

12th Regional Conference of Heads of Anti- Corruption Agencies in Commonwealth Africa

Kigali, Rwanda

3–6 May 2022



The Commonwealth

PROCEEDINGS OF THE

Report of the 12th
Regional Conference
of Heads of Anti-
Corruption Agencies in
Commonwealth Africa

Kigali, Rwanda

3–6 May 2022



The Commonwealth

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Acronyms and Abbreviations

AAACA	Association of Anti-Corruption Agencies in Commonwealth Africa
ACA	Anti-Corruption Agency
AGM	Annual General Meeting
AUCPCC	African Union Convention on Preventing and Combating Corruption
CAACC	Commonwealth Africa Anti-Corruption Centre
CAPAR	Common African Position on Asset Recovery
CHOGM	Commonwealth Heads of Government Meeting
CHRAJ	Commission on Human Rights & Administrative Justice (Ghana)
EFCC	Economic and Financial Crimes Commission (Nigeria)
EOCO	Economic and Organised Crime Office (Ghana)
IAACA	International Association of Anti-Corruption Authorities
ICPC	Independent Corrupt Practices and Other Related Offences Commission
ICT	information and communication technology
PTF	Partnership for Transparency Fund
SDG	Sustainable Development Goal
UK	United Kingdom
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs and Crime

1. General Introduction

1.1 Foreword

Corruption is acknowledged as an obstacle to economic development and democracy worldwide, although for the most part the impacts are bigger in developing countries. Meanwhile, during the COVID-19 pandemic, insufficient accountability and inadequate oversight mechanisms in crisis response and recovery significantly increased the risks of corruption and fraud in various countries.

Consequently, the fight against corruption must be a collective responsibility, and Commonwealth countries have put in place a number of strategies to this end.

The Commonwealth is an association of sovereign nations working together in an atmosphere of greater trust and understanding than generally prevails among such nations. The Commonwealth Secretariat was established in 1965 to support the member countries to achieve development, democracy and peace. It contributes to strengthening governance, building inclusive institutions and promoting justice as well as human rights. It also provides training and technical assistance and supports decision-makers to draw up legislation and deliver policies.

The Association of Anti-Corruption Agencies in Commonwealth Africa (AAACA) was created in 2011 to bring together efforts to fight corruption through sharing best practices, training, capacity building and policy research. It also helps governments develop and implement anti-corruption strategies. In 2013, in partnership with the Government of Botswana, the Secretariat set up the Commonwealth Africa Anti-Corruption Centre (CAACC) to provide training and knowledge sharing.

The AAACA is composed of Anti-Corruption Agencies (ACAs) from 18 African countries: Botswana, Cameroon, Eswatini, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, Tanzania, Uganda and Zambia.

Every year, the Commonwealth Secretariat organises a Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa to discuss countries' experiences in the fight against corruption and challenges encountered. The 12th Regional Conference took place in Kigali, Rwanda, from 3 to 6 May 2022. During the Conference, every ACA Head presented an innovative project implemented in the fight against corruption (a success story). Experts in the fight against corruption also presented their experiences.

The Conference was successful as a collaborative effort and the decisions adopted will be implemented in the same spirit of working together.

We would like to take this opportunity to express our gratitude to the ACA Heads for their active participation and contributions to the success of the Conference, the Commonwealth Secretariat team, the various national institutions, and the team of the Office of the Ombudsman of Rwanda for their successful organisation of the 12th Regional Conference.

1.2 Introduction

The 2019 Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa was held in Kampala, Uganda, and members agreed that Rwanda would host the next Regional Conference, in 2020, in partnership with the Commonwealth Secretariat. The COVID-19 pandemic then meant that the Regional Conferences for 2020 and 2021 were organised virtually. Consequently, the Office of the Ombudsman of Rwanda hosted the 12th edition of the Regional Conference from 3 to 6 May 2022.

The 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa elaborated strategies in the fight against corruption under the theme **'Combatting Corruption for Good Governance and Sustainable Development in Africa'**. ACA Heads discussed the impacts of corruption on sustainable development in Africa and strategies to fight it. They also shared experiences through specialised speakers' contributions.

The discussions on topical presentations came up with important resolutions that will be useful in the fight against corruption. In particular, discussions on the **effects of non-conviction-based asset recovery in fighting corruption** were deemed vital for African countries, with Heads of Government and the international community called upon to strengthen collaboration towards speedy and unfettered repatriation of recovered assets to African countries. The conference produced resolutions for the recovery of assets gained through corruption and to strengthen good governance to achieve sustainable development through fighting corruption.

During the Annual General Meeting (AGM) of the regional conference, the members of AAACA discussed administrative and financial issues. On this same occasion, members decided that the next regional conference would be held in Seychelles.

1.3 Opening Ceremony

On 3 May 2022, on behalf of the Prime Minister of Rwanda, Rt. Hon. Dr Edouard Ngirente, Prime Minister of Rwanda, officiated at the opening of the 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa in the presence of the Rt. Hon. Patricia Scotland KC, Secretary-General of the Commonwealth.

The Rt. Hon. Dr Edouard Ngirente, Prime Minister of Rwanda, opened the Regional Conference with a keynote address,¹ which covered the following:

- Africa's Agenda 2063: The Africa We Want, Aspiration 3, provides for an Africa of good governance, democracy, respect for human rights, justice and rule of law.
- African countries are committed to addressing corruption on the continent. So far, most African countries have ratified the African Union Convention on Preventing and Combating Corruption (AUCPCC) and other international legal instruments on corruption.
- Several reports indicate that global corruption is now costing around US\$1 trillion annually. This has severe effects on the lives of our people and continues to weaken resilience of our communities.
- Political will enhances transparency and accountability, which are key factors in implementing a zero-tolerance approach to corruption.

¹ Annex 1. Keynote Address by Rt. Hon. Edouard Ngirente, Prime Minister of Rwanda

- In Rwanda, public servants sign performance contracts with their managers/ supervisors or heads of institution.
- The use of information and communication technology (ICT) in delivering services to citizens has contributed to corruption prevention in Rwanda.

In her remarks,² the Secretary-General said that tackling corruption must be a priority of the highest order because corruption undermines the ability of countries to deliver inclusive and sustainable economic growth and social progress. Underlining the need for international co-operation to stamp out corruption, Baroness Scotland said:

Corruption goes beyond national boundaries and is global in nature. The secrecy in jurisdictions has further made anti-corruption work even more challenging. Co-operation and sharing of information are crucial in the tracking and recovery of assets. We must develop and work on simple mechanisms to recover ill-gotten assets lying in foreign jurisdictions. Collaborations must go beyond the anti-corruption agencies to the anti-money laundering agencies and tax authorities across the Commonwealth. We can win the war against corruption through collaboration, cooperation and through a whole-of-Commonwealth approach which harnesses transformative technologies.

She added that, for success in anti-corruption efforts, a whole-of-Commonwealth approach would involve working together, learning from each other and collectively setting the highest possible standards.

The Hon. Nirere Madeleine, Chief Ombudsman of Rwanda, outlined in her welcoming remarks³ some of the measures the Government of Rwanda had undertaken towards zero-tolerance of corruption, adding that these measures had been made possible not only because of the political will of the government but also through co-operation between national and international institutions in the fight against corruption. She said:

Let us challenge ourselves to use this [conference as an] opportunity [to] not only support Rwanda's corruption prevention and fighting strategies but also be the basis for continued collaboration between Anti-Corruption Agencies, the private sector, civil society organizations and international communities... Anti-Corruption Agencies are leading institutions to fulfil the goals of sustainable development in partnership with other national, regional and international partners. Indeed, these goals cannot be achieved without a strong collaboration with the above-mentioned stakeholders.

Dr Roger Koranteng, Head of Public Sector Governance at the Commonwealth Secretariat, who conceptualised the establishment of both AAACA and CAACC, stated⁴ that both entities had been set up to promote inter-agency collaboration and the sharing of experiences and best practices, as well as to build capacity to promote good governance. He briefly recounted the genesis of AAACA and how far it had come.

² Annex 2. Speech by Rt. Hon. Patricia Scotland, Secretary-General of the Commonwealth

³ Annex 3. Speech by Hon. Nirere Madeleine, Chief Ombudsman of Rwanda

⁴ Annex 4. Speech by Dr Roger Koranteng, Head, Public Sector Governance, Commonwealth Secretariat

Dr Koranteng also said that the conference would offer an experience-sharing opportunity for all ACA Heads in Commonwealth Africa to share innovative experiences and best practices and to learn from each other. The Conference would be enhanced by the sharing of country, regional and international experiences by international organisations and experts working in Africa and would offer ACAs an opportunity to work on international collaboration and co-operation. Dr Koranteng stressed the need to establish a community of practice, build professional networks and create opportunities for members to exchange best-fit solutions, and concluded that the conference objectives would be achieved through a combination of country and international presentations, group discussions and networking during and out of sessions.

2. Presentations by Speakers

2.1. Presentation by Dr Emmanuel Ugirashebuja⁵

Dr Emmanuel Ugirashebuja, the Minister of Justice/Attorney General of Rwanda, highlighted the Commonwealth values and principles, emphasising those related to the fight against corruption, the asset recovery fundamental principles of the United Nations Convention Against Corruption (UNCAC) and of the African Union Convention on Prevention and Combating Corruption (AUCPCC) and national mechanisms and strategies on asset recovery, such as inventory of asset judgements, identification of judgement debtors, publishing judgement debtors, caveats, awareness campaigns, partnering with stakeholders, etc.

2.2. Presentation by Professor Bolaji Owasanoye⁶

Professor Bolaji Owasanoye, Chair of the Independent Corrupt Practices and Other Related Offences Commission (ICPC), highlighted the international legal framework for asset recovery (UNCAC Arts 51–57; AUCPCC Arts 16, 17, 18 and 19(3)), the benefits of non-conviction-based asset recovery and the limitations of asset recovery in fighting corruption.

Professor Bolaji recommended:

- implementing the Common African Position on Asset Recovery (CAPAR), which was adopted in February 2020 by the African Union Heads of Government
- implementing the Thabo Mbeki Report and
- advocating for a model template for international asset return

Professor Bolaji concluded that non-conviction-based asset recovery was a potential tool for denying the fruits of wrong-doing as well as recovery of illicit wealth.

2.3. Presentation by Professor Edward G. Hoseah⁷

Professor Edward G. Hoseah, President of the Tanganyika Law Society in Tanzania, gave a presentation on combatting corruption for good governance and sustainable development in Africa. He covered the linkage between corruption and development; prioritisation and sequencing; corruption in education; co-ordination and implementation; and integrity and ethics. He concluded that corruption undermined development and was the antithesis of good governance.

2.4. Presentation by Dr Usta Kaitesi⁸

Dr Usta Kaitesi, the Chief Executive Officer, Rwanda Governance Board, highlighted the impact of corruption on good governance in Africa. Dr Kaitesi noted that corruption undermined accountability and transparency as well as socio-economic development on the continent, and threatened the legitimacy of government,

5 Annex 5. Topic: Strengthening Asset Recovery, a Weapon to Fight Against Corruption in Africa

6 Annex 6. Topic: The Effects of Non-Conviction-Based Asset Recovery in Fighting Corruption

7 Annex 7. Topic: Combating Corruption for Good Governance and Sustainable Development in Africa

8 Annex 8. Topic: Impact of Corruption on Good Governance in Africa

democratic values, human rights and respect for the rule of law and the security infrastructure, as well as hindering investment and wasting scarce resources. Corruption is also a hindrance to good governance and costs the health sector in Africa more than what is needed for global universal health coverage.

2.5. Presentation by Jennifer Sarvary Bradford⁹

Jennifer Sarvary Bradford, the Crime Prevention and Criminal Justice Officer, Corruption and Economic Crime Branch, United Nations Office on Drugs and Crime (UNODC), presented UNODC's new regional approach to anti-corruption activities and technical assistance. She focused on the creation of the Global Operational Network of Anti-Corruption Law Enforcement Authorities under the auspices of UNODC, which aims to develop a quick, agile and efficient tool for combating cross-border corruption offences.

2.6. Presentation by Dr Hady Fink¹⁰

Dr Hady Fink, Advisor, Partnership for Transparency (PTF) Europe, presented on strategic programming for ACAs. He looked at why success was a challenge for ACAs and explained that fighting corruption was a difficult task because of a lack of data, difficulties in establishing causality and resistance by perpetrators to reform. He also presented a four-step approach to achieving success, covering strategy, implementation, data and communication.

2.7. Presentation by Christine A. Owuor¹¹

Christine A. Owuor, the public sector/governance specialist, World Bank Nairobi, presented on achieving the Sustainable Development Goals (SDGs) through fighting corruption with data. She drew special attention to the impacts of corruption, saying that most African countries fell significantly below the global average score on the Corruption Perceptions Index, with several examples of state failures: instability, conflict, poverty, erosion of public institutions and diversion of resources that would have been used for development.

2.8. Presentation by Kissi Agyebeng¹²

Kissi Agyebeng, the Special Prosecutor of Ghana, presented on the experiences of the Office of the Special Prosecutor in Ghana in fighting corruption. The Office has the following powers: production of documents and information; search and seizure of tainted property/currency; management of seized property; freezing of property; notices to declare property and income; confiscation orders; pecuniary penalty orders; asset recovery and preservation agreements; and appointment of receivers.

It also has independence, and its scope includes public officials, politically exposed persons and private persons. Moreover, it has police powers, as well as national security, intelligence and revenue-generating functions.

9 Annex 9. Topic: UNODC's New Regional Approach to Anti-Corruption Activities and Technical Assistance

10 Annex 10. Topic: How to Achieve Success: Strategic Programming for Anti-Corruption Agencies

11 Annex 11. Topic: Achievement of the SDGs: Fighting Corruption with Data

12 Annex 12. Topic: The Unique Role of the Special Prosecutor in Fighting Corruption in Ghana

2.9. Presentation by Andy Mothibi¹³

Adv. Andy Mothibi, Vice-President of the International Association of Anti-Corruption Authorities (IAACA), presented on the role of IAACA-African Region, which was established in 2006 as an independent and non-political anti-corruption organisation. Its aim is to promote the effective implementation of UNCAC and to assist ACAs worldwide in the prevention of and fight against corruption.

IAACA collaborates with Commonwealth ACA Heads to ensure their effective performance in the areas of investigation, prosecution, prevention, and corruption to promote the sharing of expertise and best practice among ACAs and within region/s and to build capacity as a key driver of effective and efficient performance in the fight against corruption.

2.10. Presentation by Apollinaire Mupiganyi¹⁴

Apollinaire Mupiganyi, the Executive Director, Transparency International Rwanda, presented on anti-corruption progress in Africa. He emphasised that some countries had done a great job to decrease corruption while others had some way to go. He provided examples of significant changes between 2012 and 2021 in respective countries.

He ended his presentation by illustrating that, in the 35 African countries surveyed, citizens had been asked how well or badly they thought their government was doing in tackling corruption. In some countries, citizens think their government is doing a good job; however, in 59 per cent of countries they think their government is doing a bad job of tackling corruption.

2.11. Presentation by Dr Ralph Oyini Mbouna¹⁵

Dr Ralph Oyini Mbouna, the Head of Digital Transformation, Innovation and Services, Smart Africa, presented on the contribution of blockchain technology to anti-corruption in Africa. Smart Africa Manifesto Principles are the following: to put ICT at the centre of national socio-economic development agendas; to improve access to ICT, especially broadband; to improve accountability, efficiency and openness through ICT; to put the private sector first; and to leverage ICT to promote sustainable development.

Blockchain can be defined as technology that powers bitcoin, first devised by Nakamoto Satoshi. Historically, traders used books of lists (i.e., ledgers) to track the goods they bought, sold and traded (i.e., transactions). In modern times, these ledgers have become more diverse and digital, coming to include account balance sheets, cadastre systems or identity records. Blockchain is shorthand for a whole suite of distributed ledger technologies that can be programmed to record and track anything of value from financial transactions to medical records or even land titles.

Blockchain is special because of the way it tracks and stores data; it creates trust in the data and eliminates the need for intermediaries.

¹³ Annex 13. Topic: The Role of IAACA–African Region

¹⁴ Annex 14. Topic: Anti-Corruption Progress in Africa

¹⁵ Annex 15. Topic: Contribution of Blockchain Technology for Anti-Corruption in Africa

3. Country Reports and Experience-Sharing

3.1 Botswana country report presentation¹⁶

Tymon M. Katlholo, the Director General of the Corruption and Economic Crime Directorate of Botswana, highlighted that the private sector, the public service, civil society and the general public should work together to combat corruption. This is the approach on which the Directorate has modelled its anti-corruption strategy. Among other things, it infuses ethics and integrity into organisations' management systems to enhance the fight against corruption.

The Directorate is among the law enforcement agencies mandated to investigate money laundering, and to this end has established a specialised anti-money laundering unit.

3.2 Cameroon country report presentation¹⁷

Professor François Anoukaha, the Vice-Chairman of the National Anti-Corruption Commission of Cameroon, presented an innovative project in the fight against corruption in Cameroon entitled 'Your telephone is a weapon to combat corruption: Use it!' The objective of the project is to make each citizen who owns a telephone an actor in the fight against corruption by explaining how he/she can use the phone to better denounce acts of corruption using the modern communication tools of the Commission. He recommended that ACAs that had not yet started using modern ICTs in their daily work to do so, especially to receive denunciations from the population.

3.3 Eswatini country report presentation¹⁸

Eswatini has adopted a national multi-sector/multi-media communication campaign under the theme 'A Nation United Against Corruption', which has had the following results: citizens standing up against corruption; improved national perceptions of corruption; reduced tolerance and complacency levels; bribery tackled in public and private service delivery; restoration of the prestige of the entire civil service; and partnerships and multi-sector stakeholders embracing the anti-corruption agenda. However, challenges have related to government endorsement and leadership, human resources and financing.

3.4 Ghana country report presentation (CHRAJ)¹⁹

Joseph Whittal from the Commission on Human Rights & Administrative Justice (CHRAJ) presented on different measures helping fight corruption:

- Ghana's Strategic Framework – the National Anti-Corruption Action Plan – and its successes in implementation
- the Ghana Corruption Survey

¹⁶ Annex 16. Botswana country presentation

¹⁷ Annex 17. Cameroon country presentation

¹⁸ Annex 18. Eswatini country presentation

¹⁹ Annex 19. Ghana country presentation (CHRAJ)

- the Corruption Risk Assessment for Public Institutions
- the Standard Operating Procedures for Whistle-Blower Protection

3.5 Ghana country report presentation (EOCO)²⁰

Commissioner of Police, Maame Addo-Danquah, the Executive Director of the Economic and Organised Crime Office (EOCO), presented the Ghana experience in the fight against corruption, noting the following measures that have been put in place:

- The use of the Ghana Integrated Financial Management Information System to reduce corrupt practices. Under this, an expenditure item that does not have a budget line will be rejected by the system.
- The Ghana Audit Service issues notices to ministries, departments and agencies and metropolitan municipal and district assemblies at the end of each financial year to prepare their financial statements. Their heads are sanctioned if they fail to prepare them.
- A person who has knowledge of a corrupt act but fails to report it is liable for the commission of an offence.
- A Public Interest and Accountability Committee has been set up to monitor and promote transparency and accountability in the use of Ghana's oil and petroleum revenues.
- Corruption, which was a misdemeanour, is now a second-degree felony carrying a maximum sentence of 25 years.
- The digitisation crusade has reduced person-to-person contact.
- The corruption crusade is being taken to churches and mosques as well as palaces.

3.6 Kenya country report presentation²¹

Kenya's Ethics and Anti-Corruption Commission was established pursuant to Article 79 of the Constitution of Kenya with a mandate to combat and prevent corruption, economic crime and unethical conduct through law enforcement; prevention; public education; promotion of standards; and practices of integrity, ethics and anti-corruption.

The Commission collaborates with the media as a tool in the fight against corruption and in the promotion of good governance in Kenya. These are the following lessons learnt:

- Targeted capacity-building for media practitioners is key.
- Timely sharing of relevant information and briefs, action and feedback on reported matters is important.
- Periodic joint consultative forums can be held with media actors to share experiences.
- The media should be integrated through effective use of ICTs and the deployment of digital and social media platforms (Twitter, Facebook, WhatsApp, YouTube, etc.).

²⁰ Annex 20. Ghana country presentation (EOCO)

²¹ Annex 21. Kenya country presentation

However, the following challenges have been observed:

- infiltration of the media by corrupt elements
- misreporting/inaccurate reporting
- fake news: social media as the main source of news even though it has the greatest trust deficit

3.7 Lesotho country report presentation²²

Successes and good practices observed in Lesotho include the following:

- In October 2020, the Directorate on Corruption and Economic Offences lodged a preservation application involving a mining site, two accounts and two pieces of real estate, based on alleged corruption by public officials and the illegal siphoning of public revenue by Chinese citizens.
- The Victoria Hotel Case involved a hotel used as an instrument to commit money laundering. The case was dismissed but is currently up for appeal.

Lesotho is challenged by limited experience with joint investigative teams at the international level, related to reports of money laundering happening in foreign jurisdictions.

Lessons learnt include the critical needs for a competent national team dealing with asset forfeiture, which would entail recruitment and training; for a well-resourced facility for asset storage and management; and for good co-operation structures with both international and local institutions for the sharing of information.

3.8 Malawi country report presentation²³

The Anti-Corruption Bureau is an autonomous government institution established under the Corrupt Practices Act in 1995 (amended in 2004 and 2019). It started its operations in 1998 with a mandate for corruption prevention, public education, investigation and the prosecution of corruption cases.

The Bureau implemented seven initiatives and innovations in 2021–2022: anti-corruption clinics; partnering with non-state actors in fighting corruption; lifestyle audits for public officials; a national anti-corruption dialogue; arrests and prosecutions; public procurement vetting; and implementation of the National Anti-Corruption Strategy.

These initiatives have produced important results: increased visibility of anti-corruption work and improved collaboration with other stakeholders.

Lessons observed include that implementation of national strategies requires robust co-ordination and the involvement of various stakeholders. There is also a need for support from government in terms of releasing resources for implementation. Thus, it is necessary to build strong partnerships and synergies.

3.9 Mauritius country report presentation²⁴

The Mauritian Independent Commission Against Corruption implements a Corruption Risk Management initiative under the Public Sector Anti-Corruption

²² Annex 22. Lesotho country presentation

²³ Annex 23. Malawi country presentation

²⁴ Annex 24. Mauritius country presentation

Framework. It has a role of empowering public bodies through documentation and training. The presentation highlighted the following aspects:

- The initiative has seen international recognition: a United Nations Public Service Award under the category 'Preventing and Combating Corruption in the Public Service' and collaboration with the Chartered Institute of Public Finance and Accountancy on development of the Corruption Risk Advisors Certification Programme.
- Reflections and lessons learnt include that management commitment is crucial. ACAs must set the tone and close collaboration with government is fundamental.
- Critical success factors in Mauritius include political will, management commitment, capacity-building in corruption prevention, establishment of a monitoring and evaluation mechanism and effective implementation of anti-corruption measures.

3.10 Mozambique country report presentation²⁵

The presentation raised the following aspects:

- Failure to comply, or late compliance, with the obligation to declare assets by public servants in Mozambique will lead to application of the regulation on procedures for the suspension of monthly remuneration and payment of the fine to the relevant holder of public office or function.
- Challenges met in applying sanctions resulting from a failure to comply with the obligation to declare assets by public servants in Mozambique include a need to reduce the mobility of permanent members of the reception and verification committees, which results from the nature of their duties.
- Lessons learnt include that the application of sanctions results in an increase in the number of deposits, which is also a result of publicising the Public Probity Law and raising the awareness of civil servants through lectures.

3.11 Namibia country report presentation²⁶

Innovative measures to combat corruption include the investigation of alleged corrupt practices, establishment of the Forensic Investigation Division, the Access to Information Bill, the Corruption Risk Assessment and system examination, ethics and integrity training and development of the Second National Anti-Corruption Strategy and Action Plan.

Challenges include inadequate capacity in terms of skills and personnel, with staff turnover a factor. The budget is limited, partly because of economic challenges in the country.

3.12 Nigeria country report presentation (EFCC)²⁷

The Economic and Financial Crimes Commission (EFCC) was established in 2002 by an Act of the National Assembly (subsequently repealed by the EFCC Establishment Act of 2004), with the responsibility for enforcing provisions on all economic and financial crime laws.

²⁵ Annex 25. Mozambique country presentation

²⁶ Annex 26. Namibia Country Presentation

²⁷ Annex 27. Nigeria country presentation (Economic and Financial Crimes Commission)

EFCC is innovative as a world-class, responsive and responsible anti-graft agency having as its guardrails professionalism, integrity, transparency and accountability.

It has introduced measures to complement law enforcement mechanisms and mitigate the vulnerabilities that facilitate crime occurrence. It has also harnessed the skills of a well-trained and motivated workforce, leveraging the support of stakeholders and partners both home and abroad, to deliver on the vision of a Nigeria free from all forms of economic and financial crime. This has led to the development of the Eagle Eye App.

There is increased zeal among Nigerians to report corruption cases. Lessons learnt include that the public does not care if cases reported fall within the mandate of EFCC. In addition, community intelligence-gathering makes everyone a stakeholder in the fight against corruption.

Challenges include cybercriminals trying to gain remote unauthorised access using malware to discredit the application. All attempts have failed, thanks to the hybrid nature of the application.

3.13 Nigeria country report presentation (ICPC)²⁸

Abbia Udofia, Director of Systems Study and Review, at ICPC, looked at an initiative tackling sexual harassment in tertiary and secondary institutions in Nigeria to address the issue of sexual gratification and abuse of office by officials of educational and other institutions. He also looked at inter-agency collaboration against retail corruption.

3.14 Rwanda country report presentation²⁹

The Rwandan Office of the Ombudsman is an independent public institution established in 2003 by the Constitution of 2003 (revised in 2015) in Article 139. It is governed by Law 54/2021 of 29/08/2021. The Office submits its annual report to the President of the Republic and to both chambers of parliament. It is a hybrid institution (ombudsperson and ACA).

The Office has the following innovations in the context of preventive and fighting corruption: establishing anti-corruption committees in public and private institutions (so far, there are 287 committees in the public sector, 5 in the private sector and 1 in an international organisation); setting up anti-corruption clubs; use of ICT tools (the Good Service Delivery and Online Declaration system); the Anti-Corruption Journalism Awards; and a competition for artists (producing anti-corruption songs and anti-corruption community mobilisation through drama).

Lessons have been learnt in the fight against corruption. It is paramount to focus on prevention, education and collaboration as well as monitoring and evaluation in preventing and fighting corruption. Engagement of citizens is vital on the anti-corruption journey.

3.15 Seychelles country report presentation³⁰

The Anti-Corruption Commission of Seychelles was established under the Seychelles Anti-Corruption Act 2016 (as amended August 2019, March 2020, April 2020 and December 2021) with a mandate to investigate offences relating to corruption as well

²⁸ Annex 28. Nigeria country presentation (ICPC)

²⁹ Annex 29. Rwanda country presentation

³⁰ Annex 30. Seychelles country presentation

as money laundering, and to detect, prevent (including declaration of assets by public officers) and prosecute.

The Commission has worked innovatively, including on catching the biggest kleptocrat in the country, worth over US\$1 billion, with only 12 team members.

The innovation was challenged because the Commission is young (four years old) and has limited resources. Also, everybody knows everybody, and the country had an impatient public and the kleptocrat in question was seemingly untouchable. Solutions involve collating sufficient evidence, presenting the case to budget decision-makers, securing a budget and outsourcing work to law enforcement and legal professionals.

3.16 Sierra Leone country report presentation³¹

In Sierra Leone, institutions are encouraged to develop their own anti-corruption policies with regard to their employees, suppliers and other third parties. A legal framework prohibits participation in decision-making whenever private interests may be present in the performance of public duties.

Implementation risks and assumptions exist where funds needed to implement actions are to be mobilised by the central government. To ensure the full implementation of actions recommended, and considering the expenditure of and the revenue generated by the central government, the funding of some of the actions will be a challenge.

3.17 South Africa country report presentation³²

South Africa has adopted measures to prevent and tackle corruption related to COVID-19. The Fusion Centre has been set up to provide a framework for law enforcement to collaborate in prevention, detection and response (investigation, prosecution and recovery of assets) in relation to allegations of corruption or related activities with respect to the government's relief interventions to counter the detrimental economic and social impacts of the pandemic.

The Fusion Centre was thus established to provide an immediate response by law enforcement and corruption-fighting agencies to incidences of alleged corruption, fraud, abuse or maladministration.

3.18 Tanzania country report presentation³³

In Tanzania, the Prevention and Combating of Corruption Bureau and the Tanzania Scouts Association have signed a memorandum of understanding to collaborate on raising awareness of fraud and corruption among scouts; empowering scouts in reporting corruption, mostly as whistle-blowers; training of trainers; and the development of publications.

- Results include the development and publication of a training manual and nationwide training of trainers, and improved relations with strategic stakeholders.
- Challenges include unreliable funds, lack of baseline data and the sheer size of the country.

³¹ Annex 31. Sierra Leone country presentation

³² Annex 32. South Africa country presentation

³³ Annex 33. Tanzania country presentation

- Reflections and lessons learnt include that political will generates results, especially where resources are scarce. Stakeholder engagement remains a critical aspect in anti-corruption efforts. Use of existing structures can yield better results.

3.19 Uganda country report presentation³⁴

The Inspectorate-General of Government is a creation of the 1995 Constitution of Uganda, with a mandate to promote and foster strict adherence to the rule of law and principles of natural justice in the administration of public resources, and good governance in public offices. It has managed to establish channels to reach out to the grassroots population to sensitise people on the costs and effects of corruption, whether political or religious.

The Inspectorate-General's initiatives face challenges: funding is low, corruption has come to be accepted as a way of life and implementing officials fear for their security.

Figures from the Cost of Corruption Survey have circulated widely and are quoted in many fora. The Inspectorate-General has engaged the political structure through the executive, the parliament and local governments; the Inter-Religious Council of Uganda; and cultural leaders and is receiving more whistle-blower accounts of corruption and illicit wealth acquisition.

Reflections and lessons learnt include a need to involve the grassroots in the war against corruption, as it is their war, and to continue to enhance inter-agency synergies and participate in regional and international anti-corruption efforts.

3.20 Zambia country report presentation³⁵

The Zambian Anti-Corruption Commission was established through an Act of Parliament in 1982 and has adopted innovations to combat corruption. Annual Integrity Awards are given out and all public institutions must form Integrity Committees as a measure to prevent corruption.

