



**Ghana Integrity Initiative (GII)**

Local Chapter of Transparency International

# GII Alert

QUARTERLY NEWSLETTER

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# GII ON TAX JUSTICE IN GHANA

*- transparency Equity and Fairness*



*Seth Terkper- Finance Minister of Ghana*

Ghana, like many other developing countries, is currently faced with the major challenge of mobilising adequate tax revenues to meet its developmental agenda. This has resulted in its continued reliance on donor support to balance the country's budget. Efforts to remedy the situation have not been successful. There are also problems in the utilisation of the

limited revenues that the country is able to generate. Notwithstanding these challenges, Ghana still provides several tax concessions and incentives to investors to attract them to invest in the country.

These tax incentives are provisions and concessions made available to taxpayers to reduce their tax liability and

to entice them to invest in certain areas and sectors and also create jobs for the teeming youth. Regardless of the importance of these incentives, the system has been abused by most the beneficiaries to the disadvantage of Ghana. This can be attributed to lack of effective control of the system, inadequate monitoring of reliefs and exemptions and no system for sharing information on companies/individuals enjoying tax incentives.

The Ghana Integrity Initiative (GII) with funding from Christian Aid Ghana is implementing a project known as "Strengthening Emerging Tax Justice Initiatives". The aim of the project is to influence the tax making process through advocacy and by making fiscal policies in Ghana more transparent and participatory.

As part of the preparation for this project, GII commissioned three papers:

1. The impact of tax incentives on development in Ghana.
2. Transparency in tax administration in Ghana.
3. The free zones regime in Ghana.

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## WOMEN; LAND ACCESS & RIGHTS

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# THE CORRUPTION PERCEPTION INDEX (CPI) 2015 AND MATTERS ARISING!!!

Recently, Transparency International (TI) released yet again, its annual Corruption Perception Index, an index that scores and ranks countries/territories by their perceived levels of public sector corruption. The Index draws on a minimum of 3 and a maximum of 12 data sources covering expert assessments and views of business people on public sector corruption globally. Arguably, this is the leading global indicator of public sector corruption, offering a yearly snapshot of the relative degree of corruption by scoring and ranking countries from all around the globe.

This year's release, as usual, was accompanied by a furore of press activity and various interpretations assigned to the results. Some arguments made include Ghana had improved on its ranking both globally and at the continental level. Yet still, others thought, and this notion is exactly what the TI represents, that the rank is relative to the number of countries included at any particular time and so the score is the crucial indicator to base our arguments on. Till date, many nations, if not all, take this index seriously and work hard to ensure that they either improve their scores over time or maintain them. It is, therefore, unfortunate to experience the lack of seriousness Ghanaians in public and private life attach on the CPI.

*The GII Alert* believes that the fight against corruption in Ghana would only succeed if we all begin to perform our roles as citizens of this noble nation with conviction and dedication. Corruption is endemic and will continue to be so if Ghanaians do not act drastically to tighten our systems through improvement of our internal controls. Over the years, public office has been turned into a goldmine to be exploited by those in authority who know where to go for it. Good governance is, therefore, shelved whilst shady deals and impunity is the order of the day, making it difficult for Ghana to make any strides on good governance indicators which have a cumulative effect on the various results churned out over the years.

Through our research work and that of many stakeholders, it is clear that corruption has assumed an entrenched status in our society and many factors account for this deplorable state of affairs resulting in the country's abysmal performance on the CPI. Challenges that continue to hamper the fight against corruption include the lack of clear-cut official policies on bribery and corruption that have specific and harsh sanctions/penalties. There are laws and other policy documents that make references to bribery and corruption but even then the definition of corruption is not very clear and in line with international definitions. For instance, even though the Commission for Human Rights and Administrative Justice (CHRAJ) has produced "Guidelines on Conflict of Interest" to guide public office holders' behavior, these guidelines are not yet codified and there is flagrant noncompliance. Ghanaians do also lack the moral courage to expose bribery and corruption despite several interventions by civil society including GII to whip up citizens courage in reporting corruption. The other factors are ineffective state institutions to enforce the laws on bribery and corruption, especially when it involves notable public figures with political connections, massive apathy among citizens, making bribery and corruption a given practice.

There is a negative perception of the Judiciary as corrupt arm of government and this is fueled by excessive delays in prosecution of cases which usually delay for years makes people reluctant to spend their limited resources on the courts. This adversely affects the delivery of justice as citizens conclude that cases would not be tried expeditiously or that justice would not be served.

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## EDITORIAL TEAM

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The Editorial Team of GII Alert encourages readers to write "Letters to the Editor" on matters they wish to comment on as well as short stories or expert pieces on corruption / good governance. The stories must, however, be relevant to the anti-corruption crusade. Articles should remain brief and straight to the point to increase their chances of being published. The Editor reserves the right to edit such articles to suit the editorial policy of the newsletter and the general mandate of the GII.

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Ghana Integrity Initiative(GII) is the local chapter of Transparency International (TI), the leading non-governmental organisation in the fight against corruption worldwide.

## The Corruption Perception Index (CPI) 2015 and Matters Arising!!!

Despite the various interventions over the years implemented by various governments, little has been achieved so far. The introduction of the National Anti-Corruption Action Plan (NACAP) developed through broad consultations, emphasizes the three-prong approach to fighting the canker – education, prevention and enforcement. Its objectives are among others to build public capacity to fight corruption and make its practice a high-risk, low-gain activity; institutionalize efficiency, accountability and transparency in the public, private and not-for profit sectors; engage individuals, media, private sector and civil society organizations in reporting and combating corruption; and conduct effective investigations and prosecution

of corrupt conduct. This document which outlines the need for collective action to fight corruption is one of the best frameworks which, if well implemented, will lead Ghana to making great strides in the fight against corruption. This, however, requires that adequate resources are allocated through the budgetary process to enable all stakeholders involved in the implementation of the NACAP fully play their roles as outlined in the Plan. More importantly, it is important that government provides the needed leadership in this regard and exhibit commitment to the NACAP which ultimately has a potential of reducing, if not eradicating, the very high levels of perception of corruption as portrayed in the CPI and other researches.

*The GII Alert* calls on the presidency and all stakeholders in the fight against corruption to acknowledge and appreciate the fact that, a lot more needs to be done if Ghana is to attain the impressive scores similar to those of Botswana and other countries in Africa continue to attain. Government needs to ensure real and systemic reform – starting with freeing the judiciary from political influence and creating better regional cooperation between law enforcement to stop the corrupt hiding in different jurisdictions. Private sector, civil society and the ordinary Ghanaian, meanwhile, should continue and sustain their calls for change. Finally, *The GII Alert* believes that we can all make it if we dedicate our efforts to the needed change envisioned in the NACAP.

## GII on Tax Justice in Ghana

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These papers were later turned into policy briefs to form the basis for GII's policy engagement with Parliament and its respective committees and tax authorities in Ghana.

Activities that have been carried out include; a stakeholder's consultative meeting at the Coconut Grove Regency Hotel on December 8 2015. The meeting discoursed the current tax system in Ghana and surjested alternative areas for tax revenue generation. At the stakeholder meeting, Mr. Vitus Azeem the then Executive Director of GII Made a presentation on the three areas of interest to GII which became the focus of the meeting.

