



EXPLORING THE TYPES AND MANIFESTATIONS OF CORRUPTION IN THE FEDERAL PUBLIC ENTERPRISES: A CASE STUDY OF THE PREVIOUS METALS AND ENGINEERING CORPORATION (METEC), THE CURRENT ETHIO-ENGINEERING GROUP (EEG) IN ETHIOPIA.

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Abstract

Knowing the manifestation of corruption is necessary and state owned enterprise leaders should strive to the remedies. However, there is a lack of research analyzing the manifestation of corruption in SOEs. This paper aims to identify the existence, types and most frequently committed corruption manifestations as well as the general types of corruption patterns in the case of the previous METEC the current EEG owned by the Ethiopian central government. For this purpose, the data is explored from the primary and secondary data sources and analyzed by using content analysis purposive sampling technique based on leadership abilities working towards corporate governance indicators, financial, and objective achievement information. Results show that corruption manifestations in the federal SOEs are bribes, embezzlements, nepotisms, kick-back, extortions, abuse of powers, frauds, conflict of interest, favoritisms, bid rigging, miss-uses of privileged information and cronyism. Furthermore, the result shows that grand corruption which can be taken as a very big amount of corruption is experienced by higher level officials in PEs including the study area. The fight to combat this type and these manifestations of corruption is therefore still at its infancy in METEC/EEG. Based on these findings, few recommendations to improve the fight against corruption practices in the Enterprise and PEs in general are suggested.

Key words: corruption, types of corruption, and manifestations of corruption

1. INTRODUCTION

Ethiopia is a country of paradoxes. On the one side, it is a home to more than 117 million inhabitants and 12th and 2nd most populous in the world and Africa respectively. It is endowed naturally—with the 13 months of sunshine producing different agricultural products like Coffee, Chat, Teff, Wheat, Barley, Sesame, nougat (Nug), fish, nuts (Enset), fruits, vegetables, honey, Cattle-raring, and more. Its people are also very well-known in the world because of different historical events like the victory of Adwa which enabled the country the only non-colonized in the world. Not only but being the owner of tangible human made ancient building artifacts such as the Axum obelisks and the Lalibela rock-Hewn churches (Tadesse Kidane-Mariam 2018: 1–2). In addition to these, it is also famous in its intangible cultural heritages like Commemoration feast of the finding of the True Holy Cross of Christ; Gada system— an indigenous democratic socio-political system of the Oromo; Fichee-Chambalaalla— New Year festival of the Sidama people; Ethiopian epiphany; and others (<https://ich.unesco.org>). This ancient civilization confirms that how the country and its people are close to the proper utilization of resources and the advancement of wisdom.

On the other side however, now day though the country is striving to come out of poverty but still remains poor because of the scandal practices of different kinds and manifestations of corruption. Even if several recent reports indicate that much more emphasize is given for behavioral social sciences which demonstrate the practice of corruption in several development activities, the implications and emphasizes given for anticorruption strategies are just beginning to be explored (World Bank, 2019, p. 14 as cited in Roberta Muramatsu I & Ana Maria Bianchi 2021: 55).

In fact, in the straggle arena of corruption the term corruption seems ambiguous (Oluwatobi O. Adeyemi 2021: 1) since scholars didn't arrive at consensus regarding the ethical and unethical standards. But, most of the time there is a mutual understanding between many with regard to this devastating factor for any kind of development activity in our world. For instance, in Ethiopian case, although the concept of corruption is seen from its badness point of view most, in the country's leadership history the negative out looking also have been entertained. For example, during Ethiopian peoples' revolutionary democratic front (EPRDF), the chair of this party—Meles Zenawi—was speaking about corruption practices saying that “መገን ረቅ እስካልተያዝክ ድረስ ስራ ነው” or mesreq eskalteYazik dires sira new” which means “corruption is work as long as you are not caught” (). In addition to this, before and during Emperor Hailesilassie, a manifestation of corruption practice which traditionally called “Gubo” which means “bribe” was taken as a normal practice. In this case, simply the people bring a bribe for rulers to their home or office and the rulers take the bribe to benefit their own life rather than the public. And this bad practice explicitly continued until 1942, a period when an administration regulation enacted which prohibits traditionally experienced practice of bribe corruption practices in general. Even after a decade the Emperor's regime also passed a legislation which established a criminal act of corruption (Muchie Z. *et al* 2015:74).

However, taking the negative result of corruption, a kind of mechanism should be drawn in institutions. Otherwise, entrusted resources can be exposed for wastages at different levels of severity. The degree of wastage because of corruption scandal could be still found at distinct manifestations. It could be in the form of bribe giving or taking, nepotism, favoritism, extortion, and fraud (Tagel Tesfaye 2017: 24).

Therefore, as corruption is a reflection of bad governance (ibid) as a whole in the public sector, similarly it is a good symptom of bad corporate governance system in the state or Public Enterprises (PEs) arena. Being unsuccessful in the process of indemnifying a good corporate governance system in PEs, observing unmeet transparency, integrity, accountability, and other good corporate governance indicators is a common phenomenon in the world specifically in the least developed countries. It is happened where there are working standards like that of a World Bank's toolkit designed based on good global reform practices and growing body of knowledge for Public Enterprises. The toolkit probably can be taken as a basis even to establish new systems and common ground in striving of reforming PEs to enhance their performances. Not only but the existence of this bad corporate governance experience is experienced in countries where there is lack of leadership knowledge and interest to execute accordingly. Applying the same has an aim of assisting states and practitioners in their overall planning, implementing, and monitoring and evaluation of PEs (WB 2017: XV).

With the help of pro-active leadership approach, it is needed to understand and take all of the necessary measures at most to minimize this anti-development cancer since it is difficult to cure any institution hundred percent. Evidences show that many efforts have been made especially for aid-receiving countries for instance although less results are seen in the area (Kendra Dubpuy & Siri Neset 2018: 1). Of course, the states' culture and experience of understanding the bad and good consequences of corruption is another issue to be strict or not in the process of fighting against corruption that can be seen in different forms. For instance, based on the functionalist theory of corruption, the responsible PE leadership may have an out looking of seeing corruption as a mechanism of solving challenges by entertaining any form of corruption which the functionalist theorists call it "greasing the wheels". Or else, the leadership may believe on the great harmfulness of the corruption practices than its benefits like that of functional or useful thinking of corruption (<https://www.u4.>). But, most of the time scholars and international institutions agree on the term of corruption that it is an anti-development and prosperity challenge. In fact, its harshness can be also explained in different kinds of manifestations.

