

9th International Anti-Corruption Conference, Durban, South Africa, 10-15 October, 1999

BENIN

1ST NATIONAL INTEGRITY STRATEGY

EXECUTIVE SUMMARY

THE ISSUE OF CORRUPTION IN BENIN

Perspectives

There is a consensus now in Benin about fighting corruption. It emerged from a recent coalition between the government and the private sector in a joint effort to face the matter.

Several anti-corruption initiatives had been taken, especially since 2000, by various bodies of the Executive as well as the Judiciary. These initiatives mainly dealt with financial management, the civil society, the judiciary and also NGO's of the civil society.

However, upon critical test, it appears that these actions have not met the population expectations, leaving them even more disappointed.

Therefore, more drastic measures expressed through anti-corruption strategic plan are necessary to bridge the confidence gap and be more efficient in the combat against corruption.

During the various meetings we held with Ministries and other state bodies or institutions, we decided to select 5 (five) priorities reached by consensus and to make them the basis of the national strategic plan. The 5 priorities are:

- 1. Strengthening the political will
- 2. Enforcement of laws
- 3. Judiciary and legal system review
- 4. Public sector institutions reform
- 5. Increasing education and communication

For each of these priorities, we will have a look at:

6. New Perspectives
7. Concrete actions
8. Obstacles

PRIORITY 1: STRENGTHENING THE POLITICAL WILL

** New perspectives*

By removing its electoral and political concerns the Executive should seek will to enforce anti-corruption law at all levels regardless of the person involved.

** Concrete actions*

Trials of the major cases of corruption malpractice should be recorded with an emphasis placed upon repayment of embezzled funds.

** Obstacles*

The lack of political will remain an actual fact as far as the problem of political parties funding would be solved.

PRIORITY 2: ENFORCEMENT OF THE LAW

** New perspectives*

Setting of an environment free from fear and undue influence where anti-corruption organizations should not depend on the Executive they are supposed to control.

** Concrete actions*

Creation of an independent control body, appointed by Parliament, irremovable and headed by an independent

make sure that internal auditors in ministries are protected and independent.

les

inertive resistance to the change in forces equilibrium

TY 3: ADDRESSING THE JUDICIARY AND THE LEGAL

rspectives

trust and confidence in the legal system and its integrity, applying ethic rules, and making sure of the competence and responsibility of the judiciary, would certainly contribute to corruption.

te actions

train and specialize judges in anti – corruption matters and providing modern workplaces.

les

politicians are at the risk to lose the means of pressure that is used to

TY 4: THE PUBLIC SECTOR INSTITUTION REFORM

rspectives

De-politicize civil service

Insure good financial management, procurement and other taxes collection

te actions

Define profile and civil servant career prospects

Publishing and popularizing procedures manuals in all public services

Code of ethics in biddings and contracting

* *Obstacles*

- ♦ The problem of funding for political parties
- ♦ The low purchasing power of civil servants

PRIORITY 5: EDUCATION AND COMMUNICATION

* *New perspectives*

Raising the citizens' awareness upon the economic and democratic consequences of corruption and promoting transparency in the civil service management.

* *Concrete actions*

- ♦ Upgrade NGOs, moral and religious authorities' abilities to educate and lead citizens.
- ♦ More training of investigative journalists.

* *Obstacles*

Information kept out of reach of media and the fact that state sponsored.

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ETHIOPIA

IA'S NATIONAL ANTI-CORRUPTION STRATEGY

7IVE SUMMARY

DRAFT FOR DISCUSSION

RECOMMENDATIONS FOR OTHER COUNTRIES TO

For an initiative to be effective, the initiation for fighting corruption should come from the concerned country, preferably from the government. External efforts should aim at creating an initiative not, of course, by force.

When an indigenous initiative is created, support should be provided from donor countries and/or organisations for funds specifically designed to fight corruption and build capacity.

Capacity building can be facilitated by experts that advise or train concerned officials in their fight against corruption. This may be preferable in the short-term. However, in the long term, we should aim at creating local capacity by providing efficient training.

