

**INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES
COMMISSION'S ANTI-CORRUPTION CAMPAIGNS AND GOOD
GOVERNANCE DISPOSITIONS AMONG FEMALE CIVIL SERVANTS IN
OYO STATE, NIGERIA**

BY

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CERTIFICATION

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DEDICATION

This work is dedicated to God Almighty, my Source, Alpha and Omega; the Beginning and the End for making it possible for me to attain the completion of this study. I also dedicate the work to my treasures and the heritages of the Most High God; Omobolanle, Oluwafemi and Oluwabukunmi, and the less privileged.

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LIST OF ABBREVIATIONS

1. ICPC Independent Corrupt Practices and Other Related Offences Commission
2. ACTUs Anti- corruption and Transparency Units
3. NAVCs National antri-corruption Volunteer Clubs
4. ACCAI Anti- corruption Campaign Agency Inventory
5. ACMS Anti-corruption Campaign Monitoring Scale
6. FCSACCAS Female Civil Servants Anti- corruption campaign Awareness Scale
7. ACV Anti-corruption Vanguard
8. GGDs Good Governance Dispositions
9. FCS Female Civil Servants
10. FCSWDS Female Civil Servants Work Disposition Scale
11. GGI Good Governance Inventory
12. ICPCACCI Independent Corrupt Practices and other related Offences Commission Anti-corruption Campaign Inventory
13. MDAs Ministries, Departments and Agencies
14. NGOs Non Governmental Organisation

ABSTRACT

Corrupt practices among Female Civil Servants (FCS) seem to be increasing despite the establishment of Anti-Corruption and Transparency Units (ACTUs) by the Independent Corrupt Practices and other related offences Commission (ICPC). The practice is compromising Good Governance Dispositions (GGDs) among the FCS. Literature has shown the extent to which ACTUs have achieved its objectives successfully in other states but the extent of its impacts on the enhancement of GGDs in Oyo state civil service has not been documented. This study, therefore, examines the impact of ACTUs on GGDs among FCS in Oyo state, Nigeria.

The survey research design was adopted. Purposive sampling technique was used to select 22 ministries and departments in the civil service of Oyo state. Stratified and proportional sampling techniques were used to select 1,176 FCS while 10 ICPC officials were also purposively selected. Five instruments were used, namely, Good Governance Inventory ($r=0.93$), Female Civil Servants Work Dispositions Scale ($r=0.73$), Female Civil Servants' Anti-Corruption Campaign Awareness Scale ($r=0.92$), Service Providers/Anti-corruption Campaign Methodology Scale ($r=0.93$) and ICPC's Anti-Corruption Campaign Inventory ($r=0.82$). These were complemented with five sessions of Key Informants Interview with ICPC officials. Three research questions were answered and six hypotheses tested at $P=0.05$. Data were analysed using percentages, Pearson product moment correlation, multiple regression and content analyses.

The FCS's mean age was 39 ± 10.03 while 58.0% and 42.0% had positive and negative good governance dispositions respectively. The ACTUs significantly predicted GGDs among the FCS in Oyo state ($F_{(6,1169)} = 112.08, R = .60$) and accounted for 36.0% of the variations in GGDs. The relative contributions of ACTUs on the indices of GGDs were: respect for rule of law ($\beta=.33$), the practices of openness ($\beta=.20$), accountability ($\beta=.13$), social responsiveness ($\beta=.12$), integrity ($\beta=-.09$), and transparency ($\beta=.05$). Further, respect for rule of law ($r=.53$), openness in discharging responsibilities ($r=.49$), the practices of accountability ($r=.45$), social responsiveness to public need ($r=.42$), the practice of transparency ($r=.40$) and upholding of integrity ($r=.36$) had significant positive correlations with ACTUs. Whistle blowing (50.0%), pamphlets/hand-bills (40.3%), seminars/workshops (35.5%), posters (29.1%), radio jingles (20.0%) and bill-boards (10.0%) were ACTUs' information dissemination methods. The FCS perceived low adoption of interactive information dissemination method in enhancing their good governance dispositions.

Independent Corrupt Practices and other related offences Commission's Anti-corruption campaign fairly contributed to good governance dispositions of female civil servants in Oyo state. Therefore, usage of radio-jingles, posters, and bill-boards should be more encouraged to improve the disposition of the FCS towards good governance.

Keywords: Independent Corrupt Practices and Other Related Offences Commission, Anti-corruption Campaigns, Female civil servants in Oyo State, Good governance dispositions.

Word count: 416

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Nations of the world earnestly yearn for good governance in every level of administration; be it at organisational, local, state, national or international level. However, good governance cannot be achieved without the practice of integrity, transparency, openness and accountability as well as the respect for the rule of law. All these must be added to prompt response of government to the needs of the citizens (social responsiveness) without which no nation can experience meaningful development. The civil service known as the engine of industrialization and development in different nations of the world contribute in diverse ways to the development or otherwise of such economies (Pantami, 2012).

It is observed that no nation could thrive with the absence of indices of good governance like the upholding of integrity in the discharge of government responsibilities. Being transparent in dealings with the public at every level of administration is important and characterizes the civil service. Accountable governance is a yardstick to socio-economic development of any nation, without accountability, government resources will be mismanaged or misappropriated. Klitgaard (1988) asserts that when the agent is not accountable in the discharge of responsibilities bestowed on him by the principal, self discretion takes place. This leads to monopoly in decision making which breeds corruption. Openness in decision making and public participation in such decisions especially on issues pertaining to the generality of the public is a necessary tool in good governance. Also, prompt response to the need and aspiration of the general public is symbolic to good governance. Obedience and respect for the rule of law and the code of conduct of the civil service enhance government stability.

Anything that falls short of the expected attributes of good governance will surely limit development of nation's economies and prevent good governance (Yagboyaju, 2004) and such will be seen as corruption. No wonder, Nigeria as a nation has been experiencing constant challenges of slow political and economic development since independence because of the monster of corruption which breeds bad governance.

In an effort to enhance good governance, governments at different levels of administrations encourage women participation by involving females in administrative and decision making positions. Women at various instances have proved their capability and competence in handling various positions and responsibilities committed to them. However, recent reports have it that some of the female civil servants neglect those attributes of good governance through their dispositions to work schedules, lack of integrity and are not exhibiting transparency in their dealings with the public. Some are not accountable in the delivery of government services and lack openness in service delivery nor respect the rule of law or responsive to their services to the people (Abubakar, 2008; Ige, 2008 in Terwase, 2010).

In describing corruption among women, the first female minister in Nigeria, Mrs Egun Oyagbola noted that we have started having some very corrupt women. She emphasized that when a woman is dedicated to doing something, nothing can stop her (Olokor, 2012). Instances abound where women have been found to be involved in corruption. A female Professor was reported to have helped herself with a total sum of N300 million unspent 2007 budget allocated to her ministry (Terwase, 2010). A senator and Chairman of Senate Committee was also said to have collected N10 million out of the N300 million budget for a ministry (Ige, 2008 and Africa News Switzerland, 2008 in Terwase, 2010), trillions of naira of millions of Nigerian investors was reported to be lost through dubious means under another woman. Similarly, there was a case of N30.9 billion which a Minister of Transportation “allegedly approved its withdrawal from the ministry’s account within five days from December 26, 2007, in an attempt to beat the deadline for the return of all the unspent budget allocations to the federal treasury before Christmas” (Abubakar, 2008 in Terwase, 2010). A woman leader also lost her position as the Speaker of the lower chamber due to the sum of N60m contract scam for renovation of her residence and that of her deputy (Adeyemo, 2007 in Terwase, 2010). Very recently, a Nigeria Minister was said to be involved in a N225 million worth scandal (Vanguardngr.com, 2013). New cases of such fraudulent practices have been reported.

How could women that are known to be nation builders are now said to be treasury looters? Swamy, Knack, Lee, and Asfar (2010) in Terwase (2010) in their findings established that women are less involved in bribery and are less likely to condone bribe taking. From their findings, a policy conclusion was made that, if

women's presence in public life is increased, it can reduce corruption level. Bown & Okedara (1981) asserted that women have been known to contribute greatly to national life in schools, factories, parliaments and in the liberation struggles. As an accountability measures, the World Bank (2000) evolved a policy statement that supports greater absorption of women into public life and a strong relationship between the increased number of women in the public realm and low levels of government corruption. Terwase (2010) established that where women are present in critical number and are able to participate effectively, the result is a more socially responsive in governance outcome. However, Riley, 1998; Szeftel, 1998; Doig & Riley, 1998; Kpundeh, 2004; Johnston, 2005; Anna, Rothstein & Jan (2010) in Sulahiman (2013) established that efforts to curb corruption have not recorded good success as corruption seems becoming more persistent than the effort of curbing it by anti-graft agencies.

In her submission, Akunyili (2006) posits that women in various leadership positions have contributed and positively impacted on the society, a reason to encourage their increased participation in government which will serve as an accountability measure. In Nigeria, women are said to fare better in appointive rather than elective positions due to the nature and character of Nigerian politics (Terwase, 2010). But the current situation and trend have evidences to show that the cankerworm of corruption is infecting the female civil servants like their male counterpart to the extent that their mentality and dispositions have been seriously affected. Some of the studies reviewed established that corruption had erupted among female civil servants that upholding integrity in the discharge of their responsibilities is now an enormous task to achieve.

Some of the efforts of the past administrations to combat corruption in the civil service include the Jaji Declaration of 1977 by Olusegun Obasanjo; the Ethical Revolution of Shagari in 1981 – 1983; the War Against Indiscipline by Buhari in 1984, the National Orientation Movement by Babangida in 1986; the Mass Mobilisation for Social Justice and Economic Reconstruction (MAMSER) by Babangida in 1987; the War Against Indiscipline and Corruption in 1996 by General Sani Abacha and presently to the Anti-corruption Act, 2000 which established Independent Corrupt Practices and Other Related Offences Commission (ICPC) by President Olusegun Obasanjo. Observations revealed that the past record of corrupt practices at different levels of administration especially in the Nigerian civil service which has affected the nation's economy negatively points to the fact that previous anti-corruption policies failed (Agbu, 2003 in

Nkem, 2014).

It is obvious that the Federal Government established the ICPC as anti-corruption campaign agency to create awareness and sensitise the public of government's position on corruption so as to reduce corrupt practices among Nigerians. Part of ICPC's mandate is to control corruption among the civil servants. ICPC instituted Anti-corruption and Transparency Units (ACTUs) in Ministries, Departments and Agencies (MDAs) for civil servants to be sensitised, educated and monitored on the evils of corruption to the nation's development. As ICPCACTU's major mandate is for the civil servants; yet, new records of high level of corruption in 'high places' are recorded daily. ICPC Chairman, Ekpo Nta (2012) in his emphasis on corruption noted that impunity to law and order and non-compliance to rules and regulations are the major contributing factors to the rise of corrupt practices in the country. Since the institution of Anti-corruption and Transparency Units (ACTUs) in the MDAs to combat corruption in the civil service, it has been able to have impact on the civil servants especially among the female fold? Despite various steps taken, Adeoye (2010) observed that various challenges are being experienced in combating corruption by anti-corruption agencies in Nigeria. While the large number of anti-corruption agencies exists and the increasing number of convictions secured has boosted awareness of the problem, yet it has not served as a deterrent to others.

The salient questions arising from the above, therefore, are the efforts of ICPC's ACTUs in MDAs effective and yielding positive result in the Nigerian civil service? How effective is the ICPC's anti-corruption campaign strategy (ACTUs) and good governance dispositions among female civil servants in Oyo state, Nigeria? Although, there have been rich and vast literature covering other areas on corruption and good governance generally in Nigeria, none of these previous studies has actually made attempt to independently assess the ICPC's anti-corruption campaigns and good governance dispositions among female civil servants in Oyo State, Nigeria, hence the need for this study.

1.2 Statement of the Problem

Civil service is all about rendering government services to government and the public as a whole but corruption within the civil service in Nigeria has been a bane of development and a major concern of governments, non-governmental organisations and

international organisations. In the course of discharging their duties, civil servants are expected to be embodiment of integrity, transparent in discharging their duties and responsibilities and accountable in the discharge of their responsibilities to enhance good governance. Civil servants are also expected to be obedient to the code of conduct and the rule of law establishing the civil service. Being responsive to public need and adequately meeting such need characterizes the civil service, anything falling short of this will not enhance representative and responsive government. Public need include provision of infrastructural services, employment creation, stable economy which enhances stable political structure of the economy and so on. When the afore-mentioned are not visible, human and material resources are mismanaged or misappropriated resulting in bad governance. When an economy experiences bad governance, one needs to look deeply into how civil servants who are expected to be embodiment of integrity discharge the responsibilities bestowed on them. The ineffectiveness of civil servants may be as a result of lack of the practice of openness in the delivery of government services and not being transparent in discharging the duties and responsibilities bestowed on them. Some civil servants exhibit non regard for the rule of law. Where some pretend to be accountable, various scams are recorded in places of decision making.

The public that are to enjoy the dividends of democracy and beneficiaries of good governance now groan because of corrupt practices and non regard for the ethics of the civil service, and lack of effective social responsiveness on the part of some civil servants. Unemployment is generally visible, security vote apportioned to benefit the general public are misappropriated. The trend is becoming more prominent and noticeable in the civil service especially among the female folks (Terwase, 2010). Terwase (2010) establishes that “the marginal appropriation of women into public life within the last 10 years has witnessed their incursion into the compass of grand corruption, an area that was hitherto associated with the male gender”. Women are known as better managers, home makers and life builders. The new development of various scams that some female civil servants are reported to be involved is investigated in this study.

Paradoxically, one of the arguments of the supporters of women participation in politics and administration established that women are more likely to shun corrupt practices. In 2004, a Commissioner for Legal Services with Independent National Electoral Commission was said to be forced to resign her appointment as a result of bribery scam involving N21 million (Biafra Nigeria News, 2005; Okoronmu, 2008 in

Terwase, 2010). Suffice to say, therefore, that if women that are known as nation builders are now so engulfed in corruption and disobedient to the practices of good governance in their workplaces, Nigeria as a nation is doomed. The corrupt women as nation builders are likely to bring up corrupt youths.

Despite the presence of anti-corruption agencies the government put in place such as Independent Corrupt Practices and other related offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC) and Code of Conduct Bureau (CCB), high levels of non recognition and non practice of the indices of good governance are recorded in public and private offices. The effect of corruption is visible as human and material resources are mismanaged and misappropriated thereby resulting to bad governance. If the menace is not adequately addressed, Nigeria will experience a total collapse in every level of administration and decision making. Traditionally, Nigerian culture frowns at corrupt acts. The punishments meted on corrupt persons vary, depending on the nature of the offences committed. Punishments given for corrupt acts include beating or exposing the corrupt person(s) to ridicule by stripping the offender naked for his/her offence which may be stealing, adultery and so on. Among the Hausas, the corrupt person's hand may be cut off. The Yorubas and the Igbos in dealing with the corrupt person may invoke the gods to punish the offender depending on the offence committed. The various punishments meted on corrupt persons serve as deterrent for others. Though, the traditional practice was not without its flaw as some people have been punished for offences not committed.

To alleviate corrupt practices and ensure the practice of good governance within the civil service in Oyo State and Nigeria in general, ICPC instituted Anti-corruption and Transparency Units (ACTUs) in Ministries, Departments and Agencies (MDAs). The salient question is if the ICPC's Anti-corruption and Transparency Units (ACTUs) instituted in the MDAs are making any positive impact at all. Since the inception of ICPC's ACTUs, are they having any effect on good governance dispositions of female civil servants in Oyo state, Nigeria?

It is against this background that this study seeks to determine the extent of the effectiveness of Independent Corrupt Practices and other related offences Commission's (ICPC) anti-corruption campaigns and good governance dispositions among female civil servants in Oyo state, Nigeria.

1.3 Objectives of the Study

The general objective of the study is to assess the ICPC's anti-corruption campaigns and good governance dispositions among female civil servants in Oyo state, Nigeria. The specific objectives are:

- (i) to examine the extent to which Independent Corrupt Practices and other related offences Commission's anti-corruption campaigns (ACTUs) promote good governance dispositions among female civil servants in Oyo state, Nigeria;
- (ii) to assess the effect of ICPC's ACTUs (anti-corruption campaigns) in upholding integrity on the job schedule among female civil servants in Oyo state, Nigeria;
- (iii) to find out if ICPC's ACTUs (corruption prevention strategy) affects the practice of transparency among female civil servants in Oyo state, Nigeria;
- (iv) to ascertain the effect of the ICPC's ACTUs (corruption prevention strategy) on the practice of accountability among female civil servants in Oyo state, Nigeria;
- (v) to determine the extent to which the ICPC's ACTUs (corruption prevention strategy) affects the practice of openness among female civil servants in Oyo state, Nigeria;
- (vi) to assess the effect of ICPC's ACTUs (corruption prevention strategy) and the practice of social responsiveness among female civil servants in Oyo state, Nigeria;
- (vii) to investigate the effect of ICPC's ACTUs (corruption prevention strategy) and the respect for the rule of law among female civil servants in Oyo state, Nigeria;
- (viii) to ascertain the level of instructional effectiveness of the ICPC's ACTUs (as medium and corruption prevention strategy) in predicting good governance disposition among female civil servants in Oyo state, Nigeria;
- (ix) to assess the level of awareness and participation/acceptance of ICPC's ACTUs (corruption prevention strategy) and its mode of delivery among female civil servants in Oyo state, Nigeria.

1.4 Research Questions

- RQ₁: To what extent does the ICPC's anti-corruption campaign (Anti-corruption and Transparency Units) predict good governance dispositions among female civil servants in Oyo state, Nigeria?
- RQ₂: What is the level of effectiveness of the ICPC's ACTUs as the medium and corruption prevention strategy in promoting good governance dispositions among female civil servants in Oyo state, Nigeria?
- RQ₃: To what extent do the female civil servants' work dispositions contribute to good governance in Oyo state, Nigeria?

1.5 Research Hypotheses

- H0₁: There is no significant relationship between the Independent Corrupt Practices and Other Related Offences Commission's (ICPC) ACTU (corruption prevention strategy) and female civil servants' dispositions toward upholding integrity on their job schedules in Oyo state, Nigeria.
- H0₂: There is no significant relationship between ICPC's ACTU (corruption prevention strategy) and the practice of transparency among female civil servants in Oyo state, Nigeria.
- H0₃: There is no significant relationship between ICPC's ACTU (corruption prevention strategy) and the practice of accountability among female civil servants in Oyo state, Nigeria.
- H0₄: There is no significant relationship between ICPC's ACTU (corruption prevention strategy) and the practice of openness among female civil servants in Oyo State, Nigeria.
- H0₅: There is no significant relationship between ICPC's ACTU (corruption prevention strategy) and the practice of social responsiveness among female civil servants in Oyo state, Nigeria.
- H0₆: There is no significant relationship between ICPC's ACTU (corruption prevention strategy) and the respect for the rule of law among female civil servants in Oyo state, Nigeria.

1.6 Significance of the Study

No nation develops beyond her measure of true and effective research. Research

is an integral part of the national growth and development. This study is set to identify the effectiveness of ICPC's ACTUs on good governance dispositions among female civil servants in Oyo state, Nigeria. It is, therefore, useful for research purpose.

This study is significant in the area(s) of policy implementation on women participation and gender sensitivity so as to facilitate good governance. Government at different levels will find the research useful especially in encouraging women to have positive impact on national development through effective participation. Women organisations and civil societies will find this research significant to bring about and encourage functional network among women to achieve a common goal; to reduce corruption to zero level in the nation.

The study will assist in fine tuning the policy that inspired/motivated the establishment of ICPC as an anti-corruption agency and its area(s) of operation of duties. Educational institutions will find the research useful as it will help to understand the activities of ICPC and reasons for instituting ACTUs in MDAs.

1.7 Scope of the Study

The study focused on the Independent Corrupt Practices and other related Offences Commission's (ICPC) anti-corruption campaigns and good governance dispositions of female civil servants in Oyo state, Nigeria. ICPC instituted ACTUs in the MDAs to curb corruption in the civil service. Oyo state was chosen for the study because it is the foremost state having a vibrant structure and large workforce in the Southwest, Nigeria. Similarly, the civil service in Oyo state was considered in the study because of its being the engine room where government policies/activities are implemented.

Besides, twenty-two (22) core Ministries and Departments in Oyo state, Nigeria were chosen for the study, these are:

- 1) Ministry of Women Affairs, Community Development and Social Welfare;
- 2) Ministry of Finance;
- 3) Ministry of Budget and Planning;
- 4) Ministry of Education;
- 5) Ministry of Agriculture and Natural Resources;
- 6) Ministry of Trade, Investment and Cooperatives;
- 7) Ministry of Works and Transport;
- 8) Ministry of Local Government and Chieftaincy Affairs;
- 9) Ministry of Information and Orientation;

- 10) Ministry of Establishments and Training;
- 11) Ministry of Health;
- 12) Ministry of Youth and Sports;
- 13) Ministry of Industry, Applied Science and Technology;
- 14) Ministry of Culture and Tourism;
- 15) Ministry of Environment and Water Resources;
- 16) Ministry of Land, Housing and Survey;
- 17) Ministry of Justice.

Other establishments / Ministries and Departments used for the study are;

- 18) Oyo State Teaching Service Commission (TESCOM);
- 19) Oyo State Hospitals Management Board;
- 20) Oyo State Housing Corporation;
- 21) Oyo State Pensions Board; and
- 22) Oyo State Universal Basic Education Board (SUBEB).

The choice of these core ministries and departments was based on their being the major agencies the Government utilise in reaching out to the public in the delivery of major public utilities to the citizens of the state.

Female civil servants in Oyo state were considered for this study as women are said to be nation builders. However, new studies establish that some female civil servants are now involving themselves in corrupt practices.

Independent Corrupt Practices and other related offences Commission (ICPC) was considered for this study because it is one of the anti-corruption agencies put in place by the Federal Government to control the menace of corruption in the public service through the ICPC Acts 2000. ICPC, therefore, handles issues related to public servants and corrupt practices. ICPC's ACTUs were considered for this study because of their major function which serves as a watch-dog in monitoring the activities of civil servants in MDAs. ACTUs were specifically instituted by ICPC in the MDAs to combat corrupt practices in the civil service.

The study further restricts itself to six indices of good governance namely: integrity, transparency, accountability, openness, social responsiveness and the respect for the rule of law.

1.8 Operational Definition of Terms

To avoid ambiguity and misinterpretation of concepts and words, the following terms are operationally defined;

Female Civil Servants: These are female employees in Oyo state civil service.

Independent Corrupt Practices and other related offences Commission (ICPC):

This is the anti-corruption campaign agency of the Federal Government established in 2000 through ICPC Act, 2000 with the aim of fighting corruption to zero level among civil servants in Nigeria.

Corruption: These are negative traits and actions exhibited by some civil servants to attract personal gains and benefits to themselves thus inhibiting good governance practices.

Corrupt Practices: These are negative practices like stealing of government properties, bribery, extortion, sexual harassment, mis-management and mis-allocation of public fund and other forms of official malpractices by civil servants. Corrupt practices could also be exhibited by using one's position to attract personal gains and benefits through the use of government resources.

Anti-corruption Campaigns: These are series of actions by government agency particularly the ICPC meant to combat corruption at different positions of decision making. The reduction of corruption strategies employed by ICPC to deliver the campaigns include establishment of National Anti-corruption Volunteer Clubs (NAVC), Anti-corruption and Transparency Units (ACTUs), Anti-corruption Vanguard in tertiary institutions and Anti-corruption clubs in secondary schools.

Good Governance: Good governance is seen as the institutionalisation of democratic values among female civil servants as a result of the enlightenment campaigns of ICPC which is measured by integrity, transparency, accountability, openness, social responsiveness and respect for rule of law.

Disposition: The behaviour of the female civil servants towards good governance indices and ICPC's Anti-corruption and Transparency Units (ACTUs).

Indices of Good Governance: These are characteristics/features of good governance: integrity, openness, accountability, transparency, respect for rule of law and social

responsiveness which the study focuses on.

Social Responsiveness: These are the expected positive response by government agencies Government's agencies to public needs. Civil servants are expected to discharge their responsibilities as government workers to the public, the effective delivery of such responsibilities make government responsive to its responsibilities.

National Anti-corruption Volunteer Corps (NAVCS): These are clubs established by the ICPC for the public (corruption prevention strategy) to serve as watchdogs / whistle-blowers in fighting corruption at any level of governance and the public at large.

Anti-Corruption and Transparency Unit (ACTU): This is one of the corruption prevention strategies of ICPC instituted in ministries, establishments and agencies of government (MDAs) for civil servants to wage war against corruption at their work places. Membership of ACTUs includes volunteers among civil servants that support the anti-corruption campaigns of the ICPC. This is the corruption prevention strategy this study addresses.

Ministries, Departments and Agencies (MDAs): Government offices established through Acts of law to render services to the public through the discharge of government responsibilities.

CHAPTER TWO

REVIEW OF RELATED LITERATURE AND THEORETICAL FRAMEWORK

This section takes a look at related literature, theoretical framework and concepts as considered in the study.

2.1 Corruption: Concepts and Types

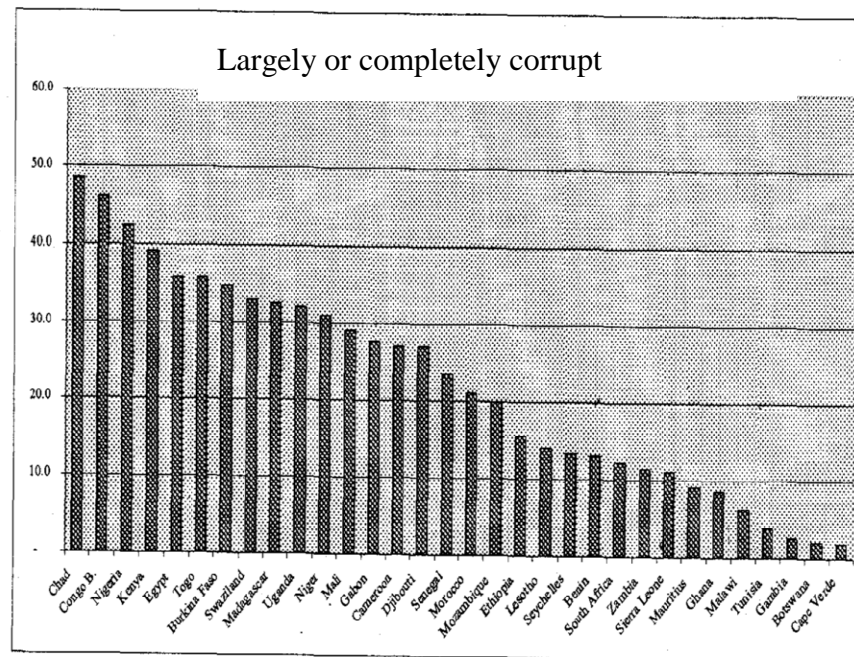
The studies in this section reveal research contributions and findings on corruption, good governance and women. According to the Asian Development Bank (ADB), "Corruption is the behaviour on the part of officials in the public and private sectors, in which they improperly and unlawfully enrich themselves and/or those closely related to them, or induce others to do so, by misusing the position in which they are placed" (Ayua, 2001) in Terwase (2010). Sulahiman (2013) in his contribution on corruption, effects, value re-orientation and the role of women in the crusade against corruption establishes that corruption exists where there is "the abuse of public office for the sake of private gain and the violation of laid down rules, laws and constitution...the abandonment of expected standards of behavior by those in authority for the sake of personal advantage". The World Bank describes corruption as "the abuse of Public Office for private gains. Public office is abused for private gain when an official accepts, solicits, or collects a bribe. It is also demonstrated when private agents actively offer bribes to circumvent public policies and processes for competitive advantage and profit, public office can also be abused for personal benefits even if no bribery occurs, through patronage and nepotism, the theft of state assets or the diversion of state revenues" (World Bank, 1997) in Terwase (2010). Aidt (2003) in the economic analysis of corruption describes corruption as a persistent feature of human society overtime and space. This study, therefore, adopts the World Bank's definition of corruption as it is found to be appropriate. According to the 2005 ECA African Governance Report II (AGR II), corruption ranks as one of the three most serious national problems confronting African countries, the other two being poverty and unemployment. The 2009 African Governance Report on corruption establishes the fact that corruption had worsened in many African countries according to the perception of people. Popular verdict emphasized that most of the governing institutions in Africa – the Executive, Legislature, Judiciary and the Public service are considered to be corrupt (see Fig. 1, 2,

and 3). Various reports and findings have established that Nigeria civil service is not exempted from the practice of corruption.