These are as follows:

1. The tax policy making process must be transparent and backed by strong analytical evidence and a commitment to promote the national interest.
2. A tax administration that is efficient, effective, transparent and staffed with persons of high moral integrity. This will ensure that government gets the maximum possible tax without

unduly penalizing the tax payer. The tax payer must be sure that he/she is paying the right tax and his/her right share of the national tax burden.

3. The third dimension is the effective utilization of the revenues mobilized to attend to national priorities through transparent resource allocation, disbursement and utilisation.

The meeting ended with the

following proposals:

- ⊙ There is a need for intensive public education on Ghana's tax policies,
- ⊙ introduction of an automated tax payment and collection system and
- ⊙ capacity building for tax officials and staff at the various district assemblies.



# GLOBAL INDEX (GI) 2015:

## Ghana Recommendations

The Africa Report of the Government Defence Anti-Corruption Index was launched on January 21, 2016 in Accra. The Report showed that Ghana's overall ranking in Band D places it in the high category for corruption risks in the defence and security sector. Only one African state, the island nation of Mauritius, achieves a score in Band C. Ghana finds itself in the same category as Kenya and South Africa; it performs better than Ethiopia and Nigeria, which are placed in Band E. As might be expected given the maturity of the political system and the tradition of the Armed Forces, Ghana performs most strongly in the areas of political and personnel risks. More surprisingly, given Ghana's strong record in peacekeeping, its scores are weakest (Band E, indicating very high corruption risks) for operations, finance and procurement. There is existing good practice that Ghana should be able to build on to improve its systems, in some cases without much additional effort.

The Report made the following recommendations with regards to Ghana.

### 1. Make Code of Conduct publicly available in line with other good personnel practice

One potential quick win is the Code of Conduct of the Ghana Armed Forces (GAF). There is no doubt that the Code exists; a page dedicated to it has been introduced on the [gafonline.mil.gh](http://gafonline.mil.gh)

website, yet the page is blank. This could easily be fixed and further demonstrate the good personnel standards of the GAF which pays its soldiers on time, does not suffer from "ghost soldiers", and whose chains of command are separate from its chains of payment. In the same spirit, accurate numbers of military and civilian personnel should be made publicly available – this should not be particularly difficult, as the data appears to be known within the Ministry of Defence and some information is already released upon request.

### 2. Reinforce its record as Africa's fourth largest peacekeeping contributor

Ghana is Africa's and the AU's fourth largest peacekeeping contributor, yet the Index scores are weakest in the area of operations. No personnel are deployed to monitor corruption risk in operations. There is no specific doctrine and limited guidance or counter-corruption training for Commanders. The Ghana Armed Forces Staff College (GAFSC) and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) are well placed to change this; Transparency International is pleased to note interest in the GAFSC including a module on Integrity in its Senior Leaders Course. Greater transparency is also needed over the income peacekeeping operations generate for the military. Ghana

demonstrates in other areas that it is committed to building integrity – it has signed up to relevant anti-corruption instruments.

### 3. Procure transparently according to clear strategic needs

Ghana's defence procurement is mostly done without undue influence by seller nations and the Public Procurement Act from 2003 allows for complaints from companies that think they have been treated unfairly. However it is unclear whether there is a defence strategy based on which procurement needs are identified. If such a strategy exists, it should be made publicly available. There is little transparency regarding the defence procurement cycle or the finance packages used, and the use of agents and intermediaries does not seem to be regulated. The government does not require the main contractor to ensure that the same standards are applied to subcontractors.

In his Opening Remarks, the Executive Director of Ghana Integrity Initiative, Mr. Vitus Azeem explained that the Index measures the risk of corruption in national defence and security establishments worldwide and ranks national defence establishments on a scale from A to F. He added that secrecy in the defence sector makes it difficult for the public to know how corruption is dealt with, or if it is dealt with at all, especially knowing the system of administration in the sector where complaints cannot be made by subordinate employees. But in the recent past, he continued "we have seen retired armed officers demonstrating for delays in the payments of their pensions. We have also seen recruits in training rise up against the alleged training challenges they were experiencing". Mr. Azeem asked a number of questions about the uprising by the recruits and concluded that with greater openness and public engagement, the military can get much more credit for the controls and processes that it has put in place.

According to Mr. Azeem, Transparency and Accountability are two of the central pillars of good governance be it in national or institutional governance. He said that both accountability and transparency go together and are critical for the efficient



Mr. Vitus Azeem launched the GI 2015 : (inset: Audience of the launching ceremony)

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## WHAT THE GLOBAL CORRUPTION BAROMETER 2015 SAYS

### CORRUPTION IN AFRICA: 75 MILLION PEOPLE PAY BRIBES

In many countries you can pay off police officers to ignore any crime, however horrific and devastating – it's just a matter of price. In [Zimbabwe](#) a nine-year old girl was raped on her way to school by a man who infected her with HIV. The police initially arrested her attacker, but then released him in secret. The reason: he paid a bribe. Nearly 75 million people in Sub-Saharan Africa are estimated to have paid a bribe in the past year – some to escape punishment by the police or courts, but many are forced to pay to get access to the basic services that they desperately need

For the latest report “[People and Corruption: Africa Survey 2015](#)”, Transparency International partnered with [Afrobarometer](#), which spoke to 43,143 people across 28 countries in Sub-Saharan Africa. The Report was launched in South Africa in November, 2015 and generated a lot of debate in Ghana because 76% of the respondents felt that Corruption had increased in Ghana in the last 12 months. This was the country with the second highest number of respondents reporting this, second only to South Africa with 83%.

According to José Ugaz, Chairperson of the Board of Directors of Transparency International, “Corruption creates and increases poverty and exclusion. While corrupt individuals with political power enjoy a lavish life, millions of Africans are deprived of their basic needs like food, health, education, housing, access to clean water and sanitation.”

We produce below the main findings of the GCB 2015.

#### 1. CORRUPTION IS SEEN TO BE ON THE RISE

The majority of Africans (58%) say that corruption has increased over the past year. This is particularly the case in South Africa where more than four-in-five

citizens (83%) say they have seen corruption rise recently. South Africa was followed by Ghana with 76% of the respondents reported seeing corruption on the rise in the past 12 months.

#### 2. MOST GOVERNMENTS FAILING IN FIGHT AGAINST CORRUPTION

There is no government which is rated positively on its anti-corruption efforts by a clear majority of its citizens. Out of 28 governments, 18 are seen as completely failing to address corruption. A majority of respondents (71%) in Ghana reported that the government was failing to address corruption.

#### 3. POLICE AND PRIVATE SECTOR SEEN AS MOST CORRUPT

Across the region, the police and business executives are seen to have the highest levels of corruption. The police have regularly been rated as highly corrupt, but the strongly negative assessment of business executives is a new development.

#### 4. BRIBERY AFFECTS MORE THAN ONE-IN-FIVE AFRICANS, HURTS THE POOR MOST

22 per cent of Africans who came into contact with a public service in the past 12 months say they paid a bribe. The situation is worst in Liberia where 69 per cent paid a bribe. Across the region, poor public service users are twice as likely as rich people to have paid a bribe.

#### 5. POLICE AND COURTS HAVE HIGHEST RATE OF BRIBERY

Out of six key public services, people who come into contact with the police and the courts are the most likely to have paid a bribe. This is consistent with our previous surveys and highlights the lack of progress made in addressing bribery in these two institutions, which are crucial for citizen security and the rule of law.

