise and guide my academic work were reassuring. I want to also thank Dr. Gary Kelsey for his assistance in reviewing my work. Thank you, Dr. Gordon and Dr. Kelsey.

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Table of Contents

List of Tables

Chapter 1: Introduction to the Study

Background

Public corruption plagues the African continent. According to Persson, Rothstein, and Teorell (2011), Africa is home to some of the most corrupt countries in the world. The most common of all forms of corruption is bribery (Forgues-Puccio, 2013). Obvious lack of monitoring and transferring of responsibility in the public sector have given rise to a principal-agent relationship between government and citizenry (Forgues-Puccio, 2013).

The worst forms of corruption occur in political parties, but petty forms of corruption such as bribery are perhaps the most prevalent, with 1 in 4 people worldwide reportedly paying a bribe (Vlasic & Atlee, 2012). The African Center for Economic Growth (2000) acknowledged the distinction that corruption is characterized by weak and vulnerable institutions such as parliament, the judiciary, civil service, and police, as well as a limited democratic culture. McFerson (2009) argued that such a governance structure allows the elite to buy control, keep the security apparatus happy, and repress political participation. Gyimah-Brempong and de Gyimah-Brempong (2006) wrote that there is a narrow definition of public corruption, which influences the way in which it is perceived in societies worldwide.

Gyimah-Brempong and de Gyimah-Brempong (2006), however, noted that not all corrupt practices are illegal, and not all illegal activities are corrupt practices. This narrow definition of corruption poses a challenge in terms of how corruption is interpreted and measured in society. However, when a public official (principal-agent) in

a business, government setting, international organization, or state-owned enterprise uses his or her public office to divert resources in order to influence policy for private gains, that official's behavior certainly fits the minimally accepted definition and perception of public corruption.

Nagbe (2016) wrote that corruption is an inherent attribute of life, just like anger, hatred, and envy; it is a product of humans' base appetites. Nagbe added that corruption is as old as living things; it is a life preservative involving the bending of rules or policy with the ingrained expectation of instant or delayed gratification or benefits, which can be tangible (e.g., cash, cars, castles) or intangible (e.g., praise, respect, adulation). There is overwhelming agreement that public corruption is detrimental to a country's economic growth because it devastates lives in countries that cannot seem to control it. In Monrovia, the Liberian capital, public corruption has devastated lives and affected the quality of life of the citizenry. Shah (2011) suggested that public corruption deprives the citizenry of basic services.

The ghost of 14 years of civil war that ended in 2003 with the signing of the Accra Comprehensive Peace Agreement, as noted by Funaki & Glencourse (2014), added to the misery of the combined effects of corruption and poverty. In postconflict societies, public corruption slows down economic growth, affects the distribution of political and military power, and leads to cross-border trafficking of people and commodities (Spector, 2012). Research has shown that fragile states that have negotiated and implemented forward-looking peace agreements that directly address public corruption are more likely to forgive the other side to enable a working relationship (Spector, 2012). Call (2011)

added that arrangements of this kind tend to affect interim power-sharing and access to the nation's natural resources.

Although it is true that the end of 14 years of civil war saw the creation of the Liberia Anti-Corruption Commission (LACC), the effectiveness of the commission is in question due to lack of funding, political interference and lack of genuine enforcement powers (Funaki & Glencourse, 2014). The postwar democratically elected president, Ellen Johnson Sirleaf, who was tainted by her own war past (Woewiyu, 2005), cleverly masterminded the creation of the LACC, which focused narrowly on building coalitions with former warlords who were elected and appointed officials in her administration.

The willingness of the warring factions to work together conveniently, as Call (2010) wrote, guaranteed interim power sharing, presidential appointments to government jobs, and access to the nation's vast mineral resources. Call also noted that a collaborative agreement between the warring parties made the Abuja agreement and the August 2003 Accra Peace Agreement that ended both the first and second civil wars possible. A collaborative anticorruption strategy that brings like-minded people together to discuss practical and lasting solutions to this issue is an important step that makes government work and makes life better for the residents of Monrovia.

There is a possibility that Monrovians will consider a collaborative anticorruption governance strategy that could curb public corruption, in light of the enormous damage that corruption has done to the citizenry in terms of the deprivation of sustainable living and a functioning government, as well as institutions that could make a difference in their lives. The LACC was created in 2008 by an act of the National Legislature to implement

appropriate measures and undertake programs geared toward investigating, prosecuting and preventing acts of corruption, including efforts to educate the public about the ills of public corruption and the benefits of its eradication (LACC, 2008).

A 2017 report by Human Rights Watch noted that the LACC had secured only two convictions since its establishment in 2008. Table 1 presents data on cases from the LACC in November 2013. A report from Human Rights Watch added that a second conviction occurred in 2013, against former Police Inspector General Beatrice Munah-Sieh, which was appealed due to jury errors (Human Rights Watch, 2017).

Table 1

Data Analysis of Cases—November 2013

Number of cases investigated	Number of cases recommended for prosecution	Number of cases prosecuted	Number of cases concluded/verdict rendered	Number of cases investigated and closed
9	8	2	2	1

Note. Data from "Corruption Cases" by Liberia Anti-Corruption Commission, 2017 (http://lacc.gov.lr/public/index.php/corruption-cases/concluded-cases).

The United States, the United Nations Mission in Liberia (UNMIL), and the European Union have called for an effort to address corruption and weaknesses in the security and justice sectors (Human Rights Watch, 2017).

This qualitative ethnographic study was unique because it allowed me to study an intact group in a natural setting over a prolonged period, primarily by collecting interview data. This study was also unique because I investigated and drew from previous studies from other regions concerning public corruption. Lessons learned from this study may contribute to social change in Monrovia and other countries.

Problem Statement

Corruption is a major problem in postwar Liberia (Jahr, 2006). Monrovia, as the

political capital and commercial center of the country, is no exception. Hess & Sauter

(2013) noted that Liberia and Mongolia are the two most corrupt countries in the world.

Hess & Sauter also wrote that 86% of residents believe that corruption in the public

sector is a problem, and 96% see their legislature as corrupt. Shah (2011) stated that

corruption affects a nation's poor by depriving them of services. The Governance and

Economic Management Assistance Program (GEMAC, 2006) noted that in order to curb

the threat that corruption poses to the social, economic and political fabric of war-torn

Liberia, a collaborative partnership agreement between the government of Liberia and the

international community was signed in 2006 to promote accountability and transparency

in fiscal and financial management.

Members of the international community link international aid to accountability,

reform and sustainable development and see their partnership with the Governance and

Economic Management Assistance Program (GEMAC) and the Liberian government as

"humanitarian intervention" (Doig, 2006). Glencourse (2013) argued that it does not

matter whether it is humanitarian intervention or any other intervention that requires

giving aid, because the Liberian government of President Sirleaf and previous

governments relied heavily on international aid to operate fully. According to Glencorse,

this situation has made the Liberian government totally dependent upon and answerable

to foreign powers. More than $340 million in aid per annum has been delivered to the

Liberian government through a myriad of government agencies, NGOs and contractors,

reinforcing dependency, leading to uncoordinated activities and generating suboptimal outcomes (Glencorse, 2013).

Jahr (2006) wrote that the Liberian people unhappily decried partnership agreements as neocolonialism. As foreign aid money has poured into the country, government officials have been quick to transfer those funds into their personal coffers. Glencorse (2013) also noted that because of their vast stolen wealth and the power and influence that come with it, there is a perception that the politicians, civil servants, and business leaders who are known to abuse their positions mistake their wealth for legitimacy and do not seem to be in a hurry to end the culture of corruption that permeates the society.

However, a scandal involving high-ranking government officials came to light in 2014, when the LACC indicted current and former senior government officials and charged them with multiple crimes, including criminal facilitation, misapplication of entrusted property, illegal disbursement of public funds and making expenditures without supporting documentary evidence (Worzi, 2014). It was alleged that David Kortie, Publisher of *Flash Point Newspaper*; Clemenceau Urey, former Board Chair of the National Oil Company of Liberia; T. Nelson Williams, Managing Director of the Liberian Petroleum Refining Corporation; Miatta Beyslow, former Commerce and Industry Minister; and others awarded a contract of over U.S. $1 million to several petroleum companies, including Aminata and Sons, without going through the Public Procurement Concession Commission procedure (PPCCP; Worzi, 2014).

It was also alleged that when he served as superintendent of Sinoe County, Senator J. Milton Teahjay misapplied county development funds totaling over $65,000 for his personal use (Worzi, 2014). Additionally, former Speaker of the Liberian House of Representatives Alex Tyler was investigated by the LACC for allegedly ratifying billions of dollars in bogus agreements. Out of the 68 contracts agreements signed worth $8 billion, only three were deemed legitimate (Fallah, 2016).

A May 11, 2016, a Global Witness report alleged that former and current government officials, including Attorney/Senator H. Varney G. Sherman; Chairman of the ruling Unity Party, Speaker Alex Tyler; former Investment Commission Chairman Richard Tolbert; former Minister of State Morris Saytumah; former Chairman of the Public Procurement and Concessions Commission Willie Belleh; businessman Christopher Ononuga; and ECB Jones, former deputy minister of Lands, Mines and Energy, received bribes of over $950,000 from UK-Sable Mining Company to change the mining laws of Liberia to favor Sable Mining to invest in Mt. Wologizi in Lofa County. The corruption case against T. Nelson Williams was dismissed on grounds that the LACC failed to produce sufficient evidence (Mbayo-Johnson, 2016). Mbayo-Johnson (2016) wrote that the court dismissed seven corruption cases because of insufficient evidence.

Nagbe (2016) wrote that Commissioner James Verdier, head of the LACC, was working with the taskforce to ensure that it carried out the mandate of the president by critically investigating those allegedly linked to the Global Witness bribery scandal and would prosecute any one of them if the investigation showed a probable cause (LINA, 2016. The taskforce is a multiagency institution consisting of members of the LACC,

Ministry of State, and Judiciary, among others, constituted recently by President Sirleaf

to investigate the Global Witness Report claiming that Sable Mining bribed several

current and former government officials to win the Wologisi Mountain Iron Ore

Concession (Nagbe, 2016).

Ironically, J. Fonati Koffa, a former attorney in the United States who was chosen

by President Sirleaf to chair the Special Presidential Taskforce, pled guilty to four federal

charges and was reportedly disbarred for diverting or embezzling $500,000 of his client's

money (Hodge, 2016). According to Hodge (2016), Koffa did himself good when he pled

guilty to four federal charges related to the suspected embezzlement of $500,000, for

which he could have faced as much as 10 years in prison and a $250,000 fine. The verdict

was finally announced, and Koffa got to spend two and half years behind bars (Hodge,

2016).

The Liberian people want their political leaders to work together to curb rampant

public corruption. Is it possible? There is precedent for collaborative governance in

Liberia. A collaborative governance strategy in the 1990s that ushered in successive

interim governments brought an end to the 14-year civil wars (Reliefweb, 1996).

Purpose of the Study

The purpose of this qualitative study was to gather insight and data on

collaborative anticorruption governance strategy to curb public corruption in postwar

Monrovia. It is important to note that this study was not intended to document and

understand all corruption in Monrovia; but to understand the important role of cross-

sector partnership in addressing it. The focus of this study was Monrovia, the nation's

capital. This dissertation explores the lack of funding and enforcement mechanisms and the effectiveness of the LACC in its efforts to curb public corruption in government and society.

Research Questions

The following research questions served as the foundation for this study:

RQ1: What primary factors are needed to create a collaborative anticorruption strategy that curbs public corruption in postwar Monrovia?

Subquestion to RQ1: What is the role of government in curbing public corruption?

RQ2: What factors can detract from creating a collaborative strategy?

Theoretical Framework

There is an extensive body of scholarly work on public corruption and the collaborative process. However, there is no scholarly work specific to Monrovia or even Liberia that examines a collaborative governance strategy to curb corruption. A strong presidency, political interference, lack of funding, a centralized political system, cultural attitudes, an obvious lack of credible institutions, lack of rule of law, and lack of effective law enforcement mechanisms have made it difficult to combat public corruption effectively.

The conceptual framework for this study relied on discourse theory (Box, 2002), which expands control and decision making to not only political actors, but also society in the form of representative democracy. Those who subscribe to the sociological theory of human behavior see collaboration as a component of interpersonal relationships and a

way to build mutual trust and social interactions between individuals with the same interests (Colman, 1990; Gazely, 2010; Granovetter, 1985; Jones, Hesterly & Borgatti, 1997; Portes, 1998; Putnam, 1993).

Corruption is shaped by institutional quality and economic factors, which develop in response to a country's income level and differential needs (Svensson, 2005). Growth in human capital and income is the cause of institutional development (Glaeser, La Porta, Lopex-de-Silanes, & Shleifer, 2004; Lipset, 1960; Svensson, 2005). A sign of good governance is the infusion of human capital into institutions such as courts, schools and hospitals so that they can function efficiently (Svenson, 2005).

Acemoglu, Johnson & Robison (2001) and Svensson (2005) emphasized that institutions and policies that are inherited from colonial masters often benefit the agents of the former colonizing power, even as those bad policies restrict markets and political competition. This is evident in the Liberian experience, which affects Monrovia. Boas (2001) noted that politics within the settler oligarchy that were dispatched to Liberia by the American Colonization Society in the 1800s were corrupt, and incumbent presidents used every resource available to stay in power. Kraaij (2015) wrote that the settler oligarchy was corrupt and barely prosecuted anyone, and the recovery of embezzled money never occurred either. This led to institutional challenges, as observed by Funaki & Glencourse (2014). This failure, as Kieh (2009) argued, contributed to the second civil war.

Nature of the Study

The nature of the study was determined by the qualitative approach. The qualitative approach allows the researcher, as the key instrument in the study, to gather data by examining documents and interviewing participants (Creswell, 2009). This research used qualitative techniques including phenomenology, secondary data collection, face-to-face and semistructured expert witness interviews, and review of private and public archival documents of the Liberian government.

I selected the qualitative approach over other methods because it enabled me to get at the rich complexity of the phenomenon and deepened my understanding of how things worked (Trochim & Donnelly, 2007). I chose phenomenology because I sought to explain the meaning, structure, and essence of the lived experience of a phenomenon for a person or group of people (Patton, 2002). The process involved using multiple stages of data collection and the refinement and interrelationship of categories of information (Charmaz, 2006; Creswell, 2009; Strauss & Corbin, 1990, 1998).

This study was based on the belief that collaborative partnership is a useful and necessary tool in any attempt to curb corruption in the public sphere in Monrovia. During this study, data were collected from the participants. I conducted face-to-face interviews with the participants in anonymous locations to protect the participants, in order to determine firsthand how public corruption had affected the lives of the citizenry. I selected participants for this study based on their knowledge and involvement in government. I selected other participants based on their civic involvement in society. Notes and memos were taken, and the interviews were recorded for accuracy.

The phenomenological approach (Patton, 2002) allows a researcher to gain a better understanding of the nature and meaning of everyday experiences of people. This may contribute to a body of knowledge that supports social change. I provide detailed analysis, the rationale for the study, and methods selected for the research in Chapter 3.

Definitions

To understand this study, it is important to understand the meanings of key words that represent the pillars of the study, as well as their applications and significance.

Corruption, as defined by the Organization for Economic Co-operation and Development (OECD, 2008), is the abuse of public or private office for personal gain. The existence of corruption in a society (as is in Monrovia) affects governance, institutions, the delivery of goods and services, and nation building.

Anticorruption refers to a series of measures designed to eradicate corrupt practices in the political/public sphere. Lack of implementation and enforcement of anticorruption measures can eventually lead to dysfunction, deprivation of services, and a broken and failed state.

Governance is a process of decision making and a process by which decisions are implemented or not implemented. Good governance is participatory, consensus oriented, accountable, transparent, responsive, effective, efficient, equitable, and inclusive, and it follows the rule of law. According to the United Nations Economic and Social Commission for Asia and the Pacific, good governance assures that corruption is minimized, that the views of minorities are taken into account, and that the voices of the

most vulnerable in society are heard in decision making. It is also responsive to the present and future needs of society.

Civil war is a state of hostility or armed conflict between rival (rebel) groups that strive to conquer a territory, get hold of a nation's natural resources, or seize political power. The Liberian civil conflict, which lasted for 14 years, involved all the above.

Collaboration is the act of working with others to accomplish a task. With mutual respect and cooperation between the parties, collaboration can become a reality in both the public and private sector.

Accountability, as defined by McKinney and Howard (1998) and Apaza (2007), is any situation in which individuals who have exercised power are expected to be constrained (and in fact are reasonably constrained) by external means (e.g., reversal of decisions, dismissal, judicial review) and to a degree by internal norms (e.g., code of ethics, professional training).

Transparency, as defined by UN Resolution 63/276, involves achieving results in response to mandates, fair and accurate reporting on performance results, stewardship of funds, and all aspects of performance in accordance with regulations, rules and standards, including a clearly defined system of rewards and sanctions (United Nations, 2010).

Assumptions

The study was based on three assumptions:

1. Liberia is generally a corrupt nation, as categorized by the United Nations (Hess & Sauter, 2013).

2. Because the collaborative process between the warring factions introduced peace, power-sharing and later elections in the country, a collaborative governance anticorruption strategy can be introduced to successfully curb public corruption.

3. The imperial president can work with lawmakers and government officials, civic leaders, diaspora groups, anticorruption advocates, and the citizenry to push forward genuine and enforceable methods to curb public corruption.

Scope and Delimitations

This qualitative phenomenology study was limited to government officials and civic leaders with extensive knowledge of the day-to-day workings of the various institutions of government. The scope of the study was Monrovia, the nation's political capital and seat of government and the most populous region in the country's 15 political subdivisions. As the political capital and seat of government, Monrovia has enormous influence in terms of setting the public policy agenda and decisions that affect the country. Public corruption has far-reaching consequences on a population, such as poverty, bribery, nepotism, poor education, poor health care systems, lack of development, bad roads or no roads, low standard of living, and lack of government services.

Limitations

There are possible limitations to consider in this qualitative phenomenology study. Bad roads or lack of roads, lack of electricity in some areas, and a climate of fear may have undermined the study. As a researcher and a key instrument, I have been

concerned about possible threats to validity. I am from the culture of interest, which was convenient because it could eliminate obstacles to collecting data. However, I was particularly careful about the participants disclosing unfavorable data and private or sensitive information that could jeopardize their organizations and the validity of the study. To address issues regarding limitations, I used prolonged engagement, and I checked for misinformation that stemmed from distortions (Creswell, 2007; Ely et al., 1991; Erlandson, Harris, Skipper & Allen, 1993; Glesne & Peskin, 1992; Lincoln & Guba, 1985; Merriam, 1998).

Another way in which I addressed possible limitations (accuracy and authenticity) to the study was conducting several interviews during several visits to the field to saturate the categories. I applied axial coding of the data around the phenomenon. Other limitations were the lack of Internet and telecommunication networks, lack of research materials, the difficulty of reaching people in distant locations, selective perception of observer, and document and record limitations.

I ensured confidentiality and privacy for the participants by using pseudonyms on all interview responses and private interview locations. As a member of the target society, I was able to empathize with participants 'experiences and truly understand them firsthand, which helped me to build strong rapport with the participants to add to their comfort levels. Insights gained from the participants and the study provide knowledge for policy implementation that could impact the direction of Monrovia and the country.

Significance

This study was intended to gather significant information that may contribute to curbing public corruption in Monrovia. Public corruption is rampant in Monrovia. President Sirleaf referred to corruption in 2015 as systemic and endemic in Liberian society (Glencorse, 2013). Diamond (2007, p. 119) and Persson et al. (2013) wrote that endemic corruption is embedded in the norms and expectations of society and can only be reduced through revolutionary institutional change.

Persson et al. (2013) and Mungiu-Pippidi (2006) also stated that countries plagued by rampant corruption need to be tilted from an equilibrium characterized by particularism. Erosion in the standard of living of the citizenry and loss of faith in government, results of rampant public corruption and lack of accountability, led to the creation by an act of legislation of the LACC, a forerunner to the Bureau of Corruption of the 1970s (LACC, 2008). Decentralization of local government, coupled with funding and effective prosecutorial powers, changes in national attitudes, an independent and neutral judiciary, law enforcement mechanisms to fight corruption, adequate funding and support, and increased pay and incentives for workers and ordinary citizens to live from day to day certainly can put a dent in public corruption.