Corruption activities should be participatory with the involvement of stakeholders' participation revolving around the involvement of the civil society.

For participation to be meaningful, it should not be considered as only a means to an end. In order to achieve real participation, expert work is needed to publicise the background of the issue for discussion. In this respect that stakeholder participation can be

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GHANA

GHANA'S NATIONAL ANTI-CORRUPTION STRATEGY

EXECUTIVE SUMMARY

The Matrix has been developed against the background of a transition to constitutional rule, continuous progress in strengthening democratic governance, growing official and civil recognition of the dangers of corruption, and the need for reform.

Recent auspicious developments include the formal expression of commitment to uproot indiscipline in our life in the Presidential Sessional Addresses and other forums, as well as the creation of the Serious Fraud office to deal with complex fraud, and reinventing government under the Institutional Renewal Program (NIRP).

The Matrix was developed by representatives from state and non-governmental organizations in consultation with the World Bank. It is based on a number of findings. First, that corruption is endemic in Ghanaian society and is a serious impediment to economic and social development. Second, previous attempts at curbing this canker have failed because they failed to identify and address the underlying causes of the problem, the anti-corruption crusade was non-participatory and the emphasis was solely on law enforcement by the use of draconian anti-corruption laws and penalties.

The Matrix identifies the problem areas in fighting corruption, the steps, if any, that have already been taken to address these problems, and the steps that need to be taken in the short, medium and long term. The programme also assesses the framework for implementation of the program and the expected results.

Some of the greatest obstacles to curbing corruption are the following: weak political will; mixed signals from the Executive Branch; weak institutions, and inadequate respect for the rule of law; entrenched patronage; weak private sector and weak civil society, and pervasive cynicism.

Weak Political Will/ Mixed Signals from Executive Branch: The Matrix observes that executive commitment to curbing corruption was expressed in the last two Presidential Addresses to the nation. However, the rhetoric has not been translated into concrete action. The matrix also recognizes that weak official commitment to combating corruption is a function of low political efficacy and apathy on the part of citizens.

Weak Institutions/Weak culture of rule of law: The Matrix also observes that government institutions need to be strengthened. In this regard, the Ghana Team has identified the existence of government managed institutional and legal programs as well as an Annual Governance Forum and the National Institutional Renewal Program. The Team has identified the need to give the National Institutional Renewal Program—which is aimed at reinventing Government—a corruption focus, including the establishment of ethics and whistle blower units in all public institutions for dealing with cases of conflict of interest and bribery.

The matrix identifies poor financial management as one of the problem areas. Government needs to be more transparent in the use of resources including foreign loans, grants, tax revenues, etc. There is the need for stronger parliamentary oversight.

ent expenditure through the Public Accounts
e. The Auditor General should be better equipped to
sanctions for financial misbehavior. The Government
veloped a Medium Term Expenditure Framework to
ome of these problems, but this has yet to make an

he whole, levels of accountability and transparency
ery low in national and sub-national administration.
e planned programs focus on greater access to
on, which includes the passage of a Freedom of
on Act and Whistleblowers Act, and the repeal of
libel and sedition laws. Greater participation of the
the work of anti-corruption agencies and in national
governance processes is also advocated.

civil society/pervasive cynicism/entrenched
e: The Ghana Team observes that NGOs, CSOs and
ressure groups are in a fledgling state. There is
te cooperation among them and their institutional
ent capacity is weak. The Matrix, therefore, advocates
opment of the capacity of credible corruption fighting
dies. An umbrella organization to oversee the
itation of the national anti-corruption program is

It will also be useful to have a central body such as
o coordinate international, domestic and civil society
ption efforts. The civil society-based anti-corruption
ed to have a vanguard body.

resent diagnostic and participatory approach initiated
World Bank is useful and commendable. Indeed, in
ig countries where corruption is systemic, only a
approach to the problem would yield positive results.
blishment of a broad-based coalition to curb the
is a fundamental necessity.

