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Republic of Lebanon

Office of the Minister of State for Administrative Reform

**A Managerial Perspective to the Problem of Corruption
Proposal of the Managerial Solution**

مؤتمر

Workshop on "Corruption & Means of Combating It"
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A Managerial Perspective to the Problem of Corruption: Proposal of the Managerial Solution

*Background Document for
The Speech of His Excellency the Minister of State for Administrative Reform
Bechara Merhej*
at the Workshop on "Corruption and Means of Combating It"
on November 19 & 20, 1997*

I. Introduction

The workshop on corruption and means of combating it is the second of a series of workshops that the Office of the Minister of State for Administrative Reform (OMSAR) intends to organize within the context of the administrative reform of the Government of Lebanon.

The Role of OMSAR

OMSAR embodies the Government's commitment to institutional development in post-war Lebanon. It is an interim organization, located outside the core of the civil service. It has a programming and a coordination role in activities financed by donors.

More specifically, the role of OMSAR is :

- * to develop the overall strategic framework for institutional development
- * to undertake system-wide changes cutting across the public sector
- * to initiate or promote organization-specific projects to be executed by or turned over to relevant ministries or agencies
- * to coordinate technical assistance from international sources

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Corruption

Corruption is not an explicit concern of OMSAR. As is the case in so many countries, however, OMSAR believes corruption to be clearly a major concern of public administration in Lebanon, and it wants to address this concern, especially after its present level has moved very close to the center of the national public debate.

Corruption may have started to be contained, thanks to more vigilance by the authorities, increased sensitivity among our political leaders, other prominent Lebanese personalities, and better coverage of the issue in the press.

But OMSAR estimates that much of its efforts towards the modernization of public administration will be wasted unless more deliberate measures are taken to contain or eliminate corruption.

The Workshop

The workshop on corruption and means of combating it was specifically designed to trigger the debate on anti-corruption measures.

A very comprehensive program was developed for this purpose.

- His Excellency the Minister of State for Financial Affairs Mr. Fouad Siniora will expose his experience at combating corruption, using a real life case that took place at the Ministry of Finance.
- Mr. Jean-Paul Laborde from the Vienna International Center of the United Nations will introduce a very important document: a generic model of legislation on corruption that could be used in the creation of an anti-corruption law appropriate to Lebanon.
- Mr. Laborde is accompanied by Ms. Nicoletta Iliescu who is a legal expert working for the Ministry of Justice of Romania. Ms. Iliescu will explain her country's experience with this particular generic model and the steps being taken to reduce corruption.
- Finally, the experts of the Lebanese Center for Policy Studies whose close cooperation with OMSAR staff have made this workshop possible, are among the main figures of the workshop. Their devoted efforts have greatly helped in the preparation of the papers that examine the problem and the solutions to administrative corruption from a Lebanese angle.

The Paper

As the titles of the papers imply, the issue of corruption is dealt with from various angles within the framework of judicial and ethical solutions.

Therefore, OMSAR will not only sponsor the workshop, but it also wishes to introduce a paper in character with the work it does, that is, placing a lot of emphasis in reform on improving management.

This paper offers a set of “managerial” solutions as a complement to the rich potential contribution of the judicial and ethical solutions in the reduction of corruption in Lebanon.

II. The Managerial Anti-Corruption Hypothesis

For the purpose of its demonstration, OMSAR advances the following hypothesis:

People are not corrupt. Management systems are.

Bad management principles and systems create bureaucratic possibilities to corrupt.

Such possibilities will attract people intent to corrupt or contaminate otherwise very honest persons.

Therefore, what is needed is a set of “managerial solutions” designed to eliminate such possibilities.

III. Demonstration of the Managerial Anti-Corruption Hypothesis

This hypothesis can be verified by means of a simplified illustration and two simulations.