#### 6. MANY PEOPLE FEEL UNABLE TO FIGHT CORRUPTION

People in the region are divided as to whether ordinary people can make a difference in the fight against corruption – just over half of people think that they can (53 per cent), while 38 per cent think they cannot. Only roughly one-in-ten people who paid a bribe actually reported it.

#### 7. BUT, TACKLING CORRUPTION IS POSSIBLE

There are a few countries in which citizens see low levels of corruption in their public institutions and see corruption as on the wane in their own country. The views of citizens in Botswana, Burkina Faso, Lesotho and Senegal are particularly positive.

#### SO WHAT NEEDS TO HAPPEN

The region faces a serious challenge in ridding itself of corruption: although people told us that reporting incidents of bribery is one of the best ways to stop corruption from happening, they also told us that many people do not report bribery because they are scared of suffering retribution and think reporting mechanisms are ineffective.

In order to effectively prevent corruption in the region greater efforts need to be made to protect whistleblowers from retribution, improve the effectiveness of reporting channels, and raise public awareness about how and where they can report corruption.

Many countries in the region have seen threats and violence against civil society, making it dangerous to operate and difficult to hold governments to account. Governments must create safe conditions for civil society to undertake anti-corruption work, and governments need to guarantee the operational and physical freedom of such organisations.

## CORRUPTION PERCEPTIONS INDEX (CPI) 2015

Transparency International, the leading civil society organization fighting corruption worldwide, released its 21<sup>st</sup> Annual Corruption Perceptions Index this morning Wednesday, 27 January 2016 globally. This year's index ranks 168 countries/territories by their perceived levels of public sector corruption. The index draws on 12 surveys covering expert assessments and views of business people. Ghana's assessment was based on eight assessments – the World Bank, World Economic Forum, Bertelsmann Foundation, ADB, World Justice Project, PRS International Country Risk Guide, the Economist Intelligence Unit and IHS Global Insight. The Corruption Perceptions Index is the leading global indicator of public sector corruption, offering a yearly snapshot of the relative degree of corruption by ranking countries from all over the globe.

The CPI 2015 showed that when people work together, they can succeed in the battle against corruption. According to the report released this morning, corruption is still rife globally but more countries have improved their scores than declined. However, overall, two-thirds of the 168 countries on the 2015 index scored below 50, on a scale from 0 (perceived to be highly corrupt) to 100 (perceived to be very clean). The good news is that, in countries like Guatemala, Sri Lanka and our own country – Ghana - citizen activists in groups and on their own worked hard to drive out the corrupt, sending a strong message that should encourage others to take decisive action in 2016. Investigative journalists, like Anas Aremeyaw Anas and Manasseh Awuni have also exposed corruption and other crimes and human rights abuses in Ghana.

These sentiments were expressed by José Ugaz, Chair of Transparency International, when he stated that “Corruption can be beaten if we work together. To stamp out the abuse of power, bribery and shed light on secret deals, citizens must together tell their governments they have had enough”. He added that “The 2015 Corruption Perceptions Index clearly shows that

corruption remains blight around the world. But 2015 was also a year when people again took to the streets to protest corruption. People across the globe sent a strong signal to those in power: it is time to tackle grand corruption”.

### Ghana's Performance

The CPI 2015 made use of eight data sources out of the 12 data sources to compute the index for Ghana. These sources that have assessed Ghana with regards to corruption, are the World Bank (CPIA) – 47, the African Development Bank (55), the Bertelsmann Foundation (45), the World Economic Forum (33), the World Justice



Project (37), the Economic intelligence Unit (54), the PRS International Country Risk Guide (50) and the HIS Global Insight (52). The Ghana score is, therefore, an average of the scores from these data sources. The institutions are independent institutions with a high level of credibility and their assessments are considered credible.

The CPI 2015 scored Ghana 47 out of clean score of 100 and ranked the country 56 out of 168 countries. Thus, Ghana slid back by one percentage point from the 48 points scored in 2014 but better than its performance in 2012 when it scored 45 and 2013 when it scored 46 points. Ghana performed below six African countries (Botswana - 63, Cape Verde - 55, Seychelles - 55, Rwanda – 54, Mauritius and Namibia 53). However, as in previous years, Ghana's score and ranking show that the country has performed much better than several other African countries, including South Africa, Senegal and Tunisia. Thus, although scoring lower than six African countries, Ghana has scored higher than all the rest of the

African countries included in the CPI 2015.

This does not mean that corruption is not a serious problem in Ghana because, like two thirds of the rest of the 168 countries/territories ranked by their perceived levels of public sector corruption, Ghana scored below the 50 pass mark. Although the government of Ghana has also started pursuing the corrupt in the country, this still remains selective and needs to be improved. The pursuance of the officials of the National Service Secretariat, the National Health Insurance Scheme, the Smartys and the GYEEDA needs to be commended but there is a lot more to be done. The AMERI case needs to be investigated. The African Automobile cars are left to rot at the Institute of Local Government Studies even after the Judgment Debt Commission has concluded its work. Some of the people indicted by the Commission's report are still holding public positions. Public officers who won their parliamentary primaries are still holding onto their public positions. This shows that we have still not put in enough effort and commitment in tackling corruption.

### What Needs to be Done

Governments need to ensure real and systemic reform – starting with freeing judiciaries from political influence and creating better regional cooperation between law enforcement to stop the corrupt hiding in different jurisdictions. Citizens, meanwhile, should continue their calls for change. In 2015 we saw ever more people connect the poor services they receive with the illicit enrichment of a few corrupt individuals. These people need to keep up their pressure on leaders, and demand the accountable, well-functioning institutions they deserve.

Ghana Integrity Initiative wishes to call on all Ghanaians, no matter their partisan affiliation to RESIST, CONDEMN AND REPORT all forms of CORRUPTION and abuse of power in our society! But GII calls on government to promptly investigate any credible allegations of corruption it receives. The reports of Commissions of Enquiry must also be implemented.

For the full ranking and regional tables, go to: [www.transparency.org/cpi](http://www.transparency.org/cpi)

# WOMEN; LAND ACCESS & RIGHTS



Land is clearly a significant form of property in every part of the world and links the economic, cultural, political, and legal dimensions of social life. Land tenure systems that recognize the interests of all people are critical in advancing social and economic equity. However, discussions around land tenure often ignore issues of access and rights that are specific to women. In many countries, public policies have ignored differences between women and men's property rights, and the household is often generalized and seen as a unit.

Women form majority of Africa's population yet they lack access to land for the purposes of agriculture production and other socio-economic activities. Women are engaged in about 80% of food production as compared to men yet only 1% of women have access to land rights. All these are partly due to cultural and historical inferences and abuse of women's right to land accessibility.

It is against this background that the Ghana Integrity Initiative (GII) in collaboration with Transparency International (TI – S) organized a three – day international advocacy workshop on women, land and corruption. The workshop was held from November 10 – 12, 2015 at Sunlodge Hotel in Tesano – Accra. The workshop was attended by the TI chapters from selected African countries, TI – secretariat, the public sector, civil society, academia, the media and representatives of the donor community to share perspectives on corruption in the land sector. In all, the workshop brought together a total of 59 participants comprising 34 females and 25 males on day one a total of 31

participants made up 19 females and 12 males on day two.

The workshop participants were taken through presentations on the land sector in Ghana, activities of the Women, Land and Corruption in Africa project in the implementing countries as well as discussions on effective tools for engaging stakeholders in the land sector. Under the theme, 'Promoting Land Rights, Equality and Women's Economic Empowerment in Africa', the workshop sought to provide a platform for dialogue and policy reforms and build synergies with organizations, institutions, and initiatives concerned with land governance.