However, the success of this World Bank initiati
depend on the Bank's willingness to give technical an
support to oversight and Ombudsman institutions in
countries, which are going to be in the fore
implementing the matrix. In addition, the World Bank
its influence to secure greater commitment from Gov
to the program, in countries where lack of political will
identified as a problem.

PRIORITY PROGRAMS

Intensive public awareness campaign to begin in N
1999 with the launching of the postal campaign in I
1999 ahead of the National Integrity Workshop and
launching of the Ghana Integrity Initiative (GII) in
2000.

Perceptions of corruption in the delivery of key s
education, health and land—have been conducted in
1998 and August 1999 by the Center for Democ
Development (CDD).

More of such surveys will be conducted for area
customs, immigration etc. throughout 2000.

The OECD anti-bribery Convention will be highl
part of the proposed awareness campaign. It will be als
generate interest in anti-corruption work among th
sector.

Building a broad national coalition for c
corruption:

Action already began in mid-May to late 1998
formation of an ad hoc planning group for the national
workshop of October that year. The ad hoc planni

and representatives from the Executive Branch/Attorney General's office, civil society under the auspices of the Commission on Human Rights and Administrative Justice (CHRAJ); the formation of a civil society based chapter of Transparency International (TI) the GII in 1999 and the formation of the nucleus of an anti-corruption Ghana Team including CHRAJ, Serious Fraud Office (SFO), Institute of Public Affairs (IEA), since 1999.

Generating effective demand for official action to combat corruption in particular by initiating dialogue between national anti-corruption coalition and the Executive Branch and the public in November 1999. The ad-hoc planning group had presented the report of the October 1998 national workshop to the Vice President.

Measures to promote official transparency will include launching the campaign for access to information/Freedom of Information Act as well as the repeal of the Criminal Libel and Seditious Libel laws. Actions already taken on this include IEA round table discussions where the issue has been extensively analyzed and discussed. The intensified campaign will be conducted throughout the year 2000.

Working for better provisioning and resource for CHRAJ and strengthening official anti-corruption agencies; power for CHRAJ to act against corruption by the end of 2000.

Ensuring media freedoms and access to information

Implementation Responsibilities

Responsibility for implementation of the programme will be shared between CHRAJ, SFO, GII, IEA, CDD, National Anti-Corruption Renewal Programs (NIRP), and religious bodies,

National Media Commission (NMC), Ghana Journalists Association (GJA) and the Parliament of Ghana.

CHRAJ will lead the central coordinating coalition.

IEA will lead the round table discussions to promote legislative reform especially the passage of Freedom of Information Act and Official Secrets Act.

CDD survey capacity should be strengthened

GII should be empowered in public awareness campaigns

SFO should be directly involved in the legislative process together with IEA.

Ghana Journalists Association and National Media Commission would coordinate actions to push for repeal of criminal libel and sedition laws, promote media freedom and access to information.

FINANCIAL REQUIREMENTS AND SUPPORT

Logistics for CDD Service Delivery and Corruption Perception Surveys (Budget to be provided later, contact Gyimah-Boadi)

Logistics for launching of Ghana Integrity Initiative (Contact Yaw Asamoah)

Logistics for CHRAJ led coalition building (Emil Appenteng budget)

Logistics for IEA round table discussions (Contact Appenteng and Alhaji Abdullahi for budget)

Logistics for intensive public awareness campaign including radio and poster competition (Contact Yaw Asamoah budget)

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tics for key statutory and civil society bodies involved
ogram (Budget to be submitted as and when requested)

KEY TEAM EFFORT AT BUILDING POLITICAL SUPPORT

as conscious effort to compose an ad-hoc national
group for the national integrity workshop, which
all the main institutions of state and civil society. The
of Interior and Vice President were keynote speakers
rkshop and the Minister of Local Government played a
n role between Government and CHRAJ in planning it.
l endorsement from the President is being actively

GII itself comprises CHRAJ, Private Enterprises Fc
(PEF), religious bodies both Christian and Muslim, th
academics, and opinion leaders.