The Awards are a self-reflective mechanism to help enhance integrity development efforts in respective institutions and to recognise Integrity Committees that are performing well and encourage them to continue on the same trajectory.

Expected impacts are improved service delivery in both public and private institutions, enhanced transparency and accountability in public service delivery, prudent use of public resources, improved access to basic services by the general public and a reduction in incidences of corrupt practices at service delivery points.

³⁴ Annex 34. Uganda country presentation

³⁵ Annex 35. Zambia country presentation

4. The Annual General Meeting of the Heads of Anti-Corruption Agencies in Commonwealth Africa

On 6 May 2022, the 12th AGM of AAACA took place in Kigali, Rwanda, chaired by Hon. Beti Kama Turwomwe. The following items were on the agenda:

- meeting called to order
- adoption of agenda
- prayer
- communication from the Chair
- reactions/responses to the above
- report from CAACC Manager
- presentation and discussion of Communiqué
- adoption of communiqué
- elections
- website for AAACA
- hosting of 2023 Conference
- reading of Communiqué
- outgoing Chair handover/speech
- closing remarks by new Chair
- group photo

The AGM adopted the agenda as presented.

4.1 Communication from the chair of AAACA

The Chair started by welcoming the members of the AGM of AAACA and extended gratitude to the Chief Ombudsman, Nirere Madeleine, and the entire staff of the Office of the Ombudsman for the warm welcome and special protocol provided to all Heads of Delegation and Delegates.

The Chair reminded the AGM about its responsibility to appoint an External Auditor for AAACA, which had not been carried out in previous years owing to issues including the COVID-19 pandemic. This responsibility is provided for in the Constitution of AAACA and needs to be addressed by the AGM, and this was agreed early on.

4.2 Report from CAACC

The Manager of CAACC presented to the AGM the report for the past year on capacity-building programmes and said that members of AAACA had continued to pay subscription fees. However, there are still those who are lagging behind. The report also highlighted some successes and challenges.

The AGM approved the report.

4.3 Presentation and discussion of the Communiqué

The AGM discussed the content and format of the Communiqué of the Commonwealth Regional Conference of Heads of Anti-Corruption Agencies in Africa, and provided inputs, comments and corrections. The AGM adopted the Communiqué unanimously.

4.4 Elections

Article 9(1) of the Constitution of AAACA provides that, 'The Chairperson shall be elected annually at the Annual General Meeting and shall come from the host country.' The practice in previous years has been that the Vice-Chair comes from the country nominated to host the following Conference. Therefore, the Chief Ombudsman of the Republic of Rwanda, Hon. Nirere Madeleine, was elected Chair of the Association, with Hon. May De Silva, Chief Executive of the Anti-Corruption Commission Seychelles, elected as Vice-Chair. The position of Secretary was given to Silumesi Muchula, Acting Director General of the Anti-Corruption Commission, Zambia. The position of Treasurer was given to Maame Yaa Tiwaa Addo-Danquah, Executive Director of EOCO, Ghana. The other three Members elected were from Botswana, Cameroon and Tanzania. The representative of the Commonwealth Secretariat, who shall be an ex-officio Member, is Dr Roger Koranteng, Head, Public Sector Governance, Commonwealth Secretariat, UK.

4.5 Resolutions of the AGM

The AGM resolved to create a website for AAACA. The website will be hosted in Botswana alongside the one of CAACC.

Also, it was resolved that the next Regional Conferences of Heads of Anti-Corruption Agencies in Commonwealth Africa will be hosted as follow:

- The 13th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa will be hosted by Seychelles in 2023.
- The 14th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa will be hosted by Cameroon in 2024.
- The 15th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa will be hosted by South Africa in 2025.
- The 16th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa will be hosted by Ghana in 2026.

4.6 Reading of Communiqué

Dr Roger Koranteng, Head of Public Sector Governance, Commonwealth Secretariat, read the Communiqué adopted³⁶ by the AGM in presence of the media.

4.7 Outgoing Chair handover/speech

The outgoing Chair, Hon. Beti Kanya Turwomwe, congratulated the incoming Chair and thanked all members of the AGM for their commitment and efforts towards combating corruption in their respective countries. After her remarks, she handed over to the new Chair all instruments of power of the Association.

4.8 Closing remarks by new Chair

The new Chair, Hon. Nirere Madeleine, Chief Ombudsman of Rwanda, began by extending her special gratitude to all of those who had made this event a reality. She further conveyed her deep appreciation to the Secretary-General of the Commonwealth for gracing the Regional Conference with her presence and for the strong commitment of Commonwealth Secretariat support to ACAs in Africa. She praised the outgoing Chair of AAACA for her leadership, and the outgoing Executive Committee for the achievements of the Association.

The Hon. Nirere Madeleine extended her profound thanks to all members of AAACA for having elected her as new Chair. In her concluding remarks, she thanked all present for their active participation in the 12th Commonwealth Regional Conference for Heads of Anti-Corruption Agencies in Commonwealth Africa and promised that she would do her best. She wished all Heads of Delegation and Delegates a safe journey back to their respective countries.

5. Recommendations

- Heads of Anti-Corruption Agencies in Commonwealth Africa should adopt strong mechanisms and strategies to combat corruption.
- Heads of Anti-Corruption Agencies in Commonwealth Africa should promote strong co-operation in fighting against corruption.
- Heads of Anti-Corruption Agencies in Commonwealth Africa should stand up together to fight against corruption so they can promote good governance and sustainable development.
- All lessons shared in the Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa from 3 to 6 May should be taken into consideration by every country to increase efforts to combat the corruption.
- All innovations and initiatives adopted by all Heads of Anti-Corruption Agencies in Commonwealth Africa should be made universal to increase the efforts achieved to combat corruption.

6. Conclusions

Corruption undermines accountability and transparency as well as socio-economic development on the continent, along with the legitimacy of government, democratic values, human rights and respect for the rule of law and the security infrastructure. It hinders investment and wastes scarce resources. Therefore, all countries of Commonwealth Africa are requested to adopt strong mechanisms that can be used to curb and eradicate corruption and promote good governance and sustainable development on the continent.

All ACAs in Commonwealth Africa represented at the Conference held in Kigali on 3–6 May 2022 have adopted different initiatives, innovations and strategies aimed at combating corruption that undermines good governance and sustainable development in Africa.

The ACA Heads in Commonwealth Africa elected a new Executive Committee, which will oversee:

- elaboration of the strategic plan of the Association
- elaboration of the website of the Association
- preparation of the amendment of the Constitution of the Association
- capacity-building of the ACA Members of the Association
- collaboration and co-operation of the Association with other international associations

The ACA Heads in Commonwealth Africa also resolved the following:

- to pursue both preventive and enforcement measures in the fight against corruption within the unique context of each country
- to strengthen co-operation and partnership with local, regional and both international and civil society organisations and the media
- to enhance capacity-building of investigators and prosecutors of corruption offences
- to convey to their respective governments the importance of having Integrity Officers and anti-corruption units within government, ministries, departments and agencies
- to engage and empower citizens to demand transparency, accountability and effective service delivery

ACA Heads in Commonwealth Africa called upon:

- The Secretary-General of the Commonwealth and the Government of the Republic of Rwanda to include anti-corruption measures, including prioritisation of the recovery of the proceeds of crime, artefacts and illicit financial flows out of Africa, as part of the resolutions of the Commonwealth Heads of Government Meeting (CHOGM) to be held in Kigali 2022.
- The Member Governments of Commonwealth Africa to adopt and implement legislation on the declaration of assets and civil asset recovery and forfeiture as part of anti-corruption measures.

- The Member Governments to acquire e-governance platforms as part of anti-corruption measures.
- The Heads of Governments to provide adequate resources to ACAs.
- The Heads of Government and the international community to strengthen collaboration towards speedy and unfettered repatriation of recovered assets to African countries.

They expressed appreciation to:

- The President of the Republic of Rwanda, for hosting the Conference.
- The Office of the Ombudsman of Rwanda, for the warm hospitality extended to the Delegates during their stay in Rwanda and the success of the Conference.
- The Secretary-General of the Commonwealth and the Commonwealth Secretariat, for continued support to AAACA and to co-sponsoring and co-organising the Conference

Annex 1. Keynote Address by Rt. Hon. Dr Edouard Ngirente, Prime Minister of Rwanda

REPUBLIC OF RWANDA



Remarks by the Rt Hon. Prime Minister Dr Edouard Ngirente

At the Official Opening Ceremony of the 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa

Kigali | 3 May 2022

- **Your Excellency Patricia SCOTLAND, Secretary-General of the Commonwealth,**
 - **Honourable Ministers,**
 - **Heads of Anti-Corruption Agencies in Commonwealth Africa,**
 - **Members of Diplomatic Corps and Representatives of International Organisations,**
 - **Distinguished Guests,**
1. On behalf of His Excellency Paul Kagame, the President of the Republic of Rwanda, I am pleased to join you today at the 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa.
 2. First of all, I would like to welcome you all to this important Conference and thank the Commonwealth Africa for having collaborated with us in organising this Conference.
 3. Rwanda is delighted to physically host this Conference, which has been held virtually twice, for the past two years, because of the COVID-19 pandemic.
 4. The theme of this Conference, 'Combating Corruption for Good Governance and Sustainable Development in Africa', is very important.
 5. It is in line with Africa's Agenda 2063, 'The Africa We Want', Aspiration 3, which provides for an Africa of good governance, democracy, respect for human rights, justice and the rule of law. This clearly illustrates the firm commitment of African leaders to uphold the culture of the rule of law and good governance.

- **Distinguished Guests,**

6. Africa is making efforts towards improving good governance, although we still have a long way to go. African countries are committed to addressing corruption on the continent. So far, most African countries have ratified the African Union Convention on Preventing and Combating Corruption and other international legal instruments on corruption.
7. As required by international obligations, African countries have enacted national anti-corruption laws and established anti-corruption institutions.
8. Almost every African country has specialised anti-corruption agencies to address specific crimes and malpractice, including illicit flows, money laundering, embezzlement and conflicts of interest, among others.
9. Several reports have indicated that global corruption is now costing around US\$1 trillion annually. This has severe effects on the lives of our people. This cost is very high and continues to weaken the resilience of our communities.
10. Corruption creates economic distortions and hampers investment. Investors who deserve a fair and competitive business environment will avoid investing in countries where there is a high level of corruption.
11. Commonwealth Africa member countries can make a difference in this fight against corruption through strengthened co-operation and effective accountability mechanisms.

- **Distinguished Guests,**

12. In Rwanda, the political will to enhance transparency and accountability is a key factor to implement a zero-tolerance approach against corruption. By way of illustration, the offence of corruption is not subject to any statute of limitations in Rwandan laws. This means that prosecution of corruption crimes has no time limit.
13. To promote accountability and transparency, among others, in 2006 the Government of Rwanda adopted the performance contracts system, commonly known as 'Imihigo' in our national language.
14. Under this system, every year public servants sign performance contracts with their managers/supervisors or heads of institution. This is done at all levels of administration, from the local district to ministries and embassies.
15. In that spirit of preventing and fighting any form of corruption, the Government of Rwanda aims at using information and communication technology to deliver services to our citizens. Key government services are currently accessed online.
16. Various other electronic systems have been developed and are now in use, including the Integrated Electronic Case Management System (IECMS) in the justice sector, the Integrated Financial Management System (IFMS) and an e-recruitment system as well as e-procurement.

- **Distinguished Guests,**

17. As I conclude, I wish to recognise efforts made by the Commonwealth Africa member countries to fight against corruption for the past 11 years since the establishment of the Association of Anti-Corruption Agencies in Commonwealth Africa.

18. It is my expectation that this Conference will come up with concrete anti-corruption measures and public sector management practices based on the rule of law, transparency and accountable governance.
19. As corruption continues to emerge in more sophisticated forms, we need to come up with innovative ways to prevent and address this evolving crime.
20. On this note, I have the pleasure to declare the 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa officially opened.

I thank you for your kind attention.

Annex 2. Speech by Rt. Hon. Patricia Scotland KC, Secretary-General of the Commonwealth

**12th Commonwealth Regional Conference of Heads of
Anti-Corruption Agencies in Africa**

3 May 2022

SG Special Guest: Draft Speech

Your Excellency,

Honourable Ministers,

Distinguished delegates,

Commonwealth colleagues and friends,

It is my pleasure to be here with you today in beautiful Rwanda – on my final visit to Kigali before the whole Commonwealth family arrives for our Heads of Government Meeting in June.

Thank you all for such a warm welcome back to your country, and to today's vital and timely conference

I need not remind such an esteemed gathering of the destructive economic, social and political impact of corruption.

Corruption undermines the ability of our countries to deliver inclusive and sustainable economic growth and social progress.

It persists as a grave challenge to the development and growth of our countries: a malignant force in our societies.

Matching up to corruption requires the spirit of Commonwealth goodwill, mutual support, experience and expertise.

Our present global context is challenging: conflict, COVID-19, climate change and spiralling costs of food and fuel.

These are the conditions in which corruption can thrive – so building integrity into our systems of governance is more important than ever.

Let us attempt to quantify the problem.

Globally, corruption leading to illicit financial flows costs developing countries US\$1.26 trillion per year.

Africa loses over US\$50 billion a year through illicit flows: equivalent to all annual official development assistance.

The Africa Growth Initiative concludes that sub-Saharan Africa received nearly US\$2 trillion in foreign direct investment and official development assistance between 1980 and 2018, but lost more than \$1 trillion to illicit financial outflows.

When looking at the whole of Africa, that figure rises to US\$1.3 trillion.

And let us be clear: US\$1.3 trillion could lift the 1.4 billion people living on less than \$1.25 per day out of poverty.

Transparency International calculates that corruption costs the health sector US\$500 billion every year – more than the amount needed for worldwide universal health coverage.

Every US\$100 million lost to corruption could fund full immunisations for 4 million children or provide water connections for 250,000 households.

And the damage goes beyond headline statistics. Of course, money that is stolen through corruption cannot be invested locally, robbing communities of vital inward investment.

But these losses aggravate risk and uncertainty, disincentivising private investment.

This further loads the dice against those who are already in poverty.

Corruption is a menace that puts a devastating handbrake on the ability for communities and countries – indeed, entire continents – to thrive.

It is unacceptable – so we should not accept it.

It is **not** inevitable – so we should take action to stop it.

That action should, ultimately, be shaped the Sustainable Development Goals.

The SDGs are **the** essential framework for collective progress – achieving them would deliver the solemn promise of all nations to leave no-one behind.

And tackling corruption must be a priority of the highest order.

Not simply because **SDG 16** sets specific targets to reducing corruption, bribery and illicit financial flows – but because we *cannot deliver any* of the SDGs without tackling corruption.

The big question is how we can successfully tackle corruption and deliver the SDGs.

What is our statement of intent?

What is our action plan?

This is where I believe the Commonwealth has a big role to play.

The Commonwealth's collective statement of intent is our Charter.

Our action plan is the technical assistance offered by the Commonwealth Secretariat to our member countries.

In fact, the Commonwealth Charter has a strong relationship with the SDGs.

Adopted in 2012, it is a precursor – and in many ways a template – for the 2030 Agenda for Sustainable Development agreed three years later.

The 16 articles of our Charter match almost precisely with the 17 Sustainable Development Goals of the 2030 Agenda - with the addition of overarching Commonwealth principle of partnership.

They are the defining principles which all our member countries voluntarily commit to upholding, just as the SDGs are the defining goals for development against which we must measure ourselves.

But we need more than principles and goals – we need action.

Let me assure you all that – with our three-pronged approach based on research, capacity-building and strong collaboration – the Commonwealth Secretariat is 100 per cent committed to helping our member countries act on corruption.

This is a personal priority for me.

In 2016, very soon after Commonwealth Heads of Government entrusted me with the responsibilities of Secretary-General, I convened the Commonwealth *Tackling Corruption Together* conference.

This Conference identified the clear need for a clear, simple, deliverable pan-Commonwealth tool to help promote integrity and combat corruption in the public and private sectors.

The Secretariat responded to that need, working in close consultation with member countries to develop the ground-breaking Commonwealth Anti-Corruption Benchmarks.

This package of 22 measures ranges from the disclosure of assets and rules around political lobbying, to investigations, prosecutions and sanctions.

Each Benchmark is defined by a core principle and contains detailed guidance for *turning that principle into practice*.

Across the board, they are consistent with international standards, and in some areas they go further *to set new standards*.

For instance, we believe the Commonwealth Anti-Corruption Benchmarks is the first document that connects public and private conduct at such a scale.

So the Benchmarks are a tool for governments: providing very practical support to help them achieve transparency and good governance in the corporate sector.

And they are a tool for businesses: providing consistency and clarity on pan-Commonwealth trade and procurement, and providing companies with incentives to prevent and detect bribery and corruption.

I am proud to say that our anti-corruption work received an International Excellence Award.

But, for me, it is not about recognition – *it is about results*.

So it is important that, in Africa, Commonwealth countries are perceived as less corrupt than non-Commonwealth countries, with respective Corruption Perceptions Index scores.

It is important that more than 80 per cent of the best-performing countries in Africa on Transparency International's Corruption Perceptions Index, and the Mo Ibrahim Index of African Governance, are Commonwealth member countries.

And it is important that there are no Commonwealth African countries in the 10 most corrupt countries in the world.

This is the effect of the high-quality service and support on offer to Commonwealth member countries, with huge real-world impacts and advantages.

It speaks volume about our work – and it is something of which we can be proud.

So many of you have been part of that journey – and we all need each other on the road ahead.

We need each other *literally*: because corruption reaches beyond national borders, so we need international co-operation to share information, track and recover assets, and stamp out jurisdictional secrecy.

And we need each other to *maximise the benefits of the transformative technologies the 21st century offers us.*

Take blockchain as an example:

Corruption is strongly associated with intimacy, hidden transactions and distortion of results - *but blockchain provides transparency and immutability.*

Corruption is associated with centralisation and misuse of power – *but blockchain brings new dimensions to the decentralisation of power.*

Blockchain can serve a database that automatically registers transactions. Records, such as financial transactions, will be visible to the public and cannot be altered.

Technology can help us to aggregate data on government spending and contracting – and to analyse it for signs of waste, fraud and corruption.

It can help us to identify risky official and patterns of corrupt practices such as ‘whose family members got too many contracts’.

This is the opportunity we can grasp through technology.

But for our anti-corruption efforts to be *the best they can be*, we need a whole-of-Commonwealth approach:

Working together

Leaning from each other

And collectively setting the highest possible standards

This essential ambition will be part of the agenda for the forthcoming Commonwealth Heads of Government Meeting, here in Kigali next month.

So it is fitting and timely we gather here for this conference – ‘Combating Corruption for Good Governance and Sustainable Development in Africa.’

Our huge collective responsibility is the bond of trust between governments, businesses, civil society and the people.

I applaud *your* commitment to upholding and deepening the campaign *for* integrity and *against* corrupt practice.

And I am sure that this conference will offer us all a brilliant platform to share knowledge, experience and expertise together.

As ever, the Commonwealth Secretariat under my leadership stands ready to help you however we can.

And I am eternally optimistic that, if we work together, and work well, Commonwealth Africa – and the Commonwealth as a whole – will sweep corruption aside and create the lasting, positive space for sustainable development to thrive, and for people everywhere to flourish.

Thank you.

Annex 3. Speech by Hon. Nirere Madeleine, Chief Ombudsman of Rwanda

Welcoming Remarks by the Chief Ombudsman of Rwanda at the 12th Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa to be held in Kigali, Rwanda, in May 2022

Right Honourable Prime Minister,

Right Honourable Secretary-General of the Commonwealth,

Honourable Ministers,

Heads of Government Institutions,

Your Excellency Dean of Diplomatic Corps,

Members of Diplomatic Corps,

Honourable Members of Parliament,

Distinguished Heads of Anti-Corruption Agencies,

Invited Guests,

Ladies and Gentlemen,

All protocol observed,

Good Morning,

I am very delighted to warmly welcome you to this Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa. This 12th Regional Conference is held physically after the two Conferences held online due to the COVID-19 pandemic. We salute the efforts made by our governments to curb this pandemic.

At the outset, I wish to express my deep gratitude to the Rt Hon. the Premier Minister for availing himself for this important Conference despite his very busy schedule.

Many thanks to the Commonwealth Secretariat especially to the Rt Hon. Secretary-General of the Commonwealth, Patricia Scotland, for gracing this ceremony by her presence and for the support of the Commonwealth Secretariat to the anti-corruption agencies in Africa.

Right Honourable Prime Minister,

Right Honourable Secretary-General of the Commonwealth,

Invited Guests,

The Association of Anti-Corruption Agencies in Commonwealth Africa is composed of Anti-Corruption Agencies from 18 African countries: Botswana, Cameroon, Eswatini, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, Tanzania, Uganda and Zambia.

I am very pleased to warmly welcome heads of anti-corruption agencies from these countries and thank them for choosing Rwanda to host this 12th Regional Conference of Heads of Anti-Corruption Agencies.

The Conference provides us with a good platform where Anti-Corruption Agencies can meet and share expertise, best practices, experience and knowledge regarding prevention and combating corruption.

Right Honourable Prime Minister,

Right Honourable Secretary General of the Commonwealth,

Invited Guests,

Globally, corruption was acknowledged long time ago as a threat to economic development, good governance and rule of law. It has been proved to have bigger impacts in developing countries, where skills, expertise and logistics for fighting against corruption are still lacking.

The world is striving to achieve sustainable economic development through the Sustainable Development Goals: SDGs 16 and 17 related to good governance and economic development cannot be achieved without proper strategies to prevent and fight corruption.

Right Honourable Prime Minister,

Right Honourable Secretary-General of the Commonwealth,

Invited Guests,

The Government of Rwanda has undertaken a number of anti-corruption measures towards zero tolerance of corruption, including:

- ✓ adoption of a national anti-corruption policy
- ✓ corruption becoming a non-prescription offence
- ✓ use of electronic platforms such as e-procurement, e-recruitment, e-government services, e-payments, the Integrated Electronic Case Management System, etc. with the aim to minimise physical contact with service providers and speed up service delivery
- ✓ set-up of anti-corruption committees in different public and private organs
- ✓ different institutions having in their attributions to prevent and combat corruption created and co-ordinated under the Advisory Council for the fight against injustice and corruption for the purpose of strengthening their collaboration; the Council is established from national level to decentralised entities
- ✓ Special Chambers in Courts, responsible for judging economic and financial crimes
- ✓ a system for the declaration and verification of personal assets for public officials
- ✓ a strategy to strengthen mechanisms for the recovery of infringing property and effects
- ✓ strategies to raise public awareness on corruption using different means and opportunities of communication

Just to mention few ...

All the above measures have been possible simply because of the political will of His Excellency the President of the Republic of Rwanda. The Government of Rwanda, under the leadership of His Excellency Paul Kagame, has adopted strong political will to fight corruption and other forms of injustices.

Also, co-operation between both national and international institutions in the fight against corruption has been embraced.

Right Honourable Prime Minister,

Right Honourable Secretary-General of the Commonwealth,

Invited Guests,

Rwanda has embarked on a journey towards corruption prevention strategies that have led to sustainable economic development. Therefore, new innovative skills in prevention and fighting corruption are required to reach our objectives.

There is also a need for capacity-building for more skills, knowledge and sharing of experience with our sister agencies in carrying out awareness campaigns, investigation and prosecution of such crimes as well as recovery of public funds involved in those crimes.

We are happy with the existing relationship between Anti-Corruption Agencies, as well as the strategies to mitigate the threat of corruption. The above relationship was also strengthened by the creation of the Association of Anti-Corruption Agencies in Commonwealth Africa, which has achieved greatly in the fight against corruption.

On behalf of the Office of the Ombudsman of Rwanda, I thank once again the Heads of Anti-Corruption Agencies in Commonwealth Africa for smooth collaboration, which we look forward to continuing for more related events, as corruption prevention requires successive follow-up, innovation through research, and advocacy. Our collaboration is based on the shared interest in corruption prevention and fighting strategies.

Let us therefore challenge ourselves to use this opportunity that will not only support Rwanda's corruption prevention and fighting strategies but also be the basis for continued collaboration between Anti-Corruption Agencies, the private sector, civil society organisations and the international community.

Right Honourable Prime Minister,

Right Honourable Secretary-General of the Commonwealth,

Distinguished Guests,

Before concluding my address, allow me once again to thank you for your presence in this conference. Anti-Corruption Agencies are leading institutions to fulfil the goals of sustainable development in partnership with other national, regional and international partners. Indeed, these goals cannot be achieved without strong collaboration with the above-mentioned stakeholders.

Thank you for your kind attention!

Annex 4. Speech by Dr Roger Koranteng, Head, Public Sector Governance, Commonwealth Secretariat

12th Commonwealth Regional Conference for Heads of Anti-Corruption Agencies in Africa

Remarks by Dr Roger Koranteng, Head, Public Sector Governance, Commonwealth Secretariat, UK

Kigali, Rwanda

3–7 May 2022

Your Excellency **the Prime Minister of the Republic of Rwanda, the Secretary-General of the Commonwealth, Hons Ministers, Hon. Ombudsman of Rwanda, Heads of Anti-Corruption Agencies in Commonwealth Africa, our partner International Organisations**, Distinguished Invited Guests, the Press Corps, Ladies and Gentlemen. Good morning.

I wish to add a note of welcome to you all for honouring our invitation to be here with us today, and a special welcome to Rt Hon. Patricia Scotland, Commonwealth Secretary-General; Prof. Luis Franceschi, Senior Director, Governance and Peace Directorate, Commonwealth Secretariat; Suresh Yadav, Deputy Head of Office, Secretary-General's Office, Commonwealth Secretariat; and Natasha Muhoza, Assistant Research Officer, Secretary-General's Office, Commonwealth Secretariat.

I would like to briefly touch on the genesis of our Association – the Association of Anti-Corruption Agencies in Commonwealth Africa – and how far it has travelled before I end on the Conference overview.

A central part of the Commonwealth's mandate is to help member countries face up to corruption and tackle its destructive impact. The Commonwealth is ideally placed in its strategic efforts to foster genuine partnerships among all member countries. Its effectiveness is built upon the 'ownership' by all its members, and the trust and confidence that member countries have in the Commonwealth Secretariat to work on this important agenda for dealing with corruption.

The Commonwealth Secretariat has prioritised anti-corruption work to strengthen good governance. To achieve this end, the Commonwealth Secretariat has supported in-country collaborative approaches to deal with issues of corruption by mobilising all key institutions and other stakeholders involved in monitoring, detecting and responding to corruption-related issues. Following years of

in-country work on behalf of the Commonwealth Secretariat I decided in 2011 to bring all Heads of ACAs in Commonwealth Africa to a Conference. That 1st Conference of Heads of Commonwealth Africa Anti-Corruption Agencies was held in Gaborone, Botswana, in May 2011. H.E. Lt Gen. Seretse Khama Ian Khama, President of the Republic of Botswana, opened the landmark Conference.

A direct result or outcome of the first Conference was the creation of a practitioners' network of Heads of Anti-Corruption Agencies in Commonwealth Africa (now referred to as the Association of Anti-Corruption Agencies in Commonwealth Africa). The Conference sought to broker the exchange of ideas and practices among Commonwealth African countries, and to encourage the sharing of expertise in areas where they had a comparative advantage. The Heads of Anti-Corruption Agencies took up my proposal to meet annually for peer-to-peer review and innovative experience-sharing, and that the host and venue for the annual Conference would be rotated among member countries.

This led to the institutionalisation of the annual Regional Conference/Meetings of the Heads of Agencies. These annual Heads of ACA Meetings act as a focal point for the Association, providing a forum through which Heads peer-review country anti-corruption reports and share transferable experiences and peer learning.

Meetings have so far been held in Botswana in 2011, Zambia in 2012, Mauritius in 2013, Ghana in 2014, Tanzania in 2015, Namibia in 2016, Malawi in 2017, Nigeria in 2018 and Uganda in 2019. In both 2020 and 2022 we had a virtual conference, which had a record number of 800 participants. This year the Heads of Anti-Corruption Agencies in Commonwealth Africa re meeting in Kigali.

I must say our Conferences are not for only learning and sharing experiences, but this has also afforded us the opportunity to visit and explore our rich and exotic continent. I talk of the wondrous and majestic Victoria Falls in Livingstone in Zambia, the paradise of Mauritius, the awe of Swakopmund of Namibia, where the desert meets the ocean, the beach party in Dar in Tanzania, our visit to the fish cages and Bird Island on Lake Malawi, the fantastic rich culture of Nigeria, etc., which our Conferences have enabled us to be a part of.

We have agreed on a subscription fee of now US\$3,500 per Agency per annum. I am happy to report that we have **\$638,804.65 except that a few are outstanding in payment.**

The 2nd Conference for Heads of Anti-Corruption Agencies in Commonwealth Africa was held in May 2012 in Livingstone, Zambia. We conducted a needs assessment of all the ACAs and the Heads of ACAs overwhelmingly indicated a lack of training of staff was a major problem. On behalf of the Secretariat, I invited member countries to confer with their respective governments to consider sponsoring and hosting a training centre for member countries. The Government of Botswana offered a better proposal, to host the Commonwealth Africa Anti-Corruption Centre (CAACC). On 25 February 2013, the Commonwealth Secretariat, the Government of Botswana and the Association of Anti-Corruption Agencies in Commonwealth Africa witnessed the landmark achievement of launching Commonwealth Africa Anti-Corruption Centre in Botswana, which reaffirms the Commonwealth's commitment to fight corruption in partnership with Government of Botswana.

The Commonwealth Secretariat dispatched me to Botswana for about three months, when I operationalised the Centre, structured it, designed and delivered capacity-

building programmes and ensured the Centre was up and running before I returned to my base in London in 2013.

The Centre provides training and other anti-corruption initiatives for all Commonwealth African countries, in areas such as investigation, public education and prevention, prosecution, professional ethics, leadership and monitoring and evaluation, including twinning and practitioner exchanges.

A recent independent evaluation conducted by PFM-Connect on behalf of the Commonwealth Secretariat found that 'Commonwealth member states have benefited significantly from the Centre programmes and tangible capacity improvements have been realised by the Anti-Corruption Agencies.' The survey, responded to by 65 Anti-Corruption Agency representatives, found that:

Over 80 per cent considered Centre courses had significantly expanded their knowledge.

Over 70 per cent reported significant improvement in their ability to perform their current roles.

