

PLENARY 3: Measures to combat Corruption at the Local, National and International Level

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SUMMARY:

Much focus and attention has been given to the problem of corruption around the globe in recent years because of its negative impact and its viral and crippling effects to society. Also corruption has increased in recent years and is a crosscutting and devastating phenomenon be it economic, social, political or cultural. It undermines society and development and the poor are hard hit.

In examining measures taken or to be taken nationally, regionally or internationally specific attention will be given to the strategies and action plans developed for implementation at the national level in Tanzania.

It is possible to combat corruption and reduce its negative impact only if there is a political will that exists, which is credible to attract a genuine support of all stakeholders in the government, the civil society, and the private sector to attack both passive and active corruption.

CONCEPTUAL FRAMEWORK

Transparency and accountability is argued reduce corruption. Integrity in administration is crucial to the achievement of good governance. Government institutions and procedures should be designed in a way that reduces opportunity for corruption and creates incentives for public integrity.

It is suggested that social action coalitions, broad-based co-operation among the civil society and the private sector on the one hand, working together with the government

on the other to institutionalize attack on corruption will yield good governance. (Michael Johnston, Sahr Kpundeh 2000).

Coalitions building and ultimately working together is a way to create a visible, legitimate reform movement that allow its members to learn from each other as they work together. Such coalitions are important to counteract corrupt elements in society and reinforce the vigour of the movement against corruption.

The social action coalitions is a unity between elites and civil society that are unified with one purpose of fighting corruption using multi-pronged approaches reflecting their background and diversity. This unity of different constituencies is caused by the shared suffering of the costs of corruption, which may be quantified and invariably unquantifiable.

Rendering one another assistance through the exchange of their experiences and best practices will improve the effectiveness of anti-corruption strategies, both national and international (Global Forum II, Final Declaration, 2001). But these coalitions should not be symbols of reform to conceal their stake in the status quo. They should resist any attempt of becoming certification body or seals of approval.

The measures against corruption are intended to curb the intentional non compliance with arm's length relationship that desires some advantage for oneself or for the benefit of one's party, class, tribe, friend, family etc (Tanzi, 1998).

Any realistic strategy must address with an explicit recognition both the demand and supply side of corruption. By demand we refer to those acts of corruption on the part of the public sector employees and by supply are those acts of corruption on the part of the private sector and the civil society actors.

MEASURES AT THE NATIONAL LEVEL: THE CASE OF TANZANIA.

In curbing corruption in Tanzania, the Government adopted the following measures that are relevant to the circumstances of the country:

- ❖ Carrying out an in-depth diagnostic study of the causes and extent of corruption in the country through the Presidential Commission Against Corruption (PCAC) commonly known as the Warioba Commission.
- ❖ Involvement of all stakeholders in brainstorming, formulating and proposing the basic structure and content of the strategy to combat corruption in the country (NACSAP).
- ❖ Political will
- ❖ Developing sector specific action plans against corruption

- ❖ Setting out priority areas to attack corruption
- ❖ Mainstreaming with the ongoing reforms in the country
- ❖ Developing and building capacities to institutions that are directly charged with the responsibility to combat corruption i.e. The Prevention of Corruption Bureau.
- ❖ Institutionalizing co-ordinating, evaluation and monitoring unit

THE PRESIDENTIAL COMMISSION AGAINST CORRUPTION (PCAC)

On January 17th 1996, the President appointed a commission to carry out diagnostic studies on corruption in the country as part of the Government strategy in enhancing integrity and accountability. The Commission completed its work on December 7th 1996 after reviewing statutes, rules and procedures in Government and identifying loopholes for growth of corruption. The commission made comprehensive recommendations touching all government ministries and departments.

The government delivery services system was examined by the Commission and far reaching recommendations were offered. In its analysis the Warioba Commission concluded that corruption is a problem whose eradication will take long; and efforts to build a strong economy is important measure in curbing corruption. The Commission is of the firm view that the best starting point in curbing corruption in the country is the leadership because if that is not addressed other measures to combat corruption cannot yield the desired results. (Report on the Commission on Corruption, November 1996)

The Warioba Report found out that in social services delivery sector some public servants receive bribes as a means of supplementing their meager incomes, which in turn help them to make ends meet. This is what is commonly known as “petty – corruption”.