The Governing Board includes Mr. Emil Short
CHRAJ), Dr SKB Asante (former head of UN C
Transnational Corporations), Bishop Palmer Buckle,
Bishop of Koforidua), Dr. Angela Ofori Atta (Ghana
School), Audrey Gadzekpo (School of Communicatio
Legon), Prof. Araba Apt (Center for Social Policy
Prof. Eyimah-Boadi(Center for Democracy and Devel
Yaw Asamoah (Legal Practitioner), Mauvi Wahab (He
Ahmadiyya Muslim Mission). The Ghana team will cor
the donor community under the auspices of the Woi

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KENYA

A'S NATIONAL ANTI-CORRUPTION STRATEGY EXECUTIVE SUMMARY

rioritisation of the problem areas that need to be tackled to combat corruption has been divided into five critical areas: Rule of Law; Financial Management, Public Procurement, Public Sector Reforms and Customs and Revenue. Here is a short summary of each area of actions taken or to be taken, including possible time frames (i.e. short term up to 18 months; medium term up to 4½ years; and long term, 5 years and beyond) and implementation responsibilities. The financial resources for effective implementation have not been identified as they require a very detailed study which was not within the team's capacity financially and time-wise to conduct.

1. RULE OF LAW

The problems of law and order in Kenya relate to an inadequate legal framework and a weak law enforcement system. To address these problems, Government has made a number of institutional arrangements. It has established an independent anti-corruption commission; it has facilitated and supported the establishment of a Parliamentary Committee on corruption; there has been established a Legal Sector Co-ordinating Committee to research and address the multifarious sub-sectoral problems; and there is a Judicial Committee implementing identified reforms. Specifically, the issue of inadequate legal framework has to be addressed by reviewing and amending laws with a bearing on prevention, investigation and prosecution of corruption. It is expected that this exercise can be accomplished in the short term. Implementation responsibility obviously lies with the Government. The country team and civil society will play the role

of necessary advocacy for the desired changes. The issue of law enforcement agencies has to be tackled by enhanced training, building, improving remuneration, computerisation, supplying adequate appropriate equipment, improving record management systems, improving physical facilities, developing codes of conduct for leaders and public officials and encouraging high standards and meritocracy in public services. The measures to be taken in the medium term and long term for implementation of these measures is within the domain of the Government. Team and civil society can only play an advisory role and collaborate with Government and other stakeholders to work on a national strategy. The overall effect of addressing the twin problems identified would be a substantial reduction in corruption. The quick wins in this problem area are possible to be found in the area of formulating an adequate legal framework, developing suitable codes of conduct, preventive education, measures and investigation and prosecution of offenders.

2. FINANCIAL MANAGEMENT

In Kenya, the problems relating to financial management include inadequate planning and prioritisation of resource use leading to delayed/abandoned projects; inadequate technical manpower and facilities to enable proper accounting and hence control of corruption; inadequate, unreliable and untimely delivery of budget resources; weak accounting and audit management information systems; disparate audit institutional frameworks; audit delays; and poor follow-up and implementation of reports.

Address the above problems, several measures have been taken by the Government. They include a reinvigorated strategy for rationalization in planning and monitoring public expenditure; a policy called district focus for rural development; introduction of medium term expenditure frameworks (MTEF), for approval of new projects, prioritisation of ongoing projects, a move from incremental to rationalised budgets, strengthening of financial and accounting systems and their decentralisation, appointment of qualified financial officers for Government ministries; introduction of better cash management practices and increasing the capacity of the Controller and Auditor-General. Actions taken by Government to further strengthen financial management include putting in place MTEF to strengthen priorities of resource distribution and the management of public procurement procedures, harmonisation of audit activities of the Government, staff training and empowering the Parliamentary Committee to play a useful role in rationalising public sector budgets.

One role that civil society and the team can play in this area is advocacy, dissemination of information and monitoring. Some quick wins can be recorded only in the identification of abandoned projects, in proper manpower planning and recruitment, and in updating the relevant schemes of service. A larger set of actions can only be carried through in the medium to long term. The net effect of all the above measures will be a substantial reduction in corruption.