Over 68 per cent reported making significant changes in their work after returning from the Centre's courses.

In terms of the Conference overview, the Conference programme is in three parts: the Opening Ceremony, three days of technical sessions and the AGM; plus sight-seeing.

The Opening Ceremony has set the tone for the Conference, with a welcome message by the Hon. Ombudsman of Rwanda, remarks by the Special Guest, the Secretary-General of the Commonwealth, and a keynote address and declaration on the Conference by H.E. Prime Minister of the Republic of Rwanda. After this, we will receive a vote of thanks from Hon. Beti Kamywa Turwomwe, of the Inspector-General of Government of Uganda, and the current Chair of AAACA.

The technical sessions have been squashed into three days, in which the Conference business will be conducted. These comprise country and expert presentations, group discussions and networking in and out of sessions. Day 4 will be the AGM and our agreed Communiqué will be read and issued to governments and the public. Day 5 is devoted to sightseeing and relaxation after a week's hard work. I know some delegates have expressed interest in catching glimpse of the gorillas. We will work it out.

The general objective of the Conference is to bring together members of the Association of Anti-Corruption Agencies in Commonwealth Africa, relevant international organisations and partners to share and learn lessons for the fight against corruption under the theme '**Combating Corruption for Good Governance and Sustainable Development in Africa**.' The Conference will discuss the impacts of corruption on sustainable development in Africa and approaches to combat corruption. This will be achieved through sharing of experiences among Anti-Corruption Agencies as well as with experts and specialist speakers.

To achieve this end, every Head of Anti-Corruption Agency has to present to the Conference an Innovative Project in the fight against corruption (success stories).

The Conference will be enhanced by the sharing of country, regional and international experiences by international organisations and experts working in Africa, to offer Anti-Corruption Agencies an opportunity for international collaboration and co-operation. There is no gainsaying that an effective approach to make institutions effective is

to establish a community of practice, build professional networks and create such opportunities for members to exchange best-fit solutions.

This week's Conference offers an experience-sharing opportunity for all Heads of Anti-Corruption Agencies in Commonwealth Africa to share innovative experiences and best practices and to learn from each other. The Conference objectives will be achieved through a combination of presentations, group discussions and networking during and out of sessions.

The presence of the Commonwealth Secretary-General at this meeting reaffirms her commitment to support member countries' anti-corruption efforts to root out systemic corruption at both national and international levels. She has never missed our annual Conferences, no matter how tight her schedule. She is keen and committed to assist Anti-Corruption Agencies to achieve meaningful and long-lasting efforts to combat corruption and to enhance good governance on the continent. On behalf of the ACAs, I thank you for your dedication, commitment and continued support to the anti-corruption effort, particularly in Africa.

Finally, I would like to thank you the Heads of ACAs, both former and current, who have travelled with me and have kept faith with me since Botswana 2011 to work together to build this formidable community of practice in Africa. Mr Tim Steele, Director of UNODC, our major partner supporting our anti-corruption effort, has stated that the Association of Anti-Corruption Agencies in Commonwealth Africa is one of the few formidable and successful anti-corruption associations still standing tall on the continent. And it is true, because, since we started in 2011, we have always achieved 100 per cent participation and attendance from our member countries. Our Conference format is unique because I make sure every ACA does a presentation and chairs sessions, every agency is an active participant and therefore ownership is unquestionable. My hope and prayer is that the Association will continue to grow from strength to strength as we strive to control and reduce corruption on our dear continent.

I look forward to an exciting conference.

I thank you.

Annex 5. Topic: Strengthening Asset Recovery, a Weapon to Fight Against Corruption in Africa



STRENGTHENING ASSET RECOVERY, A WEAPON TO FIGHT AGAINST CORRUPTION IN AFRICA

Presented by Dr
UGIRASHEBUJA Emmanuel
Minister of Justice/Attorney
General
Kigali, 3 May 2022



COMMONWEALTH VALUES AND PRINCIPLES

1. Democracy
2. Human rights
3. International peace
4. Tolerance, respect and understanding
5. Freedom of expression
6. Separation of powers
7. Rule of law
8. Good governance
9. Sustainable development
10. Protecting the environment
11. Access to health, education, food and shelter
12. Gender equality
13. Importance of young people in the Commonwealth
14. Recognition of needs of vulnerable states
15. The role of civil society

PRESENTATION OUTLINE

- I. Asset recovery fundamental principles of the United Nations Convention Against Corruption (UNCAC) and of the African Union Convention on Prevention and Combating Corruption (AUCPCC)
- II. National mechanisms and strategies of asset recovery

I. ASSET RECOVERY FUNDAMENTAL PRINCIPLES OF UNCAC AND OF AUCPCC

Definition

- *“Asset recovery is a process that includes the tracing, freezing, confiscation and return of illicitly acquired assets”*

Asset recovery measures

- Prevention and detection of transfers of proceeds of crime (Art. 52 UNCAC)
- Direct recovery of property (Art. 53 UNCAC)
- Recovery of property through international co-operation (Arts 54–55 UNCAC)
- Return and disposal of assets (Art. 57 UNCAC)
- Laundering of the proceeds of corruption (Art. 6 AUCPCC)
- Confiscation and seizure of the proceeds and instrumentalities of corruption (Art. 16 AUCPCC)

Direct recovery of property

- **State parties shall be permitted to:**
 - ✓ Initiate civil action in another party's courts to establish ownership of property acquired through corruption
 - ✓ Confiscate proceeds or property, the value of which corresponds to that of such proceeds derived from offences and repatriation of such proceeds

Direct recovery (cont'd)

- **Courts shall be permitted to:**
 - ✓ Order corruption offenders to pay compensation to another state party
 - ✓ Freeze or seize the instrumentalities and proceeds of corruption pending a final judgment
- **Courts/competent authorities shall be allowed to:**
 - ✓ Recognise in confiscation decisions another party's claim as legitimate owner of property

Confiscating proceeds of crime

- International co-operation for purposes of confiscation upon request from another state party
- Domestic freezing, seizure and confiscation
- Necessary legal framework required
- Bona fide third parties

II. NATIONAL MECHANISMS AND STRATEGIES OF RECOVERY

Mechanism and strategies

The recovery mechanism provides for mechanisms to recover all judgement debts including court-ordered charges in all court cases (not limited to cases of mismanagement, corruption and embezzlement):

1. Inventory of judgement on assets

- ✓ When a judgement on assets is delivered, it is recorded in the database of judgement debtors. This helps in identifying and monitoring debtors (especially after getting full identification data) who have paid, have failed to pay or are not able to pay.

Mechanism and strategies (cont'd)

2. Identification of judgement debtors

- ✓ Enable full identification of judgement debtors from different institutions: data related to residential addresses, ID numbers, parents, locations, registered immovable and movable property, etc.

3. Publicising judgement debtors

- ✓ A list of judgement debtors is recorded every quarter and published on the MINIJUST website for everyone to access it.

Mechanism and strategies (cont'd)

4. Registration of debtors in the Credit Bureau-TransUnion Rwanda

- ✓ The Credit Bureau registers debtors so that, upon consultation, banks are able to identify all debtors and to measure the risk index and the integrity status of the person they are dealing with.

5. Reminder notices

- ✓ Reminder notices are sent to debtors to pay their obligations.

Mechanism and strategies (cont'd)

6. Voluntary payments

- ✓ The debtor contacts the respective judgement creditor to agree on modalities of payment of the judgement debt.

7. Installment plans

- ✓ A debtor who is experiencing financial difficulties has an opportunity to negotiate a settlement in installments.

Mechanism and strategies (cont'd)

8. Caveat

- ✓ The creditor submits a request to the Registrar of Land Titles and the Tax Administration in order to prevent any transfer of the immovable property and motor vehicles, respectively, belonging to the debtor.

9. Compensations, set-offs and reconciliations

- ✓ In case the government has a commercial contract with a judgement debtor, it can be arranged that the government, as a judgement creditor, can withhold its payments and compensate the debt. This should, however, be reflected in a payment contract

Mechanism and strategies (cont'd)

10. Adverts and awareness campaigns

- ✓ Campaigns through TV, radio and public education campaigns focus on informing the public on the negative effects of forced executions.

11. Forced execution procedures

- ✓ The use of legal means and forcible execution of judgement debts, such as tax refund garnishments, wage/salary garnishments, auctions, bank account garnishments.

Mechanism and strategies (cont'd)

12. Partnering with stakeholders

- ✓ National Identification Authority
- ✓ Rwanda Land Management and Use Authority
- ✓ Rwanda Revenue Authority
- ✓ Directorate-General of Immigration and Emigration
- ✓ Rwanda Social Security Board
- ✓ Debtors' respective employers

Thank you for your kind
attention

Annex 6. Topic: The Effects of Non- Conviction-Based Asset Recovery in Fighting Corruption

The Effects of Non-Conviction- Based Asset Recovery in Fighting Corruption

By
Professor Bolaji Owasanoye, SAN
Chairman,
Independent Corrupt Practices and Other Related Offences Commission (ICPC)
Nigeria

Introduction

- Corruption like COVID-19 is a global as well as national problem present in both developed and developing countries but the level of pervasiveness and response differ.
- Estimated financial costs of corruption at national and global levels differ with various estimates that put the cost at \$1 trillion for corruption globally.
- The Nigeria Corruption Index 2020 conducted by the ICPC underscores the importance of fighting corruption
- **“Discovered or reported cases of corruption do not reflect the full picture of grand corruption in the country. The reasons for this include the instinct to preserve personal, communal and other relationships between the perpetrators and the people who are in the best position to report the incident in issue.” ACAN, Nigeria Corruption Index: Report of a Pilot Survey (2020)**

Global anti-corruption architecture

- The global community has committed to fighting corruption through instruments like:
 - USA- Foreign Corrupt Practices Act (FCPA)- first distinct anti-corruption legislation
FCPA confers universal jurisdiction where an entity conducting business in the USA or through their financial system or in the US dollar is involved in acts of corruption
 - UN Convention Against Corruption
 - African Union Convention on Preventing and Combating Corruption (AUCPCC)
 - OECD Convention on Combating of Bribery of Foreign Public Officials
 - Council of Europe Criminal Law Convention on Corruption
- Asset recovery is just one among several tools for fighting corruption

International Legal Framework for Asset Recovery

UNCAC-Arts, 51-57

- Arts 53-57 details mechanisms of recovery
 - Criminal and civil forfeiture proceedings
 - compensation;
 - Disgorgement of profits; and
 - criminal fines
- Art. V of UNCAC generally deals with asset recovery, while Art. 53 (a) specifically permits non-conviction-based asset recovery

AUCPCC Arts. 16, 17, 18 & 19(3)

- Art. 19(3) is legal basis for asset recovery and return
- Art. 1 makes unexplained wealth “illicit enrichment” and “proceeds of corruption” recoverable
- Art. 16(1) permits interim forfeiture measure; and
- Art. 16(2) limited in scope because it require proof of offence (Art. 16(2) is probably suitable for civil law African jurisdictions)

Statutory framework for fighting corruption in Nigeria

- **Major anti-corruption legislations include:**
 - a. The Police Act 2020;**
 - b. The Corrupt Practices and Other Related Offences Act 2000;**
 - c. Economic and Financial Crimes Commission (Establishment) Act 2002;**
 - d. The Electoral Act;**
 - e. Code of Conduct Bureau and Tribunal Act;**
 - f. Fiscal Responsibility Act;**
 - g. Public Complaints Commission Act;**
 - h. Public Procurement Act 2007;**
 - i. Recovery of Public Property (Special Provisions) Act;**
 - j. Advance Fee Fraud and Other related Offences Act, 2006;**
 - k. Money Laundering (Prohibition) Act 2011 (as amended);**
 - l. Terrorism (Prevention) (Amendment) Act 2013;**
 - m. Nigerian Financial Intelligence Unit Act, 2018;**
 - n. Mutual Legal Assistance in Criminal Matters Act, 2018;**
 - o. National Agency for the Prohibition of trafficking in Person Act;**
 - p. National Agency for Drugs Administration and Control Act; etc**

Summary of statutory mandate of the ICPC

- **Section 6, ICPC Act**
- **Enforcement of ICPC Act and any other law prohibiting corruption;**
- **To examine practices, systems and processes of public bodies to prevent fraud and corruption (by system studies and reviews; conduct corruption risk assessment; deploy ethics and integrity scorecards on MDAs)**
- **Public education and enlightenment**

Legal framework for asset recovery in Nigeria

- Forfeiture of illicit assets is conducted through conviction and non-conviction-based modes under various legislations which include:
 - a. Section 44(b) of the 1999 constitution the extant constitution of the land recognises civil forfeiture. Other extant laws with specific provisions are -
 - b. Sections 337-339 Administration of Criminal Justice Act, 2015;
 - c. Sections 37-48 ICPC Act
 - d. Sections 33, 34, and 36 National Drug Law Enforcement Agency Act;
 - e. Sections 168, 169, and 173 Customs and Excise Management Act;
 - f. Section 29 and 34, Economic and Financial Crimes Commission (Establishment) Act;
 - g. Section 23(2) of the Code of Conduct Bureau and Tribunal Act;
 - h. Recovery of Public Property (Special Provisions) Act 2004; etc.

Procedure for civil forfeiture in Nigeria-ICPC Act

Under the ICPC Act:

- Powers of officers of the Commission to seize property during investigation (ss 37 & 38 ICPC Act);
- Under section 48 of the Act, the Chairman of the Commission may apply ex-parte to a Judge for interim forfeiture of property seized during investigation where there is no prosecution or conviction for an offence under the Act.
- The application shall be made before the expiration of 12 months of the seizure of the property.
- The Commission shall convince the court that "such property had been obtained as a result of or in connection with an offence under sections 3 to 19" of the ICPC Act.
- Because the procedure envisaged by section 48 and 49 of the ICPC Act is civil in nature, the burden on the Commission is not proof beyond reasonable doubt but on the balance of probabilities.
- The Judge may issue an order directing that a notice be published in the Federal Gazette and in at least two national newspapers requiring any person who claims to be interested in the property to appear and show cause why the property should not be forfeited to government. If after the expiration of the notice the Judge is satisfied that the property was acquired in contravention of sections 3 to 19 of the Act and that there is no bona fide purchaser for value interested in the property, the Judge may order final forfeiture of the property.
- Where no application for final forfeiture is made within 12 months of seizure, the property shall be released to the person from whom it was seized.

Procedure for civil forfeiture in Nigeria-Advance Fee Fraud Act

Civil forfeiture procedure under section 17 AFF Act involves two stages:

A High Court may order interim forfeiture of property if the Court is satisfied upon an ex parte application by the Commission (EFCC or ICPC) that the property is unclaimed or reasonably suspected to be proceeds of unlawful activity.

The person in possession of the property or person interested shall be notified by service of the interim order and publication, as the court shall order, to appear before the court within

14 days to show cause why the court should not make a final order of forfeiture of the property in favour of the Federal Government of Nigeria.

At the expiration of 14 days of the notice or publication, parties shall be heard upon motion on notice filed on behalf of the Federal Government of Nigeria for final forfeiture.

Recent Developments on NCB forfeiture in Nigeria

- Nigeria’s Supreme Court has in some landmark cases endorsed NCB forfeiture and reverse burden of proof in Nigeria - *Gabriel Daudu v FRN* (2018) 10 NWLR (Pt. 1626) 169; (2018) LPELR-436337 (SC); *Dame Patience Jonathan v FRN* (2019) LPELR-46944 (SC);
- All interim forfeitures or freezing of accounts made pursuant to ICPC Act, NDLEA Act, EFCC, Advance Fee Fraud and other Fraud Related Offences Act are not in conflict with Ss. 36 and 44 of the 1999 Constitution.
- The Supreme Court has affirmed that the Advance Fee Fraud and Other Fraud Related Offences Act were enacted in line with UNCAC wherein non conviction based forfeiture was legalized
- Nigeria’s NASS recently passed a POCA that takes the use of NCB beyond reasonable doubt and affirms the judicial position.

Benefits of non-conviction-based asset recovery

- Speed (under section 17 AFFA, for instance, an adept Judge can conclude proceedings within one month)
- Liberty of person in possession of assets not in issue and it does not offend fundamental rights or constitutional safeguards
- Proceeding is against property not the person
- Proof is on the balance of probabilities
- Reverse burden of proof
- Ease of asset recovery takes the profits out of crime thereby promoting deterrence
- Civil forfeiture is advantageous in countries with dysfunctional criminal justice systems
- Dispossession of illicit wealth from criminals is sufficient punishment to dissuade others. It is “taking the profit out of crime”
- Does not prevent later prosecution of suspect

Limitations of asset recovery in fighting corruption

- Utility of non conviction based asset recovery can be muted where offender remains in public office to accumulate other illicit assets
- Where all illicit assets are not traced, retention of other assets undermines public confidence
- Public perception is that NCB without imprisonment is not fully deterrent of wrongful conduct however data and experience indicate that in democratic systems especially those with weak criminal justice administration NCB gives the state leverage

What AU Members Should Do

1. Implement CAPAR Standards

- Common African Position on Asset Recovery - CAPAR was adopted in February 2020 by AU Heads of Government
- CAPAR covers five pillars viz –
 - Detection and Identification of assets
 - Recovery and Return (for assets outside jurisdiction)
 - Management and utilisation of assets for public good
 - Cooperation and partnerships
 - cross cutting issues such as protection of whistleblowers, capacity building etc.

What AU Members Should Do

2. Implement Thabo Mbeki Report

1. Implement the low hanging fruits of the Mbeki Panel Recommendations viz
 - Establish specialized asset forfeiture/recovery units locally and within AU structure
2. Comply with Art 4 (1) and Art 20 (1) of AUCPCC, by providing required information in compliance with AU Executive Council Decision **EX.CL/Dec.951** by designating a national authority and criminalizing acts of corruption
- 3. COMBINE DIPLOMATIC, CIVIL AND CRIMINAL FORFEITURE MECHANISMS FOR ASSET RECOVERY NOT JUST DIPLOMATIC MEASURES**
4. Involve CSOs and media (local and international) in advocacy for asset recovery and asset return
5. Establish transparent mechanisms for management and use of returned assets

What AU Members Should Do

3. Advocate Model Template for International **Asset Return**

- Demand transparent parameters and where necessary timetable for return of asset to Africa including stolen artefacts. This is to eliminate “musical chairs” in asset return
- Advocate application of common standards of governance on use of returned assets rather than divide and rule negotiations on country-by-country basis.
- Apply common standards of simultaneous demand for sanctions against principal actors and middlemen/facilitators of corruption in Requesting and Requested States

Conclusions

- Non-conviction-based asset recovery is a potent tool for denial of the fruits of wrong-doing as well as recovery of illicit wealth
- Civil forfeiture is a viable alternative to criminal forfeiture
- ACAs need to improve capacity in Investigation especially asset tracing to ensure maximum impact of NCB asset forfeiture
- It is suggested that efforts should be made to capacitate anti-corruption agencies to improve investigation and prosecution alongside civil forfeiture
- Serious efforts should be made to address dysfunction in the criminal justice system
- Improved public education is required on the utility of civil forfeiture to anti corruption efforts

Annex 7. Topic: Combatting Corruption for Good Governance and Sustainable Development in Africa

COMBATTING CORRUPTION FOR GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT IN AFRICA

PROFESSOR EDWARD G HOSEAH

12th Commonwealth Regional Conference of Heads of
Anti-Corruption Agencies in Africa
Serena Hotel, Kigali, Rwanda 3–7 May 2022

INTRODUCTION

- Corruption is a transnational phenomenon that affects all societies rich and poor. Corruption threatens development because stability and peace of societies are at stake. Corruption undermines the institutions and values of democracy, ethical values and rule of law. There is no good governance where corruption is rampant.
- Countries that oppose corruption must come together and figure out how best to tackle the scourge and co-operate to prevent the inroads of corruption.
- Through the UNCAC, countries have been able to develop measures to prevent and combat corruption because we all need good governance and sustainable development, especially in Africa, as corruption has hit the continent badly.

SUSTAINABLE DEVELOPMENT GOALS

- The SDGs, also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people enjoy peace and prosperity.
- The Goals are: no poverty, zero hunger, good health and well-being, quality education and gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, reduced inequality, sustainable cities and communities, responsible consumption and production, climate action, life below water, life on land, peace, justice and strong institutions, and partnership for the Goals.
- The 17 SDGs are integrated – they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

CORRUPTION DIAGNOSIS AND CHALLENGES

- Countries have committed to prioritise progress for those who are furthest behind. The SDGs are designed to end poverty, hunger, AIDS and discrimination against women and girls.
- The creativity, knowhow, technology and financial resources from all of society are necessary to achieve the SDGs in every context.
- As ACAs in Africa, you lead the process of prevention and combating corruption.
- The following are critical issues to consider and find answers:
 - 1) Evaluate the country's experience in combating corruption.
 - 2) Are there gaps in the laws against corruption?
 - 3) Are the laws enforced effectively?
 - 4) Does the ACA have sufficient resources and skills? Are you able to retain skilled investigators and prosecutors? Are courts conversant with corruption offences?

LINKAGE BETWEEN CORRUPTION AND DEVELOPMENT

- 5) Are anti-corruption strategies realistic?
 - 6) Is there political will that enhances the ability of the ACA to combat corruption?
 - 7) Do the peer review mechanisms under the UNODC help state parties clearly see where the problems are and how to fix them?
- Surveys carried out over time indicate the level of corruption in the country, for example the Transparency International Corruption Perceptions Index, the World Business Environment Survey of the World Bank, the World Economic Forum Global Competitiveness Index and corruption diagnosis surveys carried out by local NGOs equipped with the capacity to do so, help detect petty, administrative and grand corruption.
 - The results link well in addressing development and how citizens are affected by social service delivery and impacts on economic development.

LINKAGE BETWEEN CORRUPTION AND DEVELOPMENT

- The extent to which governments through ACAs are guided on how to reduce the level of corruption and stimulate economic development in the country.
- Quantitative data would compare the recorded value of imports and exports between country a and country b and derive the level of corruption in customs services. The time spent to clear cargo at the port would indicate the incentives to encourage bribery.
- Implementation of right to information legislation.

PRIORITISATION AND SEQUENCING

- Corruption is a multi-faceted problem that requires comprehensive multi-pronged approaches and solutions.
- Failure to prioritise renders the strategic document sterile and you don't know where to start.
- In selecting a priority list you have to consider 1) the significance of the problem targeted (the amount of harm it does to society and the citizenry), 2) the likely effectiveness of the proposed reforms in reducing the problem and 3) the expected costs of the proposed reform, not only budgetary or economic but also in terms of political capital and technical capacity.
- Most importantly is not the magnitude of the problem of corruption, but rather the intended reform that reduces the problem that feeds on the development of society. Nonetheless, sequencing should have regard to the overall anti-corruption strategy and policy considerations.

SPECIFIC EXAMPLE OF A PRIORITY ATTACK ON CORRUPTION – EDUCATION

- UNESCO, UNDP and Transparency International have shown that corruption infects every level of education in insidious ways – from the sale of grades to the purchasing of degrees to the demand for sexual favours in return for pass marks.
- Corruption undermines national development. Politically, stamping out corruption in education is more likely to draw support from the citizenry because it is in their best interests that high-quality education to their children is a high priority.
- Such a priority area has grip for the citizenry and can be supported and reduce the level of corruption and hence feed into development and good governance.

CO-ORDINATION OF ANTI-CORRUPTION STRATEGY AND IMPLEMENTATION

- Experience indicates that you need a co-ordination authority that can impact on implementation of anti-corruption strategy.
- Depending on the circumstances of each country, the co-ordinator must have authority over any ministry/agency of government to comply.
- Strategically, the co-ordinator must be in position of authority to direct any ministry, department or agency to prioritise the agreed intervention to reduce corruption.
- There should be periodical feedback to the citizenry on the progress registered in the fight against corruption – for example an anti-corruption forum that brings all stakeholders together to learn and respond to the reforms that have taken place and to suggest reforms for the future to ensure there is ownership of anti-corruption strategies.

INTEGRITY AND ETHICS



CONCLUSIONS

- Corruption undermines development and is the antithesis of good governance.
- Anti-corruption strategies are key to pursue the scourge of corruption. Partnership with all stakeholders (public, private, civil society, media) is important to make the strategy relevant.
- Reduction of corruption is an aspiration for all humankind to realise the SDGs.
- Prioritising and sequencing targets and areas of interventions is extremely useful to yield results.
- Periodic sharing of information and priority interventions against corruption through an annual anti-corruption forum is germane to engage and get the support of the citizenry.
- Integrity and ethical values are the cornerstone for achieving sustainable development and good governance.

Annex 8. Topic: Impact of Corruption on Governance in Africa



IMPACT OF CORRUPTION ON GOVERNANCE IN AFRICA



Dr. KAITESI Usta
Chief Executive Officer
RWANDA GOVERNANCE BOARD



SCOPE

1. A reflection on Africa: Where we are and we are going
2. Understanding Governance
3. Corruption
4. Accountability through assessments
5. Conclusion and recommendations



A REFLECTION ON AFRICA

The resources of Africa

- 30% of the world's mineral reserves,
- 8% of the world's natural Gas
- 12 % of the world's oil reserves;
- 40% percent of the world's gold
- 90 % of world's chromium and platinum
- 65% per cent of the world's arable land
(Source: UN Environmental Program)

Corruption in Africa

- Corruption undermines Africa's security, creates economic damage and violates human rights.
- Africa looses through illicit financial out flows equivalent to 1.3 trillion dollars-
- Illegal migration of citizens seeking greener pastures elsewhere

Agenda 2063

- Africa's aspiration are clear
 - Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law
 - Aspiration 4: A peaceful and secure Africa:
- A prosperous Africa must based on:
 - Good governance, democracy, social inclusion and respect for human rights, justice the rule of law are necessary pre-requisite for a peaceful and conflict free Africa.
 - Capable institutions and transformation leadership

UNDERSTANDING (GOOD) GOVERNANCE

WORLD BANK	IMF	UNITED NATIONS
<p>Good governance</p> <ul style="list-style-type: none"> ▶ The process by which governments are selected, monitored and replaced; ▶ The capacity of the government to effectively formulate and implement sound policies; ▶ The respect of citizens and the state for the institutions that govern economic and social interactions among them. 	<p>Good governance</p> <ul style="list-style-type: none"> ▶ Ensuring the rule of law, improving the efficiency and accountability of the public sector and tackling corruption for economic prosperity. 	<p>Good governance</p> <ul style="list-style-type: none"> ▶ Participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law.

GOOD GOVERNANCE Cont'd

“Good governance rests on both the character and competence of national leaders. Unfortunately for Africa, many of its leaders have been more intoxicated by the privileges of power than humbled by the responsibilities of governance.”

The Chandler Institute of Governance 2022



RWANDA'S GOVERNANCE

ENSURE GOOD GOVERNANCE THAT IS UNDERSTOOD AS:

- Accountability, transparency and efficiency in deploying scarce resources.
- Centered on Citizen participation and inclusiveness.
- Having the Rule of law that supports and protects all its citizens without discrimination.
- Social and economic transformation towards rapid development.

CORRUPTION

- The African Union “Convention on the preventing and combating corruption” acknowledges that corruption **undermines accountability and transparency as well as socio-economic development on the continent.**
- Corruption undermines the legitimacy of government, democratic values, human rights and respect for the rule of law
- Corruption is an hindrance of good governance
- Corruption undermines the security infrastructure hinders investment and wastes scarce resources,
- Corruption costs the health sector for Africa greater than what is needed for global universal health coverage

Ensuring Good Governance and Anti-Corruption

<p>Office of the Ombudsman:</p> <ul style="list-style-type: none"> ▪ Leads the fight against corruption; ▪ Leads the fight against injustice; ▪ Enforces assets declaration. The Office of the Ombudsman submits reports to both Chambers of the Parliament. <hr/> <p>Rwanda Investigation Bureau- RIB:</p> <ul style="list-style-type: none"> ▪ Prevents, detects, investigates and responds to current and emerging crime threats through the use of modern technology and building partnership in order to uphold the rule of law. <hr/> <p>Rwanda Governance Board -RGB:</p> <ul style="list-style-type: none"> ▪ Leads research works on governance; ▪ Monitors institutional performance, service delivery and governance practices. 	<p>National Human Right Commission - NHRC:</p> <ul style="list-style-type: none"> ▪ Promotes and protects human rights; ▪ Monitors the respect for human rights. <hr/> <p>Rwanda Public Procurement Authority - RPPA :</p> <p>Monitors & regulates practices of public tenders.</p> <hr/> <p>Office of the Auditor General - OAG:</p> <p>The OAG annually audits compliance and finance management. OAG submits reports to both Chambers of the Parliament.</p>
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ABOUT RWANDA GOVERNANCE BOARD

- **Monitor compliance** with good governance principles and service delivery across public and private institutions as well as CSOs;
Research:
 - Conduct research on governance
 - Explore citizens' perception with service delivery
 - Disseminate the findings to inform action and policy
- **Home Grown Solutions:** to preserve, protect and promote the use of home-grown solutions in Rwanda
- **Register NGOs, FBOs and POs** and monitor whether their operations comply with the law
- **Media Sector:** to promote the media sector and provide advice on its operations;
- **JADF Coordination:** to coordinate and follow up the Joint Action Development Forum activities

ENABLING ACCOUNTABILITY: ASSESSMENT TOOLS



- **The Citizen Report Card (CRC)**
 - CRC is a public audit tool where citizens provide feedback on service delivery;
 - The 11th NLR resolved that 10% of District Imihigo Evaluation will be attributed to CRC as a reflection of citizen evaluation: 5% for satisfaction at 5% and 5% for participation in governance.