Summary

Public sector corruption is one of the tragedies that continues to derail Monrovia's chances of becoming a major international city. The end of a brutal 14-year civil war brought a semblance of peace and tranquility to the country. However, the inclusion of former warlords in government to run cabinet ministries and to become members of the

legislative and judiciary branches have made governance and genuine decision making quite difficult.

There have been efforts by many Liberian writers and academics to address the issue of public corruption. There have also been incredible efforts by the government to address corruption. All efforts have proven futile. In the Liberian literature, the matter has been discussed from different perspectives reflecting different sectors of society. Lawson (2009), Fieldstaid & saksen (2008), Svensson (2005), Riley (1998), Kpundeh (2004), Ittner (2009), and Persson et al. (2010) attributed the failure of anticorruption reforms to lack of implementation and the unwillingness of governments to enforce existing laws that punished corrupt behavior.

The implementation of an anticorruption collaborative strategy was also intended to increase morale, trust, confidence and respect between the government and the population. Fishman et al. (2001), however, noted that collaboration works well when there is mutual respect and a positive working climate in which openness, trust, honesty, and a shared vision are valued. When implemented, this strategy will have a long-term effect on governance, development and progress, and it could also have implications for social change, because whatever is learned from the information gathered from this research within Montserrado County (Monrovia) can legitimately be generalized to apply in Liberia or elsewhere.

The aim of the collaborative-governance approach was to bring diverse parties together, as noted by Ansell & Torfing (2014, p. 10) and Plotnikof (2000), through an emergent process that will solve common problems, rather than responding to narrowly

conceived incentives. Collaborative governance does not occur spontaneously, but it can be achieved when the public is involved through a vigorous public engagement campaign that must involve the participation of government (Sirianni, 2009; Weir, 2009).

Chapter 2 provides an overall review of public corruption in Monrovia, its negative impact on governance, its implications, and the many approaches that have been implemented on the national level to curb it. The deadly and devastating 14-year civil wars, and the collaborative peace agreement that ended this conflict and transitioned the country to peaceful elections, are examined in this chapter. In Chapter 3, I discuss the methodology and theoretical methods of the study, presenting the rationale for conducting a qualitative study. I also identify qualitative phenomenology as the methodology for this study and discuss purposeful sampling, interview methods, data analysis, ethical issues, and trustworthiness.

Chapter 2: Literature Review

Introduction

The literature review was conducted to explore public sector corruption in post-civil-war Monrovia and the negative effects it has on the population. Public corruption impedes a country's national development and reduces the quality of government services in several areas of importance, including education and health (Adesida, 2001). Corruption is taking place in both the private and public sectors.

The links between corruption and poverty, which run in both directions, affect both individuals and businesses. Poverty invites corruption and deepens poverty (Adesida, 2001). According to Johnston (2009), corruption thrives upon weaknesses in key economic, political and social institutions. The organizing theory for this study was the rational choice/public choice theory of corruption, which indicates that the benefits of corruption exceed the potential costs (De Graaf, 2007; Rose-Ackerman, 1978).

Collaboration is not a new phenomenon in the public sphere (Imperial, 2005). Studies have shown that collaborative governance works well when public and private groups and the affected parties work together to solve crises at hand (Johnston et al., 2011). Imperial (2005) also argued that collaboration is successful when various parties with mutual interests find a way to negotiate, bargain and compromise their respective positions to get the job done.

In developing the conceptual framework for this study, I reviewed literature relevant to the study, including literature on the history of corruption in Monrovia (Liberia), cultural implications, collaborative partnerships, and implementation. In this

chapter, I also review the challenges and benefits of curbing corruption in Africa and other countries, the history of rampant public corruption in Monrovia, and the civil wars serving as a backdrop for this study.

Literature Search Strategy

I conducted a literature review using databases such as Policy and Administration, Political Science Complete, ProQuest Central, Academic Search, Google Scholar, Google Books, EBSCO, and Sage Publications, as well as peer-reviewed journals and articles that were more or less than 5 years old between 2011-2016. I used the Walden University Library exhaustively, and I accessed and reviewed relevant literature on the Internet related to collaborative governance, civil wars, democratic governance, organizational management, public-sector corruption and anticorruption strategies in many societies. The key words I used to search the various databases were *collaborative governance and partnership*, *network governance*, *interdependence*, *corruption*, *public participation*, and *democracy*.

Conceptualizing Corruption and the Collaborative Process

Corruption knows no boundaries (Hassan, 2004). Corruption is a phenomenon that affects governments and people worldwide (Ades & Di Tella, 1996). Corruption not only affects income and investment, but also undermines income distribution (Davoodi & Alonso-Terme, 2002; Tanzi, 1995). Corruption delays, distorts and diverts economic growth and comes in many forms (Johnston, 2009). Poor people are more likely to be victims of corrupt behavior by bureaucrats because they rely heavily on services provided by governments (Justesen & Bjornskov, 2014). The links between corruption and poverty

affect both individuals and businesses and run in both directions: Poverty invites corruption, and corruption deepens poverty.

Africa is home to some of the most corrupt countries in the world (Persson et al., 2010). Corruption in Africa ranges from high-level political graft on the scale of millions of dollars to low-level bribes targeting police officers or customs officials (Hanson, 2009). However, public corruption is not taken seriously in some countries. A reason commonly cited for the failure is the obvious tendency for bureaucrats to redefine corruption and bribery as transferring of funds (Ades & Di Tella, 1996). Public corruption is a problem in Monrovia and throughout Liberia. Adesida (2001) wrote that genuine democracy and good governance must be in the mix of strategies that are taken into consideration to combat it. Corruption takes place in both the private and public sectors.

In Liberia, everyone is aware that corruption/bribery goes on in the national government at all levels, in all three branches—executive, legislative, and judicial. Corruption can be found in the business sector as well as in churches and schools. Books have been written on the issue of corruption in the country, but the writers have not been able to show the best approach to follow. No past or present literature has been able to present clearly a workable solution regarding the issue of public corruption. No institutions in Monrovia or even in Liberia are immune to public corruption and corrupt practices, not even the political leadership.

There is no accountability and transparency in government. The various actors are feeding off each other in a circular pattern that sprouts corruption. In postwar Monrovia,

officials have often engaged in corrupt acts with the hope of making unearned gains and not getting caught and prosecuted. Even when an official is caught, the case drags on, and the official is never prosecuted because of political interference, lack of funding, and lack of genuine enforcement powers (Funaki & Glencourse, 2014). This study examined rational choice/public choice theory of corruption as described by Rose-Ackerman (1978), which posits that an individual makes a rational decision that leads to a predetermined outcome, especially when the expected advantages outweigh the disadvantages and the chance of being caught.

It is obvious that most African countries since their flag independence have struggled with the problems of public corruption. Monrovia is no exception to this rule. Each of the corrupt African countries has tried in its own special ways to deal with this problem. For example, former President of Malawi Dr. Joyce Hilda Banda vowed to take new measures in curbing corruption in her country (Kapindu, 2014). The methods used by present and previous leadership in Monrovia have not solved the problem. Each institution or each sector has attempted to deal with the problem singlehandedly. That approach has not worked. Previous leadership has failed to demonstrate workable and possible solutions to the problem.

Collaboration, however, is not a new phenomenon in the public sphere (Imperial, 2005). Studies have shown that collaborative governance works well when public and private groups and the affected parties work together to solve the crisis at hand (Johnston et al, 2011). Imperial (2005) also wrote that collaboration is successful when various parties with mutual interests find a way to negotiate, bargain and compromise their

respective positions to get the job done. Research has shown that distrust among stakeholders and various governing institutions have hindered cooperation, making collaboration difficult (Ansell & Gash, 2007). Other research has shown that collaboration works well when there is a positive and structured working climate that values openness, trust, honesty and a shared vision (Fishman et al, 2001).

In fact, collaboration occurred when major stakeholders including warring factions, civic society organizations, leaders of political parties, and members of the international community held the first working conference in Ouagadougou, Burkina Faso on July 8-11, 2002, to end the 14-year internecine civil conflict (Coordinating Committee of the Liberian Leadership Forum, 2002. Before the first working conference was held in Burkina Faso in 2002, a series of interim governments and governing Councils of State led the nation throughout the 1990s (Reliefweb, 1996). In 1996, the Organization of American States met and adopted the Inter American Convention Against Corruption, which was geared toward promoting and strengthening the development of mechanisms to detect, prevent, punish and eradicate corruption. Member countries in the European Union have stressed discourse and empowerment to encourage local collaborative partnership (Geddes, 2000).

Geddes (2000) wrote that partnership for social inclusion creates dialogue that enables policymakers and communities that are stuck in the past to tackle social exclusion. Leaders in European countries such as Finland and Austria; Heikkila & Kautto (1996), Geddes (2000), Kain & Rosain (1996), Geddes (2000) and Portugal and Greece see collaborative partnerships as a way to escape from existing bureaucracies that hinder

progress. A 2012 United Nations Development Programme (UNDP) study indicated that more countries are moving toward the democratic governance model that requires institutions and political leaders to listen and respond to the needs of their citizens. This effort involved building partnerships, bringing people together and mentoring them, and promoting participation, cooperation, collaboration, accountability and efficiency.

A 2006 World Bank study found governance and anticorruption as poverty reduction and economic management network activity. Participants in the International Conference on Governance and Service Delivery in Developing Economies held August 24-28, 2015 considered anticorruption as a core theme. According to that conference, good governance requires strategies that create confidence in citizens and stakeholders to participate in governance so as to hold their respective governments accountable ("Anti-Corruption Strategies for Developing Countries," 2015).

The conference also noted that economic growth through reduced government intervention and increased private-sector-driven approaches necessitated critical governance measures for enforcing accountability. Thus, additional principles of the rule of law, participation, consensus building, responsiveness, and equity have been underlined as enablers of efficient and effective service delivery ("Anti-Corruption Strategies for Developing Countries," 2015). The possibility exists that a collaborative governance anticorruption measure can succeed if the actors are willing to work together in the interest of the country and the citizenry to make government function.

However, for those measures to work, the nation's constitution must be amended, the government must be decentralized, and the LACC must be funded, supported, given

unfettered access to information, and empowered without any interference to carry out its official duties. Huxham (1996) defined *collaboration* as "working in association with others for some form of mutual benefit" (as cited in O'Leary & Vij, 2012, p. 1). Bardach (1998) defined *collaboration* as "any joint activity by two or more agencies working together that is intended to increase public value by their working together rather than separately" (as cited in O'Leary & Vij, 2012, p. 8).

Collaboration is a complex endeavor, and there are no one-size-fits-all recipes for a successful collaboration Benjamin, Brechin & Thoms (2011) and Vij (2011) wrote. Collaboration, however, is characterized by stability and a high level of reciprocal interdependence (Gray, 1989, Ciger, 2001, Kest & Mandel, 2010). Among independent actors in a collaborative relationship, there is an understanding that an individual or a group must rely on the actions of his or her colleagues to get the job done.

A key driver of collaboration is change (Agranoff & McGuire, 2003, Bidjenaro 2009). Other drivers of collaboration, as noted by Bidjenaro (2009), are diversity, dispersed power, and the necessity to de-differentiate tasks. Gazley & Brundney (2007) stated that the benefits of collaboration include new skills such as economic efficiencies, greater service quality or quantity, organizational learning, access to new skills, diffusion of risk, improved public accountability, the ability to buffer external uncertainties, and conflict avoidance. The absence of collaboration breeds deadlock and litigation (Kagan 1991; Bidjenaro, 2009). Collaboration works best when people work together to achieve a common goal based on trust, harmony, mutual respect and dependence.

Collaboration requires sharing, teamwork, partnering, power, interdependency and process (D'amour, Videla, Rodriguez & Beaulieu, 2005). However, democratic governance is unattainable when the people are not empowered to fully participate in the decision-making process that governs them. Challenges associated with collaboration, as Huxman (1993) & Gazely (2010) observed, are distraction, the financial cost of partnership, the possibility of loss of control, flexibility and recognition. The disadvantages of collaborative partnership, as stated by Gazley & Brudney (2007), Ferris (1993), Gray (2003), Gronbjerg (1993), Saidel (1991), and Shaw (2003), are mission drift, loss of institutional autonomy or public accountability, cooptation of actors, greater financial instability, greater difficulty in evaluating results, and the expenditure of considerable institutional time and resources.

Bergeron & Levesque (2012) wrote that challenges such as fostering better working relationships between ministries are key to any collaborative partnership designed to create a better community. Newbold & Schortgen (2011) added that citizens' involvement in the process increases the knowledge base and offers the opportunity to communicate better. The rationale for collaborative partnerships often outweighs why there should or should not be one. This occurs even as the advantages and disadvantages of collaboration are highlighted. Key among them, as Gazely (2010) wrote, are economic and institutional resource dependence, exchange, incentives and the mutual issues that brought the individuals together in the first place.

In order to meet goals such as upholding the rule of law, delivering goods and services, and solving ongoing problems to improve the lives of individuals and society, a

commitment to working together collaboratively to achieve those goals is important. The Liberian people understand that governance without collaboration is a losing matter, and it appears that the citizenry wants to see political leaders work together to move the country in the right direction toward peace and prosperity. These goals are achievable if the powers of the imperial presidency are curtailed, government officials who are guilty of public corruption are prosecuted, and the hidden funds of these officials are confiscated.

Government must be decentralized, new and existing laws must be enacted and enforced, transparency and accountability must be enforced, and the courts and the entire legal system must be neutral and independent, coupled with strong and independent institutions that function. This study was about public corruption in Monrovia, Liberia's political and economic capital and seat of government and the most populous region in the country. However, this dissertation would be incomplete without a discussion of the negative effects that political corruption has on the entire country and how it has hindered growth, development and opportunity for Liberia's citizens.

This dissertation represents an attempt to suggest new ways and methods of fighting the problem of public corruption in Monrovia, including ways and methods that have not been employed before. I am suggesting a collaborative method to fight public corruption.

Anticorruption Strategies in Developed and Developing Countries

Lawson (2009), Fieldstaid & Isaksen (2008), Svensson (2005), Riley (1998), Kpundeh (2004), Ittner (2009), and Persson et al. (2010) attributed the failure of

anticorruption reforms to lack of implementation and the unwillingness of governments to enforce existing laws that punish corrupt behavior. Leff (1964) and Ades and Di Tella (1996) wrote that anticorruption measures improve social welfare because they make it difficult to circumvent regulations just to reward overworked and underpaid bureaucrats. Corruption is not only a problem in poor countries; it is also a problem in developed countries (Glaser and Saks, 2005).

Glaser & Saks (2005) wrote that the U.S. government prosecuted more than 10,000 government officials between 1990 and 2002 for offenses such as conflict of interest, fraud, campaign finance violations and obstruction of justice. As the home to some of the most corrupt countries in the world, the African continent is a fertile ground for anticorruption activities (Persson et al., 2010). Nagbe (2016) stated that managing corruption—trimming its effects, trimming its excesses—seems tenable, given that corruption is innate and therefore cannot be totally eradicated. However, in developed countries, as Nagbe noted, harsh laws undergirded with harsh penalties seem tenable.

Depending on the amount of and the damage incurred by corrupt acts, perpetrators in developed countries may be divested of their corrupt gains and sentenced to months or years of prison time or community service (Nagbe, 2016). In the case of officialdom, even though the law ought to be less interested in the social or related status of an individual, it may be possible that a person's status impacts the leniency of his or her punishment. Nagbe (2016) further noted that in developing countries—in the countries of Africa, for example—managing corruption is daunting, as there may be laws on the books to deter corruption but there are no strong institutions to ensure that legal

outcomes are always followed to the letter. Another reason is that legal outcomes often remain in perpetual weakness due to political orchestration (Nagbe, 2016.

Attempts to fight corruption in African countries have made anti-corruption measures a vibrant industry that involves the collaborative efforts of both local and international organizations Mungiu-Pippidi, Medard, 2002 and Persson, Rothstein and Teorell, 2010). The African Union Anti-Corruption Convention requires that African government officials declare their assets, adhere to ethical codes of conduct, provide their citizens access to information about government spending, and protect whistle blowers (Persson, Rothstein and Teorell, 2010).

The Kenyan legislature enacted the Anti-Corruption and Economic Crimes Act, the Public Officers Ethics Act, ratified the United Nations Convention against Corruption Act, and signed the African Convention on Preventing and Combating Corruption Act (Persson, Rothstein and Teorell, 2010). The Liberia Anti-Corruption Commission (LACC) was established by an Act of the national Legislature to investigate, prosecute and combat official corruption in Monrovia and the country in general (LACC, 2008). In Asia, the Malaysian Prime Minister Abdullah Ahmad Badawi prides his government of fighting corruption by establishing in 1967 an Anti-Corruption Agency (ACA). That campaign failed to succeed because of growing suspicion and the inability or unwillingness of the regime to tackle political corruption believed to be widespread in Malaysia (Siddiquee, 2009).

In Monrovia, the Liberian capital, corruption suspects usually lose their jobs; often-high positions in government, but are seldom prosecuted; and the recovery of

embezzled money or the proceeds of criminal activities is unheard of (Kraaij, 2015). That

is because anti-corruption efforts have faced institutional challenges; and organizations

that are charged with investigating corruption often lack sufficient mandate, capacity,

political willpower, and/or resources to carry out their duties (Funaki and Glencourse,

2014).

     According to Funaki and Glencourse (2014), a UN Development Assistance

Framework (UNDAF) 2008 review revealed that a key challenge facing the Liberia Anti-

Corruption Commission (LACC) was public skepticism of the LACC, and the

multidimensional nature of the fight against corruption is not well understood. This is

evidenced in Table 2: which shows the number of cases that the Liberian Anti-Corruption

Commission either investigated, recommended for prosecution, prosecuted, concluded

and verdict rendered, investigated and closed.

Table 2

*Investigative Report of LTA Corruption/Investigative Report Into Liberian National
Police and ERU Uniforms Procurement, November 2013-August 31, 2016*

Number of cases investigated	Number of cases recommended for prosecution	Number of cases prosecuted	Number of cases concluded/verdict rendered	Number of cases investigated & closed
13	9	5	2	4

Note. Data from "Corruption Cases" by Liberia Anti-Corruption Commission, 2017
(http://lacc.gov.lr/public/index.php/corruption-cases/concluded-cases).

     The reasons as stated by Funaki & Glencourse (2014) are (1) the scarcity of

resources (2) government has not provided sufficient funding for the Anti-Corruption

Commission to operate effectively and (3) many of the anti-corruption legislative

initiatives that were announced have yet to be enacted. Equally, public sector salaries are low (despite significant increases in recent years. The same is true in Monrovia (Liberia) where the fight to curb public corruption has been more of a public relations ploy than a genuine effort to combat it.

Sandy (2008) wrote that historically, the battle for the extermination of dishonest deals in Liberia especially in the public sector is as old as the nation itself; dating back as far as the 1900's. Every political leadership whether elected or interim is credited for instituting corrective measures aimed at curtailing the problem. In the 1970's, the administration of the late President William R. Tolbert established the Anti-Corruption Bureau with the mandate to curb dishonesty or fiscal mismanagement in government. The late President Tolbert also terminated the services of corrupt public officials. Paradoxically, on April 12, 1980, the deceased President Samuel K. Doe, then a Master Sergeant in the Liberian Army along with a group of soldiers in a rebellion toppled the Tolbert regime on charges of rampant corruption" (Sandy, 2008).

Public Corruption and Poverty

A 2005 Transparency International report sees corruption as a major cause of poverty and a barrier to overcoming it (Ndikumana (2006). Poverty affects buying power and access to public services such as health, education, water, sanitation and opportunities (Kauffman, 2004). The World Bank governors endorsed two historic goals to end extreme poverty by 2030, to ensure that prosperity is shared. According to the World Bank, it will take a lot to end poverty, growth, infrastructure investments,

agricultural productivity, better business environments, jobs, good education, and quality health care in fragile and conflict-affected areas (Indrawati. 2013).

