

# PART 1

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## *The Challenge of Coping with Corruption*

- A. Strategies in the Region
- B. Disclosure of Information
- C. Integrity in Politics

## **A. Strategies in the Region**

## Chapter 1

# Designing a Comprehensive National Anti-Corruption Strategy in Cambodia

### ■ Sum Manit

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Cambodia is a postwar country. Most of the country's intellectuals were killed or fled the country during the Khmer Rouge regime, giving rise to a human resources problem. However, thanks to Prime Minister Hun Sen's win-win policy, the last Khmer Rouge forces have joined the government, and peace has been restored. In addition, Cambodia is one of those rare countries that has successfully carried out simultaneous political, economic, and governance reforms.

More than 25 years of instability and conflicts led to a total collapse of the administrative system. This accounts for the lack of accountability and transparency in public administration and in the control of budget expenditures. Some of the management problems include weak organizational structures, insufficient monitoring of the implementation of objectives, poorly coordinated government activities, insufficient competencies, and the absence of a code of ethics.

### REFORMS

To address these weaknesses of the public administration, the government has created the Supreme Council for the Reform of the State, under which seven reform councils are working in the following areas: public administration, demobilization of the armed forces, reform of the Army, finance, social sectors, legal and judiciary processes, land management.

To develop the market economy and the private sector, a fundamental priority of the government is to maintain political stability and to restore public order by establishing the rule of law. Furthermore, the government acknowledges that clear and well-established legal frameworks are of the utmost importance for creating a predictable and secure living and working

environment for all citizens. The government recognizes that widespread adherence to the rule of law will result in higher confidence of civil society and the local and international business community, and that this will ultimately result in higher investment and growth for Cambodia.

Fundamental freedoms are guaranteed in Cambodia. There are no restrictions on people's freedom to establish religious groups; professional associations; or voluntary organizations with social, economic, or other purposes. The Ministry of Information has officially recorded the publication of more than 100 media publications (daily, weekly, biweekly, and monthly) in local or foreign languages. No restrictions are placed on bringing in newspapers, magazines, or any other kinds of publications from abroad.

The government is committed to enhancing the quality of governance by building healthy institutions and making government operations equitable, transparent, readily accessible, efficient, and accountable to the public. It is developing its partnership with the private sector, civil society, and nongovernment organizations in formulating public policy and drafting laws.

In July 1999 the government asked the World Bank for technical assistance for capacity building in enhancing governance and fighting corruption. In November and December 1999 a local nongovernment organization carried out diagnostic governance surveys under World Bank supervision. The Cambodia Development Research Institute undertook another study of governance issues in Cambodia with ADB funding. The final outcome, with the World Bank's assistance, was the preparation of the Governance Action Plan (GAP) that is now being successfully implemented. Given the extent of progress, the authorities are currently getting ready to update the GAP in full consultation with all stakeholders.

As part of the good governance program, the public administration will be reorganized and rationalized in order to work efficiently and effectively in support of economic and social development. The government's ambitious programs to improve governance and the management of the civil service are indicative of its political will to undertake reforms to deter corruption. However, the process of change should be in step with Cambodia's absorption capacity. It must emphasize the use of and build on national expertise by progressively increasing public sector salaries. To accelerate the pace of reforms and, at the same time, combat corruption, the government is setting up priority mission groups, which are a core of civil servants. With technical assistance from the ADB, the World Bank, and the United Nations Development Programme, the concept is currently being finalized and is

expected to be implemented in 2002. With the provision of adequate incentives and an appropriate working environment, members of priority mission groups will be subjected to stringent performance and ethical standards.

At the same time, the government is designing a mechanism to enable the introduction of a tailor-made management and remuneration regime to deal with special circumstances. This mechanism would institutionalize practices whereby a portion of the revenues generated by an agency could be reallocated to the staff of that agency (for example, staff involved with customs inspections, taxation, and forest inspections). It could also address areas where independence is important, such as in the judiciary.

Another important component of the public administration reform is decentralization. The first commune elections in Cambodia were held in February 2002. The objective was to bring public services closer to the citizens and ensure the participation of civil society in the country's social and economic development. Decentralization will also contribute to poverty alleviation. To support the policy of decentralization, the Council for Administrative Reform is preparing a master plan for the deconcentration of powers from the central administration to provinces and districts.