- **The Rwanda Governance Scorecard (RGS)**
 - The RGS is a quantifiable index that gauges the state of governance in Rwanda.
 - Its purpose is to generate credible and reliable data on governance

RGS: THE ANTI-CORRUPTION PILLAR



**ANTI-CORRUPTION,
TRANSPARENCY AND
ACCOUNTABILITY**

86.77%

**INCIDENCE
OF CORRUPTION**

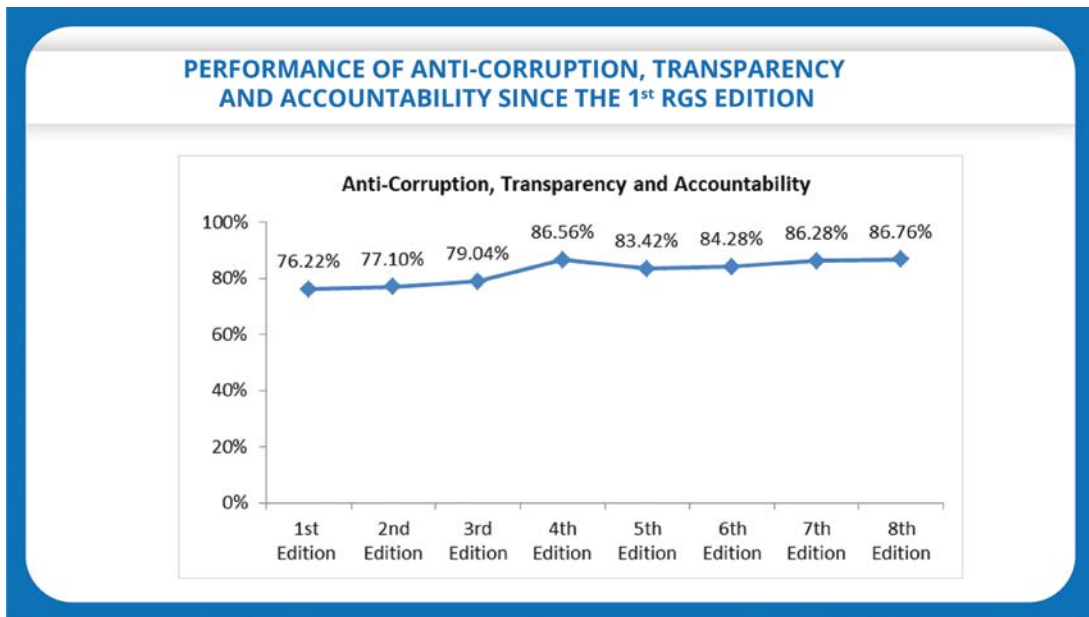


ACCOUNTABILITY

ANTI-CORRUPTION



TRANSPARENCY



The core of influence is

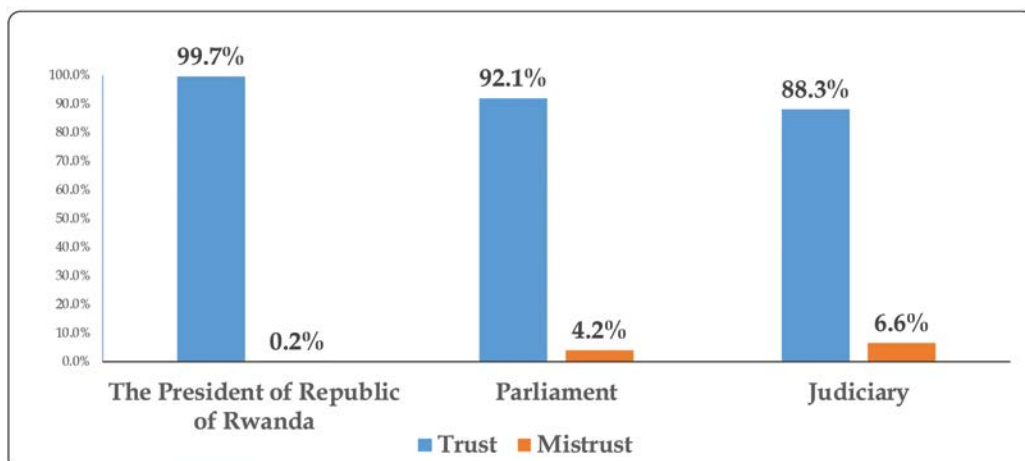
TRUST

You cannot lead without it

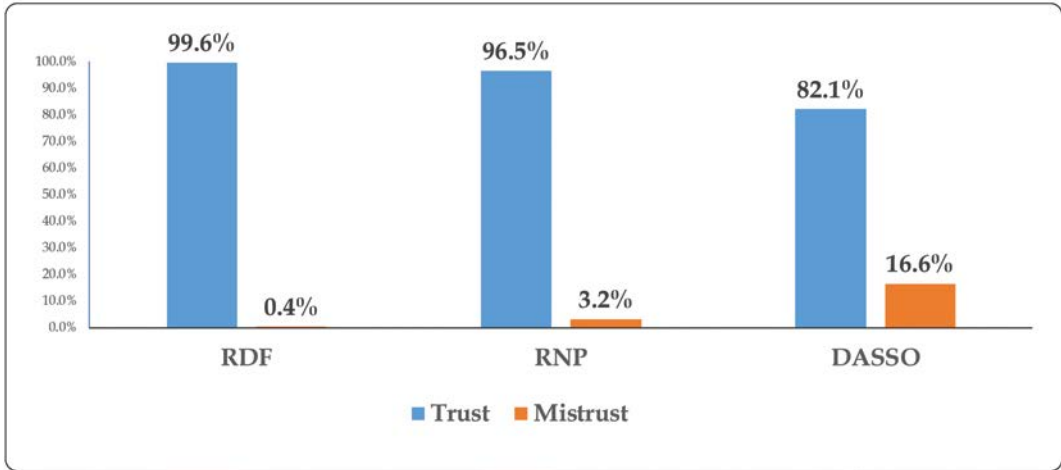
Building Trust in Leadership

- A decisive factor in building a strong and prosperous nation is trust. Trust is the oxygen of strong nations.
- The goal of governance should be the constant expansion of trust across all levels of society.
- Trust fosters greater investment, innovation, entrepreneurship, and economic growth.
- Trust and prosperity are tightly correlated, higher trust results in greater access to (and lower cost of) capital and investment.
- , increasing the level of trust in government is always a top priority. Clear property rights, a strong rule of law, and effective anti-corruption systems all help.
- Good laws and rules are one thing, and compliance standards are another.

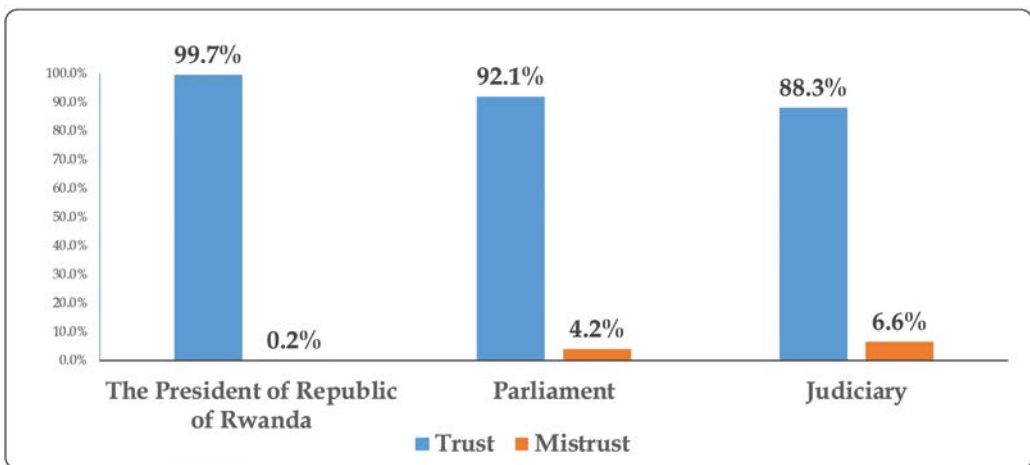
▶ CITIZENS' TRUST IN LEADERSHIP



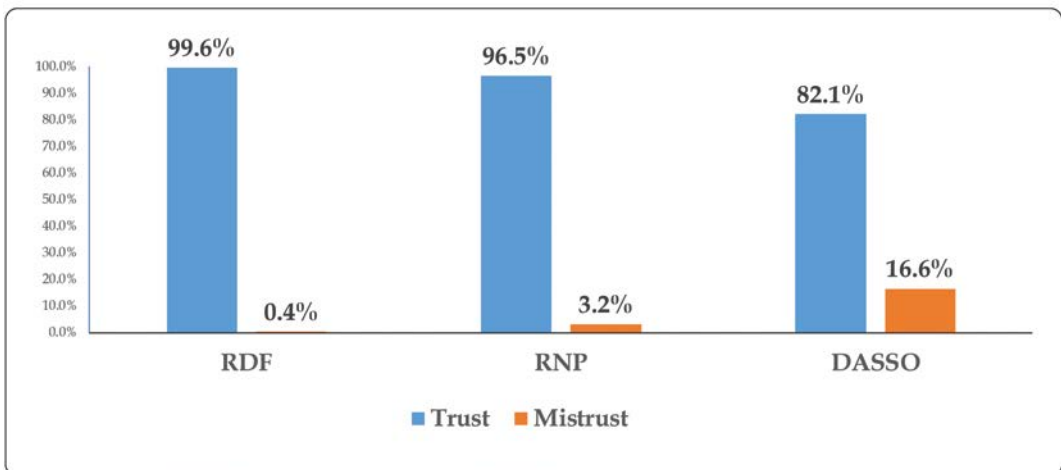
▶ CITIZENS' TRUST IN SECURITY ORGANS



▶ CITIZENS' TRUST IN LEADERSHIP



▶ CITIZENS' TRUST IN SECURITY ORGANS



► **CHANDLER GOOD GOVERNMENT INDEX 2022:**
ANTI-CORRUPTION INDICATOR: CONTROL AND PREVENTION OF THE ABUSE OF PUBLIC POWER FOR PRIVATE BENEFITS.

THE TOP 10 AFRICAN COUNTRIES ON ANTI-CORRUPTION INDICATOR

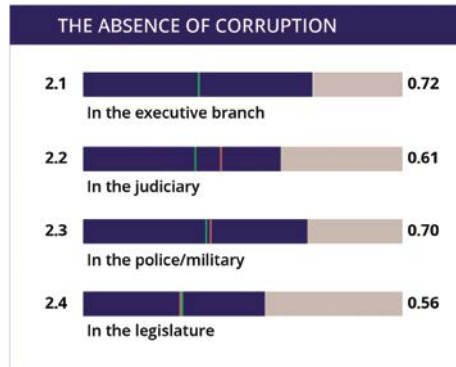
Country	Global Rank	Global Score
Mauritius	38 th	0.576
Rwanda	53 rd	0.500
Botswana	57 th	0.493
Morocco	64 th	0.477
South Africa	70 th	0.452
Senegal	71 st	0.433
Tunisia	72 nd	0.424
Ghana	73 rd	0.417
Egypt	74 th	0.414
Namibia	76 th	0.413

THE 10 LEAST AFRICAN COUNTRIES ON ANTI-CORRUPTION INDICATOR

Country	Global Rank	Global Score
Zimbabwe	103 rd	0.262
Nigeria	102 nd	0.284
Mali	101 st	0.303
Mozambique	99 th	0.310
Zambia	98 th	0.329

► **GLOBAL: THE RULE OF LAW INDEX:**
THE ABSENCE OF CORRUPTION

- Government officials in the executive branch do not use public office for private gain
- Government officials in the judicial branch do not use public office for private gain
- Government officials in the police and the military do not use public office for private gain
- Government officials in the legislative branch do not use public office for private gain



II. CORRUPTION PERCEPTION INDEX

Rwanda's overall ranking in corruption perception index



Source: Corruption Perception Index

Corruption perception index measures the perception of corruption in the public sector from different countries around the world. It is produced by Transparency International.

Conclusions and Recommendations

IMPACT OF CORRUPTION ON GOOD GOVERNANCE IN AFRICA

- According to the report, corruption persist in Africa.
- The last positions were taken by majority African countries which imply that there is still a gap among African countries in terms of establishing strong mechanisms to fight corruption.
- It is also observed in other reports such as the corruption perception index by Transparency international, whereas African countries have the highest levels of perceived corruption generally.
- A number of African countries have constantly improved their anti-corruption mechanisms to ensure transparency and accountability.

RECOMMENDATIONS

- In addition to laws against corruption, the adoption of digitalization of services is promising in terms of curbing the corruption curve.
- Enhancing the implementation of national policies and anti-corruption strategies for the effective public service delivery.
- There is need to develop an African or regional index that helps track corruption trends, given the African reality.

MURAKOZE

Annex 9. Topic: UNODC's New Regional Approach to Anti- Corruption Activities and Technical Assistance



Global Programme against Corruption

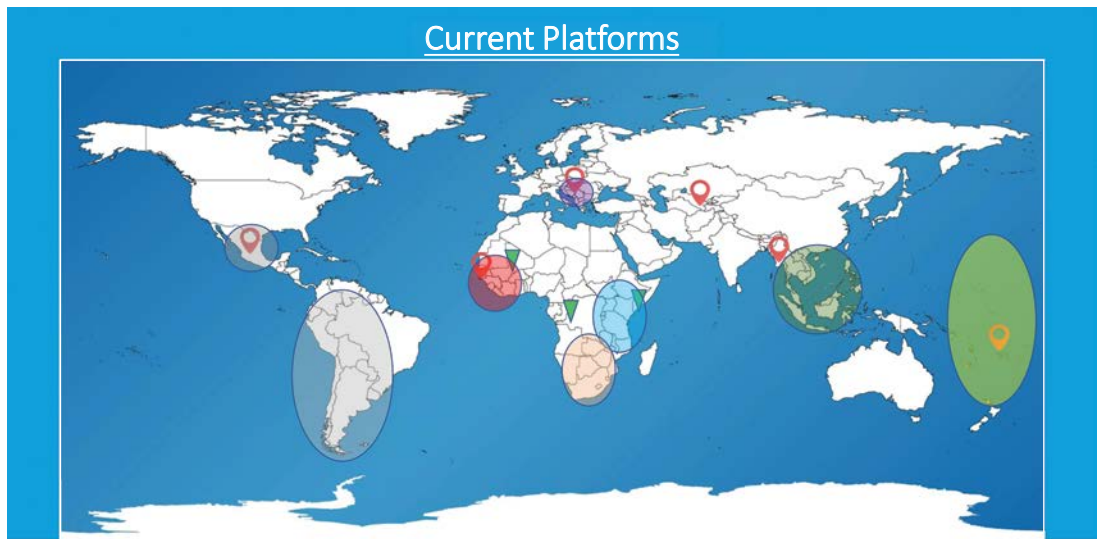
CHOGM
Kigali, 2-7 May 2022

2021: The Year of Anti-Corruption

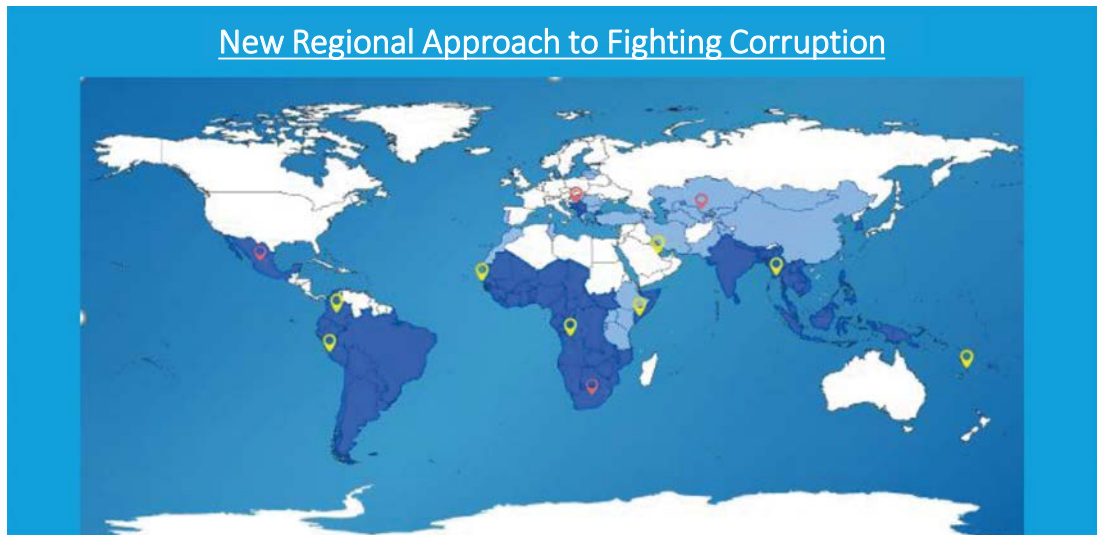
UN Common Position

UNGASS Political Declaration





A detailed map of Africa with colored callouts for West Africa (red), East Africa (blue), and Southern Africa (orange). To the right is a collage of images including a UNODC document titled 'INDEPENDENT HIGH LEVEL EXPERT GROUP REPORT ON THE IMPLEMENTATION OF THE UNITED NATIONS CONVENTION AGAINST CORRUPTION', a 'UNODC STRATEGIC VISION FOR AFRICA 2030' graphic, and a 'Resolution 9/4' document. Below the collage is the text: 'Strengthening the implementation of the United Nations Convention against Corruption at regional levels'.





GlobE Network

An introduction

<https://globenetwork.unodc.org/>

GlobE Network: Background

- Riyadh Initiative
- UNGASS Political Declaration – 2 June 2021
- Official launch - high-level side-event on the margins of the UNGASS – 3 June 2021

“We welcome the creation of the Global Operational Network of Anti-Corruption Law Enforcement Authorities under the auspices of UNODC, which aims to develop a quick, agile and efficient tool for combating cross-border corruption offences”

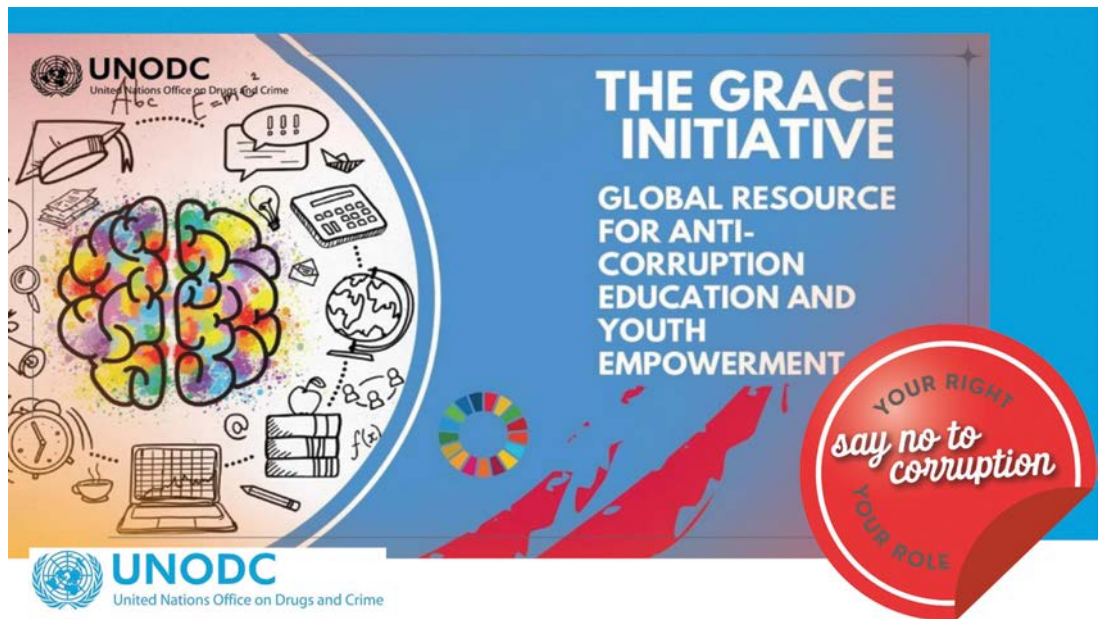
POLITICAL DECLARATION, SPECIAL SESSION OF THE GENERAL ASSEMBLY AGAINST CORRUPTION, 2 JUNE 2021



Why join the GlobE Network?

- Access a **global network** of anti-corruption practitioners
- Meet with counterparts to build **trusted relationships**
- Discuss **specific case** obstacles and identify a way forward
- Share international **good practices**
- Discover the **latest trainings, tools and techniques**

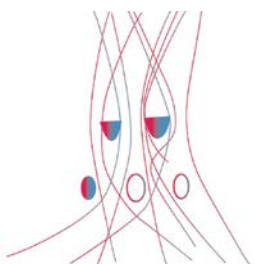




Other UNODC Guidance and Initiatives



- ✓ Consolidate and build on outcomes from UNGASS and COSP 2021
- ✓ Strengthen and expand delivery at all levels, including through regional hubs
- ✓ Continue to mainstream key cross-cutting themes in our anti-corruption work
- ✓ Strengthen global networks and partnerships, within the UN System and beyond



THANK YOU!

<https://globenetwork.unodc.org/>

<https://www.unodc.org/unodc/gender/gender-and-corruption.html>

<https://grace.unodc.org/>

<https://www.unodc.org/unodc/en/safeguardingsport/index.html>

<https://www.unodc.org/unodc/en/corruption/wildlife-and-forest-crime.html>

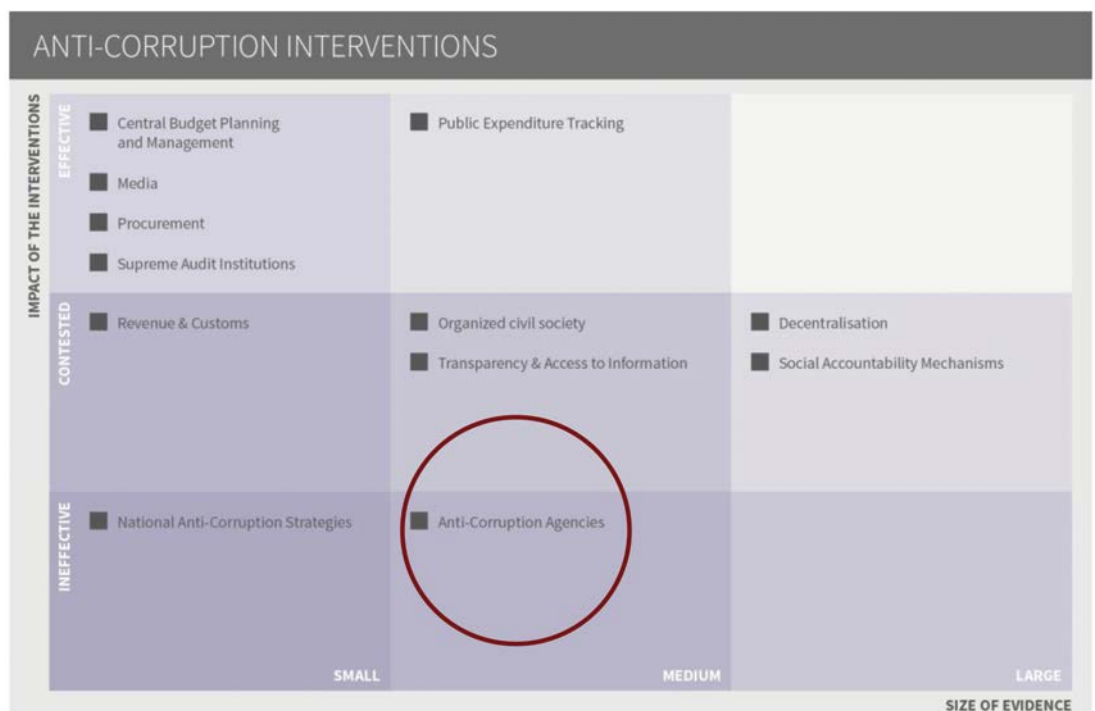
<https://www.unodc.org/unodc/en/corruption/publications.html>



uncac@un.org



Annex 10. Topic: How to Achieve Success: Strategic Programming for Anti-Corruption Agencies



Source: [DFID 2015](#): 84

Agenda

1. What is success for an ACA?
2. How can an ACA achieve success?



Why is success a challenge for ACAs?

- **Fighting corruption is a difficult task**
 - Measuring: lack of data
 - Understanding: difficulty of establishing causality
 - Curbing: perpetrators resist reform
- **ACAs are perceived as unsuccessful**
 - Global scale: 2020 – 171 ACAs in 114 countries
 - There is (very) little systematic research and data
 - Typical lifecycle: great enthusiasm at setup followed by disappointment



ACAs should actively pursue 'success'

- **ACA must prove its value**
 - Usefulness: not self-evident, not substantiated by research or data
 - No performance indicators directly linked to the nature of ACA work
- **Vertical accountability**
 - Higher authorities: ACA spends resources well and achieves its mandate
 - General public: ACA's work is improving the lives of the people
- **Elements of success outside the sphere of influence of ACAs**
 - Institutional setup: must be commensurate with objectives
 - Country context: impacts ACA's chances of success
 - Perceptions matter, but cannot be controlled



Agenda

1. What is success for an ACA?
2. How can an ACA achieve success?

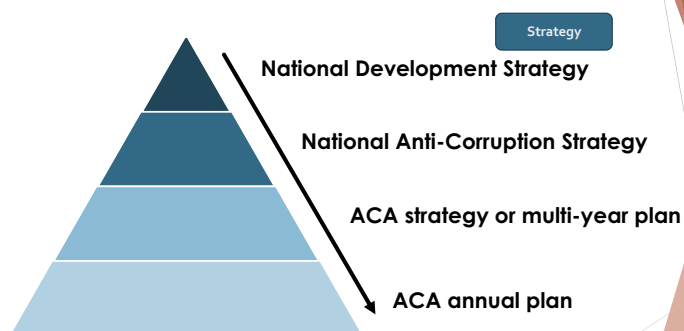


Four-step approach to achieving success

1. **Strategy:** Objectives are clear, explicit and attainable
'What are we trying to achieve?'
2. **Implementation:** path to success is defined, realistic, appropriate
'How are we going to achieve it?'
3. **Data:** activities produce results and evidence
'Are our programmes implemented as planned and do they yield the intended results?'
4. **Communication:** improvement is visible, attributed to ACA's work
'Are relevant stakeholders aware of improvements and consider them a result of our activities?'



1. Objectives: clear, explicit, attainable



Example: Thailand



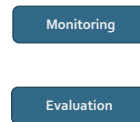
2. Implementation: path to success is

- **Defined**
 - Programmes, action plan in line with objectives
- **Realistic**
 - Capacity and resources
 - Power and support of ACA
- **Appropriate**
 - Based on a programme logic
 - Prioritised and sequenced
 - Suitable using proven tools and approaches



3. Data: activities produce results and evidence

- **Projects are realised as planned**
 - Inputs (resources) yield outputs (deliverables)
- **Projects yield the intended results**
 - Activities achieve goals (Impact)



Monitoring and Evaluation

	Monitoring	Evaluation
Timing	Ongoing: continuous examination via data collection	One time: once, after conclusion (and mid-term)
Objective	Is the programme on track: are we doing what we planned to do? Take action to improve performance	Did we achieve our goal? Provide evidence for and understanding of success or failure and learn from it
ACA performance	Implementation: on time, on budget, according to plan	Accountability: achieve mandate, gain public support Learning: improve performance



4. Communication: tell your own good story

- **Data-based evidence demonstrates**
 - ACA spends funds wisely, according to plan (monitoring)
 - ACA effectively achieved objectives (evaluation)
- **Publicity: 'one of the basis of survival'**
 - Downwards accountability requires effort
 - Provide information (tell your own success story)
 - Engage stakeholders
 - Create a brand



Summary

1. **Strategy:** *'What are we trying to achieve?'*
2. **Implementation:** *'How are we going to achieve it?'*
3. **Data:** *'Are our programmes implemented as planned and do they yield the intended results?'*
4. **Communication:** *'Are relevant stakeholders aware of improvements and consider them a result of our activities?'*



Partnership for Transparency

- **Organisation:** founded in 2000, US-based, volunteer-driven (over 100 international development experts, former World Bank staff).
- **Global Network:** affiliates in Africa, Asia, Europe and India.
- **Work:** innovative citizen-led approaches to improve governance and the rule of law, and to reduce corruption.
- **Partners:** co-operate with CSOs around the world to improve the design and execution of development projects.
- **Track record:** collaborated with 162 civil society partners in 54 countries to complete more than 250 projects.



PTF support for ACAs

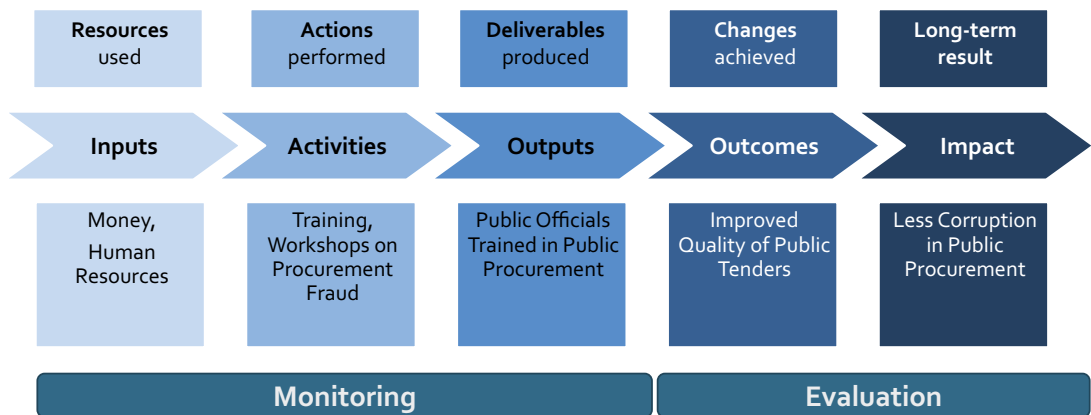
- **Commonwealth Africa Anti-Corruption Center (CAACC)**
 - MoU for trainings: M&E, stakeholder engagement
- **Strategic programming for ACAs**
 - 2022 project: hoping for your interest and support
- **Future projects**
 - Capacity-building: stakeholder engagement (especially CSOs), M&E including indicators, strategic programming
 - In-country workshops
- **Partner for ACAs**
 - Not profit-driven
 - No own agenda



Contact

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Partnership for Transparency Europe
hfink@ptfund.org
www.ptfeurope.org
@PTFund

Narrative: theory of change



Short-term approach

- Identify high-risk areas or topics of interest to the public
- Focus on petty corruption
- Prioritise prevention over enforcement
- Proactively manage expectations by setting realistic goals



Annex 11. Topic: Achievement of the SDGs: Fighting Corruption with Data

ACHIEVEMENT OF THE SDGS: FIGHTING CORRUPTION WITH DATA

12TH COMMONWEALTH REGIONAL CONFERENCE FOR HEADS OF ANTI-CORRUPTION AGENCIES IN
AFRICA, KIGALI, RWANDA, 3–7 MAY 2022

CHRISTINE OWUOR



OUTLINE

- ① Impact of corruption
- ① Introduction to the World Bank approach to fighting corruption
- ① Data and analytics: next level in the fight against corruption
- ① Reflections for the future
- ① World Bank Anti-Corruption Plan

IMPACT OF CORRUPTION

- Most African countries fall significantly below the global average score on the CPI, with several examples of:
 - ✓ State failure: instability, conflict, poverty
 - ✓ Erosion of public institutions
 - ✓ Diversion of resources that would have been used for development:
- AU report (2022): annual cost of corruption is US\$150 billion (compared to \$22 billion the continent gets in aid)
- IMF (2016) estimates the annual cost of bribery globally as US\$2 trillion (i.e., 2% of global GDP)
- Corruption has contributed to the non-achievement of the MDGs and may threaten achievement of the SDGs – weak governance and mismanagement, etc.
- Corruption fatigue is setting in: *'This is Africa! What impact for all the investments in anti-corruption? What will ever change?'*

Introduction to the World Bank approach to fighting corruption

- ③ Shared Global Vision: WBG goals, AU Development Agenda Plan, SDGs – *'ending poverty, peace and prosperity, economic growth'*, etc.
- ③ The WBG has been working to mitigate the pernicious effects of corruption in client countries for more than 20 years.
- ③ Corruption is multi-dimensional: the cause and effect of corruption needs interventions at local, sectoral, national, regional and global levels.
- ③ Corruption comes in many forms and is constantly evolving: (i) bribes for service delivery (to do or not do a routine service), (ii) unfairly determining the winners of government contracts and (iii) state capture (distorting how institutions work and who controls them).