Considering the three tiers of government and corruption, ECA, AGR II (2005) contribute that parliamentarians serve as direct representatives of the people. Therefore, a well managed parliament contributes to the promotion of accountability in governance.

Fig. 1: Expert opinion on corruption in the Legislature

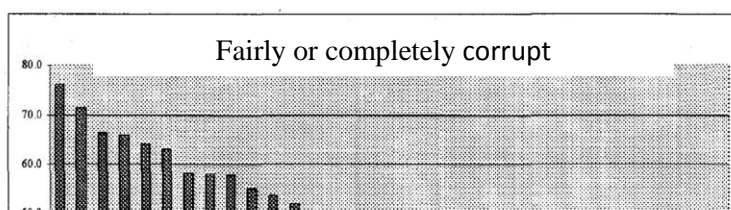
Share of experts surveyed, by country in percentage



Source: UNECA, *African Governance Report II*. Oxford: University Press, 2009.

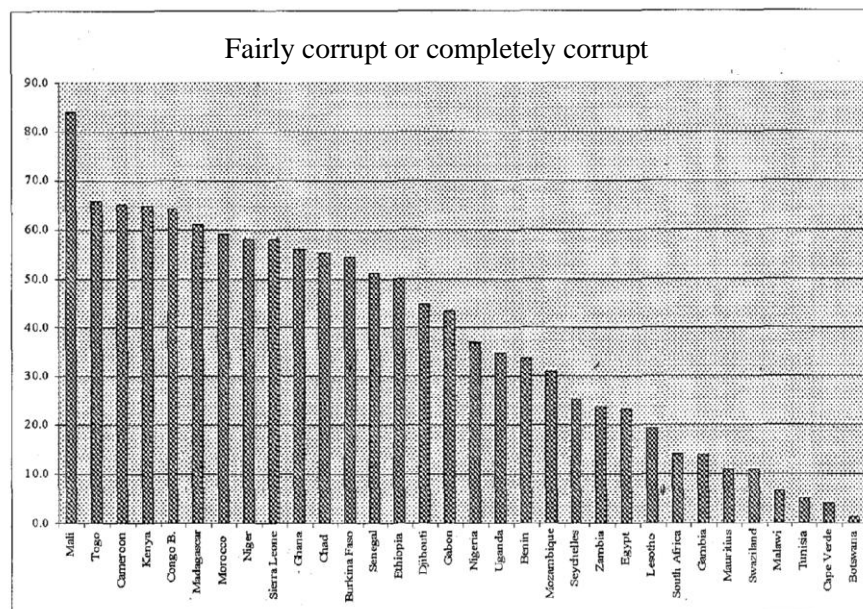
However, in countries like Chad, Nigeria, Republic of the Congo, Togo and Egypt, the consulted experts perceived corruption to be prevalent in the parliaments (Fig.1). With countries like Gambia, Botswana, Tunisia and Cape Verde, low corruption was perceived in the parliament (ECA AGR II, 2005). The executive have also been considered to be corrupt in many African countries by the people. Considering the level of corruption in the executive arm in Nigeria, Congo, Chad, Uganda, Burkina Faso, Mali, Togo, Egypt, Cameroun, Madagascar and Senegal, (UNECA, AGR II, 2009) establishes the fact that over 50 per cent expert respondents considered the executive arm as being completely or fairly corrupt (Fig.2).

Fig. 2: Expert opinion on corruption in the executive arm
Share of experts surveyed, by country in percentage



The judiciary has high rate of perceived corruption according to the survey conducted on some countries in Africa. UNECA, African Governance Report II; 2009 in another finding emphasized that fourteen countries recorded fairly and completely corrupt practices according to 50 per cent to 84 per cent of experts consulted. In Botswana, Malawi, Cape Verde and Tunisia, less than 10 percent of the experts rate the judiciary as less corrupt (Fig.3), same finding established that the tax system, the civil service, law enforcement agencies and other public bureaucracies and the civil society are not immune from corruption but also have varying degrees of corruption.

Fig. 3: Expert opinion on corruption in the judiciary
Share of experts surveyed, by country in percentage



Source: UNECA, *African Governance Report II*. Oxford: University Press, 2009.

Asian Development Bank (ADB) in Ogor ¹⁵ 3) asserts that corruption symbolises a breakdown of ethical and moral values of systems and institutions of governance and of

societal traditions and personal behaviours. This established corruption as being both a symptom and an outcome of poor governance. It is a general concept describing any organised interdependent system in which, part of the system is either not performing duties it was originally intended to, or performing them in an improper way to the detriment of the system's original purpose. Corruption manifests at all levels and in all sectors of Nigeria's national life (Igwu, 2012). Jain (2001) describes corruption as an act in which public office function and power is used to attract personal gain in such manner that contravenes the rules of the game.

The issue of corruption has led to loss of confidence in Nigeria by its citizens at home and abroad due to the activities of fraudsters, corrupt public officials and bad governance (Aibieyi, 2007). In collaborating the said report, Nigerian civil servants alone are reportedly said to have collected N450bn in bribes in 2010 (Terwase, 2010) female civil servants inclusive. In 1999, Nigeria was rated the second most corrupt nation in the world by Transparency International. In the year 2002, Nigeria was ranked as the most corrupt country in the world by Transparency International's Corruption Perceptions Index though the report was contested (Adeoye, 2010). In the year 2008, Transparency International ranked Nigeria as the 121st in global ranking (see Table 1).

Table 1: Transparency International, 2008 Corruption Perception Index (CPI)

Country	CPI/ Score, 2008	Regional Ranking	Global Ranking
Botswana	5.8	1	36
Mauritius	5.5	2	41
Cape Verde	5.1	3	47
South Africa	4.9	4	54
Seychelles	4.8	5	55
Namibia	4.5	6	61
Ghana	3.9	7	67
Swaziland	3.6	8	72
Burkina Faso	3.5	9	80
Madagascar	3.4	10	85
Senegal	3.4	10	85
Lesotho	3.2	12	92
Mali	3.1	13	96
Gabon	3.1	13	96
Benin	3.1	13	96
Tanzania	3.0	16	102
Rwanda	3.0	16	-102
Zambia	2.8	18	115
Malawi	2.8	18	115
Niger	2.8	18	115
Mauritania	2.8	18	115
Sao Tome and Principe	2.7	22	121
Nigeria	2.7	22	121
Togo	2.7	22	121
Eritrea	2.6	25	126
Ethiopia	2.6	25	126
Mozambique	2.6	25	126
Uganda	2.6	25	126
Comoros	2.5	29	134
Liberia	2.4	30	138
Cameroon	2.3	31	141
Kenya	2.1	32	147
Cote d'Ivoire	2.0	33	151
Central African Republic	2.0	33	151
Gambia	1.9	35	158
Guinea-Bissau	1.9	35	158
Congo, Republic	1.9	35	158
Angola	1.9	35	158
Burundi	1.9	35	158
Sierra Leone	1.9	-35	158
Zimbabwe	1.8	41	166
Congo, Democratic Republic	1.7	42	171
Equatorial Guinea	1.7	42	171
Chad	1.6	44	173
Sudan	1.6	44	173
Guinea	1.6	44	173
Somalia	1.0	47	180

Source: Transparency International, Corruption Perception Index, 2008.

Corruption in public service is so rampant in Nigeria that hardly will anyone entrusted with public fund be able to exclude himself from corrupt practices despite anti-corruption laws being adequately applied. Some are perpetrated deliberately in defiance to the laws while some are done ignorantly of the law (Olukile, 2010). Ekpo (2012) asserts that corruption had destroyed Nigeria's national and communal life and had destroyed spirited visions, goals and aspirations of millions of people. In discussing the major problems of Nigeria, Aibieyi (2007) emphasizes that apart from unemployment and insecurity, Nigeria's major problem is neither religion nor ethnicity; it is corruption. The issues of corruption in African countries poses danger to any nation's development, Nigeria inclusive. Afe (2001) submits that lack of transparency and accountability has been the bane of the Nigerian nation; and this hinders economic and political development.

In his view on corruption, Oyinola (2011) posits that corruption is perpetrated in the award of contracts, promotion of staff, dispensation of justice and misuse of public offices, positions and privileges, embezzlement of public funds, documents, valuable security and accounts. In his assertion, Oyinola (2011) notes that corruption can be systemic in nature, and affects the whole life of any organisation or society. The issue of corruption has spread like wild fire in the harmattan to every fabric of the Nigerian society and there is hardly any sphere of the Nigerian public sector that has not had its toll.

Corrupt practices take many forms, including embezzlement of public funds, theft or illegal use of public property, bribery of officials to obtain favours, bribing to influence procurement decision. Corruption has devastating effects on the productive use of resources and economic development. It violates public trust and corrodes social capital. It has far reaching effects on the allocation of resources and hinders service delivery. Corruption undermines the authority of the state (Ogunjobi, 2008). Three major types of corruption in Africa were examined: institutional corruption, political corruption and bureaucratic corruption. Institutional corruption involves corruption in form of soliciting for bribes directly from the public by a group of officers working in a particular institution and sharing whatever has been collected among themselves. Political corruption occurs when politicians are involved in morally unacceptable financial and political inducement and partaking in fraudulent deals with the purpose of

benefitting themselves both financially and politically. This is sometimes referred to as grand corruption. Bureaucratic corruption exists where individual civil servants systematically and consistently ask for and receive money in exchange for service rendered, exclusively for their private and personal benefits with or without fundamentally the knowledge of others in the establishment. Bureaucratic corruption cut across all civil servants from high to lower levels (Anassi, 2005 in Sulahiman, 2003).

Hutchcroft (1991) in Aidt (2003) emphasises that when political institutions are particularly weak, it can lead to epidemic corruption. Hilman and Katz (1987) in Aidt (2003), however, stresses how the hierarchical structures of government can be a source of corruption in itself. An example is the license system in Nigeria. According to the findings of Terwase (2010), increasing women's presence in public life can reduce the level of corruption while the World Bank also agrees that there is a strong relationship between women's increased participation in public realm and low levels of government induced corruption. Among Nigerian feminists scholars and leaders, was a report concerning women. Akunyili (2006) in Terwase (2010) emphasises that women in leadership positions have impacted positively on the society thus need increased participation in government to encourage accountability in governance. The issue, however, is how this could be realised in Nigeria. Terwase (2010) advocates for a constitutional allocation of gender quotas in the public services and political parties to bring about positive contribution of women in the institutions.

Grand corruption: This usually involves high-profile political cases of corruption and sometimes, the private sector. It involves corruption perpetrated by politicians and senior officials, in which their conduct sets the standard for people under them. This trickles down the line, World Bank, (1998) in UNECA, (2009:3). Landman (2003) in his finding emphasizes that grand corruption is that which pervades the highest levels of national government leading to a broad erosion of confidence in good governance, the rule of law and economic stability. Shlifer and Vishny (1994) in Aidt (2003) stress that democratic governments are unlikely to place sufficient weight on economic efficiency because of special interests that are asking for favours. Grand corruption, in Atuobi's (2007) finding includes embezzlement of public funds, high-level political patronage and clientelism, with colossal material benefits.

Petty Administrative Corruption: This is called petty administrative or bureaucratic corruption. It is the use of public office for private benefit in the course of delivering a public service (Anti-corruption Website, 2004) in UNECA (2009).

Such practice is common in socio-economic settings where personal incomes cannot, by and large, meet the basic needs of civil servants. This could be experienced daily at places like hospitals, schools and local licensing offices. The common form of administrative corruption includes bribing to issues relating to licenses, avoiding or lowering taxes escaping from customs procedures, and winning public contracts, (ADB, 2006) in UNECA (2009)

Difference between Grand and Petty corruption

Grand corruption entails corruption “controlling and manipulating the entire system to serve private interests while petty corruption reflects specific institutional weaknesses within the system (African Development Bank, 2006) in UNECA (2009). A good example of petty administrative corruption is corrupt practices by some civil servants in the delivery of their public duties to the citizens.

UNIVERSITY OF IBADAN

2.2 Major Causes of Corruption in Africa

Research findings established some of the causes and effects of corruption as identified in this study. Ogunjobi (2008) in his investigation emphasises the following as causes of corruption:

- I. low levels of income, especially among civil servants;
- II. high levels of poverty and unemployment;
- III. absence of social and health insurance schemes;
- IV. corrupt practices flourish in highly regulated economies where rules and regulations are numerous and ambiguous, and in societies with high levels of ignorance and without ethics and code of conduct; and
- V. weak and ineffective enforcement institutions as well as lack of free and informed press and civil society groups provide a haven for corrupt practices.

However, the phenomenon of corruption in Nigeria according to Ogunjobi (2008) cannot be fully explained by the identified factors in view of the incidence of high level of corruption by leaders that combine abuse of office with greed and insatiable acquisitive appetite. Other findings established that without a strong political will, anti-corruption reforms are bound to fail (World Bank, 2000).

In another perspective, UNECA, AGR (2009) identifies more factors affecting good governance to include 'poor governance, lack of accountability and transparency, low level of democratic culture and tradition, deficiency in citizen participation, lack of clear regulations, low level of institutional control, extreme poverty and inequality as major causes of corruption in Africa', Nigeria inclusive.

Other findings established that inadequate accounting and auditing, a blurred distinction between private and public interests, over regulated bureaucracy, deterioration of acceptable ethical and moral values and inefficient civil service systems as major sources of corruption in Africa (UNECA, AGR I, 2005, UNECA, AGR II, 2009). The negative effects of corruption to the development of the economic needs have been identified by Sulahiman (2013):

- i. it distorts and undermines development;
- ii. it affects or jeopardizes human rights;
- iii. it creates negative image concerning any affected nation;

- iv. it impacts negatively on foreign investments; and,
- v. corruption destroys the capacity of institutions to perform well.

2.3 International and Regional Instruments for Combating Corruption

In an effort to combating corruption, the United Nations Convention against Corruption (UNCAC) has a global means of addressing the issue by United Nations member states. The major objective of UNCAC is to have a higher degree of uniformity in the formulation and application of anti-corruption rules and regulations across the world. UNCAC is characterized with prohibiting all forms of corruption.

The main features of the UNCAC are:

- i. Preventive measures;
- ii. Criminalization;
- iii. International cooperation;
- iv. Assess recovery framework;
- v. Technical cooperation and information exchange;
- vi. Implementation mechanisms;

Other International Instruments are:

- i. The United Nations Convention against Organized Crimes;
- ii. The United Nations Declaration against corruption and Bribery in International Commercial Transactions;
- iii. The Code of Conduct for Law Enforcement Officials;
- iv. The International Code of Conduct for Public Officials, UNECA (2009).

Also, the civil law convention on corruption was adopted by the council of Europe on 4th November, 1999. This provides each state party to provide through its internal law the right to bring to civil action corrupt cases. It involves the issue of state responsibility for acts of corruption by public officials leaving each party free to determine the conditions under which the party would be liable to its law. The convention also has in its aims to protect the interests of whistle blowers by obliging state parties to take necessary measures to prevent the victimization of employees who report in good faith with reasonable grounds suspicious of corrupt practices. There is also the convention on combating bribery of foreign officials in international business transactions of the organisation for economic cooperation and development which was adopted on 21st November, 1997. Thirty seven countries signed and ratified the Convention as of 12th

March, 2008 (South Africa inclusive). The African Union Convention on preventing and combating corruption is a regional instrument. This was adopted by the 2nd ordinary session of the assembly of the union in Maputo, Mozambique, on 11th July, 2003. The convention entered into force on 5th August, 2006 (AU in UNECA, 2009). The Convention also contains provisions that should guarantee access to information and the participation of civil society and the media in the monitoring process. The convention calls on state parties “to require all or designated public officials to declare their assets at the time of assumption of office, during and after their term of office in the public service” (Article 7).

The Southern African Development Community Protocol against corruption was established in 1980. This was later transformed from a coordinating conference into a development community in 1992 (UNECA, 2009). The convention was adopted at the summit of the SADC Heads of State and Government held in Malawi in August 2001. Article 3 of the Protocol on acts of corruption contains an extensive list of acts of corruption to which it is applicable and which drew almost directly from article 4 of the AU convention on preventing and combating corruption.

The protocol also provides a range of preventive mechanisms which include:

- i. *Development of a code of conduct for public officials;*
- ii. *Transparency in public procurement of goods and services;*
- iii. *Easy access to public information;*
- iv. *Protection of whistle –blowers;*
- v. *Establishment of anti-corruption agencies;*
- vi. *Development of systems of accountability and controls;*
- vii. *Participation of the media and civil society;*
- viii. *Use of public education and awareness as a way to introduce zero tolerance for corruption. The convention also takes care of the confiscation and seizure of proceeds of crime, making it more difficult to benefit from proceeds of corruption by people. The protocol also handles extraditable offences to make it difficult for criminals to use one of the SADC member states as a safe haven. The protocol also functions, as a legal basis for extradition in the absence of a bilateral treaty on extradition” (UNECA, 2009)*

The Economic Community of West African States (ECOWAS) is a sub-regional organisation of fifteen West African States established in 1975. The members of the

organisation are Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Equatoria Guinea, Guinea – Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. The ECOWAS supplementary protocol on democracy and good governance of December, 2001 constitutes the framework for addressing the problem of corruption in the sub-region. The protocol obliges ECOWAS member states to promote the norms of separation of powers, respect for the rule of law and due process, independence of the judiciary, freedom of the members of the bar, and freedom of the press, as some safeguards against corruption and bad governance.

Article 38 of the supplementary protocol specified clearly the obligation of member states to fight corruption in the sub-region. Member states undertake to fight corruption and manage their national resources in a transparent manner, ensuring that they are equitably distributed.

In this regard, member states and the executive secretariat undertake to establish appropriate mechanisms to address issues of corruption within the member–states and at the community level (ECOWAS, 2001 in UNECA, 2009).

2.4 Corruption in Less Developed Countries

Although corruption is a universal phenomenon and exists in all countries, it is a more serious matter in less developed countries. The conditions of corruption are likely to have different causes and consequences than in more developed countries. The socio-economic conditions in low-income countries are major instigators to the growth of corruption. Corruption is a symptom of deep-rooted economic and political weaknesses and shortcomings of the legislative and judicial system of the country. To aggravate the situation, accountability in these countries is generally weak. The chances of being caught are limited and the penalties when caught are light. Non-governmental organisations (NGOs) that could serve as watchdogs and provide information on corrupt practices are still generally not well developed.

To Ogunjobi (2008), some of the consequences of corruption are that it:

- creates uncertainty about the rules and regulations of business leading to poor economic environment for investment;
- stifles competition and lowers efficiency thereby increasing the cost of doing business;
- hurts the poor in society by increasing the cost of services;

- depresses economic growth, resulting in further limiting economic opportunities;
- encourages lawlessness and organized crime;
- erodes the moral and ethical standard of society and
- engenders social exclusion and marginalization which leads to regional conflict.

The African Union report on corruption in 2005 estimated that corruption costs Africa about \$148 billion per annum equivalent to four times the GDP of Nigeria (Ogunjobi, 2008). In arresting the ugly situation in Nigeria, the Federal Government instituted different bodies to look into it. Economic and Financial Crimes Commission (EFCC) and Independent Corrupt Practices and Other Related Offences Commission are put in place. According to Transparency International Corruption Perception Index, Nigeria was ranked as the third most corrupt country in 2004. She ranked 142 out of 163 countries in 2006. The efforts of the anti-corruption agencies contributed to the marginal change.

Concerning fight against corruption in Nigeria, Ogunjobi (2008) established four reasons for the increased rate of corruption in Nigeria. First is the unfortunate situation of the general public giving the impression of condoning or tolerating corruption in contrast to our age long tradition of ostracizing corrupt individuals in the society. Second is, until recently government measures in addressing public accountability were mainly on an ad-hoc and non-institutionalized basis. Third is lack of enforcement of severe punishment for the culprits. Fourth is, the weak investigative arbitrations and enforcement institutions. Another finding establishes that leadership that desires the delivery of a functioning democracy needs educated followerships that are participatory. Leadership that is morally grounded are required for good governance delivery. Civil society has a role to play in educating the masses about their rights, making sure that they understand that the elected officials report to them that those in position of leadership are not monarchs- and then insisting through the ballot box or other avenues of the democratic process that their voices be counted. ICPC opted for the new approach in tackling corruption as the old order was sensational and based on the arrest of suspected big time corrupt persons apparently to please angry Nigerians...Ekpo (2012), however, asserts, emphasising that, the “old guards were either battle weary or compromised.”

Amazingly, the Nigerian Police Force has equally taken measures to bring about reduction to corrupt practices in their force. It was reported by one of the daily

newspapers (*Saturday Punch*, Aug. 21, 2010) that the Police force are gathering together at fellowships in different praying centres at the headquarters of Lagos State Police Command preaching godliness and holiness and admonishing that all should strive to make a difference in their generation, being policemen notwithstanding. Prayer points are usually breakthroughs in security and eradication of corruption in the police force. Maintaining integrity and shunning corrupt practices at different levels were also emphasised. The Presidency was said to have given approval for the establishment of the religious department at every barrack with an orthodox church or protestant and a mosque to be headed by a chaplain for the Christians and an Imam for the Muslims. One of the goals of the fellowship centres is to eradicate corruption and inform policemen that they can achieve much through integrity and hard work instead of extorting money from the populace, Ayodele (2010) in *Saturday Punch* (2010). Mr Adekola, one of the police chaplains believed that one day, corruption would become a thing of the past in the country. According to Ogunjobi, (2008) and Sulhaiman (2013) what is lacking is the leadership as there is the absence of leadership by example, also, is the constitutional framework and the institutional environment that could unleash the creative energies of our citizens, women and men alike so as to propel the economy to greater heights.

2.5 Good Governance: Concepts and Features

Governance is the tradition and institutions by which authority in the country is exercised for the common good; the government's capacity to effectively manage its resources and implement sound policies; and the respect of citizens for the state's institutions. Afe (2001) explains governance as being concerned with that aspect of administration relating to a common society or community towards realizing common goals in an orderly fashion.

USAID (2002) in Suchitra (2004) also explained governance as;

A complex system of interactions among structures, traditions, functions, (responsibilities), and processes (practices) characterized by three key values of accountability, transparency and participation.

This reveals that good governance is important in enhancing growth and development of any nation.

Schneider (1999) defined governance as;

The exercise of authority or control to manage a country's affairs and resources

Governance could be viewed in two perspectives; good governance and bad governance.

Good governance has been described as:

the striving for rule of law, transparency, responsiveness, participation, equity, effectiveness and efficiency, accountability, and strategic vision in the exercise of political, economic, and administrative authority, UNDP (2002)

According to the Development Assistance Committee (DAC, 1997), democratization and good governance are central to the achievement of the development goals for the 21st century (Final Report). Major elements of good governance include; the rule of law, strengthening public sector management and transparency, accountability by improving accounting practices, budgeting and public expenditure management; and combating corruption. This was explained by the Development Assistance Committee (DAC) members.

Good governance consists of two major dimensions: political and economic. The political dimension could be broken into four major components; government legitimacy, government accountability; government competence; and rule of law (human rights). The economic dimension also has four components: public sector management; organisational accountability; rule of law (contracts, property rights); and transparency (including freedom of information). Good governance has been said to be a means by which to achieve a desired ends. The governance may be in existence for poverty reduction or for economic development/efficiency and so on. This then means that to measure good governance, the indicators are informed by the desired ends. Governance could then be measured by different sets of indicators, depending on the nature of the ends in question.

Three major features of good governance have been identified. Firstly, good governance is predicated upon mutually supportive and co-operative relationships among these three groups of actors, (government, civil society and private sector) and the need to strengthen viable mechanisms to facilitate interactions, assume critical importance. Secondly, good governance is defined as possession of all, or some combination of the following elements: participation, transparency of decision making,

accountability, the rule of law, predictability. Access to information, democratic practices and civil liberty are sometimes included to the above. Equally, in strengthening governance in developing countries, donor assistance has focused on capacity-building and empowerment with the main objective of enhancement of other elements. Thirdly, good governance is narrative in conception. To measure good governance, the followings have been identified:

- a. civil and political liberties or political freedom as proxy measures for the rule of law and governance;
- b. frequency of political violence is an inverse measure of good governance;
- c. expert assessments and opinion of good governance;
- d. objective measures of good governance;
- e. mixed measures that combine aggregate data, scales, and experts opinion.

2.6 Indicators and Indices of Measuring Good Governance

Indicators of measuring good governance include objective indicators such as economic performance, subjective indicators reflects respondents' opinion and are perceptual in outlook. Systems approach could also be used to categorize indicators. Indicators are identified as belonging to either of the following categories: input, process, or output – UNDP in Suchitra (2004).

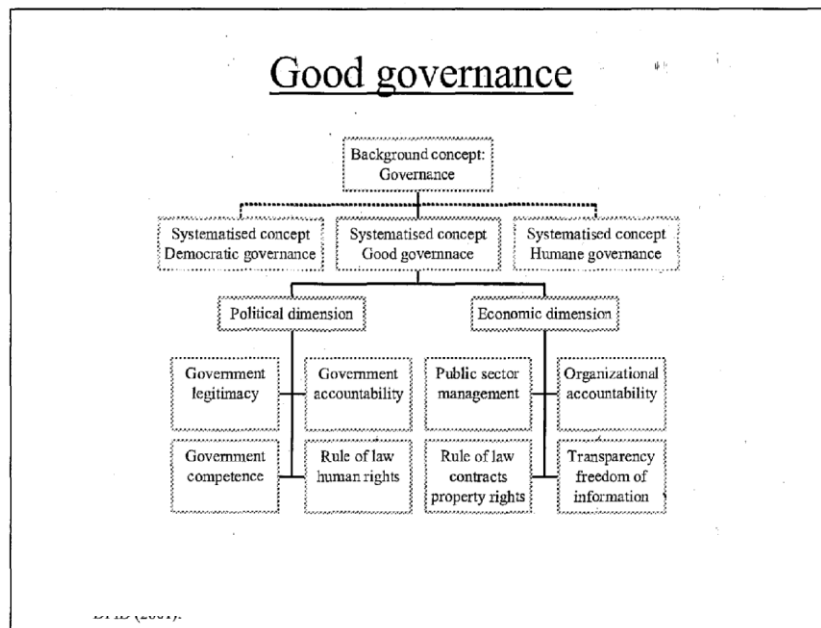
Input indicators measure “the performance of an obligation bearer,” Process indicators measure the implementation process. Outcome indicators measure the level of progress achieved. As a result of the growing demand for measurement of the quality of governance, a number of aggregate governance indicators have been produced such as the World Bank's Worldwide Governance Indicators (“WGI”). The WGI rank countries with respect to six aspects of good governance. Voice and Accountability, Political instability and Violence, Government Effectiveness, Rule of Law, Regulatory Quality, and Control of Corruption. These indicators are said to have been used by researchers as explanatory variables and by United States policymakers. The indicators were defined as:

1. Voice and Accountability (VA) – measuring the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media. Anyanwu (2002) describes community participation as applied to community education that

outstanding success should be expected when community effort is directed to solving identified problem as deemed by the community. Anyanwu explains that community effort could be supplemented through the direction of government authorities as in the case of combating corruption in the civil service.