2. Conceptual Review of corruption

During the ancient times corruption was viewed in both "good" and "bad" perspectives depending on the socio-cultural differences throughout the world. That is why Alam tells us that to know the contextual concept of corruption, first of all understanding the history, culture, and socio-economic setting and background of a country is very paramount (Alam 2014 as cited in Daniel Handino Onsamo 2017: 224).

Consequently, history, culture, and socio-economic setting as well as background of a country that views corruption as it has a positive gain, then having positive interpretation towards the term “corruption” is not arguable and vice versa for negative or bad interpretation of corruption. For example, there are more ancient references which characterize corruption as an offering of a gift to powerful people (Oleg Antonov & Ekaterina Lineva 2021: 2) and on the contrary, in the ancient Rome’s history, they call the term corruption as “corrumpere” which means “to corrupt or violate or break” (Macievsky 2014 as cited in Oleg Antonov & Ekaterina Lineva 2021: 2).

Then, the concept of corruption in our glob can be seen from different kinds of behavioral out looking perspectives. In general term, corruption as a concept has no generally acceptable definition till know across the entire world except numerous understanding by common-sense on its destructive nature (Oluwatobi O. Adeyemi 2021: 2). The rationality behind the above premises is that the scholars have not been arrived at the consensuses on the term “corruption” because of lack of common definition and standard of any “ethical” phenomena (Olopoenia 1998: 17 as cited in Oluwatobi O. Adeyemi 2021: 2). Thus, Olopoenia further argues as follows:

Because of its nature, it is often difficult to define corruption in a way that is independent of the ethics or the normative values of the observer. This raises a number of problems in the analysis of corruption. Most people would agree that it is undesirable to seek to define the phenomenon in a value free fashion. Yet ethical definitions of any phenomenon create problems for scientific analysis; people may not agree on the ethical standard to apply; as a consequence it would be difficult to agree on the causes and effects of the phenomenon. This has constituted a major hindrance to the development of a scientifically analytical discipline in the study of corruption.

However, the non-absolute but vast common-understanding of people on corruption by common-sense bases on the narrowly defined concept of corruption. This narrow inter-disciplinary definition comes from the practical damaging effects of corruption practices in all–public institutions; state owned business and social responsibility Enterprises; and private business, charity, and civic social–forms of organizations. And gradually it became as a center of social, political, and economical agenda of the member states of the world. Eugen Dimant and Thorben Schule explain that the common-sensed concept of corruption has been got media coverage; anti-corruption laws and institutions have been established; and Dozens of problem-solving scientific studies have been studied and a micro and macro wealth of information has been obtained. Those scholars also add that as a result of bad consequence of corruption in different countries the society it-self has been put a lot of pressure on the corrupted governments (Eugen Dimant and Thorben Schule 2016: 1) and even overthrown these to form an anti-corruption governments.

In addition to that, especially, in recent times, research scholars, and international and national research institutions or the societies in general have adopted new mutually approaching experience of recognizing corruption as it is bad. Understandings are becoming vast as it has a damaging effect on development. Rather than considering cultural differences, now day, there are high attempts of stabilizing the controversies on the concept of corruption (Tignor 1971 & Seidman 1978 as cited in Nicolás Jaramillo 2013: 6).

Therefore, Adeyemi elaborates the concept of corruption that it is an illegal act which involves an inducement or an undue influence of people in public or private domain contrary to the laid down rules and regulations of the working process. And he also adds that corruption can be manifested in different ways like bribes– by which bribe is solicited and accepted before discharging law-full duties–, nepotism, appropriation, abuse of official position, miss-carriage of justice, undervaluation of public asset during disposal, lowering taxes, sexual harassment, inflation of public contract, and examination of malpractices (Oluwatobi O. Adeyemi 2021: 2-3)

Schule and Dimant on their part extends their explanation regarding the concept of corruption that it is the huge threat for humanity across the world as a result of which distorts economic growths, healthy competition, and innovation; decreases productivity and foreign direct investment because of inefficient allocation of contracts and bribing foreign officials and tourists; reduces voluntary contribution for public goods and services because of bad trust worthiness; increases inequality, brain drain, crimes, and institutional inefficiencies; and dilutes good and helpful societal values and norms. Even increases illegal emigrations of unskilled people and also worsens inequity (ibid). Finally, all of these have great economic, moral, and ethical negative outcome implications on the entire societal livelihoods.

Iyanda also explains the concept of corruption that it is a culture as far as culture is defined as it is a way of life of people (Iyanda David O. 2012: 37). Then, he further illuminates as follows:

...because corruption is found and practiced everywhere and is even entrenched virtually in all segments of the society with many people (if not all) deeply involved in it, corruption then is a culture. Corruption is a global devil that has developed human intelligibility in its social context. As an ant-social behavior and a plague that has eaten so deep in to the entire fabric of the Nigerian society, it confers undue benefits on few people contrary to legal and moral norms of the society. Prior to its contagious and incurable infection, it undermines authorities' effort to provide welfare for all citizens as the resources to do this are in the hands or at the reach of few of the populace.the fight must be a genuine one (i.e act what we preach and preach what we act) if Nigerians desire economic and democratic growth and this can only be possible by a determined, blunt, firm and resolved government.

Dimkpa, also explains that it too difficult to define the term “corruption” because of its broad nature and the foundation of only rare agreements up on its definition rather than applying on well-defined cases (Daisy I. Dimkpa 2011: 33). Oluwatobi on the other way explains that the concept of corruption has no uniform definition within the academia. However, he adds that it is common that corruption and its manifestations are eloquently expressed how it is a dangerous situation to alter governance (Adeyemi O Oluwatobi 2012: 184). And it is eloquently expressed by Gboyega quoted in Adeyimi 2012: 184-185) and thus:

Corruption involves the giving and taking of bribes, or illegal acquisition of wealth using the resources, of public office, including the exercise of discretion. In this regard, it is those who have business to do with government who are compelled somehow to provide inducement to public officials to make them to do what they had to do or grant undeserved favor. It is therefore defined as official taking advantage of their offices to acquire wealth or other personal benefit.

It is also interestingly and broadly expressed by Olopoenia quoted in Adeyimi 2012: 185) as follows:

Theoretically, the literature distinguishes among political, bureaucratic and economic corruption; practically however, thus three typologies are no more than different perceptions of the same monster. But all these manifestations are motivated by the desire to use the instrumentality of office for private gains for the benefit of the official, his relations, ethnic group or friends at the expenses of the general good.