Public corruption undermines good governance, distorts public policy and leads to the misallocation of resources and economic growth (Bardhan 1997; Rose-Ackerman, 1999 and Siddiquee, 2009). Unattended endemic corruption can also foster unrest. One example was the insurgency in the Niger Delta in Africa, which was fueled by claims that communities in the conflicted area did not see tangible benefits from oil extraction on their land, because government officials siphoned off the oil revenues (Hanson, 2009). In July 2013, Transparency International announced that 75% of Liberians who responded to a TI survey on global corruption admitted having paid a bribe to a public body in the last year – the second highest number out of 107 countries (Kraaij, 2015).

Afro Barometer – a comparative series of public attitude surveys, covering up to 35 countries – showed that some 88% of Liberian government officials are corrupt (Kraaij, 2015). The Center for Transparency and Accountability in Liberia (CENTAL), the local chapter of Transparency International (TI), reported in its 2015 Corruption Perception Index that Liberia's fight against corruption is unsatisfactory and slow (Front Page Africa, 2016). Front Page Africa (2016) also added that the latest Corruption Perception Index ranks 168 countries/territories compared to 175 in 2014 in which vast majority (87%) of countries surveyed scored below 50, on a scale of 0 (perceived to be highly corrupt), to 100 perceived to be high cleaned or transparent.

Public corruption exists in all bureaucracies and political systems around the world (Ndikumana, 2006). However, Ndikumana wrote that corruption causes much

more damage to the African people than to a developed countries' populations.

Ndikumana and Boyce (1998), Ndikumana (2006) added that former Zairian dictator

Mobutu once held assets abroad that exceeded his country's external debt, and the former

dictator of Nigeria amassed wealth in several billions of dollars by milking the country's

oil reserves in connivance with international oil corporations.

The anticorruption commission in Kenya unmasked billions of dollars stashed

abroad by former President Moi and his collaborators Ndikumana and Boyce (1998),

Ndikumana (2006). Ndikumana et al (2006) further noted that even when the stolen

money was uncovered, they were difficult to repatriate because of the complexity and

complicity of western financial centers. Morris (2011) grouped political corruption into

two distinct categories i.e., upper-level and lower-level corruption based on institutional

location. The former involves president, ministers, members of the legislature, governors

and other high-ranking officials; while the latter involves civil servants. Other forms of

corruption are grand and petty corruption.

Syed Alatas (1990), Heywood (1997, 425-26), Morris (2011) distinguishes six

forms of corruption i.e., transactive corruption; extortive corruption; defensive

corruption; investive corruption; nepotistic corruption; autogenic corruption and

supportive corruption. All of these fall under different meanings and interpretations. Syed

Alatas, et al (1990) underscores six forms of corruption. Nye (1967), Johnston (2005),

Morris (2011) equated corruption with bribery "where an illegal payment is made to a

government official in return for some type of official, state-sanctioned, authoritative act

that has a selective and tangible impact," and kickbacks, which operates much like bribery (p. 18).

Corruption occurs when public officials misuses their office to embezzle funds, to engage in nepotism, cronyism and extortion, and to peddle influence (UNDP, 1999:7, Siddiquee, 2009). The validity of the five corruption-controlled strategies has been questioned but are widely acknowledged and applied universality. They are as noted by (UNDP, 1999:7, Siddiquee, 2009).

1. establishing anti-corruption institutions

2. increasing transparency in government services

3. building an independent civil service

4. paying higher salaries to public officials

5. establishing exemplary leadership at the top.

Anti-corruption strategies require planning, risk and vulnerability assessment and implementation policies that integrate several components, including an institutional focus, a prioritized and collaborative approach, institution strengthening, public support and wider changes to the shape, delivery and performance of the provisions of government services and resources through the state or the private sector (Klitgaard, 1997, Doig, 1998).

Liberian Civil Wars and Nation Building

Between 1990 and 2003, the Liberian nation was engulfed in two separate civil wars (Kieh, 2009). According to Nmoma (2006), the first phase of the war, which lasted from 1989 to 1996 killed more than 150,000 people and displaced over 1 million; sending

some 500,000 refugees fleeing across the border mainly into Guinea, Cote d'Ivoire and Sierra. This senseless war caused deaths and destabilization not only in Liberia, but also in the West African region where it also disturbed international peace and order.

Monrovia, the nation's political, economic and cultural capital did not go unscathed during the civil wars; as the rule of law was either destroyed or rendered ineffective. Osaghae (2007) characterized fragile states as those that suffers from pervasive corruption, poverty, low levels of economic growth and development and security. Rotberg (2002) argued that failed states deliver security in limited quantities and across circumscribed areas; their per capita GDP rates are low life expectancies and basic governmental services tend to decline.

Wars are fought for reasons that are only understood by those that engaged in such wars. However, for an act of war or any conflict to be fully embraced, there must be a cause and benefit effect associated with such endeavor (Dorn, 2013). There are many factors that led to the Liberian civil wars. Kieh (2009) wrote that the regime's abuse of human rights and its failure to tackle the chronic social and economic problems in the country are among some of the reasons that led to the brutal civil war.

Just War Theory walks a fine line between when to go to war (extreme), when to hold back and seek a peaceful resolution to a crisis (pacifism), and when to be a hawk and fight for one's beliefs and rights, (anarchism) (Dorn, 2013). Between those three positions or reasons to fight or not to fight, Just War Theory noted that there is a time when going to war is the right thing to do to address unresolved grievances (Dorn, 2013). The freed slaves that controlled the political and economic powers in Liberia never

encouraged genuine political participation, and did not build adequate schools, hospitals and clinics for the indigenous population already subjected to the worst forms of cruelty (Sungbeh, 2014).

Even though indigenous Liberians were already living in what is now Liberia before independence, the Embassy of Liberia to the United States (2016) noted that the country gained its independence from the visiting American Colonization Society July 26, 1847. The nation's original constitution was amended January 6, 1986, which set the stage for 30 registered political parties. Liberia has a bicameral legislature consisting of 66 representatives and 30 senators. Capital: Monrovia. Historically, the executive branch heavily influences the legislature and judicial system, the latter being largely dysfunctional for now (Embassy of Liberia to the United States, 2016).

Politics within the settler oligarchy was extremely corrupt, and incumbent presidents used every resource available to stay in power (Boas, 2001). The motive behind the fraud and bending of rules was to secure one's position-because Liberia's financial affairs were conducted in a similar way: there was a budget but it was never adhered to because there was no system of accountability for public funds (Boas, 2001). According to Kieh (2009), the failure of past Americo-Liberian regimes in latter years, and the Taylor regime's failure to address the undercurrents of the first civil war provided another set of contingent factors that contributed to the occurrence of the second civil war.

The unequal treatment continued for over a century spilling over finally into the streets; and in 1980 caused the assassination of a sitting president, William Richard

Tolbert Jr. (Kraaij, 2015). Master Sergeant Samuel K. Doe and his 17-member People's

Redemption Council (PRC) took credit for the fatal overthrow of the president and seized

power immediately. What happened next was the public execution by firing squad of 13

prominent government officials (Kraaij, 2015). The assassination of President Tolbert did

not bring political stability or economic progress to the country. Resistance to president

Doe increased both within and outside Liberia. And "Liberians living abroad felt an ever-

stronger desire to end his dictatorial and corrupt regime" (Kraaij, 2015, p. 59).

It took 11 peace agreements between 1990 and 1996, lots of negotiations and

collaborations involving the various warring factions, the Economic Community of West

African States (ECOWAS), regional power broker, Nigeria, and the region's cease-fire

Monitoring Group, ECOMOG, which deployed 3,000 troops and later 12,500 troops to

end the first civil war Call (2010). Call (2010) noted that the August 2003 Accra Peace

Agreement and the Abuja agreement both included interim power-sharing arrangements

and cabinet positions to end the civil war and all hostilities. According to Call (2010), the

most salient factor in the preservation of peace since the 2003 cease-fire ended Liberia's

second civil war was the inclusionary character of governance, economic and security

arrangements.

The agreement, as Call (2010) noted also led to the eventual departure of then-

rebel leader-turned President Charles Taylor from the country and the presidency. Kieh

(2009) added that Mr. Taylor won the 1997 elections out of fear of another civil war; and

vowed to fight until he was elected President of Liberia. Mr. Taylor was later exiled to

Nigeria and was subsequently arrested at the Nigerian border with Cameroon as he

attempted to escape from his Nigerian exiled resort (Dixon, Robin, Nichols and Hans, 2006).

The peoples of Sierra Leone and Liberia obviously bore the brunt of the dictator's mayhem Nmoma, (2006). The citizens of those two countries work together and stood in unison with the United Nations to have Taylor arrested and brought to justice for crimes against humanity. Taylor's arrest and detention signaled a remarkable turning point and a sign of cooperation and collaboration between the international community, Sierra Leone and Liberia, the African continent and other countries that were saddled with their own criminal and corrupt leaders. Mr. Taylor was later charged with an 11-count indictment that will keep him behind bars for the rest of his life. The departure of Mr. Taylor from the political scene saw a period of fragile peace never seen before in 14 years (Dixon et al, 2006).

This period saw the emergence of private and public partnerships that collaborated to rehabilitate a traumatized population and rebuild a fractured country and its fragile political systems. Kieh (2009) offered these salient points regarding the genesis of the Liberian civil war, and argued that the neo-colonial Liberian state generated multidimensional crisis of underdevelopment-cultural, economic, political, security and social. As Kieh (2009) also wrote, the cultural crisis was evidenced by the continuing polarization between the Americo-Liberians, the descendants of the freed African-American slaves who were repatriated to Liberia beginning in the early 1820s, and the indigenes consisting of sixteen ethnic groups that were met on the Grain Coast (now Liberia).

Peace, tranquility and re-integration of combatants were difficult to come by from the onset, but were finally realized amid fears, uncertainty and mistrusts between the ethnic groups, the warring factions and a war-weary citizenry. International Theory scholars are not fond of post-war re-integration efforts because of ensuing fears of ethnic distrust and infighting. (Jenne (2010) argued against the idea of returning any nation that was once engaged in civil war to engage in civil politics. Call (2010) veering off from that premise noted that the collaborative process between the warring factions sealed the Abuja agreement and the August 2003 Accra Peace Agreement that ended both the first and second civil wars in Liberia.

Mutual cooperation and collaboration between the warring factions to have an agreement that guaranteed interim power sharing sealed the peace agreements (Call, 2010). The collaborative partnership continued as the rebels and their factional leaders were rewarded with cabinet positions and access to the nation's vast mineral resources. As a community of nations and people interconnected by technology, commerce and a series of complicated relationships and interactions, collaboration proved to be the way forward to accomplish the very goals that society needs to move ahead. Thompson, Perry and Miller (1995-1999) sees collaboration as multidimensional, variable constructs comprised of governance, administration, mutuality, norms and organizational autonomy.

Collaborative Partnership in Postconflict Societies

A key driver of collaboration is change in society Agranoff and McGuire (2003), Bidjenaro (2009). Other drivers of collaboration as stated by Bidjenaro (2009) are diversity, dispersed power and the necessity to de-differentiate task. Gazley & Brundney

(2007) argued that the benefits of collaboration include new skills such as economic efficiencies, greater service quality or quantity, organizational learning, access to new skills, diffusion of risk, improved public accountability, the ability to buffer external uncertainties, and conflict avoidance. The absence of collaboration breeds deadlock and litigation Kagan (1991), Bidjenaro (2009).

As is the case with any joint or individual project, there are negative outcomes that are associated with it. A setback for any collaborative efforts as argued by Huxman (1993), Gazely (2010) are the financial cost of partnership, the possibility of losing control, flexibility and recognition. Gazley and Brudney (2007), (Ferris, 1993; Gray, 2003; Gronbjerg, 1993; Saidel, 1991; Shaw, 2003) observed further that mission drift, loss of institutional autonomy or public accountability, cooptation of actors, greater financial instability, greater difficulty in evaluating results, and the expenditure of considerable institutional time and resources, can also affect the collaborative process.

However, as the advantages and disadvantages of collaboration are highlighted, the rationale for collaborative partnerships often outweighs why there should be one. Key among them as noted by Gazely (2010) are resource dependence, exchange, incentives and the mutual issues that brought the individuals together in the first place. Monrovia needs the collaborative intervention of both the private and public sector to deliver goods and services to the population, and to make government work.

CARE/USA's international partnership with the local government in Guatemala included social and economic reconstruction, Bosnia and Herzegovina; women empowerment involved an NGO from Sweden (Andernili and El-Bushra (2012). In

Uganda, the Northern Uganda Reconstruction Programme built schools and trained teachers, whereas in the Democratic Republic of Congo, a power-sharing agreement was reached in 2003 that incorporated five warring parties into the government (Andernili and El-Bushra (2012). During the Bosnia's post-conflict experience, the donor community allowed the collaborative arrangement to facilitate the relocation of ethnic groups that made basic services available. That effort also helped to turn over infrastructure services to the local, state and federal authorities (Andernili and El-Bushra (2010).

Post-war countries cannot stand on their own without the added benefits of collaborative partnership, as noted in the Bosnia experience and events that occurred in other countries that came out of civil conflicts. Collaboration is beneficial to society because of the sociological theories of human behavior, which argued that interpersonal relationships is a way to build trust, shared norms and social interactions (Colman, 1990; Granovetter, 1985; Jones, Hesterly, and Borgatti, 1997; Portes, 1998; and Putnam, 1993 and Gazely, 2010).

For any government in Monrovia to be successful (other than curbing public corruption), there must be good leaders (not autocratic leaders), good-paying jobs, safety and security, better working conditions, training, better pay, incentives and equality; and those workers must be empowered to participate in the process and have a voice. There must also be organizational structure that breeds a safe working environment, incentives and better working conditions. Collaboration as a collective endeavor engaged individuals to solve problems, and also allowed stakeholders to achieve strategies synergies to get the job done (Keast and Mandell, 2011).

Ansell and Gash (2007) wrote that collaborative governance is effective when stakeholders in the public and private sector engaged in a collective decision-making process that builds on both the participatory and deliberative process. The collaborative approach, as noted by Ansell and Gash (2007), replaces the contentious and often adversarial traditional decision-making method, which advocates that stakeholders form partnerships to build consensus. McCourt (2008) wrote that organizations are unable to improve service delivery if they are corrupt, and not decentralized to make the delivery of services possible.

After she was elected president in 2006, Ellen Johnson Sirleaf declared making corruption public enemy number one ("Liberia: Corruption Is 'Public Enemy Number One'," 2013). President Sirleaf has come under increasing fire for not taking enough action against this national plague despite setting up an anti-corruption commission ("Liberia: Corruption," 2013). Kraaij (2015) noted that the president's rhetoric seems to target a predominantly international audience.

A study of organizational change has shown that public corruption affects growth, increase poverty and inequality, which is an ongoing problem in both developing and developed countries (Misangyi, Weaver and Elms, 2008). And for change to be accepted there must be awareness, interest, adoption and the decision to adopt such change (Rogers 2003, Gilley, McMillan and Gilley, 2009). Santos and Eisenhardt (2005) sees efficiency from the strategic perspective of growth. Growth as a sign of progress is an embodiment of change in demographics (Santos and Eisenhardt, 2005).

Change in demographics, Takamine (2008) argued obviously brings people of

different age, gender and background together to share a community, a school system,

jobs, and other things that make a 'perfect' community. Change that becomes evasive

leads to returning to the status quo, which is not change at all. When that many people

come together, they are expected to live and work together in harmony to improve their

community (Takamine, 2008).

One of the key reasons why change is so evasive is that leaders do not adequately

emphasize the positive attributes that change brings to an organization by taking into

account how change can positively impact the individual, small group, or organizational

system under consideration (Takamine, 2008). Culture change (i.e., transformational

change that occurred within an organizational context) must resonate with the followers'

personal values and beliefs, and must connect with "the human forces that either facilitate

or prevent transformation" Burke (2002), Duck (2001) and Takamine (2008 p. 13).

Conflicts have been around since the beginning of the world, and trust and collaboration

is needed to help end those conflicts that promote democracy and the rule of law (Maginn

2008).

Applications and Theories of Collaboration

Sociological theories of human behavior see collaboration as a component of

interpersonal relationship and a way to build trust and social interactions (Colman, 1990;

Granovetter, 1985; Jones, Hesterly & Borgatti, 1997; Portes, 1998; and Putnam, 1993 as

cited in Gazely, 2010). The 1960s and early 1970s owes organizational structure and its

birth to Weber who introduced organizations to theories like specialization,

standardization, formalization, centralization, configuration and flexibility (McKinley, 2010; Collins, 1998). The advent of the Industrial Revolution midway through the 20th century brought incredible change to the workplace, in terms of rigidity in a bureaucracy (McKinley, 2010).

This also advanced hierarchical systems, rules and policies that either benefited organizations or seeks the interests of workers (Wheeler, 2000; Crandall and Wallace, 1995). Those organizations, feeling the clouts of their newfound powers and influence, as noted by Suddaby, Hardy & Insead (2011) became influential in local and national politics. Maslow, Gulick, Herzberg, Levin, Vroom, Fayol, Urwick, Follett's classical theories of the 1900s, Gilbreth and Taylor, etc., introduced the principles and theories of management, administrative management, psychology, scientific management, classical management theory, contingency theory, motivation theory and hierarchy of needs, etc., into an ever-evolving field.

The advent of the various theories in the 1900s also exposed up close as (Almashaqba & Nemer Al-Qeed, 2010) wrote the structured management and communication process of organizations, command, efficiency, motivation, division of labor, discipline, and the relationships between employees and management. The various theories also advanced the concepts of collaborative partnerships, workers' rights, the roles of leaders and followers, economics and division of labor, authority and responsibility, discipline, command structure, and the motivation to earn a living (Almashaqba & Nemer Al-Qeed, 2010). Levin's (1951) original expectancy theory and

(Vroom's, 1964) motivation theory advanced the idea that people will work when they are satisfied with the job they do and the compensation they get.

Fayol's (1949) management theory recognized the fundamental functions of managers and workers and stressed efficiency, discipline and responsibility in the workplace, and the division of labor as efforts that produce results (Fayol, 1949; Almashaqba & Nemer Al-Qeed, 2010). Fayol later advanced the theory that manages, plan, control, organize, command and coordinate a way to have a functioning workplace (Fayol, 1949, Almashaqba & Nemer Al-Qeed, 2010). Taylor's (1900) scientific management theory stressed efficiency from both workers and machines, and argued that managers and workers should cooperate to make the environment an ideal place.

These are theories only if they are practical enough to curb corruption, advance the collaborative process, advance worker's rights and improve the basic needs of the population. The growing awareness of these theories, as Oquist (1999) echoed is applicable because they make the system governable, representative, effective and transparent. Hochwarter, Pearson, Ferris, Perrewe & Ralston (2000), Eisenberger, Huttington, Hutchison & Sowa (1986) argued that a workplace that is not employee-friendly and supportive of its workers and the change process have the potential of losing the trust and confidence of its employees.

However, a workplace that has a perceived anti-people image and a less progressive political climate that makes it impossible for worker's and societal issues to be addressed, breeds uncertainty (Hochwarter et al, 2000 and 1986). Gazley & Brundney (2007) sees the benefits of collaboration to include economic efficiencies, greater service

quality or quantity, organizational learning, access to new skills, diffusion of risk, improved public accountability, the ability to buffer external uncertainties, and conflict avoidance. However, as is the case with any project, there are also negative outcomes that are associated with it.

Challenges associated with collaboration as Huxman (1993) and Gazely (2010) argued are distraction, financial cost of partnership, the possibility of loss and control, flexibility and recognition. The disadvantages of collaborative partnership as observed by Gazley and Brudney (2007), (Ferris, 1993; A. Gray, 2003; Gronbjerg, 1993; Saidel, 1991; Shaw, 2003) are mission drift, loss of institutional autonomy or public accountability, cooptation of actors, greater financial instability, greater difficulty in evaluating results, and the expenditure of considerable institutional time and resources. Bergeron and Levesque (2012) argued that challenges such as better working relationship between the ministries are a key to any collaborative partnership to creating a better community.