2. Political stability and Absence of Violence (PV) – measuring perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means including political violence or terrorism.
3. Government Effectiveness (GE) – measuring the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government’s commitment to such policies.
4. Regulatory Quality (RQ) – measuring the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development.
5. Control of Corruption (CC) – measuring the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as “capture” of the state by elites and private interests.
6. Rule of Law (RL) – measuring the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, the police, and the courts, as well as the likelihood of crime and violence (Kaufmann, 2007:184). It was noted that the careful construction of the indicators, their global coverage, and the claim that they achieve maximum precision make the indicators attractive to researchers, and in particular, to economists seeking to control for or explore the impact of governance.

Fig. 4: Hierarchical representation of good governance



Source: Landman et al, 2003. p.92 in Suchitra, P. (2004) p.4

2.7 Good Governance and Decision Making

United Nation's Economic and Social Commission for Asia and Pacific (2013) explains that good governance is not only responsive to the present and future needs of the society but also an evolving system that assures that corruption is minimised. The views of minorities are taken into account and that the voices of the most vulnerable in the society are respected in decision making. The commission regards good governance as a product of eight essential ingredients which include; participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and following the rule of law. The governance of any establishment or organisation thus involves authorities in making decisions concerning fundamental issues, policies and practices in different areas which necessitate attainment of group goals and expectations. According to UNDP Sudan/project, good governance is about the equal participation of all citizens-men and women, young and old in public and political life. Equality between men and women alike indicates success in good governance. Bad governance stands in the way of sustainable and equitable development. Good governance thus depends on peoples' participation, transparency and accountability which encourages stakeholders to make decisions based on people's interest and the

environment concerned.

Decision making: management sciences and leadership related literature grouped three basic roles performed by a manager in any organisation as interpersonal, informational and decisional. Decision making is a fundamental function of organisations and effectiveness and failure of managers or the organisation mainly hinges upon the quality of decisions (Lawson, 2009). It is said to be a cognitive process that rationally leads to the selection of a course of action among several available alternatives. Duasa (2008) discusses rational decision making as making consistent, value-maximizing choices within specified organisational constraints. Bown and Okedara (1981) assert that political education is necessary for democracy, since democracy itself requires decision making process which is, a shared responsibility and people cannot effectively exercise democratic decision making without being politically conscious.

2.8 The Decision Style Model

The decision style model theorizes that people, because of their difference in personality, interpersonal skills tend to approach decisions in consistently different decisions styles (Lawson, 2009). The model identifies four different individual approaches to decision making on the axis of way of thinking (rational-intuitive) and tolerance for ambiguity (High-low).

The decision model classifies four major decision styles, analytical, conceptual, directive and behavioural. Analytical style of decision making prefers to seek rational decision considering complex problems based on ambiguous information. Directive style of decision making prefers simple and clear solutions by using little information and considering few alternatives. Decision makers seeking this style aggressively use their status to achieve results.

Decision makers of behavioural style have a deep concern for their organisation and personal development of co-workers. Such co-workers respect highly the others' opinion, helping to nurture and value support from others. They are, therefore, open to suggestions and seek to rely on participative styles for making decision. People with conceptual style of decision making are more socially oriented and more humanistic in their approach to the problems. Being creative and intuitive approaches problems with broad range of alternatives and initiate solutions with new ideas and creativity

2.9 The Nigerian Civil Service

The civil service constitutes the administrative, professional, executive, clerical and messenger's classes of the workforce of the Government. According to Dibia (2008):

The civil service is a body or a department in the executive arm of government. It has the duty of assisting the executive in planning and implementation of government policies. The civil service is divided into departments called ministries like ministry of education, ministry of finance, ministry of women affairs and community development and so on. The political head and chief executive of a ministry is either a minister or a commissioner. The Director - General (Permanent Secretary) is the administrative head and the Accounting officer of a ministry. Public corporations, the police, armed forces, and so on are not part of the civil service but public service. A worker in the civil service is called civil servant. There is state civil service and there is federal civil service

Dibia (2008) establishes that civil servants are expected to exhibit the following attributes or characteristics:

- i. Impartiality: Civil servants are expected to be fair and just to the government in power. They must show faith in the government.
- ii. Permanence: It is an institution that does not change with the present or past regime. Government workers also enjoy permanent tenure of office.
- iii. Anonymity: A civil servant is not expected to reveal or speak with the Press unless authorized by the minister or Director General. Credit or failure of the government on any issue is not blamed on the civil servants but the Minister.
- iv. Neutrality: Workers in the civil service are not expected to engage themselves in partisan politics unless they resign their appointments.
- v. Expertise: Experts are produced in the field of administration. This is because experts put in long years of service.
- vi. Merit: Employment into the civil service is based on merit. This will enhance efficiency in their areas of performance.

The structure of the Civil service could be categorized as follows:

1. Administrative Class: This is the highest class and they are mostly Director – Generals, Deputy Director – Generals, Principal Officers and so on. They are mostly graduates in different fields of study with many years of experience in the

civil service. They are involved in policy making, advertisement, advising the ministers or commissioners and responsible in other areas of administration.

2. The Professional Class: They are mainly recruited as professionals of different categories, for example, teachers, lawyers, engineers, doctors and so on.
3. The Executive Class: They are senior civil servants like senior executive officers, executive officers, assistant executive officers and so on. They are holders of first degrees, HND, and so on. They are responsible for the implementation of government policies.
4. The Clerical Class: They are school certificate holders and are mostly clerical officers, clerical assistants, typists, and so on. They are involved in routine works like moving of files from one desk to the other and so on.
5. Messenger's Class: They are mostly cleaners, messengers, drivers to official vehicles and so on. They are involved in tidying up of offices, drivers to top management cadres and other related duties like delivering of official messages.

Among civil service functions are the following according to Dibia (2008):

- a. Formulation of policies: They formulate policies and these are part of the objectives of government;
- b. Implementation of policies: The civil service ensures that the policies made are executed;
- c. Preparation of the budget: It prepares the government's yearly statement of expected income and expenditure;
- d. Drafting of bills: The bills are prepared by some experts in the Ministry of Justice. The executive has the function of presenting the bills to the legislature;
- e. Making of bye-laws: This could be achieved through delegated legislation. A senior civil servant can make an order or law;
- f. They advise the government: They advise government on issues that concern the nation to achieve development;
- g. They provide stability: The civil service ensures stability of government;
- h. They provide answers to parliamentary questions: Ministers in parliamentary system defend the policies of the government through this preparation;
- i. They inform the people: The civil service inform and educate the public about actions and policies of the government;

- j. Keeping of documents: The civil service keeps official documents that are relevant to the government of the day.

2.10 Hindering Factors to the Effectiveness of the Civil Service

The following represents some hindering factors to the effectiveness of the civil service as Dibia (2008) states:

- I. Low incentives: The poor condition of service demoralizes the workers such as slow promotion policy;
- II. Lukewarm attitudes: Civil servants are often passive, claiming that government work is not worth given their best;
- III. Red tapism: The civil service lay too much emphasis on protocol especially on issues that demand urgent attention. This slows down decision-making and implementation;
- IV. Political interference: Politicians are always involved in interfering with the planning and implementations of government policies;
- V. Tribalism, nepotism and favoritism: These can lead to the appointment of un-qualified personnel into the service;
- VI. Political instability: Frequent military intervention affects policy making and implementation;
- VII. Bribery and corruption: Most civil servants seek undue gratification for work done. Not only that, kickback and corruption are cankerworms that have eaten deep in the service;
- VIII. Over-duplication of functions: Functions exercised in the civil service are usually over duplicated resulting in redundancy.

2.11 The Civil Servants and Corruption

Corruption is a fundamental component of injustice, and no society progresses if its leaders are corrupt and mischievous (Pantemi, 2012). Among various reports of corruption in the civil service are the Pension Reform Tasks Force report (2011) which uncovered the theft of N151 billion by officials of the office of the Head of Civil Service of the Federation. Samuel (2012) posits:

In politics, academic, media, sports and medicine, there are women of class, who are positively contributing to the development of the country.

Okei-Odumakin in Samuel (2012) however emphasized that:

if we must be honest with ourselves, the failure of Nigeria as a country is the failure of men and not women and the unrivalled nature of corruption in the country today is caused by men. Poverty of the mind among our men fold has led to endless looting of Nigeria and impoverishment of numerous Nigerians.

Evidences reveal that there are so many corrupt practices in government offices.

Common forms of corruption in the civil service so identified are:

- a. theft of assets which includes;
- b. equipment;
- c. consumables;
- d. cash;
- e. information;
- f. unauthorized and / or illegal use of assets, information on services for private purposes including;
- g. motor vehicles;
- h. computers;
- i. equipment, including photocopiers, telephones;
- j. confidential information and so on;
- k. manipulation and misuse of account payment;
- l. fictitious employees on the payroll;
- m. favouring suppliers whose costs are not as competitive as other suppliers;
- n. falsification of records;
- o. duty tours/ travels;
- p. purchase orders;
- q. Petty cash vouchers.

Olukile (2010)

In his position on the civil service and corruption, Pantami (2012) posits that the civil service which is an integral component of societal development in the developed countries of the world has been converted to an engine from corruption in Nigeria. Pantami (2012) observes that all over the world, the civil service is seen as the engine of industrialization and development, but emphasized that the reverse is the case in Nigeria. He observes on the Nigerian civil service:

Civil servants in our darling Nigeria are the architects of corruption that designs for political appointees and executive officers how to loot resources. Civil servants are the quantity surveyors of corruption; they quantify the amount to be looted..., they illegally, but professionally guide them on how to save their ill-gotten money without being traced or intercepted by the Economic and Financial Crimes Commission, (EFCC), Independent Corrupt Practices and other related Offences Commission (ICPC) or any other commission locally and/or internationally (Pp1)

In another study, Ruzindana (1999) in Oyinola (2011) asserts that corruption in African countries is a problem of routine deviation from established standards and norms by public officials and parties with whom they interact. Hence, the fight against corruption has become a major battle for any nation desiring good governance including international communities. Nigeria instituted a comprehensive anti-corruption reform programme that emphasizes fiscal, structural and institutional governance reforms, with the purpose of improving transparency and tackling corruption. The reforms include the review of the public procurement process and institution of the due process mechanism in the award of public contracts (Adeoye, 2010). According to the Independent Corrupt Practices and other related offences Commission (ICPC) Act, 2000 (section 2), corruption include vices like bribery, fraud, and other related offences, which also include abuse or misuse of power or position of trust for personal or group benefits (monetary or otherwise). ICPC instituted ACTUs in MDAs to educate, monitor and combat corruption in the civil service. Oyinola (2011) asserts that all forms of corrupt practices are contagious and anti-development. Some factors are linked to the possibility of involvement of civil servants in corrupt practices; these factors are identified by Namibian Citizen's Guide to Integrity as.

Low Salaries: Corruption is often attributed to low salaries of civil servants. This differentiates between need driven (satisfying basic requirements for survival) corruption and greed driven (satisfying desires for status and comfort that salaries cannot match). It may be true that it is more difficult to stay honest, hard-working and trustworthy on low salary, but it is also true that most people with low salaries are still able to do so and that many corrupt officials are people in highly revered positions who earn handsome salaries.

In conjunction, corrupt practices flourish in systems where employees have high job security; where the level of professionalism in the public service is low, and hence, officials rather serve their own interests than perform their duty to serve the public. However, earning low salaries are not valid reason for, and do not justify corruption. Accordingly, increased pay level is assumed to be effective in deterring corruption.

Culture: A gift culture exists, particularly in Africa. It is tradition that a small reward is given for services rendered. Such a gratuity or tip becomes part of the cultural environment and in certain countries the payment of such rewards is so embedded in tradition that any attempt to rein in the practice would be seen as an attack on treasured cultural values. In Africa, this was traditionally seen as awarding special honours to the chief and in this light, it is often regarded as acceptable and “normal” for politicians to accept such rewards. In some countries, it is common practice in the commercial arena for business transaction to be accompanied with the giving of personal gifts or benefits to much more elaborate and extravagant items. In essence, the root of corruption is greed rather than culture. Public life should be performance driven, therefore, those entering civil and public services should be made aware of this ethical value from the outset.

The Absence of Rules, Regulations, Policies and Legislation

All organisations, whether public or private sector, must have rules, regulations and policies that guide management and other employees in terms of acceptable behaviour and conduct within the organisation. Rules, regulations and policies are instrumental in organizing people, steering them towards a common goal and ensuring that everyone is treated fairly and equally. In order to be effective, such rules and policies must be clearly communicated to all individuals in order to be understood and applied objectively. Corruption is more likely to flourish in an organisation that does not have a wide range of rules, regulations or policies that guide employees in their work. Corrupt countries may formally have legislations to protect the environments; legislations cannot be enforced if officials can easily be bribed. Similarly, a country must have clear policies and legislation that guide the behaviour of all citizens and residents within that country. However, organisation and countries must strike a reasonable balance in terms of policies and legislation; corruption flourishes in an environment without clear rules and regulations. Similarly, corruption triumphs in a country that has numerous laws, rules and regulations which restrict business and economic activities (UNECA, 2009). Such a climate creates industries’ dependence on individual civil

servants to engage in economic activity; thereby circumventing bureaucratic red tape through corrupt offers.

Range of Discretion: No system can exist unless a person or one in a position of authority is used, to some extent, to make decisions. Such a person is said to have the power to exercise discretion, the freedom to act within certain limits. Corruption takes place in institutions where public officials:

- a. have great authority;
- b. can exercise discretion with respect to interpretation and application of regulations;
- c. are not required to be accountable to anyone; and,
- d. are driven by greed.

Therefore, an environment with a higher range of discretion without accountability is more conducive to corruption; same is weak accounting practices, including lack of timely financial management. In addition, political office is one of the primary means of gaining access to wealth in less developed countries. If corruption occurs at the top level and the political leadership of the country does not set good examples with respect to honesty, credibility, transparency, integrity and the persecution of offenders, citizens become disillusioned and offenders are not deterred from perpetrating corrupt practices.

The Absence of Transparency: Where there is no transparency in an organisation, such that where tasks and functions are conducted in secret and are not open to examination by other government offices or the public, the opportunity for corruption increases. Tax havens which levy their own citizens and companies but not those from other nations and refuse to disclose information necessary for foreign taxation enables large scale political corruption in Nigeria. Transparency is a prerequisite for democracy in which sovereignty is vested in the people and the conduct of civil servants must be open to examination. It is, therefore, vital that citizens in general and the media (radio, television, newspaper) in particular are guaranteed the right to freedom of speech; the media can inform citizens of any action by a civil servant that might be corrupt in nature and appropriate calls for action can be made. A transparent system deters corruption as the conduct of civil servants. Notable is the assertion of the President of the Galilee International Management Institute of Israel, Mr Joseph Shevel (ICPC News, 2014). Shevel emphasised that the Israeli anti- corruption agency has no regards for the status of

accused persons emphasising that:

The anti- corruption body of Israel has been quite effective in the use of intelligence and the result is that the Minister of Finance is in jail, the Prime Minister is being interrogated and probably will go to jail. The former President is serving a seven years jail term

The Absence of Accountability: In democracy, public leaders and civil servants must be accountable to the people they serve. However, accountability is dependent on the enforcement of rules, regulations and policies. If there is lack of effective institutional mechanisms, civil servants cannot be held accountable and corrupt practices can flourish.

The Absence of a Watch-dog Institution: If there are no internal or external institutions or bodies that investigate cases of corruption or that act on complaints relating to corruption, employees may take advantage of the fact that the chance of being caught doing something corrupt is remote. Even if the offender is caught, the consequences would probably be minimal if the system has no watchdog function. Lack of protection of whistle blowers contributes to corruption. In Nigeria, we have Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and Other Related Offences Commission (ICPC), Code of Conduct Bureau (CCB) dealing with corrupt practices in public and private sectors.

The Lagos State Police Command recently dismissed two police officers, (female corporals) caught on a tape receiving one hundred naira (N100) bribe from a commercial bus driver. Their letters of dismissal emphasized that their appointments were terminated for “despicable acts and corrupt practices”. Report established that one of them was a nursing mother. The level of accountability and openness of some female civil servants is, therefore, nothing to write about. Exhibiting transparency in handling their duties and responsibilities has dropped to abysmal level making it difficult for the public to enjoy the dividends of democracy and values of good governance. Their inadequate response to the need and aspiration of the public is highly discouraging as many lack accountability and behaves as if there is no law governing the conduct of their activities, thereby, operating outside the rule of law and acts governing civil service conduct which discourage corruption. To curb the menace, previous governments have introduced anti-corruption policies; there was Judicial Commission, Bureau of Public Procurement, Code

of Conduct Bureau (CCB), Public Complaints Commission and the Nigerian Extractive Industries Transparency Initiative. Nigeria's former Head of State, Chief Olusegun Obasanjo during his military regime introduced the Jaji Declaration in 1977. It was aimed at checkmating corruption in Nigeria under his watch. This was followed by other Heads of State who also introduced anti-corruption mechanisms. For instance, Shehu Shagari introduced Ethical Revolution in 1981-1983. Muhammed Buhari introduced War Against Indiscipline (WAI) in 1984. Ibrahim Babangida introduced National Orientation Movement in 1986, followed by Mass Mobilisation for Social Justice and Economic Reconstruction (MAMSER), in 1987. Sanni Abacha introduced War against Indiscipline and Corruption (WAIC) in 1996 and Chief Olusegun Obasanjo in his second coming as civilian president introduced Anti-corruption Act, 2000 (ICPC). ICPC was inaugurated on September 10, 2000. This was followed by Economic and Financial Crimes Commission (EFCC) in 2003 as law enforcement agency to investigate financial crimes like advance fee fraud and money laundering under Obasanjo. Yar'Adua's administration introduced 'due process' emphasizing the practice of the rule of law. Since its inception in year 2000, ICPC has been tackling corruption in the public sector especially bribery, gratification, graft, abuse or misuse of office. ICPC has been instituting anti-corruption and Transparency Units (ACTUs) in Ministries, Departments and Agencies (MDAs) so as to control corruption and to awaken the consciousness of the people. The effectiveness of the ACTUs in the MDAs among the Female Civil Servants in Oyo State, Nigeria, is the concern of this study. Other anti-corruption strategies of ICPC include the National Anti-corruption Volunteer Clubs (NAVCs) which aims at involving the general public in anti-corruption crusade. Anti-corruption Vanguardis basically for students in tertiary institutions while Anti-corruption Clubs are for the sensitisation and mobilisation of secondary school students.

2.12. Female Civil Servants and Good Governance

Alliance for Africa made use of the media as a tool for public advocacy in promoting women's participation in governance and decision making in Nigeria. The programmes of AFA are targeted at women, the Government and policy makers to address specific issues on women's participation in governance in Nigeria. To participate in governance, it is expected that women should be available to have their impact and contribute tousing public offices properly. Women are to continue the campaign on Affirmative Action until it is achieved. Women's participation in governance begins from

the local government areas. Findings reveal that the number of women holding public offices in Nigeria is still very small when compared with other nations. Government, however set to achieve the 30% affirmative action under former President Goodluck Jonathan. With the affirmative action, the women are to make use of their experiences as home managers to manage the nation's resources effectively. Women do multi-tasks, are gifted, and, are averred to have the ability to manage homes and offices, including their husbands.

The former Federal Minister of the Federal Capital Territory, Modibbo emphasised that women had proved to be better than some of the men in terms of uprightness and quality leadership in Nigeria and the world over. Also, the country representatives of the United Nations women, Ongile established that it is her ardent confidence that Nigeria would be a better place if women are given equal opportunities as men to participate as agents of change in this country. Women have, therefore, been esteemed to be contributing very positively to the nation, Nigeria.

2.13 Independent Corrupt Practices and other Related Offences Commission (ICPC)

According to the ICPC Act 2000, corruption in Nigeria undermines democratic institutions, retards economic development and contributes to government's instability. Corruption attacks the foundation of democratic institutions by distorting electoral processes, perverting the rule of law, and creating bureaucratic quagmires whose only reason for existence is the soliciting of bribes. Economic development is stunted because outside direct investment is discouraged and small business within the country often find it impossible to overcome the "start-up-costs" required because of corruption. The Independent Corrupt Practices and other related offences Commission (ICPC) is the apex body saddled by law with the responsibility of fighting corruption and other related offences in Nigeria. It was set up and empowered by the Corrupt Practices and other Related Offences Act 2000.

ICPC was inaugurated on the 29th of September 2000 with a Chairman and 12 members. Section 3 (14) of the Act ensures the independence of the commission as not being subject to the direction or control of any person or authority. ICPC's mandate includes the banishing of impunity for corrupt practices and other related offences. ICPC's mandates also include prevention of corrupt practices and other related offences

through system study and review, education, public enlightenment and mobilization. Anyanwu (2002) sees education on the premise of meeting people's needs and advocates that educated community members should be involved in decisions affecting their needs. ICPC's mission statement is to employ all available legal means to rid Nigeria of greed, avarice and vestiges of corruption and thus promote transparency, probity, accountability and integrity in the public and private lives of all Nigerians.

The vision statement of ICPC is to be the foremost agent of change in the war against corruption and corrupt practices in the polity and, thereby, restoring Nigeria's integrity and accountability. ICPC's establishment came as a result of Nigeria's being stigmatized by the international community as one of the most corrupt countries in the world. For three consecutive years; 2000, 2001 and 2002, it maintained the unenviable position of being the second most corrupt nation. The rating came up as a consequence of several failed attempts in the past to wipe out corruption or reduce it to a tolerable level in the polity. Against this background, the previous regimes in Nigeria established several anti-graft agencies to fight the menace of corruption.

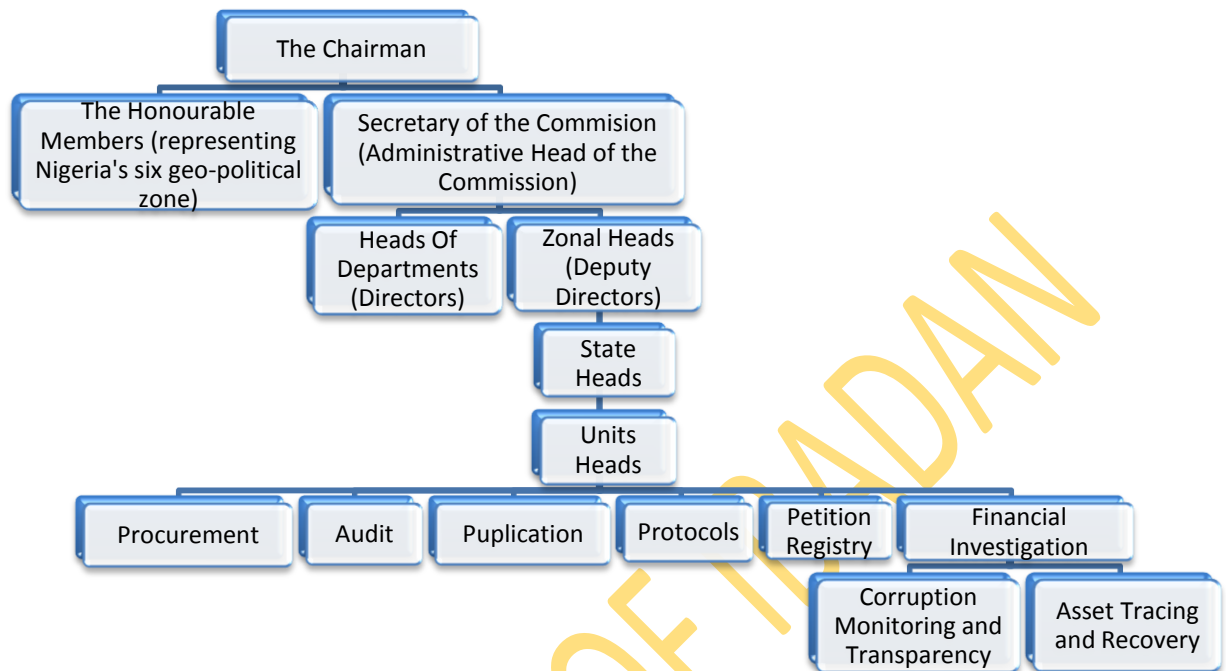
Section 6 of the ICPC Act confers three main responsibilities on the ICPC. They are:

- (1) to receive and investigate reports of the conspiracy to commit, attempt to commit or actual commission of offences as created by the Act and in appropriate cases prosecute the offenders(s);
- (2) to examine, review and enforce the correction of corruption-prone systems and procedures of public bodies, with a view to eliminating or minimising corruption in public life; and,
- (3) to educate and enlighten the public on and against corruption and related offences with a view to enlisting and fostering public support for the crusade.

The functions of the ICPC have been broadly classified into operational and service duties. The activities of the commission are carried out under the various departments, sectors and units; Office of the Chairman, Investigation Department, Prosecution Department, Planning, Research and Review Department, Public Enlightenment Department, Education Department, Finance and Accounts Department, Administration Department, Special Duties Department, Chairman's Special Unit, Special Investigation Team (SIT), Petitions Registry, Audit Unit, Publications Unit, International Co-operation Unit, Financial Investigation Unit and the Clinic.

Fig.5: Organogram of the Independent Corrupt Practices and other Related Offences

Commission (ICPC)



The Chairman is the head of the Commission followed by the honourable members representing the six geo-political zones of Nigeria. The Secretary of the Commission is the administrative head of the Commission. The heads of the different departments are Directors in charge of prosecuting, special duties, finance and account department, administration, education and public enlightenment and so on. The zonal heads are the Deputy Directors and are responsible to the Directors while the states Directors are also responsible for each state. The team heads are responsible to the unit heads in each state.

Section 2 of the ICPC Act, 2000 43 corruption to include bribery, fraud and other related offences, but in its broadest terms, it means the abuse/misuse of power or position of trust for personal or group benefit (monetary or otherwise). To report corruption cases to the ICPC, the following categories of people have inalienable right and duty to report incidence of corrupt conduct to ICPC or to any other appropriate law enforcement agencies including the police;

1. members of the public, irrespective of status in the society;

2. public officials/government functionaries at all levels;
3. Heads of government agencies /parastatals /departments;
4. political office holders (appointed / elected);
5. Every individuals/groups, citizen / foreigners alike.