The other type of corruption the Commission noted is the “grand-corruption”, which involves high level official and public servants who engage in corrupt practices because of their excessive greed for accumulation of wealth.

The report aptly summarized:

Businessmen seeking decision which are in the interest of those businessmen bribe leaders who are supposed to make important national decisions. They offer chairmanships of Boards, of parastatals through favouritism and without considering professional knowledge, ability and national interest and they have interfered in executive decisions in areas such as allocation

of Hunting Blocks or allocation of plot in areas not permitted by law (ibid p.4)

It is also important to note that there are two major trends in corruption: active or coercive corruption and passive or submissive corruption.

For active or coercive corruption, the agent or the public authority is the causation and the ultimate beneficiary of the proceeds of corrupt transaction. They would not discharge duties unless extra payment has been effected by his customers. This happens in licencing authority, Taxation, Judiciary, Police and other service delivery institutions.

By passive or submissive corruption, a client is the initiator and the agent, who is the office holder, agrees to the offer and accepts bribe and delivers services, which is not part of his schedule. Ultimately both the giver and the recipient are the direct beneficiaries.

Corrupt practices are eating away the public good that should have been the good of the public servants and office holders. They are eating away the resources and the public trusts. They are distorting our social ethics and erasing the line between public and private moral commitments (Sirkku Hellsten, 2001)

We can summarize the Warioba Commission's findings on the causes of corruption as:

- ?? Laxity in administration, lack of accountability and transparency.
- ?? Length and difficult procedures
- ?? Scarcity of essential commodities.
- ?? Low salaries, the rapid rise in the cost of living and insecurity of employment tenure.
- ?? Lack of political will and weakness of government organs (courts and police).
- ?? Monetary expansion in the economy (trade liberalization which has encouraged tax evasion, non payment of customs duties, illicit trade, land scams, drug trafficking etc.)
- ?? Appointment of leaders without due regard to established procedures and erosion in the integrity of leadership.
- ?? Emergence of conspicuous consumption.

THE NATIONAL ANTI-CORRUPTION STRATEGY AND ACTION PLANS (NACSAP)

The National framework on good governance document (December, 1999) defines good governance as the exercise of official powers in the management of a country's resources in an effort to increase and utilize such resources for the betterment of life. The exercise of power spells out the conditions and environment for participation by the various and environments for participation by the various stakeholders. Good governance calls for a system of public management, which is transparent, responsive to popular interests, responsive and accountable and where officials in the exercise of public management are capable, efficient, ethical and professional in the interest of the served public. Good governance has two distinct dimensions: One is political, and relates to the degree of genuine commitment to the achievement of good governance; the other is technical, and relates to issues of efficiency and public management.

Tanzania's good governance vision contains in the Government's policy paper vision 2025 that "Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society."

For Tanzania to realize the above vision, it has set a framework that elaborates the priority areas for which deliberate interventions need to be focused on in a continuous but stage-by-stage approach.

Realizing the extent of corruption in the Country as the Warioba Commission reported, the government initiated a stakeholders meeting that will chart out the National Strategy against corruption. The strategy as an intervention is intended to providing a national framework that would address the different causes and manifestations of both petty and grand corruption. The strategy seeks to establishing a uniform and effective process for all institutions involved, setting out clear objectives, implementation time-frames, indicators, monitoring, and reporting system that will allow the government to closely supervise the planning and implementation of the strategy. The strategy has been approved by the cabinet and endorsed by all stakeholders, the civil society, the private sector and the media.

The envisaged results of the strategy are:

- ?? Competent and customer oriented delivery of public services assured.
- ?? Effective and transparent systems, procedures, rules and guidelines established.

- ?? The institutional and organizational capacity to deliver effective and transparent services established.
- ?? A legal and administrative framework to ensure effective, equal, fair and transparent services established.
- ?? Public awareness on visions, rights, procedures, standards, and codes of conduct established.
- ?? Effective implementation of the anti-corruption strategy assured.

The NACSAP was approved and launched in November 1999 reflecting the need for coalition building to broaden the front for combating corruption and highlighted a strong emphasis on preventive measures.

The strategy is implemented through sector specific actions already developed and being implemented by individual government ministries, departments and agencies.