The obvious point for starting anti-corruption efforts is to gain an understanding of the underlying causes, loopholes, and incentives that feed corrupt practices. A strategy needs to address not only enforcement and prosecution, but also prevention and community education. A strategy that focuses only on enforcement is almost certain to fail. In addition, it is axiomatic that a law enforcement approach will work only when a functioning and independent judicial system is in place. To this end the government is reforming the judiciary.

## **ANTI-CORRUPTION ACTION PLAN**

Cambodia applauds the efforts of the group of experts and ADB and OECD specialists in drafting the comprehensive Anti-Corruption Action Plan for the Asia-Pacific Region. The impression gained is that the group of experts involved largely represents an exhaustive cross-section of industrial countries and major international donors. While the document is exhaustive in describing the pillars of actions and outlining principles and standards to guide their implementation, it is silent on the level, nature, and quality of means to be made available to countries that voluntarily commit to implementing the Action Plan. In particular, it does not distinguish among countries based on their level of development and available means. All signatories are considered equals

to be subjected to the same oversight and auditing regardless of their capabilities. Donors are only to endeavor to provide the necessary assistance, while participating countries are expected to commit to the Action Plan not knowing ahead of time the extent of resources likely to be at their disposal and to submit to stringent, transparent monitoring.

A number of general comments follow:

- The government's will to fight corruption does not need to be further demonstrated. It was the first government in the region to commission a survey on corruption and to act upon it. Its approach is holistic and comprehensive.
- Through the GAP the government is already committed to a comprehensive effort to curb corruption along lines similar to those proposed by the draft Action Plan by addressing the causes of corruption. Already, a number of suggested actions under each of the proposed pillars are under way under the aegis of the GAP.
- The government has always maintained that the pace and scope of GAP implementation will depend on available means. At the current stage in the country's development, the government is overly dependent on external technical and financial assistance.
- The next version of the GAP is expected to deal with the fight against corruption in a more explicit and targeted way. It will entail measures to deal with public officials, the public, business enterprises, watchdog agencies, and the legal and judiciary process.
- A commitment to taking action as a sovereign state is one thing; however, submitting to international oversight in the absence of clear commitments by the international community to provide the necessary assistance, particularly to the poorest countries, is something altogether different.
- The Action Plan should not supersede domestic efforts already in place.

Specific comments include the following:

- Pillar 1 — developing effective and transparent systems for public management
  - *Integrity in the civil service.* The government's strategy to rationalize the civil service addresses many of the suggested actions. Some, such as regular rotation of assignments, would be difficult to implement in the context of a career system such as that of Cambodia. Others, such as the declaration and monitoring of assets and liabilities, are under consideration.

- *Accountability and transparency.* For the most part, the proposed measures are already being actively pursued.
- Pillar 2 — strengthening anti-bribery actions and promoting integrity in business operations
  - *Effective prevention, investigation, and prosecution.* The proposed actions relate primarily to the establishment and enforcement of an appropriate legal framework. At issue are enforcement capabilities, given the state of the judiciary and the early stage of the establishment of competent investigative and prosecutorial authorities, for instance, the National Audit Authority.
  - *Corporate responsibilities and accountability.* The government has often said that it wants to encourage its partners to pursue good governance in the areas within their jurisdiction. The government is actively pursuing the implementation of an appropriate framework to guide the activities of the private sector, for example, by reviewing incentives for investment and normalizing accounting practices to conform to international standards.
- Pillar 3 — supporting active public involvement
  - *Public discussion of corruption.* The government is already committed to disseminating the Diagnostic Study on Corruption as part of its GAP dissemination campaign. The preparation of GAP II will necessarily lead to extensive public discussions of corruption issues.
  - *Access to information.* As mentioned earlier, the Cambodian media are already among the freest in the region. Access to information would be greatly facilitated through the advent of computerization
  - *Public participation.* The government is already consulting extensively with all concerned in relation to public policy and good governance issues.
  - *Core principles of implementation.* Countries that volunteer for the Action Plan will be subjected to rigorous and regular monitoring, but the plan is silent on the monitoring of assistance providers. The fight against corruption is an ongoing, long-term effort that will require long-term support, particularly in the case of developing countries. Whether donors are committed to such a long-term effort is not clear. Success will require much more than best intentions.

## CONCLUSION

It is difficult to argue with the preamble to the Action Plan and the thrust of the pillars of action. However, successful implementation requires much more than a vague commitment to provide technical cooperation

programs. Most of the proposed actions require significant financial resources and know-how, which are not readily available in the least developed countries. More clarification and discussion are needed before the government commits to the principles of implementation of the proposed Action Plan. For one, all countries cannot be lumped together, and the Action Plan should explicitly recognize the special circumstances of the least developed countries in the region and the need for special measures to support them.