However, as the advantages and disadvantages of collaboration are highlighted, the rationale for collaborative partnerships often outweighs why there should be one. Key among them Gazely (2010) argued are economic and institutional resource dependence, exchange, incentives and the mutual issues that brought the individuals together in the first place. Mutz (2006) posited that deliberation gives false hope to citizens whose expectations are high and unrealistic in a sense that expectation makes members of society slaves to government.

Michel (2011) added that when the citizenry is not allowed to participate in the collaborative and deliberative exercise could lead to an authoritarian state. (Bogason and

Musso, 2006) argued that society demand answers in the form of capable representation not in the mode of traditional representative democracy, but in the mode of a negotiated deliberative model that ushers in accountability and personal liberty. According to Nabatchi, 2010) deliberation helps citizens develop public speaking skills, civic engagement and eloquence, and also helps in developing their own thought processes to engage others in a deliberative forum.

Participation and healthy dialogue are the essence of democracy as noted in Democracy (Christiano, 2006). Christiano noted that Normative Democratic Theory stresses equality, limits of democracy and what citizens expect out of democracy. Mill and Rousseau echoed the sentiments that democracy and the collective decision-making process encourage society and citizenry to be represented.

Collaboration and Democratic Governance

Experts in democratic governance are unanimous about the need for the administrative state to encourage participation and collaboration to encourage virtues, civic skills and citizens' involvement (Kelly, 2004). When citizens are left out of the decision-making process, it takes away the legitimate argument of plurality, a key tenant in modern democratic governance (Kelly 2004). A focus on collaboration in public organizations is found in a growing number of studies under such titles as collaborative government Deloitte (2008), Kernaghan (2009), collaborative governance Donahue (2004), Kernaghan (2009), collaborative public management Leach (2006); O'Leary et al., (2006), Kernaghan (2009), and the collaborative state.

Literature draws attention to the many obstacles to achieving and sustaining joint action within and across departments, and between government organizations and the private and not-for-profit sectors (Kernaghan, 2009). Contemporary theories on collaboration and closely related topics such as coordination and partnerships identify barriers to putting these concepts into practice (Peters, 1998, Kernaghan (2009); Huxmam, 2003, Kernaghan (2009); Agranoff, 2006, Kernaghan (2009); Quirk, 2007, Kernaghan (2009), and Tam, 2007, Kernaghan (2009).

Lai (2012) argued that organizations that partnered with other major players enhance their collaborative capacity to respond to each new circumstance quickly and effectively. Lai noted that not every health organization is equally aware of its capacity to collaborate with other players in tackling pandemic crisis in the health sector. Lai however believes that organizations absorb the lessons learned and further transforms itself to better deal with the challenges in the future.

Deliberation gave false hope to citizens whose expectations are high and unrealistic (Mutz, 2006). Deliberation helps citizens develop public speaking skills, civic engagement and eloquence, which also allows citizens to engage others in a deliberative forum Nabatchi (2010). However, collaboration adds meaning to an evolving process that works well when the citizenry is engaged in the participatory process. Collaboration between the various actors bring into play and in a very constructive way corruption-fighting tools such as oversight, and checks and balances intended to spur transparency, and good governance.

Also, the sharing of information between the actors is important. However, when there is a communication breakdown, relationships can also be misaligned (Gazley, 2010). This happens when the parties are not willing to work together to share information, and as Gazley noted can affect budgeting, staffing, resources and funding. Participatory democracy gives the citizenry a say in the decision-making process (Michels, 2011).

When the citizenry is not included in this exercise often can lead to an authoritarian state (Michels, 2011). Bogason & Musso (2006) acknowledged that society demand answers in the form of capable leadership that ushers in accountability and personal liberty. Participation and accountability, Nabatch argued works better for the poor if they are included with the decentralization and the decision-making process. In this sense, a decentralized system of governance provides a more enabling environment for poverty reduction (Renzio, 1997).

Renzio (1997) further wrote that participation needs to be backed with resources to have a lasting impact on poverty. Renzio added that the quality of participation depends crucially on the capacity of the poor to organize and engage in collective actions to counterbalance the power of government officials. These sentiments are echoed by Christiano (2006), who argued that Democracy as a desirable option stresses equality, limits of democracy and what citizens expect out of the democratic process.

Recommendations and Best Practices

Political corruption is a problem that has gained the attention of governments, development partners and civil society organization worldwide (World Bank, 2000,

Transparency International, 2006 and Vian, 2008). In Liberia and the political capital, Monrovia, an effort to curb public corruption was made in the 1970s by President William R. Tolbert Jr., with the public launching of the Anti-Corruption Bureau. That effort was a failure because of political interference, the lack of transparency and accountability, and institutional challenges such as the lack of political willpower to seriously combat corruption (Funaki & Glencourse, 2014).

Another attempt to combat political corruption in subsequent years saw the emergence of the Liberia Anti-Corruption Commission in 2008, which lacks adequate funding, subpoena and prosecutorial powers (Funaki & Glencourse, 2014). This period also saw the emergence of other governance and corruption-fighting agencies such as the General Auditing Commission, the Procurement and Concessions Commission, the Governance Commission and the National Land Commission, etc. The proliferation of these commissions or agencies has not reduced corruption or improved the standard of living of the people. What happened since as observed by Kraaij (2015) is that most people are worse off than the average income suggests. That is because there are no work or unemployment is high, no incomes, poor education and health care systems, no proper housing, no sanitary facilities, no sewers, no clean water, etc., etc. And there is no rule of law and justice either.

Pope & Vogl (2000) wrote that anti-corruption agencies need not focus on public procurement, which gives rise to some of the most egregious abuses in public works, defense and construction widely perceived as the sectors most riddled by corruption. Pope and Vogl also added that anti-corruption institutions must be independent; and must

have the political support not from the nation's president; but from a broad array of national political leadership. International organizations can make a major contribution in any anti-corruption efforts but must work in partnership with the local organizations, the national government, civil society, academia and business organizations (Pope and Vogl (2000).

According to Adesida (2001), genuine democracy and good governance has to be in the mix of strategies that must be taken into consideration in order to curb corruption. Kaufman (2004) went further and suggested that corruption and governance are linked, yet fighting corruption cannot be done only by fighting corruption through anti-corruption campaigns, but through a broader governance context such as rule of law, protection of property rights, freedom of the press, political competition and transparency. There must be an effort to work together in a collaborative manner to achieve those results; and the national government and the various anti-corruption institutions must be credible to gain the trust and respect they need to be effective partners in the fight to curb corruption. This is a tough call in a society where there is a powerful presidency, weak institutions and no rule of law.

Conclusion

According to literature, collaborative governance is important in Monrovia. It is needed to bring people together to make government work, to modernize the country and improve the living conditions of the citizenry. Just as it was necessary when the warring factions and civil society got together and collaborated to end the civil wars that swept the country in the 1990s, so is a collaborative governance anti-corruption strategy, which

is needed now to impact public sector corruption in Monrovia. With a history of oppression, abject poverty, the lack of basic services and the centralization of government, makes comprehensive reforms necessary to address endemic corruption.

Corruption is ubiquitous in the society and most Monrovians seemed unbothered by it; even though the devastating negative effects of public sector corruption – joblessness, poverty and hunger, is seen everywhere in the society. For example, an individual who refuses to engage in corrupt practice is often labeled 'stupid' for trying to be a good citizen. Hofstede's (1980) leadership theory is a reminder of the power distance in those societies based on cultures. Funaki and Glencourse (2014) wrote that institutional challenges such as the lack of political will power, sufficient mandate, capacity and resources are some of the challenges facing organizations charged with investigating corruption.

Also, the lack of record keeping and poor management of existing documents inhibits the Freedom of Information Act from being truly useful (Funaki & Glencourse, 2014). In the case of Liberia with a centralized political system where a sitting president wields absolute power and authority, the constitution must be amended and the powers of the president must be diluted to allow the other branches of government to do their job without fear of termination or jail time. Also, there must be decentralization of the political subdivisions to enable local governments and their citizens to make their own. The obvious lack of accountability and transparency are profoundly obvious as government officials who are known to engage in corruption, to the chagrin of the

population, are only "fired" and recycled to another government ministry, as if they did nothing wrong.

There are potential benefits of collaboration. Gazley (2010) succinctly inferred that collaboration introduces new skills, economic efficiencies, organizational learning and diffusion of risk, improved public accountability, conflict avoidance, and the ability to buffer external uncertainties. As a society that strives to move away from the evil vestiges of a destructive civil war, collaboration add meaning to an evolving process that works well when the citizenry is engaged in the participatory and deliberative process. Collaboration between the various actors could bring into play in a very constructive way corruption-fighting tool such as oversight, and checks and balances that are intended to spur transparency and good governance.

This dissertation will gather insight and data on the phenomenon of a collaborative anti-corruption governance strategy to curb public corruption in post-war Monrovia. Chapter 3 discusses the methodology for this study, which includes ethical issues, researchers' bias, data collection and analysis, interpretation, selecting and protection of participants, instrumentation and the role of the researcher.

Chapter 3: Research Method

Introduction

The purpose of Chapter 3 is to describe the research methods for analyzing public corruption in postwar Monrovia. Chapter 3 also describes traditional methods of inquiry in the qualitative method, including research design, sampling methods, biases, data collection and the role of the researcher, protecting the participants, and ethical issues. A qualitative method was the preferred method of inquiry for this study because it allows researchers to understand phenomena in their natural settings with all their complexities (Rudestam & Newton, 2007).

Research Questions

The research explored public corruption and factors needed to create a collaborative anticorruption strategy to curb it.

RQ1: What primary factors are needed to create a collaborative anticorruption strategy that curbs public corruption in postwar Monrovia?

Subquestion to RQ1: What is the role of government in curbing public-sector corruption?

RQ2: What factors can detract from creating a collaborative strategy?

Research Design

The purpose of this study was to explore public corruption and factors that create a collaborative anticorruption strategy to impact it. The rationale for this study was collaborative governance, which brings people of mutual interests together to address an issue and find practical ways of solving a problem. There is a precedent for collaborative

engagement in Liberia. As a cross-sector strategy for peace and reconciliation,

collaboration ended the 14-year civil wars and ushered in successive elections in 2005

and 2011. This approach may not address all corruption, but it provides a way to

understand it and find practical solutions to effect positive social change. However, a way

to determine the appropriate number of participants for a study is one of the most difficult

sampling problems (Rudestam & Newton, 2007).

Table 3

Proposed Number of Participants

Category	No. of participants
1. Current member of the legislature	1
2. Former member of the legislature	1
3. Current member of the Liberian Anti-Corruption Commission	1
4. Former member of the Liberian Anti-Corruption Commission	1
5. Journalist	1
6. Former minister	1
7. Current minister	1
8. Marketing association member	1
9. Clergy	1
10. Teacher	1
Total	**10**

For this study, I sought to select a purposive sample of 8 to 10 key informants. Participants ideally would include current and former government officials and civic leaders who met the criteria for informants. Participants in the study were individuals who understood a great deal about the phenomenon under study. The participants brought a wealth of knowledge and insight to the study. Participants were at least 18 years old, were Monrovia residents, were knowledgeable, and understood the phenomenon under study. Participants were recruited through emails and phone calls, and I met them at public locations of their choosing, such as a coffee shops or cafes. This was intended to protect the anonymity of the participants and improve trust as well as the reliability and validity of the interviews and research findings. To reduce anxiety, a neutral location was the preferred choice.

I used purposeful sampling because it allows a researcher to select participants based on set criteria and to understand the research problem and the phenomenon under study (Creswell, 2007). The interviews were done with flexibility and relevance and without prejudice. Participants were recruited voluntarily with their consent to ensure their protection. Participants were assured of their right to back out of the interview at any time if they were not comfortable without any consequences. The participants were respected and guaranteed protection from possible harm and harassment, and their privacy was secured. In purposeful sampling, a researcher is apt to increase the scope and range of the study (Rudestam & Newton, 2007). Patton (2002) noted that purposeful sampling gets bigger as the researcher accumulates new information, which takes on special meaning and importance.

Size is important in the data collection process in qualitative research. It allows the researcher to collect extensive details about the phenomenon under question from the individuals studied (Creswell, 2007). The setting of the interviews in this study varied to protect the anonymity of the participants. The interviews were done with flexibility and relevance and without prejudice, as indicated by Creswell (1998).

Role of the Researcher

The researcher is a key instrument in a qualitative study (Trochim & Donnelly, 2007). My role as a qualitative researcher was to collect data by examining documents for accuracy, interviewing participants, and recording information from interviews, handwritten notes, audiotapes and videotapes (Creswell, 2007). As an observer, I located the participants and interacted with them during the interview process.

As I focused on the participants signing the consent forms, I informed the participants that they were being recorded. The interview process is the most challenging and rewarding form of measurement (McCraken, 1988; Patton, 2002). It is good practice for the researcher to adapt, be sensitive and stay within the bound of the interview protocol (McCraken, 1988; Patton, 2002).

I built on the strengths of each type of data collection to minimize the weaknesses of any single approach, as noted by Patton (2002). According to Patton, interview data limitations include possible distorted responses due to personal bias, anger, anxiety, politics, and simple lack of awareness, in that interviews can be affected because of the interviewee at the time of the interview. Because I was familiar with the region and the

culture, I was open minded and disciplined during the process. This requires mental toughness and confidence in one's own work, as noted by Janesick (2011).

Qualitative Framework of the Study

The qualitative method was chosen for this study of public corruption because this topic has never been formally explored in Monrovia. Although there tends to be a great deal of conjecture and public discussion about corruption in Monrovia, there is no published research about key factors that contribute to or thwart public-sector corruption. Findings that emerge from this study may direct social change to educate and empower communities, increase trust and respect between the citizenry and the government, increase morale and confidence, and improve cooperation and working relationships between the various branches of government, to make government work for the citizenry.

There is an extensive body of scholarly work on corruption and the collaborative process in other developing countries. However, there is an obvious lack of scholarly work on Monrovia that explores a collaborative governance strategy to curb corruption. Because corruption is such a significant phenomenon in the public sphere, it is necessary to use the qualitative method to study corruption in relation to people and society and to find a positive way forward.

Data Analysis Procedures

I achieved credibility and transferability of my findings. I also cleared lingering doubts and hesitation to build trust and confidence with participants as an interviewer. During the process, I interpreted and developed codes or categories and sorted text or visual images into categories, as suggested by Creswell (2007). Merriam (1988),

Marshall and Rosmann (1989), and Creswell (2009) contended that data collection and data analysis occur in a simultaneous process in qualitative research. Data analysis involves collecting open-ended data based on asking general questions and developing analysis from the information supplied by participants (Creswell, 2009).

During data analysis, I first organized the data chronologically and into categories (A = Culture, B = History, C = Experiences). I also reviewed the data repeatedly and continually coded the data. I interpreted the data from my own understanding, as described by Lincoln and Guba (1985) and Creswell (2007). The categories I used included the culture of corruption, poverty, underdevelopment, the history of oppression under the political ruling class comprised of Americo-Liberian descendants of freed slaves from the United States, and the experience of the 14-year civil wars. This requires cross-sector collaboration (i.e., common agenda, communication, shared measurement, mutually reinforcing activities, and backbone support organizations) to help curb corruption (Spezza & Borbely, 2013).

Any major ideas that surfaced were chronicled as suggested by Merriam (1988) and Creswell (2009). In research, it is important to find people or places to study that will provide good data (Creswell, 2007). Researchers need to decide whether sampling will be consistent with any of the five approaches of qualitative inquiry (Creswell, 2009).

I used interviews, audio recording, and documentation to collect data. I used purposeful sampling to inform an understanding of the research problem, the central phenomenon, the site, what would be sampled, and who would be sampled (Creswell, 2007).

The data consisted of semi-structured, open-ended questions that focused on the experience of the participants. The participants were recruited through emails and phone calls, and I met them at public locations of their choosing such as coffee shops or cafes. This was intended to protect the anonymity of the participants as well as improve trust and reliability and validity of the interviews and research findings. Recruiting participants via email allows a researcher to collect data painlessly by obtaining a large number of responses (Rudestam & Newton, 2007).

The intensive interview protocol (Appendix B) allowed in-depth face-to-face open-ended interviews and allowed me to study and observe the nonverbal reactions of the participants to avoid ambiguities. The interviews were audio recorded, and other electronic methods of communication were used to protect the contents. Steps were taken to ensure confidentiality and privacy using pseudonyms for all interview responses and private interview locations. Data were stored on a password-protected computer in my home office that was accessible only to me. The university will keep the data for a period of at least 5 years as required.

I contacted the participants initially via email (Appendix A), and I asked the participants to sign a consent form for the board to discourage deception. The interview protocol allowed the participants the opportunity to respond to questions. Audio recording and electronic methods of communication were used to protect the contents of the interviews. Data analysis was conducted with the assisted qualitative data analysis software NVivo, which I used to gather and process the data collected.

The first round of descriptive coding, as suggested by Rudestam & Newton (2007), allows a researcher to take an inventory of the contents collected and used. The second round of coding involves classifying the codes into themes and sub-themes represented by data and content management. The third involves describing, interpreting and condensing the themes into concepts. To ensure internal validity consistent with qualitative research, I triangulated data collected through multiple sources, including interviews and document analysis.

A large amount of raw data was condensed, and interview transcripts, documents, audio files, and memos were also condensed into manageable contents and relevant themes based on inferences and interpretation. Taped interviews and diaries were transcribed verbatim, field notes and all other diary entries were reviewed regularly, and master copies and back-up copies of computer files were made to protect the data. Patton (2002) stated that it is prudent to make back-up copies of all data by putting one master copy away someplace secure for safekeeping to protect it from getting lost, disturbed, or burned.

Protecting the Participants and Ethical Issues

The protection of the participants was crucial in the study. Participants were recruited voluntarily with their consent to ensure their protection and were assured that they could back out of the interview if they were not comfortable at any time without any consequences. The participants were respected and guaranteed protection from possible harm and harassment, and their privacy was secured. To ensure the safety of participants and guarantee them maximum privacy, only the researcher knew the names of the

participants. I identified my sample through convenience sampling. The rationale for the use of convenience sampling in qualitative research is that it saves time, money and effort (Patton, 2002).

Additionally, during the research, I observed every applicable Institutional Review Board (IRB) ethical standard relating to the protection of human participants in research. The approval led to the granting of Certification of Completion number 02/23/20172334752 from the National Institutes of Health (NIH) Office of Extramural Research. As a researcher, I protected the anonymity of the informants by assigning numbers or aliases to individuals.

The interview transcripts were masked to protect the confidentiality of the participants. This reflected the appropriate standards and criteria of the American Anthropological Association, as noted by Glense and Peshkin (1992) and Creswell (2007). Locating a site and locating individuals for the study were important because most buildings and public institutions in this war-torn society are broken, and people are scattered across various parts of the region.

To ensure the safety of participants, meeting sites were anonymous, controlled and secured, and only the researcher knew the names of the participants to guarantee the participants maximum protection. I assured the participants of their privacy, and I guaranteed their confidentiality. I took steps to ensure confidentiality and privacy, using pseudonyms for all interview responses and private interview locations.

Creswell (2007) acknowledged that regardless of the approach to qualitative inquiry, a qualitative researcher will face many ethical issues that surface during data

collection. Lipson (1994) grouped ethical issues into informed consent procedures; deception or covert activities; confidentiality toward participants, sponsors, and colleagues; benefits of research to participants over risks; and participant requests that go beyond social norms.

In a society such as Monrovia, in which people experience deep cultural ties coupled with the negative after-effects of a crippling civil war, it is important for a researcher to be sensitive to participants' concerns. According to Patton (2002), a researcher has to be sensitive and have an ethical framework to deal with issues that arise during the interview process. During the first stage of the study, because of the voluminous nature of the data, I organized, visualized and managed the data.