C PROCUREMENT SYSTEMS

This is an area with many loopholes and is thus a fertile ground for corruption. The problems are a weak institutional framework, a lack of interest for the system in place; and weak capacity on the part of procurement personnel to understand the system. Knowing

that many complaints of corruption emanate from the procurement field, the procurement system has been strengthened by reconstituting the Central Tender Board under the chairmanship of a private sector personality, clarifying the functions of the tender boards and upgrading the level of chair and members; directing that all transactions be through competitive bidding; and incorporating members of Parliament and Councillors in Tender Boards.

To strengthen this area further, it is intended to introduce necessary laws and procedures; recast the supplies manuals for public bodies to streamline the procurement system, undertake training and capacity building; review service regulations to eliminate areas of potential conflicts of interest; and to identify and blacklist deviant suppliers.

Needless to state, the biggest actor will be Government. In a free society and the team can only undertake advocacy for better procurement terms, monitor procurement practices, raise pertinent issues and encourage the private sector to develop and abide by its own codes of conduct. Many of the contemplated measures are quick wins and can be implemented in the short term. Indeed only the complete production of new supplies manuals are medium term measures. The implementation of the supply side measures will result in a substantial reduction of corruption.

4. PUBLIC SECTOR REFORMS

The failures of public management and Governance in developing countries are typified with declining quality of service, inadequate policy formulation, weak financial management and poor decision making thus leading to misallocation and over-accumulation of financial resources among many other ills. The manifestations of public sector failure can be seen by the non-performance of core functions of Government creating opportunities for

ent; size of the civil service being too large thus leading to inadequate Operational Management (O&M) budgets, hence poor service delivery in every respect; low pay killing morale of public servants; no specific work ethic and weak performance and capacity-building environment; and public sector not properly integrated within the economy.

Kenya Government has endeavoured to address the problems by, *inter alia* putting in place a clear institutional framework for public sector reforms including establishment of reform committees, defining core functions of government and issuing guidelines on ministerial rationalisation and right sizing. Ministries have been reduced from 28 to 12. Guidelines have been issued on the proper ratio in the budget between personnel emoluments and operations/maintenance (O&M) with the intention of moving to 60/40 in the medium term and 50/50 in the long term, a new objective performance appraisal criteria has been developed and the code of conduct is being reviewed to address discipline and other matters. There are a lot of other actions that can and should be implemented as detailed in the matrix. Civil society will play a role of advocacy for implementation of stated policies on rationalisation, right sizing conflict of interest and transparency. Civil society too will join in the Advocacy and keep monitoring the implementation of various measures. The quick wins might turn into a challenge in the implementation of the various circulars pertinent to rationalisation and right sizing. This can be done in the short term. The medium term action is expected in the area of implementation of code of conduct, implementation of MFEF and development of a framework for training. In the long term, it is expected that all these reform measures will be implemented. The result will be a leaner more efficient public sector where corruption will be minimal.

5. CUSTOMS AND REVENUE

Customs and other revenue collections units of Government have been areas that have experienced endemic corruption. Some of these problems include under declaration/collection, misclassification; dumping of goods; bribery of staff; falsification of documents; false exemptions; falsification of export; falsification of import VAT.

The Government has created integrated revenue services by creating the Kenya Revenue Authority. The Government has also registered a number of internationally recognised companies to undertake pre-shipment inspection; there is surveillance by the Kenya Revenue Authority Transit monitoring Unit (TMU). In the case of default heavy penalties are incurred: the government has also launched the Revenue Protection Service to encourage and educate tax payers on the consequences of tax evasion. Transit fuel has been placed with a special marker such as to be working with Tanzania Revenue Authority and Uganda Revenue Authority can eliminate the problems of dumping.

For successful implementation of the reforms in customs and revenue, the Government is committed to the operational autonomy of Kenya Revenue Authority; it intends to finance the automation of Kenya Revenue Authority systems and increase capacity to collect revenue and strengthen the judiciary. Kenya Anti-Corruption Authority and police force so as to prosecute corruption cases expeditiously. On the other hand, civil society will advocate for the education of members of the public on revenue laws and procedures. The team will undertake advocacy of necessary measures and monitor performance against stated Government Programmes.