Introduction to the World Bank approach to fighting corruption

- ③ Existing anti-corruption mechanisms in use include:
 - ✓ Technical assistance, funding, and advisory services and analytics provided to strengthen governance systems to mitigate against corruption
 - ✓ Each project assessed for financial management, procurement and governance anti-corruption risks and mitigative actions implemented as part of implementation plans
 - ✓ Dedicated independent unit: Integrity Vice-Presidency responsible for investigating allegations of fraud and corruption
 - ✓ Public complaints mechanisms for each project
 - ✓ Companies found to have engaged in misconduct debarred (over 1,000 to date)
 - ✓ Implementation of the Anti-Corruption Guidelines forming part of legal agreement/ financing agreement

Introduction to the World Bank approach to fighting corruption

More recently, it has become evident that fighting corruption requires:

- ① Granular information about nature, prevalence and vulnerabilities in the public service
- ① Empirical evidence
- ① Use of latest/advanced technology to capture, analyse and share data to prevent, detect and deter corrupt behaviour

Data and analytics: next level in the fight against corruption

Radical shift to digitise and automate systems/e-governance: Integrated payroll and personnel databases, human resource and information systems, IFMIS, e-procurement, beneficial ownership registers, e-service one stop shop platforms, i-tax, integrated customs management systems, online budget portals, etc.

Policy and legal framework to support transparency and accountability (as well as data protection) has largely been enabled: Access to information laws, data protection laws, intellectual property laws, Open Governance Partnership initiatives are increasing, open contracting, etc.

Benefits in the use of automated systems are apparent – e.g. reduces face-to-face interaction, reduces discretionary practices, provides greater assurance on the integrity of public records and allows for monitoring performance and the public to access and analyse data to enhance accountability.

(However, at the same time these systems (i) can also be subjected to elite capture and manipulation, (ii) can disenfranchise the poor and vulnerable, (iii) are only tools to facilitate policy objectives prioritised by governments, (iv) sometimes are not fully deployed to achieve their potential (IFMIS Rwanda vs IFMIS Kenya).

Data and analytics: next level in the fight against corruption

Systems provide data to drive and monitor anti-corruption efforts:

- **Afghanistan:** E-procurement and a procurement website (easily accessible by the public) has saved the government US\$270 million through early data and information on procurement processes that provides for robust oversight and monitoring.
- **Kenya:** Judiciary Case Management System includes data on performance of courts and court personnel, which is used alongside court user surveys to address corruption risks. The judiciary also publishes status of corruption cases.
- **Tanzania:** The Judicial Open Performance Review System (e-judicial performance evaluation system), the Judicial Statistical Dash-Board System (judiciary M&E system) and the upcoming Judiciary Situation Room (one-stop-data shop equipped with dashboards and databases to visually display information) all support transparency and efficiency.
- **Uganda:** Online Budget Portal – citizen access to timely budget and expenditure data.
- **OECD research:** Digitisation of MSMEs and the use of big data analytics and Artificial Intelligence provides opportunities to better understand processes, clients and business environment.

Data and analytics: next level in the fight against corruption

Systems provide data to drive and monitor anti-corruption efforts:

- **Italy:** Within 3 months of using machine learning tools/algorithms in the tax administration system, 1,200 fraudulent companies and 3,500 fraudulent transactions were detected. This would otherwise have taken 18 months to detect.
- **Colombia:**
 - ✓ Citizens are more likely to report electoral irregularities through Facebook than through official reporting channels (created the necessary deterrent for politicians).
 - ✓ Machine learning tools and algorithms to identify procurement contracts that are likely to result in malfeasance or some other undesirable outcome. Use of data from the e-procurement system and information from anti-corruption agencies on suppliers who are under investigation to assign risk scores.
 - ✓ Use of machine learning and algorithms now provides a better understanding of the impact of variables on corruption (e.g., cost of contracts, type of procurement, delays between award and contract signing, etc.).

Data and analytics: next level in the fight against corruption

Innovative approaches to gathering data on corruption: Brazil Civil Servants Survey

- A survey on ethics and corruption in the federal public service of Brazil was conducted online between April 28 and May 2021.
- Conducted in partnership with the equivalents of the Auditor General, Ministry of Finance and the School of Government (supported by the World Bank).
- 22,000 civil servants participated from national and subnational levels and sectors.
- **Key findings:**
 - ✓ Most frequent unethical practices were using one's position to help friends or family get jobs and bending rules for superiors.
 - ✓ Only 12% of civil servants have ever reported on unethical practices or corruption they have witnessed.
 - ✓ 50% of respondents don't feel safe in reporting corruption.
 - ✓ 33.3 % reported having suffered pressure to act in an unethical manner in the past three years
 - ✓ 70% felt that integrity programmes worked; however, half of these had never received integrity training.

Reflections for the future

- *Do we KNOW what we DONT KNOW:*
- Are we using data to drive decisions on how we fight corruption? Are we exploring new sources of administrative data to improve the ability of governments to fight corruption and reduce inefficiencies?
- How do we measure corruption and its impact? Can we now use actual corruption data from our systems to supplement findings of corruption perception surveys?
- Are we able to tap into public servants as key informants on the corruption culture and use their perspectives to develop anti-corruption strategies?
- Using data, are we able to develop comprehensive strategies at sectoral, local, national, regional and global levels that appreciate the unique nuances at these various levels?
- Are anti-corruption institutions able to participate more in the design, enhancing and monitoring of key e-government systems and their functionality ?
- As we move to e-procurement, where more data is available (including to the public), do we have the right people (skills) in our anti-corruption institutions to mine and analyse the large volumes of data to establish patterns that point to wrong-doing?

World Bank Anti-Corruption Plan

As an institution, the WBG has had to pause, reflect and re-strategize:

- **The proposed Anti-Corruption Plan is a key tool in driving our IDA lending policy priorities** i.e., to be much more specific about how, what and where we can support client countries on anti-corruption efforts
- **The new approach includes supporting client countries in:** (i) *enhancing technology and data* to facilitate citizen interaction; (ii) *enhance use of big data analysis to deter fraud and corruption and raise red flags*; (iii) *strengthen systems for public procurement and contract management*; (iv) *enhance beneficial ownership and transparency*; and (v) *strengthen accountability institutions and rule of law*.
- **Tools to achieve the above include:** (i) Use of administrative data for research on vulnerability in country systems; (ii) expand National Risk Assessments to develop tools for in-depth analysis (iii) support the development of corruption measurement indicators and (iv) facilitate in depth analysis of corruption sectors.

Q& A - Thank you!

Annex 12. Topic: The Unique Role of the Special Prosecutor in Fighting Corruption in Ghana



THE UNIQUENESS OF THE OFFICE OF THE SPECIAL PROSECUTOR IN FIGHTING CORRUPTION

I intend, in this short paper, to present to you – in an outline form – the Office of the Special Prosecutor of Ghana (OSP), and its uniqueness in the fight against corruption.

Perhaps we cannot describe the malaise of corruption better than as captured by our own Kofi Annan in his Foreword on the General Assembly Resolution adopting the United Nations Convention Against Corruption that '[C]orruption is an insidious plague that has a wide range of corrosive effects on societies. It undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security to flourish.' To this, I will add my own footnote that we have no choice but to keep suppressing and repressing corruption, even if it cannot be totally banished.

I do not intend to engage in a comparative analysis in respect of any other anti-corruption institution in Ghana or elsewhere. The reasons are dual and simple. First, it will render this presentation unnecessarily long as there exist anti-corruption agencies in almost every jurisdiction. Second, it seems to me that the uniqueness of the OSP lies plainly in its attributes and design.

I propose to treat the business of the day by briefly touching on the history and background of the OSP; its mandate; its uniqueness in suppressing and repressing corruption; and the prospects.

History and background

A legacy of attempts

A campaign promise

Fulfilment of a treaty obligation

Gift-giving is ritualistic in our society. It is always difficult to distinguish between the lawful and the unlawful. The temptation to accept the unlawful is ever present because corruption appears to be institutionalised in Ghana, however one views it. And our performance on the Corruption Perceptions Index compiled by Transparency International has been marked by perennial underachievement.

We have had about 50 corruption-related Commissions of Inquiry and five military coups in the name of fighting corruption. More forcefully, we are party to several international treaties on corruption including the UN Convention, which we ratified on 24 June 2007. We have passed several pieces of legislation designed to tackle corruption. We have redefined corruption and enhanced the punishment for corruption-related offences from misdemeanours to second-degree felonies.

We established the Commission on Human Rights & Administrative Justice and the Serious Fraud Office, which is now the Economic and Organised Crime Office, in the 1990s, and the Financial Intelligence Centre in 2008 with the same intended purpose, though to a limited degree. We instituted the National Anti-Corruption Action Plan in 2014. This recommended the establishment of an independent prosecution authority to effectively tackle corruption. The prevailing thinking was that the Attorney General, being a member of Cabinet and the chief legal advisor to the President, was not well suited to investigate and prosecute members of a government to which he belonged.

Along comes the OSP.

Corruption and corruption-related issues were rather topical during the campaign season leading to the 2016 presidential elections in Ghana – owing to the ever present unexplainable and questionable acquisition of wealth in all sectors. The opposition candidate hopped on to the anti-corruption train with what appeared to be a one-way ticket and a bouquet of promises. He promised to adopt the Anas method in fighting corruption – in reference to the style employed by Ghana's foremost investigative journalist, Anas Aremeyaw Anas, of naming, shaming and jailing. He also promised to create and establish a specialised independent agency to fight corruption. He christened it the Office of the Special Prosecutor. He won the election against the sitting president with a convincing margin.

The campaign promise of the creation and establishment of a specialised independent anti-corruption agency was fulfilled. In December 2017, Ghana made its most decisive statement on the fight against corruption with the passage of the Office of the Special Prosecutor Act 2017 (Act 959) which established the OSP. The Act came into force on 2 January 2018. It was followed by the enactment of two Legislative Instruments – the Office of the Special Prosecutor Regulations 2018 (L.I. 2373) and the Office of the Special Prosecutor (Operations) Regulations (L.I. 2374).

Whether fortuitously or by design, the establishment of the OSP was actually in fulfilment of a treaty obligation – under Article 6 and Article 36 of the UN Convention – that requires State Parties to establish independent specialised authorities to combat corruption through law enforcement.

Mandate

Leaving no room for escape

Investigate corruption

Prosecute for corruption

Prevent corruption

Recover and manage assets

Through the enactment of Act 959 and the Regulations, the OSP became the gold standard anti-corruption agency in Ghana. In effect, the OSP was birthed in response to the manifest weaknesses in the anti-graft regime and it has been designed with the intention of comprehensively curtailing corruption, and leaving little else to chance.

The OSP has been set up as a specialised agency tasked to:

- Investigate specific cases of corruption and corruption-related offences.
- Prosecute suspected offenders on the authority of the Attorney General.
- Recover the proceeds of corruption and corruption-related offences.
- Take steps to prevent corruption.

The province of corruption and corruption-related is wide indeed – owing to the rubric '*corruption-related*'.

It includes:

- classic corruption offences, including:
 - corruption of and by a public officer or juror
 - a corrupt promise by a judicial officer or juror
 - using public office for profit
 - falsification of a return at election
 - abuse of office
- public procurement offences
- offences involving dishonesty:
 - dishonestly receiving property
 - extortion
- predicate offences:
 - crimes that are components of these offences
- linked or related offences:
 - crimes that are either-way or that may be charged jointly or in the alternative
- antecedent offences:
 - crimes that precede or are prior to these offences

[These offences include laundering of the proceeds of crime, illicit enrichment/ unexplained wealth, bribery in the private sector, embezzlement, influence peddling or trading in influence, favouritism, nepotism, cronyism and clientelism.]

- obstruction of the administration of justice

The offences of corruption and bribery were prosecuted by EOCO as serious offences. These have been transferred to the OSP by a consequential amendment by Act 959.

In terms of corruption prevention, the OSP is tasked to take all necessary steps to render corruption unattractive and difficult to engage in, including:

- corruption risk analysis
- anti-corruption programmes
- anti-corruption assessment of legislation and draft legislation

And then, by its asset recovery and management function, the OSP disgorges illicit and unexplained wealth from the system.

Uniqueness

Hydra-headed – but not monstrous

The OSP is clothed with the classic powers of anti-corruption agencies, including:

- request for information and production of documents
- search and seizure of tainted property/currency
- management of seized property
- freezing of property
- notice to declare property and income
- confiscation orders
- pecuniary penalty orders
- asset recovery and preservation agreements
- appointment of receivers

Though I classify these powers as classic, I reckon that not all anti-corruption agencies possess the full complement.

The notable advancement is that the OSP is fortified with what is intended as a cure for the inadequacies of the traditional anti-corruption regime characterised by the lack of real legal and enforcement powers.

On this score, the OSP's reach is multi-faceted.

It possesses full police powers.

It exercises national security powers – including intelligence-gathering, surveillance and countersurveillance.

It is also a vital revenue-generating agency through its asset recovery and management function of the disgorgement of illicit and unexplained wealth.

Its independence, by law, is assured in the proper sense – the Special Prosecutor retains full authority and control over the investigation, initiation, prosecution and conduct of cases.

The juridical position in Ghana by the dictates of the Constitution is that the Attorney General is responsible for the initiation and conduct of all prosecutions of criminal offences.

Consequently, all offences prosecuted in the name of the Republic of Ghana are at the suit of the Attorney General. Any other person or institution can engage in criminal prosecutions only if authorised to do so by the Attorney General.

However, by Act 959, the OSP is deemed authorised by the Attorney General for all seasons.

By this formulation, the OSP is insulated from the Attorney General in the initiation and conduct of cases and it is not regarded as an agency under the Attorney General.

Then again, the Special Prosecutor, much like the Attorney General, has the power to enter a *nolle prosequi* to discontinue a case initiated by the OSP and pending before the Court – with the exception that, unlike the Attorney General, the Special Prosecutor has to state the reason(s) for discontinuing the case.

The Special Prosecutor merely has to inform the Attorney General of the outcome of a case, within three months of its completion. After all, he is the Minister of Justice.

Further, the OSP is not subject to the direction or control of any person or authority in the performance of its functions, except as provided in the Constitution – this will include the supervisory powers of the courts and financial reporting requirements.

The OSP, apart from the receipt of complaints and referrals of cases from Parliament and other public institutions, acts on its own initiative and authority in the investigation and conduct of cases. Indeed, it is required to snoop around everywhere and in whatever sector.

The OSP's mandate does not rest only in respect of public officials. It extends also to politically exposed persons and private persons.

In this context, politically exposed persons are those who have been entrusted with prominent public functions in Ghana or in a foreign country or an international organisation such as senior political party officials, government officials, judicial officials, military officials or a person who is or has been an executive in a foreign country of a state-owned company, or a senior political party official in a foreign country, or an immediate family member or close associate of such persons.

The OSP has the authority to question the lifestyle of every person – through its notice to declare property and income and seizure of tainted property regime.

This is not your usual declaration of assets process whereby public officials are required to declare their assets upon assumption of office and upon exiting in aid of combating corruption.

The OSP system is far further reaching. It is intended to arrest illicit and unexplained wealth among public officials and private persons. In this regard, a person's declared wealth will be matched against his lawful income. If the former surpasses the latter – that is to say, where a person's lawful income cannot reasonably account for the acquisition of his property – the overpass is liable to be forfeited to the State.

Then again, all undeclared property is automatically forfeited to the State.

The OSP has a robust plea-bargaining mechanism under which a suspect may voluntarily admit the offence and make an offer of restitution to the Special Prosecutor.

The OSP also maintains, by law, a witness, whistle-blower, informer and witness protection programme characterised by the employment of all necessary and reasonable steps to protect the safety and welfare of such persons and their relations and other persons determined by the Special Prosecutor as requiring protection.

The reach of the OSP goes beyond the borders of Ghana. In this sense, the OSP has the mandate to investigate and prosecute corruption and corruption-related offences committed in Ghana or in a foreign country, so far as the act constitutes corruption or a corruption-related offence in Ghana.

This is borrowed from the concept of universal jurisdiction, under which national or domestic courts are able to investigate and prosecute suspected perpetrators of certain crimes, even if they were not committed on its territory on the principle that these crimes are so harmful to the international community or international order itself that the offenders are classified as *hostis humani generis* – the enemy of all mankind.

In our context, it is to a limited degree. The OSP can investigate and prosecute corruption and corruption-related offences committed outside Ghana if committed by a national of Ghana or against a national of Ghana.

On this score, if the Special Prosecutor suspects that property obtained from the commission of a corruption or corruption-related offence is situated in a foreign country, he or she is required to trigger the Mutual Legal Assistance regime.

The reverse also holds, where a foreign country requests assistance from Ghana to locate or seize property situated in Ghana suspected to be property obtained from the commission of a corruption or corruption-related offence in the territory of that foreign country.

Prospects

Glimmer on the horizon

The creation of the OSP represents Ghana's most definitive attempt at stamping down on corruption. We have a wonderful opportunity here to change the narrative and to get things effectively and efficiently working. We have no choice really.

The prospects are bright and it is reflecting in its operation so far.

On the investigation and prosecution end of things, we have 75 active cases under investigation by my count today. Several prosecutions will roll out before the end of June.

On the asset recovery and management programme, we have made some modest recoveries since I took over in August. I am not at liberty to disclose this at the moment because I have not yet publicised it in Ghana. All will be so disclosed before the end of June.

We are commencing a comprehensive programme on asset recovery and management in partnership with EOCO.

We are in full swing in respect of the prevention of corruption function. The banner here is what I have termed our 'pressure for progress' drive. And under it is our flagship programme – the Ghana Corruption League Table, which I launched about a month ago.

The project is akin to a combination of the Corruption Perceptions Index of Transparency International and the scorecards of Afrobarometer. It is a research-based model designed to assess real and perceived levels of public sector corruption. In aid of this, public sector agencies would be ranked against each other on a corruption barometer and the results would be published annually on International Anti-Corruption Day. The results would form the basis for enhanced pragmatic suppression and repression of corruption in the public sector.

The project also seeks to identify the causes that advance corruption in the public sector, including deficiencies in regulations and procedures, deficiencies in the administration of instructions (including lack of internal control mechanisms), individual interest (including greed, lack of ethicalness and legal awareness) and external influences (including public attitude, culture and traditions) – to facilitate the prevention of corruption.

On this score, I noted at the launch that we recognise that there are various corruption rankings, scorings and surveys being carried out. However, it comes down to the nature of the information gathered and the use to which such information is put.

In our case, we are documenting corruption and measuring corruption, ascertaining the breeding of corruption, naming and shaming peddlers of corruption, examining the impact of anti-corruption initiatives and taking curative and remedial measures to crack down on corruption through prosecutions and asset recovery and management.

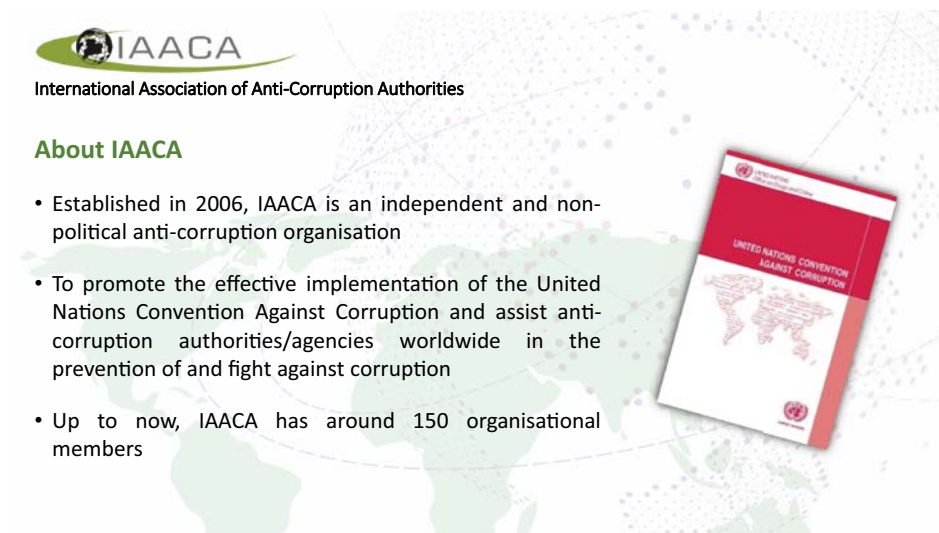
We are moving beyond the composite annual ranking of countries on a corruption drop list to own our local narrative and fashion and retool our reformation by prodding our public sector into real and concrete action against corruption and corrupt practices, while also keeping the private sector alive by assuring a life of less corrupt practices.

Kissi Agyebeng

Special Prosecutor

4 May 2022

Annex 13. Topic: The Role of IAACA–African Region





International Association of Anti-Corruption Authorities

- Mr Simon Peh, Commissioner of the Independent Commission Against Corruption, Hong Kong, China (**Hong Kong ICAC**), was elected as President for a new three-year term and Hong Kong ICAC took over the office of IAACA Secretariat in January 2022



Mr. Simon Peh
President of IAACA (2022-2024)

To foster members' communication and collaboration through the Regional Coordination Mechanism

To enhance IAACA's involvement in the international community

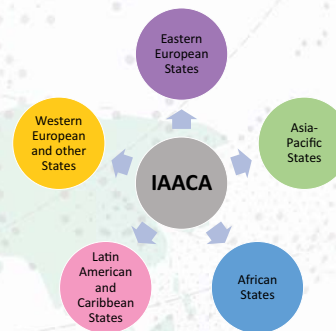
To strengthen the Secretariat support to IAACA



International Association of Anti-Corruption Authorities

Regional Coordination Mechanism

- IAACA members are categorised under five regional groups with reference to the United Nations Regional Groups of Member States
- IAACA President and four Vice-Presidents take up the role of Regional Coordinators
- IAACA Vice-President cum Regional Coordinator of the African States:
 - Adv. JL Andy Mothibi, Head and Chief Executive, Special Investigating Unit, South Africa



International Association of Anti-Corruption Authorities

New Term of Executive Committee (2022-2024)

President	Vice-President	Vice-President	Vice-President	Vice-President
Mr Simon Peh Commissioner Hong Kong ICAC	H.E. Mr Fikrat Mammadov Minister of Justice Ministry of Justice, Azerbaijan Republic	Mr Jorge Bermúdez Comptroller General Officer of the Comptroller General, Chile Republic	Mr Charles Duchaine Director French Anti-Corruption Agency, France	Adv. JL Andy Mothibi Head and Chief Executive Special Investigating Unit, South Africa
Last President (Supernumerary Member)		Honorary Member		
H.E. Dr Ali Bin Fetals Al-Marri Former President of IAACA		Dr Eduardo Vetere Former Vice-President of IAACA Former Director of the Division for Treaty Affairs, UNODC		
Members (in alphabetic order of country)		Advisers		
Madam Anifa Raftza Abd Ghani Director Anti-Corruption Bureau, Brunei Darussalam	Hon. Tan Sri Dato' Sri Haji Azam bin Baki Chief Commissioner Malaysian Anti-Corruption Commission, Malaysia	Mr Crin-Nicu Bologa Chief Prosecutor of the Directorate National Anticorruption Directorate, Romania	Hon. Tan Sri Hj. Abu Kassim bin Mohamed Former Vice-President of IAACA Chairman, National Anti-Financial Crime Centre, Malaysia	Mr Giovanni Kessler Former Executive Member of IAACA Former Director-General, European Anti- Fraud Office
Mr Angelos Binis Governor National Transparency Authority, Greece	Dr Navin Beekarry Director General Independent Commission Against Corruption, Mauritius	Mrs Seynabou Ndiaye Diakhate Chair National Office for Combating Fraud and Corruption, Senegal	Observer	
Dr Giuseppe Busia President National Anti-Corruption Authority, Italy	H.E. Mr Mohamed Bachir Rachdi Chairman National Authority for Probity, Prevention and Fight Against Corruption, Morocco	Mr Denis Tang Director Corrupt Practices Investigation Bureau, Singapore	Ms Brigitte Strobel-Shaw Chief of Corruption and Economic Crime Branch UNODC	
Mr Twalib Mbarak, CBS Secretary/Chief Executive Officer Ethics and Anti-Corruption Commission, Kenya	Ms Karen Chang Director and Chief Executive Serious Fraud Office, New Zealand	Mr Alejandro Luzón Cánovas Chief Prosecutor Special Public Prosecution Office Against Corruption and Organised Crime, Spain	Secretary-General	
			Ms Sally Kwan Director of International Cooperation & Corporate Services Hong Kong ICAC	



International Association of Anti-Corruption Authorities

Training Committee

The IAACA Training Committee was set up in 2017 with the objective to propose, oversee and evaluate training-related activities. The Committee co-hosted two international training programmes with the Hong Kong ICAC in 2019 and Malaysian Anti-Corruption Commission in 2021 respectively.

Convenor

- Mr Simon Peh, President of IAACA and Commissioner of Independent Commission Against Corruption, Hong Kong, China

Organisational Members

- Central Vigilance Commission, India
- Malaysian Anti-Corruption Commission, Malaysia
- Independent Commission Against Corruption, Mauritius
- National Authority for Probity, Prevention and Fight Against Corruption, Morocco
- International Anti-Corruption Academy
- Rule of Law and Anti-Corruption Center, Qatar
- United Nations Office on Drugs and Crime

Secretary

- IAACA Secretariat



International Association of Anti-Corruption Authorities

IAACA Website (www.iaaca.net)

The IAACA's website showcases the latest updates of IAACA's newsletters, minutes of Ex-co meetings, annual conferences and general meetings, training programmes, declarations and regional work.



International Association of Anti-Corruption Authorities

Fact Sheet in different languages

Fact Sheet

عربي | 简体中文 | 繁體中文 | **English** | Français | Русский | Español

International Association of Anti-Corruption Authorities

Established in 2006, the **International Association of Anti-Corruption Authorities (IAACA)** is an independent and non-political anti-corruption organisation with the mandate to promote the effective implementation of the **United Nations Convention against Corruption (UNCAC)** and assist anti-corruption agencies (ACAs) worldwide in the prevention of and fight against corruption. Up to now, over 140 ACAs from different countries and regions have joined IAACA as members.

New President and Secretariat

In the General Meeting of the IAACA held on 5 January 2022, Mr. Simon Peh, Commissioner of the **Independent Commission Against Corruption, the Hong Kong Special Administrative Region of the People's Republic of China (Hong Kong ICAC)** was elected the President for a new three-year term (2022 – 2024), while the Hong Kong ICAC has taken over the office of IAACA Secretariat. Ms. Sally Kwai, Director of the International Cooperation & Corporate Services, Hong Kong ICAC, was appointed the Secretary-General of the Association.

New Term of Executive Committee

The new term of the IAACA ExCo consists of a President, four Vice-Presidents, 14 Organisational and Honorary Members, two Advisers and an Observer. IAACA will work closely with the ExCo members to sustain IAACA's existing programmes, implement new initiatives and chart a clear way forward for the Association. Our ultimate aim is to strengthen IAACA's role as the focal point of international anti-corruption collaboration, and to enable the IAACA to take centre stage of the international anti-corruption mission.

International Association of Anti-Corruption Authorities

Regional Coordination Mechanism

Under the new regional coordination mechanism agreed by the ExCo, members of the IAACA are categorized under five regional groups with reference to the **United Nations Regional Groups of Member States**. The President and four Vice-Presidents will take up the role of Regional Coordinators to deepen communication and collaboration with ACAs within their regions, and arrange tailor-made training activities for them.

Past Activities

Since its inception, the IAACA has organised annual conferences and general meetings in China, Indonesia, Ukraine, Morocco, Malaysia, Panama, the Russian Federation and Austria with a view to gathering members, anti-corruption practitioners and experts to explore effective ways to implement UNCAC as well as exchanging expertise and experiences on advancing international cooperation against corruption.

Training Committee

With the setting up of the IAACA Training Committee in 2017 to propose, oversee and evaluate training-related activities, two international IAACA Training Programmes were organised in Hong Kong in 2019 and Malaysia (online) in 2021 respectively.

Together We Build a Corruption-free World

The IAACA and its members have been dedicating themselves to preventing and combating corruption on international, regional and national platforms, with unwavering commitment to attaining the **United Nations Sustainable Development Goal 16.6** to "substantially reduce corruption and bribery in all their forms" by 2030.

Join the IAACA / Update Your Membership Information

We need your support and participation. Join us now. For enquiries or updating of membership information, please contact the IAACA Secretariat by phone at +852 2626 3041 or by email info@iaaca.net

Last update: April 2022

Fact Sheet
 中文 | 簡體中文 | 繁體中文 | English | Français | Русский | Español

IAACA
L'Association internationale des autorités anti-corruption

Créée en 2006, l'Association internationale des autorités anti-corruption (IAACA) est une organisation anti-corruption indépendante et appliquée avec la mission de promouvoir l'adoption effective de la [Convention des Nations Unies contre la corruption \(CNUCC\)](#) et d'aider des organes de lutte contre la corruption dans le monde entier à la prévention et à la lutte contre la corruption. Jusqu'à présent, plus de 140 organes de lutte contre la corruption de différents pays et régions ont rejoint l'IAACA en tant que membres.