Issues of Trustworthiness

In qualitative inquiry, a human being is the instrument of data collection. This requires the researcher to reflect carefully and report sources of bias and error (Patton, 2002). As a native of the region, I was familiar with the society, its politics, its cultures, and its history. As such, I collected my data from open-ended interviews, detailing descriptions and narratives of what the participants confided in me. This effort involved systematic data collection procedures, rigorous training, multiple data sources, triangulation, external reviews, and other techniques, as discussed in Patton (2002). I was very much aware of possible biases that could pose a threat to the study because of my ties to the region. I established rapport with the participants. I spent time in the field and with each participant (1 hour each), and I collected data. I also thoroughly addressed issues of trustworthiness to ensure the consistency of my findings.

Even though I established rapport with the participants, I never allowed such rapport to interfere with the researcher's neutrality, as noted by (Patton, 2002). According to Patton (2002), neutrality is not an easily attainable stance, so all credible research strategies include techniques for helping the investigator become aware of and deal with selective perception, personal biases, and theoretical predispositions (p.51). "It is participation in an activity that generates interest, purpose, point of view, value meaning, and intelligibility, as well as bias," argued Wirth (1949: xxii, Patton (2002, p.53).

I avoided verbal cues and distractions, and I remained objective in order to produce a thorough and credible research that will drive social change. Nachmais and Nachmais (2008) noted that interviewers are instructed to remain objective to avoid communicating personal views so as not to influence respondents who may give socially admirable and misleading answers to please the interviewer. As a scholarly endeavor, this study is intended to be a driver for social change in a society that needs a study of this kind to make a difference.

Interviews

As the researcher, I am the key instrument. However, the interview process is the first step in a qualitative study (Nachmias, 2008). Interview protocol and techniques can be one-on-one with individuals, telephone, or with a focus group (Creswell, 2007). The participants were informed about the purpose of the interview. Also, I asked the participants to complete and sign an informed consent form for the board, and to participate in the interview. The interviews focused on the experiences and backgrounds of the participants. This intensive interview protocol (Appendix B) allowed in-depth-

face-to-face open-ended interviews, which also allowed me to study the non-verbal reactions of the participants to avoid ambiguities. The interviews were audio recorded, and other electronic and non-electronic methods of communication were used to protect the contents.

I conducted an informal-semi-structure-open-ended interview with the participants, according to Fontana and Frey (2000:652), Patton (2002) offers maximum flexibility to pursue information from whatever direction appears to be appropriate. Even though the focus group interview technique is advantageous when the interaction among interviewees is likely to yield the best information (Creswell, 2007), I opted for the one-on-one, face-to-face interview method.

The one-on-one or face-to-face interviewing technique offered me – the researcher the opportunity to study the participants for possible deception. Even though participants may be hesitant to provide information as noted by Krueger (1994); Morgan (1998); Stewart and Shamdasani (1990), Creswell (2007), I found a convenient, quiet and non-intimidating setting that was conducive to everybody.

Documentation

During the rigorous data collection process, I used interview technique to collect data for the study. However, it is the role of the researcher to frame the study within the assumptions and characteristics of the qualitative approach to research (Creswell, 2007). During the data collection process, I traveled to government ministries, agencies, place of worship, and other public and private sites such as the Liberia Anti-Corruption Commission, legislative offices, etc., to review and analyze documents. I examined and

analyzed anti-corruption methods, and I also examined present and previous collaborative efforts such as the ones that ended the civil wars. I analyzed the role public and private sector played in bringing peace to the region.

Data Collection and Instrumentation

Data collection takes many forms in a study (Garger, 2010). Creswell (2007) suggests that researcher develops protocol or written forms for recording information and data such as interview or observational protocols. Participant observation includes interviews, focus group and document analysis of primary and secondary text. According to Creswell (2007), it is important to clear lingering doubts and hesitations to build trust and confidence to bring the interviewer and participants together. Data collected in this study came from ethnographic fieldwork that sought to understand public corruption in Monrovia and a way to curb it. I employed phenomenology and listening skills to interview participants, and I was emphatic with the participants as suggested by (Rudestam and Newton, 2007).

As a qualitative researcher, I am the instrument in this study. I collected data using interview protocol and audio recording and documentation, which is group-based) Lapelle (1997, Rudestam & Newton (2007). I identified my sample through convenient sampling. The concept of convenient sampling in qualitative research is to save time, money and effort (Patton, 2002).

Phenomenology Over Other Qualitative Research

This phenomenological study was intended to understand the experiences and lives lived, and how a collaborative governance anti-corruption strategy can curb

corruption in Monrovia. As a researcher, I reviewed the five traditions: ethnography, grounded theory, case studies, phenomenology and narrative. I chose phenomenology because it fits my research. However, there is an overlapping quality among the frameworks of the various traditions, which reflects varying experiences (Patton, 2002).

I chose phenomenology because as Rudestam & Newton (2007), Moustakas (1994, p.40) wrote "begins with a question or a problem that the researcher seeks to illuminate or answer, which is personally meaningful in terms of understanding the relationship between oneself and the world." However, as a diverse community with diverse cultures, opinions and experiences, there are stories that needed to be told about the crippling effects of corruption and lives lived after an unfortunate event such as civil wars that killed and also uprooted a segment of the population. This is in line with constructivism, which begins with the premise that the human world is different from the natural, physical world and therefore must be studied differently (Guba and Lincoln, 1990, Patton, 2002).

Even though the heinous effects of corruption devastated the society in terms of abject poverty, record unemployment, broken institutions and the deprivation of necessities to the citizenry, there has never been a study that embraced collaboration, governance and anti-corruption as a tool to curb corruption in the society. Access to biographical documents and archives requires permission to travel to distant libraries (Creswell, 2007).

Qualitative methods are often used in evaluations because they tell the story by capturing and communicating the participants' stories. Qualitative method describes the

phenomenon and the richness of the study, often in the original language of the participants (Trochim & Donnelly, 2007). Case studies have all the elements of a good story by telling what happened, when, to whom, and with what consequences (Patton, 2002). Case study allowed a researcher to explore in depth a program, an event, activity, process, or one or more individuals. In a case study, cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period (Stake, 1995, Creswell, 2009). The aim of phenomenology study was to gain a deeper understanding of the nature or meaning of our everyday experiences (Patton, 2002).

Narrative study allowed the researcher to gain information and obtain permission to conduct a study. This helps to build rapport. Ethnography study allowed a researcher to study an intact cultural group in a natural setting over a prolonged period by collecting, primarily, observational and interview data (Creswell, 2007b). LeCompte & Schensul, 1999, Creswell, 2009) added that the research process in a case study is flexible, and typically evolves contextually in response to the lived realities encountered in the field setting.

Summary

A successful collaborative governance strategy requires partnering with others to deliver public goods (Zadek and Radovich, 2006). Collaborative effort of this kind (Zadek and Radovich 2006) depends on the ability to make good decisions and legitimacy to stakeholders. Zadek and Radovich (2005) added that collaborative governance and partnership enhances accountability to stakeholders and enhances

performance. With collaboration come shared vision and commitment, limited alliance, coordination, cooperation and communication (Brown, Brewster, Karides and Lukas, 2014). However, there are drawbacks such as tension, uncertainty and ambiguities that often hinders the collaborative process (Blunt, 2003); Dietrich et al (2004); Nuting et al, 2009).

The question is can collaboration work in Monrovia? And can public corruption be curbed in a society where it has been entrenched for centuries? Can a modern society such as Monrovia successfully curtail public corruption to improve the living standards of its citizens? Can public corruption be curbed to improve governance and the democratic process? What is the role of government and the private sector in this endeavor? These questions can be explored by studying the history, culture and human experiences of the individuals in society. What is the social change impact?

Findings that emerge from this study will be available to the public to direct social change in a meaningful way to make government work, make the country safe and governable, increase the standard of living and bring needed relief to the citizenry. The implementation of an anti-corruption collaborative strategy is also intended to increase morale, trust, confidence and respect between the government and the population.

This is a qualitative method of inquiry that will incorporate other methods of inquires such as interviews, ethical issues, researcher's bias and the role of the researcher, protecting participants, data collection and document analysis, etc., forming part of the study. Chapter 3 explores everything one needs to know about research methods and

design, data collection and management, data analysis, sample size and ethical issues and

trustworthiness. Those findings will be presented in chapter 4.

Chapter 4: Data Analysis and Findings

Introduction

The purpose of the qualitative phenomenological study was to gather insight and data on the phenomenon of a collaborative governance strategy to curb public-sector corruption in postwar Monrovia. Chapter 4 contains the data, findings, research questions and purpose of the study. In it, I also describe the interview settings; the interviews, which consisted of semi-structured, open-ended questions; themes; coding and demographics; measures to ensure the safety of the participants; trustworthiness; and ethical issues related to the study. Participants included current (n = x) and former (n = x) government officials and civic leaders (n = x). The participants' anonymity was protected, and they were asked to sign consent forms.

I asked the participants to conclude the interviews any time they wished at their convenience. I collected data, recorded the data, triangulated the data based on themes developed, and summarized the data from the interviews. The interviews consisted of semi-structured, open-ended questions. I organized the findings and presented them in relation to the research questions that emerged from the data analysis. The various chapters were explored in detail to provide a deeper understanding of the phenomenon of the study.

Research Questions

The following closely related research questions served as the foundation for this study.

RQ1:   What primary factors are needed to create a collaborative anticorruption strategy to curb public corruption in postwar Monrovia?

RQ2:   What factors can detract from a collaborative strategy?

Purpose of the Study

The purpose of this qualitative phenomenology study was to gather insight and data on the phenomenon of a collaborative governance strategy to curb public corruption in postwar Monrovia. It is important to note that in this study, I sought not to understand all corruption in Monrovia, but to understand the key role of cross-sector partnership in curbing corruption. The focus of this study was Monrovia, the nation's capital. However, this study explored available mechanisms such as funding, prosecutorial powers, the independent judiciary, advocacy, the rule of law, and the role of stakeholders for curbing public corruption in the greater society.

Study Setting and Demographic Information

The study was done at coffee shops and Internet cafes located in Monrovia, the nation's political and economic capital and the seat of the government. The initial number of informants was 10. However, out of the 10 targeted participants who originally agreed to meet with me, eight participated in the interviews. Participants were divided into two groups of four based on their experience in government and civic organizations. The participants were evenly recruited by gender: four men and four women. This recruitment pattern was not intended to "score any points" in terms of gender equality in the distribution of the participants. Rather, it was intended to ensure that I obtained diverse views from members of both genders. I used purposeful sampling to understand the

research problem and the phenomenon under study. Through purposeful sampling, a

researcher is apt to increase the scope and range of a study (Rudestam & Newton, 2007).

Table 4

Actual Numbers of Participants

Category	Number of participants
1. Current member of the legislature	1
2. Former member of the legislature	1
3. Current member of the Liberian Anti-Corruption Commission	1
4. Former Member of the Liberian Anti-Corruption Commission	1
5. Journalist	1
6. Former minister	1
7. Clergy	1
8. Teacher	1
Total	**8**

Participants were current and former government officials and civic leaders who

were recruited through emails and phone calls, and whom I met at public locations of

their choosing, such as coffee shops or cafés. To protect the privacy of the participants, I

discouraged the description of any identifier that would make their names known to the

public. The names of the participants were coded into letters and numbers (i.e., MO1,

MO2, etc.) to prevent the identification of their actual names. This was intended to

protect the anonymity of the participants and improve trust as well as reliability and validity of the interviews and research findings. To reduce anxiety, a neutral location was always the preferred choice.

The participants were individuals who knew a great deal about the phenomenon under study. They were men and women who had a wealth of knowledge and insight relevant to the study. For this study, participants ideally included current and former government officials and civic leaders who met the criteria for informants. Size is important in the data collection process in qualitative research because it allows the researcher to collect extensive details about each site and the individuals studied (Creswell, 2007). Sample size is also important because of time constraints and the availability of resources.

Patton (2002) wrote that a purposeful sample gets bigger as a researcher accumulates new information that takes on special meaning and importance. Purposeful sampling also allows the researcher to select participants based on set criteria (Creswell, 2007). I identified the participants for the interviews using convenience sampling because the individuals brought different perspectives to the issue, as noted by Patton (2002).

Data Collection

I conducted the study using data collection tools such as an interview protocol, audio recording, and documentation. I also collected publicly available documents related to the study. The rationale for the use of convenience sampling in qualitative research is that it saves time, money and effort. Interviews were conducted in Monrovia with an initial target of 10 key informants. Out of the 10 informants whom I contacted initially to

be interviewed, eight participants agreed to sit for the study. All concerns about confidentiality and privacy were addressed with the participants. Initial emails and informed consent forms were sent to the participants who met the criteria as key informants (i.e., Monrovia residents over 18 years of age who were current or former government officials or civic leaders). Participants were recruited through emails and phone calls, and I met them at public locations of their choosing, such as a coffee shop or Internet café. I identified my sample through convenience sampling. I used convenience sampling because the individuals brought different perspectives to the issue.

I conducted the study in Monrovia at pre-determined locations such as Internet cafes and coffee shops. I told the participants about the date and time of our meeting and the interviews. Each participant was interviewed for 1 hour, with interviews occurring over an 8-day period. I explained to the participants the purpose of the study, and I told them about their right to privacy and consent.

Protecting the Participants and Ethical Issues

The protection of participants is crucial in a study. Participants were recruited voluntarily with their consent to ensure their protection. Participants were told that they could back out of the interview at any time if they felt uncomfortable, and that they would not suffer any consequences from doing so. The participants were respected and guaranteed protection from possible harm and harassment, and their privacy was secured. To ensure the safety of participants and guarantee them maximum privacy, only the researcher knew their names. I identified my sample through convenience sampling. The

rationale for convenience sampling in qualitative research is that it saves time, money and effort (Patton, 2002).

During the research, I observed every applicable IRB ethical standard relating to the protection of human participants in research. The approval led to the granting of Certification of Completion number 02/23/20172334752 from the National Institutes of Health (NIH) Office of Extramural Research. As the researcher, I protected the anonymity of the informants by assigning numbers or aliases to individuals.

The interview transcripts were masked to protect the confidentiality of the participants. This reflects the appropriate standards and criteria of the American Anthropological Association, as noted by Glense & Peshkin (1992) and Creswell (2007). Locating a site and locating individuals for the study were important, because most buildings and public institutions in this war-torn society are broken, and people are scattered across various parts of the region.

To ensure the safety of participants and guarantee them maximum protection, meeting sites were anonymous and secured, and only the researcher knew the names of the participants. I assured the participants of their privacy and guaranteed confidentiality. I took steps to ensure confidentiality and privacy by using pseudonyms for all interview responses and private interview locations. Creswell (2007) acknowledged that regardless of the approach to qualitative inquiry, a qualitative researcher will face many ethical issues that surface during data collection. In discussing ethical issues, Lipson (1994) addressed informed consent procedures; deception or covert activities; confidentiality

toward participants, sponsors, and colleagues; benefits of research to participants over risks; and participant requests that go beyond social norms.

In a society such as Monrovia, in which people experience deep cultural ties coupled with the negative after-effects of a crippling civil war, it is important for a researcher to be sensitive to participants' concerns. According to Patton (2002), a researcher must be sensitive and have an ethical framework to deal with issues that arise during the interview process. During the first stage of the study, in light of the important and voluminous nature of the data, I organized and managed the data.

Data Analysis

I achieved credibility and transferability of my findings and analyzed my data. I also cleared lingering doubts and hesitation to build trust and confidence with the participants. During the process, I interpreted and condensed large amounts of raw data, developed codes or categories, and sorted text or visual images into categories, as suggested by Creswell (2007). Merriam (1988), Marshall & Rosmann (1989), and Creswell (2009) wrote that data collection and data analysis occur in a simultaneous process in qualitative research. Data analysis involves collecting open-ended data based on asking general questions and developing analysis from the information supplied by participants (Creswell, 2009).

During data analysis, I first organized the data chronologically and into categories (A = Culture; B = History; C = Experiences), and I reviewed the data repeatedly and continually coded the data. I interpreted the data from my own understanding, as described by Lincoln and Guba (1985) and Creswell (2007). The categories included the

culture of corruption and poverty, underdevelopment, the history of oppression under the political ruling class consisting of Americo-Liberian descendants of freed slaves from the United States, and the experience of the 14-year civil wars. This requires cross-sector collaboration (i.e., common agenda, communication, shared measurement, mutually reinforcing activities, and backbone support organizations) to help curb corruption (Spezza & Borbely, 2013).

Any major ideas that surfaced were chronicled as suggested by Merriam (1988) and Creswell (2009). In research, it is important to find people or places to study that will provide good data (Creswell, 2007). Researchers need to decide whether sampling will be consistent with any of the five approaches of qualitative inquiry (Creswell, 2009). I used data collection techniques including interviews, audio recording and documentation. I used purposeful sampling to inform an understanding of the research problem and the central phenomenon (Creswell, 2007).

The data were gathered through semi-structured, open-ended questions that focused on the experience of the participants. The participants were recruited through emails and phone calls, and I met them at public locations of their choosing such as coffee shops or Internet cafes. This approach was intended to protect the anonymity of the participants, improve trust, and support the reliability and validity of the interviews and research findings. Recruiting participants via email allows a researcher to collect data painlessly by obtaining a large number of responses (Rudestam and Newton, 2007).

The intensive interview protocol (Appendix B) allowed in-depth face-to-face open-ended interviews, which, in turn, allowed me to study and observe the non-verbal

reactions of the participants to avoid ambiguities. The interviews were audio recorded, and electronic methods of communication were used to protect the contents. Steps were taken to ensure confidentiality and privacy through the use of pseudonyms for all interview responses and private interview locations. Data were stored on a password-protected computer in my home office accessible only to the researcher. The data will be kept for a period of at least 5 years as required by the university.

I sent the participants an initial email (APPENDIX A), and I asked them to sign a consent form for the board and to discourage deception. The interview protocol afforded participants the opportunity to respond to questions. Audio recording and electronic methods of communication were used to protect the contents of the interviews. Data analysis was done with the assisted qualitative data analysis software NVivo, which I used to gather and process the data collected. With descriptive coding, as suggested by Rudestam & Newton (2007), researchers can summarize and allow for an inventory of content. During the first coding pass, I reviewed the various interviews using the descriptive coding process. The second coding pass involved classifying the codes into themes and sub-themes represented by data and content management. The third pass involved describing, interpreting and condensing the themes into concepts. To ensure internal validity consistent with qualitative research, I triangulated data collected through multiple sources, including interviews and document analysis.

Large amounts of raw data were condensed with interview transcripts, documents, audio files, and memos into manageable contents and relevant themes, based on inferences and interpretation. I transcribed taped interviews and diaries verbatim. I

reviewed field notes and all other diary entries regularly, and master copies and backup copies of computer files were made to protect the data. Those copies will be kept for a minimum of 5 years. Patton (2002) noted that it is prudent to make backup copies of all data by putting one master copy away someplace secure for safekeeping, to protect it from getting lost, disturbed or burned.

Evidence of Trustworthiness

In qualitative inquiry, a human being is the instrument of data collection. Ensuring the trustworthiness of data requires the researcher to reflect carefully and report sources of bias and error (Patton, 2002). A critical part of ensuring trustworthiness involves systematic data collection procedures, rigorous training, multiple data sources, triangulation, external reviews, and other techniques, as discussed in Patton (2002). I triangulated the responses and corroborated the themes for accuracy and trustworthiness. I transcribed the data and organized the information after the interview process was complete.

I triangulated and used rich, thick description. I conducted member checking, maintained confidentiality, identified my potential biases as the researcher, and collected, documented and kept proper records. I also collected data using open-ended interviews, detailing descriptions and narratives that the participants provided. This effort involved systematic data collection procedures, rigorous training, multiple data sources, triangulation, external reviews, and other techniques, as discussed in Patton (2002). I established rapport with the participants, and I addressed issues of trustworthiness to ensure consistency of my findings. Even though I established rapport with the

participants, I never allowed this rapport to interfere with my neutrality as a researcher, in keeping with the recommendations of Patton (2002).