The corruption formula reflects a *vicious circle* which can be best represented by a *closed chain* that is held together by four players:

- politicians
- constituents (the electorate)
- civil servants
- the administration

These four players have an interest in creating and maintaining the closed chain because of certain perceived returns they can extract from one another.

The practical mechanism for this extraction is a series of bilateral and mutually reinforcing patron-client relationships.

This, however, should not be misunderstood as an accusation of either one of the four players:

- politicians are not corrupt, certain pressures from constituents make them corrupt;
- constituents are not corrupt; a certain interpretation of distributive justice and certain perceived opportunities for (illicit) benefit make them corrupt;
- civil servants are not corrupt, the same perceived opportunities for benefit make them corrupt; and
- the administration is not corrupt, certain settings that find shelter and accommodation in its systems invite people (politicians, civil servants, and the public) to exploit it for purposes other than efficient and effective public service, i.e., for corrupt purposes.

Further clarification of the hypothesis is provided by the following two simulations:

First simulation

- Place the most honest and respectful person in a distorted, malformed, opaque administrative system.

What will the outcome be?

This person will either fight the system and suffer from its inadequacies or he will succumb to it and become another player in the vicious circle of corruption.

In the case of **either** outcome, the moral capacity of the person is diminished.

In the case of the **first** outcome, the civil servant will be unable to perform properly; this is **passive** corruption.

In the case of the **second** outcome, the civil servant conforms to the requirements of the corrupt system; this is **positive** corruption.

In either case, the unhealthy and distorted system has prevented the civil servant from properly providing services to citizens and could even displace the person's original mission away from service provision in favor of 'keeping the traffic going' and, occasionally, exploiting it.

Second simulation

- Place the most dishonest, immoral person in a sound, healthy, robust system.

What will the outcome be?

Is it possible that the person will become moral?

Not necessarily: this is a probability, but a very low one!

The robust system will simply prevent the dishonest person working within it from resorting to dishonest practices.

IV. The Managerial Solutions to Corruption

Management systems can be designed and re - designed to keep corrupt practices at the minimum while still providing efficient and effective results. It will always be possible for the corrupt person to subvert the system but this will be done with great difficulties and at a greater risk of being caught in the act.

The creation of strategically located **systemic difficulties** and **obstacles** in the design of management systems is what OMSAR calls the **managerial solution to corruption**.

- It is called the **managerial** solution to corruption in order to **demarcate** it from the other solutions that have molded the local debate about administrative corruption such as the ethical / educational solutions and the legal / judicial solutions.

- It is also called the **managerial** solution to corruption in order to indicate that it flows from the **management discipline**; from the art and science of modern public management.

Conversely,

The ethical / educational solution to corruption appeals to the inner, moral capacity of people; it identifies the need to codify behavior into personal codes of ethics, institutional codes of conduct, codes of citizen' s responsibility; ultimately aiming at rebuilding the moral fabric of society.

Such ethical/educational solutions are essential, but they operate pretty much at the *periphery* of the administrative system when they are not embraced or internalized by **each** individual.

The legal / judicial solution to corruption identifies the need for close monitoring and surveillance of bureaucratic action, provides for means and ways to generate evidence of wrongdoing; ultimately aiming at reinforcing the administrative sanctions, the legal framework, and the judicial institutions.

Clearly, again, the legal / judicial solution operates at the *periphery* of the administrative system.

Many other solutions can be identified, and this workshop is intentionally designed for all participants to contribute to the problem identification and solution finding exercise.

If OMSAR is promoting the managerial solution, it is largely because of the nature of its work of course, but also because not enough attention has been given to such possibilities in the literature on corruption.

Moreover, these solutions have a unique advantage; they are inspired from the *heart* of the management discipline, they reach into the *source* of the problem of corruption and attack it *directly*.

V. Identification of the Managerial Solutions Path

In a bureaucracy there are three broad classes of resource elements:

- people
- money
- material assets

The managerial dysfunction which *creates an administrative setting that is favorable to corruption* can be found in any of these three components.