Section 8-26 of the Corrupt Practices and other Related Offences Act, 2000 clearly spell out offences and penalties covered by the Acts if committed after June 13, 2000, the effective date of the law. They are:

Table 2: Offences and Punishments

OFFENCES	PUNISHMENT
Accepting gratification by an official, giving or accepting gratification through an agent	7 years
Corrupt offers to public officers	7 years
Corrupt demand by person(s)	7 years
Fraudulent acquisition of property	7 years
Fraudulent receipt of property	7 years
Fraudulent receipt of postal matter, chattel	7 years
Deliberate frustration of investigation by the commission	7 years
Making false statement or return in respect of money or property reviewed	7 years
Gratification by and through agents	5 years
Bribery of public officers in relation to voting or performance of duty	5 years of hard labour
Using office or position to gratify or confer unfair advantage on oneself, relation or associate	5 years without option of fine
Bribery in relation to auctions	3 years
Inflation of the price of goods and services	7 years
Award of contract without budget provision	A fine of N1million and 3 years
Transferring money from one vote to another (virement)	A fine of N100,000 or 1 year
Failure to report bribery transaction and/or	2 years or N100,000 fine
Dealing with, using, holding, receiving or concealing gratification	5 years
Making false statement to the commission	2 years or N100,000 fine
Fully making false petition	10 Years and N100,000 fine

Source: Independent Corrupt Practices and other Related Offences Commission (ICPC, 2000).

Section 27 of the ICPC Act, 2000 empowers the ICPC to enquire ONLY into information/petitions received. The section requires that the petition be made orally or in writing to an officer of the commission. If a report/petition is made orally, it will be reduced into writing and endorsed by the petitioner before it is entered into the ICPC register of petition. Processing Petitions: ICPC is guided by the principles of confidentiality, giving protection to both the accused and petitioners. When allegations are made to the ICPC, they are referred to the investigation Department, for

investigations.

The investigating officers then prepare a report which is sent to the Legal Department to determine whether or not a prima facie case can be established. If a case is established, a charge is drafted with proof of evidence and filed before a designated High Court. Where petitions do not fall under the offences provided for by the ICPC Act 2000, such petitions are forwarded to the appropriate bodies such as the police, public complaints commission, code of conduct Bureau, Human Rights Commission and the like and the petitioners duly informed about ICPC's action(s).

ICPC former Chairman, Hon. Justice Emmanuel Ayoola laid emphasis on corruption:

The fight against corruption has reached a stage when action is needed. We must take the fight to the grassroots, to public offices and to the private sector, not merely by talking but by action and preventive strategies (ICPC News, 2010).

He said that the need to design strategies of action that every aspect of the fight should be people driven and pursued vigorously that Nigeria as a nation again be made clean and respectable with the eradication of corruption. He equally said that there is the need to deal ruthlessly with the corrupt and humiliate them until they change their ways so as not to bring shame to the nation and destroy the future of Nigerians. This, he added, is the motive of ICPC. With ICPC establishment in year 2000, actualising the goal has been in place for national growth and development. Anti-corruption and Transparency Units (ACTU) was initiated by the ICPC and established in MDAs through a Federal Government backed circular and already, about 360 ACTUs have been established in various government establishments nationwide. ICPC investigates corrupt practices as enshrined in the Act, 2000 including gratification, corrupt offers/demands, fraudulent acquisition of property, making false statements or returns in respect of money or property received, bribery, conferring unfair advantage using one's offices, price inflation, contract inflation and award without budgetary provision, budget virement, failure to report bribery and so on.

ICPC is in the forefront of re-orienting the youths through the infusion of the anti- corruption messages for the first time to schools' curricula, so as to instil sound moral values in the youth and thus facilitate the raising of a generation of morally upright Nigerians, Sulahiman (2013). The ICPC in collaboration with Nigerian Educational Research and Development Council (NERDC) developed the National Values

Curriculum (NVC) comprising twelve core values: honesty, right attitude to work, justice, discipline, citizen's rights, contentment, courage, national consciousness, regard and concern for the interest of others, role of family, role of religion and Nigerian values. The core values stated above have been infused into selected carrier subjects at Post-Basic and Colleges of Education levels and Non-Formal Mass Literacy Education curricular. The infusion is expected to terminate when the NVC is integrated into minimum academic standards in Polytechnics and Universities Sulahiman (2013).

Through the efforts of the ICPC, Civic Education has been brought back to the schools' curriculum as a subject. Integrity Code booklet was developed by ICPC and stakeholders in the educational sector to imbibe integrity values among in primary and secondary schools students. Of recent, ICPC goes into the University system, through the University System Study and Review (USSR) with a view to reviewing practices, systems and procedures where such systems aid corruption Sulahiman (2013).

2.14 Corruption Prevention Strategies: ICPC Perspective

This is stipulated in Section 6 of the ICPC Act, 2000. This allows the ICPC to examine and review corruption - prone systems and procedures of public bodies; advise and instruct on ways to eliminate or minimize corruption in agencies and government parastatals. This will go a long way in encouraging an awareness culture which will in turn reduce exposure to corruption. Various strategies of disseminating the anti-corruption campaigns by the ICPC include radio jingles, posters, whistle-blowing, seminars and workshops. The strategies of campaigning include establishment of National Anti-Corruption Volunteers Clubs (NAVCS), Anti-Corruption and Transparency Units (ACTUs) in the MDAs, anti - corruption vanguards in tertiary institutions and anti-corruption clubs in secondary schools. The following represents some specific mechanisms under the prevention strategies by ICPC.

The National Anti – corruption Volunteer Corps (NAVCs)

The NAVC is an initiative of the ICPC aimed at enlisting Nigerians who feel strongly against the evil of corruption and want to take positive actions against it. It is a vehicle for mass mobilisation and sensitisation against corruption. Members of NAVC are empowered to be at the vanguard of the demand for integrity, transparency and accountability at various levels of governance. The NAVC is a platform of enlisting the ideas, knowledge and skills of all Nigerians irrespective of their status in the promotion of anti–corruption consciousness and to, thereby, checkmate corrupt practices and lack of integrity at all levels of society. It is a mass movement against the corrupt and corrupt practices (Olukile, 2010). It is for every Nigerian that is aggrieved by corruption to be passionate in the fight against corruption and perpetrators of the act until they are exposed and brought to justice. Major components of the NAVC initiative is the formation of Anti- corruption Clubs and Vanguard in schools and colleges throughout Nigeria. Also, serving NYSC members are encouraged to organize into Anti- Corruption Community Development Groups for the purpose of public enlightenment and mobilisation against lack of integrity during the service year. The mission of the NAVCs is to employ all available legal means to rid Nigeria of greed, avarice and all vestiges of corruption and this promotes transparency, probity, accountability and integrity in the public and private lives of all Nigerians.

Anti - corruption and Transparency Units (ACTUs)

The ICPC has succeeded in establishing over 170 ACTUs in Ministries and Agencies (ICPC, 2010).

Status of the Units

1. The ACTU in each organisation shall operate as an autonomous outfit with functional linkage with the office of the chief executive of their respective establishments.
2. Organisations with operational offices across the country may at their discretion and shall, on the directive of the Commission, establish sub- units, shall be responsible to the main unit.
3. Units in departments and agencies shall report directly to the Commission and not to the unit in their supervising ministry, provided that the units in such agencies shall be in regular consultation with one another and the supervising ministry's unit.

General Codes of Ethics for Staff and Unit Members-ACTUs

According to ICPC Act, each unit shall, without prejudice to extant regulations particularly public service rules and financial regulations develop a code of ethics for staff of its organisations and shall ensure strict compliance and sanctions for breach. Such codes shall prescribe among other things;

Powers and Functions

- a. The unit shall perform all the duties detailed in section 6 (a) (f) of the Independent Corrupt Practices and other related offences Commission Acts, 2000 except that of prosecution. It shall report all alleged/reported case to the Commission with copies sent to the Minister or Permanent Secretary involved.
- b. Cases involving Ministers and Permanent Secretaries shall be copied to the Secretary to the Government of the Federation (SSG) and the Head of Civil Service of the Federation respectively for onward information to the President of the federation of Nigeria.

Generally, ICPC's ACTU is the corruption prevention strategy instituted in Ministries, Departments and Agencies (MDAs) to encourage awareness culture so as to reduce exposure to corruption through education and mobilisation in the civil service, specifically, this study focuses on ICPC's ACTUs (anti-corruption campaign strategy) and good governance dispositions of female civil servants, Oyo state, Nigeria. The institution of ACTUs in the MDAs is for the fact that ICPC staff cannot be everywhere in the civil service thus ACTUs members in the MDAs are to serve as the eyes and ears of the Commission in different offices they are occupying. It is easier for insiders to be privy to some information than outsiders. Major roles of ICPC ACTUs in the MDAs were streamlined to align with the duties of the Commission under section 6 of the ICPC Act 2000 which involve acting as eyes and ears of the Commission in their organisations; receive and carry out preliminary investigation on corrupt related reports and report also all alleged cases of corrupt practices in their organisations to the Commission, with copies sent to the head of such organisations. Cases involving management staff are to be reported to ICPC office. In situations where the structure of the organisation encourages corruption, the report concerning such are expected to be submitted to the Head of their organisation and how to bring about change in the system as well as seeing the report to ICPC office. ACTU members in the MDAs are to educate members internally and organize workshops, seminars and lectures.

ICPC's Anti-corruption Clubs: ICPC anti-corruption clubs are expected to serve as the vehicle for building culture of integrity among the youths. The anti-corruption club initiative builds on the values taught the students through the National Values Curriculum (NVC) programme of the ICPC which is a vehicle of projecting values and grooming students in practical ethical behaviour.

To achieve the goal of the ICPC, ICPC is collaborating with All Nigeria Confederation of Principals of Secondary Schools (ANCOPPS) and the National Association of Proprietors of Private Schools (NAPPS). The programme has been designed to achieve active participation of students in the fight against corruption.

ICPC's Students Anti-corruption Vanguard (SAVs): This is a club for students of all tertiary institutions in Nigeria. It operates purely as an agent of corruption prevention through civil actions. This is for the youths in tertiary institutions to contribute their quota towards the enthronement and institutionalization of integrity, transparency, accountability, openness, social responsiveness and respect for the rule of law. ICPC aims at infusing of the commission's national values curriculum developed by the Commission into school curricular at different levels of education and outreach to the National Youth Service Corps (NYSC). The Chairman of ICPC, Mr Ekpo, Nta emphasised that the Commission is interested in working with the youths on the African Youth Charter which establishes that African youth population is the continent's greatest resource; and that through their active and full participation, Africans would overcome the challenges facing them.

2.15 ICPC's Anti - Corruption and Transparency Units (ACTUs) and Upholding Integrity

Corruption is often attributed to low salaries of civil servants. Integrity is a determination to do the right thing always regardless of the situation. It is the quality of being upright. New researches are of the opinion that many corrupt officials are people in respected positions with good salaries; they lack integrity. ICPC is, thereby, employing all available legal resources to rid Nigeria of greed, avarice and vestiges of corruption so as to promote transparency, probity, accountability and integrity in the public and private lives of all Nigerians (ICPC Act, 2000). In achieving reduction in corrupt practices among female civil servants in Oyo State, ICPC organised Oyo state women summit against corruption in Ibadan on September, 2011. This is expected to be a continuous affair. In inculcating the spirit of integrity in the youths of the nation, the ICPC, Oyo

State office, Ibadan also organised the maiden edition of the Anti-corruption clubs summit for secondary schools in the state which was held at Le Chateau Events place, Ibadan. In his remarks, the Head ICPC, Oyo State office, Mr Olukile Olusesan says:

Anti-corruption clubs are part of the strategies being used by the ICPC to foster public support among the youths in the anti-corruption crusade, emphasizing that; the formation of anti-corruption clubs is one of the commission's noble youth programmes introduced to secondary schools all over the country to generate enthusiasm against corruption among youths with unrelenting effort to 'catch them young' (ICPC news, 2010).

ICPC Chairman, Ekpo (2012), emphasises further that:

the ICPC is willing and ready to collaborate with federal and state agencies and institutions, as well as local governments to foster and nurture integrity and accountability in governance. We are also partnering with international bodies and agencies in this direction

Not less than 64 anti-corruption clubs in both private and public secondary schools drawn from Ibadan city and Oyo town have been inaugurated in Oyo State with ongoing plan to establish more in the remaining secondary schools in the state. Understandably, the ICPC is also establishing Anti-corruption vanguard for tertiary institutions. The ICPC Chairman emphasises that ICPC is to fight against corruption. And also to deploy the mass mobilisation programmes geared towards changing the attitude and behaviour of the citizens towards the achievement of a corrupt free society, establishing also that asset declaration by public servants reduces and checkmates the tendency for corrupt practices and also encourages transparency and integrity among public officials.

2.16 ICPC's Anti - Corruption and Transparency Units (ACTU) and the Practice of Transparency

ICPC is guided by the principles of confidentiality, by protecting the accused and petitioners. With any allegations made to ICPC, referrals are made to the Investigation department for proper investigation. Asset declaration by public servant reduces and checkmates the tendency for corrupt practices and also encourages transparency and integrity among public officials (ICPC News, 2010). Where there is no transparency in any organisation, opportunity for corruption increases; transparency is a prerequisite for democracy in which sovereignty is vested in the people and the conduct of civil servants

need be open to examination.

United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP, 2013) describes transparency as decisions that are taken and their enforcement are carried out according to established rules and regulations. This equally signifies that information to be passed to community members should be passed in an understandable manner.

To create anti-corruption awareness, ICPC/Integrity (Splash) FM conducts Annual Marathon for this purpose in addition to radio jingles on the same radio station in collaboration with ICPC Oyo State. With the above, it is observed that, for Nigeria to experience transparency and accountability in government offices, citizens need to participate and that citizens' participation, transparency and accountability are linked as where there is no transparency, corruption is inevitable. Other anti-graft institutions that have been established to strengthen democracy are the Economic and Financial Crime Commission (EFCC), Code of Conduct Bureau (CCB), Electoral Offices, Civil Society Organisations, the Press, the Security Organisations (agencies). It is observed that there's a need for synergy among these institutions to make democracy work in Nigeria. Former President, Olusegun Obasanjo (1999) established the fact that "it is much tougher to fight corruption in a developing society than it is in the developed world".

2.17 ICPC's Anti - corruption and Transparency Units (ACTUs) and the Practice of Accountability

Accountability means being responsible to someone. Holders of public offices are expected to be accountable for their decisions and actions taken while in public service and should be ready to face scrutiny for the offices they hold to the appropriate anti-corruption agencies requesting for such (Sulahiman, 2013). ICPC former chairman Ayoola (2010) emphasised that Independent Corrupt Practices and Other Related Offences Commission is to fight against corruption by deploying the mass mobilisation programmes geared towards changing the attitude of the citizens towards the achievement of a corrupt free-society. He opines:

Assets declaration by public servants reduces and checkmates the tendency for corrupt practices and also encourages transparency and integrity among public officials. (ICPC News, 2010)

The current ICPC Chairman, Ekpo Nta posits:

We are encouraged by the initiatives of some state governments to open up their systems to scrutiny and accountability and in the process giving their citizens better infrastructures and improved living standards. Accountability and integrity in governance are scarce commodities in most state governments as reflected in the governance index on infrastructural developments. (ICPC News, 2010)

ICPC's acting Chairman; Abang Rose Wushishi emphasizes the role of National Anti-Corruption Volunteer Corps (NAVCs): He states:

Participants of NAVC would monitor integrity in public activities through whistle-blowing, enlightenment and mass mobilisation of the people against corruption. (ICPC News, 2013)

UNESCAP, (2013) describes accountability as a major key to good governance. It establishes that every organisational set up, be it public or private must be accountable to the public and to stakeholders in such institutional set up. Without the practice of rule of law and transparency, accountability governance may not be actualized. Aidt(2003) emphasises that the decentralization of public service provision can enhance voter accountability and reduce corruption among bureaucrats and politicians as decentralization dilutes monopoly power of a central bureaucracy thus reducing bribe taking capacity.

2.18 ICPC's Anti-Corruption and Transparency Units (ACTUs) and the Practice of Openness

Discussing ICPC's achievement in the past ten years of the anti-corruption campaign, the ICPC boss said, in spite of under-funding by Government and unfavourable public disposition towards the campaign, the commission through its people oriented strategies has been able to gradually change people's perception and enlist the support of Nigerians in the anti-corruption campaign. The people oriented programmes include integrity initiative in all sectors, National Anti-corruption collation, National Anti-corruption Volunteer Corps (NAVCs) and systemic review of corruption prone procedures in government establishments with a view to enshrining the culture of integrity among the citizenry. The approach has been able to result in the increase of petitions received by the commission and the involvement of more Nigerians in the anti-

corruption campaign. Justice Ayoola said the commission was presently assessing the management of constituency project nationwide to ensure that funds meant for such projects were not misappropriated by those handling it emphasising that the ICPC would soon commence investigation into the alleged fat allowances received by the nation's legislators saying that the commission was not restricted in terms of who to investigate on corruption allegations (ICPC news, volume 5 No. 4 August, 2010).

2.19 ICPC's Anti-Corruption and Transparency Units (ACTUs) and the Practice of Social Responsiveness

Every system needs watchdog unit to monitor issues related to corruption. ICPC establishes ACTUs (Anti-corruption and Transparency Units) and NAVCs (National Anti-corruption Volunteer Clubs) to respond to this need (ICPC Act, 2000). UNESCAP (2013) asserts that good governance requires that institutions responsible for discharging the services of the government do so to the stakeholders concerned within the required timeframe.

Lack of protection of whistle blowers is a contributing factor to corruption. Head of the Oyo, Ogun zonal offices of the ICPC, Mr Olusesan Olukile at the enlightenment seminar organised for the staff of NISER, Ibadan said "one of the disinfectant strategies of ICPC was the mobilisation of Nigerians in both urban and rural communities through education, he said that the awareness generated through education has checkmated the hitherto excesses of a sizeable number of public servants in the conduct of government business at all levels, thereby, reducing the incident of corruption. It has been established that community mobilisation assists in strengthening community members to identify and also address identified issues affecting them. Anyanwu (2002) emphasised that mere slogans and symbols may not bring about citizen mobilisation in achieving community goals. Mobilisation, therefore, should be a collective action, social solidarity involving the government and community members in achieving collective goals. ICPC is to fulfil the mandate of mobilising the civil servants in waging war against corruption in the civil service. The ICPC chairman (Nta) emphasised that good governance could only be built through the foundations and pillars of vision, trust, accountability, integrity and the people's support.

2.20 ICPC's Anti – corruption and Transparency Units (ACTUs) and the Respect for the Rule of Law

Every organisation public or private must have rules, regulations and policies that guide employees and management regarding appropriate conduct and acceptable behaviour within the organisation. Corruption tends to thrive in organisations that do not have a wide range of regulations, rules and policies binding the organisation. Corruption perverts the rule of law (ICPC Act, 2000).

Aidt (2003) postulates that:

“The corruption reducing power of democratic institutions can in some cases be strengthened by separation of powers or by decentralization of provision of public services.”

In his comment, former President of Nigeria and co-founder of Transparency International, Olusegun Obasanjo emphasises that:

...the erosion of public confidence in the country's political and economic institutions promoted a culture of contempt for the rule of law and ultimately and unfortunately, a societal tolerance for a myriad of conducts previously considered abominable (Obasanjo, 2003)

He equally suggests three indexes:

Corruption Encouraging index, corruption perception Index, and Corruption Reduction Index discussing that, the three would give the total picture on the campaign against corruption and corrupt practices nationally and globally. It is such holistic approach that will bring a realistic picture of the task that has been set (Obasanjo, 2003)

It then behoves on any sincere government to have the political will to put to test what was emphasised by the former President of Nigeria, Olusegun Obasanjo and watch whether the change he professed would be achieved.

Ekpo (2012) emphasises that:

The Freedom of Information Act offers every Nigerian the opportunity and liberty to demand information and scrutinize information regarding the activity and programmes of government. Where such returns do not match or are irreconcilable with the funds or resources collected, then such Nigerians should report corruption and demand an inquiry from anti-corruption agencies.

Recently, it was reported in the dailies that Nigeria's former president, Dr. Goodluck

Jonathan said that “corruption is not stealing”. This statement received condemnation from Nigerians as it failed to project good governance particularly on the fight against corruption. The former President has, however, denied the assumption that he was encouraging corruption. He stated that he was quoted out of context insisting that one who steals should be called a thief and not being corrupt.

2.21 Empirical Studies

A considerable body of literature has reported findings on gender and corruption. In a study by Terwase (2010) on Gender and Corruption; Understanding the increasing Role of Nigerian Women in Corrupt Practices, the study establishes that gender does not possess identical and universal characteristics. However, socio-economic, cultural and other factors do contribute to explaining the pathology of gender’s response to corruption and corrupt opportunities. The World Bank policy statement also addresses greater involvement of women in public life as a form of accountability measure. The World Bank (2000) emphasizes a strong relationship in low level of corruption in government and increased number of women. The various findings reveal a relationship between gender differences and attitude to corruption. Concerning the involvement of women in decision-making; a finding in good governance and women’s participation in seven West African countries reports that with a total population of approximately 37 million in Sudan, women account for nearly 50% of the population.

The Joint Assessment Mission stressed the need to promote public participation and political accountability and increased representation, participation and inclusion by women in the legislative and constitutional systems and their participation at all decision making levels in conflict resolution, peace building and post-conflict reconstruction. Abiona (2012) establishes that community education is a reliable means of mobilising the people to participate for community development. Anyanwu (2002) establishes that radio usage as a means of communication could reach a wider audience in mass mobilisation. He establishes the effectiveness of radio usage in China and Cuba. In political participation, women’s representation in politics has increased marginally since 1999, yet their numerical increase does not enhance their capacity to exercise independent power in resisting corruption, since they operate within male controlled and male dominated institutions that are inherently corrupt.

Terwase (2010) recommends a reform of the electoral system to democratize and de-militarize the polity to allow women to effectively participate in politics independently and thus take independent decision without allegiance to corrupt network.

He also recommends a constitutional allocation of seats to women in accordance with the Beijing Platform for Action and the National Policy on Women in Nigeria and thus advocates for a constitutional allocation of gender quota in the public service and political parties to ensure the desired appreciation of women in the institutions, and that governance should recognise and seek the contribution of women networks in making appointment so as to allow women of high intellectual and moral integrity be appointed into political office. The different studies and research findings establish the practice of corruption among civil servants which if uncurbed will hinder good governance. However, studies establish that when females are in large number in the civil service, corrupt practices could be curbed. To curb corruption tendencies through anti-corruption campaigns, the inevitability of the improvement of the rule of law through making the law supreme so that the corrupt bureaucrats and the politicians alike can be prosecuted and punished thereby encouraging greater transparency in government decision making through deepening democratization, decentralization, as well as creating and encouraging the watchdogs among civil society as established by Ivanov, 2007; Lawson, 2009 in Anna, Rothstein and Jan, 2010.

On anti-corruption policies of governments, the World Bank (2000); Stapenhurst & Kpundeh (1999); Van, Rijkeghem & Weder (2001) in Anna et al (2010) emphasises that monitoring mechanisms, increased transparency, checks and balances, democratic election mechanisms, a free press, the establishment of anti-corruption agencies, wage increases for public officials, the strengthening of civil society, as well as the introduction of independent court systems should be in place for anti-corruption reform to be effective as “discretion plus monopoly minus accountability equals corruption” Klitgaard (1988), Anna, Rothstein & Jan (2010) in their findings on the cases of Kenya and Uganda emphasises that contemporary anti-corruption reforms in Africa have largely failed because they are based on mis-characterization of the problem of corruption in context with systematic corruption. While contemporary anti-corruption reforms are based on a conceptualization of corruption as a principal-agent problem, in the African context corruption seems to be a collective - action problem, making the short term costs of fighting corruption outweigh the benefits. If most individuals morally disapprove corruption and are fully aware of the negative consequences for the society at large and very few actors show a sustained willingness to fight it, this they emphasise will lead to a breakdown of any anti-corruption reform that builds on the principal-agent theory. A large number of researches conducted by some researchers agree that the failure of anti-

corruption strategies is mostly as a result of implementation problem with emphasis on absence of actors willing to enforce the existing laws by making reports and punishing corrupt behaviours thus acts as “principals” Lawson, 2009; Fjeldstad&Isaksen, 2008; Svensson, 2005; Riley 1998; Kpundey, 2004; Ittner, 2009 in Anna, Rothstein and Jan (2010) in the study on the failure of anti–corruption policies, theoretical mis-characterization of the problem. Anna, Rothstein and Jan (2010) in their research establish that if the supposed ‘principals’ are also corrupt and not performing their duties according to the dictates and interest of the collective society but rather pursue their own personal interests, then, anti-corruption reforms based on the Principal-agent framework would break down as being experienced in Africa. It could then be deduced from the literature reviewed that past anti-corruption policies suffer setback as a result of political and bureaucratic or institutional challenges.

2.22 Theoretical Framework

The theory related to this study is the system theory.

System Theory

General system theory, developed by Ludwig Von Bertalanffy provides an analytical framework which can be used to describe some of the many factors involved in community development. Some of the concerns in community development, such as assessing power and influence, understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, and be understood and described using system theory. The theory laid emphasis on how organisation members participates and are involved in resolving a problem even if it is based on an individual.

Terms such as systems and sub-systems, closed and open systems, system boundaries, the transfer of energy or influence across boundaries, feedback and system balance (or homeostasis) can be used to clarify what sometimes seems to be a bewildering array of information involved in community development works. Other system theory concepts such as the description of various environments related to a system, and the very important notion of entropy, can also be used in community development.

System Theory Concepts

System: A system is defined by Von Bertalanffy as “a set of elements standing in interaction”. The interaction could take place within groupings. The grouping could occur

in any form of relationship, this can be seen as a “system” The central focus of the system theory is self-regulating systems: systems that are self correcting through feedback. This could be seen in human learning process. Each system is defined by some sort of boundary. System boundaries can be drawn wherever any observer wishes, and for any purpose.

Open and Closed Systems

The boundaries around any system can be said to be either “open” or “closed”. A closed system is one which is completely sealed off from its environment by its boundary, human beings and their communities are open systems: that is, each has a boundary which is open to some extent and which make it possible for energy or influence to pass into and out of its system.

One of the factors determining the “openness” of the system boundary between the community and the outer world would be the ease of communication. If there were means of communication like radio or television, posters, pamphlets, bill-boards and telephone links which permitted free exchange of information across the boundary between the village and the rest of the world, the system boundary could be said to be very open: if on the other hand, there were less ease of communication, the boundary could be said to be relatively closed. The same openers would apply if the people were co-operative, participative in achieve collectivizing goals. They would share things across their respective boundaries. If there were ineffective communication and values are not shared in the community, boundaries would be relatively closed.

Energy in System Theory

With the energy in system theory, the various things which pass across the boundaries of system are called energy or influence, which are of different, forms. Human being uses some forms of influence which can be termed social power or psychological energy. This “energy” which is often in the form of information, is usually the main product of human relationships, and is a necessary element in the functioning of social system. There are usually various kinds of social energy and different people in a community holding varying amount of these types of power. Some energy helps community progress, while other forms can be unhelpful. Understanding how to help communities gain access to and control beneficial types of energy (ICPC’s anti-corruption campaigns) is one of the main aims of community work and makes the theory relevant.