According to Patton (2002), neutrality is not an easily attainable stance, so all credible research strategies include techniques for helping the investigator become aware of and deal with selective perception, personal biases, and theoretical predispositions (p.51). "It is participation in an activity that generates interest, purpose, point of view, value meaning, and intelligibility, as well as bias," argued Wirth (1949: xxii, Patton (2002, p.53).

As a native of the region, I am familiar with the society, its politics, cultures and history. As such, I avoided all verbal cues and distractions, and I also remained objective in order to produce a thorough and credible research that could possibly drive social change. Nachmais & Nachmais (2008) noted that interviewers are instructed to remain objective to avoid communicating personal views so as not to influence respondents who may give socially admirable and misleading answers to please the interviewer. As noted in the informed consent form, I reminded participants about the member-checking aspects of the process, which is used for the accuracy of the responses of the participants (Patton, 2002).

For a study to be accurate and credible, and for the data to be trustworthy, Nachmais & Nachmais (2008) suggests that the interviewers should avoid communicating personal views and not give verbal cues so as not to give misleading answers. I provided a summary of the transcripts to the participants, which was done after I obtained their consent. Every document used during the interview process including

note books, hard drives, hard copy and other electronic documents are password-protected and stored in my home office as a backup for 5 years. Participants cooperated with the researcher during the study and showed all the reasons they were recruited for the interview i.e., knowledge of the issues, experience in government, civic awareness and Monrovia residents; and the researcher assured them and reminded them of their anonymity, privacy and confidentiality.

The participants were evenly recruited by gender: four men and four women. This is not intended to be politically correct or to score any point in terms of gender equality in the distribution of the participants. This was intended to get the views of member of both genders on an equal and diverse basis. The names of the participants were coded into letters and numbers to prevent the identifications of their actual names. The researcher assigned the participants pseudo names to protect their anonymity (see Table 5). The participants were named as follow: MO1, MO2, including their pseudo names. This is intended to protect the anonymity of the participants, improve trust, reliability and validity of the interviews and research findings. Also, to reduce anxieties and protect the anonymity of the participants, neutral locations such as Internet cafés and coffee shops were chosen as the preferred choice.

Table 4

Analysis of Participants and Codes

Participant	Pseudonym	Code #	Gender
1. Current member of the legislature	MO1 Tehsior	1	M
2. Former member of the legislature	MO2 Sienna	1	F
3. Current member, LAAC	MO3 Joe Blow	1	M
4. Former member, LAAC	MO4 Juahdee	1	F
5. Journalist	MO5 Kemah	1	F
6. Former minister	MO6 Monsior	1	F
7. Clergy	MO7 Bleedee	1	M
8. Teacher	MO8 Fokay	1	M
Total 8			

Findings

A total of 10 themes were generated during the data analysis process i.e., jobs and

better pay, education, accountability and transparency, whistleblower protection, strong

and effective institutions, corruption/bribery or "cold water," lack of political will to

prosecute and the imperial presidency. Participants were unanimous in their answers

relating to the ubiquity of public sector corruption, but were not as unanimous in their

answers in terms of finding practical and collaborative solutions to managing it. Some

doubt that there will ever be one; but felt a sense of paralysis that they are not in the

position to do something about ending or curbing public sector corruption in the society.

However, others strongly believe that with cooperation, hard work and a sense of

patriotism, there will be a collaborative effort to ending public sector corruption in

Monrovia.

Findings for Research Question 1

The following findings emerged from Research Question 1 (What primary factors are needed to create a collaborative strategy that curbs public sector corruption in post-war Monrovia?):

- Jobs/better pay

- Funding LACC

- Whistleblower protection

- Education

- Transparency and accountability

- Strong and effective institutions

The names of the participants were coded into letters and numbers to prevent the identifications of their actual names. The researcher assigned the participants pseudo names to protect their anonymity (see Table 5).

The participants were named as follows: MO1, MO2, etc., including their pseudo names. This is intended to protect the anonymity of the participants, improve trust, reliability and validity of the interviews and research findings. Also, participants were selected based on their knowledge and involvement in government; and their civic involvement in the society.

Jobs/better pay. Unemployment in Liberia is 85 percent (BTI Project, 2016), and the creation of jobs is a recurring narrative in and around the city of Monrovia with a population of 1.1 million residents (World Population, 2017). With a population of 1.1 million people, Monrovia is home to 84,000 employees (World Bank, 2012). "The

scarcity of jobs is not only problematic for any society, it is a national security problem," MO1 – Tehsior said.

As is prevalent in Liberia, most Monrovians depend on remittances from relatives in the United States and elsewhere to survive. Remittances to Liberia in 2011 are estimated at $360 million (Ford, 2013). As a percentage of its GDP, Liberia is one of the highest recipients of remittances (31 percent) in 2011 (Third World Bank, 2012). Making matter even worst is the fact that the Central Bank of Liberia in 2016 required that remittances received from money transfer institutions from abroad be dispensed in dual currency – 25-percent in Liberian dollars (LRD) and 75-percent in United State dollars (Daily Observer, 2016). With no jobs and no money to do anything in the country, why is the government taking away part of a person's money and giving the individual Liberian dollars, and not all their money in US dollars?" MO3 - Joe Blow asked. According to MO1 – Tehsior, high unemployment often can lead to corrupt practices, thievery and violent acts such as the overthrow of government. One government was overthrown in 1980 for so many reasons including record unemployment, abject poverty, inequality and oppression, said MO1 - Tehsior.

In Monrovia, MO7 - Bleedee added that adult women and teenage girls are virtually living in the streets prostituting themselves to survive. Because of the lack of jobs and a parent's inability to find employment to either send their children to school or feed them, young girls are in the streets daily trying to survive the wrong way, MO7 Bleedee added. The local daily *New Dawn* wrote,

apparently due to the high level of poverty in the country, many teenage girls have resorted to prostitution as a way of life with uncalibrated consequences. An army of teenage girls as young as 13, then set out to work as teenage prostitutes, charging as little as 25 Liberian dollars per hour without using condoms by clients who often abused them. ("Liberia: Prostitution Rises on Bushord Island," 2013)

"When justice is aborted as it often does in Monrovia, people become disenchanted, apathetic and eventually becomes cynical, angry and violent. These are the seeds of rebellion. These are the seeds of insurrection. These are the seeds of civil war," MO5 – Juahdee said. To create a collaborative strategy that impacts public sector corruption, jobs creation must be a priority for the government; and it must be jobs that pays livable wages to sustain a family, MO2 – Sienna said. MO4 - Juahdee added that civic education and character education could eventually make impressive inroads in curbing public-sector corruption. MO4 – Juahdee added that sometimes statues in society and the courts cannot handle the situation by themselves, and people need to learn some of the root causes of corruption: "unreasonable expectations, dramatic urgencies or disregard for basic scruples."

"Obviously, salaries are too low. For government workers to not be bribed, salaries must be increased," MO1 – Tehsior said. Low pay and unemployment can lead to corruption and other criminal activities. As a member of the current legislature, what is the legislative branch doing to ease the suffering of the people? Can the legislature work together to pass legislation that increases the salaries of all workers in Monrovia and the country?

MO6 – Monsior added that members of the legislature are only there for themselves and not for the ordinary Liberian worker. "Our government is good at paying themselves huge wages, and also allowing the multinational companies to pay Liberian workers low wages; while foreign expatriates make more money. "They and the expatriates are being paid thousands of U. S. dollars, while we in Monrovia and the country are being paid 'chicken change. Often times, some of us are not paid at all by our employers, or our salaries are delayed," MO6- Monsior said. According to MO4 - Juahdee, "salaries here in Monrovia are too low and needs to be increased. This is almost like a repeat of what happened in the 1960s when our government favored expatriates working for LAMCO (Liberian-American Mining Company) over Liberian workers; when they paid our workers slave wages." MO6 - Monsior added that corruption could be minimized if government paid its employees more money.

Siahyonkron Nyanseor, the writer, observes: "Liberian workers in 1968 were paid a slave wage of 40 cents per hour, while salaries of the (multinational Firestone Rubber Company's) expatriate workers were paid $2,500-$3,500 a month. In addition to their monthly salaries, the expatriates were provided a paid vacation package, free housing in the company's residential quarters, access to the company's mess hall, healthcare benefits, access to shop at the company's supermarket and recreational facilities." Minimum wage in Liberia is currently US$6.00 per day (Boima, 2013).

Bardhan (1997); Rose-Ackerman (1999) and Siddiquee (2009) echoed MO6 - Monsior sentiments and noted that the obvious lack of jobs and food can lead to other social and

political problems that can undermine development and human growth i.e., good governance, the distortion of public policy, the misallocation of resources and economic growth.

Funding LACC. The Liberia Anti-Corruption Commission was mandated by a 2008 Act of the Liberian legislature to combat corruption. The problems with the LACC according to (Funaki and Glencourse, 2014) are the lack of funding and subpoena and prosecutorial powers.

MO3-Joe Blow and MO4 - Juahdee echoed the sentiments that the LACC needs money and the authority to carry out its mandated mission; and the only way the LACC can combat corruption is for the legislature to fund the agency and give the agency the power to do its job without any political interference. MO3 – Joe Blow and MO8 - Fokay agreed that the lack of funding and prosecutorial powers has affected the LAAC (see Tables 1 and 2). "How can the government combat corruption when the agency that supposed to go after corrupt officials is not funded?" MO5 – Kemah added that President William R. Tolbert Jr. set up an anti-corruption bureau in the 1980s to combat corruption, only to dissolve the bureau later for no result. "The same fate that the last anti-corruption bureau faced in the 1980s, the lack of funding and the lack of prosecutorial power and political will are the same issues LAAC is facing in the Ellen Johnson Sirleaf administration," MO8-Fokay said.

On paper, the power to prosecute corrupt government officials is there; but in reality, the LACC is powerless because of constant political interference from the

political higher-ups who do not have the political will to prosecute, said both MO7 -
Bleedee and MO8 - Fokay. In Table 1, the total numbers of cases recommended,
investigated and prosecuted in 2013 are 22 in total. Whereas, the number of cases
recommended, investigated and prosecuted between 2013 and 2016 are 27 (see Tables 2).
The number of cases recommended, investigated and prosecuted in those periods totaled
49 cases. The disparity in the number of cases recommended, investigated and prosecuted
in both Tables 1 and 2 shows that combating corruption is not given a high priority, even
though the politicians made it look like they are serious about combating public sector
corruption.

> "When these people are put in jail and their stolen wealth confiscated, perhaps
> others will think twice before engaging in corruption," MO3 – Joe Blow said.
> MO5 – Kemah want "those criminals to be executed the if they are caught and
> found guilty of stealing from the public coffers. "Make example of them so that
> they will not break the law." "Yes, a collaborative anti-corruption strategy that
> could curb public sector corruption sounds right. It is doable," MO5 - Kemah
> said. But "no system is in place to implement it, and it should start with the head
> of state who's supposed to set an example." MO5 - Kemah wants to give
> prosecutorial power to the Liberia Anti-Corruption Commission. The issue of
> accountability is important to MO2 – Sienna suggests that Inspector Generals be
> appointed and placed in every government ministry to investigate, audit and
> review every operation in government. MO2-Sienna also added that Inspector
> Generals that are neutral and independent must be added in the various ministries.

It is important that the Inspector General be neutral and independent to investigate

high crimes such as official corruption in government, MO2-Sienna said.

The imperial nature of the Liberian presidency makes it difficult to investigate,

question, indict or impeach a Liberian president who is allegedly accused of nepotism or

other crimes of official corruption. Tran (2012) noted that President Sirleaf was under fire

for nepotism having appointed three of her sons to top government posts, although, one

of them, Charles, has been suspended as deputy governor of the Central Bank for failing

to declare his assets. According to the Vanguard (2016), Charles Sirleaf, the son of the

president was later appointed by the Central Bank as its governor, even after his mother,

President Sirleaf, previously suspended him for not declaring his assets.

Article 50 of the amended 1986 Liberian constitution as noted by *New Dawn*

explains that the Executive power of the Republic is vested in the President who is head

of state and government, and commander-in-chief of the armed forces of Liberia. Article

54 also noted that the president nominates, and with the consent of the Senate, appoints

and commission officials of government.

Whistleblower protection. As public-sector corruption skyrockets, there are

public outcries to protect whistleblowers. In 2010, President Sirleaf sent a bill to the

Liberian legislature to protect whistleblowers. Executive Order No. 22 banned public and

private employers from retaliating against those individuals who disclose information

about improper actions that are counter to public interest. However, from September 19-

21- 2016, stakeholders from 12 countries from the West African region gathered in

Monrovia for the Regional Workshop on Whistleblower and Witness protection in the

Fight against Corruption. The United Nations Office on Drugs and Crime (UNODC) in

partnership with the Liberian Anti-Corruption Commission (LACC), and the Network of

National Anti-Corruption Institutions in West Africa (NACIWA), contributed to this

ECOWAS Regional strategy on Whistleblower protection. The workshop's aim was to

increase knowledge about the systems to protect whistleblowers and witnesses, share

experiences and lessons learned from other countries within the region.

When I asked MO2-Sienna what did she think about the efforts being made by the

politicians to protect whistleblowers. There was visible skepticism on the face of MO2-

Sienna, who wondered whether the government was serious to protect whistleblowers.

According to MO2-Sienna, the government is known to put forward 'big ideas,' but like

the war on corruption that stalled and did not go anywhere, the idea of protecting

whistleblowers will either not be implemented or will be selectively implemented.

However, in order to seriously combat corruption, MO8-Fokay wants citizens to be

whistleblowers, and said that 'laws must be on the books to protect whistleblowers.'

> MO2-Sienna acknowledged that protecting whistleblowers is critical to curbing
>
> public sector corruption. "When people feel that they are genuinely protected
>
> from prosecution and possible death, they will come forward to assist in
>
> investigations," said MO2-Sienna. MO5-Kemah mentioned that public sector
>
> corruption affected her life and the lives of her relatives in the form of taxation
>
> without representation. According to MO5-Kemah, she and her relatives have no
>
> political representation; and goods and services are not being delivered to them,
>
> but were made to pay taxes. MO5-Kemah believes whatever taxes she and her

family paid to government ended up in the pockets of corrupt officials. MO8-Fokay responded that he saw corruption a lot at the University of Liberia, the nation's institution of higher learning where he was a student, and at the Monrovia Consolidated School System (MCSS) where he allegedly saw ghost names on payrolls.

Education. An educated citizenry is the fuel that brightens a country's chances of becoming a vibrant and economically prosperous society. As Liberia's political, business and cultural capital, Monrovia suffers (like other communities) from poor governance, rampant corruption, and the effects of the 14-year civil war, destroyed lives, destroyed key institutions, and infrastructure, schools and hospitals, and brought the economy to a halt (World Bank Report, 2012). The civil war created a whole lot of problems for the education system in terms of improving the level of literacy and producing outstanding citizens.

MO1-Tehsior acknowledged the low rate of success in the school system and even pointed to the 25,000-high school (graduates) students that failed the University of Liberia entrance exam in 2013 ("Liberia Students All Fail University Admission Exam," 2013). Some attributes the massive failures to 'lack of enthusiasm" ("Liberia Students," 2013). MO6-Monsior however do not want to only tie the broken education system to just the civil war. MO6-Monsior blames low salaries for teachers, poorly trained teachers, and the lack of incentives for teachers; kids and adults going to school hungry, lack of roads (for rural students who often have to walk to school daily), lack of transportation and fares for urban students to get to school in the morning, afternoon and evening,

overcrowded classrooms (some of the classrooms lacked chairs and supplies like blackboards, chalks, etc., lack of current books, labs, computers, laptops, etc, and the centralization of the school system. MO7-Bleedee added that poverty; lack of jobs, roads and school lunch for adults and kids in kindergarten, elementary and high school is a setback, because "there has motivation for these poor kids and adults to want to go to school. Certainly, not on empty stomachs," MO7-Bleedee said.

However, the Africa Region World Bank Document (2012) attributes the low level of literacy to a deficient education system. Without a vibrant and burgeoning education system that develops the minds of the young and old, and produces outstanding citizens to carry the mantle for the next generations of Monrovians, the possibility of a collaborative anti-corruption strategy cannot be a reality. MO4-Juahdee said that civic education and character education could eventually make impressive inroads in curbing public-sector corruption.

MO4-Juahdee noted that sometimes statues and courts by themselves cannot handle the situation, and people need to learn some of the root causes of corruption such as unreasonable expectations, dramatic urgencies or disregard for basic scruples. MO4-Juahdee said that public education undergirded by knowledge about drivers of development and growth will remain impactful. And what are the drivers of development and growth? "Unreasonable expectations, dramatic urgencies, disregard for basic scruples, laziness, etc.," MO4 said.

Transparency and accountability. According to Glencourse (2013), the framework for accountability such as the Liberia Anti-Corruption Commission (LACC),

General Auditing Commission (GAC) and the Public Procurement and Concessions

Commission (PPCC) exists. However, there is widespread belief that implementation of

the rules such as prosecuting corrupt officials and confiscating their stolen wealth that

make accountability and transparency a fundamental part of the governing process is

difficult to implement. Glencourse argued that the formal structures set up to build

integrity largely lack the mandate, powers and resources to combat graft. Public sector

salaries are low (despite significant increases in recent years); the civil service is not

subject to regulations to prevent nepotism, cronyism, and patronage; and at the local

level, institutions do not provide sufficient incentives for participation in decision-

making. The government however in recent years signed the Open Government

Partnership and committed to a series of ambitious goals to help make itself

accountability.

"Is it working?" MO5-Kemah asked. Aware of the problems that hinder

accountability and transparency in government, MO5-Kemah is concerned about the lack

of accountability and transparency in government. According to MO5-Kemah, the lack of

transparency and accountability in government has led to officials constantly doing bad

things and getting away with it. That sentiment is shared by MO8-Fokay who thinks it is

a waste of time, because with all the ideas on the books, government officials are still

stealing from government and are not being prosecuted. Turkewitz (2011) noted that

transparency leads to greater accountability and often reduces corruption. Transparent

policies are important to governance because it provides information to the citizens in

order to improve their ability to make informed choices about the services they receive, and decisions they make (Ball, 2009).

DiPiazza & Eccles (2002) echoed the prevailing ideas that accountability ensures trust. Alt, Lassan and Skilling (2002); Ball (2009) sees transparency from a principal-agent theory, which increases confidence in the decision-making of government and elected officials. Hirsh and Osborne (2000); Ball (2009) added that transparency improves government services. Transparency and accountability is important to a fragile society such as Monrovia, to ensure continued stability and hope for the people – that things can get better. For any collaborative strategy that curbs corruption in Monrovia to be successful, transparency and accountability must be in the mix and taken seriously.

Findings for Research Question 2

The following findings emerged from Research Question 2 (What factors can detract from a collaborative strategy to curb public sector corruption in postwar Monrovia?):

- Poverty

- Corruption/bribery "cold water"

- Lack of political will to prosecute

- Imperial presidency

Poverty. A 2017 World Food Program (WFP) classified Liberia as a least developed, low-income, food deficit country, and ranks 177 out of 188 countries in the 2015 Human Development Index. The report also added that economic growth for 2014 fell from a projected 5.9 percent to between 0.7 and 0.9 percent and the cumulative loss

of output was equivalent to 7.7 percent of the gross domestic product. According to the BTI-Liberia 2016 index, 52.8% of the population lives in severe poverty, a marginal improvement from previous years (BTI Project, 2016).

MO4-Juahdee asked: "Why should there be poverty in our society when our country is rich in natural resources. What is our government doing with the money they receive from these one-sided agreements? Part of that money could go towards education and teaching our children, other part of it could feed Liberians and improve their standard of living" MO4-Juahdee said.

The problem could be attributed to corruption and mismanagement and the usual one-sided agreements that often favors the multinational companies over Liberians. George Klay Kieh noted that from 2005 when she was elected President of Liberia, to 2014 midway into her second term, Madame (Ellen Johnson) Sirleaf has given away 33 percent of the nation's land to multinational companies. During her administration, the Malaysian-based multinational, Sime Darby signed a 63-year agreement for 220,000 acres of land to invest in palm oil. The American-Indonesian multinational company also signed a 65-year agreement for 865,000 acres of land to also invest in palm oil in Liberia.