Nouveau président et secrétaire
Lors de l'assemblée générale de l'IAACA tenue le 5 janvier 2022, M. Simon Peh, commissaire de la [Commission indépendante contre la corruption de Singapour](#), a été élu président pour un nouveau mandat de trois ans (2022 - 2024), tandis que l'ICAC de Hong Kong a pris en charge du poste de secrétaire de l'IAACA. Mme Sally Khan, directrice de la coopération internationale et des services aux entreprises, ICAC de Hong Kong, a été nommée secrétaire générale de l'Association.

Nouveau mandat du comité exécutif
Le nouveau mandat du comité exécutif de l'IAACA comprend un président, quatre vice-présidents, 14 membres organisationnels et honoraires, deux conseillers et un observateur. L'IAACA travaille en étroite collaboration avec les membres du comité exécutif pour soutenir les programmes actuels de l'IAACA, mettre en œuvre de nouvelles initiatives et déterminer le chemin à suivre pour l'Association. Notre objectif ultime est de renforcer le rôle de l'IAACA en tant que point focal de la coopération internationale contre la corruption et de permettre à l'IAACA d'occuper le centre de la scène dans la mission internationale de lutte contre la corruption.

IAACA
L'Association internationale des autorités anti-corruption

Missions de coordination régionale
Dans le cadre de nouvelles initiatives de coordination régionale prévues par le comité exécutif, les membres de l'IAACA sont divisés en cinq groupes régionaux en référence aux [zones géographiques](#) : Afrique, Asie-Pacifique, Europe, Amérique latine et Caraïbes, et Océanie. Les présidents et autres vice-présidents assurent le rôle de coordinateurs régionaux pour approfondir la communication et la collaboration avec les organes de lutte contre la corruption dans leur région et organiser des activités de formation sur mesure pour elles.

Activités passées
Depuis sa création, l'IAACA a organisé des conférences annuelles et des assemblées générales en Chine, en Indonésie, en Océanie, au Maroc, en Malaisie, au Pérou, en République de Pologne et en Australie en vue de rassembler des membres, des professionnels de la lutte contre la corruption et des experts pour chercher des moyens efficaces de mettre en œuvre la CNUCC, ainsi que d'échanger d'expériences et d'implications sur la promotion de la coopération internationale contre la corruption.

Comité de formation
Avec la création du comité de formation de l'IAACA en 2017 pour proposer, surveiller et évaluer les activités en matière de formation, deux programmes de formation internationaux de l'IAACA ont été organisés à Hong Kong en 2019 et en Malaisie (en ligne) en 2021 respectivement.

Ensemble, nous contribuons au monde sans corruption
L'IAACA et ses membres se sont engagés à la prévention et à la lutte contre la corruption sur les plateformes internationales, régionales et nationales, avec un engagement international à atteindre [l'objectif de développement durable de la CNUCC](#) visant à réduire substantiellement la corruption et la pratique des pots-de-vin d'ici toutes leurs formes d'ici à 2030.

Rejoignez l'IAACA ! Cliquez à jour vos renseignements sur l'adhésion. Nous avons besoin de votre soutien et de votre participation. Renseignez-vous maintenant. Pour toute demande ou mise à jour des renseignements sur les membres, veuillez contacter le secrétaire de l'IAACA par téléphone au +852 2053 3951 ou par e-mail info@iaaca.org

Dernière mise à jour : avril 2022

IAACA
International Association of Anti-Corruption Authorities
IAACA Membership list

IAACA has currently around 150 organisational members. The membership list has already been uploaded on the IAACA's website. Currently, there are 37 organizational members in the African region.

IAACA
International Association of Anti-Corruption Authorities

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corruption authorities engaged in reform programmes and related activities;

- To promote examination and dissemination of preventive measures;
- To cooperate with international organisations in furtherance of the foregoing objectives;
- To promote a culture of independence, professionalism, transparency, integrity and accountability of anti-corruption authorities.

Major Activities
The IAACA has promoted international cooperation in the fight against corruption since its establishment in 2006. Major activities include:

- Annual Conferences and General Meetings
- Executive Committee Meetings
- Training Events

Past & Current Leadership
2006-2015
Supreme People's Procuratorate, China
2016-2021
Attorney-General's Office, Qatar
2022-present
Independent Commission Against Corruption (ICAC), Hong Kong, China

Membership List
Africa | Asia-Pacific | Eastern Europe | Latin America and Caribbean | Western Europe and others

IAACA
International Association of Anti-Corruption Authorities
IAACA Members in the African Region

IAACA Members in the African Region

Country	Organisational Members of IAACA	Official Website
Algeria	National Body for the Prevention and Combating Corruption (NBPC)	www.nbpc.dz
Angola	Ministry of Justice and Human Rights (ANGOP)	www.angop.gov.ao
Angola	National Directorate for Prevention and Fight against Corruption (DNPPC), Attorney General's Office (PAG)	www.dnppc.gov.ao
Benin	Front of National Organizations against Corruption (FONAC)	NI
Botswana	Directorate on Corruption and Economic Crime (DCEC)	NI
Burkina Faso	Ministry of Justice	www.justice.gov.bf
Burundi	Special Brigade Anti-Corruption Commission	NI
Cameroon	National Anti-Corruption Commission (CONAC)	www.conac.cm
Congo	High Authority for the Fight against Corruption (HALC)	NI
Djibouti	The State General Inspectorate (SGI)	NI
Ethiopia	Federal Ethics and Anti-Corruption Commission (FEACC)	www.feacc.gov.et
Gambia	Attorney General's Chambers and Ministry of Justice	www.moj.gov.gm
Ghana	Commission Human Rights and Administrative Justice (CHRAJ)	www.chraj.gov.gh
Guinea	National Agency for Fight against Corruption (NALC)	www.nalc.gu
Kenya	Ethics and Anti-Corruption Commission (EACC)*	www.eacc.or.ke
Kenya	Office of the Director of Public Prosecutors (ODPP)	www.odpp.or.ke
Liberia	Liberia Anti-Corruption Commission (LAACC)	www.laacc.gov.lr
Madagascar	Independent Bureau of Anti-Corruption (BIANCO)	www.bianco.mg
Malawi	Anti-Corruption Bureau (ACB)	www.acb.mw
Malawi	Organisational Members of IAACA	Official Website
Mali	Central Office for the Fight against Illicit Enrichment (OCLEI)	www.oclei.ml
Mauritius	The Independent Commission against Corruption (ICAC)*	www.icac.mu
Morocco	National Authority for Probity, Prevention and Fight against Corruption (ANPPC)*	www.anppc.ma
Mozambique	Central Office for the Fight against Corruption (COCC)	NI
Namibia	Anti-Corruption Commission	www.anti-corruption.com.na
Niger	High Authority to Combat Corruption and Similar Offences (HACCS)	www.haccs.ni
Niger	Ministry of Justice	www.justice.ni
Nigeria	Independent Corrupt Practices and other related Offences Commission (ICPC)	www.icpc.gov.ng
Senegal	National Office for Combating Fraud and Corruption (ONPAC)*	www.onpac.sn
South Africa	National Prosecuting Authority (NPA)	www.npa.gov.za
South Africa	Special Investigating Unit (SIU)*	www.siu.gov.za
Togo	High Authority for the Prevention of Corruption and Related Offences (HAPCO)	www.hapco.tg
Tunisia	National Anti-Corruption Authority (NACC)	www.nacc.tn
Uganda	Directorate for Ethics and Integrity (DEI)	www.dei.gov.ug
United Republic of Tanzania	Prevention and Combating of Corruption Bureau (PCCB)	www.pccb.or.tz
United Republic of Tanzania	Zanzibar Anti-Corruption and Economic Crimes Authority (ZACA)	www.zaca.or.tz
Zambia	Anti-Corruption Commission (ACC)	www.anti-corruption.gov.zm
Zimbabwe	Zimbabwe Anti-Corruption Commission (ZACC)	www.zacc.gov.zw

* Regional Coordinator
 ** Regional Group Members



International Association of Anti-Corruption Authorities

Members of the Regional Coordination- African States

Vice-President	Members (in alphabetic order of country)
Adv. J.L. Motlhabi Head and Chief Executive Special Investigating Unit, South Africa	Mr Twalib Mbarak, CBS Secretary/Chief Executive Officer Ethics and Anti-Corruption Commission (EACC), Kenya
	Dr Navin Beekarry Director General Independent Commission Against Corruption, Mauritius
	H.E. Mr Mohamed Bachir Rachdi Chairman National Authority for Probity, Prevention and Fight Against Corruption, Morocco
	Mrs Seynabou Ndiaye Diakhate Chair National Office for Combating Fraud and Corruption, Senegal



International Association of Anti-Corruption Authorities

Progress of the Regional Coordination- African States

- The Inaugural meeting of the African States regional coordination was successfully held on 21 February 2022
- The Region, among other things, deliberated on the following:
 - The coordination of efforts to increase membership of IAACA in the African region which includes partnering/engaging with organisations/associations such as the Common-Wealth, Africa;
 - Ascertaining the training needs and training capacity of Anti-Corruption Authorities in Africa for purposes of fighting against and preventing corruption;
 - In ascertaining the training needs and capacity, the members would then be responsible for specific regions of Africa which would amount to sub-regions (such as Northern, Eastern, Central, Western and Southern Africa).
 - A training needs and capacity survey would be circulated to existing IAACA member states/authorities and potential member states.
 - The Regional Coordination shall also leverage on the efforts already taken in the sub-regions on training such as progress already achieved in the SADC and the Eastern African Region
- A work plan for 2022-24 was also developed and will be finalised soon. The Members can also develop sub-regional work plans which are aligned and give effect to the African Regional work-plan.



International Association of Anti-Corruption Authorities

COLLABORATION BETWEEN COMMONWEALTH HEADS OF ANTI-CORRUPTION AGENCIES

IAACA and the Commonwealth have synergy on various focus areas on which collaboration could be fostered such as the following:





International Association of Anti-Corruption Authorities

COLLABORATION BETWEEN COMMONWEALTH HEADS OF ANTI-CORRUPTION AGENCIES

IAACA and the Commonwealth have synergy on various focus areas and goals on which collaboration could be fostered such as the following:

Anti-Corruption Measures:

- There could be a concerted effort on the implementation of the United Nations Convention Against Corruption (UNCAC) in Africa.

Anti-Money Laundering & Asset Tracing:

- Through the network of Heads of ACAs already established by the Commonwealth Secretariat, both associations could, utilizing collaborations with other associations within the African region focusing on these areas, work together to ensure that corruption is not beneficial by averting laundering of the spoils of corruption.



International Association of Anti-Corruption Authorities

COLLABORATION BETWEEN COMMONWEALTH HEADS OF ANTI-CORRUPTION AGENCIES

Training Initiatives & Best Practice Benchmarking :

- Both associations/organisations, through the various annual conferences and training initiatives, create a platform for the best practice benchmarking; exchange of expertise and learnings and to explore various ways to implement UNCAC which molds strategies and plans advancing international cooperation against corruption.
- IAACA has held various Annual Conferences and AGMs since 2006 worldwide with 1 held in the African region, namely the 5th conference held in Morocco, 2011.
- Various training seminars and programmes have been provided by IAACA to ACAs since 2007.
- IAACA also seeks to leverage on the training efforts already achieved in the regions such as the SADC Sub Committee (SACC), under the leadership of Adv. Mothibi, where a standardised curriculum has been developed which was based on the needs identified by ACAs within the region.

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International Association of Anti-Corruption Authorities

Comparative overview: AAACA and IAACA – A Solid Base for collaboration

Both AAACA and IAACA strive;

- ✓ To ensure effective performance of ACAs in the areas of investigation, prosecution, prevention and corruption.
- ✓ To promote the sharing of expertise and best practice among ACAs and within region/s.
- ✓ To build capacity as a key driver of effective and efficient performance in the fight against corruption.
 - the Commonwealth Africa Anti-Corruption Centre (CAACC) on one hand and the IAACA Training Committee on the Other.



International Association of Anti-Corruption Authorities

Comparative overview: AAACA and IAACA – A Solid Base for collaboration

- ✓ Both AAACA and IAACA strive to achieve the United Nations Sustainable Development Goal 16.5, “**substantially reduce corruption and bribery in all its forms by 2030**” while giving effect to relevant Articles of UNCAC in respect of Public Education and Corruption Prevention among others.



International Association of Anti-Corruption Authorities

Benefits of collaboration between AAACA and IAACA

- ✓ Collaboration between the two organizations will formally expand AAACA opportunities beyond the region i.r.o. benchmarking best practice with ACAs based in 4 additional regions, namely; Asia-Pacific, Eastern Europe, Latin America and Caribbean, Western Europe and others.
- ✓ Offer a global perspective and the opportunity to participate in IAACA annual conferences and general meetings where all ACAs from global regions are represented.
- ✓ Expand exposure of our ACAs to include training events offered by IAACA Training Committee on relevant subject.



International Association of Anti-Corruption Authorities

The way forward in the proposed envisaged collaboration

- ✓ Subject to approval of proposed collaboration by conference; the office of the Head of the Unit Special Investigating Unit in his capacity as Vice-President and Co-ordinator for IAACA will facilitate the:
 - Completion of forms for those that are not yet members in the IAACA African Region.
 - Forward IAACA Training Survey forms to ACAs that are already IAACA members to identify training needs.



International Association of Anti-Corruption Authorities

For more information, please contact *the Vice-President - African Region*

Adv. JL Mothibi
Head of the Unit
Special Investigating Unit (South Africa)

✉: SLucas@siu.org.za / Amothibi@siu.org.za

☎: (+27)12 843 0034



International Association of Anti-Corruption Authorities

For more information, please contact *the IAACA Secretariat*

Independent Commission Against Corruption,
Hong Kong, China

🌐: <https://www.iaaca.net>

✉: info@iaaca.net

☎: (852) 2826 3361



Annex 14. Topic: Anti-Corruption Progress in Africa

Anti-corruption progress in Africa, by Apollinaire Mupiganyi



ANTI-CORRUPTION PROGRESS IN AFRICA

Commonwealth Regional Conference for Anti -corruption Agencies in Africa. 3-7 May 2022

- Presenter: Mupiganyi Apollinaire, TI-RW Executive Director

5th May 2022

About Transparency International (TI)



Transparency International consists of more than 100 chapters – locally established, independent organisations – that fight corruption in their respective countries.

TI Vision

A world in which government, politics, business, civil society and the daily lives of people are free of corruption.

TI Mission

To stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.



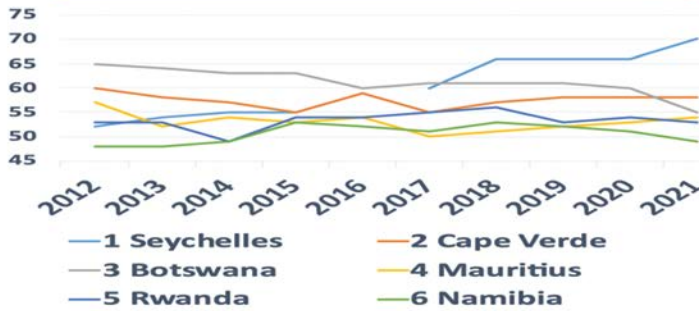
28 Chapters in Africa

www.transparency.org

**Expert Assessments on anti-corruption progress
in Africa**

(Source: CPI 2012- CPI 2021)

AFRICA CPI TOP TRENDS 2012-2021



Country	Score 2021
1 Seychelles	70
2 Cape Verde	58
3 Botswana	55
4 Mauritius	54
5 Rwanda	53
6 Namibia	49

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AFRICA: SIGNIFICANT CHANGES 2012 -2020



Country	CPI 2020	CPI 2012	Score change
Senegal	45	36	▲ 9
Ethiopia	38	33	▲ 5
Cote d'Ivoire	36	29	▲ 7

Country	CPI 2020	CPI 2014	Score change
Angola	27	19	▲ 8

Country	CPI 2020	CPI 2015	Score change
Tanzania	38	30	▲ 8
Angola	27	15	▲ 12

Country	CPI 2020	CPI 2012	Score change
Malawi	30	37	▼ -7
Liberia	28	41	▼ -13
Madagascar	25	32	▼ -7
Mozambique	25	31	▼ -6
Congo	19	26	▼ -7

Country	CPI 2020	CPI 2014	Score change
Zambia	33	38	▼ -5

Country	CPI 2020	CPI 2015	Score change
Liberia	28	37	▼ -9

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AFRICA: SIGNIFICANT CHANGES 2012- 2021



Country	CPI 2021	CPI 2012	Score change
Seychelles	70	52	▲ 18
Senegal	43	36	▲ 7
Ethiopia	39	33	▲ 6
Côte d'Ivoire	36	29	▲ 7
Angola	29	22	▲ 7

Country	CPI 2021	CPI 2013	Score change
Cote d'Ivoire	36	27	▲ 9
Ethiopia	39	33	▲ 6

Country	CPI 2021	CPI 2014	Score change
Angola	29	19	▲ 10
Ethiopia	39	33	▲ 6
Tanzania	39	31	▲ 8

Country	CPI 2021	CPI 2012	Score change
Botswana	55	65	▼ -10

Country	CPI 2021	CPI 2013	Score change
Liberia	29	38	▼ -9
South Sudan	11	14	▼ -3

Country	CPI 2021	CPI 2014	Score change
Liberia	29	37	▼ -8
South Sudan	11	15	▼ -4

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Views and Experiences of African Citizens regarding anti-corruption progress in Africa

(Source: Global Corruption Barometer)

CITIZEN VIEWS ON ANTI-CORRUPTION EFFORTS



- In the 35 African countries surveyed, citizens were asked how well or badly they think their government in tackling corruption.

	2015	2019
Tanzania	37%	71%
Sierra Leone	19%	66%
Lesotho	47%	60%
Ghana	25%	60%
Nigeria	22%	59%
Gambia	XX	54%
Eswatini	48%	54%
Botswana	54%	52%
Burkina Faso	45%	51%
Benin	19%	44%

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CITIZEN VIEWS ON ANTI-CORRUPTION EFFORTS



- In some countries, citizens think their government is doing a bad job of tackling corruption (59 per cent).

	2015	2019
Gabon	86%	87%
Madagascar	90%	83%
Sudan	XX	81%
DRC	XX	80%
Uganda	69%	78%
Malawi	69%	78%
Guinea	61%	76%
Morocco	56%	71%
Mali	56%	71%
Kenya	70%	71%
Zimbabwe	80%	71%

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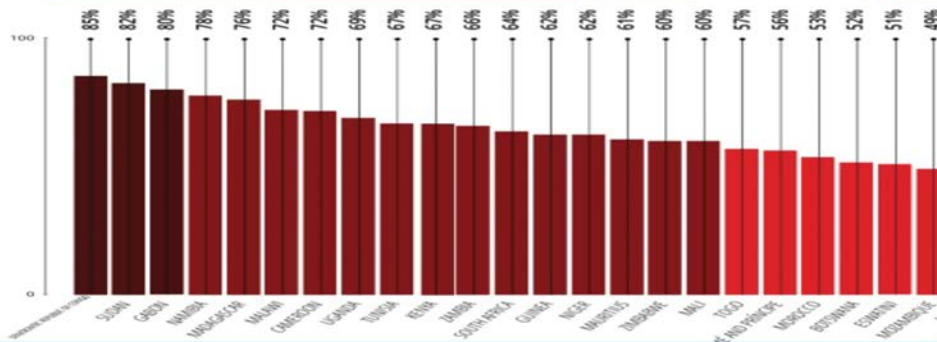
LEVELS OF CORRUPTION



- Respondents were asked what they thought about the state of corruption in their country – how prevalent it is and whether it is rising or declining.
- In the 35 African countries surveyed, the majority of citizens (55 per cent) observe that the level of corruption has increased in their societies.

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CORRUPTION HAS INCREASED [CITIZEN VIEWS]

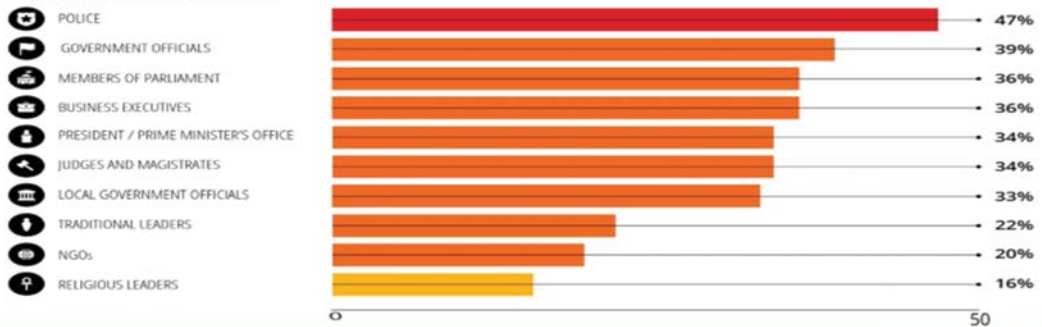


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RESULTS BY INSTITUTION



% of people who think that most or all people in these groups/institutions are involved in corruption.



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A country focus - Rwanda

Opportunity: High political will for zero tolerance to corruption



“ Rwanda does not fight corruption to please others. It fights corruption because the leadership believes resources should benefit all Rwandans. Rwanda did not choose the path of development to win a prize or please anyone but ourselves.”

HE Paul Kagame, President of the Republic of Rwanda



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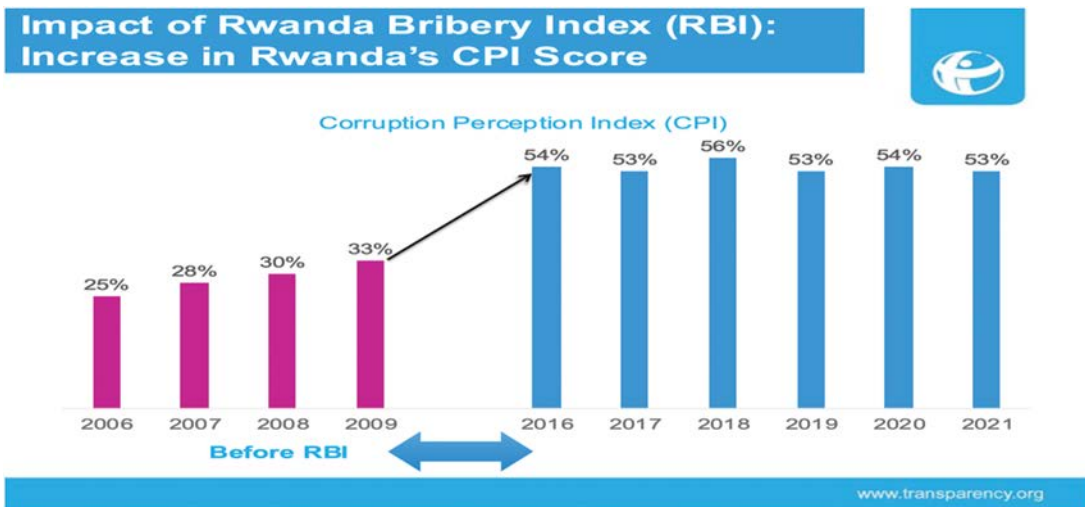
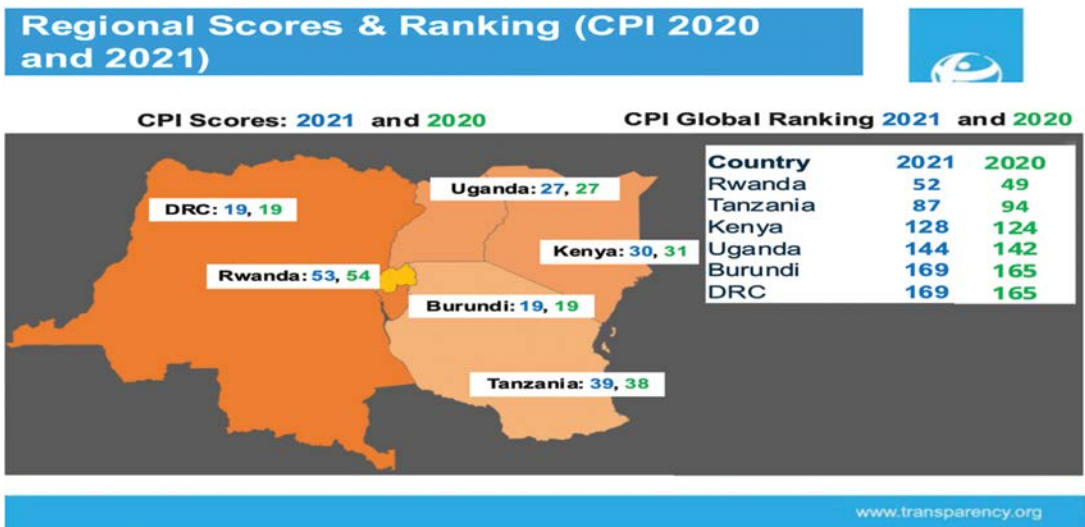
Rwanda’s Anti-corruption Legal Framework



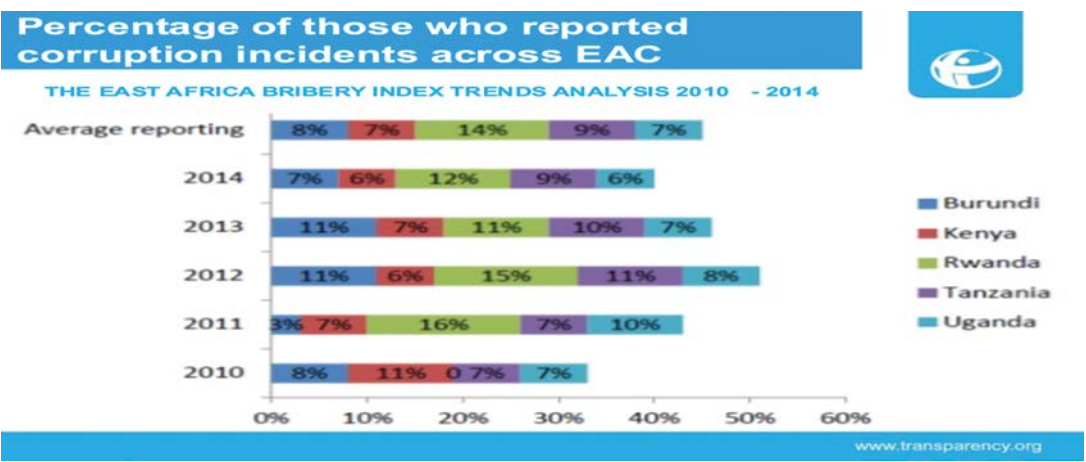
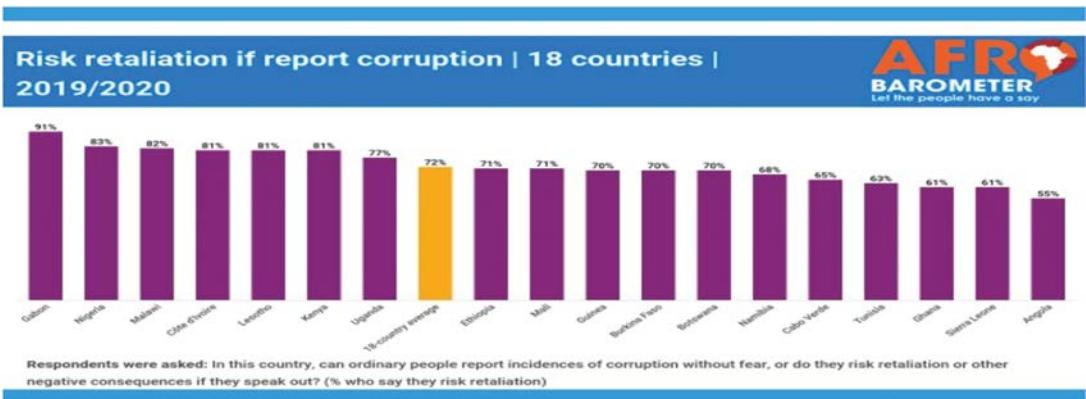
2004 **2021**
PLOT POINTS FOR ANTI-CORRUPTION TIMELINES

- 2004: Ratification of the AUCPCC
- 2006: Ratification of the UNCAC
- 2006: State finances and property law
- 2008: Leadership code of conduct law
- 2008: Law on preventing & penalising the crime of money laundering
- 2012: Rwandan Anti-corruption policy
- 2012: Law on protection of whistleblowers
- 2013: Access to Information Act
- 2017: Law on the protection of whistleblowers
- 2018: Anti-corruption law
- 2018: Law on public procurement
- 2020: Law on prevention and punishment of money laundering, financing of terrorism and financing of proliferation of weapons of mass destruction
- 2021: Law governing companies (obligation to record “Beneficial Ownership”)
- 2021: Presidential Order on professional ethics for public servants.
- 2021: Asset declaration law

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Reflections

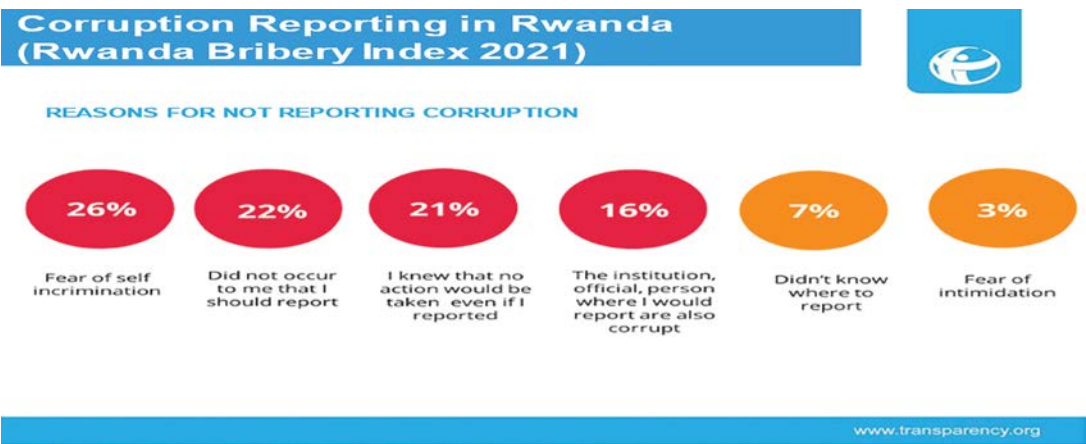


Reasons for not reporting corruption across EAC

THE EAST AFRICA BRIBERY INDEX TRENDS ANALYSIS 2010 - 2014

2014	Burundi	Kenya	Rwanda	Tanzania	Uganda
Fear of intimidation / reprisal	31%	13%	7%	7%	9%
Fear of self-incrimination	14%	9%	28%	14%	7%
I did not know where to report	15%	17%	14%	15%	14%
I knew no action would be taken even if I reported	27%	27%	16%	7%	28%
I was a beneficiary	7%	16%	8%	37%	26%
It didn't occur to me that I should report	5%	13%	27%	17%	10%
The place to report was inaccessible / far	0%	2%	0%	2%	2%
Other reasons	1%	4%	0%	1%	4%

www.transparency.org



Rwanda's experience: Partnership among pillars of integrity - Gvt and CSOs

- TI-RW is a witness of existing collective action to prevent and fight corruption. This collective action is composed of the engagement of citizens, government institutions as well as CSOs at all levels (local to national)



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Tools for reporting corruption

What does it mean to report corruption?