Entropy in System Theory

The term “entropy” has been used to describe a force or tendency which is present in all systems. All systems tend to “run down, and to progress to a stage of reduced coherence and eventually completely random order. They tend to consume all the energy which they have available and eventually stop functioning or “fall apart”

The tendency towards entropy in organic or social system needs to be constantly countered through the generation or exchange of energy or influence across boundary from one system to another. This reserved tendency, which has been called “negative entropy” maintain or increases the order of harmony within this systems.

Energy which can be destructive to the well being and harmony of social systems and such that tend towards disunity and disorder are: oppression, injustice, corruption, poverty and any other forces which prevent people from working together in harmony to achieve mutually acceptable goals for their collective betterment. In large social systems such as communities, there can sometimes be an abundance of entropy related forces, such as disunity. Without constant effort of the community members, such communities can become unpleasant places to live. One of the tasks of community development is to help community find ways of reducing or countering the tendency towards entropy which exists in all systems.

Homeostasis is a term, which is used to describe a condition inside a system. The concept of homeostasis includes reference to the passage of time: a system will progress through time in a stage of balance if it can continue to gain access to the resources it needs to keep itself in that condition. If there is a desire to make a change in a system, there is a need to alter its “steady state” by modifying some of the conditions in that system. Anything which alters the energy within or between parts of a system will bring about changes. For example, a community which has higher levels of disunity among sub-groups can be changed by giving influential member of each sub-group an important task to do which require them to collaborate with their counterparts in other sub-groups. Working on their common task might change attitudes and the type of communication between groups can foster a system-wide shift from disunity to cooperation.

The basic concepts from the foundation of system theory are applied to community development. Anyanwu (2002) emphasized that most community development work usually involves:

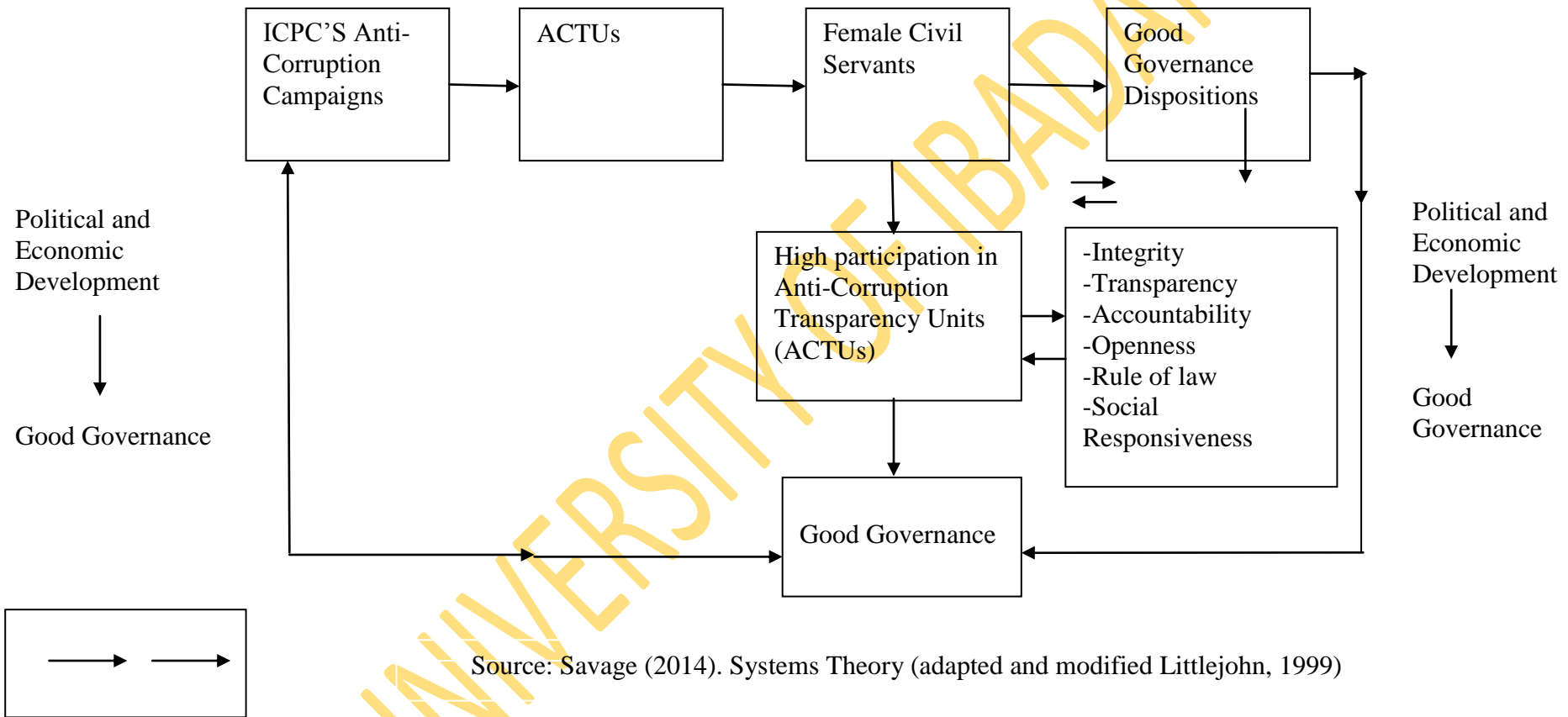
- (i) assessing the community;
- (ii) selecting development goals;

- (iii) planning a strategy to reach those goals;
- (iv) carrying out activities to achieve goals and,
- (v) evaluating progress and including the result of evaluation in subsequent activities.

The Nigerian economy is made up of different people in the community. Therefore, collective goals are expected to be actualised collectively by men and women alike who contribute ideas in order to facilitate collective goals and achievements. To fight corruption which is endemic in Nigeria as a nation, collective efforts of people needs be put in place. Hence, there is the need for civil servants known as engine of government in the delivery of public service, especially the female gender to eschew corruption and positively participate to enhance good governance in Oyo state and Nigeria at large.

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FIG 6: A theoretical model of ICPC's Anti-Corruption and Transparency Units (ACTUs) and Good Governance Dispositions among Female Civil Servants in Oyo State, Nigeria



Source: Savage (2014). Systems Theory (adapted and modified Littlejohn, 1999)

2.23 Relevance of the Model

Communication brings about participation which leads to co-operation (open system). If people do not communicate effectively, effective participation would not be realised. There would be no co-operation and sharing of ideas easily becomes difficult, this brings about a worsening condition (closed system). Effective delivery of government services through the practice of the variables of good governance considered for this study are: upholding integrity, being transparent at workplace assignments, accountable, open, being responsive to the need of the public and showing respect to the rule of law and code of conduct of the civil service among the female civil servants. This would positively enhance better delivery of government services.

It is assumed that the Anti-corruption and Transparency Units (ACTUs) of Independent Corrupt Practices and other related offences Commission (ICPC) instituted in MDAs of Government Parastatals would affect the civil servants especially female civil servants positively and cause them to contribute to good governance in Oyo State and Nigeria at large. It was assumed that effective communication through the participation of the ICPC's staff in follow-up/monitoring of ICPC's ACTUs instituted in the MDAs among the civil servants and specifically, the female fold would assist in bringing about reduction in corruption among the civil servants. If female civil servants known to have been upholding the role of nation building in different aspects of human life continue to embrace integrity in their dealings with the generality of the public, demonstrate transparency in workplace assignments, accountable and open, are socially responsive to their duties and respect the rule of law, the yearning for good governance which nations of the world advocate would be achieved.

2.24 Appraisal of Literature

Most of the studies reviewed identify corruption as endemic and need be curbed to experience good governance. Some reports establish that civil servants; male and female genders are contributors to bad delivery of government services to the public. Literature reveals that institutional corruption negatively affects Nigeria economy. World Bank (2000) and Terwase (2010) establish that increase in the number of women in the public service have resulted in reducing corruption. However, new reports established corruption in the civil service. It has been established that some female civil servants have been

involved in corrupt practices. Major anti-corruption policy of many economies including Nigeria is to curb corruption and make the citizenry to experience dividends of democracy. In achieving good governance, public servants are expected to practice openness, exhibit integrity in discharging their duties, transparent and accountable and give room for the rule of law to have responsive governance which is the anti-corruption campaign of the ICPC. However, with the various literatures reviewed, none have actually found out the ICPC's anti-corruption campaigns and good governance dispositions among female civil servants in Oyo State, Nigeria.

UNIVERSITY OF IBADAN

CHAPTER THREE

METHODOLOGY

This chapter highlights the methodology adopted by the researcher in carrying out the study; these include research design, population of the study, sample and sampling techniques, instrumentation, validity of instrument, reliability of the instrument, administration of the instruments, and method of data analysis.

3.1 Research Design

The study employs the descriptive survey research design of *ex post facto* type. This was adopted for the study because it provides the researcher the opportunity to collate data without the manipulation of the independent variables which had already occurred. In other words, the variables were studied as they exist. It enables the researcher to make proper investigation for description, drawing inferences and making generalization while determining how the independent variable (ICPC's ACTUs) influences the dependent variable (Female Civil Servants' Good Governance Dispositions).

3.2 Population of the Study

The population for the study comprised two categories; all female civil servants in the core Ministries, Departments and Agencies (MDAs) in Oyo State and the ICPC staff, Oyo state (the service provider).

3.3 Sample and Sampling Techniques

Twenty two Ministries and Departments were chosen for the study while the total enumeration technique was used for the selection of the population of the female civil servants estimated at 1808 while stratified and proportional sampling techniques were used to select sixty five percent (1,176) of the female civil servants. This is to have a comprehensive sampling size for the selection of the respondents. Besides, 10 ICPC providers were purposively selected.

TABLE 3: Distribution Table showing core Ministries, Departments/ Agencies (MDAs) Selected and Female Civil Servants' Population and Sample Size

S/N	Core Ministries and Departments Selected	Population of Female Civil Servants in Selected Ministries and Departments	
		Total Population	Sample Size (65%)
1.	Ministry of Women Affairs, Community Development and Social Welfare	108	70
2.	Ministry of Finance	55	36
3.	Ministry of Economic Planning and Budgeting	34	22
4.	Ministry of Education	132	86
5.	Ministry of Agriculture	43	28
6.	Ministry of Trade and Investment and Cooperatives	91	59
7.	Ministry of Works and Transport	86	56
8.	Ministry of Local Government and Chieftaincy Affairs	34	22
9.	Ministry of Information and Orientation	31	20
10.	Ministry of Establishment and Training	39	25
11.	Ministry of Health	120	78
12.	Ministry of Youths and Sports	51	33
13.	Ministry of Environment and Water Resources	64	42
14.	Ministry of Culture and Tourism	80	52
15.	Ministry of Industry, Applied Science and Technology	82	53
16.	Ministry of Land, Housing and Survey	69	45
17.	Ministry of Justice	44	29
18.	Oyo State Teaching Service Commission (TESCOM)	68	44
19.	Pensions Board, Secretariat Oyo State	30	20
20.	Oyo State Hospitals Management Board	58	38
21.	Oyo State Universal Basic Education Board (SUBEB)	68	44
22.	Oyo State Housing Corporation	421	274
	Total	1808	1176

Source: Field survey from the core ministries/establishments selected in Oyo State (2012/2013).

3.4 Instrumentation

The study examines the impact of ICPC's ACTUs on good governance dispositions among female civil servants in Oyo state, Nigeria. In doing this, the major instruments for the study were five (5) sets of self-structured scales tagged; Female Civil Servants Anti-Corruption Campaign Awareness Scale (FCSACCAS), Good Governance Inventory (GGI), Female Civil Servants Work-Disposition Scale (FCSWDS), Independent Corrupt Practices and other related offences Commission's Anti-corruption Campaign Inventory (ICPCACCI), Service Providers/Anti - corruption Campaign Methodology Scale (ACMS) complemented with service providers' Key Informants Interview (KII) which was used to elicit further information from the 10 officials of ICPC Oyo state.

3.5 Female Civil Servants Anti-corruption Campaign Awareness Scale

The questionnaire is in two sections; Section A and Section B. Section A contains demographic status of the respondents, Section B focuses on anti-corruption campaign awareness and campaign strategy having 24 items fashioned along a four point rating scale of Strongly Agree, Agree, Disagree, and Strongly Disagree so as to measure and determine the r value of it. The draft copies of the questionnaire was given to experts in the areas of Community Development, Adult Education, Social Work from the University of Ibadan for critical appraisal to determine the content and face validity of the test items. Also, the researcher's Supervisor was consulted; he modified some items and reconstructed the content of the questionnaire.

3.6 Validity of the Instrument

To measure the validity of the instrument used for the study, the researcher ensured that the question items on the questionnaires reflect the objectives for the study. The instruments were, therefore, given to the researcher's Supervisor for criticism and later to the experts in the field. In the process of vetting the drafts of the questionnaires, some items were removed. This assisted in the establishment of the content and face validity since face validity is the extent to which an instrument measures what it is designed to measure. The researcher ensured that the instruments designed for the study were certified by experts in the field by truly asking the appropriate questions.

3.7 Reliability of the Instrument

Reliability, in common parlance means dependability. In statistics, reliability is the extent to which a test consistently measures whatever it purports to measure even when the same test is administered on the same set of respondents several times. Thus, the more reliable a test is, the more confidence we have that the scores thus obtained from the administration of the test will be essentially same scores that would be attained if the tests were re-administered. This means that the score a person obtains on a test at a given point in time is the same score or very close to the same score that the person would get if the test were re-administered some other time. In the analysis of the test-re test of this study, the procedures adopted were:

- (1) Administration of the test to some female civil servants in Lagos state;
- (2) After two weeks, the test were administered to the same group;
- (3) The two sets of scores were correlated.

The reliability of the instruments was determined using test-retest reliability method. This involved the conduct of a pilot study with a sample of 50 respondents randomly selected from ministries, departments and agencies selected from Lagos state. An Alpha reliability value of 0.92 was established, indicating that the instrument's reliability was high.

3.8 Good Governance Inventory (GGI)

The questionnaire was in two sections; Section A and Section B. Section A contains demographic status of the respondents, section B focuses on Anti-corruption and Transparency Units (ACTUs) and variables of good governance having 24 items fashioned along a four point rating scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) so as to measure and determine the r value of it. The draft copies of the questionnaire were given to experts in the areas of Community Development, Adult Education, Social Work from the University of Ibadan for critical appraisal and to determine the content and face validity of the test items. Also, the researcher's Supervisor was consulted; he modified some items and reconstructed the content of the questionnaire.

3.9 Validity of the Instrument

To measure the validity of the instrument, the researcher ensured that the question items on the questionnaires reflect the objectives for the study. The instruments were, therefore, given to the researcher's Supervisor for criticism and later to the experts in the field. In the process of vetting the drafts of the questionnaires, some items were removed. This assisted in the establishment of the content and face validity since face validity is the extent to which an instrument measures what it is designed to measure. The researcher ensured that the instruments designed for the study were certified by experts in the field and truly asking the appropriate questions.

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- (1) Administration of the test to some female civil servants in Ogunstate;
- (2) After two weeks, the test were administered to the same group;
- (3) The two sets of scores were correlated.

3.10 Reliability of the Instrument

The reliability of the instrument was determined using test-retest reliability method. This involved the conduct of a pilot study with a sample of 50 respondents randomly selected from ministries, departments and agencies selected from Ogun state. An Alpha reliability value of 0.93 was established, indicating that the instrument's reliability was high.

3.11 Female Civil Servants' Work - Disposition Scale

This is self structured along four points Likert-type scale. The questionnaire contained 12 question items. It measured the female civil servants' work - disposition to determine the r value of it for critical appraisal and in order to confirm the content validity of the test

items of female civil servants' work-disposition. The draft copies of the questionnaire were given to experts in the Department of Guidance and Counseling and also in Industrial Relations from the University of Ibadan. In addition, the researcher's supervisor for the study modified some items and restructured some of the contents of the questionnaire.

3.12 Validity of the Instrument

To measure the validity of the instruments used for the study, the researcher ensured that the question items on the questionnaire reflect the objectives for the study. The instruments were, therefore, given to the researcher's Supervisor for criticism and later to the experts in the field. In the process of vetting the drafts of the questionnaires, some items were removed. This assisted in the establishment of the content and face validity since face validity is the extent to which an instrument measures what it is designed to measure. The researcher ensured that the instruments designed for the study were certified by expert in the field and truly asking the appropriate questions.

3.13 Reliability of the Instrument

Reliability, in common parlance means dependability. In statistics, reliability is the extent to which a test consistently measures whatever it purports to measure even when the same test is administered on the same set of respondents several times. Thus, the more reliable a test is, the more confidence we have that the scores thus obtained from the administration of the test are essentially same scores that would be attained if the tests were re-administered. This means that the score a person obtains on a test at a given point in time is the same score or very close to the same score that the person would get if the test were re-administered some other time. In the analysis of the test- retest of this study, the procedures adopted were:

- (4) Administration of the test to some female civil servants in Osun state;
- (5) After two weeks, the test was administered to the same group;
- (6) The two sets of scores were correlated.

The reliability of the instrument was determined using test-retest reliability method. This involved the conduct of a pilot study with a sample of 50 respondents randomly selected from some ministries, departments and agencies from Osun state. An alpha reliability value

of 0.72 was established, indicating that the instruments' reliability was high.

3.14 Independent Corrupt Practices and other related offences Commission Anti-Corruption Campaign Inventory (ICPCACCI)

The ICPCACCI was self structured along four points Likert-type scale. The inventory contained three question items. It measured the ICPC's ACTU to determine the r value of it for critical appraisal and in order to confirm the content validity of the test items of ICPC's ACTUs. The draft copies of the questionnaire were given to experts in the Department of Political Science from the University of Ibadan. In addition, the researcher's Supervisor for the study modified some items and restructured some of the contents of the questionnaire.

3.15 Validity of Instrument

To measure the validity of the instruments used for the study, the researcher ensured that the question items on the questionnaire reflect the objectives for the study. The instrument was, therefore, given to the researcher's Supervisor for criticism and later to the experts in the field. In the process of vetting the drafts of the questionnaire, some items were removed. This assisted in the establishment of the content and face validity since face validity is the extent to which an instrument measures what it is designed to measure. The researcher ensured that the instruments designed for the study were certified by experts in the field and truly asking the appropriate questions.

3.16 Reliability of the Instrument

Reliability, in common parlance means dependability. In statistics, reliability is the extent to which a test consistently measures whatever it purports to measure even when the same test is administered on the same set of respondents several times. Thus, the more reliable a test is, the more confidence we have that the scores thus obtained from the administration of the test are essentially same scores that would be attained if the tests were re-administered. This means that the score a person obtains on a test at a given point in time is the same score or very close to the same score that the person would get if the test were re-administered some other time. In the analysis of the test-retest of this study, the procedures adopted were;

- (1) Administration of the test to the ICPC staff in Ogun state;
- (2) After two weeks, the test were administered to the same group;
- (3) The two sets of scores were correlated.

The reliability of the instrument was determined using test – retest reliability method. This involved the conduct of a pilot study with a sample of 10 respondents selected from ICPC staff, Ogun state. An alpha reliability value of .82 was established, indicating that the instrument was high.

3.17 Service providers/Anti-corruption Campaign Methodology Scale (ACMS)

The Anti-corruption Campaign Methodology Scale was self structured along four points Likert-type scale. The scale contained nine (9) question items. It measured the Anti-corruption campaign methodology to determine the r value of it for critical appraisal and in order to confirm the content validity of the test items of ICPC's anti-corruption campaign methodology. The draft copy of the instrument was given to experts in the Adult Education and Political Science Departments from the University of Ibadan. In addition, the researcher's Supervisor for the study modified some items and restructured some of the contents.

3.18 Validity of the Instrument

To measure the validity of the instrument used for the study, the researcher ensured that the question items reflected the objectives for the study. The instrument was, therefore, given to the researcher's Supervisor for criticism and later to the experts in the field. In the process of vetting the drafts of the instrument, some items were removed. This assisted in the establishment of the content and face validity since face validity is the extent to which an instrument measures what it is designed to measure. The researcher ensured that the instrument designed for the study was certified by experts in the field and truly asking the appropriate questions.

3.19 Reliability of the Instrument

Reliability, in common parlance means dependability. In statistics, reliability is the extent to which a test consistently measures whatever it purports to measure even when the same test is administered on the same set of respondents several times. Thus, the more reliable a test is, the more confidence we have that the scores thus obtained from the administration of the test are essentially same scores that would be attained if the tests were

re-administered. This means that the score a person obtains on a test at a given point in time is the same score or very close to the same score that the person would get if the test were re-administered some other time. In the analysis of the test-retest of this study, the procedures adopted were:

- 1) Administration of the test to some female civil servants in Osun state;
- 2) After two weeks, the test were administered to the same group;
- 3) The two sets of scores were correlated.

The reliability of the instrument was determined using test-retest reliability method. This involved the conduct of a pilot study with a sample of 10 selected ICPC staff from Osun state. An alpha reliability value of 0.93 was established, indicating that the instrument's reliability was high.

Table 3.1a: Test-retest Analysis of the Instrument

The reliability and internal consistency of the Female Civil Servants Anti-Corruption Campaign Awareness Scale (FCSACCAS), Good Governance Inventory (GGI), Female Civil Servants' Work Disposition Scale (FCSWDS), Service providers' ICPC's Anti-corruption Campaign Inventory (ICPCACCI), and Anti-corruption Campaign Methodology Scale (ACMS) were treated to computer analysis using the Pearson's product moment correlation co-efficient. The reliability co-efficient were; FCSACCAS, $r = 0.92$, GGI, $r = 0.93$ and FCSWDS, $r = 0.72$, ICPCACCI, $r = 0.82$, ACMS, $r = 0.93$ at 0.5 level of significance respectfully.

Instrument	Test-Retest Correlation Coefficient
FCSACCAS	.92*
GGI	.93*
FCSWDS	.72*
ICPCACCI	.82*
ACMS	.93*

* $p < .05$ (Significant at 0.05 Alpha Level)

3.20 Key Informants Interview (KII) Guide in Sub-Themes

1. Awareness about ICPC and its Anti- corruption programmes.
2. Awareness about ICPC and Anti-Corruption and Transparency Units (ACTUs) in the MDAs.
3. The quality of ICPC's ACTUs, nature and capacity acquisition methodology.
4. Constraints from being active members of ACTU.
5. Impact of ICPC's ACTUs on good governance dispositions among female civil servants in Oyo State, Nigeria.
6. Expectations of ICPC to improve on the anti-corruption campaign programme.
7. Impact of ICPC's ACTUs on women, especially female civil servants.
8. Other agencies collaborating with ICPC in anti-corruption campaign.
9. Assisted efforts of Government on ICPC's anti-corruption programme like ACTUs, NAVCs, Anti - Corruption Clubs, Anti-corruption Vanguard and so on.
10. Constraints in discharging anti-corruption programmes to the public by ICPC staff, the anti- corruption campaigns service provider.
11. Suggestions for the delivery of future services by the ICPC, the anti- corruption campaign service providers.
12. ICPC's efforts at mobilising the public, especially the female civil servants in joining ACTUs in the Government MDAs.
13. Suggestions for better delivery, effectiveness and citizen participatory of ICPC's ACTUs and other corruption prevention strategies of the service providers.
14. Suggestions for educational institutions on ICPC's corruption prevention strategies.
15. Opinions about ICPC's impact on female civil servants and ACTUs

3.21 Anti-corruption Campaign Agency Inventory (ACAI); Service providers' Key Informant Interview

The Anti- corruption Campaign Agency Inventory (ACAI) contains two sections; Section A contains demographic status of respondents while Section B contains 15 items. This was designed to elicit information on the programmes, sponsorship, constraints in discharging the corruption prevention strategies of the ICPC from the staff and the way forward in achieving their mandate as the key informants in the study. The draft copies were given to the experts in the Departments of Adult Education, Educational Management, Social Works and experts in scale construction and psychometrics from University of Ibadan. The researcher's Supervisor for this study modified some items and restructured some contents of the KII guide.

Table 3.1b: Schedule for KII Sessions

Service Provider	Location	Date of Visit	No. of Personnel	No. of Sessions
ICPC's Staff	Oyo State, Ibadan	August 8, 2013	2	1
ICPC's Staff	Oyo State, Ibadan	August 15, 2013	2	1
ICPC's Staff	Oyo State, Ibadan	September 12, 2013	2	1
ICPC's Staff	Oyo State, Ibadan	October 15, 2013	2	1
ICPC's Staff	Oyo State, Ibadan	November 13, 2013	2	1
TOTAL			10	5

Source: Researcher, 2013

3.22 Administration of Instruments

A letter of introduction from the Head of Department of Adult Education to the office of Head of Service, Oyo state facilitated the granting of the distribution and collection of data from the selected ministries, departments and agencies (MDAs) of Oyo state government selected for the study. Letters directed to the Directors of Administration in the MDAs selected prompted the positive response received by the researcher in the distribution and collection of data from the female civil servants selected for the study. The researcher conducted interview with the ICPC staff, Oyo state as the Key Informants after receiving adequate permission of the Head, ICPC Oyo state. Out of 1190 copies of the

questionnaires administered, 1,176 copies were retrieved showing 98.8 percent for the rate of returns. All the copies were found useful for the analysis.

The research instruments were personally administered by the researcher. Trained research assistants' efforts were made use of and the service providers in ICPC were contacted by the researcher to explain (where necessary) parts of the instrument concerning the organisation's objectives and activities to avoid ambiguity and facilitate better understanding of the content(s) in the questionnaire.

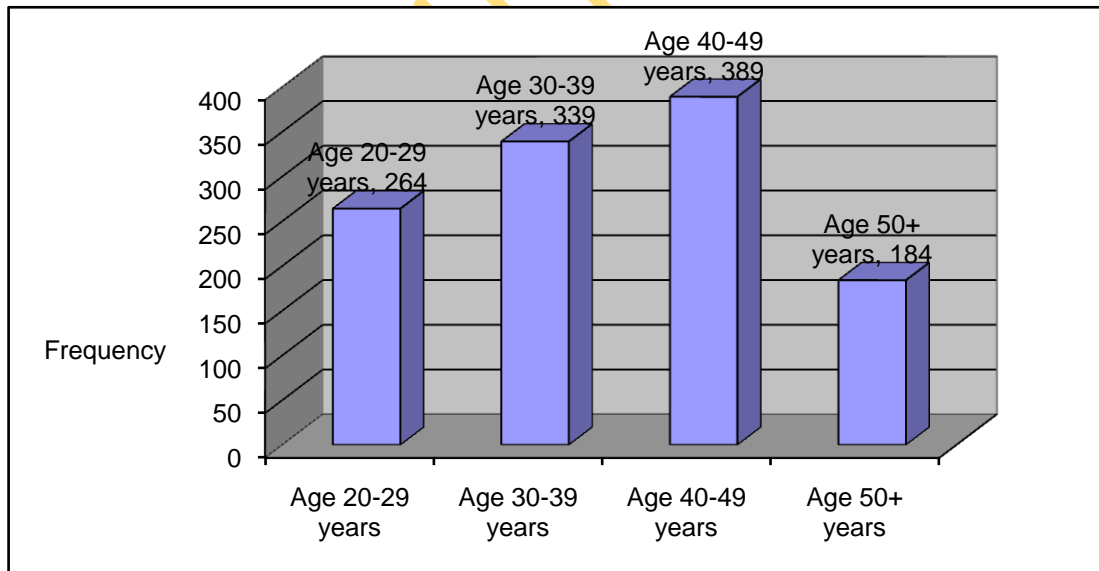
3.23 Method of Data Analysis

The data collected through the questionnaire were collated and analyzed using the percentage, mean, standard deviation, content analysis, multiple regression analysis and Pearsons' product moment correlation (PPMC) to determine the relationships between the variables under study. The descriptive statistics of simple frequency count and simple frequency percentages were used to analyse the bio-data of the respondents. Also, qualitative data were collected through Key Informant Interviews (KII).