MO8-Fokay acknowledged that poverty has increased since the civil war started. In Monrovia, MO8-Fokay noted that kids are seen in the streets and at red lights begging for money to buy food to eat. Because of poverty, these kids are not in school, MO4-Juahdee added. Since there are no social welfare institutions in Monrovia and the entire country, these kids are on their own, MO8-Fokay said. Truth is many of these kids are orphans and victims of the civil war, MO8-Foday

said. Before the civil war, some of the nation's food supplies such as rice (the nation's staple), came from rural Liberia, M01-Tehsior said. "Since there are no jobs and good schools, some of the unemployed young people turned to armed robbery. Monrovia is not safe anymore. Armed robbery is now a dangerous and fatal game in Monrovia, MO8-Foday said.

MO1-Tehsior blamed the lack of jobs and incentives to live in rural Liberia as one of the reasons for poverty; and another reason rural Liberians are moving to Monrovia in droves. MO1-Tehsior believes another reason for poverty is that many rural Liberians are not farming and planting rice and other Liberian dietary products anymore, but expects their relatives who are living overseas to send them remittances. "We in Monrovia used to go to the rural areas (countryside) to buy rice, because we believe that is where farming and agriculture took place. Now these people are even calling Monrovia and the United States asking their relatives to send them rice, can you believe it? It is very, very sad" MO1-Tehsior said.

Poverty and food insecurity are high across the country and particularly acute in Liberia's rural areas where 51 percent of the population lives. A 2012 World Bank study also indicated that nearly two-third of the nation's population lives below the poverty line, and almost half-lives in extreme poverty. The World Food Program (2017) also noted that 83.8 percent of the population lives on less than US$1.25 a day. Certainly, without a job and food to sustain oneself and a family, a person cannot be a productive citizen, especially in a society where majority of the population, as the World Food

Program 2017 reports states, lives on less than $2.00 a day. The minimum wage in the country is US$6.00 per day (Boima, 2013).

The participants were unanimous in their description of poverty and suffering among the population. The participants were diverse in their opinions regarding poverty and its negative effects on the population. Some of the participants saw the suffering of their fellow citizens as 'dangerous,' and others viewed it as 'sad.' Poverty can certainly detract from any efforts that discuss a collaborative strategy to curb public sector corruption.

Corruption/bribery "cold water." No issue brings out negative sentiments and negative emotions among the citizenry than the issue of public sector corruption in Monrovia, the nation's capital. Public corruption undermines good governance, distorts public policy and leads to the misallocation of resources and economic growth (Bardhan 1997; Rose-Ackerman, 1999 and Siddiquee, 2009). The participants were unanimous in their opinions about public sector corruption and its negative effects on the citizenry and the nation. MO3-Joe Blow acknowledged that public sector corruption is 'endemic in Monrovia,' and 'is difficult to get rid of.' MO3-Joe Blow also believes government must take the lead to discourage corruption, but often is in the center of corruption. MO3-Joe Blow noted that if government officials respect the law, citizens would do the same.

> MO3-Joe Blow however is unsure about whom to collaborate with if officials who make the law are as corrupt as the ordinary citizen. MO3-Joe Blow noted that even the President of Liberia is corrupt. MO8-Fokay added that he personally had an experience with public sector corruption when as an elementary school

teacher; he had to pay "cold water" or bribe to a disbursing officer at the Ministry of Education to get his monthly paycheck. As a clergy, MO7-Bleedee added that he never experienced any form of bribery in his career until he traveled to Monrovia a year ago. "Others in my line of work probably have engaged in corruption in their lifetime, but as a minister of the gospel, I personally have never been bribed in my career."

However, "as I was riding along with another person in Monrovia, I committed what I considered was a sinful act when I bribed a cop who had stopped the vehicle I was riding in for no reason, other than he wanted me to bribe him. The cop asked for my American-issued driver's license MO7-Bleedee said. "Even though I wasn't at the wheels driving at the time, and because the cop had the feeling that I was from the United States visiting the country; and assumed that I had money, the cop stopped our vehicle and detained us. I caved in and bribed the cop just to get out of the situation I was in so that I could get to my destination MO7-Bleedee also said. MO4-Juahdee was quick to add that citizens are afraid to come forward and talk because they could find themselves in trouble for talking about officials engaging in corruption. To put a dent in corruption, citizens need to elect good leaders who are accountable to the people and can protect the people, MO1-Tehsior said.

According to MO8-Fokay, corrupt government officials are usually fired by the president for corruption, but are recycled or reappointed to another government post by the president, even though the individual was fired from his or her previous job for an alleged corrupt act. The participants were passionate about ending or curbing public

sector corruption in Monrovia; but don't trust government and the imperial presidency. A collaborative anti-corruption strategy is feasible, but a major challenge. A collaborative anti-corruption strategy needs cooperation from the citizenry, including whistleblowers, politicians and the courts.

Lack of political will to prosecute. MO2-Sienna believes political will is needed to prosecute corrupt officials. MO7-Bleedee said that often times government officials are accused of allegedly embezzling government funds and fired but are not prosecuted, but later reappointed to another government post by the president as if nothing happened.

According to MO7-Bleedee, this sends a wrong message to government officials and the public that the President of Liberia is the one who oversees the hiring and firing process. Because the President is usually the lone decision maker and has enormous influence and power over the other branches of government, MO3-Joe Blow also believes some sees curbing public sector corruption as unimportant to good governance and nation building. Even in cases of political killings – when a high-ranking former or current government official is murdered mysteriously, the powerful Liberian president remains the initial and final authority who usually decides how the case is handled. At the end of the day and in most instances, the case evaporates from the public domain MO6-Monsior said.

Lack of strong and effective institutions. Every country needs strong and effective political institutions to be credible and effective, says, MO2-Sienna. This is by far the reason that the Liberian Anti-Corruption Commission was set up by an Act of Legislature to combat corruption, which according to public sentiments is out of control

MO2-Sienna said. When the question about the need to have strong institutions in

Monrovia and the country was asked, the participants agreed that institutions are needed,

but are they going to be effective? It is a shame that police officers are not respected, and

a police officer can even take a bribe to arrest a person or leave the person alone, MO7-

Bleedee said. The cynicism is in response to the lack of implementation or enforcement

of existing laws on the book. And even if the laws were enforced, they are 'unevenly and

unequally enforced,' MO2-Sienna said.

On the issue regarding the prosecution of corrupt government officials, MO5-

Kemah said, depending on a person's relationships with the president, corrupt officials

are never prosecuted. What MO5-Kemah said gave credence to the overall belief in

Monrovia and Liberia that the imperial presidency is a powerful institution that

micromanages every sector of government. MO5 noted that a government official – it

does not matter how the individual is ranked, can physically assault a citizen, or ask a

police officer to arrest a civilian for just asking the individual a question if the official

feels offended. A government official can physically assault a citizen without ever being

held liable in a court of law. "It is unsafe to live in this city and even the country because

government officials can take the law into their hands," MO5-Kemah said.

The participants agreed that the 14-year civil wars did destroyed many of those

institutions. MO2-Sienna further said that the individuals who participated in the civil

wars including President Ellen Johnson Sirleaf, ignored the findings of the Truth and

Reconciliation Commission that she and others who participated in the wars be

prosecuted, and President Sirleaf, who was implicated as participating in the war not run

for political office for 30 years. According to MO5-Kemah, President Sirleaf ignored the

TRC's findings and ran for president anyway. "If the president can ignore and disrespect

such historic findings from the Truth and Reconciliation Commission that she appointed

or set up to look into the reasons the civil wars occurred, and to find room for genuine

peace and genuine reconciliation, but ran for a second term, do you think others will

comply with the law and official rulings in the country"? MO5-Kemah asked.

Imperial presidency. The nation's constitution gave the President enormous

power to do as he or she pleases; with no accountability, says MO8-Fokay. "Some people

think we are not patriotic because some of us speak out against the imperial presidency.

We support our presidents even when they neglect us and hurt our loved ones and us,

MO7-Bleedee said. "Deep down inside, we love our country and want to see better things

happen to our people and us. But it is difficult not to express one's frustration when our

safety and security is compromised; and when our presidents used the office to get rich

and overtly intervene in cases that needs to be prosecuted. Life is hard here. In order to

rebuild our country, we need law and order, and we have to be patriotic" MO8-Fokay

said.

A (June 2008-December 2011) Lift Liberia Poverty Reduction Strategy document

notes that decentralization of power and decision-making are key elements to improving

governance over time, increase transparency of government processes, enhance

accountability and ultimately result in better delivery of services…" (p. 86). The PRS

(June 2008-December 2011) report also states that a decentralization plan will give

citizens more say about the priorities and methods for local service delivery and

improving the efficiency of those services (June 2008-December 2011). A decentralization policy is good for Monrovia and the country, says MO8-Forkay. According to MO8-Forkay, decentralization gives citizens a say in decision-making, it increases transparency and accountability and dilutes the powers of the powerful presidency.

Summary

The interviewees were Monrovians who have diverse backgrounds and unanimous views on the issues. Some doubt that corruption will ever be curbed, but felt a sense of paralysis that they are not in the position to doing something about ending or curbing public sector corruption in the society. Some of the participants were angry, fearful and feeling a sense of guilt and shame that they are unemployed and cannot feed their families, or send their kids to school. Others feel unsafe and vulnerable in their community because of the rise in armed robberies and physical abuse from some government officials. Some of the participants believed that government officials are emboldened because so many of them benefited from corruption and got rich and never went to prison, and their holdings were never confiscated. "When these people are put in jail and their stolen wealth confiscated, perhaps others will think twice before engaging in corruption," MO4-Juahdee said. The participants were optimistic and believe that with cooperation, good and caring leaders, hard work and a sense of patriotism will encourage collaborative efforts that will impact public sector corruption in Monrovia. Some of the reasons given that hinders any attempt to curb public sector corruption, according to the participants are: the imperial powers of the presidency and the lack of political will

power, centralization of the political system, cultural and the historical reminder of the country and its centuries-old corrupt practices, has stymied growth, nation building and human development. For corruption to be curtailed, the participants also believe officials who engages in public sector corruption must be brought to justice.

The participants shared their daily life experiences and their concerns and frustrations that families everywhere share about family, jobs, food, safety and security, and better schools. In Monrovia, concerns about safety, security, corruption, poor education system, bad teachers and the imperial presidency, are everyday worries. Some of the participants saw themselves as 'scare and concerned,' while others worried about their family and children's future. They are worried about violent crimes such as armed robberies, which the participants also believe stems from unemployment, poor education or the lack of education. They participants wished that they were gainfully employed to take care of their families. There were also healthcare concerns. Some of the participants suggested 'is not accessible,' which makes it impossible for some to see a doctor.

> "If I cannot find food to feed my children or myself, do you think I can afford to take them to the hospital when they are sick?" MO8-Fokay asked. MO7-Bleedee added that there are no medications in the hospitals and clinics because staffers steal them and used the medications for their private clinics, or sells them on the open black markets. MO5-Kemah added that even donated materials from foreign groups, countries and organizations intended for the poor are usually not given to the poor, but are either distributed to the individual's relatives or sold on the open

black market. "That is how bad corruption is in Monrovia and in all of Liberia," MO5-Kemah said.

From the findings that came directly from the research questions, themes such as jobs and better pay, education, accountability and transparency, whistleblower protection, strong and effective institutions, corruption/bribery or "cold water," lack of political will to prosecute, and the imperial presidency were discussed. In chapter 4, I organized other emerging themes from research questions 1 and 2, which I referred to as "sub-themes" i.e., patriotism, strong family and values, honesty, trust and respect, civic engagement, shame and guilt and fear and anger, to gain an understanding of the participant's responses.

I analyzed the data and presented the findings. The themes that were generated during the data analysis process provided a clear understanding of the phenomena under study. The purpose of the study was to gather insight and data on the phenomenon of a collaborative anti-corruption governance strategy to curb public corruption in post-war Monrovia. Countless research has been done on corruption in the public sphere that are available in the public domain to both students and scholars.

However, there are no studies done and available in the public domain regarding a collaborative strategy to combat corruption in Monrovia or Liberia. However, the research questions that guided this study were: Research Question (1) what primary factors are needed to create a collaborative strategy that curbs public corruption in post-war Monrovia? Research Question 2: what factors can detract from a collaborative strategy that curbs public sector corruption in post-war Monrovia?

The themes were generated based on the research questions. In Chapter 5, I will discuss the findings, conclusion and recommendations that will effect positive social change.

Chapter 5: Conclusions and Recommendations

Introduction

The purpose of this qualitative phenomenology study was to gain insight and data

concerning the phenomenon of a collaborative governance strategy to curb public

corruption in postwar Monrovia. This study applied the rational choice/public choice

theory of corruption, as described by Rose-Ackerman (1978), which posits that an

individual makes a rational decision that leads to a pre-determined outcome, especially

when the expected advantage outweighs the disadvantages and the chance of being

caught. The study also applied discourse theory (Box, 2002), which expands control and

decision making beyond the political actors to the society in the form of representative

democracy, as well as the sociological theory of human behavior, in which collaboration

is seen as a component of interpersonal relationships and a way to build mutual trust and

social interactions between individuals with the same interests (Colman, 1990; Gazely,

2010; Granovetter, 1985; Jones, Hesterly, & Borgatti, 1997; Portes, 1998; Putnam, 1993).

The study examined the central phenomenon of public sector corruption in

Monrovia and how political leaders, civil servants, ministers, agency heads, civil society,

and the citizenry can collaborate to curb it. Public corruption is a problem in Monrovia

and throughout Liberia; the nation's president, Madam Ellen Johnson Sirleaf, referred to

corruption as systemic and endemic (Glencorse, 2013). A reason commonly cited for the

failure to either curb or eradicate corruption is the tendency for bureaucrats to redefine

corruption and bribery as the transfer of funds (Ades & Di Tella, 1996). Adesida (2001)

added that genuine democracy and good governance must be in the mix of strategies that are taken into consideration.

Interpretation of the Findings

The qualitative method was chosen for this study of public corruption because this phenomenon has never been explored before in Monrovia. This study was based on the belief that collaborative partnership is a useful and necessary tool in any attempt to curb corruption in the public sphere in Monrovia. The qualitative method enables a researcher to get at the rich complexity of a phenomenon and deepens a researcher's understanding of how things work (Trochim & Donnelly, 2007). I chose phenomenology because I sought to explain the meaning, structure, and essence of the lived experience of a phenomenon for a person or group of people (Patton, 2002).

Collaboration, as a collective endeavor, engages individuals to solve problems and allows stakeholders to achieve strategies synergies to get the job done (Keast & Mandell, 2011). Ansell & Gash (2007) argued that collaborative governance is effective when stakeholders in the public and private sector engage in a collective decision-making process that builds on both participatory and deliberative processes. Literature draws attention to the many obstacles to achieving and sustaining joint action within and across departments, as well as between government organizations and the private and not-for-profit sectors (Kernaghan, 2009). Huxman (1993) and Gazely (2010) stated those challenges as distraction, financial cost of partnership, loss of control, flexibility, and recognition. Public corruption undermines good governance, distorts public policy and leads to the misallocation of resources and economic growth (Bardhan, 1997; Rose-

Ackerman, 1999; Siddiquee, 2009). Unattended endemic corruption can also foster unrest.

This study was conducted in Monrovia with a total of eight participants who were residents of Monrovia. Through the study, I deepened my knowledge and understanding of the participants by building trust and rapport with them, getting to know them, and spending time with them. I spent time in the field, documented my findings, collected data, and ensured the consistency of my findings by focusing on trustworthiness. I used data collection methods such as semi-structured, open-ended face-to-face interviews, audio recording and documentation during the study. Taped interviews and field notes were reviewed regularly to check for misinformation. The interviews were done with flexibility and relevance and without prejudice.

Size is important in the data collection process in qualitative research because it allows the researcher to collect extensive details about the phenomenon under question from the individuals studied, and because of time constraints and the availability of resources (Creswell, 2007). Eight participants may seem to be a low number for this study; however, in purposeful sampling, as Rudestam and Newton (2007) noted, a researcher is apt to increase the scope and range of a study. Patton (2002) noted that a purposeful sampling gets bigger as the researcher accumulates new information, which takes on special meaning and importance.

This study centered on research questions and interviews that explored collaborative governance and anticorruption efforts in postwar Monrovia, a thriving city that draws the attention of desperate Liberians who dream of moving and living there.

Themes from the study represent the feelings and experiences of the participants and their society. The results of the study provide understanding of the phenomena under study. They participants were men and women including current and former government officials and civic leaders who had a wealth of knowledge and experience and understood the phenomenon under study.

I used semi-structured, open-ended interviews to focus on the experiences and backgrounds of the participants. The following key findings, including themes, were generated from the research questions: poverty, jobs and better pay, education, corruption/bribery "cold water," lack of political will to prosecute, accountability, imperial presidency, whistleblower protection, funding LACC, accountability and transparency, and building strong and effective institutions.

Research Question 1

Research Question 1 was designed to uncover the primary factors that are needed to create a collaborative strategy to curb public sector corruption in postwar Monrovia. Themes emerging from Research Question 1 were as follows:

- Patriotism

- Strong family and values

- Honesty, trust, and respect

- Civic engagement

Patriotism. Monrovia is identified with Liberia, MO1-Tehseor said. "From the time I was born, to the time I became an adult, I have always known Monrovia to be the leading center of Liberia," MO1-Tehseor noted. "You cannot separate Monrovia from

Liberia. That is why so many of us love Monrovia, no matter what bad things our local and national leaders do to us," MO3-Joe Blow said. Monrovians or Liberians are viewed as not feeling patriotic due to the hardships they continue to encounter because their political leaders are not doing the right thing to govern and provide basic services. "Our political leaders don't care for us. They are too corrupt, which makes life difficult for the average citizen," MO7-Bleedee said. MO7-Bleedee noted that as the nation disintegrated into chaos because of corruption and civil war, Monrovia and its citizens were not unscathed but were glued together in the face of mounting pain and hardship.

Palumbo (2009) described this patriotic attachment as emanating from a set of beliefs and feelings of loyalty and allegiance to a community from which individuals are defined. When the issue of patriotism was brought up in the interview, MO5-Kemah disagreed with those who questioned the patriotism of her fellow citizens. MO5-Kemah replied that she disagreed with the administration of President Sirleaf but wanted her to do the right thing. The nation's constitution gives the president enormous power to do as he or she pleases, with no accountability, said MO8-Fokay. "Some people think we are not patriotic because some of us speak out against the imperial presidency. We support our presidents even when they neglect us and hurt our loved ones and us," MO7-Bleedee said. Further, MO8-Fokay observed,

> Deep down inside, we love our country and want to see better things happen to
> our people and us. But it is difficult not to express one's frustration when our
> safety and security is compromised; and when the president is believed to use

his/her office to overtly intervene in cases that needs to be prosecuted. In order to rebuild our country, we have to be patriotic.

MO5-Kemah expressed that she loved her country and wanted to see progress that would benefit the greater society. "It requires patriotism tolerance for the greater good of a society bereft with the good and bad," MO5-Kemah said. As David Lefkowitz noted, unless most citizens develop the disposition of tolerance for others who have a way of life with which they disagree, and a willingness to seek compromises when necessary to resolve disagreements, differences in belief over the good life and the demands of morality may be resolved by violent means. Monrovia was hit the hardest during the civil war; and resolving any conflict in a non-violent manner is the way to go in securing a collaborative strategy that will curb public sector corruption in that society.

Strong family and values. According to MO7-Bleedee, Monrovians are used to being pro-family. MO6-Monsior echoed MO7-Bleede by adding that before there was ever a civil war, there was a strong sense of family and values that bonded families together in Monrovia and other parts of the country. "Our families ate together, slept together and did things together before the civil war. We were a unit glued together by tradition, cultures and the love for our families. Now it appears like everybody is for themselves," MO2-Sienna said. MO8-Fokay, MO5- Kemah and MO2-Sienna agreed that the civil war destroyed the family foundation when most family members went into exile and others were killed. The innocent deaths of loved ones brought pain and depression to many families, MO4-Juahdee said. The 14-year civil conflict destroyed the family and impacted it in a very negative way, MO5-Kemah said. As a result, families that once

were able to support their kids and extended family members are unable to do so now because of lack of jobs, MO5-Kemah added.