Have you witnessed corruption or other forms of injustice?

CONFIDENTIAL

You can report it!

- Report it to an ALAC
- Report it via digital tools (phone, WhatsApp, Internet)
- Report during the Legal Mobile Clinics

We will support you, either by finding a direct solution or referring you to other partners in the fight against corruption.

The example of IFATE next generation



TRANSPARENCY INTERNATIONAL Rwanda

iFATE

TRANSPARENCY INTERNATIONAL Rwanda

The screenshot shows the S-inkiko website interface. At the top left is the logo "S-inkiko". To its right is a navigation menu with the following items: AHABANZA, GUSUBIRISHAMO URUBANZA, SOBANUZA, IBIBAZO WAKWISAZA, SERIVISI MU HOKO, and AGASANDUKU K'IBITOKOZIRO. A search icon is visible on the right side of the menu. Below the navigation menu is a yellow banner with the text "UBURYO BWO GUTANGA AMAKURU". Underneath the banner is a grid of six case reports, each with a "CASE REPORT" label and a title in Kinyarwanda:

CASE REPORT	CASE REPORT	CASE REPORT	CASE REPORT	CASE REPORT	CASE REPORT
Ushaka gusobanuzwa kuri ruswa mu rubanza	Utishimiye imigendekere y'urubanza	Gusubirishamo urubanza ku mpamvu z'akarengane	Uri Avoka kandi urashaka gutanga amakuru ku rubanza	Uri Umuhesha w'inkiko kandi urashaka gutanga amakuru ku rubanza	Uri Umukozi w'urwego rw'umuvunyi

The image shows the Transparency International logo, which consists of a stylized globe icon and the text "TRANSPARENCY INTERNATIONAL" with the tagline "the global coalition against corruption" below it. Below the logo, the following contact information is provided:

www.transparency.org
Blog: voices.transparency.org
Facebook: [transparencyinternational](https://www.facebook.com/transparencyinternational)
Twitter: [@anticorruption](https://twitter.com/anticorruption)

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Annex 15. Topic: Contribution of Blockchain Technology for Anti-Corruption in Africa



Contribution of Blockchain Technology for Anti-Corruption in Africa

12th Commonwealth Regional Conference for Heads of Anti-corruption Agencies in
Africa

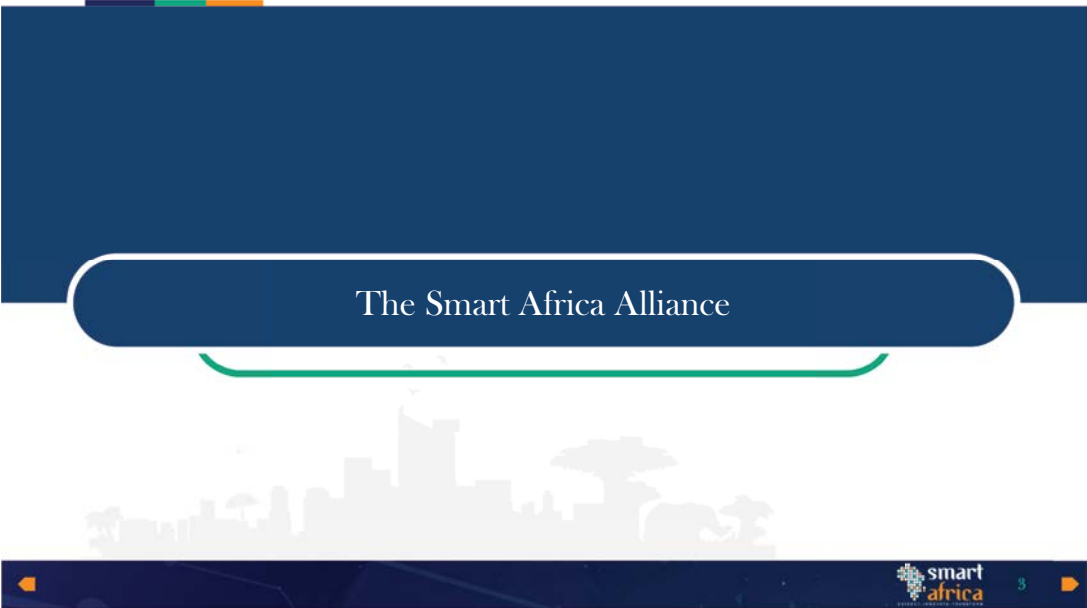
By Dr Ralph Oyini Mbouna, Head of Digital Transformation, Innovation and Services



Presentation overview

- 1 The Smart Africa Alliance
- 2 Blockchain in a Nutshell
- 3 'Without vs. With' Blockchain
- 4 Should we trust Blockchain?
- 5 Smart Africa's Blockchain Activities





The Smart Africa Alliance



H.E PAUL KAGAME

President of the Republic of Rwanda and Chairman of the Smart Africa Board

“The creation of Smart Africa is a testimony of our resolve to put in place the right policy and regulatory environment that will encourage partnerships, entrepreneurship, job creation and knowledge sharing. Our move towards an ICT and knowledge driven economy together intends to increase Africa’s competitiveness in the global economy. ICTs have the ability to level the global playing field, unlock human capital and harness its full potential.”

MR. LACINA KONÉ

Director General, Smart Africa Secretariat

“Africa, considered to be the youngest continent in the world, has great need for a catalyst platform in order to transform itself into a single digital market. For this to happen, we have to connect our countries and interconnect cross-borders while innovating our approach to social economic development. These represent the challenges that Smart Africa will have to take on in a bid to transform and propel our continent towards a knowledge based economy in this 21st century. I invite all stakeholders to join us in this endeavor.”



▶ About the Smart Africa Alliance



The Smart Africa Manifesto

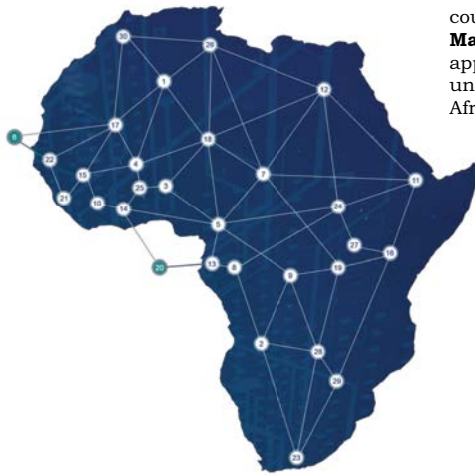
Endorsed by Heads of State and Government in Kigali on 29th October 2013

Smart Africa Manifesto Principles

1. To put ICT at the center of national socio-economic development agenda
2. To improve access to ICT especially Broadband
3. To improve accountability, efficiency and openness through ICT
4. To put the Private Sector First
5. To leverage ICT to promote sustainable development

Endorsed by the AU in January 2014

▶ *Smart Africa Member States*



The Smart Africa Alliance has grown to 32 member countries with the inclusion of the **Islamic Republic of Mauritania & the Republic of Sudan** representing approximately **815 million people**. Ongoing efforts are underway to attract more member countries into the Smart Africa Alliance.

MEMBER STATES

- | | | |
|-------------------|-------------------------|------------------|
| 1. Algeria | 13. Gabon | 24. Senegal |
| 2. Angola | 14. Ghana | 25. South Africa |
| 3. Benin | 15. Guinea | 26. South Sudan |
| 4. Burkina Faso | 16. Kenya | 27. Sudan |
| 5. Cameroon | 17. Mali | 28. Togo |
| 6. Cape Verde | 18. Mauritania | 29. Tunisia |
| 7. Chad | 19. Morocco | 30. Uganda |
| 8. Congo | 20. Niger | 31. Zambia |
| 9. DR Congo | 21. Rwanda | 32. Zimbabwe |
| 10. Côte d'Ivoire | 22. Sao Tome & Principe | |
| 11. Djibouti | 23. Sierra Leone | |
| 12. Egypt | | |

▶ *Partners & Private Sector Members*

Organisations partenaires

Silver Members

Platinum Members

SMEs and Start ups

Gold Members

Academia Partners

Blockchain in a Nutshell

8

What is Blockchain?

- The technology that powers Bitcoin by “Nakamoto Satoshi”
- Historically, traders used books of lists (i.e. ledgers) to track the goods they bought, sold and traded (i.e. transactions).
- In modern times, these ledgers became more diverse and digital, as they included account balance sheets, cadastre systems or identity records.
- Blockchain is shorthand for a whole suite of distributed ledger technologies that can be programmed to record and track anything of value from financial transactions to medical records or even land titles

What is so special about Blockchain?

1) The way it tracks and stores data.

2) It creates trust in the data.

3) No more intermediaries.

What is so special about Blockchain? The way it tracks and stores data.

Blockchain data block chain stores information in batches called blocks that are linked together in a chronological fashion to form a continuous line metaphorically a chain of blocks.



What is so special about Blockchain? **The way it tracks and stores data.**

If a person makes a change to the information recorded in a particular block, he/she does not rewrite it.



What is so special about Blockchain? **The way it tracks and stores data.**

Instead the change is stored in a new block showing that X changed to Y at a particular date and time.



Block 4

'X' changed to 'Y'

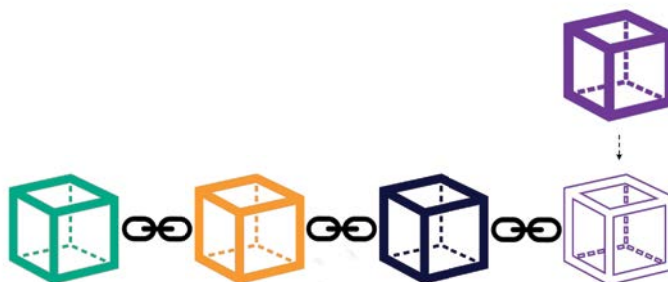
Timestamp:

05/04/2022 2:30pm

GMT



What is so special about Blockchain? **It creates trust in data.**



✓ A cryptographic puzzle must be solved.

✓ The solution, proof-of-work, is shared with all the computers on the network.

✓ The network verifies the proof-of-work.

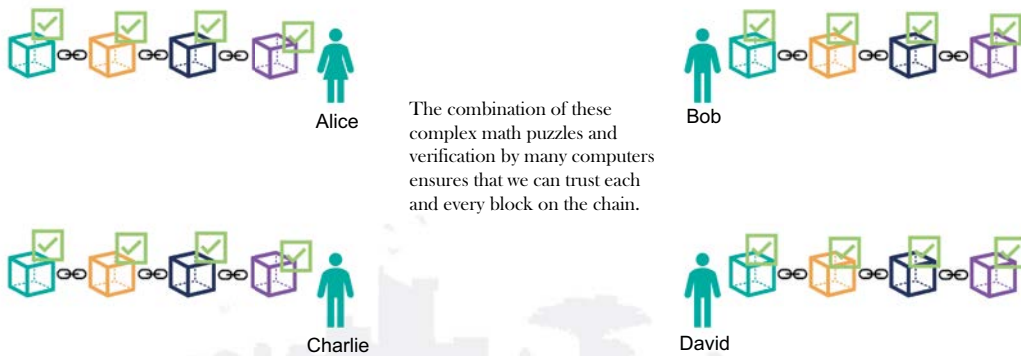


What is so special about Blockchain? It creates trust in data.



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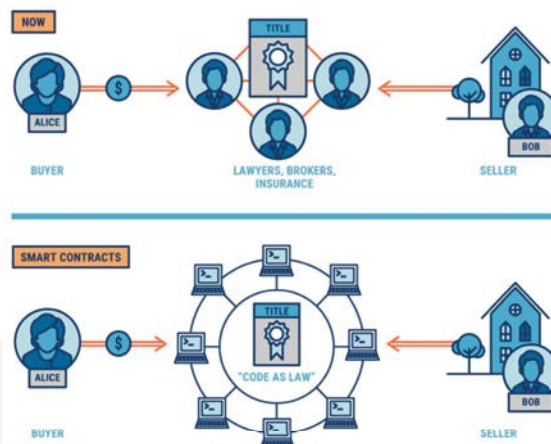
What is so special about Blockchain? It creates trust in data.



What is so special about Blockchain? No more intermediaries.

Many options to implement the Blockchain technology:

- Public blockchains
- Private blockchains
- Hybrid public-private blockchains



Example Without vs. With Blockchain

Land Registration in African History

- In precolonial era, sets of elders were arbitrators for land matters dispute. The memory of the elders served as permanent mental registers. The sensitive information can easily be accessed by any of the elders.
- Whenever a change had to be made, all the elders had to update their records about the land purchase, dispute, etc.
- Because all elders share the same memory, the absence of one elder would not hindered the purchase or resolution of conflict about lands.
- As rudimentary as it looks, this method was an analogue version of the concept of a decentralized ledger as demonstrated in the blockchain technology.



Land Registration

>70%
of the Population
lacks “legally
registered land”



1/3
of countries
worldwide digitally
track property
ownership, most of
these countries are
outside Africa

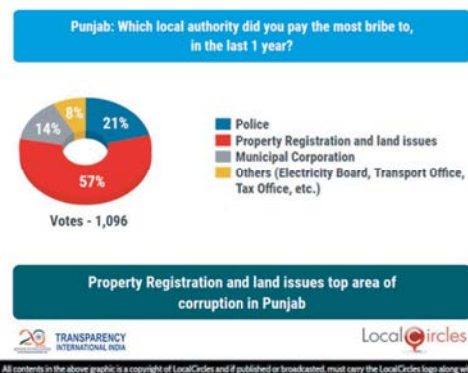
Land Registration Without Blockchain

- The record of all land transactions are recorded, controlled, and validated by a central authority, overseen by specific government officials.
- Titles and deeds are an integral part of the land registration process and provide the require safety net for the buyers.



Traditional Land Registration Challenges & Corruptions Risks

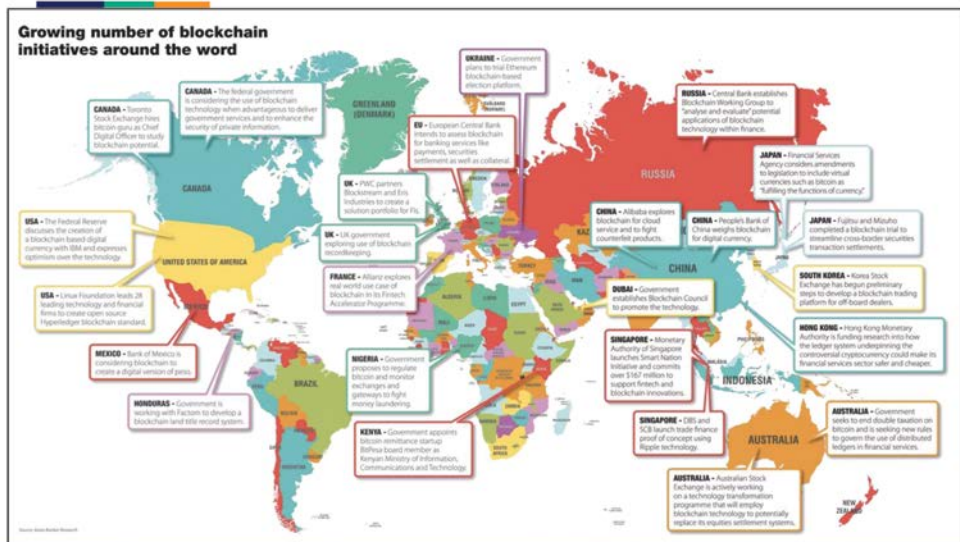
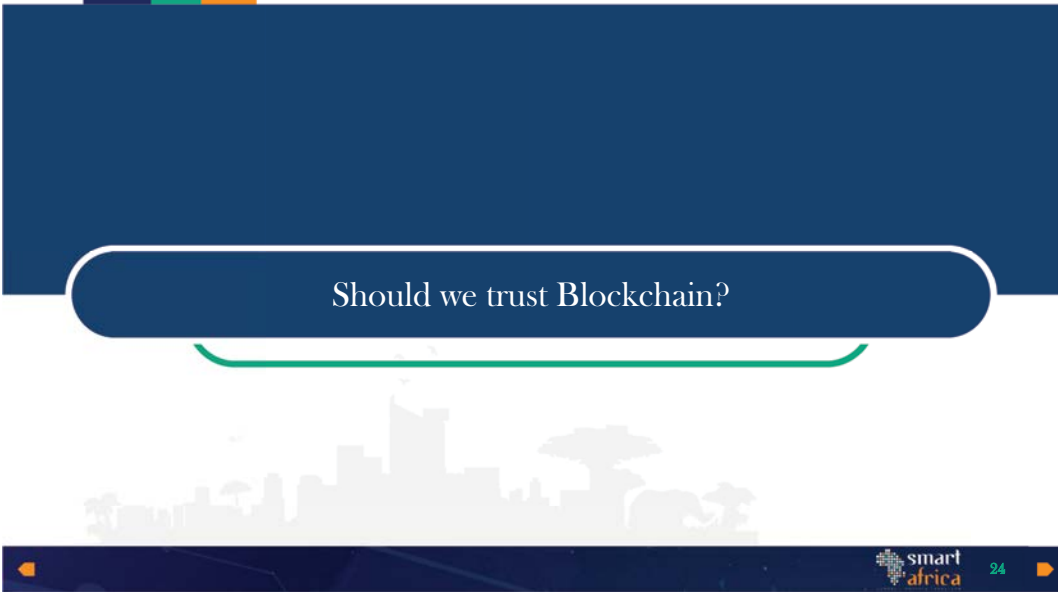
- Land being the most expensive asset has often been the focal point of various frauds, crime and fights.
- The process in developing countries can still be manual and very paper intensive.
- Even if everything is digitalized, manipulation of documents, including titles, can still be done by a **'malicious agent'** to the land registry at the central authority. Thus, making it time-consuming and easy to be tampered.



India Corruption Survey 2019 Read more at: <https://www.localcircles.com/a/press/page/punjab-corruption-survey-2019#:~:YnOkrvNBzDI>

Land Registration With blockchain

- ✓ Blockchain databases are decentralized. Multiple parties can update the property record. A single property record is created and maintained, eliminating the need for duplication and multiple entries.
- ✓ Blockchain databases can hold a complete and transparent record of a property. A blockchain database will record all dealings with respect to the property which is protected by cryptography. Rather than a property record being amended by updating and deletions, the blockchain can only be added. This reduces the potential for both fraud and human error.
- ✓ Blockchain databases can be updated near-instantaneously. This will eliminate the period of time during which a new owner awaits the legal transfer of title following the submission of an application to amend a property register.



Source: Asian Banker Research smart africa 25

Bitcoin

- One of the most well-know applications of blockchains as the technology was firstly created to power Bitcoin
- In 2011, one bitcoin was \$0.30. In 2022, one bitcoin is \$39534.10
- The numerous other cryptocurrency have seen the light of day since Bitcoin. Even central banks are trying to create blockchain-based digital currency.
- China has now taking steps to become the first major economy to adopt a native cryptocurrency.



Smart Africa's Blockchain Activities

Blockchain White Paper



- « *Blockchain in Africa: Opportunities and Challenges for the Next Decade* »
- How do you apply a technology as diverse as blockchain and Decentralized Ledger Technologies to a continent as diverse as Africa?
- Critical view of blockchain technologies and be objective about what can work in Africa and what cannot work
- This article gives a number of recommendations based on the understanding we have collectively developed

Recommendations

- Strategy
- Data protection harmonisation
- Blockchain-specific considerations for data protection
- Financial regulation
- Capacity building
- Push for interoperability and harmonised standards

Capacity building on blockchain technologies



- The Smart Africa Digital Academy has trained more than **1743** people from **26** countries on different topics: such as AI, Blockchain, IoT, etc.
- More blockchain workshops are in preparation.



Pilot Projects on blockchain technologies



- The Smart Africa Secretariat has also started the implementation on pilot projects related to blockchain technologies in the hope of showing its Member States in a real settings.



End





THANK YOU!



Annex 16. Botswana Country Presentation



DIRECTORATE ON CORRUPTION AND ECONOMIC CRIME

BOTSWANA COUNTRY PAPER 2022

FOR THE

ANNUAL REGIONAL CONFERENCE FOR ANTI-CORRUPTION AGENCIES IN COMMONWEALTH AFRICA

Delivered by Director General: Mr Tymon M. Katlholo

3–7 MAY 2022

(Kigali Serena Hotel, Rwanda)

Introduction

This report highlights the activities that the Directorate on Corruption and Economic Crime (DCEC) undertook pursuant to its mandate of a three-pronged strategy of Prevention, Public Education and Investigation, which is common to most anti-corruption agencies the world over. Consistent with our National Vision 2036 and His Excellency the President of the Republic of Botswana's RESET Agenda to transform the country from a lower-middle to a high-income country, the strategy was refocused to infuse performance-based anti-corruption measures as important tools not only to achieve excellence in service delivery and high productivity levels but also to shrink opportunities for corruption.

The effect of the strategy is simply to weaken corruption through efficient, effective and prudent management systems and effective implementation of policies and national programmes.

Excellence in service delivery and high levels of productivity reduce opportunities for corruption to almost non-existence, the result being zero corruption and positive impacts on national development. The approach is deliberate, given that corruption can, and continues to, impact negatively on the country's economy and thus constitute a major hindrance to socio-economic development and sustainable realisation of the country's legitimate aspirations.

The DCEC, among others, implements the following performance tools to enhance its strategy for zero tolerance to corruption: a quality management system; results-based monitoring and evaluation; risk assessment and management; and, last but not least, public outreach programmes.

These programmes are proactive in nature and are deliberately designed to augment the parallel investigation strategy, which is a reactive mechanism and inherently a very slow process.

Following the outbreak of COVID-19, the Directorate was encumbered in part by the fact that its services are not classified as 'essential'; therefore, COVID-19 restrictions impacted negatively on its operations.

Consequently, in this report the Directorate sets out the achievements as well as challenges it faced in the light of COVID-19.

Combating corruption: Our approach

Research has shown that reliance on the police as the only institution to combat crime (corruption included) is inefficient, hence the establishment of institutions such as the DCEC. Similarly, reliance on anti-corruption agencies as the only institutions responsible for combating corruption has of late proven to be inefficient.

Hence, the United Nations Convention Against Corruption (UNCAC) and other international instruments envisage an all-inclusive anti-corruption strategy that necessitates all sectors of society to join hands in the fight against corruption.

Such an approach includes the private sector, public services, civil society and the general public working together to combat corruption. This is the approach that the DCEC modelled its anti-corruption strategy on, which approach, *inter alia*, infuses ethics and integrity in the management systems of organisations to enhance the fight against corruption. This approach is intended to infuse corruption prevention mechanisms in the DNA of administrative systems across the economic spectrum.

Our experience in the fight against corruption has taught us that corruption is a product of leadership failure – and by leadership here I mean not only at the top of the hierarchy, with a capital L, but also in a more modest sense throughout organisations.

Ethical leadership is premised on a philosophical moral foundation (attitude) upon which decisions and behaviour are based. Without moral foundation, behaviour will fluctuate as circumstances and personal preferences change; this would then mean that decisions are made based on the circumstances and personal preferences, which creates instability as managers would have no clear understanding of what the leader expects of them.

Consequently, the fight against corruption must begin from the leadership angle in terms of political will, good governance and promotion of integrity and good ethical behaviour; and, for our purposes, everyone is a leader in their own right.

Current corruption status

A bird's eye view of our newspapers and social media suggests that corruption is on the rise in Botswana – and I can confirm that indeed it is. This assessment is not based on the allegations or reports received by the DCEC but rather on the amount of money involved and the sophistry and complexity of the corruption cases currently being investigated by the DCEC.

I must highlight here that the DCEC is among the law enforcement agencies mandated to investigate money laundering, and we have established an anti-money laundering unit specifically to deal with this vice. The sophistry and complexity referred to above manifest themselves more profoundly in the investigation of money laundering offences.

Our observation of the reports received by the DCEC from 2014 to date indicates a downwards trend. The DCEC is receiving fewer and fewer reports every year.

This is a source of concern for us, because we are wondering if the public is losing confidence in our ability to deal with corruption, which may not be a good thing at all. For we need the involvement and active participation of the public in order to uproot corruption in our society.

Challenges

Our ICT infrastructure is light years behind current technological advancements to adequately support the Directorate's investigations generally. The Directorate is therefore building capacity in terms of skilled personnel and also exploring modern technology with a view of addressing its shortcoming on this front.

Conclusion

Let me conclude by appreciating the presence of all of us here and to urge us all to collaborate with one another and support each others' requests on investigations within our respective jurisdictions. For it is only when we develop a culture of forging hands as a collective to fight corruption that we can win the fight against corruption because in that way we will lower jurisdictional boundary constraints while expediting the investigation process.

I THANK YOU FOR YOUR ATTENTION

Annex 17. Cameroon Country Presentation

Republique du Cameroun

Paix – Travail – Patrie

Présidence de la République

Commission Nationale Anti-Corruption (CONAC)

Tél.: +237 222 20 37 32

Fax: +237 222 20 37 30

B.P: 33 200 Yaoundé

Republic of Cameroon

Peace – Work – Fatherland

Presidency of the Republic

National Anti-Corruption Commission (NACC)

URL : www.conac.cm

Mail to : info@conac.cm

WhatsApp : 658 26 26 82

‘YOUR TELEPHONE IS A WEAPON TO COMBAT CORRUPTION: USE IT!’

An innovative project in the fight against corruption in Cameroon presented by Professor François ANOUKAHA, Vice-Chairman of the National Anti-Corruption Commission of Cameroon (CONAC) at the 12th Commonwealth Regional Conference and Annual General Meeting (AGM) of Heads of Anti-Corruption Agencies in Africa, Kigali, Rwanda, 3–7 May 2022.

Introduction

The National Anti-Corruption Commission of Cameroon, better known by its French acronym, CONAC, was created by a Presidential Decree on 11 March 2006. It is an independent public body placed under the authority of the President of the Republic whose main mission is to **CONTRIBUTE** to the fight against corruption. Several other organisations are involved in the fight against corruption in Cameroon at various levels, with CONAC being the central one.

Over recent years, the Commission has used introduced several ways to foster its vision of having a Cameroon where integrity is the watchword for every citizen. This vision is contained in the National Anti-Corruption Strategy validated by the Government of the Republic of Cameroon in 2011.

Besides carrying out administrative and financial audits, controls and investigations, as well as studies to forestall corruption, CONAC uses the following intervention tools for an all-inclusive fight:

- A **Rapid Results Initiative (RRI)**, which implies the concomitant use of actions of Prevention, Education, Condition, Incentives and Sanctions to identify and clear corruption niches in a structure within 100 days;
- A **Rapid Intervention Unit (RIU)**, for operations to unmask on-going acts of corruption, arrest the perpetrators and present them for prosecution;
- **Sector-oriented anti-corruption campaigns** to educate and mobilise actors in specific sectors (cocoa, coffee, cotton, forestry, education, youth, women) to resist corruption;
- **Anti-Corruption Caravans** to mobilise the population to stand up against corruption and by so doing swell the mass of critical positive actors ready to say « No » to corruption;
- A **Corruption-free Competitive Entrance Examination (COSCO)** for justice, transparency and equity in public competitive examinations. It entails following up public examination procedures from the time the examination is made public, through the registration process, to the publication of results;
- **ESPACE CONAC and ESPACE CONAC Alert radio and television productions** to educate, inform and sensitise the public on the dangers of corruption, how to combat the ill and sanctions that await the corrupt;
- **A daily press review** to ensure a follow-up to corruption denunciations made through the written press;
- The **CONAC Newsletter** to review, on a monthly basis, activities of the Commission, including tips on how to combat the ill; and
- An **Annual Report**, which presents the state of the fight against corruption in Cameroon each year – actions, results and prospects.

We now focus on an innovative activity carried out by CONAC to combat corruption in Cameroon since the last online conference in 2021.

CONAC's innovative project to fight corruption in Cameroon

June 2021 to May 2022 was a time full of innovations at CONAC. We will, for the purpose of this report, limit ourselves to an innovation that is revolutionising the fight against corruption in Cameroon: the campaign dubbed '**YOUR TELEPHONE IS A WEAPON TO COMBAT CORRUPTION: USE IT!**' It was launched in April 2022 in Ngaoundere, headquarters of the Adamawa Region of Cameroon. It will end in December 2022.

In between, a series of outreach activities and media campaigns are being carried out to mobilise the population to use their telephones as a weapon to combat corruption.

Background to the campaign

In the course of 2021, CONAC put in place two major digital communication channels; notably a WhatsApp account 658262682 and a renovated website www.conac.cm, with an integrated email box info@conac.cm. The channels have diversified access routes to CONAC and consequently facilitated denunciations. It has made it possible to submit to CONAC without travelling to the Commission's office in Yaoundé, written and audio documents and even videos, as evidence of acts of corruption.

The Commission thus found it necessary that citizens, for whom these tools were developed, be sensitised on their use as prescribed by the text creating CONAC, which provides in its Article 13 that:

the Prevention and Communication Division is responsible for informing the public about activities to prevent and fight against corruption; and carrying out actions of education and public awareness in the fight against corruption...

Thus, the campaign to popularise the WhatsApp number, email and the renovated CONAC website, as tools to facilitate denunciation.

The campaign

Why focus on the telephone:

Information made public in 2020 by the Telecommunications Observatory of Cameroon's National Telecommunications Regulatory Agency, regarding the use of the mobile telephone in Cameroon, states that nine out of ten adult Cameroonians have a mobile telephone and one in two Cameroonian adults uses a smartphone.