Governments, giant international corporations, non-government organizations, civic society organizations, multi-disciplinary scholars, and peoples at any corner of the world have strong position on the devastating nature of corruption manifestations. For example, in Ethiopia, now days the people as well as the existing leading prosperity political party seem that it views corruption manifestation behaviors from these scandal and destructive point of view. Of course, these behaviors have been seen as of good practices in different times of the country’s people and leadership history. For example World Bank explains that the current government leaders admit and already put their own views as there are corruption practices that are manifested in different ways in the country’s institutions including PEs (World Bank 1998: 3–16).

Generally, although there is no general consensus on the common terminological definition of corruption, there is no doubt that except few, majorities put their own fingerprint in several ups and downs of explaining on the destructive nature of corruption in all parts of the world. Specially, after cold war– a time when the big Elephant countries– these who turned their faces to preaching on democracy and free market–corruption became as an issue of anti-development. An explanation of above, “except few” is just to demonstrate a few functionalist psychologists and political scientists that argue on the development importance of corruption. In fact, their arguments are encountered problem since their arguments are unsatisfied and unable to respond

questions. Otherwise, the majorities are those rationalists who believed on the problematic nature and produced most widely adopted definitions of corruption as well as its manifestations. Not only but rationalists are those who saw corruption and its manifestations as a cooperation problem where the principal-agent or prisoners' dilemma needs to alter or change organizational incentive structure. They also saw it as a coordination problem where corruption manifestations are entrenched as societal norm which needs more information from others to entrench new information to reverse the societal corrupted norms (ibid).

2.1. Types of Corruption

In the corruption knowledge arena, till now there is no consensus on explaining common types of corruption among different authors (Tagel tesfaye 2017: 25) like that of the concept of corruption as discussed here above. For example, corruption in Nigeria is classified in to two types—political and economic types of corruption (Adeyemi, O. Oluwatobi 2012: 186). Therefore, it is possible to consider corruption types like grand (political), systemic and petty based on the size (ibid) that are explained at most and practically visible in different situations.

2.1.1. Grand (Political) corruption

Grand corruption as the name implies, it is a scandal corruption practice where the top officials do it. That is why transparency international explains that it became as a serious challenge of sustainable development of 2030 across the world highly considering the scandal's size, high official involvement, and serious harm of the consequence. The institution further explains that this grand misappropriation of corruption is practiced by grand officials and as a result of that undermines development priorities like health and education ultimately resulting ordinary citizens especially those most left behind to suffer (TI 2019: 1).

The term “grand officials” explained here above, Tagel explicitly discussed that it is the corrupt behavior and practice of the legislative, executive and judiciary state organ leaders. Their undue behavior stretches up to drawing defect laws, policies and strategies against the larger public will and interests. Of course, this emanates from the politicization of public position appointments, civil service, and financing; distorting political discourses; undue lobby practices and etc (Till Bruckner 2014: 3). They merely engage themselves to insure their private undue gains from private business owners (ibid). But, as long as Public Enterprises are concerning, it may also include the administrative or public Enterprise leaders who have a discretion power on the overall institutional fates of planning, execution, and monitoring and evaluation. Enterprises are government's significant institutions in which the government uses as state money or revenue producing and social responsibility fulfilling machine. But, if enterprise leaders are exposed for such kind of serious challenge and failed as a result of that, government spending on health, education, clean water, agriculture, hydro electrification or energy, employment, investment diversification and the entire economy will be malfunctions. And this probably happens as a result of grand corruption which has its own negative contribution for the potential distortion in the whole political, economic, and social discourses where it is

hard to pinch (ibid). Because, enterprises are institutions by which government earns huge revenue as long as remaining profitable and fulfilling social responsibility objective.

2.1.2. Systemic corruption

Systemic corruption is a type of corruption that is practiced systematically. In fact the system could be social or/and organizational. Although systemic corruption is not big in its occurrence, it is a situation where many institutional officials and employees including the law enforcement agencies (Canberra 2016: 19) and its sections—like anti-corruption units that are found in each Public Enterprise— engage in corruption process. And this situation considers the sickness of the system itself.

Especially, those who are supposed to fight against corruption are involved in the illegal system of corruption practices or else may not fulfill their anti-corruption responsibilities because of their own involvement in such an evil practices and this makes the anti-corruption mission to be simply collapsed what so ever the capacity building measures are taken by any enterprise. Such an evil practice is commonly seen in terms of budget planning, allocation, monitoring and evaluation, inspection, auditing, and enforcement activities (Robert Klitgaard 2004: 1) in Public Enterprises and even other public sector institutions.

UNDP also explains that the existence of unlimited or uncontrolled power, vast unethical business practices, little accountability, informal regulations and inability to respond to formal regulations are the satisfactory symptoms of systemic corruption (UNDP 2004 as cited in Taonashe Dube 2011: 25).

On the other way, if the nature of governance is found with high tendency of uncertainty over public ethics because of the self-centered political leaders and other senior public officials, then the existence of systemic corruption at any sector including Public Enterprises will be an obvious. In this type of governance or corporate governance culture, formal rule, principles, and procedures are put for simulation purposes and actually informal way of working procedures are taking place (Heymans & Lipietz 1999 as cited in Taonashe Dube 2011: 26).

That is why Johan tells us that systemic corruption is not only an anti-integrity, virtue and moral principles, but also a deny from the main and aim full purpose of systems created to insure development (Johan J Coetzee -: 7-10) and prosperity.

2.1.3. Petty corruption

The big responsibility of insuring development, peace and order is laid up on human beings in our globe leading institutions. Public Enterprises are there to contribute the same. But, usually or often or sometimes leaders, managers, supervisors, senior and junior experts deviate from the main purpose of the institution by the means of different types of corruption. Among these types of corruption petty type of corruption is one of these.

Petty corruption is characterized by small types of corruption activity incidences which have less negative impact on the entire development as compared to systemic and grand corruption. In fact, unless and otherwise it is just to indicate the level of risk on the human and capital development, what so ever we classify corruption in to different types, corruption is corruption—affects every activity or functionality of states and citizens life. However, Ardian Adžanela explains that although petty corruption is not huge in its quantity and has not huge effect like that of grand corruption, it directly and frequently affects every day life of citizens in the process of interaction between citizens and state service, product and social responsibility providing institutions (Ardian Adžanela, 2012: 1).