CHAPTER FOUR

ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

This Chapter contains the analysis of data collected from the sampled respondents. Detailed explanations of the findings are made by the researcher to arrive at logical conclusion on each of the hypotheses tested and research questions raised in the study at 0.1 level of significance. Results from the administered questionnaires were clearly presented and interpreted with detailed explanation. The demographic characteristics of respondents are presented in descriptive form while the research hypotheses are inferentially presented. As earlier indicated, five sets of the instruments were administered to the respondents; Female Civil Servants Anti-corruption Campaign Awareness Questionnaire (FCSACAQ), Good Governance Inventory (GGI) and Female Civil Servants Work-Disposition Scale (FCSWDS), Independent Corrupt Practices and other related offences Commission/Anti-corruption Campaign Inventory (ICPC/ACCI) and Service providers/Anti-corruption Methodology Scale (ACMS); complemented the Key Informants Interview to elicit further information from the service providers, the ICPC staff, Oyo state.



Respondents

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Fig 7: Bar Chart Showing Age Distribution of Respondents

Fig 7 reveals that about 22.4% of the respondents are within the age range of 20-29 years, 28.8% were within the age range 30-39 years while 33.1% are within the age range 40-49 years, and 15.6% are above 50 years. The mean age of the FCS was 38.7. The finding revealed that the distribution of the questionnaire cuts across various age grades represented in the civil service. This finding corroborated with World Bank's (2001) policy statement emphasizing the need for greater absorption of women into public life which will thereby enhance productivity and control corruption at workplace. Terwase (2010) in his finding also established that when women are in critical numbers in public service and if effectively participating in workplace assignment, it will result in a more socially responsive good governance outcome.

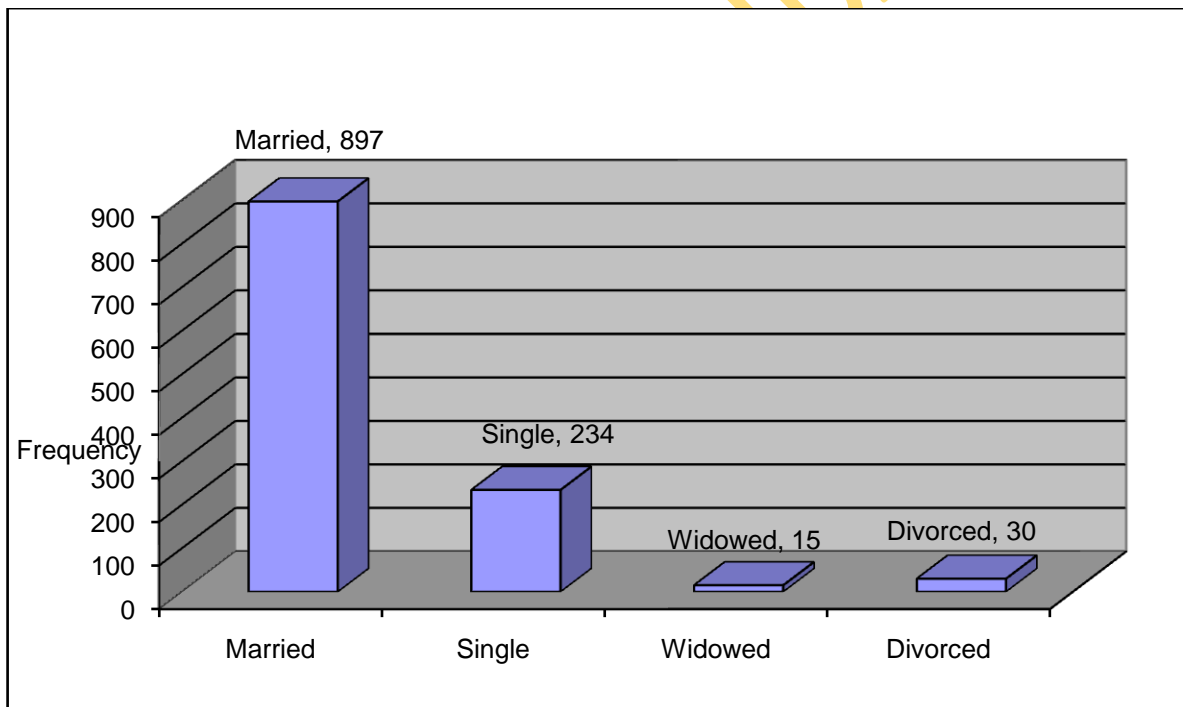


Fig. 8: Bar Chart showing the distribution of the respondents by Marital Status

Fig. 8 reveals that about 76.3% of the respondents are married, 19.9% are single, 1.3% widowed, while 2.6% are divorced. It is important to note that larger percentages of female civil servants are married. This outcome confirms the assertion of the World Bank (2001) that supports greater absorption of women into public life.

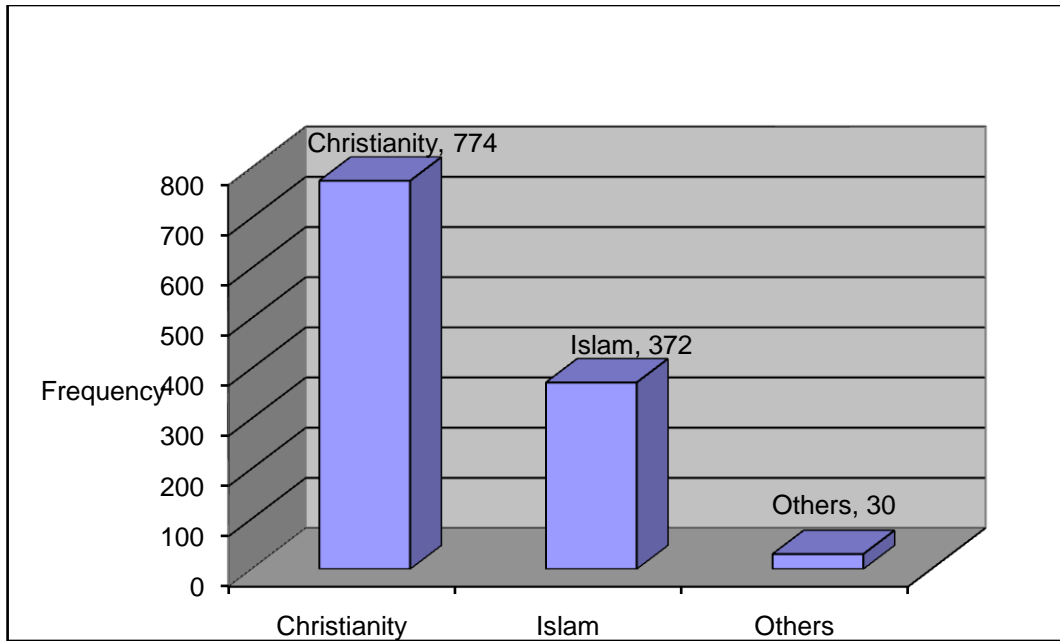


Fig. 9: Bar Chart showing the distribution of the respondents by Religious Affiliation

Fig. 9 reveals that about 65.8% of the female civil servants are Christians and about 31.6% are Muslim adherents, while 2.6% respondents belong to other religions not disclosed in the study. This shows that larger percentage of the total population of female civil servants as respondents in the study were Christians followed by the percentage of respondents from Islamic faith while the lowest percentage was recorded for female civil servants from other religions different from Christian and Islamic faiths not considered in the study. Hence, religious affiliation is a relevant factor in understanding individual decisions concerning the practice of integrity, transparency, accountability, openness, social responsiveness and the respect of the rule of law that are indices of good governance.

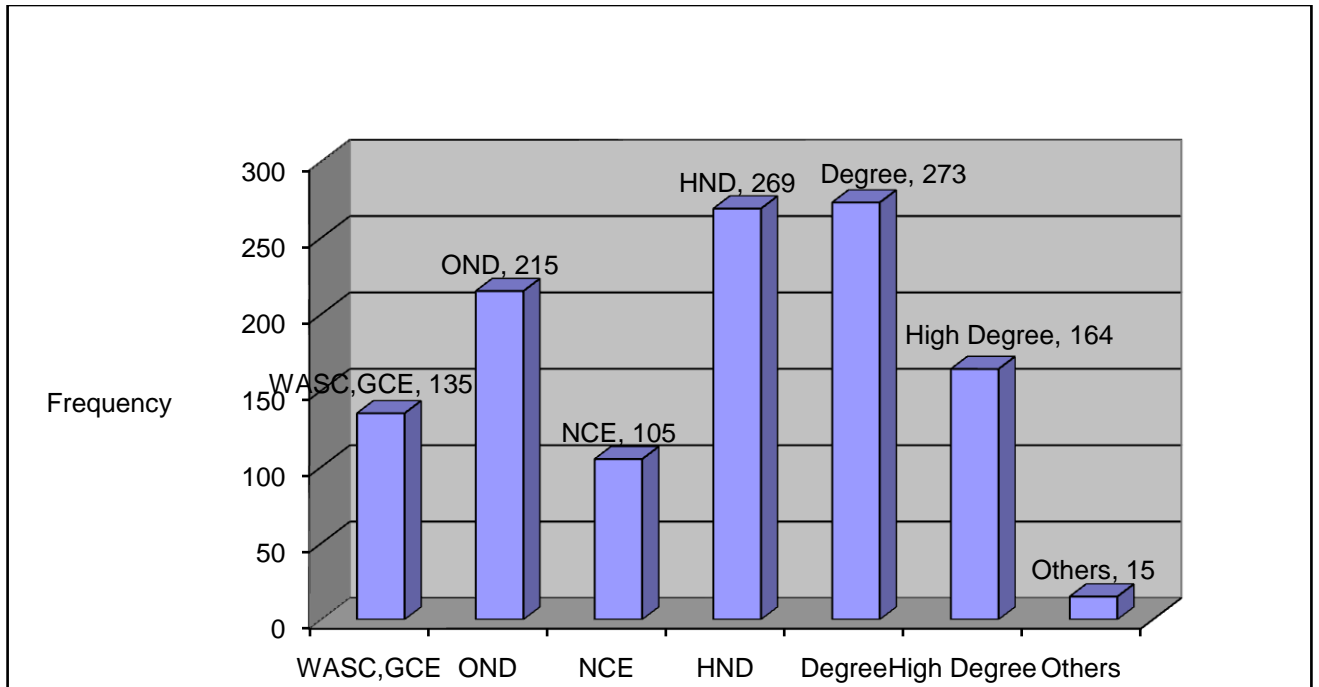


Fig. 10: Bar chart showing the distribution of the respondents by educational qualifications.

Educational attainment of the female civil servants as the respondents have been categorized to seven different categories as is revealed in figure 9 above. The chart shows that about 11.5% of the respondents had secondary school leaving certificates, 18.3% respondents had OND certificates, 8.9% respondents had NCE certificates, 22.9% respondents were HND holders, 23.2% respondents had first degree certificates, 13.9% respondents were Higher Degree holders, while 1.3% had other certificates which were not disclosed in the study. The largest number of qualification represented in the study by the respondents is the first degree followed by the Higher Degree holders. The Higher National Diploma (HND) holders were followed by Ordinary National Diploma (OND) holders. Holders of West Africa School Certificate (WASSCE) holders preceded the number of Nigerian Certificate in Education (NCE) holders while other certificates not mentioned in this study had the lowest number of respondents. The educational attainment of female civil servants had significant impact on their responses to corruption reduction campaign which this study addressed. This supports the finding of Savage, (2001) that more women are now involved in development activities and in Nigeria, we have more women at different positions of responsibility and are actively contributing to development activities. It could

be deduced from the finding that educational qualification places female civil servants in different positions of responsibilities in the civil service thus empowering them to meet their family needs. Education is likely to increase the awareness of female civil servants and thereby motivate them to aspire to greater heights without involving themselves in corrupt practices. It can also influence their autonomy in making good decisions without cohesion which spreads to every aspect of human life. Being educated empowers; and should make them identify corruption prone practices, thereby, striving to avoid engaging in fraudulent practice due to the shame and punishment it attracts if caught in the act.

4.2 Results and Discussion of Major Findings

Predisposing factors of ICPC’s ACTUs on female civil servants’ good governance dispositions in Oyo state, Nigeria

Research question one (1): *To what extent does the ACTUs predicts the six indices of good governance dispositions among female civil servants in Oyo state, Nigeria?*

The extent to which the ACTUs predicted the six indices of good governance dispositions using the multiple regression analysis is based on objective one.

Table 4.1.1a: The ACTUs in predicting good governance dispositions among female civil servants in Oyo State, Nigeria

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	8056.277	6	1342.713	112.082	.000
Residual	14004.348	1169	11.980		
Total	22060.625	1175			

$R = .604$, $R^2 = .365$; $Adj R^2 = .362$

Interpretation and Discussion

It is shown in the table above that the effect of ICPC's ACTU (corruption prevention strategy) in predicting good governance dispositions of female civil servants in Oyo state, Nigeria was significant; ($F_{(6,1169)} = 112.082$; $R = .604$, $R^2 = .365$, $Adj. R^2 = .362$; $P < .05$) and accounted for 36.0% of the variations in good governance dispositions among female civil servants in Oyo State, Nigeria.

Table 4.1.1b: Relative effect of independent variables: rule of law; openness; integrity; transparency; accountability and social responsiveness of ICPC's Anti-corruption and Transparency Units (ACTUs) in predicting good governance disposition of female civil servants in Oyo state, Nigeria

Model	Un-standardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	B		
(Constant)	18.610	.802		23.219	.000
Rule of Law	.614	.055	.327	11.206	.000
Openness	.506	.088	.199	5.739	.000
Integrity	-.185	.071	-.091	-2.611	.009
Transparency	.129	.101	.046	1.280	.201
Accountability	.210	.068	.126	3.098	.002
Social Responsiveness	.210	.054	.124	3.907	.000

Interpretation and Discussion

The result above shows the relative contribution of each of the independent variables on the dependent: rule of law ($\beta = .327$, $P < .05$), openness ($\beta = .199$, $P < .05$), integrity ($\beta = -.091$, $P < .05$), transparency ($\beta = .046$, $P < .05$), accountability ($\beta = .126$, $P < .05$) and social responsiveness ($\beta = .124$, $P < .05$) respectively. The above finding reveals that the respect for the rule of law, openness, integrity, accountability, social responsiveness, and transparency was significant. The extent to which each of the independent variables contributed to the prediction is shown by the T-ratio values associated with the different variables shown in table 4.1.1b above. Table 4.1.1a reveals the joint effect of the independent variables and the relative contribution of each of the independent variables;

rule of law, openness, integrity, transparency, accountability and social responsiveness of ICPC's ACTUs on good governance dispositions of female civil servants in Oyo state, Nigeria was significant. It yielded multiple regressions (R) of 0.362 accounting for about 36% of the variation in ICPC's ACTU by the independent variable. Table 4.1.1 above also reveals that the analysis of variance for the multiple regression data produced an F- ratio of 112.082 (significant at 0.05 level) indicating that R_2 is not due to chance. It is shown in the table above that the joint effect of Independent variables on ICPC's ACTUs was significant. The values of the standardized regression weights (β) associated with the variables indicated that respect for the rule of law ($\beta = .327, P < .05$) was the greatest contributor to the prediction followed by openness ($\beta = .199, P < .05$), accountability $\beta = .126, P < .05$), social responsiveness ($\beta = .124, P < .05$), transparency ($\beta = .046, P < .05$) and integrity ($\beta = -.091, P < .05$) respectfully. Hence, respect for the rule of law, openness, accountability, social responsiveness, integrity, and transparency were significant. Ekpo (2012) emphasises that Freedom of Information (FOI) Act offers every Nigerian the opportunity and liberty to demand information and scrutinize information regarding the activity and programmes of government. Freedom of Information (FOI) Act has been put in place for civil servants to practice transparency in their dealings and be free to give information when necessary for public good. This finding corroborates with the assertion by Namibian Citizen's guide to integrity (2012) that where there is no transparency in an organisation, that is, where tasks and functions are conducted in secret and are not open to scrutiny by other government offices or the public, the opportunity for corruption increases but, where there is transparent system, there would likely be reduction in sharp practices of civil servants.

Table: 4.1.1c Correlation matrix showing the relationship between ICPC's ACTU and rule of law, openness, integrity, transparency, accountability and social responsiveness

	ICPC's ACTU	Rule of law	Openness	Integrity	Transparency	Accountability	Social Responsiveness
ICPC's ACTU	1						
Rule of law	.530**	1					
Openness	.493**	.575**	1				
Integrity	.360**	.445**	.635**	1			
Transparency	.398**	.416**	.560**	.617**	1		
Accountability	.445**	.444**	.608**	.668**	.740**	1	
Social Responsiveness	.420**	.430**	.496**	.539**	.545**	.643**	1
Mean	38.0179	15.9116	09.3767	12.2355	09.3359	15.6607	12.6922
S.D	4.3330	2.3091	1.7016	2.1294	1.5570	2.6128	2.5433

**Sig. at .01 level

Interpretation and Discussion

The table above reveals that there are significant relationship between ICPC's Anti-Corruption and Transparency Units and the respect for the rule of law, ICPC's Anti-Corruption and Transparency Units and openness; ICPC's Anti-corruption and Transparency Units and upholding integrity, ICPC's Anti-corruption and Transparency Units and the practice of transparency, ICPC's Anti-corruption and Transparency Units and accountability as well as ICPC's Anti-corruption and Transparency Units and social responsiveness respectively.

Research Question 2: What is the level of effectiveness of the ICPC’s ACTUs as medium and corruption prevention strategy in predicting good governance dispositions of female civil servants in Oyo state, Nigeria?

In determining the level of effectiveness of the ICPC’s ACTU as the medium and corruption prevention strategy in predicting good governance dispositions of female civil servants in Nigeria, simple percentages; mean and standard deviation were used and below is the result obtained based on research question two:

Table 4.2.1a: ICPC ACTU

S/N	ITEMS	NEVER	VERY RARELY	FREQUENTLY	VERY FREQUENT	MEAN	SD
1	Are ACTUs members exposed to any training in the MDAs?	1 10.0%	1 10.0%	4 40.0%	4 40.0%	3.10	.99
2	Are there adequate numbers of ICPC staff monitoring ACTUs in the MDAs?	1 10.0%	2 20.0%	3 30.0%	4 40.0%	3.00	1.05
3	Provision of administrative facilities for ACTUs office in the MDAs?	1 10.0%	3 30.0%	4 40.0%	2 20.0%	2.70	.95
4	How effective are ACTUs in the MDAs as monitored by ICPC?	2 20.0%	3 30.0%	2 20.0%	3 30.0%	2.60	1.17
5	Are ACTUs in all ministries, departments and agencies (MDAs) in Oyo State?	2 20.0%	2 20.0%	4 40.0%	2 20.0%	2.60	1.07

Question items on the ICPC’s ACTU

The response on the rating of items on ICPC ACTU is as shown below;

Are ACTUs members exposed to any training in the MDAs? (Mean =3.10) ranked highest in the mean scoring and followed by, are there adequate numbers of ICPC staff monitoring ACTUs in the MDAs? (Mean =3.00). Provision of infrastructure for ACTUs office in the MDAs (Mean =2.70). How effective are ACTUs in the MDAs as monitored by ICPC? (Mean =2.60) and lastly followed by are ACTUs in all ministries, departments and agencies (MDAs) in Oyo state (Mean =2.60) respectively.

Interpretation and Discussion

From the foregoing, it is evidence that service providers, ICPC staff, Ibadan office's ACTUs in the ministries, departments and agencies of Oyo state government were exposed to series of trainings to make ACTUs in the MDAs effective. The finding reveals that 80% of the respondents agree while 20.0% of respondents disagree. The finding also reveals that 70% respondents agreeing to the fact that there are adequate numbers of staff monitoring ACTUS in the MDAs. With the finding, 60.0% of the respondents agree that there were adequate provision of administrative facilities for ACTUs in the MDAs while 40.0% of respondents disagree. From the response of ICPC staff, there is effective monitoring (50%) of ICPC ACTUs in the MDAs. Sixty per cent of the service providers agree that there are more ACTUs in the ministries and departments while 40% disagree. However, the ICPC could do more in discouraging corrupt practices in the civil service particularly, among female civil servants.

Table 4.2.1b: Anti-Corruption Campaign Methodology

S/N	ITEMS	NEVER	RARELY ADEQUATE	ADEQUATE	VERY ADEQUATE	MEAN	STD
1	Radio Jingles	4 40.0%	4 40.0%	1 10.0%	1 10.0%	2.50	1.27
2	Usage of billboards	4 40.0%	5 50.0%	1 10.0%	-	2.30	1.16
3	Usage of posters	4 40.0%	3 30.0%	2 20.0%	1 10.0%	2.10	.99
4	Provision of funds	1 10.0%	7 70.0%	2 20.0%	-	2.10	.57
5	How effective is the protection of whistle-blowers in the MDAs?	3 30.0%	2 20.0%	2 20.0%	3 30.0%	2.00	1.05
6	Usage of pamphlets	3 30.0%	3 30.0%	2 20.0%	2 20.0%	2.50	.97
7	Seminars\Worshops	3 30.0%	4 40.0%	2 20.0%	1 10.0%	1.70	.67

Question items on anti – corruption campaign methodology

The responses on the rating of items on anti-corruption campaign methodology are as shown below;

Radio jingles (Mean =2.50) is ranked highest in the mean score rating and it is followed by usage of billboards (mean =2.30), Usage of posters (Mean = 2.10).Provision of funds (Mean =2.10). How effective is the protection of whistle blowers in the MDAs? (Mean =2.00) Usage of Pamphlets (Mean =1.90) and lastly followed by Seminars/Worshops (Mean =1.70).

Interpretation and Discussion

From the above findings from the service provider, thirty per cent of the respondents agree to the usage of seminars and workshops in the delivery of anti-corruption campaign to the female civil servants while seventy per cent of the respondents disagree. Also, the findings reveal that forty per cent of the respondents support that ICPC uses pamphlets in anti-corruption campaign while sixty percent disagree. Considering the protection of whistle blowers, 50.0% of the respondents agree while 50.0% of respondents disagree. According to the finding, 30.0% of the respondents agree to the usage of posters in the delivery of anti-corruption campaign while 70.0% of the respondents disagree. The response reveals the fact that there is low usage of posters by ICPC ACTUs in the delivery of anti-corruption campaign. ICPC staff need to encourage more usage of posters in the delivery of anti-corruption campaign to create more awareness, sensitize and educate the civil servants on the effect of corruption to the populace. The finding also reveals 10.0% of the respondents affirming the usage of bill boards while 90.0% respondents negatively respond to the item. Usage of radio recorded 20.0% respondents while 80.0% respond negatively. This result reveals very low usage of radio as a medium of delivery of anti-corruption campaign. ICPC therefore need to make use of radio as another effective means of the delivery of anti-corruption campaign. The finding also reveals that provision of fund recorded 20.0% respondents while 80.0% respondents disagree to adequate provision of fund from the government to financing ICPC's anti-corruption campaign.

Consequently, from the question items administered to the female civil servants, the result of the finding reveals 77.0% of respondents agree that the workplace offers awareness training or seminar to discourage corruption, about 23.0% of the respondents, however, disagree. This established the fact that the civil service offers trainings and awareness

seminars which discourage any activity or disposition tantamount to achieving good governance in Oyo state, Nigeria. From the item concerning workplace policy, 71.0% of respondents agreed to the fact that the workplace policy forbids anyone from being involved in corrupt practices. The finding supports the assertion that accountability in governance enhances national development as resources are managed appropriately to achieve national growth and development. Twenty-nine percent (29.0%) of the respondents however disagree. Seventy percent (70.0%) of the respondents agreed that the civil service has anti-corruption policies which discourages civil servants from negative disposition to good governance, 30% of the respondents however disagree.

Seventy three percent of the female civil servants agreed that the awareness about anti-corruption campaign included having integrity in discharging their duties and responsibilities, this finding established the fact that upholding integrity by being obedient to rules and regulations binding the civil servants and the practice of ethics of the profession enhance good governance; civil service has been described as the engine of industrialization and development of nations of the world, 27.0% of the respondents however disagreed. Seventy-two percent of the respondents agreed that the awareness about anti-corruption campaign include issues about accountability. This finding supported the assertion of the ICPC Chairman, Ekpo (2012) emphasizing that the practice of accountability and transparency in the civil service will enhance good governance. Seventy three percent of the respondents agreed that the awareness or sensitization about corruption include issues about transparency, about 27.0% of the respondents, however, disagreed. From the findings, eighty one per cent of the respondents agreed that if they were to be employers of labour, they would not employ anyone having no integrity, this finding is in agreement with the expected traits of civil servants which encourage good delivery of government services to the public, nineteen per cent of the respondents disagreed. Eighty-nine per cent of the respondents agreed that if they happen to be employers, they would not employ individuals that are not accountable in their workplaces however, 11.0% of the respondents disagreed. This finding supports the ICPC Act (2000) affirmation that being accountable in discharging civil service responsibilities enhances good governance. Ninety two per cent of the respondents agreed that if they happen to be employers, they would not employ individuals that are not transparent in business dealings. Only 8.0% disagreed. This

finding established the fact that the practice of transparency in service delivery among the civil servants enhances good governance. Eighty-eight per cent of respondents agreed that if they are employer or employee, they would not be comfortable working with corrupt personalities, 12.0% of the respondents answered in the negative. This finding reveals that larger percentage of the respondents do not want to be identified with corrupt personalities. The responses on the items of the level of Anti-corruption and Transparency Units and whistle blowing are further explained below:

Forty nine per cent of the respondents agreed that certain number of their colleagues or co-workers have been accused of being corrupt before, 51.0% of the respondents disagreed. The respondents' responses were so close, thus could be deduced that some civil servants involve themselves in corrupt practices. This supports the affirmation of Pantami (2012) establishing that the civil service is no more seen as engine room of industrialization in Nigeria as a result of corrupt practices in Nigeria. This is a warning signal for ACTUs in the MDAs to intensify more efforts in anti- corruption campaign. This would contribute to corruption reduction in the MDAs. Forty seven per cent of the respondents agreed that corrupt persons were punished for being corrupt, 53.0% disagreed. This confirms that despite the Code of Conduct Bureau in the civil service, some civil servants are having their ways without being punished for their corrupt practices. Various avenues by which corruption are perpetrated in the civil service are theft of assets, unauthorized or illegal use of assets, information or service for private purposes, manipulation and misuse of account payroll and falsification of records (Olukile, 2010). ACTU need to intensify efforts in the protection of whistle-blowers to bring corruption to zero level among civil servants. It has been established that an environment that has higher range of discretion and poor accountability is more conducive to corrupt practitioners. Corruption could be perpetrated through weak accounting practices and lack of timely financial management.