In her address, Madam Chantal Uwimana, Regional Director for Africa at Transparency International's Secretariat (TI-S), stated that in the fight against corruption, TI has recognized that corruption in the land sector was an issue that needed to be addressed, thus, the

introduction of the Women, Land and Corruption project in Africa. She stressed that many organizations are either focused on land rights or access to land but none on corruption. However, indicators from the Global Corruption Barometer (GCB) and reports from the Advocacy and Legal Advice Centers (ALAC) of some chapters showed that there was corruption in the land sector that needed to be addressed.

Mr. Vitus Azeem, the then Executive Director of GII, reiterated the importance of the initiative and emphasis that women are often sidelined in decision making and access to land, especially in the rural areas. He stated that one of the challenges that women face is the cumbersome land registration process. As such, it is important for all participants to actively participate and propose viable solutions to these problems. He asserted that these ideas will in turn be used for advocacy to help change the current situation on land

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*Our Land, Our Right, Our Land, Power - Women in Northern Ghana*

## Global Index (GI) 2015: Ghana Recommendations

functioning of any modern institution. Transparency is also a necessary precondition for the exercise of accountability since without access to clear, accurate and up-to-date information, it is impossible to judge whether standards are complied with or not. He wondered whether "Accountability" in the defence and security sector was satisfactory to Ghanaians whether the military feel obliged or willing to accept responsibility or to account for its actions.

Furthermore, Mr. Azeem said that "the issue of oversight of the people's representatives in Parliament over the Executive has been debatable in several African countries when it comes to security issues, including budgetary allocations. In many countries where the ruling party has majority in Parliament, including Ghana, even Parliamentarians themselves have often argued against debating security issues, including the defence budget on the floor of the house. There must be a clear distinction between strictly security issues and accountability and oversight over public expenditures. When it comes to spending, transparency is very essential for an efficient and effective delivery and national ownership. Excuses of national security when it comes to expenditure can often be used by politicians and senior security personnel for their personal benefits and should not be encouraged", he concluded.

For example, an effective and transparent procurement process not only helps the institution derive value for money but also enhances the reputation of those involved. If senior military personnel make their spouses register businesses, register as suppliers for the military and ensure they win the tenders, the junior officers get to know about it and spread the information and lose their respect for the process and the officers involved. Furthermore, the institution may not get value for money for its procurements.

Politicians may also use excuses of national security for their political gains and explain off their mistakes because they know the security agencies cannot come out openly to condemn or criticise their actions even if it is not in the interest of the country. Ghana's Foreign Minister, in the reaction that Parliament should have been consulted in the case of the two Guantanamo detainees who have been brought to Ghana, stated that "...There is no legal requirement to do so, we have an executive presidency....issues pertaining to national security are not discussed on the streets and on the floor of the house...it is in the interest of Ghanaians that such matters are not discussed in the open".

Similarly, a former National Security Coordinator Larry Gbevlo-Lartey Esquire also insisted it does not lie within the purview of government to have

subjected the transfer of two Yemeni detainees from Guantanamo Bay to public scrutiny before allowing them into the country. Gbevlo-Lartey Esquire maintained that claims by some parliamentarians that the legislature should have been consulted on the matter are baseless, considering the security implications taken into account prior to their transfer.

Clearly, the two officials believe that the government does not need to widen its scope of consultation in executive decisions that directly affect the Ghanaian populace if they concern security. The question is: whose security? May be we need to change some of these issues as we progress in our democracy. Without taking any stance on the substantive matter, I wish to emphasize that lack of transparency cannot be assumed to be in the national interest as long as it has the potential to compromise the country's own security and/or involve the use of state resources. The furore could have been avoided.

A panel of five experts and practitioners also discussed the key themes of the report. These included defence corruption and whether it undermines public trust, defence spending & oversight and how effective it is, whether increasing defence spending increases public security, and whether corruption on operations exacerbates insecurity or not and how, if so.

## WOMEN; LAND ACCESS & RIGHTS

rights in Africa. He, however, expressed the belief that if women have equal access to land and equally engaged in food production and income generation, they will become financially buoyant to support the family and subsequently help alleviate poverty in the communities and the country as a whole.

Dr. Eric Yeboah, who was consulted to document a baseline delivered a presentation on the research findings of the WLCA project in Ghana. He stressed that the issue of land rights is a human rights issue and there is, therefore, the need for equal land rights to promote women's economic empowerment. He asserted that there is a high rate of corruption in the land sector and the land agencies such as the multiple sales of lands, lack of transparency and

accountability to mention a few. He was, however, of the view that if the right systems and simplified information are readily available, the situation can be curbed both at the national and traditional levels.

Participants were put into groups and tasked to propose advocacy strategies which GII can employ in the advocacy process for the women, land and corruption project. These advocacy areas were linked to issues identified during GII's research on the Women, Land and Corruption project in Ghana namely, large scale land acquisition, small scale mining, documentation of land rights and accessing tractor services on timely basis. Issues generated during the group sessions included improved dialogue targeted at with traditional authorities,

empowerment programs for women, simplified registration process and donor support for tractor services.

There were presentations by representatives from the Ghana Land Administration Project (LAP) and the Lands Commission on the land governance issues, the role of LAP and accountability initiatives by the Lands Commission. Both presentations affirmed the notion that there was the need to do more in the land sector to ensure equal access to land rights in Africa. Nonetheless they advised that it is important to form partnerships at all levels to advocate for the implementation of the already existing laws with particular reference to Ghana.

# WHAT NEXT AFTER COP21?



*Participants at the COP 21*

As delegates from 195 countries descended on Paris on 30<sup>th</sup> November to reach an agreement on how to save the world from catastrophic climate change, on which there is near consensus among the global scientific community that it is caused by human activities, they had no confidence that the outcome would bring smiles onto people's faces. This was the 21<sup>st</sup> yearly session of the Conference of Parties (COP) to the 1992 United Nations Framework Convention on Climate Change (UNFCCC) and the 11th session of the Meeting of the Parties to the 1997 Kyoto Protocol. The Conference of Parties (COP) is the highest body of the Convention, which is responsible for keeping international efforts to address climate change.

For an issue as fraught as limiting carbon emission that has fractiously been debated since 1992 when the first meeting was convened in Rio de Janeiro in Brazil, the delegates arriving in Paris already had a sense of foreboding that a final agreement accepted by nearly 200 divergent interests would almost be like a dream.

When they eventually sat down in Le Bourget to tackle the jig-saw puzzle, it did appear to present insurmountable problems, at least in the initial phase of negotiations. The number of bracketed texts in the first drafts clearly signalled the extent of the intensity of disagreements among country delegates. It is important to note that the COP15 summit in the Danish capital Copenhagen ended in complete disarray because no agreement could be reached just as several others.

Nevertheless, the Paris summit did eventually produce an agreement that is now widely hailed all around the world

as an unprecedented achievement. Negotiators were probably pressured by a more powerful one who was not even in the conference hall with them – the current reality of extreme weather conditions evidenced by devastating droughts, floods, bushfires, etc., erupting at progressively shorter intervals and more widespread around the world served as the deal breaker.

Polluters such as the United States and China – who had previously denied responsibility and, instead, kicked the can down the road – and the small fries in the developing countries - finally reached a compromised agreement in Paris to reduce global carbon emissions acceptable to both parties.