Many studies, research projects, surveys, books, seminars, and conferences supported by the ADB, the World Bank, the OECD, Transparency International, and other organizations and governments deal with the issue of corruption. Corruption is a social and global phenomenon that is not specific to developing countries. Only its severity varies from country to country. Corruption is like a cancer that flourishes where the institutions of governance are weak, and where a government's policy and regulatory regime provides scope for it. The causes of corruption are highly contextual, rooted in a country's political development, legal development, social history, bureaucratic traditions, economic conditions, and policies.

Thus strategies to combat corruption tend to vary from one country to another. The government has resolutely embarked on its fight against corruption, as demonstrated by the GAP and its strategy to rationalize the civil service. The government is looking forward to working with its partners in this most difficult of endeavors.

## Chapter 2

# Transparency International and Anti-Corruption Work in Nepal

■ Devendra Raj Panday

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The fight against corruption requires building coalitions across various segments of society and across nations. Even though the state actors that make the rules, both preventive and punitive, and implement them have an important role to play, the battle is not likely to succeed without the active efforts of other segments of society, including civic groups and businesses. Thus the value of the contributions of nongovernment organizations (NGOs) and other civil society institutions and actors has to be understood in this context. This chapter discusses the emergence and role of one such organization, Transparency International Nepal, which is part of the national, as well as the global, coalition against corruption.

The international movement against corruption is based on the fact that corruption is a global phenomenon, and that in cases of grand corruption, it has transborder implications that need a commensurate response. This recognition is what has made possible the small amount of progress made in the last few years. The international coalition against corruption is expanding by the day. The World Bank, the International Monetary Fund, the ADB, and other donors and international institutions are now taking more interest than ever before in the fight against corruption. This is because, among other things, they now realize that international development efforts and the resources mobilized and used to that end are being sabotaged by this scourge that adversely affects both the growth and equity objectives of development.

Nepal stands to benefit from the ongoing developments and international cooperation provided that its leaders have the will and the wisdom to take advantage of the opportunities to rise to the occasion and seize the moment. At the other end of the spectrum, the role of civil society is also critical. Without its contribution, a democratic culture and democratic practices

are not likely to take root in the country, and in the absence of democracy resources channeled for development are unlikely to produce the intended results. In addition, the anti-corruption struggle could simply fizzle out, with dishonest political leaders and corruption-friendly elements in society hijacking the democracy movement. For civil society to play its role successfully, it has to address some challenges to its legitimacy and credibility.

## **TRANSPARENCY INTERNATIONAL NEPAL**

The Nepali chapter of Transparency International (TI), Transparency International Nepal (TIN), was established in 1995 (formally registered in 1996), two years after the international movement had been launched in Berlin. It took the organization six months to become registered, partly because the authorities did not fully understand what “transparency” meant, and might therefore have been apprehensive about what the organizers were up to. Typical of how a bureaucracy works, a TI mission from Berlin was visiting Nepal at the behest of the then government and being feted by none other than the country’s prime minister at the same time that TIN was struggling to get registered as a legal entity.

Nepal has many NGOs that are engaged in supporting good governance practices, but TIN is perhaps the only one with the sole purpose of fighting corruption in the country. It has no other agenda, and in that sense is a unique organization. However, it is by no means the only civil society organization fighting against corruption in Nepal. Many other actors, both individual and institutional, are making valuable contributions to the cause. TIN believes in building coalitions among all such actors, including donors, who may share the same values and commitment to the changes that TIN seeks.

There is also another angle to the issue of which TIN’s campaigners have to be aware. The existence of a number of organizations interested in anti-corruption work also presents a challenge. The challenge does not just concern technical efficiency in a competitive milieu, but TIN’s credibility and sincerity. If the public cannot see concrete outcomes, TIN’s credibility and legitimacy will be questioned. Obviously, this holds true for the movement as a whole, but in Nepal the challenge becomes multiplied when TIN also falls victim to the general sense of frustration and despair arising from inadequate progress in the larger public domain, including not only development and democratization, but also peace and security.

## CHALLENGES

In the six years since TIN was founded the level of corruption in Nepal has probably not decreased, though TIN can take some satisfaction that the process has been started. The successes that have been achieved through the efforts of TIN and of civil society activism in general have been more or less parallel to what the movement has been able to accomplish elsewhere in much of the developing world.