Also, it is not that much bigger like systemic corruption rather it has lesser effect than it. Like any public institution it is the other type of corruption that nothing prevents to be visible in Public Enterprises for the hidden purpose of speeding up service or product provision by Public Enterprise employees. Transparency International describes petty corruption that it is characterized as it is a small type of corruption or bribe which is paid by citizens to Public Enterprise implementers for the aim of fostering bureaucratic processes (Transparency International 2019: 1).

However, still it has its own negative effect on business and social responsibility operations of PEs, low income citizens or the poor, erodes public trust on PEs, undermines the rule of law and has negative impact on government tax collection (ibid: 2-4).

2.2. The general manifestations of corruption

In a simple explanation, the manifestations of corruption are the details of corruption that arise from dishonest behaviors in these forms or manifestations. These are also cannot be explained or defined in terms of fixed numbers of variables (Roberta Muramatsu & Ana Maria Bianchi 2021: 56). Once we have understand the concept of corruption, it is possible to arrive at the conclusion that corruption is the aggregate name of its manifestations like bribe, kick back, embezzlement, nepotism, fraud and extortion although there is no consensus on the fixed manifestation types like that of corruption types. And knowing all of these have vital advantages especially to be successively improved in the process of the fight against corruption.

2.2.1. Bribe

Is about making (giving or receiving) payments to a public official or politician or any Enterprise employee who have a discretion power over the public resources and procedures in return of a political or economic benefit (ibid). It also can be an illicit promise of private benefit which negatively affects the entrusted decision power of a public Enterprise employee (Yemane Desta 2019: 27). In fact, the giving and taking of bribe can be directly or indirectly. And bribe is a commonest manifestation of corruption practice in developing countries including the Sub-Saharan Africa (ibid) where institutional officials are poor and highly seek and practice bribes. This type of corruption manifestation is mostly reflected in different ways. For instance, it can be seen in the decision of making terms of contract and to whom to provide general and sub-

contracts; allocation of monetary benefits such as credit subsidies and favored price; reduction of taxes, fees, dues, custom duties, and electricity and other public utility charges; provision of different services like different permissions, licenses and etc (ibid). Since Ethiopian Public Enterprises are found in this region consequently might not be out of this challenge.

2.2.2. **Embezzlement**

Embezzlement occurs when the institutional employee appropriates institutional financial and non-financial resources to attain her own goals (ibid). On the other explanation, it comes from misappropriation of a given institutional trust (Adeyemi, O. Oluwatobi 2012:186). Desta also explains that it is an action of theft on entrusted institutional financial and nonfinancial resources by institutional official or employee (ibid).

2.2.3. **Nepotism**

It refers to instances when an official or institutional worker with a description power and use their institutional offices to give different benefits like jobs, contracts, bid information and others to their own family and friends (ibid) as well as their own ethnic group.

2.2.4. **Kick-back**

Is a favorable treatment or over value of contracts in relation to contractual action entered into agreement to supply materials or equipment or services (ibid). on the other explanation, it is an illegal payment made to the public or Enterprise official for that an official or an Enterprise employee made a favor by using advantage of his/her power (ibid).

2.2.5. **Extortion**

Is a process of coercing an individual, group, entity or any other form to give a type of illicit benefit to officials or Public Enterprise employee in exchange for acting or failing doing something. Although one scholar called Desta conclude that bribe is through volunteer while extortion is through obligation or violence (ibid), both should be seen from these deep roots. Because, as we have seen in the above discussion on the conceptual review of corruption, most government and nongovernment organizations and society extensively began struggling corruption. And then bribe as a manifestation of corruption, how the society is going to give bribes to any official or employee after all? This could be another triggering point for deep analysis for that matter.

2.2.6. **Fraud**

It is an act of economic crime which is practiced by misleading any government or nongovernment individual or group or institution for the deliberate intention of self or group or ethnic illicit benefits (ibid).

2.2.7. **Abuse of power**

Is a miss-use of entrusted power for illegal private, group or entity benefits. This can be seen in different contexts like in the recruitment, designing organizational structures, setting job positions, and etc in a way that benefits the bureaucrat extended families, ethnic group, friends, and other networks rather than equally treating citizens as per the right and fair working procedures (Varga-Hernandez, 201 as cited in Yemane Desta 2019: 28). On the other hand, scholars like Yemane explain the term “Influence Peddling” as the other

type of corruption manifestation where institutional employees miss use their influence over the decision making responsibility to benefit the third party in an undue condition (ibid). But, it is similar with as we explain for abuse of power since employees have different kinds of entrusted powers and miss use it for their own or others undue benefits.

2.2.8. **Conflict of interest**

It is simply mixing of once own or private interest against institutional interest to maximize once own political, cultural, and economical benefit (ibid) that undermines the enterprises efficiency and effectiveness.

2.2.9. **Favoritism**

Is a situation that individuals prefer someone than the others on the basis of liking and disliking which its degree differs from culture to culture (Özler et al., 2007 as cited in Muhammad I. Ramay *et al* 2012: 762). Most of the time, favoritism is found in societies where their family relationship is very strong (Aktan 2001 as cited in Arshad Mahmood Sadozai *et al* 2012: 762). Similarly, demonstrating the ethnic-based strong relationship—by and large emanated from the Tigrian ethnic political group—Tigrian Liberation Front—that is found in Ethiopia can be seen as an additional perspective. On the latter case, since everything—policy and strategy designs and reform measures like institutional restructurings and job positions—were seen from a strict grounding to benefit its own ethnic group. In fact, in the name of the whole ethnic group members exclusively provide preferential treatments for its political group members.

2.2.10. **Miss-using privileged information**

The miss-use of privileged information is the use of institutional information for the sec of private gain against institutional laws and procedures. Most of the time, such kind of corruption manifestation is seen in different institutional working situations like leaking terms of contract information before competitive bidding and recruitment examination papers (Zafrullah and Siddiquee, 200 as cited in Yemane Desta 2019: 28) as well as hiding the employees' scholarship opportunity information and miss-use it only for those workers whom they want to benefit them against the organizational rules and regulations.

2.2.11. **Bid/contract rigging**

Bid/contract rigging is a type of corruption manifestation which is observable in the bid process. In this case, contractors, suppliers, and consultants are selected without transparent criteria and also procurement frauds and overcharging kinds of irregularities are the most repetitively known corruption manifestations (ibid).