OF ACTION PLANS WITH EXISTING PROGRAMMES

ent that most actions will be taken by the Government. I actions done and proposed to be done by the Govern- : already identified as part and parcel of its overall k to increase efficiency and fight corruption in the ctor. As regards civil society, the advocacy and moni- le it assumes in the action plan is its daily cup of tea The team is a new actor. It has undertaken to do what it can, given its composition and specific circumstances of

TRY TEAM'S EFFORTS

: time the Kenyan team met in Washington to date, we ked closely in the development of the action matrix, in

the brainstorming on possible elements and milestones development of a national strategy to combat corruption interesting various stakeholders in the anti-corruption. One of the latest successes by the team was planning for holders workshop that took place in Nairobi on 17 S 1999. This workshop brought together the Government vate sector, civil society, the media and Parliament, to on the strategic plan of the Kenya Anti-corruption Auth on elements of a successful national strategy to comba tion. The team hopes it will stick together and collabora with other stakeholders in playing a positive role in against corruption.

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MALAWI

WI'S NATIONAL ANTI-CORRUPTION STRATEGY EXECUTIVE SUMMARY

Government and people of the Republic of Malawi are associated themselves with the global approach to corruption. Corruption is clearly the number one enemy to development and an enemy of the people, as it hinders government efforts to eradicate poverty and improve the lives of the ordinary people. It also results in the misallocation of scarce resources and this hinders economic growth.

In order to enhance transparency, accountability and good governance, the Malawi Team, with the support from the Government and other stake holders, came up with matrices and action plans as part of the World Bank's pilot programme on curbing corruption, which is being implemented in seven countries, including Malawi.

The matrices and action plans which have been developed, cover financial management and procurement, rule of law, judicial reform, and civil service reform. The following are the key concrete actions to take or already undertaken as part of the anti-corruption intervention.

JUDICIAL REFORM

• Strengthening of the Malawi Revenue Authority
• Strengthening of Anti-Corruption Bureau
• Strengthening of the Transparency International Malawi
• Launch of a broad-based campaign to build national confidence
• Focus on improving integrity standards in the public sector
• Increase civic education on customs and excise matters
• Conduct investigative journalism workshops

- Co-ordinate actions of civil society and actions taken by government

RULE OF LAW

- Awareness campaigns by the Anti-Corruption Bureau
- Improved conditions of services of judicial officers
- Media investigations and reports of crime and corruption allegations
- Train prosecutors and investigators
- Awareness campaigns against disrespect for court decisions
- Lobby Government

FINANCIAL MANAGEMENT

- Employment of Directors of Finance in at least five ministries
- Introduction of Medium-Term Expenditure Framework
- Increase the number of institutions to implement the Integrated Financial Management System
- Man-power development training
- Establishment for the policy makers and the public
- Mobilization of the professional organisations and civil society

PROCUREMENT

- Establishment of a high-level commission of enquiry on contract awards
- Passing of National Construction Industry Act
- Conduct a National Integrity Workshop
- Timely approval and implement the recommendations from the commission of enquiry on contract awards

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... training on investigative journalism to expose fraud and
... on
... rted publicity of corrupt practices that come to light

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TANZANIA

TANZANIA'S NATIONAL ANTI-CORRUPTION STRATEGY EXECUTIVE SUMMARY

Corruption is as old as human history itself. However in Tanzania, it has been traced back to about 1980, some twenty years after self-governance grew to such an extent that it impacted all social and economic activities in a most fundamental way, negating development in almost all sectors.

For this reason, the fight against corruption became the central theme of the manifesto of President Benjamin William Mkapa in 1995 who, on coming to power, appointed a commission to investigate and prepare a report ("The Warioba Report") on the state of corruption in Tanzania. This report was completed in December 1995 and was immediately made public.