First, some years ago, corruption was not seriously discussed, although abstract writings and anecdotal stories have always appeared in the media. Now this subject has firmly entered the public agenda. It has become a priority item in deliberations concerning the country's national destiny, and concerned citizens and groups are showing a keen interest in seeking solutions to the problem. The political debate and civic discourses are swamped by charges of corruption and countercharges. The newspapers and electronic media, especially some radio stations run by the private sector, are also discussing the issue. In essence, government leaders and political parties now all speak TI's language about transparency and the need to control corruption, when until a few years ago they did not even want to hear about the subject.

Second, until relatively recently donors too were not in a mood to listen to TIN's or anybody else's messages about the need to tackle corruption. Now this subject has become a principal item on their agenda. Many donors have begun to include relevant provisions in the bilateral agreements they sign with the government, specifying the government's responsibility to be alert to the possibility of corruption and to take measures to prevent it. They may not necessarily be working hand-in-hand with TIN, but TIN does serve as point for interaction and for sharing knowledge and experience for the many who are interested.

Third, politicians lacked awareness about the need for a code of conduct and the possibility of conflicts of interests as they engaged in an economically active manner in different domains of society. Now codes of conduct are being discussed everywhere, including in parliament for its members. The upper house has already adopted such a code.

Fourth, judges and other actors in the legal profession are also developing and adopting codes of conduct for themselves.

Fifth, amid charges that the law enforcement agencies were either weak or were performing at a level below their capacity because of the state's indifference to corruption, the government was forced to appoint a committee to suggest reform measures. The committee has submitted a report with wide-ranging recommendations that include measures to be taken on the legal front, on the organizational aspects of regulatory and watchdog agencies, on public personnel management, and on ensuring transparency in government. New legislation against corruption is being discussed in parliament. The fact that the bills as drafted leave much to be desired is a separate issue. TIN and other civil society actors have had the opportunity to react to them and have made some concrete suggestions for changes.

These developments indicate that the awareness building part of TIN's work has produced useful results. The distressing factor is that awareness without concrete results on the ground can be frustrating, especially when people are impatient, as all poor and exploited people are likely to be. The difficulty arises from a situation where political leaders display a sense of helplessness as to how they can contribute to anti-corruption work without sacrificing their political careers or futures. Thus civil society must take on the task not only of criticizing political leaders, but also of showing them a way out of this dilemma.

Thus a starting point is to work on society's attitudes and values, which in the end may decide how any political regime will be allowed to function. More constructive interaction between civil society and political and bureaucratic actors is needed. This has to be done by anti-corruption campaigners, not in a "holier than thou" frame of mind, but perhaps like a doctor, who has to understand how and why an addict is addicted to the vice in the first place. These are areas where we have no blueprint to follow or do-it-yourself kit to apply. The situation is made more complex by the possibility that in some areas even domestic civil society may be deficient, ethically and professionally, and thus is not always trustworthy as a healer or a guide.

If there is one factor in Nepal that makes anti-corruption campaigners look like ignorant fools, if not also hypocrites, and makes honest citizens despondent, it is the climate of immunity. The long arm of the law rarely seems to reach corrupt officials and public functionaries, who tend to get away with their corrupt acts, unrepentant about their transgressions. While discussion about what might be done about the legal framework abound, it is not only the cynics who think that simply changing the law will not make a difference. Nepal has been a society where, according to a popular adage, the

law is for the common people, while relief from its bondage is a privilege of the ruling classes.

If the situation on the punitive side is unsatisfactory, the preventive side also needs work. There is plenty of scope for improving the financial management system, the system of procurement, and the methods for ensuring transparency and probity in public life. TIN and other civic society actors have been trying to contribute in these areas by offering their services to the appropriate authorities, but when the principal bottleneck is in the area of government values and norms, TIN's enthusiasm falls on infertile ground.

## **PROBLEMS IN CIVIL SOCIETY**

Despite the dependence on the contributions of civil society in dealing with corruption, problems are also apparent within civil society that need to be taken into account and addressed, for example:

- Law abidance by citizens is at an all time low.
- People may encourage public officials to contravene rules and regulations and support corrupt practices for their own benefit.
- Everyone wants appointments, promotions, contracts, and so on, but no one wants to wait their turn.
- Every government minister, member of parliament, or other influential public leader is constantly inundated by people seeking favors who are likely to view them as hopeless, inefficient, or insensitive if their wishes are not granted, even if that means breaking the law.
- People tend to regard every problem as a personal problem, not a social issue that needs to be addressed collectively through appropriate institutional interventions and policy decisions.

