

ETHIOPIA

IA'S NATIONAL ANTI-CORRUPTION STRATEGY

DRAFT FOR DISCUSSION

EXECUTIVE SUMMARY

RECOMMENDATIONS FOR OTHER COUNTRIES TO

For an initiative to be effective, the initiation for fighting corruption should be from the concerned country, preferably from the Government. External efforts should aim at creating an indigenous initiative, of course, by force.

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

Capacity building can be facilitated by experts that advise and support concerned officials in their fight against corruption.

This strategy may be preferable in the short-term. However, in the long run, we should aim at creating local capacity by providing sufficient training.

All anti-corruption activities should be participatory and involve the centre of stakeholders' participation revolving around the active involvement of the civil society.

However, participation should not be considered a mere formality. In order to achieve real participation, expert advice is necessary to publicise the background of the issue for discussion. It is only in this respect that stakeholder participation is meaningful.

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

Prioritizing Problem Areas

	Who benefits	Who loses	Actions already taken	Actions to take			Expected results/
				Government	Civil Society	Team	

lack of capacity of judges with respect to case loads

g n	<ul style="list-style-type: none"> • Suspects • Defendants • Criminals • Corrupt 	<ul style="list-style-type: none"> • The public • The innocent • Government 	Government declared to fight against corruption	<ul style="list-style-type: none"> • Mobilise resources • Drafting efficient procedure & evidence law • Create an efficient judicial system by re-structuring the organisations • Development of training packages & conduct training • Revise existing Penal Code & criminal procedures 	<ul style="list-style-type: none"> • Participation in stakeholder meetings • Undertake research on the existing system • Publicising the problems & solutions • Create forums for public participation 	<ul style="list-style-type: none"> • Design projects • Raise funds • Recruit consultants • Co-ordinate Government & civil society activities • Approve draft legislation & send to respective bodies for final approval 	<p><i>Before Sep/99</i></p> <ul style="list-style-type: none"> • Project design • Recruitment of consultant <p><i>Sept/99 – Nov/00</i></p> <ul style="list-style-type: none"> • Drafting the procedures & evidence completed <p><i>Nov/99 – Jan/2000</i></p> <ul style="list-style-type: none"> • Designing systems procedures will be completed <p><i>Jan – March/2000</i></p> <ul style="list-style-type: none"> • Development training program complete & at least first training will be completed
il			Justice and legal reform program launched				
ical			Design to strengthen the capacity of the judiciary				

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

Prioritizing Problem Areas

	Who benefits	Who loses	Actions already taken	Actions to take			Expected results/
				Government	Civil Society	Team	
al ion			Design to develop Code of Conduct				

Civil Service Reform

Issue	Anticipated Benefits	Anticipated Risks or Objections	Anti-Corruption Contribution	Steps Leading to Action (Gov't, CS, CG)	Where the Bar Assist
if ces to n	<ul style="list-style-type: none"> Improved efficiency & responsiveness to changing service delivery environment Increased response to political & reg'l pressures for more decentralisation services taken closer to local people Increases the sense of ownership and hence honesty 	<ul style="list-style-type: none"> In the short term on a limited scale misappropriation of quality public administration due to low capacity to shoulder decentralised 	In the short run it will be modest, but in the long run it will have great contribution	Gov't	Assist on capaci building
ation	<ul style="list-style-type: none"> Effective & efficient mobilisation of resources Effective & need-based financial decision Effective utilisation 	<ul style="list-style-type: none"> In the short term on a limited scale misappropriation of fund 	In the short run it will be modes & in the long term it will be effective	Gov't	Technical assisa terms of info & tr

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

Civil Service Reform					
Issue	Anticipated Benefits	Anticipated Risks or Objections	Anti-Corruption Contribution	Steps Leading to Action (Gov't, CS, CG)	Where the Bar Assist
Standardisation	<ul style="list-style-type: none"> Standard system of education quality Effective utilisation of scarce expertise 	<ul style="list-style-type: none"> If it is participatory there will not be risk 	Modest	Gov't	Financial support
Efficiency	<ul style="list-style-type: none"> Increased efficiency & quality of service Same 	<ul style="list-style-type: none"> Financial pressure on clients Demoralises staff in employment elsewhere in the civil services pay will be higher in autonomous institutions 	Modest	Gov't	Capacity building Finance
Mobilisation of resources	<ul style="list-style-type: none"> Mobilisation of needed resources 	<ul style="list-style-type: none"> Triggers corruption 	Modest	Gov't	
Public safety	<ul style="list-style-type: none"> Ensuring public safety 		Significant	Gov't & Civil society	
Civil service system	<ul style="list-style-type: none"> Motivation of staff Enhances the honesty of the civil service Reduce Corruption 	<ul style="list-style-type: none"> Modest 	Modest	Gov't	
Staff with no corruption	<ul style="list-style-type: none"> Motivation of staff Reduce corruption 	<ul style="list-style-type: none"> Demoralise other staff 	Modest	Gov't	
Gov't employees own	<ul style="list-style-type: none"> Motivation of staff 	<ul style="list-style-type: none"> Creates an opportunity for corruption 	Modest	Gov't	Financial support