The report indicated that corruption both of the "petty type" (involving traffic police) and of the "grand type" (e.g. public tenders) was both widespread and rampant. Bribe payments were in the judiciary and the police. It was a case of rampant politics impinging on the nation's economic development.

Measures to combat corruption in government institutions were put in place and this included, amongst others, removal of corrupt elements who held leadership positions. In addition, the strengthening of the Prevention of Corruption Bureau is underway. It was soon realized that an holistic approach involving all other stakeholders was needed. To demonstrate the commitment of the head of state, the President appointed a Minister of State for Good Governance who, I believe, is here with us. His presence is in clear testimony of his endorsement of the anti-corruption measures being presented here.

By March 1999 the Tanzanian Government embarked on formulating a National Anti-Corruption Strategy involving the active involvement of government ministries, NGOs, the private sector, civic associations, donors, the media, religious organizations and so forth. This strategy document sets out an anti-corruption programme covering all sectors and dealing with key elements of prevention, enforcement, raising public awareness and institution building.

The strategy is predicated on a steadfast political will and sufficient resource allocation for implementation. It requires crucial support from the donor community, the media, and the private sector. Above all, for the strategy to succeed, the political will and the support has to be sustained throughout the implementation phase.

In regard to donors, we welcome their support. In particular we are much encouraged by the stance of the World Bank Group. Indeed, it is worth mentioning that some time ago, Mr. James Wolfensohn, the World Bank president conducted a discussion draft of a paper entitled "A Proposed Comprehensive Development Framework" to board, management and staff of the World Bank group. This document situated corruption as a major development constraint in most developing countries including Africa.

The countries of Southern Africa Development Community (SADC) have already held round table meetings on anti-corruption measures which are needed. Also, the Organization of African Unity (OAU) is on the forefront in coord-

approach to home-grown anti-corruption initiatives in all of Africa.

In 1999, at a stage when Tanzania's National Anti-Corruption Strategy was well advanced, the World Bank Institute sent to Tanzania a team of 5 members (the "Country Team") from government, media, business and civic associations to meet in Washington their counterpart Country Teams from ETHIOPIA, GHANA, KENYA, MALAWI and ZAMBIA. The meeting was in the form of a course in "Controlling Corruption through an Integrated Strategy". Lectures, video-conferencing sessions took place in respective countries to cover *Rule of Law, Financial Management & Accountability, Customs, and Civil Service*. These deliberations highlighted the need to apply diagnostic tools and procedures to control corruption. They also highlighted the importance of coalition building through forging alliances and partnerships by involving all the stakeholders so as to have an integrated approach on problem areas of corruption. These areas include: Reform of Public Sector Institutions, competition through Privatization, & Privatisation, Financial Discipline, Rule of Law, Promoting Public Awareness, assuring delivery of Public Services etc. Several quick-wins were also identified.

The similarity of the state of corruption in these seven African countries was astounding.

The course in Washington and the subsequent V-C sessions highlighted the importance of taking the concept of "political ownership" which transcends top leadership so as to include all stakeholders through an empowerment process.

The very same sentiments were echoed in a Workshop held last month to internalize Tanzania's Anti-Corruption Strategy by giving ownership to civil society and the private

sector. During this Workshop, coalition building, stakeholder involvement and use of diagnostic survey results were emphasized through political will, as key elements which underpin an integrated approach to control corruption.

The outcome of all these is a form of Strategy Matrix. These provide a summary of the main problem areas of corruption, measures given in the National Anti-Corruption Strategy setting out actions already taken, as well as priorities of actions needed to be taken to yield expected results in the short, medium and long terms.

These matrices therefore need to be taken up in further workshops and these are planned for the implementation, monitoring and evaluation tasks ahead. It is important to note that in every problem area, the beneficiaries are the corrupt and the innocent, the poor and the weak lose out. At a national level, corrupt elements both exploit poverty and maintain it. In other words, corruption is not confined to national or regional boundaries; it is global.

In global terms, Grand Corruption is already a "big business" in which greedy business leaders and high-ranking government officials collude with increasing sophistication. The National Strategy seeks to dismantle this "big business" on the premise that petty corruption will die a natural death.