2.2.12. **Cronyism**

Although cronyism seems favoritism, it is a particular undue favor that is made by a boss assuming only a particular friendship relationship (Ozler & Buyukarslan 2011 as cited in Arshad Mahmood Sadozai *et al* 2012: 763) rather than treating all employees equally and fairly. In this case, there are few researchers that support the positive contribution of cronyism in the organizational politics but many criticized them demonstrating the other side negative effect of cronyism. Because, organizations are working areas where only friendly interrelated employees are not working in rather non-friendly employees and bosses come together from different areas and work together to accomplish organizational common objectives. Not only

but cronyism instead of positively affecting the job satisfaction of employees, negatively dissatisfies (Arasli et al. 2006 and Arasli & Tumer 2008 as cited in Arshad Mahmood Sadozai et al 2012: 765) majority members of subordinates while the leader attempts to provide undue career growth and appointment for few just only considering their friendship relationships with no need of considering work related qualification and capacity (ibid). And this implies that it more contributes for the crisis of corruption on achieving organizational objectives.

2.3. Thoughts About the Types of Corruption Found in Ethiopia

The practice of corruption in the Ethiopian corruption history is almost the age of the country. For instance, Zemalak explained that corruption practice manifested in the form of bribe was considered as a normal societal culture. As he explained further, the practice of corruption has been seen as it was incouraged in the popular saying of the society which says that “ሲሾም ያልበላ ሲሻር ዩቆቄዋል (sishom Yalbela sishar Yiqochewal)” while literally translated it means the one who doesn't use his or her official power while at power, would regret while out of power or dismissed (Zemelak 2017: 2-3).

The above situation shows that beyond the people at government and non-government offices, it has been entrenched even in the hearts and minds of the people. In more explanation the people simply take and grant bribes which traditionally known as “gubo” which means “bribe” to governors. The one, who have money, would provide money and the others who want to provide in kind such as agricultural products like Honey, Butter, grain, cereals and even cattles provide in kind. However, all of these bribes are not huge corruption manifestations rather than small kinds of bribes. Zelalem more furtherly explained that the type of corruption during the earlier times of the corruption history of Ethiopia was that petty rather than grand type of corruption. Grand type of corruption which could manifested as embezzlement began during Emperor hailesilassie and became very bad during the Derg rigime as well as worsened during the Tigrian peoples liberation front (TPLF) led Ethiopian people's revolutionary democratic front (EPRDF). Especially, the study area as an Enterprise which has been participating in the construction of mega projects, the probability of exposure for grand kind of corruption is very high. That is why although there are no sufficient evidences in this regard, but few evidences show that the construction, land administration and the newly established (telecommunication and pharmaceutical) sectors faced a sever risk called grand type of corruption unlike the basic public services like health, education, rural water and justice (ibid) and explains most as follows:.

The risk of corruption in these sectors is not simply limited at procurement and construction level, but also extends to regulatory and policy making level. 'Licensing and market entry' in this sector are determined based on favoritism and ethnic affiliation. The problem is compounded by the fact that the government... is both a regulator and the primary client in this sector. The most serious corruption related problem, which is comparable with the worst cases in African and elsewhere, according to report, is detected in the new sectors which are

apparently set on a trajectory similar to highly corrupt countries. These include telecommunication, pharmaceutical and the like.

It seems that because of the existence of high rent seeking behaviors in the public sector specially lack of committed public sector higher officials, lack of pro-active medias, and inefficient and ineffective anti-corruption agencies to fight against corruption brought Public Enterprises including METEC/EEG to be exposed for grand type with its own manifestations of corruption in Ethiopia. And now days, the existence of grand corruption in Public Enterprises is becoming an obvious which requires an argent remedy before it results poverty driven messes and chaos. Regarding this point, Rahman and Idris explained that high perceptions towards the engagement of Public Enterprises and monopolies in grand type of corruption with its several manifestations (Kaunain Rahman and Abdulatif Idris 2018: 2-3).

2.4. Corruption Manifestations in Ethiopian Public Enterprises

One way or another, the above manifestations of corruption are manifested in Ethiopian PE institutions. Ethiopia is a country where corruption is a high concern especially like any other country in Africa especially in sub-Saharan countries, Latin America, and others. Evidences for such kind of concern in the country is not a cross cutting issue rather it is an obvious. Daniel Behailu provides a good clue that laws are violated and highly entrenched poverty is exacerbated in the country because of corruption that emanates from the existing nature of government—the existence of deliberately weakened judiciary, ruling party dominated legislature, seriously isolated and attacked media or press not to play a significant role in exposing corruptors (Daniel Behailu 2013: 1-2).

Therefore, Ethiopian PEs are not found somewhere out of the country where many corruption manifestations like bribes, embezzlements, nepotisms, Kick-back, extortion, abuse of power, frauds, Conflict of interest, favoritisms, bid rigging, miss-uses of privileged information, and cronyism might not be existed. As a result of that probably almost all of these manifestations are manifested in different contexts. Amazingly, different turning point conflicts in Etiopia—the conflict between Oromo Qerro and Qerre and the Amhara Fanno youths with the then government troops as well as the war led conflict between Ethiopian government and Tigrian liberation front (TPLF) – perhaps are emanated from the root cause of different corruption manifestations. However, scholars like Arega Shumetie and Mulugeta Damie Watabaji argues that corruption manifestations have not significant effect rather than greasing effect on the country's enterprises innovativeness. Instead of that they further argue that political instability has significant negative effect on the same (Arega Shumetie and Mulugeta Damie Watabaji 2019: 1). Here, the researcher enquires that from where the political instability itself comes. If the issue of corruption manifestations would have been studied and discussed properly, the causes of political instability would be corruption manifested in different forms. Of course, on the other extreme, there are other scholars like Gashaw Ayferam, Endalcachew Bayeh and Zelalem Muchie argue that corruption manifestations are the greatest factors of deeply rooted poverty and under development

(Zelalem Muchie *et al* 2015: 1). In fact, international institutions like World Bank corruption and its manifestations in Ethiopia have been discussed only at its margins (World Bank 2012: 1).