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

Civil Service Reform

Issue	Anticipated Benefits	Anticipated Risks or Objections	Anti-Corruption Contribution	Steps Leading to Action (Gov't, CS, CG)	Where the Bar Assist
of s'	<ul style="list-style-type: none"> • Enhance equal treatment & standardised • Serves as the basis for establishment of fair pay 	<ul style="list-style-type: none"> • Diversion of the money for other purposes 	Modest	Gov't	

DRAFT FOR DISCUSSION

IA'S NATIONAL INTEGRITY STRATEGY

	<i>Who</i>	<i>Resources</i>	<i>When</i>	<i>Time already committed</i>	<i>Accomplishment</i>
/	<ul style="list-style-type: none"> Gov't (Ethics Sub-Program) 	<ul style="list-style-type: none"> World Bank Institute (WBI) 	Within 60 days	54 days	<ul style="list-style-type: none"> The counterpart is already assigned The independent organization is selected to do the survey The questionnaire is selected and contextualization is under Selected pre-testing center Selected languages and sample regions
ivil	<ul style="list-style-type: none"> Walla Information Center Civil Society 	<ul style="list-style-type: none"> Commercial Bank of Ethiopia Ethics Sub-Program Christian Relief & Development Program, Addis Ababa Chamber of Commerce 	June 24, 1999	1 day	<ul style="list-style-type: none"> Conducted a one-day panel discussion on the issue of fighting corruption, participated by different level officials, and civil society <ul style="list-style-type: none"> Media Chamber of Commerce trade unions women's associations The Ethiopian Television and other media disseminated the Discussion for 7 days, 30 minutes air time each day
dia obilize of	<ul style="list-style-type: none"> Gov't (Ethics Sub-Program) 	<ul style="list-style-type: none"> 	Within 90 days	54 days	<ul style="list-style-type: none"> The resource mobilization is successful The project will be helped by Canadian Int'l Development Agency (CIDA) and British Gov't Recruitment of consultant is underway
obilize of	<ul style="list-style-type: none"> Gov't (Ethics Sub-Program) 	<ul style="list-style-type: none"> WBI Other donors 	Within 90 days	54 days	<ul style="list-style-type: none"> Resource mobilizing & recruitment of consultant is still under
tion itral ion)	<ul style="list-style-type: none"> Gov't (Ethics Sub-Program) 	<ul style="list-style-type: none"> 	Within 90 days	54 days	<ul style="list-style-type: none"> Int'l consultant engaged Induction of training is given to the Core Team by the consultant Assessment of present practice by consultant and local staff Development of recommendation on the establishment of the Central Body is underway

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

	<i>Who</i>	<i>Resources</i>	<i>When</i>	<i>Time already committed</i>	<i>Accomplishment</i>
(first	<ul style="list-style-type: none"> Gov't (Ethics Sub-Program) 		Within 90 days	54 days	<ul style="list-style-type: none"> Int'l consultant engaged Assessment of present practice by consultant and local staff Conducted consultation workshop on the principles of Code of Conduct with stakeholders Development of the draft of Code of Conduct is underway

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

Ethiopia: Prioritizing Problem Areas

Issues	Who benefits?	Who loses?	Actions already taken	Actions to take
efficiency of implementation	Suspects Defendants	Claimants Public The State Plaintiff	Justice and legal reform program launched	Government: <ul style="list-style-type: none"> Sustain the reform program Civil Society: <ul style="list-style-type: none"> Participation in the program Team: <ul style="list-style-type: none"> Work on building capacity of police, prosecutors and judiciary and educate public

Ethiopia: Identifying Next Steps

Items	Actions to take	Resources needed	Expected Results and by when?
	<i>Government:</i> Prepare corruption survey (Ethics sub-program)	WBI	Within 60 days
Public participation	<i>Founders of Society under function:</i> Register a civil society anti-corruption organization	Primary founders and TC/2/	September 30, 1999
	<i>Government Ethics Sub-Program:</i> Strengthen enforcement through mobilization of resources and recruitment of consultants	WBI and other donors	Within 90 days
Government	<i>Government Ethics Sub-Program:</i> Strengthen enforcement through mobilization of resources and recruitment of consultants		Within 90 days
Open discussion	<i>Government Ethics Sub-Program:</i> Completing inception development of central body for discussion		Within 90 days
Legitimacy	<i>Government Ethics Sub-Program:</i> Code of Conduct		First draft within 90 days