The process of implementation was preceded by training workshops that involved all ministries, departments and selected agencies held from July 25th to September 5th, 2000 that brought together personnel of various levels of decision-making and implementation in the ministries, departments and agencies. Each Ministry, Department and Agency set out prioritized short, medium and long term actions that would attack both the perceived and real causes of corruption in their respective sectors.

An Inter-ministerial Committee was appointed to organize these initiatives, co-ordinate completion of formulation of actions and work together with focal persons from each ministry that are appointed to co-ordinate NACSAP Programmes in their respective ministries or agencies.

At the central level, the Good Governance Co-ordination Unit has been put in place by the government to co-ordinate all the activities under the on-going governance-related reforms.

The other sector-specific actions plan that being developed are for Regional and local government authorities, the civil society, the private sector and the media. All these action plans against corruption are being co-ordinated and eventually will bring about a comprehensive, coherent, inclusive, realistic and unified system of implementation and accountability by each sector under NACSAP.

POLITICAL WILL:

Kpundeh suggests that social action coalitions can reinforce political will and enhance the vitality of civil society by bringing a broad range of constituencies together to oppose corruption (Sahr Kpundeh, 2001).

Political will is the demonstrated credible intent of actors to attack perceived causes or effects of corruption at a systemic level. It is the willingness of champions of reform to combat corruption, which is rooted in their perceived hold on power and their ability to muster sustained support from domestic and international constituencies (*ibid*, 1998).

Political will can be viewed as a way to organize and set priorities among the various challenges, build legitimacy, credibility and broad-based political support and compliance, both in society and within the government.

It means that the capacity to convince a cynical populace that the measures the government is taking are genuine.

There are seven indicators for any meaningful political will to exist:

- a) Locus of initiative – has to be homegrown rather than imported.
- b) Analysis of the context and causes of corruption must be an in-depth and realistic.
- c) The strategy to combat corruption must be inclusive or participative.
- d) The ratio of strategic issues selected for reform has to be demonstrative.
- e) Strategies with incentives and sanctions.
- f) Monitoring system that includes a process to integrate results.
- g) Competition – economically and politically i.e. plain level field.

In assessing the state of political will four indicators are important:

- o Compromised political will is where leaders are personally involved in corruption.
- o Weak political will is found where leaders show no initiative against corruption.
- o Committed but untested political will is seen where leaders oppose corruption, but yet have to establish credibility.

- Strong and credible political will is manifested where leaders have demonstrated record of effective action against corruption

How to promote and build political will? Three steps are basic to take into account:

-  Short-term measures include, identifying anti-corruption champions.
-  Medium-term measures among others, to formulate and or develop broader political, bureaucratic and economic processes and incentive systems.
-  Long-term measures inter alia, to set programmes that institutionalize anti-corruption forces and incentives.

Political will is an integral component in the long-term process for reform. Effective reform includes willingness of politicians and a vocal constituency both armed with tools needed to meet goals. Broadening participation in the reform efforts is very crucial.

PRIORITY AREAS OF NACSAP:

The NACSAP has set out seven priorities:

-  The Rule of law and legal framework
-  Financial discipline and management
-  Procurement
-  Public Education, awareness and sensitization of their Rights.
-  Public Sector Reforms
-  Whistle Blowers and witness protection
-  Media (The NACSAP, November 1999, pp.10-11)

MAINSTREAMING REFORMS

The government is implementing major public sector reforms programmes that fit into NACSAP. These include Parastatal Sector Reform Programmes (PSRP), Local Government Reform Programme (LGRP), Legal Sector Reform Programme (LSRP)

and Public Finance Management Reform Programme (PFMRP), each of these programmes has a good governance component and thus tie well with NACSAP.

The mainstreaming of these reforms will promote and reinforce the existing mechanisms and capacities for project implementation already built into the reform programmes.

It will promote the use of the government new Integrated Financial Management System (IFMS) to channel its funding through the consolidated fund and integrate the implementation of the anti-corruption sector-specific-actions for improving the quality of public services delivery under the Public Sector Reform Programme (PSRP).

OVERSIGHT BODIES TO COMBAT CORRUPTION

Anti –Corruption Agencies

Preventive and deterrent measures are important and required to minimise incidence of corruption. The case studies of Tanzania, Uganda, Botswana and Hong Kong highlight a variety of enforcement mechanism and preventive measures instituted to deal with corruption.