## **TASKS FOR TIN**

In view of the foregoing, TIN needs to focus on the following actions:

- Building partnerships and coalitions with other like-minded NGOs based on shared values and common objectives
- Developing substantive (program-based) networks with relevant professional organizations, for instance, the Nepal Bar Association, the Institute of Chartered Accountants, the Nepal Engineering Association, and the Nepal Medical Association, to promote professional integrity and solidarity

- Finding ways to work with donors promote reform in their own backyards and among their partners in host countries
- Disassociating from individuals and groups, national or foreign, who believe in “cultural relativism” and profess that “this is Nepal, hence anything goes”
- Recruiting allies and finding champions that support anti-corruption values, norms, and activities within and outside state institutions.

## CONCLUSION

In Nepal, as in other countries of South Asia, TIN and other related NGOs and civil society agents can make critical contributions to combating corruption. They are already making some progress. However, combating corruption is also intimately related to the need to promote a democratic culture in politics and society. TI’s credibility in Nepal will thus depend upon its ability to make inroads into the political realm. A rejuvenated democratic culture should reduce corruption associated with the organization of political parties, the conduct of elections, and the behavior of state institutions.

The last point needs some elaboration. Anti-corruption work can be threatening, even for those who are relatively honest. As the Nepalese say, nobody who is entrusted with authority or has acquired substantial assets can claim “to have bathed in milk.” Thus one cannot be sure how the average person will perceive a whistle-blower, though needless to say, genuinely corrupt individuals will be threatened and will do all they can to discredit whistle-blowers. Thus TIN needs to find and support those willing to champion the cause of anti-corruption within their organizations.

## Chapter 3

# Recent Progress in the Asia-Pacific Region from an Australian Perspective

■ Barry S. J. O'Keefe

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**B**oth in Australia and elsewhere, efforts have been directed at defining and improving ethical standards in the public sector. In the Asian-Pacific region they have concentrated on Indonesia and Papua New Guinea; however, Australia has also undertaken an initiative in Nepal. In addition, as a member of Interpol's International Group of Experts on Corruption (IGEC), I have drafted a set of global standards for police forces and services of those countries that are members of Interpol.

### AUSTRALIA

The Western Australian government has set up a Royal Commission of Inquiry into the Police Service of the State of Western Australia. Although the commission's terms of reference are directed at a particular problem, they could be extended, as was the case with a similar Royal Commission in New South Wales from 1993-1995. The hope is that the initiative in setting up the Royal Commission is indicative of a commitment on the part of the Western Australian government to improve the attitude toward ethics among the Western Australian Police Service. In New South Wales the implementation of the numerous recommendations of the Royal Commission appears to have run into some difficulties. Indications of resistance to these reforms in some sections of the New South Wales Police Service are strong and credible. As a result, the commissioner of police has terminated the commissions and services of a number of senior officers. Given the nature of industrial and employment laws in New South Wales, the commissioner's actions have been challenged in court in some instances where the removals from office occurred because the commissioner had lost confidence in the officers in question or because of what the commissioner believed to be inappropriate conduct on their part.

## INDONESIA

Through the Australian Agency for International Development, the government of Australia funded an anti-corruption initiative in Indonesia that involved drafting a statute to set up an anti-corruption agency. The initiative was embraced by the then president of Indonesia. It involved, among other things, a program of public exposure of the concept of anti-corruption and of the statute that had been drafted to implement such a concept.

The public exposure program involved public officials from various areas of Indonesia, along with officials from Jakarta and myself. We traveled to various regional centers throughout the country and discussed both the general concept of the anti-corruption agency being set up and the specifics of the statute as drafted. The meetings were attended by local government officials, by representatives of nongovernment organizations, and in some instances by invited members of the public. All were well attended. The questions posed by the attendees were often searching, indicating a keen interest in and appreciation of the issues involved. The topics debated varied according to the geographic area.

There was clear consensus that an organization dedicated to eradicating corruption was desirable, but views about its form and its prospects of success differed. The meeting participants recognized that political will was essential for its success, as were the caliber and reputations of those chosen to head the organization. They also understood that the task confronting the proposed organization was extremely challenging. Resistance was apparent in some areas from different sections of the public sector, principally from some police officers. The need for the organization to have a regional presence was recognized at the regional level as well as among central government officials.