The acceptance of the global and legally binding Paris Agreement on Saturday, 12th of December is a historical moment. It achieves a goal long believed unattainable on the long road from Bali (2007) via Durban (2011). It sends a powerful signal that global agreement on such a painful structural transformation is possible, insofar as there is political will.

The key arguments and implications for the agreement are that Less Developed Countries (LDCs) are amongst the hardest hit by climate change, and so they wanted an agreement that was as legally binding as possible in limiting emissions from the major economic powers. The final agreement is not binding when it comes to the individual national goals on which it is based. This was pretty much expected, given the constellation of political forces, especially the traditional climate change deniers from the Republican Party in the US and their funders in the corporate world. Instead, the agreement sets down a binding mechanism to regularly review and raise

the ambition in national plans over time.

Another main goal for LDCs during the negotiations was to set the maximum global temperature increase at 1.5 °C above pre-industrial levels. Few observers gave it much chance beforehand, but during the Paris negotiations it gradually gained support. The final agreement now aims to keep the temperature rise “well below” 2 °C, while “pursuing efforts” to keep them within 1.5 °C.

For the LDCs, financing for adaptation to climate change is particularly important, but has long been the weakest link in the climate finance game. The LDCs gained modest ground here: Adaptation now features more strongly in the agreement than previously, and the main funds of importance to LDCs saw some replenishment (including the Least Developed Countries Fund, the Adaptation Fund and the all-important Green Climate Fund).

The foundation of the climate change negotiations started through the United Nations General Assembly session of 1990, during which a lot of discussions centred on Mother Earth, and as a result some interventions were undertaken with the aim of forming a recognized body to address the issue of climate change.

The negotiating process was long, nevertheless success was crowned with the first climate change convention – United Nations Framework Convention on Climate Change (UNFCCC) signed in 1992 in the Brazilian city of Rio de Janeiro. In Paris, the LDCs argued for special consideration of their particularly difficult circumstances, i.e., being highly threatened by a climate

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# WHO IS REALLY CORRUPT?

As I delve deeper into my thoughts I try to find the answers to the question I pose to myself “who is really corrupt?”. I am very sure you are also trying to find the answer. Let's start by looking at the word “corrupt” The word goes back to the Latin roots *cor-*, which means “altogether,” and *rumpere*, meaning “break”. The word “Corrupt” as defined by the Oxford dictionary is “having or showing a [willingness](#) to act [dishonestly in return](#) for money or personal [gain](#)”. The word “corrupt” when used as an adjective literally means “utterly broken”.

Many consider corruption to be an ethical problem, a behavioral problem and refer to it as being 'sinful' but in my opinion “corrupt” is something rotten, spoiled, or out of commission, like a file that makes your computer crash or a foul smell that is uncontrollable to bear, hence, a corrupt person can be seen as a criminal or crook who brings society down with immoral and dishonest behavior without shame or regards to its negative effects on the society.

Nonetheless, one's starting point of being corrupt is largely determined by the social environment, opportunities, and temperaments but let's not forget that a person cannot be corrupt unless there is a chance to be so. However, becoming corrupt can be as a result from poor leadership, especially by leaders, senior civil servants and top businessmen, greed and dishonesty. Even rich people can become corrupt, oh yes!!!! Also Lack of ethical standards or codes of conduct that prompt people to act with integrity and belief that they will not be caught as well as competition for insufficient goods and services can make people corrupt.

There is no denying the fact that all human beings want wealth and the drive for it runs deep and eventually leads to corrupt practices like cheating others to get what we desire. This all channels to money, money and money, they say money is a means to achieve an end not when money becomes the end. It means, then, that it is called greed. Greed is dangerous and ruins life because it diverts a person from the right path and, in reality, that human beings never get enough money when they want it greedily. It is greed that overwhelms a person to be corrupt. Plato said: “Poverty consists not in the decrease of

one's possessions but in the increase of one's greed.”

To be corrupt means you are at any given point in time ready to accept bribery to do something wrong or even illegal. For instance, if you teach your little brother into stealing meat from a pot or steal cookies from the cookie jar, you're corrupting him and if he accepts to do it he is corrupt.

Now if you convince someone to inflate a price of a product or service, pretend to be another person (whether living, dead or fictitious) in order to vote in their name or acquire some money or properties, bring voters to vote or not to vote, paying of contracts to unqualified persons, passing through unlawful channels to influence actions or favor, jumping queues, leaking examination papers, presenting gifts and money with an intention to get a favor back, stealing state resources, you are corrupt.

Sadly, it may interest you to know that corruption even manifests at our “trotro” stations, chop bars, hospitals and almost every sphere of the society. Sometimes, after standing in long queues for hours hoping to catch the next moving car, “trotro” mates and drivers show favoritism to other passengers making them jump queues and paying little and paying no attention to you. You will bear me witness that, it is also a bumper harvest for these same commercial drivers when there is fuel increase since they can inflate the prices of fares with the intention of making more profit. Even with our local eateries or chop bars, shops and offices, corruption is openly practiced without the slightest shame. For instance, after standing in long queues and hoping to be served, you are immediately ignored and someone just arriving in a flashy car, probably in a suit and holding a bunch of keys in her hand is rather served. “Hmmm! that is the society we find ourselves”. I know you can relate to this in your daily life as well. It is, however, also common to see civil servants abandoning their post or duties to pursue their own interests and still take their salaries at the end of the month. It is also common to even see some public officials either in partnership or fully running their own businesses which is not permitted by the law (constitution) and often times channel contracts to relatives, friends or close affiliates, abusing the system with the justification that we all “CHOP AT OUR

WORKPLACE” simply meaning it is okay to take a bribe. They also justify their actions by stating that since they are poorly paid, they are forced to live on what they can get by way of bribes. “If that is the case, then let us think of the ordinary Ghanaian who has no shelter, struggles for a daily bread and has no income” This definitely paints a gloomy picture of our society's readiness to fight corruption. These are vivid evidence of what I have personally experienced and/or observed in Ghana.

Another serious, yet common, corrupt practice can be seen at our filling stations where air is pumped into the fuel tanks of customers who end up paying more than the actual costs of the fuel. Also, funny enough at our markets, I have noticed that prices of goods differ in accordance to one's appearance or race since people with good looks and dress can easily be perceived as rich and given higher prices for the items they want to purchase. Shockingly, even at the banks, corruption is openly practiced, people are given faster services or made to cross queues since they are related or know someone there. In the military and banks, including the Bank of Ghana, children of serving or retiring officers are recruited in advance to replace them. The question is: Do they meet the requirements for employment and do they go through a competitive recruitment process? If not, then, there is corruption in the process.

If you find yourself indulging in any of these practices listed above, you are corrupt and you are engaging in corruption.

I have always heard people alleging that those having authority in our society ask to be bribed or initiate the bribery process and they are forced to comply due to the urgency of what they need and it always leads me to the question “who is corrupt?” Is it the one initiating the bribe or the one giving or receiving the bribe? Well, the answer is simple: all the parties are corrupt because they are aware of what they are doing and its consequences.

Research has proved that most people think that paying bribes is required to ensure smoother and faster operation of society which is undoubtedly true because people get attended to quickly, and given better

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# GII's ALAC

## Hold Stakeholders Engagement

As part of activities under the GII-OSIWA project, GII facilitated a Stakeholder Engagement meeting to discuss ALAC Challenges, Opportunities and the way forward for the implementation of the ALAC. The meeting, brought together a diversity of stakeholders of the ALAC. Some of the stakeholders in attendance included representatives from governmental organizations such as Ministry of Finance, Ghana Chamber of Commerce, Judicial Service, Ghana Revenue Authority, Ghana Police Service and other Civil Society Organizations with interests in governance and anti-corruption.