Not having a strong family for support in the post-civil-war period destroyed the nation's core values and put incredible strains on families and individuals, MO1-Tehsior said. MO1-Tehsior acknowledged that the centralized system of government in which political decisions are made and the president decides everything must be changed for the good of the country. Participants agreed unanimously that living conditions in and around Monrovia and the country are hard because of record unemployment, which makes it very difficult to feed a family and for a family to send kids to school. Participants also agreed that, given a lack of activities for teenagers and a lack of summer-vacation jobs, many people have nothing to do but to engage in criminal and destructive activities. "Government must do something to provide jobs to get these kids and adults off the streets," MO8-Fokay said.

Participants MO7-Bleedee and MO8-Fokay stressed that local Monrovia city government leaders and national political leaders had been neglectful and had not carried out their responsibilities to provide for their citizens. Strach & Sullivan (2011) wrote that the job of governments is to govern—to do the work associated with carrying out public policy. Strong families that can add to the debate on a collaborative strategy to curb public-sector corruption in Monrovia require a strong government as well as the institution of a strong family with strong ties and values in the community, the participants said.

Honesty, trust and respect. In this study, there was a resounding sentiment that, in Monrovia and Liberia as a whole, there is a lack of integrity, trust, honesty, respect, and law and order in both the public and private sectors, which makes working together difficult.

MO5-Kemah attributed this to corruption, the civil war and its effects, and the lack of genuine reconciliation and closure after the civil war ended. Participants MO3-Joe Blow, MO4-Juahdee, MO2- Sienna and MO6-Monsior echoed the sentiments of MO5-Kemah. Whether between people or between individual citizens and government officials, honesty, trust and mutual respect are lacking in Liberian society. People must learn to work together, MO2-Sienna said.

MO1-Tehsior stated, "It takes a community and government to work together to make things work in any society. When trust, honesty, and respect are gone, it becomes much harder to get back on track to gain that trust with the population." A key to public trust, as noted by DiPiazza & Eccles (2002), is a culture of accountability and having people of integrity and a spirit of transparency. Even with rules, regulations, process and best practices, the structure of governance can collapse if people of integrity are not around to do the right thing (DiPiazza & Eccles, 2002).

As Smith (2004) added, public value is not the property of particular political parties, public service institutions, academics and others. Public value is defined and redefined through social and political interaction. Public officials must engage political authority, collaborate with each other within and across institutional boundaries, manage efficiently and effectively, engage with communities and users of services, and

reflectively develop their own sense of vocation and public duty. A successful collaborative anticorruption governance strategy in Monrovia requires trust, integrity, honesty and mutual respect among the various parties.

Civic engagement. A crucial element of democratic governance is citizens' participation in the issues that affect them and their country. For any major public policy to be influential and successful, officials must respond to the interests of the people and get their feedback in return (Goss, 2010). Such feedback often alters the political identity and behavior of the citizenry (Goss, 2010; Mettler & Sons, 2004; Pierson, 1993). Hoene (2009), however, noted that government must involve the public in the decision-making process from beginning to end and must not wait until decisions are made before the public is notified. According to Hoene (2009), local governments so far are getting better at getting the public involved out of necessity. The participants agreed that the citizenry must be fully involved in the decision-making process, especially when the issues on the table are about their lives and their children's future. Any collaborative anticorruption governance strategy in Monrovia must get the participation of the citizenry.

Research Question 2

Research Question 2 addressed the factors that can detract from creating a collaborative corruption strategy to curb public-sector corruption in postwar Monrovia. Themes emerging from Research Question 2 were as follows:

- Shame and guilt

- Fear and anger

Shame and guilt. "The loss of a family member, not having a job, especially when the individual is unable to provide for self, a child, or another family member, can lead to a sense of shame and guilt," MO6-Monsior said. "In a society such as Monrovia with strong social and cultural influences, not having a job can create that sense of unworthiness," MO7-Bleedee observed. Gilbert (1989, 1992) related shame to status and a feeling of inferiority and powerlessness. When a person is feeling shameful, he or she can be the object of another person's ridicule, Gilbert (1992) wrote.

A feeling of shame and guilt is a human experience that can lead to avoidance (Gilbert, 1992). The participants were in unanimous agreement with their feelings of shame, guilt and anger, because at some point in their lives, each participant had experienced joblessness and the negative feelings that come with it. However, like shame and guilt, self-esteem is related to social and personal significance (Baumeister et al., 2003, as cited in Trzesniewski et al., 2006. A study by Baumeister et al. (2003, as cited in Trzesniewski et al., 2006) showed that individuals with high self-esteem were more likely than low self-esteem individuals to persist in the face of failure and setbacks. In fact, there are compelling reasons to believe that self-esteem may be related to future outcomes of social and personal significance. Ample evidence supports that high-self-esteem individuals are more likely than low-self-esteem individuals to persist in the face of failure (Baumeister et al., 2003, as cited in Trzesniewski et al., 2006).

Unemployment is high in Monrovia and in all of Liberia at 85% (BTI Project, 2016). When that many people are out of work, doing anything as constructive as finding a collaborative strategy to curb public sector corruption can be difficult. However, some

people are hopeful that it can be done, as the participants were, especially when such

effort is a positive way to move the community in the right direction.

Fear and anger. Monrovians are fearful, sad and feeling a sense of anxiety or

anger since the civil war ended in 2003. The thoughts of living from day to day not

knowing where meals for that day will come from to feed a family, brings out those fears

and anxiety. The number of armed robberies in Monrovia is on the increase, as noted by

the Acting Police Director Chris C. Massaquoi during a 2011 new conference in

Monrovia, (Libenews, 2012). According to Acting Director Massaquoi, armed robbery is

on the rise and Monrovians are not feeling safe as desperate armed robbers take matters

into their own hand often killing their victims with machetes.

A 2012 report from the Acting Police Director Chris C. Massaquoi, added that the

number of armed robbery cases recorded was 47 in November 2011, in December 2011,

the number dropped to 40. The Acting Police Director embraced this as a victory,

because it represented a decrease of 1.9% (Libenews, 2012). However, there are no jobs,

security, and family are separated and spread out in every region of the country and

around the world; courtesy of the civil war. Since the war ended, and because there are no

jobs, most Liberians fearful armed robbers and other criminal activities, continued to

move to Monrovia to find hope and security.

The participants acknowledged the safety concerns in Monrovia and added that

they are doing things individually to protect themselves. With an estimated population of

over 1 million people (World Bank, 2012), Monrovians joined the rest of the citizens of

Liberia that live on less than US$1.25 a day (World Food Program, 2017). Fear and anger

are bad emotions that are triggered by inadequacy, as noted by (Hume, Solomon, 2008). William James (1884); (Solomon, 2008) theorized these sensations as 'psychological disturbance' caused by the perception of others, which is the cause of anger.

Aristotle looked at the desire for revenge, which is a central issue at the heart of emotion; and summarizes that 'imagined slights and unwarranted anger is never the less anger.' It is obvious that joblessness and poverty can trigger negative reactions and negative emotions such as fear, anger and inadequacy, all of which some believed led to the 14-year civil conflict.

The participants were in unanimous agreement about the negative effects of fear and anger and what those negative emotions can do to a people and their community.

Recommendations for Future Research

Several recommendations emerged from this study. Patriotism, civic engagement and participation, decentralization of the nation's central government, finding jobs – better paying jobs for the unemployed, safety and security, education and healthcare, and diluting the powers of the presidency, etc., etc., were some of the issues raised by the participants.

As noted by Strach & Sullivan (2011), the job of governments is to govern and do the work associated with carrying out public policy. In order to avoid chaos and dissension, MO2-Sienna said that government must do all it can to provide jobs and pay civil servants livable wages, take care of the poor, elderly and disabled citizens, and must enact laws and enforce existing laws. "Civic engagement and participation has not been a part of the nation's political fabric, as successive administrations since the nation's

founding have ignored the will of the people," MO4-Juahdee said. According to MO4-Juahdee, "decisions are made without the input of the citizenry. Multinational agreements are signed without the input of the locals on whose lands the multinational companies operate." Goss (2010) added that for any major public policy to be influential and successful, officials must respond to the interests of the people, the political forces, and get their feedbacks in return. Mettler and Sons (2004), Pierson (1993) and (Goss 2010) also added that such feedback often alters the political identity and behavior of the citizenry. Hoene (2009) however noted that government must involve the public in the decision-making process from beginning to end, and must not wait until decisions are made before the public is notified. "Government officials are stealing, and some are also physically assaulting civilians who crossed their paths MO7-Bleedee said. These officials will even tell a civilian that nothing will happen to them if the individual physically abuse a Liberian citizen. There has to be accountability and transparency in local and national governments, else we all will be at the mercy of these officials, MO7-Bleedee said.

MO8-Fokay said there needs to be a serious consideration to decentralize government so that local government officials will be elected instead of being appointed by the president, who is already powerful; and the various regions and their citizens must be given the opportunity to receive equal share of their tax own dollars. As it is in the country today, the president is empowered by the constitution to appoint local government officials in the various political subdivisions. "Our government must learn to enforce existing laws, increase the

salaries of law enforcement, and provide them with uniforms and weapons so that the public can respect them and respect the job they do," MO5-Kemah said.

Also, government must provide funding to the criminal investigative arms of law enforcement; give them the tools to work; strengthen the courts by funding and increasing the salaries of judges, provide the courts and the judges with logistics so that they can do their work, and make it illegal or an impeachable offense when the executive branch interferes with the courts and the decisions of the judges, MO6-Monsior said. Our presidents in the past and present are known to hire their children and other relatives to key government posts, without having to answer to anyone. Make nepotism illegal and a crime when a president appoints his or her children or relatives to high and influential government post, MO4-Juahdee said. MO3-Joe Blow said 'our government has to investigate public sector corruption, prosecute indicted officials and confiscate their stolen wealth. Allow the courts and judges to be independent and neutral. Government must also provide safety and security for its people; provide electricity, affordable education, affordable housing and health care for its citizens,' MO3-Joe Blow said.

These recommendations deserve careful deliberation and serious attention, because a collaborative strategy to curb public sector corruption, which has never been studied in Monrovia or Liberia before, cannot be implemented when they are not taken seriously. These recommendations came from residents of Monrovia who understands their society and knows what it is to live in their community. As few of the participants mentioned, a collaborative strategy that will have a significant impact on public sector

corruption cannot be successful when residents of Monrovia are suffering and cannot provide basic necessities for their family.

By taking this study further, it will send a message that this study is not and should not be the end of the road in finding a way to curbing public sector corruption in Monrovia. Because had the collaborative approach to governance and curbing public sector corruption taken a central role during and after the formation of Monrovia, perhaps it would have made a significant difference today. As the most important and dominant political sub-division in all of Liberia, Monrovia stands to pave the way as a leading voice to curb public sector corruption in that society. Successful implementation of these recommendations could influence positive social change by making government responsive and bringing trust, respect and confidence between the people and their leaders.

Implications for Social Change

In 2008, the World Bank raised its Global Poverty Line from $1.00 to $1.25 per day. Taking inflation and other factors into account, the World Bank again in 2015 raised the Global Poverty Line to $1.90 (Dichter, 2017), which is not even better than the previous amount. With a population of over 1 million people, residents of Monrovia and the rest of Liberia live on less than US$1.25 a day (World Food Program, 2017). The numbers indicate that living conditions are dismal in Monrovia, and the salary for an average worker in Monrovia is too low. Government must work hard to increase salaries for Monrovians to survive in the global economy.

Monrovians live on less than $1.25 a day (World Food Program, 2017), and

there are no jobs for most people. According to a 2016 BTI Project report, unemployment in Monrovia and all of Liberia is 85 percent. Monrovia is reeling from the deadly effects of a 14-year civil war that rendered residents homeless, jobless and others with no family, as the participants noted. According to the participants Monrovians are too focused on sustaining themselves and their family then to rather engage in any perilous act that could destabilize their lives and their community's chances of moving forward in the right direction. However, as noted by MO1-Tehsior, "the scarcity of jobs is not only problematic for any society, it is a national security problem."

But how long can a person go on to suffer without doing desperate things, say, joining a criminal terrorist group to survive as some Liberians did during the civil war? Corinne Graff of the Brookings Institute pointed out that such thing can happen, and that poor societies are likely to harbor extremists than rich people. More convincing is the mounting evidence confirming that poor, weak states are vulnerable to violent extremists, Corinne Graff said. A plan that creates meaningful, survivable and well-paying jobs that at least can lift Monrovians out of poverty so that the young and old will not result to extreme violence and terrorism is needed, MO6 – Monsior said.

The number of armed robberies in Monrovia is on the increase, as noted by the Acting Police Director Chris C. Massaquoi, during a 2011 new conference in Monrovia (Libenews, 2012). According to a 2012 Liberian National Police report armed robberies cases recorded was 47 in November 2011. In December 2011, the number dropped to 40, which the Acting Police Director embraced as a victory because it represented "a decrease of 1.9%" (Libenews, 2012). Government must also work to decentralize local

municipalities so that those communities can receive equal share of their tax dollars.

Local authorities must provide better services for their people. A study by Lift Liberia

Poverty Reduction Strategy noted that "decentralization of power and decision-making

are key elements to improving governance over time, increase transparency of

government processes, enhance accountability and ultimately result in better delivery of

services…" (p. 86).

The PRS (June 2008-December 2011) report also stated that decentralization empower

citizens and give them a say about the priorities and methods for local service delivery

and improving the efficiency of those services (June 2008-December 2011).

Decentralization is good for Monrovia and the country, says MO8-Forkay. There also

must be a focus on providing technical education to Liberians, so that those that are

unable to enter a 4-year college can have an option to prepare themselves for the job

market MO8-Forkay said. Necessities such as food, safety, security and the rule of law,

housing, health care and education, etc., must be put in place to alleviate the suffering of

the citizenry.

Successful implementation of these recommendations, which includes funding the

Liberia Anti-Corruption Commission (LACC), will have implications that could

influence positive social change that will make government function and responsive, said

MO5-Kemah. Also, if these recommendations are respected and implemented, they could

bring trust, respect, accountability and transparency and confidence among the people

and their elected officials.

A collaborative strategy that will significantly impact public sector corruption is important, but it cannot be a reality when there are no jobs, no rule of law and security, and the people are suffering, MO8-Forkay said.

Limitations of the Study

I am from the culture in that part of the world. Because of my background as a member of the culture, I was particularly careful about the participants disclosing unfavorable data and private and sensitive information to me that could jeopardize their organizations, their lives and the validity of the study, which never happen. I used prolonged engagement, and I also checked for misinformation that stems from distortions as noted by (Ely et al, 1991; Erlandson, Harris, Skipper and Allen, 1993; Glesne and Peskin, 1992; Lincoln and Guba, 1985; Merriam, 1998; Creswell, 2007). I addressed issues of accuracy and authenticity of the study by conducting several interviews and making several visits to the field to saturate the categories. I never had a fixed agenda during the interviews, and I was careful not to give the appearance of having one that could destroy the credibility of the study. As a researcher and a key instrument, I was concerned about possible threats to validity. I ensured confidentiality and privacy by using pseudo names during the interviews. I did not encounter any limitations during the study that affected the findings.

Conclusions

The City of Monrovia with a population of 1 million inhabitants is part and parcel of Liberia, a nation of over 4 million people (World Population, 2017). As the political, cultural and business capital of Liberia, Monrovia stands out as the most vibrant and

influential place to be in the country. Unfortunately, for the droves of people that descend

on the capital to work and perhaps make a better living for themselves and their families,

jobs are scarce. According to (BTI Project, 2016), unemployment is 85 percent, and

Monrovians including the rest of the population, live on less than $1.25 a day. Making

matter even far worse is rampant public-sector corruption, which seems to have taken

over the entire country making lives miserable; as basic services are undeliverable and

political institutions are either broken or not functioning.

In 2006, shortly after she was elected and sworn in as the nation's leader,

President Ellen Johnson Sirleaf declared making corruption public enemy number one

("Liberia: Corruption," 2013). Also in 2015, President Sirleaf referred to corruption as

systemic and endemic in the Liberian society (Glencorse, 2013). Public sector corruption

is out of control and the Liberia Anti-Corruption Commission (LACC) created by an Act

of the Liberian legislature in 2008 to fight it has not successfully fulfilled its mandate

(see Tables 1 and 2). The reason as Kraaj (2015) notes is that the president's rhetoric

seems to target a predominantly international audience. Citing a UN Development

Assistance Framework (UNDAF 2008) review, Funaki and Glencourse (2014) added that

a key challenge facing the Liberia Anti-Corruption Commission (LACC) was public

skepticism of the LACC and the multidimensional nature of the fight against corruption,

which is not well understood.

Corruption occurs according to (UNDP, 1999:7, Siddiquee, 2009) when public

officials misuses their office to embezzle funds and to engage in nepotism, cronyism and

to engage in extortion, and peddle influence. Fighting public sector corruption actually

means fighting it with all the state's resources, and the effectiveness of the commission is in question due to the lack of funding, political interference and genuine enforcement powers (Funaki and Glencourse, 2014). However, for public sector corruption to be curbed, corruption-controlled strategies such as the establishment of an anti-corruption (which already exists), increasing transparency in government and services, building an independent civil service, and the establishment of exemplary leadership must exist (UNDP, 1999:7; Siddiquee, (2009).

As the need to control public sector corruption takes on a new meaning due to its negative effects on nation-building, the government must genuinely fund and empower the Liberia Anti-Corruption Commission (LACC) to be the main driver to fight corruption. Also, the judiciary and law enforcement must be funded and empowered; the citizenry must be vigilant and active to be in a moral position to hold government officials accountable; inspector-general must be appointed and placed in every ministry; salaries must be increased for civil servants so that civil servants will not be tempted to accept bribes; laws must be on the books to protect whistleblowers; the Ministry of Finance must have independent offices and voucher system for independent verification, the imperial power of the presidency must be curtailed and decentralization of local government must be a priority.

These recommendations are progressive and important to the progress and survival of Monrovia, its residents and the Liberian nation. A collaborative Governance Anti-Corruption strategy in Post-War Monrovia is the way forward to curbing public-

sector corruption. It can only be successful if these recommendations are genuinely

implemented to further positive social change.

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Appendix A: Initial Email Contact

Dear _____

My name is Tewroh-Wehtoe Sungbeh, a doctoral candidate at Walden University studying Public Policy and Administration. My dissertation topic is Collaborative Governance and Anti-Corruption in Post-War Monrovia. The purpose of this research is to study public sector corruption in Monrovia, and to find ways to identify challenges and to propose practical recommendations that will enhance chances of curbing corruption in post-war Monrovia.

I will greatly appreciate your participation in this study, which will involve the study of public sector corruption in post-war Monrovia. You were selected for this study because you bring wealth of knowledge and experience that will benefit society. A consent form is attached to this email. Please read it in detail because it explains your participation, confidentiality, your right to participate in the study or not to participate, benefits of the study, contact number for the researcher, Walden University's contact number, and the time and place of the study. Should you agree to participate in the study, I will arrange a convenient venue for the interview. Should you have any questions, please feel free to contact me at the number provided in the informed consent form.

Thanks,

Tewroh-Wehtoe Sungbeh

Appendix B: Interview Questions

1. Can you briefly tell me how public-sector corruption may have affected your professional and personal life?

2. Have you seen or experienced public-sector corruption in your career?

3. What can you tell me about public sector corruption and how did it affect your job?

4. What do you think is the role of the citizenry in curbing public-sector corruption?

5. Do you believe cases involving public-sector corruption are being adequately investigated and prosecuted?

6. Do you believe government officials are protected from being investigated and prosecuted in corruption cases?

7. What do you think of a collaborative anti-corruption strategy to curb public sector corruption in Monrovia? Is it feasible?

8. What is your recommendation to curb public sector corruption in Monrovia?