Although the project was originally directed solely toward creating a dedicated anti-corruption agency in Indonesia, it was expanded as a result of the obvious enthusiasm and clear dedication to the success of the project on the part of then Attorney-General Minister Lopa (who has since died suddenly). At his request a second statute was drafted with the objective of expanding the definition of corruption as currently understood under Indonesian law and to facilitate proof of corruption in the Indonesian courts.

Before the Indonesian parliament could give final consideration to the draft statutes the government changed. President Megawati Soekarnoputri, the new president, indicated her support for setting up a dedicated anti-

corruption agency in Indonesia and for the concept embodied in the legislation.

Legislation setting up a dedicated anti-corruption agency has now been enacted. The proposed legislation for expanding the definition of corruption under Indonesian law and facilitating its proof in the courts is still pending. There is some urgency to do this, because legislation currently limits the conditions under which bribery is a crime, making it difficult to secure convictions for the payment of bribes.

## **PAPUA NEW GUINEA**

Work is continuing in Papua New Guinea to strengthen the powers and improve the performance of the Ombudsman Commission in relation to corruption. This initiative is being assisted by aid from Australia and involves, among other things, an officer who was the director of corruption prevention and education at the Independent Commission Against Corruption in New South Wales. The indications are that the project has produced good results to date.

## **INTERPOL**

The IGEC, of which I am chairman, recommended to Interpol's General Assembly that minimum global standards in relation to the police forces and services of member nations should be produced and promulgated. At the General Assembly's 68th session, held in Seoul, Korea, in November 1999, it adopted the Seoul Declaration supporting minimum standards of ethical behavior and conduct in law enforcement agencies. The General Assembly expressly committed itself to underwriting the IGEC's anti-corruption initiatives, and at its 69th Session, held in Rhodes, Greece, in October-November 2000, mandated the IGEC to prepare a draft of such global standards for submission to the 70th session of the General Assembly, held in Budapest in September 2001.

In implementing the resolutions of the General Assembly, the IGEC determined that it should first conduct a short integrity survey of the police forces and services of member states. This was done, and the results are now being assessed. Concurrently global standards were prepared and recommended for consideration by the 70th Session of the General Assembly. At that session, the work of the IGEC was commended, and the standards as recommended were referred for comment by the member nations. The draft

standards, along with appropriate amendments that may emerge from the comments of member states, will be discussed and adopted at the General Assembly's 71st session, to be held in 2002.

The concepts underlying the global standards, and which have been accepted by the General Assembly, are as follows:

- The recognition that corruption undermines the effectiveness and efficiency of law enforcement
- The belief that corruption can be prevented and eradicated
- The need for police forces and services to accept responsibility for detecting and holding accountable those in their ranks who are corrupt
- The awareness that political will and forceful action at the national level, assisted by international recognition of the problem and support at this level, are essential for the fight against corruption to succeed.

The draft global standards were given even wider exposure at the 10th International Anti-Corruption Conference held in Prague in October 2001, when they were presented to the law enforcement officers in attendance from many countries. The standards are also likely to be presented to and discussed at Interpol's regional meeting to be held in the Asia-Pacific region in the near future.

When adopted, the global standards should assist the wider efforts to combat corruption, especially in the public sectors of the region, and may provide an impetus for creating a set of standards for this sector.

## **NEPAL**

An ADB-funded initiative in Nepal involves a number of Australians. The project is intended to help Nepal overcome certain hurdles that stand in the way of major loans to the country from international funding agencies. One component of the project is designed to improve levels of integrity and efficiency in the civil service and to help eradicate corruption. To date, an overall anti-corruption strategy has been formulated in conjunction with the government of Nepal and a number of local nongovernment organizations. In addition, a corporate plan has been prepared for the Nepalese Commission for the Investigation of the Abuse of Authority.

## CONCLUSION

The support of the Australian government for these projects indicates heightened awareness about the problem of corruption in the public sector and in the region and growing concern on the part of governments in these different countries to put in place structures and programs to deal with the problem. The increasing concern about the dangers of corruption among the ADB's developing member countries and the need for urgent action needs to be matched by a similar sense of urgency in Australia and other donor countries and in international agencies. In the final analysis, the political will to empower and support those whose task it is to discover, investigate, reveal, and punish corruption in the public sector will be the major determinant of success. Support from this conference could assist in that regard.