This is a daunting task requiring sustained application of strong curative and preventive anti-corruption measures in partnership with regional and international initiatives. It will need substantial resource utilisation including the upgrading of the Prevention of Corruption Bureau as a strong autonomous organ.

Backed as we are by top national leadership, with much background diagnostic survey work already completed a

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When National Anti-Corruption Strategy also in place, we know that Tanzania is well set to take on the scourge of corruption.

I now very briefly highlight the priority areas of the Strategy Matrices as follows:

Rule of Law: to create conditions which can restore confidence in the judiciary services and law enforcement agencies.

Fiscal Discipline: reduce siphoning of public funds and increase revenue collection to enable financing social services.

- **Procurement:** strict adherence to and transparent administration of tendering procedures.
- **Public Awareness:** to create awareness of how corruption harms the economy and ultimately transforms the fabric of society.
- **Public Service:** to recognise that public officers are “masters” but “servants” accountable for their actions (therefore deserve a fair remuneration package).
- **Media:** to report corrupt elements without fear or favour and to publicize the harm they do to the innocent, the honest and the weak in Tanzania.

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UGANDA

IDA'S NATIONAL INTEGRITY STRATEGY

EXECUTIVE SUMMARY

LAW:

Weak law enforcement system--weak investigation, prosecution and adjudication.

Suggestions to tackle these problems:

Government is to conduct a diagnostic study into weaknesses of judicial system; obtain benchmarks and best practice among countries of comparable level; further strengthening of law enforcement agencies through training, payment of adequate salaries, etc.

Civil Society plans to conduct awareness raising campaigns; work with and strengthen NGOs individually and through coordination; continue to expose corruption in the media and/or through various bodies, cultural leaders and institutions.

Country Team strategy is to continue to put pressure on the government to implement what it has not yet done as well as strengthening the activities of civil society.

FINANCIAL MANAGEMENT:

Lack of integrated accountability and auditing of government and donor funds; lack of public awareness of the importance of a sound financial management system; and lack of transparent and prioritized budgetary processes.

Suggestions to tackle the problems:

Government is to integrate all internal audit units within government; ensure budgetary processes obey rules of public

expenditure management; and institute clear grant remuneration procedures as well as introduce work ethics.

- *Civil Society* is to lobby Government to allocate funds transparently; and collaborate with professional accountants to improve work and professional ethics.
- *Country Team* plans to monitor the progress of IFMs. This issue is included in national strategy; work with Government to improve prioritization process; and finalize framework for dialogue with national professional association.

PUBLIC PROCUREMENT

Problem: Weak procurement systems--weak legal regulations as well as lack of trained personnel to conduct competent procurement evaluations.

Suggestions to tackle the problems:

- *Government* to support the procurement process with training and equipment; Minister of Finance to consult with all stakeholders to ensure transparency and accountability in program; corruption agencies to agree on recommendations to create an evaluation committee to be managed by professionals of various backgrounds.
- *Civil Society* to publicize the laws and regulations in the area; nominate and vet the Evaluation Committee members; and publicize the experience and qualifications of individuals and firms in their respective fields.
- *Country Team* to ensure that the anti-corruption agency is operational and make recommendations; seek technical and financial assistance from donors to implement programs, and urge government to solve the problem in the procurement regulations.

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Lack of adequate collaboration between Uganda Authorities, the Ministry of Finance and policy makers rates and restrictions, as well as lack of public ion when setting up trade policies.

ms to tackle the problems:

nnment to form consultative committee between Ministry of æ and Uganda Revenue Authority to discuss tax proposals e budget.

Society to launch a broad-based campaign to raise public ness on taxes; encourage government to include other olders in the Consultative Committee--importers and ters; and the public should be made aware of the tax al and it should be decentralized.

ry Team to coordinate the activities of civil society and or the actions taken by Government; and identify operational administrative bottlenecks in action plans to facilitate ve implementation.

9th International Anti-Corruption Conference, Durban, South Africa, 10-15 October, 1999