In parallel, the managerial solutions which help *create an administrative setting that is unfavorable to corruption* can be arranged in much the same way.

If we apply corresponding managerial solution to the managerial dysfunction, we will have punctured or broken the vicious circle of corruption, destabilized it at specific junctures of the managerial architecture, and created islands of healthy systems considerably less vulnerable to corruption.

VI. Compendium of the Managerial Solutions to Corruption

Following is an expose of the menu of managerial solutions.

The expose is in two phases.

The **first phase of the expose** enumerates those anti - corruption solutions that are directly linked to the three components of the administrative system, namely,

- * Human resource management
- * Financial management
- * Material assets management

In the **second phase of the expose**, those anti-corruption solutions that cut across the administrative system will be introduced.

*One of these solutions is information technology which can be exploited in all the solutions discussed in the first phase.

Other cross-cutting solutions are:

- * restructuring, and,
- * accountability and transparency measures

Phase One of the Managerial Solutions to Corruption

A. The Human Resource Management Solutions to Corruption

KEY WORDS = INTEGRITY & EFFECTIVENESS

1. Clear Responsibilities

The development and enforcement of accurate and professional job descriptions replaces the vague allocation of duties to civil servants which opens the way for those to act irresponsibly while performing their jobs.

2. Specialization

The achievement of higher levels of specialization of civil servants by means of duties / competencies - based selection, staffing, and promotion qualifications and processes helps

align staff competencies with organization objectives and reduces the opportunities for mismanagement and political protection that generalist bureaucracies offer.

3. Adequate Compensation

The improvement of the compensation level of the public servants reduces the probability of bribery and eliminates inadequate salaries as a pretext for corruption. This would reduce the number of individuals engaged in corrupt practices out of necessity rather than by intrinsic lack of morality.

4. Results Orientation

Strengthening the sense of results in the civil service replaces the prevailing concentration on compliance to or violation of laws and creates a citizen - service focused obligation.

5. Professional Affiliation

The affiliation of the civil servants to the values and standards of their profession enforces significantly binding forms of discipline which makes up for lacking or vague codes of ethics.

The establishment of a professional association for *public administrators* can foster professionalism in the civil service and provide an identification that can replace political affiliation.

6. Professional Enrichment

Investment in people by means of technical / professional (versus generalist) training reduces the cases of mismanagement that is engendered by the employees' ignorance of the best-practices and provides internal satisfaction that balances the civil servant's exclusive focus on financial gain.

7. Job Rotation

Regular job rotation prevents civil servants from personalizing and abusing their positions as well as reduces the vulnerability of such civil servants to those people intent to abuse their privileged relationship developed over time.

8. Careerism

The existence of career paths establishes medium and long-term perspectives for self-achievement and development and reduces the urge for personal return extraction which is greatly motivated by the closed, short-term, unfulfilling career perspectives.

9. Communication

Open internal dialogue within public entities promotes consistent understanding of service requirements and expectations among the staff and reduces the climate of distrust that favors mismanagement and corruption.

10. Empowerment

The empowerment of civil servants - meaning giving them authority commensurate with responsibilities - concentrates their attention on program performance and results, and allows them to deal with the clientele in a highly responsible manner.

11. Internal Control and Accountability

Clear reporting relationships and mechanisms make the empowered civil servant accountable for his performance and, therefore, less prone to engage in inappropriate administrative actions.

12. Involvement

The involvement of civil servants in service improvement decisions by such means as quality circles builds their ownership and concern, responsabilizes them, and induces them to provide the service correctly. This makes it harder for them, in conscience and in practice, to deviate from their increased commitment to provide good service.

13. Performance Management

The recognition of employee achievements by means of simple and clear performance appraisal systems fosters an administrative culture that values results-oriented, productive, rewarding practices and weakens ineffective, punishable ones.