Specialized anti-corruption agencies are established with a mandate to carry out three major functions, namely, preventive, investigation and prosecution and sensitization and or advisory functions.

The anti-corruption bodies are important because, they possess specialized skills that is required in investigative technique of handling complex corruption cases. The most notable constraints in these agencies with the exception of Hong-Kong are both human and financial to fulfil their mandates. It is observed that optimally, they should enjoy some form of arms-length or independent relationship with state. The case studies show that organizations that ostensibly have sweeping powers to fight corruption can be rendered ineffective by insufficient resources, often directly related to government control of their budget allocations and by reporting arrangements that leave them susceptible to central government control (Rick Stapenhurst and Shahrzad Sedigh, 1999). Political will becomes necessary if measures to fight corruption are to be sustainable because if those who govern society lack the political will to refrain from corruption and institute change, real reform is difficult to implement and sustain.

The public awareness component in the anti-corruption strategy is intended to expand awareness of corruption by the civil society and the private sector and actate them to press for change. Within anti-corruption agencies, the Community Education Department is responsible for the education, publicity and moral integrity. Its role is to mobilize public support in the fight against corruption by out-reaching broad community – based programmes using the mass media, specific programmes that are designed to raise the level of public awareness and willingness to report promptly and suspicious of corruption offences.

The Operations Department within the agency, receives reports and investigate complaints. The investigative and enforcement role is the most visible function that the general public notices and attracting intense public and media debate in major cases.

The Research or Corruption Preventive Department is mandated to prevent corruption by examining rules, procedures and regulations identifying management corrupt systems and instituting remedial measures that are effective and transparent.

For anti-corruption bodies to carry out their mandate effectively maintenance of integrity of these institutions is critical. Strict confidentiality in investigated matters has to be observed other than matters that the public has the right to know.

Training of staff and providing the necessary tools to these institutions is extremely important because corruption is increasingly becoming sophisticated and globalised. The public is the best ally of these institutions and therefore the need to keep the public well informed of the programmes and strategies to curb corruption that are put in place is necessary to have their support.

THE PARLIAMENT:

The Parliament is an important oversight body that can be used effectively to curb corruption. Parliamentary oversight in the budget process is recognized in its ability and checks and balances to question or influence inter sectoral allocations and ensure that the sectoral policy is properly complied with.

The scrutiny of actual expenditure through the Controller and Auditor General Report reflects the importance of Parliamentary control over the Executive branch of government.

The Parliamentary Accounts Committee (PAC) of Tanzania has 15 members and according to the standing rules is chaired by the opposition. It is responsible for overseeing the central government votes. The Local Authority Accounts Committee (LAAC) has also 15 members and is chaired by the majority in the house. It reviews the accounts of local government authorities.

Another oversight committee is known as the Investment and Public Corporations Committee (IPCC) whose mandate is to review the accounts of parastatal and performance of government investments. The unfortunate thing is that with the exception of special public hearings the general public are not free to attend the committee deliberations. Even where committee meetings are open to the public, the general public is not aware of its rights.

Other bodies that deal with Enforcement, Ethics and integrity:-

- The Human Right Commission and Good Governance.

- The Commissioner for Ethics
- The Civil Service Ethics inspectorate (CSD)
- The Police
- The Judiciary
- The Attorney General's Chambers (DPP)

GOOD GOVERNANCE CO-ORDINATION UNIT

In May 2001, the government instituted a co-ordinating unit within the President's office that will co-ordinate all good governance programmes in the country for the purposes of establishing evaluation and monitoring of all activities that are undertaken in the good governance reforms including the NACSAP.

This will bring about harmonization, consistency, uniformity and close follow up of implementation of the action plans as set out in the time-frame matrix of each sector. Also this will help to determine budget allocation requirements for the action plans identified by each sector specific implementation programme.

The over all objective of the co-ordination is to measure performance and comparing the perception indicators, access and transparency from the initial diagnostics, that those who are involved can see which areas have shown improvements and why.

CONDUCTING SURVEYS.

The carrying out of surveys will help to measure the extent and nature of corruption in a country, measuring corruption helps to establish priorities for reforms by identifying activities and agencies where corruption is rampant.

The use of surveys is good evidence to depersonalize the debate on corruption and this in turn will influence the shift of focus to substantive issues, education on the costs of corruption and serves as a baseline against which to successes and failures of the reform are measured.