The meeting which formed part of the concluding activities of the “Empowering Citizens to Demand Accountability and Report Corruption” project, funded by OSIWA was aimed at sharing the success and challenges faced by the ALAC over the 15 months project period, with key stakeholders. The meeting also served as a critical platform to discuss opportunities for the success of the ALAC and secure buy-in and support from key stakeholders for the effective engagement and up scaling of the ALAC.

Aiming to discuss the challenges affecting ALAC, and exploring opportunities for its effectiveness, the former GII Executive Director, Mr. Vitus Azeem who chaired the meeting, exposed participants to the unique role

of the ALAC in contributing to the fight against corruption. The meeting also served as a platform for GII to draw the links between the ALAC and the National Anti-Corruption Action Plan which has been adopted by parliament for implementation. The presentations delivered at the meeting highlighted the roles of all public institutions and other national level stakeholders on the need for collaboration between state and non-state institutions, as outlined by the NACAP, to ensure the national fight against corruption is effective.

Some of the highlights shared with the participants included the lack of willingness on the part of citizens to report corruption. Also, the low number of corruption reports being concluded was highlighted as one of the key challenges affecting the effectiveness of the ALAC. In 2015, GII recorded the conclusion of 13% of all corruption cases by the appropriate institutions with the remaining 87% still pending and awaiting action from the institutions responsible for providing redress. Thus, the GII entreated the institutional representatives present to make efforts to ensure that corruption reports received the needed redress to encourage more citizen to use the platform

The stakeholder meeting also provided a key platform for GII to interact with Key Anti-corruption stakeholders on a diversity of the issues.

In the end, the meeting proved to be an invaluable source of resource and delivered very relevant outcomes for the implementation of the ALAC going forward. By the end of the meeting, the key stakeholders were exposed to the opportunities and challenges of the ALAC, the role of the ALAC in achieving the NACAP objectives and their responsibilities under the NACAP. The meeting culminated in a commitment session, where various institutional representatives present made commitments to supporting the effectiveness of the ALAC. Going forward, GII intends to follow up on the commitments and to build a lasting relationship through the facilitation of an ALAC stakeholder forum which will engage on a regular basis to ensure stakeholders are periodically updated on the ALAC and their role in its effectiveness.

In summary, the stakeholder engagement was successful in bringing together stakeholders to understand the role of GII and its ALAC in facilitating corruption reporting, as well as their role in collaborating with GII to ensure that Ghana wins the fight against corruption. The commitments gathered from the meeting also provides key follow up actions for the ALAC and will go a long way to contribute to ensuring that the ALAC is effective in facilitating redress for victims and witnesses of corruption.

*Story By: Seyram Agbemanya  
Senior Programmes and Research Officer*



*Madam Mary Addah, Programmes Manager of GII addressing Participants*

# WHO IS REALLY CORRUPT?

services or treatment at busy places. It is even evident at our courts where judges are ready to exchange or tamper justice with mercy in exchange for a good amount of money. Our ports, prisons, airports, ministries, the passport office, police stations are not an exemption.

People become corrupt due to the mentality that without an occasional paying of bribes or offering gifts like a goat, money, food stuffs, etc, services will not be provided or attention will not be given to their requests. “Why should I pay for my right? Hmmm!!!! You will agree with me that accepting gifts before or after a duty is performed, in Ghana, is a cultural practice and way of saying “thank you”. Hence, people now take

advantage of this kind of gesture to engage in corruption. There is no denying the fact that the act of giving gifts has managed to spread across the length and breadth of the country, even from the top government level to the bottom. People like the judges exposed in the Anas' expose on judicial corruption were prominent judges who had stooped so low to accept goats and tubers of yam in exchange for justice.

The issue of fighting corruption remains one of the most debilitating issues facing Ghana and has, over the years, posed serious impediments to the country's development. The act blocks and frustrates genuine efforts at

development level and leaves its victims literally gasping for breath. So what are you doing as a citizen to help fight this inhuman, unhealthy and coward behavior? Before answering, remember that the future and soul of this country remains on our shoulders.

As the quote goes, “Progress is impossible without change, and those who cannot change their minds cannot change anything.” – George Bernard. We need to change our ideology of corruption as a society and condemn the act to help make our society a better place.

*By Anita Ayuah Assistant Programmes Officer*



## INTEGRITY SPOTLIGHT

ANDRÉ GIDE | LITERATURE & FICTION, BIOGRAPHIES & MEMOIRS  
NOVEMBER 22, 1869 - FEBRUARY 19, 1951

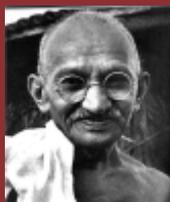
*“Be faithful to that which exists within yourself.”*



## MONEY QUOTES

BENJAMIN FRANKLIN | BIOGRAPHIES & MEMOIRS, POLITICS, HISTORY  
JANUARY 17, 1706 - APRIL 17, 1790

*“A Penny Saved is a Penny Earned”*



## CORRUPTION QUOTES

MAHATMA GANDHI | PHILOSOPHY, POLITICS, PACIFISM  
OCTOBER 02, 1869 - JANUARY 30, 1948

*“I will not let anyone walk through my mind with their dirty feet.”*



## IT'S A CRIME': CORRUPTION?

Corruption is the single greatest obstacle to economic and social development around the world. But it does not just steal money from where it is needed the most; it leads to weak governance, which in turn fuels organized criminal groups and promotes crimes such as human trafficking, arms and migrant smuggling, counterfeiting and the trade in endangered species.

In the run up to the [13th United Nations Crime Congress](#) being held in April, different crimes are being

highlighted, showing their impact on development and how vital it is to tackle them to achieve sustainable development. In February 2015 the focus is on corruption, outlining the scale of the problem and telling its transnational story.

It stifles economic growth, undermines the rule of law, and squanders talent and precious resources. Where corruption is rife, companies are reluctant to invest as the costs of doing business are significantly higher. Ultimately, corruption prevents people, countries and businesses from fulfilling their potential.

Corruption is one of the many transnational crimes that will be discussed at the 13th United Nations Congress on Crime Prevention and Criminal Justice in Doha, Qatar. Held from 12 to 19 April 2015, the Congress will bring together governments, policy-makers and experts to share their experiences and intensify international cooperation in tackling the threat of transnational organized crime. As the international community continues to discuss the post-2015 development agenda, so the Crime Congress will focus on the links between security, justice and the rule of law, and the attainment of a better, more equitable world.

## SORES OF CORRUPTION

When the fulcrum no longer holds  
When our precious stones and gold are sold away  
Stowaway far away  
Then we reminiscence the historic tragedy foretold by our forebears  
That one day corruption will be our bosom friend  
A friend who will honorably lead our thick coffers thin

When the populace are laced in a maze of haze  
When obstreperous clowns are voted into office  
It is the national treasury that coughs and suffers  
Corruption like abortion leaves nations in a state of indecision  
A directionless venom is who and what you are  
You plunge into every happy family a smile of doom and oblivion  
Our creeds you've deceived  
Our seeds, you've decayed  
Our beads of hope, you've infiltrated  
And our holy deeds, all rust in the shadows of your feet.