So, based on different cases, there are possibilities to indicate corruption incidences manifested in different ways. For example, if we see a single case in the case study area (METEC/EEG Public Enterprise) how corruption is manifested in the form of fraud, taking the case of the construction of the Yayu urea fertilizer factory felony might be an appropriate. Initially, although the government conducted a feasibility study of the Yayu Urea Fertilizer Factory by outsourced Chinese company called Complant in 1999 and a study proved that the construction takes four years to build the factory, high interest of reviewing the study by METEC/EEG was seen and the Enterprise reviewed the study and proposed to complete the construction of the factory within two years only. However, attempts of coinciding the two studies while presented to concerned government body was not applied and indeed this is possible unconfirmed; in 2008 EC alone the Enterprise incurred Birr 1,826,513,172.20 (one billion Eight hundred and twenty-six million five hundred and thirteen thousand one hundred seventy-two and twenty cents that is paid for the Bank as project interest on the loan from the corporation due to non-payment on time; the Enterprise's inability to develop detailed analysis, planning and schedule for each project work activities as well as inability of implementing on time; failure to insure the desired level of tax return; despite machinery preparations are ought to be prepared by capable sister companies, but the Enterprise performance on the project was too weak; the existence of significant delayances in the production and purchase of equipment as well as production of inputs required for the factory and inability to produce and did not show any difference and lack of decision making ability to decide on the additional transportation cost of imported equipments and others which amounts Birr 3,415,150,000 (three billion and four hundred fifteen and one hundred fifty thousand) until the completion of the audit. In general, although the Enterprise entered a contractual agreement in 2004 to finalize the factory in 2006 Ethiopian fiscal calendar, but practically after five years the project's performance accounted only 42.31% and not completed as per agreed while 60% of agreed budget is already paid. In this case, the only difficult issues are that the existence of corruption which can be manifested in the form of fraud resulted from unethical thinking and practice of human beings in the Enterprise (Office of the Federal Auditor General 2009: 42-43).

Therefore, being in a country where there are dozens who are playing hidden gambles and assuming corruption as a means of personal prosperity and enrichment of public officials, the manifestation of corruption can be a usual in different public and private agencies (*ibid*) including Public Enterprises.

2.5. Areas of corruption in public enterprises

In general terms, the prevalence of corruption at any corner of the world is high a country where there is low political will and commitment to fight against corruption. Countries with weak political will and commitment of leadership, the anti-corruption measures are implemented weakly. Not only but corruption is rampant and found in countries where there is dictator leadership, weak institutions, and few political rights. In these

situations the implementation of judicial reform is impossible which conveys proper separation of power and appropriate checks and balances (Ibid: 8-9).

In terms of continent the above explanation regarding corruption directly fits for African countries before and after colonial independence. These intentional and unintentional leadership gaps on corruption are directly or indirectly the indicators of bad governance in the continent. This is what Bissessar and Owoye explain that corruption caused institutions and leadership to fail in general since (Oluwole Owoye & Nicole Bissessar 2017: 227-223). As a result of that Jespersen explains that the entire African economy is ill which can be characterized by stagnant industrial manufacturing, high import, rapidly expanding foreign debts, declined Agricultural products, and poor living standard of the people (Jespersen 1992 as cited in Oluwole Owoye & Nicole Bissessar 2017).

Therefore, specifically Public Enterprises are found in such kinds of scenarios in Africa including Ethiopia. Particularly in the Ethiopian public owned enterprises different types and forms of corruption can be seen at different kinds of areas. The Procurement, marketing and sales, contractual project, and other areas can be taken as few among others. For the sake of another example, Transparency International also points out that public contracting, privatization processes, theft of assets, and money laundering are few of the areas where corruption is practiced (Ibid).

3. Results and Discussions

3.1. Introduction

The main objective of this article is aimed to explore the types and manifestations of corruption in federal public enterprises: a case study of the previous Metals and Engineering Corporation (METEC), the current Ethio-Engineering Group (EEG) in Ethiopia. In the process of responding this research objective, the data obtained concerning the types and manifestations of corruption are presented and analyzed in this research section. The findings are presented and analyzed by using both primary (open ended questionnaires, interviews and personal observation) and secondary (books, articles, Journals, periodicals, research reports, proclamations, regulations, directives, Medias, annual corruption reports) from 5-federal institutions – Federal anti-corruption and ethics commission, house of the peoples’ representatives, Attorney General, Ministry of Finance, and higher court) and 1 from the financial institutions–Development Bank of Ethiopia. In this part, the primary and secondary data obtained on this issue are summarized and analyzed to achieve the research objective.

3.2. The major types of corruption that are seen in the case study area

152 sample respondents’ were asked about the major types of corruption that are seen in Ethio-Engineering Group. All of the data that was desired to be collected from 20 leaders is collected properly. Also, data was proposed to collect from 132 senior experts including anti-corruption and ethics officers in the form of open ended questionnaire. From these open ended questionnaires, only 1 was to be found as invalid since it was

unfilled and other 3 open ended questionnaires were to be found uncollected because of inability to get those respondents in their office. Then from 132 open ended questionnaires only 128 plus the numbers of 20 leaders which becomes 148 total respondents are considered here to analyze the data obtained.

Table 3.1. The respondents' response on the types of corruption that are seen in their Enterprise

The respondents' response on the corruption major types	Frequency and % of Respondents' response on the corruption major types	
	Frequency	Percentage
Grand corruption which can be taken as a very big amount of corruption experienced by higher level leaders or officials	92	62
Systematic corruption which can be taken as a norm and experience at all levels in the organization.	28	19
Petty corruption which can be taken as a very small amount of corruption experienced by lower level leaders and employees	21	14
Any other (grand and petty)	7	5
Total	148	100

(Source: synthesized from the literature review of this study, October 2021)

First, respondents were asked about the types of corruption that are seen in their Public Enterprise. In that, most of the respondents 92 (62%) responded that grand type of corruption that can be taken as a very big amount of corruption is clearly observable. They also believe that this type of corruption is experienced by higher level officials in Public Enterprises. The other 28 (19%) said that systemic type of corruption which can be taken as a normal is visible. And they also believe that it is committed at all levels in their enterprise. Others among the respondents, 21 (14%) believe that only petty type of corruption which can be taken as a very small amount of corruption practice is observable in their Enterprise. They also consider as this type of corruption is applied by lower level leaders and experts at any organizational hierarchy in their Enterprise. At the end, there were also respondents 7 (5%) who had responded that grand and petty types of corruption are seen in their Enterprise.

From this we can infer that grand corruption practice is visible in the enterprise about which many politicians, government officials, and even few researchers most of the time didn't believe its existence especially as compared to other highly corrupted countries. Instead of that these people believe that only systemic and petty types of corruption exist under the sky of the country. On the other view, it answers the dilemma about the existence of grand corruption in the minds of million citizens in the case study area, in the Public Enterprises, and even in the country in general.