The responses on the items of the relationship between Female Civil Servants and good governance disposition are explained below:

Eighty percent of the respondents agree that not all their co-workers live according to their monthly earnings or salary packages. This shows that some civil servants are living above their income. This finding reveals that if some avenues are left unchecked, some civil

servants do make use of such to practice different forms of corrupt activities. Resources of the public are usually diverted for private use to attract personal gain or benefits. This hinders the public from enjoying the dividends of democracy which good governance represents, 20.0% of the respondents disagreed. Twenty four per cent of the respondents agreed that when a considerable number of staffs to be given any responsibility outside workplace, their gender does matter. Seventy-six per cent of the respondents however disagreed. The finding reveals that the government is encouraging more involvement of the female civil servants in administrative and decision making positions. Seventy nine percent of the respondents agree that during promotion time of a sizeable number, favoritism does not necessarily influence such promotion in their workplace, twenty one percent of the respondents, however, disagreed. This shows a peaceful co- existence among civil servants especially the female genders. Eighty six percent of the respondents disagree that persons in their workplace had been denied personal or professional opportunity because of their gender as female. This finding reveals that there is no discrimination of gender in the civil service. Non partisanship in gender is one of the characteristics or attributes of the civil service. Fourteen percent of the respondents however disagree. Nineteen percent agreed that when significant others are to be given promotion who they know does not matter in determining such promotion, 81.0% of the respondents disagreed. This finding negates impartiality as an attribute of the civil service. Impartiality should characterize the civil service. This finding established that transparency in the civil service has not been fully practiced. Twelve percent of the respondents agreed that corruption is acceptable in workplace as another way of improving one's income with a view to making more money to survive while 88.0% of the respondents disagree.

The responses on the items on anti-corruption campaign awareness are equally explained below: Eighty percent of the respondents agreed that they support the use of anti-corruption campaign clubs to combat corruption in the state, 13.0% disagreed. Eighty- three percent of the respondents agreed that if the workplace has relaxation centres, anti-corruption campaign posters, pamphlets, and the like of ICPC should be pasted there for enlightenment purposes, 17.0% answered in the negative. Without the usage of posters, billboards, pamphlets and other media of enlightenment and campaign are being placed in

strategic places in the MDAs. Therefore, female civil servants may not be able to eschew corruption which has been the bane of development in Nigeria.

A key Informant said:

My suggestion to the government is, to provide necessary tools for our agency like T.shirts, pamphlets, posters, bill boards, fund and so on (2013)

Sixty two percent of the respondents agreed that if their organisation supports anti-corruption campaigns, they would consider joining ICPC's Anti-corruption and Transparency Unit (ACTU) in their workplace. Fifty one percent of the respondents agreed that if they had clients, they would assume that they are aware of corruption tendencies in workplace and relate with them accordingly, 49.0% disagreed. Thirty four percent of the respondents agreed that there are ICPC anti-corruption campaign club existing in their organization, 66.0% disagreed. This finding shows that ICPC's ACTU is yet to be present in some of the core MDAs selected for the study. This could be because of insufficient personnel in the ICPC to institute more ACTUs in the MDAs or as a result of logistic problems. A Key Informant emphasized that:

Anti-corruption agencies should be funded properly (2013)

Recruitment of more staff in the ICPC can alleviate the problem. 23.0% of the respondents agreed that they belong to any anti-corruption club, 77.0% of respondents disagreed. This could be because civil servants are not mandated to join ACTUs in their organizations thus felt it is not needful. This finding established that ICPC's ACTU have not significantly affected female civil servants' good governance dispositions in Oyo state, Nigeria. Civil servants have code of conduct policy expected to be practiced in the discharge of their duties as government workers apart from ICPC's ACTU (anti-corruption campaign strategy) programme in the MDAs. ICPC's ACTUs in the MDAs should, therefore, corroborate the efforts of the civil service commission to instil positive disposition of the civil servants to good governance. It is, therefore, necessary to avoid the punishments that do not correlate with the offence committed thereby encourage corruption instead of

curbing it. The ICPC's ACTUs in the MDAs may not be functioning enough to impact the female civil servants positively. In any government project, adequate monitoring is needful in achieving the sustainability of such project. Ogunjobi (2008) establishes that corruption flourishes in highly regulated economies where rules and regulations are numerous and ambiguous and in societies with high levels of ignorance and without ethics and code of conduct. He opines that weak and ineffective enforcement institutions as well as lack of a free and informed press and civil society provide a haven for corruption and corrupt practices. Laffont and Guessen (1999) in Aidt (2003) assert that "the simple fact that monitoring is done by individuals who may themselves be corruptible implies that an increase in the number of individuals employed to monitor may, in fact, increase rather than decrease corruption, the UNECA, AGR 1, 2005, UNECA AGR 11, 2009 establish that over regulated bureaucracy, deterioration of acceptable ethical and moral values and inefficient civil service systems are major sources of corruption in Africa. Williams and Doig 2004; Brinkerhoff 2000; Kpundey 1998; Johnson and Kpundeh 2004; UNDP 2004 in World Bank 2000 assert that without a strong political will, anti- corruption reforms are bound to fail. It is, therefore, important to stress that ICPC's ACTUs in government Ministries, Department and Agencies (MDAs) need be more functional than ever before to have more positive impact on female civil servants and particularly among the civil servants. ICPC's staff should monitor ICPC's ACTUs instituted in the MDAs. In achieving this, use of public education and awareness as a way to introduce zero tolerance for corruption was emphasized in Article 3 of Southern Development Community (SADC) Protocol on corruption as contained in the extensive list of acts of corruption. Article 3 draws almost directly from article 4 of the AU Convention on Preventing and combating corruption (2003).

Research Question 3: To what extent do the female civil servants work disposition is contributing to good governance in Oyo state, Nigeria?

The female civil servants work disposition and its contribution to good governance in Oyo state, Nigeria

In determining the female civil servants work disposition to good governance in Oyo State, Nigeria based on research question three, descriptive statistical inference was used. The table below represents the result of female civil servants work disposition to good governance in Oyo State:

Table 4.2.2: Female civil servants' work disposition to good governance in Oyo state, Nigeria

S/N	Statements	SD	D	A	SA	Mean	S.D.
1	Corruption is a major problem to the sustainable development of our nation	45 3.8%	35 3.0%	314 26.7%	782 66.5%	3.56	0.73
2	It is good to take active role in waging war against corruption in the civil service.	15 1.3%	35 3.0%	547 46.5%	579 49.2%	3.44	0.62
3	Through different programmes, like radio jingles, posters, pamphlets and anti-corruption campaign clubs like ACTU, female civil servants are educated on negative effect of corruption to good governance	20 1.7%	45 3.8%	559 47.5%	552 46.9%	3.40	0.65
4	Being involved in Anti-corruption Transparency Unit is vital in waging war against corruption in the civil service	25 2.1%	100 8.5%	603 51.3%	448 38.1%	3.25	0.70
5	There are other agencies of government other than ICPC that are waging war against corruption in the Oyo state, Nigeria	20 1.7%	110 9.4%	607 51.6%	439 37.3%	3.25	0.69
6	ICPC disseminates information to the public on Anti-corruption Transparency Units (ACTU)	25 2.1%	95 8.1%	623 53.0%	433 36.8%	3.24	0.69
7	ICPC's ACTUs are to be contacted in case of any issue about corruption in Oyo state civil service	40 3.4%	155 13.2%	644 54.8%	337 28.7%	3.09	0.74
8	There are various strategies of ICPC to combat corruption	40 3.4%	75 6.4%	828 70.4%	233 19.8%	3.07	0.63
9	More female civil servants are conscious of corrupt practices and punishments therein for offenders	50 4.3%	165 14.0%	623 53.0%	338 28.7%	3.06	0.77
10	More women are now involved in anti-corruption campaign and the enlightenment of ICPC's ACTUs	25 2.1%	204 17.3%	667 56.7%	280 23.8%	3.02	0.70
11	The structure of the civil service is bureaucratic, involves no corruption	115 9.8%	214 18.2%	533 45.3%	314 26.7%	2.89	0.91
12	It is needful to take active part as a member of Anti-corruption Transparency Unit to combat corruption in the civil service	85 7.2%	329 28.0%	552 46.9%	210 17.9%	2.75	0.83

Question items on female civil servants' work disposition to good governance in Oyo state, Nigeria

Interpretation and Discussion

The table above shows the rating of the items on the Female Civil Servants' Work Disposition in Oyo State. According to the findings, corruption is a major problem to the sustainable development of our nation had respondents that agreed as 1,096 (93.2%) in the study. The findings agreed with Ekpo (2012) emphasizing Nigeria's major problem to be corruption.

Again, the study also reveals that, it is good to take active role in waging war against corruption in our society evident in 1,126 (95.7%) of the female civil servants respondents in the study. This finding is in agreement with the purpose of instituting anti-corruption agency of government ICPC Act (2000) aimed at curbing the avarice of corruption in the Nigerian society.

Furthermore, the study reveals that 1,111 (94.4%) agreed that, through different programmes, like radio jingles, posters, pamphlets and anti-corruption campaign clubs, we can be educated more on negative effects of corruption to societal development. This finding aligns with the ICPC's education and enlightenment jingles by Splash F.M 105.5 to sensitize and enlighten the public about ICPC's anti-corruption campaign. ICPC also distributes pamphlets and posters to sensitize the public concerning the posture of the government to corruption and punishments to be meted to errant public member, ICPC Act 2000. Ekpo (2012) emphasized that ICPC opted for the new approach in tackling corruption as the old order was sensational ...adding that the "old guards were either battle weary or compromised".

Equally, 1,051 (89.4%) respondents agreed to the item, "Anti-corruption and Transparency Unit (ACTU) is vital in waging war against corruption". Also, 1,046 (88.9%) female civil servants agree that: "there are other agencies of government other than ICPC that are waging war against corruption in our society". Similarly, "ICPC disseminates information to the public on Anti-corruption clubs" had 1,056 (89.8%) agreed respondents. This is in agreement with the reason for the ICPC's instituting ACTU in MDAs so as to curb the avarice of corruption and encourage whistle blowing at any time corruption manifests in any form, ICPC Act (2000).

ICPC's ACTUs are to be contacted in case of any issue about corruption in Oyo state had 1,061 (90.2%) agreed respondents. This finding reveals the identification of other anti-

corruption agencies of government and could appropriate the functions of ICPC/ACTU to corruption in the public service. In addition, there are various strategies of ICPC to combat corruption had 1,061 (90.2%) agreed respondents.

The finding also reveals that 961 (81.7%) female civil servants responded that “many people are now conscious of corrupt practices and punishments therein for offenders”.

In the same finding, 947 (80.5%) respondents agreed that “more women are now involved in anti-corruption campaign through the enlightenment of ICPC”. This finding is thus establishing the level of awareness and enlightenment of corrupt prone areas and, therefore, sensitizing themselves and the general public about corruption and the need to shun corruption in all dealings, ICPC Act (2000).

The structure of the civil service involves no corruption had 847 (72.0%) agreed respondents which signifies that most of the female civil servants have understanding of the structure and bureaucracy in the civil service and lastly, “It is needful to take active part as members of ICPC’s Anti-corruption and Transparency Units (ACTU) to curb corruption in the civil service” had 762 (64.8%) agreed respondents. This finding reveals that female civil servants should receive education and enlightenment about anti-corruption campaign of ICPC’s ACTU to contribute to good governance in Oyo state, Nigeria. The ICPC’s ACTUs in the MDAs should create awareness, educate and mobilize the civil servants towards corruption control in work places. This supports education and enlightenment which Bown and Okedara (1981) supports. AU in UNECA (2009) also affirms the use of public education and awareness as a way of introducing zero tolerance for corruption. ICPC’s mandate is to prevent corrupt practices and other related offences through system study and review, education, public enlightenment and mobilisation ICPC Act (2000).

A key informant interviewed on the personal opinion on female civil servants and ICPC’s programme on Anti-Corruption and Transparency Units confirms that:

“The females are really involved in ACTUs but we want them to be more functional”

It is, therefore, necessary for the female civil servants to be more functional to contribute better awareness and be mobilized to bring corruption to zero level in government MDAs.

Table 4.2.3a: Descriptive statistics showing female civil servants' work dispositions in Oyo state, Nigeria

Female Civil Servants' Work Disposition	Mean	Std. Deviation	N
Negative Disposition	34.0688	3.3678	494
Positive Disposition	40.8783	2.1626	682
Total	38.0179	4.3330	1176

Table 4.2.3b: Descriptive Statistics showing mean age /Std of FSC

	N	Mean	Mean	Std
	Statistic	Statistic	Std Error	Statistic
Age group	1176	39.1922	.2925	10.0311
Valid N (listwise)	1176			

Interpretation and Discussion

Table 4.2.3a above shows that 682 representing 58.0% of the respondents with a mean score of 40.8783 had positive work dispositions which enhance good governance while 494 representing about 42.0% of the female civil servants, with a mean score of 34.0688, had negative work disposition dispositions. The mean age of the female civil servants was estimated at 39 ± 10.03 (Table 4.2.3b). Thus, it can be inferred that majority of the respondents (female civil servants) have positive work disposition towards good governance in the study.

This establishes the affirmation of Swamy, Knack, Lee and Asfar (2010) in Terwase (2010) that women are less involved in bribery thus less likely to condone bribe taking in discharging responsibilities in work places. From their findings, a policy conclusion was made that; if women's presence in public life is increased, it can reduce corruption level. This finding is also in agreement with the World Bank's (2001) policy statement emphasizing the need for greater absorption of women into public life, doing this will enhance productivity and will control the monster called "corruption" in work places. Terwase (2010) also emphasises that, with the presence of women in critical numbers and if

women are also able to effectively participate, the result is a more socially responsive governance outcome.

Responding to some of the cases that ICPC have handled generally, a key informant, ICPC staff Oyo state emphasized:

Some of the cases that have been handled by ICPC are impersonation, official corruption, embezzlement, extortion by the police and local government officials (Nov. 13, 2013)

Another key informant, ICPC staff is of the view that:

Money laundering, conversion, stealing including system study and review of NAFDAC, ICPC versus Attorney general of Ondo state, (2003) are cases related to corruption and some civil servants' work disposition as handled by the ICPC Oyo state office (Nov. 13, 2013)

When asked of their personal opinion on female civil servants and the ICPC programme (ACTU), a key informant confirms that:

Generally, female civil servants are achieving some level of results by blocking corruption prone areas in MDAs (Nov. 13, 2013)

Another key informant on personal opinion on female civil servants and ACTU avers:

The females are really involved in ACTU but we want them to be functional (Nov. 13, 2013)

HO₁: There is no significant relationship between ICPC’s ACTUs and upholding of integrity on the job schedule of female civil servants in Oyo state, Nigeria.

In determining the extent to which ICPC’s ACTUs relates and upholding of integrity on the job schedule of the female civil service based on objective two of the study, Pearsons’ product moment correlation was used, below is the result of the finding;

Table 4.2.4: Pearsons’ product moment correlation coefficient on relationship between ICPC’s ACTU (corruption prevention strategy) and upholding of integrity on the job schedule of female civil servants in Oyo state, Nigeria

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC’s ACTUs (corruption prevention strategy)	38.0179	4.3330	1176	.360**	.000	Sig.
Upholding of integrity among female civil servants	12.2355	2.1294				

** Sig. at .01 level

Interpretation and Discussion

The above table reveals that there was significant relationship between ICPC’s ACTU (Anti-Corruption and Transparency Units (corruption prevention strategy) and upholding integrity on the job schedule ($r = .360^{**}$, $N = 1176$, $P < .01$). Hence, the null hypothesis was rejected.

According to the finding, 88.0% of the respondents agree that the civil servants are committed to the mission and values of the civil service and actively involve in promoting them and enhancing the public standing of the civil service while 12.0% of the respondents disagreed. Eighty six percent of the respondents agreed that visits are made to projects implementation sites and delivery points by those concerned in the Civil Service while 14.0% of the respondents disagreed. 83.0% of the respondents agreed that female civil servants are given basic understanding of the external environment corruption prone areas in which the organisation operates while 17.0% of the respondents disagreed.

The finding establishes that ICPC’s ACTUs (corruption prevention strategy) supports the civil service’s code of conduct which upholds the practice of integrity on the

job schedule. This, thereby, reveals the functionality of one of the objectives of ICPC's Anti-Corruption and Transparency Units (ACTUs) in curbing greed, avarice and vestiges of corruption so as to promote transparency, probity, accountability and integrity in the public and private lives of all Nigerians (ICPC Act, 2000). This finding corroborates with Terwase (2010) that involving and increasing women in public life can reduce levels of corruption. Terwase (2010) advocates for constitutional allocation of gender quotes in the public service and political parties to ensure the desired appreciation of women in the institutions and that governance should recognize and seek the contribution of women networks in making appointment to allow women of high intellectual and moral integrity for appointment. The World Bank (2001) also established a strong relationship in low level of corruption in government and increased number of women. This finding corroborates with one of the characteristics of the civil service and code of conduct which encourages the practice of integrity.

HO₂: There is no significant relationship between ICPC's ACTU and the practice of transparency among female civil servants in Oyo state, Nigeria

To determine the relationship between ICPC's ACTUs and the practice of transparency among female civil servants in Oyo state Nigeria which represents objective three of the study which seek to find out if the ICPC's ACTUs affects the practice of transparency of the female civil servants in Oyo state, Nigeria, the following represent the analysis of the finding;

Table 4.2.5: Pearsons’ product moment correlation coefficient on relationship between ICPC’s ACTU (corruption prevention strategy) and the practice of transparency among female civil servants in Oyo state, Nigeria

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC’s ACTU (corruption prevention strategy)	38.0179	4.3330	1176	.398**	.000	Sig.
The Practice of transparency among female civil servants in Oyo state, Nigeria	9.3359	1.5570				

** Sig. at .01 levels

Interpretation and Discussion

It is shown in the above table that there is significant relationship between ICPC’s ACTU (corruption prevention strategy) and the practice of transparency ($r = .398^{**}$, $N = 1176$, $P < .01$). The null hypothesis is therefore rejected.

According to the finding, 89.0% of the respondents agreed that the minutes of the management meetings do reflect approval of the annual budget, review of spending, appointment of external auditors and review of annual accounts and management letter while 11.0% of the respondents disagreed. 90.0% of the respondents agreed to acknowledge the relationship between co-workers or clients by ensuring accountable, integrity and openness in their dealings, however, 10.0% disagreed. 88.0% of the respondents agreed that their organisation ensures that it has mechanisms in place to engage the service users and beneficiaries in the planning and decision making while 12.0% of the respondents disagreed. 88.0% of the respondents agreed that the management of their organisation ensures readily understandable, widely disseminated and accessible to the public while 12.0% of the respondents disagreed, 85.0% of the respondents agreed that their organisation has appropriate means of protecting the organization’s assets from loss of any kind or from waste of resources while 15.0% disagreed.

With the findings, large percentage of the respondents agreed that civil servants are expected to be transparent in their dealings with the general public. This corroborates the ICPC Act (2000) which established that civil servants are to be transparent in their

dealings. The importance of transparent civil service cannot be over emphasized as this would enhance good governance. Development Assistance Committee (DAC, 1997) Final report established that major indicators of good governance include, the rule of law, strengthening public sector management, transparency and accountability. This corroborates the ICPC News (2010) which emphasizes that where there is no transparency in an organisation, opportunity for corruption increases and that asset declaration by public servant reduces and checkmates the tendency for corrupt practices and also encourages transparency and integrity among public officials. Transparency is said to be a prerequisite for democracy in which sovereignty is vested in the people and the conduct of civil servant is expected to be open to examination. This finding corroborates the Foundation for International law and Development (2010) that good governance depends on peoples' participation, transparency and accountability which facilitate stakeholders to make decisions based on people's interest and the environment concerned. UNECA, AGR (2009) asserts that poor governance, lack of accountability and transparency, deficiency of citizens participation are some of the major causes of corruption. The yearning for good governance could, therefore, be achieved with transparent civil service.

HO₃: There is no significant relationship between ICPC's ACTU and the practice of accountability among female civil servants in Oyo state, Nigeria.

To ascertain the effect of the ICPC's ACTUs on the practice of accountability among female civil servants in Oyo state, Nigeria based on objective four of the study, Pearsons' product moment correlation was used. The table below highlights the result of the findings:

Table 4.2.6: Pearsons’ product moment correlation coefficient on relationship between ICPC’s ACTU (corruption prevention strategy) and the practice of accountability among female civil servants in Oyo state, Nigeria.

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC’s ACTU (corruption prevention strategy)	38.0179	4.3330	1176	.445**	.000	Sig.
The practice of accountability among female civil servants in Oyo state, Nigeria	15.6607	2.6128				

** Sig. at.01 level

Interpretation and Discussion

It is shown in the above table that there is significant relationship between ICPC’s ACTU (corruption prevention strategy) and the practice of accountability among female civil servants in Oyo state, Nigeria. ($r = .445^{**}$, $N = 1176$, $P < .01$). Null hypothesis is, therefore, rejected. According to the finding, 90.0% of the respondents agreed that current government allows effective management of public offices while 10.0% disagreed, 82.0% of the respondents agreed that the civil service established and followed transparent recruitment procedure in the recruitment into higher office(s) in the civil service while 12.0% of the respondents disagreed. This finding reveals that ICPC’s ACTU’s mandate relates with the variable of good governance emphasizing the need to be accountable by civil servants.

Robert Klitgaard (1988) emphasized that if civil servants are left to be autonomous in making decisions without being accountable; it will result to corruption. In the civil service, there is bureaucratic control which restrains civil servants in making hasty decisions.

This established the comment by ICPC former Chairman, Justice Ayoola (2010) that:

Assets declaration by public servants reduces and checkmates the tendency for corrupt practices and also encourages transparency and integrity among public officials (2010)

ICPC's new chairman, Ekpo, supported the ICPC former Chairman's view:

we are encouraged by the initiatives of state governments to open their systems to scrutiny and accountability and in the process giving their citizens better infrastructures and improved living standards (2012)

UNESCAP (2013) established that:

without the practice of accountability, governance may not be actualized (2013)

Hence, the finding established that ICPC's ACTU is influencing the female civil servants in the practice of accountability in the MDAs. Good governance could be achieved if civil servants are accountable and transparent in their dealings with the public and in handling other public duties. The finding corroborates with the United Nation's Economic and Social Commission for Asia and Pacific (2009) report which established that good governance is a product of eight essential ingredients which include; participation, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and following the rule of law. UNECA, AGR (2009) also corroborates that lack of accountability and transparency, low level of democratic culture and tradition could be cited as major causes of corruption in Africa. The finding also established the UNDP (2005) report that governance depends on people's participation, transparency and accountability. Without accountable and transparent civil service, good governance may not be achieved as corruption could be imminent.

HO₄: There is no significant relationship between ICPC’s ACTU and the practice of openness among female civil servants in Oyo state, Nigeria.

To determine the extent to which the ICPC’s ACTUs affects the practice of openness among female civil servants in Oyo state, Nigeria based on objective five of the study, Pearson’s product moment correlation was used, below represents the analysis of the finding;

Table 4.2.7: Pearson’s product moment correlation coefficient showing relationship between ICPC’s Anti-corruption and Transparency Unit (ACTU) (corruption prevention strategy) and the practice of openness among female civil servants in Oyo state, Nigeria

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC’s ACTU (Corruption prevention strategy)	38.0179	4.3330	1176	.493**	.000	Sig.
The practice of openness among female civil servants in Oyo state, Nigeria.	9.3767	1.7016				

** Significant at .01 level

Interpretation and Discussion

It is shown in the above table that there is significant relationship between ICPC’s ACTU (corruption prevention strategy) and the practice of openness among female civil servants in Oyo state, Nigeria ($r = .493^{**}$, $N = 1176$, $P < .01$). Hence, the null hypothesis is rejected. According to the finding; 88.0% of the respondents agreed the civil service is committed to the mission and values of the civil service and actively involved in promoting them and enhancing the public standing of the civil service while 12.0% of the respondents disagreed. Eighty-six percent of the respondents agreed that visits are made to projects implementation sites and delivery points by those concerned in the civil service while 14.0% of the respondents disagreed. Eighty-three percent of the respondents agreed that female civil servants are given basic understanding of the external environment corruption prone areas in which the organisation operates while 17.0% of the respondents disagreed. The finding supports the ICPC’s ACTU’s objective which emphasized that public servants

are expected to be open in their dealings with the public. Important information is usually denied from the public by civil servants because of the bureaucratic principles of the civil service. Freedom of Information Act should be encouraged in the civil service.

This finding established the need for adequate information on the female civil servants to be open in the discharge of their responsibilities to achieve positive development of the economy. Hence, this outcome, therefore, establishes ICPC's former Chairman, Ayoola's assertion that to curb corruption, consistency projects nationwide be monitored so that funds meant for such projects are not misappropriated by the handlers, ICPC News (2010).

A Key informant (KII) established the fact that:

except bureaucratic control is reduced in the civil service this will continue to hinder civil servants from expressing themselves freely on issues about corruption with the sensitization received from the ACTUs in the government MDA (2013)

HO₅: There is no significant relationship between ICPC's ACTU and the practice of social responsiveness among female civil servants in Oyo state, Nigeria

In assessing the effect of ICPC's ACTUs on the practice of social responsiveness among female civil servants in Oyo state, Nigeria which represents objective six of the study, Pearson's product moment correlation was used. Below is the result of the finding;

Table 4.2.8: Pearson's product moment correlation coefficient showing relationship between ICPC's ACTU (corruption prevention strategy) and the practice of social responsiveness among female civil servants in Oyo state, Nigeria

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC's ACTUs (corruption prevention strategy)	38.0179	4.3330	1176	.420**	.000	Sig.
The practice of social responsiveness among female civil servants in Oyo state, Nigeria.	12.6922	2.5433				

** Sig. at .01 level

Interpretation and Discussion

It is shown in the above table that there is significant relationship between ICPC's ACTU (corruption prevention strategy) and the practice of social responsiveness among female civil servants in Oyo state, Nigeria. ($r = .420^{**}$, $N = 1176$, $P < .01$). Hence, null hypothesis is therefore, rejected. According to the finding, 90.0% of the respondents agreed that the civil service do review the annual performance in relation to its agreed objectives while 10.0% of the respondents disagreed, 86.0% of the respondents agreed that their organisations are effective in the usage of time and skills of its staff and ensuring that their professionalism are enhanced through development and training without any hindrance while 14.0% of the respondents disagreed. 85.0% of the respondents agreed that their organisations/management assess its performance annually while 15.0% of the respondent disagreed. Eighty – six percent of the respondents agreed that their organisation ensure that the requirements expected to be met are met fully while 14.0% of the respondents disagreed.

Hence, this finding corroborates with UNESCAP (2013) that good governance requires that institutions responsible for discharging government services do so to the stakeholders concerned within the required timeframe. This reveals the awareness generation moved by the ICPC by instituting ACTUs in the MDAs through education of the civil servants and the public on anti-corruption campaign awareness programmes in the conduct of government business at all levels to reduce the incidence of corruption. This necessitates the establishment of ACTUs, NAVCs to respond and serve as watchdogs in monitoring issues concerning corruption (ICPC Act, 2000). Williams and Doig (2004); Brinkerhoff, (2000); Kpundey, 1998; Johnson and Kpundeh (2004); UNDP, (2004) in World Bank (2000) observes that without a strong political will, anti-corruption reforms are bound to fail.