Some say you are immortal  
To others, you are the ensnarer and the devourer of tranquility  
But wait, your death is certain.  
Today, now and not the future we are ready to fight  
Whether tsunami or torpedo  
Nations will no longer bellow at your appearance  
For ages we were terribly troubled  
No longer shall we be held to ransom  
For your crimes committed against humanity are despicable

What shall it profit the corrupt? If they create, loot and share  
And are consumed by their own wealth  
Stolen wealth is as beautiful as decorated filth  
Just as on your conscience it builds guilt  
Guilt and yet again guilt

The bourgeoisie bask on the high seas  
Whilst the poor peasants fails to pay their fees  
Today we orate your obituary  
Paying a certainly certain tribute of certainty to your departure in our  
mind's sanctuary  
It is a libation of celebration  
In whom I pay homage without hesitation.

## CORRUPTION OR CORRECTION?

The motherland is jinxed  
Under the fervor of their eloquence  
The harmless of their sting  
The crowns of penury and abject poverty they bring  
Unto us like frankincense and myrrh it is bestowed  
We remain preys in their circular ring  
While tossed about ding-dong bell.

Corruption or correction  
A needless greed of want for plenty and many  
A façade of treacherous statesmanship  
A championship of the corrupted elect  
The league of extra-ordinary tacticians  
Proud engineers of underdevelopment

Corruption or correction  
Bore deep into the trust of souls  
Drilling indelible holes in our soles  
When they ascend the throne  
Old shoes shall pass  
And behold stolen goods shall become their  
portion in open privacy

Corruption or correction  
She muffles the truth and cut breadwinner  
from their roots  
She denies her people holistic education  
So her blindfold will forever hold  
She subjugates the light of knowledge  
And undermines the beauty of wisdom

## WHAT THE SUSTAINABLE DEVELOPMENT GOALS SAY ABOUT CORRUPTION

### Ending corruption for a better future for all

Here's the good news. Governments have adopted a new [set of goals to change the world but for the first time, their promises also include an end to corruption](#). This is a big leap forward from 2000 when global development goals were first set out. Now, the aim is to create a world free of extreme poverty, where all children are in school and in good health; where climate change is properly handled; where there is good governance and justice for all.

This is a step we have long awaited. Goal 16 – which pledges a peaceful world, one with access to justice and open and accountable institutions – recognises the development dividend from governance. We know that [widespread bribery is associated](#) with higher maternal mortality and more children dying before they even reach the age of five. In the poorest countries, one out of every two people has to pay a bribe to access basic services like education, health and water.

In setting new universal and [global commitments](#) world leaders finally recognise the corrosive effect of corruption on the lives of the world's most vulnerable and are prepared to act.

But here's the challenge. These global promises need concrete actions, not empty words. Policies for development and policies for anti-corruption must finally be one and the same. It is all of our responsibility to ensure this happens over the next 15 years.

#### What happens next?

We need ambitious action plans with the right indicators to track progress. The level of bribery, for example, is a [key indicator](#) that can be used to help monitor more than just Goal 16.

We need feedback and monitoring to make sure we are measuring the right things and the flexibility to readjust the process. Corruption must be eliminated to ensure it does not prevent us achieving a better world.

#### Action Plans

- All governments – from Australia to Zimbabwe – should set out 180-day plans for how they are going to roll-out the goals and targets at the national and local level in their countries.
- The UN must make monitoring bribery a priority at the global level as part of tracking country progress on the

global goals.

- NGOs should publicise what they can do to implement the goals, including programmes and resources.
- Private sector needs to report how they will deliver on the agenda, such as through their sustainability reports.

#### Indicators

A single indicator cannot measure everything – we need to have a 360-degree feedback loop. Transparency International (TI) along with civil society can help here and compliment government efforts. TI can offer our findings about levels of ['peoples experience with bribery'](#) as well as local corruption.

Data from different sources, like NGOs, companies and others, is essential. Data must be open: shareable, comparable, accessible, timely and understandable. This is the only way to be able to correlate and use it, making data powerful.

#### Monitoring and accountability

Having the right indicators will only work if there is a system in place that can track them and respond to the picture that they reveal. The new agreement outlines that monitoring should happen regionally, nationally, and locally. This must be the case. Local people have the right to know and participate in sustainable development. To this end:

- Governments must create a monitoring framework that builds on existing processes and is evidence-based. For example, other review processes – whether on open governance, human rights or anti-corruption – are happening. These need to be aligned together and tapped into.
- Governments must create a system that can be easily implemented locally and feed results up globally. For example, the TI chapter in Uganda is using mobile phones with Internet access to allow anyone to check the amount of government money pledged to each school and health clinic – and the amount actually spent. This information also needs to be fed back globally to cross-check if progress is on track for the new goals.
- Private sector and NGOs need to report back on how they are delivering. The hard numbers should be aligned to international reporting standards so they can be quickly gathered and compared. [IATI](#), an open data standard, offers a good solution.

## FIVE WAYS KENYANS ARE FIGHTING CORRUPTION



Transparency International - Kenya's Executive Director, Samuel Kimeu, talking about corruption on the radio. Ninety per cent of Kenyans receive their news and information from radio making it a key way to engage people and raise awareness of their rights. We've reached an estimated 25 million people with our radio shows that cover a wide range of corruption related topics.

Whether it's on the radio, in schools or across rural counties, [Transparency International Kenya](#) is engaging citizens young and old in the fight against corruption. Here are some snapshots:

Anti-corruption lessons begin early in Kenya with our Integrity Clubs, which are run in primary and secondary schools. These clubs have resulted in students becoming more active citizens who help to promote good values in their communities.

We're using colourful murals and graffiti to cover the walls of schools to put the spotlight on good governance in education. Poorly equipped schools as well as teacher and student absenteeism are some of the challenges. The artwork aims to inspire communities to actively improve the situation.

Our mobile anti-corruption legal advice clinics travel across the remote rural areas of the country and hold public forums to make villagers aware of corruption and its effects, as well as ways to fight it. In 12 months, we received 3,900 reports, a large number being land and public administration related complaints.

To ensure effective humanitarian aid, we run a [service](#) that helps the public report complaints or concerns about aid and service delivery. People can submit complaints online, through a toll-free SMS number or by visiting their nearest office. The initiative brings together numerous aid and service delivery institutions, including the County Government of Turkana, the Kenya National Commission on Human Rights, OXFAM and World Vision Kenya.

# WHAT WOULD MAGUFULI DO: HOW TANZANIA'S PRESIDENT IS FIGHTING CORRUPTION



*President John Magufuli, Tanzania*

Since being sworn in as Tanzania's president on November 5, John Magufuli has been cracking down on corruption and wasteful spending, which are problems that continue to plague many African nations. Among Magufuli's measures is the cancelling of Tanzania's Independence Day celebration and instead using the nation's funds to battle the cholera outbreak. Rather than celebrating Tanzania's independence with an elaborate ceremony, Magufuli called on citizens to clean up around the country. Magufuli himself participated in these efforts by personally cleaning up the rubbish outside of the state house. He has banned unnecessary foreign travel for government officials. He reduced the cabinet from 30 ministers to 19.

Magufuli previously served as Tanzania's works minister. In this position he earned the nickname the "Bulldozer" due to his ability to expedite the construction of roads. Although Magufuli has been in office for a few months now, his reforms are making him a very popular leader in East Africa. "What Would Magufuli Do" has become

a popular trend on social media in Africa, in which people post pictures of themselves applying Magufuli's values to their daily lives by saving money in ridiculous ways.