Additionally, in the historical journey of Public Enterprises in Ethiopia, the general contribution of Public Enterprises including the previous METEC the current EEG to the country's economy, employment opportunities, and other social responsibility development contributions is minimal. Here, the symptom of grand corruption existence has its own implication for its less contribution for what is desired to be achieved. The study area Enterprise has a graet opportunity in participating in the construction sector in the country.

Table 3.2: The respondents' response on the existence of corruption manifestations

The respondents' response on the existence of corruption manifestations	Frequency and % of Respondents' response on the existence of corruption manifestations	
	Frequency	Percentage
Yes	105	71
No	43	29
Other	-	-
Total	148	100

(Source: synthesized from the literature review of this study, October 2021)

Respondents were also asked about the existence of corruption manifestations in their Public Enterprise and from sample respondents 105 (71%) of them said that the existence of corruption manifestations is a usual scenario in their organization. But 43 (29%) of them believe that there is no corruption manifestation in their Enterprise. From this data we can conclude that corruption manifestation in the Enterprise is a customary issue about which many cannot deny. As a result, it proves that the experience of loss makings, high level of unreturned loans, low level of absorbing unemployed citizens, and less contribution for government revenue. This might geves a clue so that the leadership ought to and must take practical measures to fight against these corruption manifestations to achieve the desired goal of maximizing profit, sufficient cash contribution for government revenue, fulfilling social responsibility, and job opportunity at least for newly university graduates and others. In addition to this, although this is supported by many relevant evidences from different sources about the corruption manifestations observed in the country's public institutions as well as Public Enterprises including METEC or EEG, few contradictions may come from different perspectives. For instance, although violating impartiality may in certain conditions represent racism, evidences shown that it also have corruption intension. As a result ethnic politics-born thinking and practice made corruption to be huge and increased the nuber and types of corruption manifestations since it is nothing but a consequence of the political process the country. Thus, until recently this study area and even other Public Enterprises most of the times were leaded by professionally untrained people who were pulled from a single political and ethnic group having only military background. In that evidences suggest that officials involved in various thefts were committing a number of thefts just taking an advantage of the role of their institutions and providing legal cover for their corruption scandal activities. In this case, it is possible to show few practical instances. The first is that the instance of financial wastage like the municipal solid waste to fuel and energy generation bio-refine facility project proposed to be constructed by an American company called EV-GTDC

waste to energy, LLC but at the ground level there is no project doing the same. In addition to this, the Enterprise paid over exaggerated payment (more than 5 million US Dollar) to the National Bank of Ethiopia for opening LC to the Enterprise. The other case is that the non-existence of implementation guidelines for the administration of Enterprise assets. As a result of this there could be a risk of hiding the reality at the ground level. If that were not so, these and many other observable failures like the existence of the Enterprise under high risk of bankruptcy; the foundation of the director general of the organization in jail due to corruption charges; the existence of many ineffective and failed projects that were started without sufficient studies and the like could be sufficient preconditions for the existence of corruption manifestations in the Enterprise.

Table 3.3: The respondents' response on the different kinds of corruption manifestations (forms) in the Enterprise

The respondents' response on the different kinds of corruption manifestations	Frequency and % of Respondents' response on the different kinds of corruption manifestations	
	Frequency	Percentage
Bribes	3	2.85
Embezzlements	3	2.85
Nepotisms	7	6.66
Kick-backs	7	6.66
Extortions	3	2.85
Abuse of power	3	2.85
Frauds	7	6.66
Conflict of interest	3	2.85
Favoritisms	10	9.52
Bid rigging	3	2.85
Miss-uses of privileged information	7	6.66
Cronyism	7	6.66
Almost all of the above are seen	42	40
Other	–	–
Total	105	100

(Source: synthesized from the literature review of this study, October 2021)

Target respondents again were asked about the different kinds of corruption manifestations in their Enterprise. While their responses are categorized, thermalized, and summarized, the first majorities' 42 (40%) responses lie under the category of almost all of the corruption manifestations mentioned one way or another are manifested in their Enterprise. Also the second majorities 10 (9.52%) of the respondents replied to assure that only favoritism kind of corruption manifestation is seen in their Enterprise. In addition to these, 7 (6.66%) of respondents for each of nepotisms, kick-backs, frauds, miss-uses of privileged information, and Cronyism kind of corruption manifestation believed that these are revealed in their organization. Finally, bribes, embezzlements, Extortions, abuse of power, and bid rigging 3 (2.85%) respondents for each are the kinds of corruption manifestations that are seen in their organization. From this we can also infer that almost all kinds of corruption manifestations are manifested in this Public Enterprise. That means, although the

degree of incidence of each kind of corruption manifestation differs unless and otherwise practically each of these exists in life in this Public Enterprise. To intricate this issue more than this and if stretched it to the issue of asset disclosure implementation process, 204 employees left from their work on their own and also 116 employees dismissed from the Enterprise due to several kinds of discipline related reasons.

Table 3.4: The respondents' response on the most frequently observed corruption manifestation (forms) in the Enterprise

The respondents' response on the most frequently observed corruption manifestation (forms) in the Enterprise	Frequency and % of Respondents' response on the most frequently observed corruption manifestation (forms) in the Enterprise	
	Frequency	Percentage
Bribes, embezzlements, nepotisms, abuse of power, favoritisms, and bid rigging	68	64.76
Kick-backs, extortion, frauds, conflict of interest, miss-uses of privileged information, and cronyism	17	16.19
All	20	19.05
Other	–	–
Total	105	100

(Source: synthesized from the literature review of this study, October 2021)

Finally, the target respondents were also asked about which kinds of corruption manifestations the most are frequently observed. In that most 68 (64.76%) of the respondents believe that bribes, embezzlements, nepotisms, abuse of power, favoritisms and bid rigging are the most frequently observable corruption manifestations in their Enterprise. The other 20 (19.05%) of the respondents on the other hand believe that all of the mentioned which means bribes, embezzlements, nepotisms, abuse of power, favoritisms, bid rigging, kick-backs, extortion, frauds, conflict of interest, miss-uses of privileged information and cronyism are these which are mostly seen in their enterprise. Finally, few 17 (16.19%) of them assumed that as kick-backs, extortion, frauds, conflict of interest, miss-uses of privileged information and cronyism are the most frequently observed corruption manifestations in their organization. From this still we can conclude that although corruption practices in Public Enterprises are done in the form of bribes, embezzlements, nepotisms, abuse of power, favoritisms and bid rigging at most, it is also practiced in the form of others like kick-backs, extortion, frauds, conflict of interest, miss-uses of privileged information, and cronyism.