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

ETHIOPIA: STRATEGY MATRIX

Problem	Reform
Personal stability because of frequent changes of management control mechanism	<p><i>Government and Stakeholders</i></p> <ul style="list-style-type: none"> • Reduce frequent change of management • Capacity building in terms of personal skills • Develop Code of Ethics • Work together with anti-corruption central body • Reward those who are faithful officials in order to encourage them <p><i>Government, Stakeholders and Civil Society</i></p> <ul style="list-style-type: none"> • Introduce participatory approach
Also corruptors revealing corruption incidents ongoing and active organization	<p><i>Stakeholders:</i></p> <ul style="list-style-type: none"> • Strengthen Chamber of Commerce, Transistors Association, professional associations, and religious bodies • Develop Code of Conduct <p><i>Stakeholders and Civil Society:</i></p> <ul style="list-style-type: none"> • These associations will establish Strategic Alliances with media and gov't and other stakeholders to fight corruption • Create public awareness • Create alliance to fight corruption

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

ETHIOPIA: CIVIL SERVICE REFORM				
Proposals	Anticipated Benefits	(ii) Anticipated Risks	Steps Leading to Action: Gov't, Civil Society, Core Group	Anti-Corruption Contribution
of basic social administrations	<ul style="list-style-type: none"> Improved efficiency and responsiveness to changing service delivery equipment Increased response to political and reg'l pressures for more decentralization– services taken closer to the people Increases in the sense of ownership and hence honesty 	<ul style="list-style-type: none"> Duplication of services Misappropriation of public funds Deterioration of quality of public admin due to low capacity to shoulder decentralized responsibility 	<ul style="list-style-type: none"> Government 	Modest
ation	<ul style="list-style-type: none"> Effective and efficient mobilization of resources Effective and need-based financial decision 	<ul style="list-style-type: none"> Misappropriation 	<ul style="list-style-type: none"> Government 	Negative
ral agency for on, syllabus ation	<ul style="list-style-type: none"> Standardized system of education – quality Effective utilization of scarce expertise 	<ul style="list-style-type: none"> Poor contextualization of higher education 		Modest
i of hospitals	<ul style="list-style-type: none"> Increased efficiency & quality of service 	<ul style="list-style-type: none"> Financial pressure on clients 	<ul style="list-style-type: none"> Gov't 	Modest
n autonomous	<ul style="list-style-type: none"> Increased efficiency & quality of service 	<ul style="list-style-type: none"> Demoralizes staff in employment elsewhere in the civil service as pay will be higher in autonomous institutions 	<ul style="list-style-type: none"> Gov't 	Modest
hed properties	<ul style="list-style-type: none"> Mobilization of needed resources 	<ul style="list-style-type: none"> Triggers corruption 	<ul style="list-style-type: none"> Gov't 	Modest
agency for drug	<ul style="list-style-type: none"> Ensuring public safety 	<ul style="list-style-type: none"> Depletes public fund particularly if not a priority 	<ul style="list-style-type: none"> Gov't & Civil Society 	Modest

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

ETHIOPIA: CIVIL SERVICE REFORM

Proposals	Anticipated Benefits	(ii) Anticipated Risks	Steps Leading to Action: Gov't, Civil Society, Core Group	Anti-Corruption Contribution
Service system	<ul style="list-style-type: none"> • Motivation of staff • Ensuring honest civil service • Reduce corruption 	<ul style="list-style-type: none"> • Pressure on public financial resources 	<ul style="list-style-type: none"> • Gov't 	<ul style="list-style-type: none"> • Important
Jobs with central gov't	<ul style="list-style-type: none"> • Motivation of staff • Reduce corruption 	<ul style="list-style-type: none"> • Demoralize other staff 	<ul style="list-style-type: none"> • Gov't 	<ul style="list-style-type: none"> • Important
Gov't residence employees to own houses	<ul style="list-style-type: none"> • Motivation of staff 	<ul style="list-style-type: none"> • Encouragement of corruption 	<ul style="list-style-type: none"> • Gov't 	<ul style="list-style-type: none"> • Important
1 of senior officials	<ul style="list-style-type: none"> • Signal for transparency • Serves as the basis for establishment of fair play 	<ul style="list-style-type: none"> • No risk 	<ul style="list-style-type: none"> • Government 	<ul style="list-style-type: none"> • Important