Magufuli's reforms are much needed in a continent where corruption remains an issue. Just recently in Nigeria, there was a scandal in which the Nigerian Senate bought exotic cars for over 100 senators. This decision is extremely costly for the Nigerian taxpayers, who are already dealing with a number of issues including lack of electricity, inadequate medical care, and crumbling infrastructure. This also goes against a policy which prevents agencies of the government from purchasing new vehicles.

The Nigerian situation is reminiscent of an incident that happened in

Zimbabwe in 2013 in which the government spent US\$20 million on luxury cars for government ministers. Zimbabwe has been among the poorest countries in the world, but this has not prevented wasteful spending on the part of government ministers. Tanzania itself has had issues of its own with corruption over the years. In 2014, donors suspended \$500 million in aid when it was revealed that \$180 million had been taken from Tanzania's central bank. Edward Lowassa, who was Magufuli's opponent during the last elections, previously served as the Prime Minister under President Jakaya Kikwete. Lowassa was forced to resign as Prime Minister in 2008 after being implicated in a scandal, although he denied being involved.

How successful Magufuli will be at addressing Tanzania's economic problems remains to be seen. Critics remain skeptical over just how long Magufuli's reforms will last. Others have pointed out that Magufuli is far from the first east African president to promise to battle corruption and that such promises in the past have proven to be empty promises. Cynics also point to the fact that Magufuli is still a member of the same Chama Cha Mapinduzi (CCM) political party which has overseen the very government corruption that Magufuli is combating. Whatever the case may be, Magufuli has already taken steps to curb corruption and waste in his nation which African leaders would do well to follow.

Story by Dwayne Wong (Omowale)  
[http://www.huffingtonpost.com/dwayne-wong-omowale/what-would-magufuli-do-ho\\_b\\_8950422.html#](http://www.huffingtonpost.com/dwayne-wong-omowale/what-would-magufuli-do-ho_b_8950422.html#)

**Next Edition - MARCH 2016**

**GII ON THE 2016 STATE  
OF THE NATION ADDRESS**

# PUT SOME GERMAN ATTITUDE IN YOUR OFFICE

Jacob Tetteh Ahuno-Programmes Officer

When we reflect on history with particular reference to Germany, what easily comes to mind are of WWII and Hitler. But what many people don't realize is that Germany is the industrial powerhouse of Europe. We don't hear about the superiority of German engineering and German soccer on our televisions for nothing!

I have been planning on writing this article since I returned from Germany, and I am so glad that I finally have the opportunity to share some of the things I learnt and observed about the Germans and productivity. I was in Germany from 23<sup>rd</sup> – 27<sup>th</sup> November, 2015 for the Data Analysis workshop on the Transparency International “Land and Corruption Project”.

In 2012, Germany the economic engine of the European Union (EU), single-handedly saved the Eurozone from collapse. At the same time, German workers enjoy unparalleled worker protections and shorter working hours than most of their global counterparts. So I asked myself, how can a country that works an average of 35 hours per week maintain such a high level of productivity? The answer I have captured under the following headings:

## Working Hours Mean Working Hours

In German business culture, when an employee is at work, they should not be doing anything other than their work. Facebook, office gossip with co-workers, tweeting for hours, and pulling up a fake spread sheet when your boss walks by are socially unacceptable behaviours. Obviously, in Ghana these behaviours are frowned upon by management. But in Germany, there is zero tolerance among peers for such frivolous activities. Whatever an employee does during working hours

must have a link to the task given.

## Goal-Oriented, Direct Communication Is Valued

German business culture is one of intense focus and direct communication. While Ghanaians tend to value small talk and maintaining an upbeat atmosphere, Germans rarely beat around the bush. German workers will directly speak to a manager about performance reviews, launch into a business meeting without any ‘icebreakers’, and use commanding language without softening the directives with polite phrases. For example, whereas a Ghanaian would say, “It would be great if you could get this to me in three (3) hours,” a German would say, “I need this in three (3) hours”. This was very evident during the workshop where the facilitators would give a command like “you have 15 minutes start work”, “you have 3 minutes to stop”. “Stop!!! Participant from Kenya, can you tell us what you have”. This means that when a German is at work, they are focused and diligent, which in turn leads to higher productivity in a shorter period of time.

## Germans Have a Life outside Work

Germans work hard and play hard. Since the working day is focused on delivering efficient productivity, the off hours are truly off hours. Because of the focused atmosphere and formal environment of German businesses, employees don't necessarily hang out together after work. Germans generally value a separation between private life and working life.

The German government is currently considering a ban on work-related emails after 6pm, to counter the accessibility that smartphones and constant connectivity give employers to their employees. Can you imagine President Mahama enacting such a policy in Ghana?

To occupy their plentiful leisure, most Germans are involved in Verein (clubs); regularly meeting others with shared interests in their community. Common interests in Germany include Sportvereine (sports clubs), Musikvereine (music clubs), Wandervereine (hiking clubs) and Tierzuchtvereine (animal breeding clubs—generally rabbits/pigeons) just to mention a few. Rather than settling in for a night of TV after work, most Germans socialize with others in their community and cultivate a communal spirit. Most Ghanaians do otherwise. They will rather stay indoors with the family or alone watching TV. This creates the need to socialise at work rather than after work because workers only see and chat with others outside their families at work.

## Business as Respect Parenthood

Germany's system of Elternteilzeit

(“parent time” or parental leave) will be the stuff of fantasy for most working Ghanaians. The United States does not currently have laws requiring maternity leave, while Germany has some of the most extensive parental protection policies in the developed world. The downside of these maternity leave benefits is that employers may avoid hiring women (with the fear that they will take advantage of the extensive benefits), although the government is working to eradicate this trend. The financial benefits of staying home (from both Elternteilzeit and Elterngeld or parents' money programs) are often too good to pass up for German mothers, and can lead to stagnant or non-existent careers.

Since “at will” employment does not exist in Germany, all employees have contracts with their employer. Parents who have been gainfully employed for the previous 12 months are eligible for Elternteilzeit benefits, which include up to three years of unpaid leave with a “sleeping” contract. The employee is eligible to work part-time up to 30 hours while on leave, and must be offered full-time employment at the conclusion of the parental leave. Parents may also choose to postpone up to one year of their leave until the child's 8th birthday. One of the parents is eligible for parental leave, and many couples make the choice based on financial considerations.

In addition to the preservation of the employee's contract, the state will pay up 67% of the employee's salary (with a cap of 1,800.00 Euros per month) for 14 months. Parents may split the 14 months in any way they choose. These benefits apply equally to same-sex couples.

## Put Some German Attitude in Your Office

The German work culture is very different from the Ghanaian office, but there are certainly lessons to be learned from our German counterparts. The diligent focus Germans bring to their working life is to be admired. Separating work from play can help us lead a more balanced life; putting the phone down after working hours gives us a mental break from stressing about work, and we can return to the office refreshed in the morning. When it's time to get something done, closing Facebook and turning off push notifications helps keep our minds quiet and the flow steady. Direct conversation can lead to increased efficiency, and more clarity of communication among team members. Ghanaians often equate longer hours with increased production and superior work ethic, but examining the German model makes one wonder: “When it comes to time at work, may be less time is really more!”

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# THE LAUNCH OF THE GLOBAL INDEX 2015

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