We can also conclude that many corruption misdeeds that are observable in the Enterprise and other Public Enterprises as well as in the other public sector institutions one way or another are manifested in the form of either of one of these corruption manifestations. Accordingly, most of the Enterprise's different kinds of felonies like failures in studding project feasibilities; failures in finalizing projects as per the proposed time and budget; inabilities to recruit educated, trained, and well experienced or highly qualified employees; fears to enable the Enterprise to be audited by internal and external auditing firms timely; lack of leadership commitment in implementing anti-corruption strategies; and inabilities of maximizing profit, fulfilling or implementing socially acceptable value adding responsibilities and generating optimum financial

contribution for the state's revenue treasury are manifested in the form of bribe, embezzlement, nepotism, abuse of power, favoritism, and bid rigging. Unless and other wise these and other kinds of felonies are manifested in the form of all kinds of the above corruption manifestations.

4. Conclusion and recommendation

4.1. Conclusion

The findings reported in this article reveal that the main corruption type that is observed in the previous Metal and Engineering Corporation (METEC) the current Ethio-Engineering Group (EEG) Public Enterprise is grand type of corruption which can be taken as a very big amount of corruption experienced by higher level leaders or officials. Additionally, the finding also reported in this article reveal that the existence and its several manifestations as well as the most frequently observed corruption manifestations are explicitly observed in this Enterprise. This shows that how much this and other Federal Public Enterprises are suffering from grand type of corruption in different manifestations of corruption. It also has an implication of showing that there are high ties between the higher level political, administrative, Enterprise and private business people in practicing such kind of corruption with its different manifestations. This evil practice of corruption in this and even other Public Enterprises is done in the form of bribes, embezzlements, nepotisms, abuse of power, favoritisms and bid rigging at most, it is also practiced in the form of others like kick-backs, extortion, frauds, conflict of interest, miss-uses of privileged information and cronyism. Of course, the most experienced manifestations of corruption the study made the same are bribes, embezzlements, and nepotisms, abuse of power, favoritisms and bid rigging.

Above all, the article identified that in the form of these corruption manifestations, this corruption circumstance is highly costing the Enterprise (METEC/EEG) which also implies for other Federal Public Enterprises in Ethiopia. It has a negative consequence of hindering fair economic competition, growth and prosperity, national peace and security, and social justice achieved as a result of due to lack of political and social stability. Ethiopia as a developing and part and parcel of Sub-Saharan countries in Africa where its' corruption perception indexes are below the global score on the Transparency International Corruption Perception Index (CPI), corruption has a meaning of “በእንቅርት ላይ ጆሮ ደግፍ” which means “trouble with trouble” fueling the problem. Because, in these countries there is high poverty and instability from the very beginning and while corruption comes as another bottle neck in this way, then interpreting the situation will be very easy—for instance the last several years and the current messes are the results of such kind of corruption in terms of different corruption manifestations. The existence of grand type and its manifestations of corruption in this Enterprise go beyond institutional procurement and construction level rather also extends to controlling and policy making levels of government power. The leadership of the Enterprise, by using the ethnic politics as a favorable condition and reading each other with the people at power in the executive and other government bodies, unfeasible project construction proposals were prepared and

endorsed through clear favoritisms and ethnic based affiliations. Thus, such kinds of red lights enabled the Enterprise to contribute the country to be categorized under the worst and highly corrupt countries in Africa as well as in others. Not only but it indicates that corruption became as a cumulative effect of weak straggles against corruption. Inabilities to say “no” to this kind of corruption challenge, it can be considered as allowing political, economic, and social instabilities to be exist that can be caused by high poverty, unemployment and the like. Consequently, there will not be any reason that it results a country of chaos and anarchy. So, although still it requires rigorous country wide study to explore the causes and consequences of these intentional and self-benefiting biases, knowing the existence of such type and it’s manifestations of corruption will help to get fifty percent of solution at least to lower the grand challenge to petty type of corruption.

4.2. Recommendation

- ❖ Re-checking and revising the existing policy on corruption state-government level will help Public Enterprises to properly design strategies and plan to fight against grand type of corruption and its manifestations.
- ❖ To lower the grand type of corruption observed in different manifestations in the previous METEC the current EEG public Enterprise or in the Federal Public Enterprises as general, the government should give prioritized and holistic attention to mitigate the challenge.
- ❖ The country’s anti-corruption agency and its structure in the case study area and other Federal Public Enterprises should strive to practically implement the existing anti-corruption laws adequately at least that enable them to fight against such type and its manifestations of corruption beyond specific corruption prone areas. In this situation, although the role of all of the legislative, judiciary, and executive types of government bodies is so important, actually the role of the executive prevails over the other bodies of government that ought to be balanced. Therefore, the state-government should work towards balancing government bodies’ power that enables them to change principal anti-corruption policies, strategies, tactics, plans, and enforcing laws to practice. In broad sense, it also helps them to have a capacity of changing the anti-corruption book world to real world. For instance, sustaining the practical measures taken place during and after the change process of 2018 in Ethiopia– favorable conditions that are shaping the overall anti-corruption straggle which includes practical measures taken on those Enterprise officials who are/were suspected of theft and punished thieves after sufficient investigation; change of bread names like instead of saying “corruptors” calling as “thieves”; instead of saying rent seeking calling as “theft” as well as the relative opening up of the free media land scape, and the like– should be the initial good measure amongst many things to be done to mitigate the grand challenge of grand corruption and its manifestations.

- ❖ Any government, non-government, civic-society, charity and any other organizations should demonstrate high concern and cooperation in fighting against corruption in any types and manifestation.
- ❖ Government should empower the Federal ethics and anti-corruption commission so that the commission can have its own intelligence and prosecutors to make the Public Enterprise resource thieves accountable by presenting at court.
- ❖ If government provide the investigative and prosecution mandates for the commission, seems to have significant effect on the straggle against theft rather than providing these mandate to the previous attorney general the current ministry of justice. Because the commission with only preventive mandate wouldn't made it capable of mitigating the cancer.
- ❖ The federal anti-corruption commission (FEACC) has to take all of the necessary measures to come out from ineffective to effective anti-corruption performance status in fighting against grand type of corruption manifested in different ways.
- ❖ Medias by making themselves free from theft behaviors and activities in the first place, must act and live their customary name of “the fourth body of government” and work media investigations on behalf of the society.

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