B. The Financial Management Solutions to Corruption

KEY WORDS = ECONOMY, EFFICIENCY & PRUDENCE

1. Integrated Financial Management

The integration of financial management and control policies and sub - systems provides for consistent, connected, and timely financial operations and helps eliminate the loopholes and alternative mechanisms which foster and conceal corrupt practices, produce slow and improperly focused financial reporting, and weaken oversight and decision - making.

2. Budget Process

The adoption of a top down budgeting process where the finance department determines aggregate expenditures in the light of the expected economic performance and develops an inter - ministry sectors prioritization mechanism for resource allocation, by reversing the currently prevalent bottom - up budget process, reduces the room for the wishful , politically inspired, and non - productive allocation and spending of public money.

3. Budgetary Comprehensiveness

The reflection of all revenues and expenditures of all types, including all transfers to other levels of government, in the general aggregate budget, is vital in prudent decision - making and effective control.

4. Delegated Budgets

The delegation of financial management authority responsabilizes managers for financial planning and transaction authorization, gives them resources to fulfill authority requirements, enhances their information about and awareness of the cost of public services, and encourages them to be prudent when delivering them.

5. Professionalization

The professionalization of the financial management functions of government and the exploitation of the new resources available through the accountancy and auditing professions foster professional discipline and standards and curbs the political or other non-professional interference in public financial management.

The establishment of a government entity responsible for setting and overseeing the application of financial management standards in the public sector assures the proper functioning of the financial management systems and adherence to professional standards.

6. Accounting Policies & Systems

The design of results (versus procedures) oriented accounting policies together with clear and connected accounting systems allows the early detection of fraud, facilitates the conviction of the guilty, serves as a strong prevention tool, and makes accounts easier to audit.

7. Financial Information

The reorganization of accounting systems objectives with emphasis on timely and reliable financial information provision is the first step towards wise and prudent decision - making at all levels.

8. Financial Forecasting

The promotion of financial information capacity helps measure the outcomes of plans, programs, and projects upon financial resources, flows, and requirements; make future financial decisions on the basis of financial analysis; and hence, reduce the opportunities for inappropriate intervention.

9. Business Plans

The development of business plans where (a) objectives in the short and medium terms are specified in the light of the organizational service line and client requirements, (b) strategies to achieve those objectives are identified, and (c) monitoring indicators in terms of cost, quality, quantity, timeliness, location, and impact on beneficiaries are adopted, ties individual public entities to precise, explicit goals and shifts their attention on results rather than process.

The United States has passed the Government Performance and Results Act in 1993 which requires federal agencies to develop such a business plan that includes a mission statement, outcome-based goals and objectives, a strategy to achieve goals, resources required for achievement, and a program evaluation schedule.

In Canada, government institutions are required to submit business plans similar to the ones described for the USA.

10. Performance Budgeting

The integration of business planning with expenditures management helps integrate resource and policy elements that are critical to service delivery, enable departments address related challenges, ensures more effective control by parliamentary committees who in turn are able to link the results achieved with the public money parliament had authorized.

11. Accounting and Auditing

The combination of timely and efficient accounting with punctual review by professional internal and external auditors ensures a prompt double - check of financial transactions and helps uncover collusion between civil servants and internal accountants for the sharing of illicit returns.

12. Internal Pre - Control Systems

The creation of formal pre-transaction control systems appropriate to the organization and their integration with its procedures helps balance the managers' discretionary power over resources and expenditures, stimulate adherence to financial policies, strengthen operational efficiency, promote the accuracy and reliability of financial information, thus

increasing the probability that corrupt administrative practices be detected, permitting more prompt investigation, and, generally speaking, ensuring higher levels of deterrence.

Remark

Legally imposed controls often lack the operational specificity required to be effective. Their legal formulation may appear to impede illicit conduct but the obfuscation or convolution of language may often be exploited to have the opposite effect.