Diagnostic surveys are therefore an integral part of building consensus and designing anti-corruption programme that reflect reality on the ground.

The survey should establish the scope and extent of the problem to be surveyed. Selection of governance problem on geographical basis has to be made, the institutions to be surveyed have to be known, whether social services delivery institutions. The diagnostic surveys provide qualitative and quantitative information for policy makers and are useful tools for anti-corruptions reforms.

MEASURES AT THE REGIONAL LEVEL: SADC

The Southern African Countries comprising Angola, Botswana, Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Tanzania, Zambia and Zimbabwe have formed the Southern African Forum Against Corruption (SAFAC) which is the result of resolutions made at the first and second Regional Round table discussions on ethics and governance organized by an NGO – SAHRIT in Botswana and Tanzania in 1998 and 1999 respectively.

The SAFAC was born in June 2000 in Gaborone, Botswana at the first Regional workshop of anti-corruption agencies to fight corruption in Southern Africa.

The objectives of SAFAC are:

- ☒ Strengthening networking amongst member organizations, update members on appropriate legislation and relevant international instruments on corruption.
- ☒ Facilitating upgrading of skills relevant to fighting corruption through training
- ☒ Co-operating and facilitating trans-boundary investigations and prosecution of corruption cases.
- ☒ Identifying and sharing experiences on best practices on combating corruption.
- ☒ Sharing relevant information on corruption and intelligence.

The SAFAC will become an integral part of SADC secretariat responsible for fighting corruption through the implementation of the SADC Protocol Against Corruption.

OTHER REGIONAL INITIATIVES AGAINST CORRUPTION:

- ?? The OECD Convention Against Corruption of 1997.
- ?? The Inter-American Convention Against Corruption of 1996.
- ?? The Basel Committee on Banking Supervision produced the 1997 Core Principles for Effective Banking Supervision.
- ?? The establishment of the Financial Action Task Force on Money Laundering.
- ?? The Global coalition for Africa's Twenty-five Principles to combat corruption.

?? The charter for Public Services in Africa which was accompanied by the Windhoek Declaration.

COMMENTS ON THE OECD CONVENTION AGAINST CORRUPTION

The approach of the OECD is towards supply-side controls because they aim at reducing the influx of corrupt payments into relevant markets by punishing the active bribe-givers and their accomplices and establishing a preventive mechanism. The demand- side of corruption is yet to be dealt with, and it applies also to the bribery of officials on non-participants countries though the latter are left to institute punishment or otherwise to their domestic officials. (Michael Levi, 1999).

Measures imposed by OECD are limited to covering active corruption of foreign public officials. The emphasis is on economic corruption (ibid). The OECD – initiative is derived from two main documents, namely, The Revised Recommendations of May 1997 (OECD-Revised Recommendation's of the Council on Combating Bribery in International Business Transactions, adopted by the OECD Council on 23rd May 1997) which contains preventive and repressive measures, both criminal and non-criminal in natures and the convention of November 1997 (OECD – Convention on combating Bribery of foreign Public officials in International Business Transactions, adopted by the Negotiating Conference on 21st November 1997), which criminalizes and establishes the require legal framework (ibid).

The entire system depends on the political will of member states, timed implementation schedule and a systematic and serious evaluation of implementation on good practice (ibid)

The 1995 Treaty on the Protection of Financial Interest of the European Community of 1995 (Convention of the European Union on the Fight Against Corruption of 26th May 1997 (97/c 195/01) is the basis for the first Protocol of 1996 (First Protocol to the Treaty on the Protection of Financial Interests of the communities of 27th September 1996 (90/c 313/01); which aimed at creating criminal liability for transnational bribery.

The 1997 convention on Bribery (Convention of the European Union on the Fight Against Corruption of 26th May 1997 (97/c 195/01) has imposed criminal liability for European Commission staff and for others whose legal responsibility was ambiguous under merely national legislation (ibid). Member states to the convention are ratifying and implementing the instruments.

Heads of state adopted twenty “Guiding Principles” in the struggle against corruption as initiated by the Council of Ministers in Strasbourg on November 6th, 1997 (Resolution (97) 24). The Criminal Law Convention on Corruption was adopted by the Council of Ministers in its 103rd session in Strasbourg on November 34, 1998 (CM (98) 18.1). This convention adopts a very broad notion of corruption including active and passive corruption, transnational bribes and bribery of private persons in a commercial context as well as trading in influence (ibid).