A key informant responded that:

Government interference in probing of some corrupt public officials hinders the ICPC staff from discharging their duties (2013)

Another key informant emphasized that:

Lack of political will on the part of the government in fighting corruption need be discouraged (2013)

Another key informant report emphasized that:

Those that are in positions of authority must show enough political will to fight corruption (2013)

HO₆: There is no significant relationship between ICPC’s ACTUs and respect for the rule of law among female civil servants in Oyo state, Nigeria

To investigate the effect of ICPC’s ACTUs and the respect for rule of law among female civil servants in Oyo state, Nigeria based on objective seven of the study, Pearsons’ product moment correlation was used. The table below shows the result of the findings.

Table 4.2.9: Pearsons’ product moment correlation coefficient showing relationship between ICPC’s ACTU (corruption prevention strategy) and the respect for rule of law among female civil servants in Oyo state, Nigeria

Variable	Mean	Std. Dev.	N	R	P	Remark
ICPC’s ACTUs (corruption prevention strategy)	38.0179	4.3330	1176	.530**	.000	Sig.
The respect for rule of law among female civil servants in Oyo state, Nigeria	15.9116	2.3091				

** Sig. at.01 level

Interpretation and Discussion

It is shown in the above table that there is significant relationship between ICPC’s ACTUs (corruption prevention strategy) and the practice of the rule of law among female civil servants in Oyo state, Nigeria. ($r = .530^{**}$, $N = 1176$, $P < .01$). Hence, the null hypothesis is rejected. According to the finding; 93.0% of the respondents agreed that the civil service has a code of conduct that enables the workers/ civil servants to identify and declare actual or potential conflicts of interests while 7.0% of the respondents disagreed. 82.0% of the respondents agreed that civil servants are given basic understanding of how the organisation is structured and how it operates while 18.0% disagreed. 89.0% of the

respondents agreed that the management is aware that the trainees, quality and clarity of the period it receives reports enables it to make informed decisions regarding the organisation's performances while 11.0% disagreed. 89.0% of the respondents agreed that there exist the involvement of female civil servants in the development of the strategic plan of the organisation while 11.0% disagreed. 86.0% of the respondents agreed that the organisation (civil service) developed a job description for the position of senior executive offices defining its powers and duties together with appropriate reward mechanism while 14.0% of the respondents disagreed.

This finding establishes the ICPC's Act (2000) assertion that corruption tend to thrive in organisations that do not have a wide range of regulations, rules and policies binding the organisation as corruption perverts the rule of law. UNECA, AGR (2009) also establishes that lack of clear regulations, low level of institutional control and inequality could be major causes of corruption in Africa. Ogunjobi, (2008) asserts that lawlessness and organised crimes are synonymous to corruption which breeds bad governance. Every organisation especially the civil service must, therefore, have rules, regulations and policies that guide employees and management as appropriate conduct and acceptable behaviour within the organisation.

This justifies the ICPC Act (2000) that asserts that, every organisation, private or public must have rules, regulations and policies that guide employees and management regarding appropriate conduct and acceptable within the organization. Corruption perverts the rule of law without which good governance that every nation yearns for may not be actualized.

From the findings from the field work and based on information collected from the key informants (ICPC Staff), the following represents other findings on the study;

Inadequate monitoring of ACTUs in MDAs by the ICPC staff hinders the effectiveness and sustainability of ACTUs. ICPC staff should design some means of keeping track record of the activities of the ACTUs at different levels of administration especially among civil servants, the monitoring should be a continuous process for positive development. This entails the collection of information, analysis of information so as to effect the management and improvement of the on-going programmes. Monitoring allows for correction, modification and confirmation of on- going programmes.

Funding is one of the constraints identified for the effectiveness of ICPC's ACTUs. Inadequate funding was identified by some members of the ICPC interviewed as constraints to the effective implementation of ACTUs as corruption prevention strategy in the MDAs. A key informant emphasized:

My suggestion to the government is to provide necessary tools for our agency i.e. vehicles, T.shirts, money and so on. There should be adequate sensitization of the public and the populace at large toshun corruption (2013)

Another key informant emphasized:

Anti- corruption agencies should be funded properly (2013)

There is inadequate publicity on the achievements of ICPC's ACTUs in MDAs. Another key informant's feedback on problems experienced in discharging responsibility as an agency established that:

There is no enough publicity in terms of the achievement of the agency. This hinders the general public from being appreciative of the different input of ICPC in reducing corruption in government MDA (2013)

We noticed that people are not our friends because of the kind of education we give, sometimes we have delay in receiving allocation from headquarters, power problem as well as training of staff (2013)

Another informant said:

Inadequate cooperation and logistics are problems normally encountered in running our assignments as ICPC staff (2013)

Many civil servants could not give adequate information whenever it is expected, this is because of red-tapism and bureaucracy in the civil service, the Freedom of Information (FoI) Act is yet to be fully implemented. A key informant emphasized:

The zonal offices should be allowed to carry out programmes without too much bureaucratic restriction (2013)

On suggestions for educational institutions as regards ICPC's anti-corruption programme,

Another key informant emphasized that:

For anti-corruption campaign to be successful, it should be spear headed by the students and staff so as to give them a sense of belonging in the anti-corruption crusade (2013)

Another key informant's reports:

Educational institutions should educate students on the consequences and dangers of corruption. They should also inculcate discipline and strong work ethics.

Establishment of anti-corruption clubs in the secondary schools and anti- corruption vanguards in tertiary institutions will assist in bringing up better adults and citizens of Nigeria (2013)

CHAPTER FIVE

SUMMARY AND CONCLUSION

5.1 Summary

This study focused on ICPC's anti-corruption campaigns and good governance dispositions among female civil servants in Oyo state, Nigeria.

This Chapter gives the summary, conclusion, policy implication and contribution to knowledge from the findings of the study as it was carried out to provide information on ICPC's ACTUs and good governance dispositions among female civil servants in Oyo state, Nigeria. The study provides information on how the ICPC's ACTUs can be sustained and how better delivery of future government policies on anti-corruption programmes can be enhanced.

The core ministries and departments of government selected for the study in Oyo state, Nigeria were twenty two (22). The service provider for the corruption reduction strategy emphasised in this study is Independent Corrupt Practices and other related offences Commission, ICPC staff, Oyo state, Nigeria. The targeted population and respondents for the study were the female civil servants, Oyo state, Nigeria.

The study has been grouped into five Chapters, Chapter One deals with the introductory part for the study. The Chapter highlighted the importance of corrupt-free society which promotes good governance in any economic or political set-up. The findings established that more number of females in the study have positive work dispositions which enhance good governance than the number of females with negative work dispositions; if unchecked or controlled could have negative impact on the delivery of government services to the citizenry. Female civil servants have been found to be involving in corruption and if unchecked will do the nation no good as women are expected to be nation builders. The study suggests that the nation builder's role of the females should not be tarnished by corruption and corrupt practices among the female gender. The Chapter also features background to the study, statement of the problem, the objectives for the study, research questions, significance of the study, scope of the study, and the operational definition of terms.

The second Chapter accounts for the review of related literature and theoretical framework. The literatures under the following were well thought out;

- Concepts of corruption, grand and petty corruption;
- Differences between grand and petty corruption;
- Major causes of corruption in Africa;
- International and regional instruments for combating corruption/ variables of good governance;
- The Economic Community of West African States protocol on the fight; against corruption/corruption in less developed countries;
- Concept of good governance;
- Features and measurement of good governance;
- Indicators and indices of measuring good governance;
- Good governance and decision making;
- The decision style model;
- Concept of bad governance;
- The civil service, characteristics and structure;
- Functions and hindering factors to the effectiveness of the civil service;
- The civil servants and corruption;
- Female civil servants and good governance;
- Independent Corrupt Practices and other related offences Commission (ICPC);
- National Anti-corruption Volunteer Clubs (NAVC);
- Anti-corruption and Transparency Units (ACTUs);
- ICPC's Anti-corruption and Transparency Units (ACTUs) and upholding integrity among female civil servants in Oyo state, Nigeria;
- ICPC's Anti- Corruption and Transparency Units (ACTUs) and the practice of transparency among female civil servants in Oyo state, Nigeria;
- ICPC's Anti- corruption and Transparency Units (ACTUs) and the practice of accountability among female civil servants in Oyo state, Nigeria;
- ICPC's Anti-corruption and transparency Units (ACTUs) and the practice of openness among female civil servants in Oyo state, Nigeria;

ICPC's Anti- Corruption and Transparency Units (ACTUs) and the practice of social responsiveness among female civil servants in Oyo state, Nigeria; ICPC's Anti- Corruption and Transparency Units (ACTU) and the respect of rule of law among female civil servants in Oyo state, Nigeria.

There is also the theoretical framework which provides the premise on which this study rests. It highlights the theoretical model as a tool for the study which is one of the corruption prevention strategies by ICPC in the civil service in achieving good governance, ACTUs. The theory related to the study is the Principal - Agent theory Chapter Three focuses on the section of methodology. The descriptive survey research design of ex post facto type was adopted. The purposive sampling technique was adopted in selecting the 22 ministries/establishments and departments selected for the study. The stratified and proportional sampling techniques were used to select 1,176 while 10 ICPC service providers were purposively selected. Five instruments were used and were complemented with five sessions of key informant interview with the ICPC officials. Three research questions were answered, six hypotheses tested at $P=0.05$. Data were analysed using percentages, Pearson's product moment correlation, multiple regressions and content analysis.

The fourth Chapter accounts for the discussion of findings and are presented thus;

- 1 There is significant joint effect of six indices of good governance; integrity, transparency, accountability, openness, social responsiveness and the respect for the rule of law on ICPC's ACTUs in predicting good governance dispositions among female civil servants. ($F(6,1169) = 112.082$; $R=.604$, $R^2=.365$, $Adj.R^2=.362$; $P<.05$). About 36% of the variation in ICPC's ACTU was accounted for by the independent variables.
- 2 There is relative effect of independent variables; integrity ($\beta=-.091$), transparency ($\beta=.046$), accountability ($\beta=.126$), openness ($\beta=.199$), social responsiveness ($\beta=.124$) and the practice of the rule of law ($\beta=.327$) on ACTUs in predicting good governance dispositions among female civil servants.
- 3 The finding reveals the mean age of the female civil servants estimated as 38.7 with about 58.0% of female civil servants having positive work disposition which enhances their good governance dispositions. However, about 42.0% of

the respondents had negative work dispositions. About 94.0% of female civil servants indicated that ICPC's ACTUs' anti-corruption campaign delivery was inadequate in usage of radio jingles, posters, and bill boards. About 80.0% of the service providers responded that inadequate fund and infrastructures serve as barriers. ICPC's ACTUs' mandate delivery among female civil servants. Sixty percent of the service providers responded positively to low usage of posters while 60.0% responded positively to poor usage of bill-boards and 80.0% responded positively to poor usage of radio jingles. However, 60.0% of the service providers responded positively to adequate usage of seminars/workshop while about 50.0% responded positively to adequate protection of whistle blowers.

- 4 There is significant relationship between ICPC's ACTU and upholding integrity among female civil servants. ($r = .360^{**}$)
- 5 There is significant relationship between ICPC's ACTU and the practice of transparency among female civil servants. ($r = .398^{**}$)
- 6 There is significant relationship between ICPC's ACTU and the practice of accountability among female civil servants ($r = .445^{**}$)
- 7 There is significant relationship between ICPC's ACTU and the practice of openness among female civil servants. ($r = .493^{**}$).
- 8 There is significant relationship between ICPC's ACTU and the practice of social responsiveness among female civil servants. ($r = .420^{**}$).
- 9 There is significant relationship between ICPC's ACTU and the respect for the rule among female civil servants. ($r = .530^{**}$).

Chapter Five discusses the summary, conclusion, policy implication, contributions to knowledge, limitations of the research and suggestions for further study.

5.2 Policy Implications

ICPC Act (2000) is about anti-corruption posture of government to put corruption at zero level. Various anti-corruption programmes of government like ACTU, NAVC, Anti-corruption Vanguard and Anti-corruption Clubs are corruption prevention strategies by

ICPC. ICPC's ACTU was the corruption prevention strategy of the ICPC in the MDAs considered in this study. The mandate of ICPC's ACTUs (corruption prevention strategy) is to instil good governance attributes on the civil servants generally through the education and enlightenment on anti-corruption stance of the government. Positive disposition of the female civil servants to ICPC's ACTUs and anti-corruption campaign, therefore, results to positive dispositions which enhance good governance.

5.3 Conclusion

The study investigates corruption issues in Nigeria which bothers on ICPC's ACTU, (corruption prevention strategy) and good governance dispositions of female civil servants in Oyo state, Nigeria. ICPC's ACTU in government ministries, departments and agencies (MDAs) needs to be more functional in sensitizing, educating and enlightening the civil servants more about anti-corruption posture of the government.

The study, therefore, establishes that the task of monitoring the activities of the civil servants and other government agencies is needful and that supporting the anti-corruption policies and anti-corruption agencies of government programmes like the ICPC's ACTUs as a tool in the campaign against corruption in Nigeria should be more encouraged.

There is the need for free political will to secure the conviction of corrupt officials, adequate structures which include finance, administrative facilities, publicity, personnel, and so on.

5.4 Recommendations

Based on the findings and discussions so far, the following recommendations are made;

- a) There is need to embrace ICPC's ACTU in Ministries, Departments and Agencies (MDAs) of governments.
- b) Government should provide adequate fund for ACTUs to enhance the usage of posters, radio jingles and bill boards to enhance good governance dispositions of female civil servants.
- c) There should be better awareness creation and campaign through adequate usage of radio-jingles, posters and bill boards for the civil servants to understand more of the corruption prevention posture of the government so as to enhance good governance by reducing corruption to the barest minimum.

5.5 Contributions to Knowledge

Based on the study's findings, the following are germane to knowledge contributions:

1. The study establishes that Anti-corruption and Transparency Monitoring Units (ACTUs) instituted in the Ministries, Departments and Agencies (MDAs) are impacting positively on good governance dispositions of female civil servants (FCS) in Oyo State, Nigeria. If further encouraged, female civil servants in the civil service will contribute extensively to the national network in Oyo state civil service so as to contribute to achieving sustainable national development which is devoid of corrupt practices. With the practice of the six indices of good governance identified in the study; integrity, transparency, accountability, openness, social responsiveness and the rule of law, female civil servants would contribute more to the growth and development of the nation's resources.
2. The need to institute more ACTUs in government ministries and various government departments to be more effective so as to reduce corruption in the civil service is established. ICPC's ACTUs in the ministries and departments should be more functional in the delivery of their services, particularly through enlightenment campaign, seminar presentations among others.
3. Educational institutions and other government parastatals would find ICPC's ACTUs relevant in educating, sensitising, awareness creation and, encouragement of whistle-blowing in work places especially in the civil service. The findings also establishes that the task of monitoring the different activities and duties of the civil servants should be of great interest to policy planners, decision makers at different positions of authority to support the anti-corruption policy of the government.

5.6 Limitations of the Study

The study experienced some limitations which include logistics problems, scanty information and non desirability of some female civil servants to freely express their opinion as a result of bureaucratic control in the civil service. Some female civil servants believe that answering the questionnaire may be an attempt to terminate their appointments

if too open in passing information concerning the civil service. Some government officials on meeting the researcher and identifying what the questionnaire is all about wanted to run away or avoid the researcher because of the name, ICPC. Some emphasised that they were on leave; thus, could not fill the questionnaire.

5.7 Suggestions for Further Studies

This study cannot pretend to have exhausted research on ICPC's anti-corruption campaign and good governance dispositions of female civil servants in Oyo state, Nigeria. There is the need to carry out more studies with a wider coverage of sample elements. There is also the need to carry out a comprehensive study on EFCC as another anti-corruption agency of government and issues of money laundering.

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APPENDIX A

**UNIVERSITY OF IBADAN
DEPARTMENT OF ADULT EDUCATION
INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES
COMMISSION'S (ICPC) ANTI-CORRUPTION AND TRANSPARENCY UNITS
AND GOOD GOVERNANCE DISPOSITIONS AMONG FEMALE CIVIL
SERVANTS IN OYO STATE, NIGERIA**

QUESTIONNAIRE FOR FEMALE CIVIL SERVANTS

Dear Respondents,

The purpose of this study is to assess the ICPC's Anti-corruption Transparency Units and Good Governance Dispositions among Female Civil Servants in Oyo state, Nigeria.

Please be as objective as possible in answering the questions below. If you are in doubt, please leave the space blank.

Your responses will be treated with utmost confidentiality. It is purely for academic purpose.

Thanks in anticipation of your co-operation.

SECTION A

DEMOGRAPHY

1. Age: 20-29 () 30-39 () 40-49 () 50 and above ()
2. Marital status: Married () Single () Widowed () Divorced ()
3. Religion: Christianity () Islam () Others ()
4. Academic Qualification:
 - i. Secondary School ()
 - ii. Ordinary National Diploma ()
 - iii. NCE ()
 - iv. Higher National Diploma ()
 - v. Higher Degree ()
 - vi. Others, please specify _____

**SECTION B
ANTI-CORRUPTION CAMPAIGN AWARENESS**

		SA	A	D	SD
1.	Does your workplace have anti-corruption policies?				
2.	If yes, does the policy forbid anyone from being involved in corruption?				
3.	Does your workplace offer any awareness training or seminar to discourage corruption?				

ANTI-CORRUPTION AND TRANSPARENCY UNITS (ACTUs) AND GOOD GOVERNANCE

		SA	A	D	SD
4.	If yes to number 3, does the awareness or sensitization include issues about transparency?				
5.	If yes to number 3, does the awareness about anti-corruption campaign include issues about accountability?				
6.	If yes to number 3, does the awareness about anti-corruption campaign include having integrity in discharging your duties and responsibilities?				
7.	If you happen to be an employer, would you employ someone having no integrity?				
8.	If you happen to be an employer, would you employ someone that is not accountable?				
9.	If you happen to be an employer, would you employ anyone that is not transparent in business dealings?				
10.	If you are an employer or employee, would you be comfortable working with a corrupt person?				

ANTI-CORRUPTION AND TRANSPARENCY UNITS (ACTU) AND WHISTLE BLOWING

		SA	A	D	SD
11.	Has any of your colleague(s) or co-workers been accused of being corrupt before?				
12.	If yes to number 11, was the person punished for being corrupt in any form?				

FEMALE CIVIL SERVANTS AND GOOD GOVERNANCE

		SA	A	D	SD
13.	Do you acknowledge that not all co-workers are living according to their levels of income?				
14.	Is corruption acceptable in your workplace as another way of improving upon one's income to make more money to survive?				
15.	Has anyone in your workplace been ever denied personal or professional opportunity because of their gender as female?				
16.	Has anyone in your workplace-ever experienced personal or violence as a result of their gender, being female?				
17.	When significant others are to be given any responsibility outside workplace, do their gender matter?				
18.	When significant others are to be given promotion, does who they know matter in determining such promotion?				

ANTI-CORRUPTION AND TRANSPARENCY UNITS (ACTUs)

		SA	A	D	SD
19.	Do you belong to any Anti-corruption Club?				
20.	If your organisation supports anti-corruption campaigns, do you consider joining an ICPC's Anti-Corruption and Transparency Unit in your workplace?				
21.	Is there any ICPC anti-corruption campaign club existing in your organization?				
22.	If your workplace has a relaxation area, do you believe anti-corruption campaign posters, pamphlets and the like of ICPC should be pasted there for enlightenment purposes?				
23.	In your own opinion, do you support the use of anti-corruption campaign clubs to combat corruption in your state?				
24.	If you have clients, do you assume that they are aware of corruption tendencies in workplace and relate with them accordingly?				

APPENDIX B

INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES COMMISSION’S (ICPC) ANTI-CORRUPTION TRANSPARENCY UNITS AND GOOD GOVERNANCE DISPOSITIONS AMONG FEMALE CIVIL SERVANTS IN OYO STATE, NIGERIA

FEMALE CIVIL SERVANTS’ WORK- DISPOSITION SCALE (FCSWDS)

Please tick as appropriate your level of agreement.

SA – Strongly Agree

A – Agree

D – Disagree

SD – Strongly Disagree

Through the anti-corruption campaigns of ICPC;

		SA	A	D	SD
1.	Corruption is a major problem to the sustainable development of our nation				
2.	There are various strategies of ICPC to combat corruption				
3.	It is good to take active part as a member of Anti-corruption Transparency Unit (ACTU)				
4.	Being involved in Anti-corruption Transparency Unit is vital in waging war against corruption.				
5.	ICPC disseminates information to the public on Anti- Corruption and Transparency Units (ACTUs)				
6.	The structure of the civil service is bureaucratic, involves no corruption				
7.	Through different programmes like radio jingles, posters, pamphlets and anti-corruption campaign clubs, civil servants are educated more on negative effects of corruption to good governance				
8.	There are other agencies of government other than ICPC that are waging war against corruption in our society				
9.	More female civil servants are conscious of corrupt practices and punishments therein for offenders				
10.	More women are now involved in anti-corruption campaign and the enlightenment of ICPC’s ACTUs				
11.	It is good to take active role in waging war against corruption in the civil service				
12.	ICPC’s ACTUs are to be contacted in case of any issue about corruption in Oyo state civil service				

APPENDIX C

GOOD GOVERNANCE INVENTORY (GGI)

Please kindly answer the following as issues to be considered in terms of good governance in an organisation/state.

Please tick as appropriate your level of agreement.

SA – Strongly Agree

A – Agree

D – Disagree

SD – Strongly Disagree

RULE OF LAW

		SA	A	D	SD
1.	Are civil servants given basic understanding on how the organisation is structured and how it operates?				
2.	Does the civil service have a code of conduct that enables its members to identify and declare actual or potential conflicts of interests?				
3.	Was there any female civil servants' involvement in the development of the strategic plan of the organisation?				
4.	Has the organisation (civil service) developed a job description for the position of senior executive offices defining its powers and duties together with an appropriate reward?				
5.	Is the management aware that the timeliness, quality and clarity of the period it receives reports enables it to make informed decisions regarding the organization's performances?				

INTEGRITY

		SA	A	D	SD
1.	Has there been any plan for visits to projects implementation sites and delivery points by those concerned in the civil service?				
2.	Are female civil servants given basic understanding of the external environment (corruption prone areas) in which the organisation operates?				
3.	Is your organisation committed to the mission and values of the civil service and actively involved in promoting them and enhancing the public standing of the civil service?				

OPENNESS

		SA	A	D	SD
1.	Does the board of your organisation have procedures in place to ensure that no member of the Board derives personal benefits by virtue of that position?				
2.	Is there a set of office for individual members in the civil service and a limit to the number of years an individual can serve?				
3.	Is there a policy specifying that a civil servant will not discriminate on any ground in any aspect of carrying out his work?				
4.	Has the organisation ensured that there is corruption free workplace policy in place?				

TRANSPARENCY

		SA	A	D	SD
1.	Has the civil service established and followed transparent recruitment procedure for recruitment into higher office(s) in the civil service?				
2.	In your opinion, does the current government allow effective management of public offices?				
3.	Are minutes of meeting held to reflect discussion and decisions taken in relation to the reports given in your organisation?				

ACCOUNTABILITY

		SA	A	D	SD
1.	Do the minutes of the management meetings do reflect approval of the annual budget, review of spending, appointment of external auditors and review of annual accounts and management letter?				
2.	Does the management of your organisation ensure readily understandable, widely disseminated and accessible to the public?				
3.	Does your organisation ensure that it has mechanisms in place to engage the service users and beneficiaries in the planning and decision making?				
4.	Does your organisation have an appropriate means to protect the organisation's assets from loss of any kind or from waste of resources?				
5.	Do you acknowledge the relationship of your co-workers or clients by ensuring accountability, integrity and openness in every dealing?				

SOCIAL RESPONSIVENESS

		SA	A	D	SD
1.	Is your organisation reviewing the annual performance in relation to its agreed objectives?				
2.	Is your organisation ensuring that the requirements expected to be met are met fully?				
3.	Is your organisation effective in the usage of time and skills of its staff and ensuring that their professionalism are enhanced through development and training without any hindrance?				
4.	In your organisation, is the management assessing its own performance annually?				

UNIVERSITY OF IBADAN

UNIVERSITY OF IBADAN
DEPARTMENT OF ADULT EDUCATION
SERVICE PROVIDERS/ ICPC's ANTI - CORRUPTION CAMPAIGNS

INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES
COMMISSION (ICPC) OYO STATE STAFF: KEY INFORMANTS INTERVIEW

APPENDIX I

Dear Respondents,

The purpose of this study is to assess ICPC's Anti-corruption and Transparency Units (ACTUs) and Good Governance Dispositions among Female Civil Servants in Oyo state, Nigeria.

Please be as objective as possible in answering the questions below. If you are in doubt, please leave the space blank.

Your responses will be treated with utmost confidentiality. It is purely for academic purpose.

Thanks in anticipation of your co-operation.

SECTION A

DEMOGRAPHY

1. Age: 20-29() 30-39() 40-49() 50 and above()

2. Marital status: Married Single Widowed Divorced

3. Religion: Christianity Islam Others

4. Academic Qualification:
 - i. Secondary School
 - ii. Ordinary National Diploma
 - iii. NCE
 - iv. Higher National Diploma
 - v. Higher Degree
 - vi. Others, please specify _____

SECTION B

- 1) What is the name of your Organisation or Agency? _____
- 2) Are you aware of any other agency offering your kind of services?
YES NO
- 3) Is your service still on?
YES NO

- 4) Do you have direct contact with your clients?

YES NO

5) Is there any other agency collaborating with you in rendering your service?

YES NO

6) Inform us of some cases you have handled concerning corruption

7) What are the things government is doing to assist your programme?

8) What problems are you having with your employers in discharging your responsibilities as an agency?

9) What are the problems you normally encounter in your day to day running of your assignments?

10) What suggestion(s) do you want to offer to the government to enhance effectiveness of your agency?

11) What are your efforts in mobilizing community members to sponsor your programme?

12) How do you think your anti-corruption programme campaigns can be more effective with citizens' participation?

13) Do you have any suggestion for educational institutions regarding your agency's programme?

14) What are your personal opinions on female civil servants and your programme on Anti-Corruption and Transparency Units?

(15) Is there any other thing you like to say?

Thanks for your time.

**Independent Corrupt Practices and other related offences Commission's
Anti-Corruption Campaign Inventory (ICPCACCI)**

ICPC's anti - corruption campaign methodology and good governance dispositions of female civil servants in Oyo state, Nigeria

N = Never, VR=Very Rarely, R=Rarely and F=Frequently)

S/N		N	VR	F	VF
1	Are there adequate numbers of ICPC staff monitoring ACTUs in the MDAs?				
2	Provision of infrastructure for ACTUs office in the MDAs				
3	Are ACTUs members exposed to any training in the MDAs?				
4	How effective are ACTUs in the MDAs as monitored by ICPC?				
5	Are ACTUs in all ministries, departments and agencies (MDAs) in Oyo state?				

Anti- Corruption Campaign Methodology Scale

N =Never, RA=Rarely Adequate, A=Adequate, VA=Very Adequate

		N	RA	A	VA
1	Usage of posters				
2	Usage of pamphlets				
3	Usage of bill-boards				
4	Radio jingles				
5	Seminars/workshops				
6	Provision of funds				
7	How effective is the protection of whistle-blowers in the MDAs?				