13. Internal Post - Audit

The introduction of an internal, professional audit function which performs post - audit, including the review and evaluation of the internal pre - controls in place, has become one of the most important elements of modern internal control which precedes the external post audit function and helps uncover potential mismanagement.

14. External Post - audit

The critical verification of the administration's accounting records and financial statements by independent external auditors to ascertain the accuracy, integrity, and authenticity of those documents highlights the financial condition of the public entity at a given date and the results of operations for a period ending on that date.

15. Value for Money Audit

A refinement of the external audit function, "value for money audit" provides capacity for checking the government's effectiveness at implementing its policy objectives and helps uncover those management practices that do not produce value for money as a result of bad management or as a result of corruption.

16. Partnership

The involvement of private sector accountants and auditors working together in the review of government financial compliance and performance reduces the probability of collusion among civil servants to hide mismanagement and share illicitly extracted returns.

C. The Material Assets Management Solution to Corruption

KEY WORD = VALUE OPTIMIZATION

1. Management Approach

The development of an assets management approach expands the current debate on materials control which is almost exclusively focused on assets acquisition weaknesses (procurement and contracting), gives their due weight to the other components of the assets management process including storage, utilization, and maintenance, and helps uncover mismanagement therein.

2. Procurement and Contracting Policies

The revision of procurement and contracting policies and their consolidation in one document provides clear, comprehensive description of the goods and services to be procured and contracted and facilitates the advance determination of selection criteria to be followed during bids evaluation so that competition is enhanced and assets conformity to contract terms is verifiable.

3. Inventory Management

The improvement of warehouse inventory management ensures that assets are protected, departments are provided with accurate, complete and timely information on quantity, nature, cost, location of material, and managers are fed this information to analyze inventory costs, utilization aspects and rates, and possible loss.

4. Accounting Systems

The upgrading of accounting capacity for the valuable assets which are independent of the operational purposes (receivables, land, buildings) and other expensive assets such as electronic equipment ensures better control over these expensive resources.

Phase Two of the Managerial Solutions to Corruption

Over and above the systemic interventions in human resource management, financial management, and material management, there are **three broad remedies** which will transcend the previous set of managerial solutions and seek to destabilize the vicious circle of corruption by means that:

- cut across the human resource, finance, and assets management streams, and,
- create a safety zone between the administration and the public to prevent too close a familiarity or sometimes complete anonymity from engendering conflict of interest.

These three remedies are:

- delayering
- information technology (IT)
- accountability and transparency measures

D. Delayering

1. Minimum Supervisory Levels

The elimination of redundant supervisory layers simplifies complex management - including sterile controls - and reduces the related paper burden both of which invite front line civil servants to become adept at exploiting loopholes in the rules, develop a talent at ignoring management directions, perform their jobs subjectively, and exploit the very people they are supposed to serve.

E. Information Technology

The information technology solutions to corruption are either general or discipline specific.

General Information Technology Solutions to Corruption

1. IT Policy

The development of an IT policy coordinates IT systems at the macro - level, thus reducing the risk of manipulation and abuse opportunities that diffuse IT systems offer.

The Government of Lebanon has recently established an OMSAR -supported ministerial committee for information technology which will define the national IT policy and set up its implementation and monitoring mechanism.

2. Partnership

The development of regular public - private sector contacts or partnerships in the field of IT allows managers to learn about the latest anti - corruption devices.

3. Procedures Simplification and Automation

The combination of procedures simplification and automation provides for management systems redesign to prevent corruption, better control over internal organizational mechanisms, greater sharing of information, and speedier service delivery.

4. Document Management

Automated transactions tracking and archiving systems prevent the exercise of discretionary authority over the ranking, management, and delivery of such transactions; help protect evidence; and prevent the unlawful destruction or loss of valuable documents.

Discipline Specific Information Technology Solutions to Corruption

Remark

Sophisticated computerized systems either constitute additional security measures to the ones that were previously mentioned or, as it is often the case, offer anti - corruption solutions that were not possible under traditional settings.