This development is geared towards legal harmonization of rules addressing both domestic and transnational corruption and sets a firm ground for an efficient mutual legal assistance framework.

Under the convention, states are required to provide effective sanctions and measures including of liberty that can facilitate extradition. Monetary sanctions are envisioned and the convention, incorporates provisions relating to aiding and abetting, immunity criteria for determining jurisdiction of states, liability of legal persons, the setting up of specialized anti-corruption bodies, protection of whistleblowers and witnesses, gathering of evidence and confiscations of proceeds of corruption.

In March 1999 the “draft civil law convention on corruption” was submitted to the council of Europe Committee of Ministers to the Parliamentary Assembly for debate and opinion. The purpose of this law is to provide legal remedy for victims of corruption.

This include, compensation for damages suffered, contributory negligence, limitation periods at least three years after the occurrence, identification of the person responsible, company annual accounts, the acquisition of evidence, interim measures, international co-operation and monitoring.

COMMENTS ON INTER -AMERICAN CONVENTION AGAINST CORRUPTION, 1996

The OAS – Convention applies broad concept of bribery including ‘Illicit enrichment’, reversal burden of proof of explanation for sudden increase in the assets of officials.

The instrument combines potential for mutual legal assistance and extradition with emphasis in criminalization of active trans-national commercial bribery. The convention encourages participation by civil society and private sector in efforts to prevent corruption. Ethical codes for public servants are encouraged, disclosures of income, assets and liabilities of persons who perform public functions in certain positions specified by law, and where applicable for making such disclosures public.

Protection of whistleblowers, who in good faith report incidences of corruption, transparency in tendering and procurement, government revenue collection and its efficiency, oversight bodies with a view to implementing modern mechanisms for preventing, detecting, punishing and eradicating corrupt acts are provided in the convention.

INTERNATIONAL MEASURES: UNITED NATIONS INITIATIVES AGAINST CORRUPTION

The United Nations efforts to fight corruption compliment local, national and regional measures. At the global level the United Nations (UN) has done the following:

- ☒ The production of the Manual of Practical Measures Against Corruption in 1990.
- ☒ Passing of the Resolution 51/99 by the United Nations General Assembly in 1997 on the Action Against Corruption – International Code of Conduct for public officials.
- ☒ Declaration against corruption and bribery in International Commercial Transaction of 1997.
- ☒ The Buenos Aires Recommendations Against Corruption of 1997.
- ☒ The Initiation of the Global Programme Against Corruption 1999.
- ☒ The adoption of the Convention Against Organised Crime of 2000.

CONCLUSION:

The above disposition shows that measures to combat corruption must be holistic, coherent, concrete, clear and realistic. They should be inclusive and provide the participatory context that enrich its objectives. Political will as shown above, is sine-qua-non to the meaningful set of measures to combat corruption in any societal setting.

We note that corruption is a crime of calculation as people will be tempted to engage in corrupt activities when the size of their corrupt gain is greater than the risk of being caught and punished. The penalty includes the wage and other incentives they must sacrifice if they are caught and severity of the punishment imposed.

The strategic measures proposed are intended to reduce the monopoly public officials hold over services they provide and limiting their discretionary power to which their decisions and activities are made accountable. Enhancement of transparency, integrity and accountability in public sector is the basis for minimizing corruption in our societies.

Raising consciousness about the existence and the deleterious effects of corruption is one of the important tools for preventive measures. The other important phase in curbing corruption is the public sector reforms that go beyond capacity building and bring about information to all stakeholders on the measures that are taken to institute actions against corruption whether nationally, regionally or internationally. Transparency and accountability on the part of government to its citizens is very critical indicator that measures to minimize corruption are now in place. Coalition building among stakeholders as shown above is important indicator in the reform process. Regional and International measures compliment national efforts to curb corruption.

It is important to recognize that the costs of corruption are very high. A quantitative assessment of the costs of corruption is difficult, but on the average, cost increases due to corruption are likely to be in the range of 15-40% of contract value (PETER EIGEN, 2001). Corruption undermines democracy, destroys the legitimacy of government, erodes development, leads to social and moral decadence and opens door to organized crime.

The above recommended measures will help forestall the efficacy of corruption in our societies.

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