The same systems, however, open up the possibility for a new kind of very sophisticated corruption. Therefore, designers must ensure the inclusion of safety devices to prevent such occurrence.

IT for Human Resource Management

5. Staff

Computerization requires the introduction of new professional persons appointed to positions previously monopolized by established civil servants bent on extracting a return in the previous administrative setting.

6. Motivation

Automation influences the psychological settings of civil servants whose apprehension of a higher detection probability under computerized procedures deters them from engaging in corrupt practices.

7. Payroll

Payroll computerization permits the identification of ghost workers and prevents employees from receiving unearned compensation.

8. Task Distribution

Automating task distribution removes the managers' discretionary authority at allocating transactions to staff members with whom they collude to extract undue return from transaction completion.

IT for Financial Management

9. Management Automation - general applications

The automation of financial management systems and sub - systems provides the timely and useful information that is necessary for prudent financial decision - making and effective control by managers.

10. Integrated Financial Management System - IFMS

The introduction of an IFMS that consists of a common, single, shared, reliable data base or several inter - connected data bases to and from which all data expressed in financial terms flows:

- corrects for the managerial weaknesses of fragmented financial data or duplications of data; failure to utilize financial results in the planning and budgeting processes; and failure to report operations results and financial conditions;
- facilitates budget control at operational and central levels as built-in flash indicators call the managers attention to deviations in areas of high vulnerability and to inappropriate budgetary manipulations;
- facilitates the monitoring of both cash inflow and outflow at appropriate levels and the timely detection of inadequacies therein;
- strengthens internal controls without delaying execution through the internal validation of transactions integrity and their electronic documentation;
- reduces the need for accountants and the probability of defective accounting owing to the automatic feeding of pre-coded accounting entries;
- enhances the immediate audit capacity thanks to the timely entry of transaction data at the point of origin;
- facilitates the early detection of the patterns of corrupt practices and their impact owing to the high speed comparison of data available in comparative format; and,

- improves audits through built-in audit software that select transactions for sampling and review.

11. Cashless / Paperless Environment

The automation of financial transfers creates a cashless administration, restricting cash carrying and counting to a very few number of identifiable persons. Cash disbursement authorizations can also be electronically transmitted to duly authorized persons.

IT for Material Assets Management

12. Management Automation

The automation of the assets management sub - systems, especially the inventory and utilization phases, provides timely and accurate information for the prudent and effective administration of those assets.

D. Accountability and Transparency

Accountability and transparency measures constitute the *ultimate* macro - level solutions to corruption.

1. Performance Management

The evaluation of organizational performance against the goals they had earlier specified in their business plans will reveal those areas of failure that conceal mismanagement on the one hand, and on the other hand will encourage positive organizational achievement.

2. Performance Reporting

Scheduled reporting of performance outcomes (as opposed to process description) decreases the managers ability to conceal those acts of malfeasance that low performance masks.

In Lebanon, many administrative entities do not produce annual reports. The reports of others overlook output achievement and lack consistency and analysis. In both cases, however, the local reporting guidelines need modernization and enforcement.

OMSAR will be considering the development of a performance report format for introduction into the public service of Lebanon. The proposed framework might include the minister's message, an overview of the ministry's business plan, a report on the ministry's performance, and, finally, a summary of supplementary information, mainly financial and managerial.

3. Public Reporting

The publishing of performance reports ensures the transparency of the service delivery outcomes to citizens, their representatives, and the press; creates an accountability event which deters departments from engaging in undermining practices, and allows benchmarking where good performers set standard for lower performers.

4. Name Badges

The introduction of name badges wearing, at least by the front line staff, prevents civil servants from exploiting the anonymity of impersonal dealing and the blackmail opportunities that it offers.

5. Help Desks

The establishment of help desks to receive citizens and look after their complaints breaks down the barricade between the administration and the public, establishes a clear point of entry to the citizen into the administration, and reduces the opportunities for corruption that develop behind closed doors.

The Prime Minister has recently issued a circular requesting all administrations to establish reception offices for the public.

6. Facilities Layout Redesign

The introduction of counters that simplify and speed service provision helps avoid lengthy waiting queues that tempt citizens to pay bribes in order to finalize their transactions more quickly.

7. Services Directory

The publication of a guide to current public services - together with their prices - informs citizens about the range of services offered, increases their awareness of rights and duties in this respect, and reduces the opportunities for mismanagement that citizen ignorance engenders.

8. Service Standards

The elaboration and communication of service standards enlightens citizens about the services they are legally entitled to receive, enables them compare actual service with standards, and allows them to identify defects at significant levels of specificity.

9. Service Delivery Survey (SDS)

The conduct of service delivery surveys is a direct accountability mechanism that provides data on the coverage, accessibility, reliability, cost, and effectiveness of public services,

with information on the experience and expectations of citizens about service delivery; therefore, SDS puts government departments under pressure to remedy those performance shortcomings engendered by mismanagement.

10. Focus Groups

Focus groups are organized gatherings of service providers and clients for the purpose of discussing ways to ameliorate the service. Such meetings break the shield of anonymity that is a favorable ground for the development of corrupt administrative practices.

11. Information Disclosure

The development of a policy framework that allows public access to official documents and to classified information after a certain period of time weakens the style of secrecy and awkward formality that favors the growth and durability of corruption.

VII. Conclusions and Recommendations

The conclusion of this paper seeks to highlight the ultimate objectives that the managerial perspective to the problem of corruption serves.

First, it puts the accent on the importance of administrative development

It clearly appears that diagnosing corruption at the micro-level cannot be effectively achieved except through a careful analysis of existing managerial systems, their strengths and weaknesses.

Managerial solutions are institutional development instruments. They provide possibilities as anti - corruption measures.

Resolving the problem of corruption can implicitly come as a consequence of implementing systemic improvements in the broader endeavor of institutional development.

Second, it redirects the debate on corruption to its managerial essence

In fact, corruption endangers the very notion of effective and efficient public management more than it threatens the laws or the moral norms in place.

In the presence of corrupt administrative practices, laws and regulations will remain intact on paper, while on the ground, citizens will not be receiving the services they are entitled to.

Similarly, corrupt practices do not necessarily prevent notions of morality from inspiring a majority of individuals and societies, but they will still undermine public services.

Third, it adjusts the debate on control

The current debate blames weak control for the spread of corruption and presents strong control as the magic instrument to its elimination.

Yet, the managerial perspective to the problem of corruption reveals that it is those loopholes in the managerial systems that are to blame.

Stronger control per se comes last in the chain of managerial improvements. Better management by more responsive and accountable civil servants is a better solution.

Fourth, it forges a realistic climate

Undeniably, the argument that resolving the problem of corruption requires the separation of politics from administration is a valid one. This separation ought to be seen as a protection of the political level against undue pressure coming from the constituencies.

However waiting for this separation to occur in faster than a gradual fashion is not promising.

Moreover, its exploitation as an argument for inaction has created an intolerable inertia in the country in general and in the civil service more specifically.

Conversely, managerial solutions are pragmatic, and the managerial perspective embodies the art of the possible.

Having said that, It should be mentioned that most of what OMSAR does is conceived within the managerial perspective.

The central bodies are also encouraged to explore the opportunities offered by the managerial perspective.

Indeed, those bodies are sincerely invited to embrace a managerial approach at dealing with public administration affairs and problems rather than the rigid, apparently ineffective control style.

Ultimately, the application of managerial solutions gradually shrinks the administrative surface that is occupied by corruption, enlarges the sphere for robust and healthy systems, and elevates integrity and morality norms in public sector management.