The smartphone offers a range of services, including the camera, the recorder and the audio player.

These services are a great advantage in the fight against corruption. With the telephone, victims or witnesses to an act of corruption can:

- call CONAC's toll free number, 15 17;
- take photos, record sounds and make videos as evidence of the incriminated act;
- contact CONAC on WhatsApp, 658 26026085; and
- contact CONAC using the Commission's email, info@conac.cm.

It is therefore no longer necessary for those who want to denounce acts of corruption to send material by post (with the costs involved, the risks of delays and the non-respect of privacy) or travel over long distances to Yaoundé, where the offices of CONAC are located, to make a denunciation in this era of the Internet and social networks.

General objective:

The main objective of the campaign, which is on-going, is to make all adult Cameroonian citizens aware of the means put at their disposal by CONAC, to enable them to effectively contribute to the fight against corruption, by denouncing the practice, facts or acts of corruption of which they are victims or witnesses.

The ultimate goal is:

- to fight against impunity;
- to educate citizens on the use of their telephone to denounce corruption instantly; and
- to strengthen the mass of positive actors ready to say '**No**' to corruption.

Specifically, the campaign entails:

- carrying out a road show caravan through all the main highways of the country with stops in villages and towns;
- affixing posters popularising new CONAC denunciation channels in public spaces of every town and village;
- broadcasting information on the media to educate Cameroonians on the proper use of their telephones to document acts of corruption;
- making each citizen, who owns a telephone, an actor in the fight against corruption by explaining how he/she can use the phone to better denounce acts of corruption;
- putting fear in the camp of the corrupt citizens by broadcasting successful investigations where the corrupt are arrested and under prosecution after they were discretely filmed by users of public services and denounced at CONAC; and
- sensitising Cameroonians to understand that physical distance does not prevent them from denouncing acts of corruption in real time to CONAC.

Sensitisation of the public is done in the following ways:

- a highly mediatised launch ceremony;
- organisation of a roadshow to mobilise and sensitise the public;
- broadcast spots on radio and TV;
- affixing of posters in public places;
- distribution of flyers to the population; and
- distribution of other CONAC gadgets (bags, T-shirts) and sensitisation materials (newsletters) to the population.

Main challenges

The main challenges of this initiative have been the financial cost involved and high mobilisation of the Commission's staff. CONAC had to invest in the following:

- mobilisation of several staff members (20 people divided into four teams) and taking care of their out-station expenses for one week for the launch and first field work;
- printing of lots of gadgets (5,000 T-shirts and 5,000 caps for members of the caravan and for distribution);
- printing of 10,000 posters (A3 format) to affix in public places and 30,000 flyers (A5 format) for distribution to the population;
- acquisition of two rechargeable sound devices to facilitate mobilisation of the population on the field;
- mobilisation of staff to quickly respond to denunciations sent through the new communication channels; and
- need for more investigators to follow up denunciations.

Results

The already achieved positive results and final outcome are many. It is hoped that by December 2022, when the campaign rounds up, CONAC will have:

- put up 10,000 posters of A3 format and 30,000 flyers of A5 format in public places in towns and villages all over Cameroon;
- directly sensitised over 5 million Cameroonians through the roadshow and over 10 million Cameroonians indirectly through the media and posters;
- received over 300 denunciations with documented evidence through the Commission's modern communication platforms.

Already, just a few weeks into the campaign, the number of denunciations received through the WhatsApp number (658262682) has moved from nothing or a few a day to at least 10 per day, and the same for the email info@conac.cm.

Lesson learnt

The use of modern communication facilities offered by smart mobile phones has made denunciation easy. It has also enabled some individuals to provide the first evidence to alleged acts of corruption. This has greatly eased the job of investigators, who do not have to start up investigations from scratch. Investigations thus go faster.

Similarly, corrupt persons, most especially corrupt civil servants, are aware that they are now being watched by many others. Each public service user has been made to be an active corruption fighter as he/she can discretely collect evidence of acts of corruption. The broadcast of successful investigations from denunciations and evidence forwarded to the Commission by users has instilled fear in the corrupt and, consequently, we hope it will lead to a drop in corruption. The corruption instinct is managed by greed and fear within an individual. When the feeling of fear rises (as is the case now), the desire to be corrupt drops!

Recommendations

The smart mobile phone is a ground-breaking technology in the fight against corruption. The use of one of its applications, WhatsApp, has gained ground everywhere. It is widely used today to transmit documents, sound clips and videos among persons or groups of individuals.

Anti-graft institutions can thus encourage the general public to use WhatsApp to reach them by:

- acquiring WhatsApp numbers and making sure they respond promptly (interactive) to all inquiries sent through the channel;
- having an operational email address that is consulted at least once every day;
- encouraging victims and witnesses of acts of corruption to document evidence (text, audio, video) and forward such information to the anti-corruption units alongside their denunciations;
- ensuring that the anti-corruption entity is well staffed to assure prompt follow-up of denunciations.

Conclusion

Anti-corruption agencies that have not yet started using modern ICT in their daily work, most especially in receiving denunciations from the population, should strongly think of doing so. It is easier, cheaper and faster for the public to reach an anti-corruption agency through WhatsApp and email than through traditional post.

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Annex 18. Eswatini Country Paper

Brief introduction and background

The mandate for the Anti-Corruption Commission (ACC) is drawn from Section 10 of the Prevention of Corruption Act 2006 and the Prevention of Organised Crime Act (POCA) of 2018.

- Receive and investigate complaints of alleged or suspected corrupt practices made against any person, and refer appropriate cases to the Director of Public Prosecutions;
- Take necessary measures for the prevention of corruption in public and private bodies;
- Education that is aimed at promoting better public understanding of corruption and encouraging society as a whole to take positive action against such practices.

Innovative work or initiatives implemented

The Commission, in its quest to entrench preventative mechanisms, has decided to collaborate with multi-sector stakeholders on initiatives that can prevent new incidences of corruption. To this end, the ACC has designed a national multi-sector/multi-media communication campaign under the theme **'A Nation United Against Corruption'**.

This campaign seeks to engage all stakeholders in the implementation of the national anti-corruption agenda. The campaign strategy is to collaborate with key multi-sector institutions and citizens in re-engineering citizens' attitudes towards corruption and citizens' conscience in terms of instilling anti-corruption values and norms. The strategy is also aimed at improved public service delivery by rooting out bribery in exchange for public services. The campaign will also target the business sector that interacts with the public sector, where millions are lost through corruption in procurement and cheating of public revenue.

Main challenges faced in implementing the initiatives

- The campaign's need for government endorsement and leadership if it is to achieve the desired impact;
- Human resources for monitoring and evaluation;
- Financing of the campaign.

Results of the innovation

- Citizens standing up against corruption;
- Improved national corruption perceptions;
- Reduced tolerance and complacency levels;
- Partnerships and multi-sector stakeholders embracing the anti-corruption agenda;

- Bribery tackled in public and private service delivery;
- Reduction in diversion of government financial resources from government programmes;
- Restoration of prestige of the entire civil service.

Annex 19. Ghana country presentation (CHRAJ)

PAPER PRESENTED BY MR JOSEPH WHITTAL, COMMISSIONER, COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE (CHRAJ), GHANA, ON THE TOPIC 'THE FIGHT AGAINST CORRUPTION IN GHANA - SUCCESSES AND CHALLENGES' AT THE 12TH COMMONWEALTH REGIONAL CONFERENCE AND ANNUAL GENERAL MEETING OF HEADS OF ANTI-CORRUPTION AGENCIES IN AFRICA AT KIGALI MARRIOT HOTEL, RWANDA, 3-7 MAY 2022

CHAIR,

COLLEAGUE HEADS OF ANTI-CORRUPTION AGENCIES,

DISTINGUISHED INVITED GUESTS,

LADIES AND GENTLEMEN,

ALL OTHER PROTOCOLS OBSERVED,

1.0 Preface

At the outset, let me on behalf of the Commission on Human Rights and Administrative Justice and the people of Ghana express our sincere gratitude to the Ombudsman of Rwanda and the Commonwealth Secretariat for the successful organisation of this Conference, and to the government and people of Rwanda for hosting this Annual General Meeting of Anti-Corruption Agencies in Africa. Rwanda has shown that it has some beauty, inner and outer, as clearly demonstrated in the hospitality extended to us since our arrival. Indeed, we have been warmly received since we touched down. We are grateful. I must say that Ghana remains committed to the ideals of this conference and meeting and will continue to do whatever is necessary to ensure co-operation and effective collaboration in our collective fight against corruption in Africa.

2.0 Introduction and background

Chair,

There is a global consensus that corruption remains one of the pernicious threats to sustainable development, global peace and security. We in Ghana do recognise that corruption undermines good governance and the rule of law, erodes public confidence in the merit and rewards system, fosters public sector incompetence and ineptitude, debases public morality, promotes and sustains inefficient service delivery, and perpetuates poverty and ultimately underdevelopment. We also recognise that corruption is a multi-dimensional problem and as such it requires a multi-sectoral approach to fight it. This recognition led to the formulation in 2015 of a national strategy for fighting corruption called the National Anti-Corruption Action Plan (NACAP), of which I believe many of you are aware of.

May I remind you that our NACAP is built on four strategic objectives, and it is useful to highlight these objectives to enable us to understand in context, the initiatives that Ghana has had to engage in since 2015. These Strategic Objectives are:

1. To build public capacity to condemn and fight corruption and make it a high-risk, low-gain activity;

2. To institutionalise efficiency, accountability and transparency in the public, private and not-for-profit sectors;
3. To engage individuals, media and civil society organisations in reporting and combating corruption; and
4. To conduct effective investigations and prosecution of corrupt conduct.

Successes In Implementation

Chair,

Since the adoption and implementation (2015–2020) of the NACAP, Ghana has made modest strides and a significant contribution towards implementation and realisation of the objectives of the UNCAC and the African Union Convention on Preventing and Combating Corruption (AUCPCC) and a reduction of corruption in general.

Among others:

- Awareness of the evils of corruption and the mechanisms for reporting corruption, including whistleblowing, has increased.
- More institutions have either established or are establishing safe reporting mechanisms at the workplace.
- Key revenue collection agencies such as Ghana Revenue Authority have been digitised.
- There has been accelerated digitalisation and digitisation of the banking and financial industry.
- Ports operations have been digitised.
- A Key Accountability Institution (KAI) Forum has been formed.
- The UNCAC Second Cycle review on prevention and asset recovery in 2020 was also carried out.

More pieces of legislation have been passed to improve the legal framework for fighting corruption. These include:

- Security and Intelligence Agencies Act 2020 (Act 1030)
- Real Estate Agency Act 2020 (Act 1047)
- Criminal Offences (Amendment) Act 2020 (Act 1034)
- Anti-Money Laundering Act 2020 (Act 1044)
- Narcotics Commission Act 2020 (Act 1019)
- Companies Act, 2019 (Act 992)
- Right to Information (RTI) Act 2019 (Act 989)
- Payment Systems and Services Act 2019 (Act 987)
- Office of the Special Prosecutor Act 2018 (Act 959)
- Witness Protection Act 2018 (Act 975)
- Ghana Deposit Protection Act 2016 (Act 931)
- Public Financial Management Act 2016 (Act 921)
- Public Procurement (Amendment) Act 2016 (Act 914)
- Petroleum Revenue Management (Amendment) Act 2015 (Act 893) etc.

Current special initiatives by the commission on human rights and administrative justice to fight corruption in Ghana

Chair,

The co-ordinating institution for the implementation of the NACAP of Ghana rests with the Commission. The co-ordinating role includes facilitating the development of annualised implementation plans, monitoring and evaluation activities, preparation of annual progress reports, supporting implementing partners, organising forums for dissemination of progress reports and organising meetings of the NACAP Implementation Structures. The co-ordinating role is in addition to the implementation of roles assigned to the Commission under the NACAP.

UNCAC focal institution

Aside from this, the Commission was designated as the Focal Institution for the review of implementation of the UNCAC in 2013 and the Director, Anti-Corruption, was appointed the Focal Point for the review of the UNCAC for the First and Second Cycles in accordance with paragraph 13 of the Guidelines for Governmental Experts and the Secretariat in the Conduct of Country Reviews. The responsibilities of the Focal Point include:

- to co-ordinate Ghana's participation in the review of the implementation of the UNCAC including being reviewed and reviewing other states parties and
- to participate in meetings and sessions of UNCAC-related bodies.

These special roles reaffirm the position of the Commission as the lead implementing agency in the fight against corruption in Ghana. In this, the Commission has to fully deploy its energies in a strategic manner to ensure the successful implementation of NACAP, engage in initiatives within the framework of the NACAP and motivate other implementing partners to attach seriousness to the implementation of assigned activities. Four of these initiatives are worthy of note:

1. The key accountability institutions forum

The importance of collaboration and co-ordination among anti-corruption agencies in the war against corruption cannot be overemphasised. Accordingly, in March 2020, the Commission organised a meeting for key accountability institutions (KAIs) in Ghana in collaboration with the African Parliamentarians Network against Corruption (APNAC) and with funding support from the Anti-Corruption, Rule of Law and Accountability Project (ARAP) of the EU, to consider a draft memorandum of understanding (MOU) between and among KAIs in Ghana. The KAIs are 11 in number and are as follows:

1. Commission on Human Rights and Administrative Justice
2. Economic and Organised Crime Office
3. Attorney-General and Minister for Justice
4. Ghana Audit Service
5. Ghana Police Service
6. Bureau of National Investigation

7. Internal Audit Agency
8. Financial Intelligence Centre
9. Parliament of Ghana
10. Narcotics Control Commission
11. Office of the Special Prosecutor

The KAIs considered and adopted the MOU on 11 March 2020 and, except for three institutions, signed the MOU.

The broad objectives of the KAI Forum as provided under the MOU are:

1. ensure the effective exchange of information;
2. foster better understanding and co-operation among the KAIs;
3. promote synergy and better co-ordination of activities;
4. enhance the capacity of KAIs to address challenges of emerging methods of corruption and crime; and
5. minimise the potential for mandate overlaps.

Subsequently, the KAIs adopted Protocols to ensure the effective implementation of the provisions of the MOU. Plans are far advanced to develop an action plan for implementation this year. Even without the Plan, collaboration has started in earnest. In December 2021, the KAIs collectively engaged the public during National Anti-Corruption Week on their respective mandates and how their services can be accessed. KAIs are also now more willing to release information relating to cases being investigated by sister KAIs.

2. First-ever actual corruption survey by the state in Ghana

Previous surveys on the level of corruption globally including in Ghana have been the Corruption Perceptions Index (CPI), often released annually by Transparency International. The Index, as you all know, ranks 180 countries and territories around the world by their perceived levels of public sector corruption. The means and methodology of collection of data are exclusive to Transparency International and its local Chapters and do not, in my view, provide evidence-based information on corruption.

The responsibility for determining levels of corruption and fighting same is the state and its agencies. That is why Article 16 of the UNCAC provides that, 'Each state party shall consider analysing in consultation with experts, trends in corruption in its territory, as well as the circumstances in which corruption offences are committed' as well as 'consider monitoring its policies and actual measures to combat corruption and making assessments of their effectiveness and efficiency.'

Strategic Objective 3 of our NACAP requires the Commission as lead implementing agency, Ghana's National Development Planning Commission (NDPC) and the Ghana Statistical Service (GSS) to conduct studies on the state of corruption in Ghana and national surveys on public perceptions, awareness and attitudes on corruption to, *inter alia*, provide evidence-based information to effectively address corruption and facilitate implementation of the UNCAC and the NACAP and achievement of SDG 16.

Accordingly in 2021, the Commission in partnership with the GSS and with technical and some financial support from UNODC, began the first-ever actual corruption

survey in Ghana. So far, fieldwork on data collection has been completed. The data analysis is also ongoing. The report on the exercise was to be launched in July 2022. It is hoped that this data will give the country objectively verifiable data to make the fight against corruption much more measurable and meaningful.

3. Corruption risk assessment of public sector institutions

In line with the NACAP and the Commission's Strategic Plan, the Commission commenced corruption risk assessments of public sector institutions in Ghana in 2021. Currently, the Commission is collaborating with UNODC to assist the Ghana Health Service and the Ministry of Fisheries and Aquaculture Development to conduct a corruption risk assessment of these institutions and develop corruption risk mitigation plans to prevent acts of corruption and plug loopholes where the potential for corruption exists. Three separate workshops for each of these institutions have been held in this regard. The first in June 2021 dealt with the identification and prioritisation of corruption risks in the two sectors. The second in September 2021 dealt with the development of risk mitigation plans and the third in February 2022 dealt with the completion, review and validation thereof of the plans. It is expected that the mitigation plans will be finalised soon for implementation to commence. The corruption mitigation plans are a critical preventive tool in fighting corruption and, when successfully implemented, will drastically reduce corruption. The exercise will be extended to eight more public sector institutions by 2024.

4. Operating procedures for whistleblower protection

The Commission is also partnering with UNODC to develop Standard Operating Procedures (SOPs) for Whistleblower Protection in Ghana. The need for these SOPs arises from the fact that the existing law on whistleblower protection – that is, the Whistleblower Act 2006 (Act 720) – is not elaborate enough to inject confidence in and protect whistleblowers. There are also gaps in the existing law relating to mandate overlaps in respect of the 18 institutions and persons that have been identified to receive whistleblower complaints.

Other gaps include:

- lack of transparent procedures: no provisions in the law to address expectations of whistle-blowers that a fair investigation is guaranteed;
- no information on internal processes of organisations that are mandated to conduct investigations;
- the fear that a disclosure made to the Attorney-General may never be investigated once it involves a minister of state or high-ranking government official (note the fusion of the Attorney-General and Minister of Justice in one person); and
- lack of Regulations on Act 720. Section 30 of the Act gives discretion to the Attorney-General to make regulations etc.

Accordingly, in October 2021, a workshop was held in Ghana with facilitation and funding from UNODC. Participants were drawn from some key public sector institutions. A Technical Committee to facilitate the development of the SOPs is being set up. This Committee is to be constituted by representatives from seven organisations including the Commission.

Some other initiatives in the pipeline include the implementation of the National Cultural Review and School Integrity Project, launched by his Excellency the President during the High-Level Conference to mark International Anti-Corruption Day in 2021.

Challenges, recommendations and conclusion

Chair,

I must indicate that the strategies implemented over the years in Ghana have not brought corruption completely to its knees, obviously because of a number of challenges, the most evident being finance. Fighting corruption is costly. Presently, the main financier for the NACAP is the state. Unfortunately, the state is unable to meet all the budgetary needs. In consequence, many of the anti-corruption activities remain on the drawing board. In addition, some implementing partners are reluctant to implement and report on the NACAP. This has created some gaps in our success story.

To mitigate challenges in implementation we have noticed that there is the need to implement an NACAP Communication Strategy to facilitate effective collaboration among implementing partners. We are also considering introducing a sanctions regime by naming and shaming implementing partners that do not implement and report on the NACAP. We are prioritising key anti-corruption legislation including the Conduct of Public Officers Bill, the Illicit Enrichment Law and the Whistleblower (Amendment) Bill. We hope that these pieces of legislation will be passed this year. We have also realised the need to continue the sensitisation on the NACAP and the training of implementing partners on all NACAP-related issues. Again, we will in due course engage the mass media in communication to disseminate anti-corruption information at the grassroots level in the various Ghanaian languages through community radio/TV stations.

On the international front, we take due cognition of the important role played by the AU and ECOWAS in the continuous fight against corruption and other forms of crime. A month ago, the ECOWAS Court of Justice commenced sitting in Ghana for the first time. The signal was sent that the international community is alive to its responsibilities when it comes to protecting the rights of citizens of member states. Since human rights cannot be separated from corruption, I think that it is one sure way to build the confidence of citizens to fight graft, knowing the international community will protect them.

In the area of training, so much is being done by the Commonwealth Africa Anti-Corruption Centre in providing virtual training on key thematic and emerging issues on corruption. We are grateful.

On this note I would like to thank you once again for your attention and patience.

THANK YOU.

Annex 20. Ghana country presentation (EOCO)

COUNTRY PAPER ON INNOVATIVE STRATEGIES PUT IN PLACE TO FIGHT AGAINST CORRUPTION (SUCCESS STORIES)

COUNTRY PAPER ON INNOVATIVE STRATEGIES PUT IN PLACE TO FIGHT AGAINST CORRUPTION (SUCCESS STORIES)

BY THE ECONOMIC AND ORGANISED CRIME OFFICE (EOCO), GHANA

A PRESENTATION BY THE EXECUTIVE DIRECTOR OF EOCO,

COP MYT ADDO-DANQUAH (MRS)

1. In recent times, corruption has become a major issue of concern in the international community because of its corrosive impact on economic growth, human rights and poverty reduction.
2. WHAT IS CORRUPTION?
 - a. The term 'corruption' is used as a shorthand reference for a wide range of illicit or illegal activities.
 - b. A succinct definition of corruption used by the World Bank is *'the abuse of public office for private gain'*.
 - c. Professor Henrietta Mensah-Bonsu, former Professor of Law at the University of Ghana and currently a Justice of the Supreme Court of Ghana, has had this to say about Corruption: *'We all know how corruption in high places disadvantages the poor, raises transaction costs for all of us and demoralises hard working people. What is more destructive is the approval of a petty corruption to secure advantages and benefits for us on a daily basis. Who are we then to criticise others for being corrupt?'*
3. CORRUPTION MAY ALSO MEAN
 - a. *Exploitation of a system to secure unmerited and undue advantage.*
 - b. Corrupt acts involve at least one government actor; many corrupt acts also involve non-government actors who seek private advantages from governments.
4. THE FOLLOWING FORMS OF CORRUPTION CAN ALSO BE DISTINGUISHED
 - a. BRIBERY:
 - The promise or offer of giving of any benefit that improperly affects the actions and decisions of a public official.
 - b. EMBEZZLEMENT:
 - The theft of resources by persons entrusted with authority and control over these valuable resources. For example:
 - An official who uses a government vehicle as a 'family vehicle' for transporting his wife and/or children on errands.
 - An official who uses the government garage to repair his private vehicle.

- c. FRAUD:
 - A criminal deception involving some form of trick, false pretense or misrepresentation to unjustly obtain a benefit or gain.
 - d. INTIMIDATION:
 - Where a person threatens the general public, a particular section of the public, a person or a company to change a viewpoint, to do or not to do something.
 - e. EXTORTION:
 - Unlawful and intentionally gaining some advantage, material or immaterial, from another person or entity by placing illegitimate pressure in the form of threats of intimidation.
 - f. ABUSE OF POWER/OFFICE:
 - Where one uses vested authority to improperly benefit or give undue preferential treatment to any group or individual or using vested authority to discriminate against any group or individual.
 - g. CONFLICT OF INTEREST:
 - Acting or failing to act on a matter where an individual has an interest or where another person or entity that stands in a relationship with this individual has an interest.
 - h. NEPOTISM:
 - Ensuring that family members are appointed to the public service or that cronies receive contracts from state resources.
 - i. MONEY LAUNDERING:
 - Washing dirty money by channelling it through legitimate enterprises. That is to say, concealing the source, nature, location, ownership and control of illegal money or resources.
 - j. IDENTITY THEFT:
 - Known as cloning of the identity of unsuspecting victims associated with organised crime and syndicates.
5. THE LEGAL REGIME/INITIATIVES IMPLEMENTED IN GHANA IN THE FIGHT AGAINST CORRUPTION
- The 1992 Constitution of Ghana (Art. 286(4));
 - Criminal Offences Act 1960 (Act 29) as amended;
 - Criminal Procedure Act 1960 (Act 30);
 - Whistleblowers' Act 2006 (Act 720);
 - Economic and Organised Crime Act 2010 (Act 804);
 - Mutual Legal Assistance Act 2010 (Act 807);
 - Narcotics Control Commission Act 2020 (Act 1019);
 - Public Procurement Act 2003 (Act 663) and Amendment Act 2016 (Act 914);

- Public Financial Management (PFM) Act 2016 (Act 921);
- Witness Protection Act 2018 (Act 975);
- Petroleum Revenue Amendment Act 2015 (Act 893);
- Office of the Special Prosecutor Act 2017 (Act 959);
- Right to Information Act 2019 (Act 989); and
- Anti-Money Laundering Act 2020 (Act 1044).

6. SUCCESSSS STORIES IN THE FIGHT AGAINST CORRUPTION

a. VIBRANT CIVIL SOCIETY ORGANISATIONS (CSOs)

- i. CSOs such as the Centre for Democratic Development (CDD), Fix the Country Movement, Occupy Ghana Movement and Ghana Integrity Initiative (GII), which is the local chapter of Transparency International.
- ii. The Commonwealth Human Rights Initiative (CHRI) Ghana Chapter and the Ghana Anti-Corruption Coalition (GACC) play watchdog roles on issues of corruption and have almost always kept government officials as well as public officers on their toes.

b. NACAP

- i. The National Anti-Corruption Action Plan (NACAP) is Ghana's national framework to drive anti-corruption activities for the next 10 years (2015–2024).
- ii. The development of the NACAP is an unqualified contribution to the fight against corruption and the promotion of national development.
- iii. Under the NACAP, there is a three-pronged approach to fighting corruption, through Public EDUCATION, PREVENTION and ENFORCEMENT.

c. The NACAP action plan for Ghana has four Strategic Objectives:

- i. To build public capacity to condemn and fight corruption and to make corruption a high-risk, low-gain activity;
- ii. To institutionalise efficiency, accountability and transparency in the public, private and not-for-profit sectors;
- iii. To engage individuals, media and CSOs in reporting and combating corruption; and
- iv. To conduct effective investigations and prosecutions of corrupt conduct.

7. VIBRANT OPPOSITION POLITICAL PARTIES

- a. The opposition in Ghana often champions the cause of corruption and perceptions about corruption, holding the feet of government officials to the fire and keeping the ruling government on its toes.
- b. Section 21 of the Political Parties Act 2000 (Act 574) requires all registered political parties to file their audited accounts or else they will be sanctioned.

- c. Indeed, plans are far advanced on the passage of a bill that will put a cap or ceiling on the amount of money to be spent by presidential candidates during general elections.
8. PRIVATE SECTOR
- a. The private sector is also a part of the corruption menace. The private sector is often seen as the engine of growth and as such must be brought on board in the fight against corruption.
9. OFFICE OF THE SPECIAL PROSECUTOR:
- a. The Office of the Special Prosecutor is set to create awareness as well as prosecute cases of corruption and corruption-related offences to prevent corruption in the public sector.
 - b. Under the Special Prosecutor Act, there is an effective Asset Tracing, Recovery and Management as well as plea bargaining mechanisms in place.
10. ECONOMIC AND ORGANISED CRIME OFFICE:
- a. All officers of the EOCO have filled and filed their Assets Declaration forms in line with the Asset Declaration regime (all public officers who earn a certain salary are to fill the Asset Declaration form and lodge same at the Auditor-General's Office).
11. EOCO SUCCESS STORIES
- a. GYEEDA: officials successfully prosecuted, convicted and sentenced for a financial loss of about US\$2.6 million;
 - b. National Service Scheme (NSS) involving many millions of cedis;
 - c. Social Security and National Trust (SSNIT) on procurement fraud involving about US\$72 million;
 - d. A businessman known as Woyome who was wrongly paid a GH¢52,000,000 judgement debt;
 - e. Former CEO of Ghana COCOBOD Stephen Kwabena Opuni charged on financial loss to the state to the tune of GH¢ 217,345,289.22;
 - f. National Ambulance Services: a part payment of €3,950,000 was paid for 200 ambulance buses out of which only 10 were delivered but did not even meet the specifications;
 - g. Nayele Ametefe's multi-million dollar mansion in Accra confiscated by the state as part of asset tracing;
 - h. Former CEO of MASLOC Sedina Tamakloe being investigated by EOCO for taking GH¢500,000 from the coffers of MASLOC and investing the same to make huge interest for herself;
 - i. EOCO and other law enforcement and anti-corruption agencies, such as the GACC and CHRAJ, forming anti-corruption clubs in most second cycle institutions;
 - j. EOCO, through its public education outfit, visiting about 60 second cycle institutions in Accra, Tema Cape Coast and other communities to sensitise them on the mandate of EOCO and matters relating to corruption.

12. EOCO ON ASSET RECOVERY AND MANAGEMENT

- a. Section 3(b) of the EOCO 2010 (Act 804) states as a function of the Office the task of 'Recovering the proceeds of crime'.
- b. A very significant object of the Office as stated in Section 2(b) of Act 804 is 'generally to facilitate the confiscation of the proceeds of crime'.
- c. These provisions are consistent with the United Nations Convention Against Corruption(UNCAC), which considers the return of stolen assets one of its fundamental principles, and requires its signatories to provide a factual and legal framework for effective cross-border recovery of assets.
- d. EOCO has therefore been designated by the Law Enforcement Coordinating Bureau (LECOB) as the Secretariat for Asset Recovery and Management for and on behalf of all Law Enforcement Agencies in Ghana.
- e. As soon as investigation of any subject of interest commences, the assets are traced, located and identified and frozen to prevent their dissipation or disposal. These assets, especially immovable property, are then graffitied with the inscription 'Please take notice that this property is under investigation by EOCO. Keep off.'

13. SOME ASSETS CONFISCATED BY EOCO

- a. Nayele Ametefe
- b. Edmond Darkaw
- c. Edward Macauley

14. OTHER MECHANISMS PUT IN PLACE TO ERADICATE CORRUPTION

- a. The Ghana Integrated Financial Management Information System (GIFMIS) has been set up to help reduce corrupt practices. If something does not have a budget line, it stands rejected under the GIFMIS.
- b. The PFM Act, the Internal Audit Act and the Ghana Audit Service issue notices to MDAs and MMDAs at the end of each financial year to prepare their financial statements and heads of MDAs and MMDAs are sanctioned if they fail to prepare same.
- c. Under the PFM Act, if one has knowledge of a corrupt act of another person but fails to report same he or she is equally liable.
- d. Under the Petroleum Revenue Management Act 2011 (Act 815), the Public Interest and Accountability Committee (PIAC) was set up to monitor how revenue from Ghana's oil is utilised or applied. For example, the PIAC found after physically visiting some six projects sites in 2016 in the Northern, Upper East and Upper West regions that three funded from oil revenue were purportedly paid for but not executed. There has also been an amendment to portions of the Criminal and Other Offences Act 1960 (Act 29) in line with calls made by the UNCAC. Corruption, which is a misdemeanour, will now be a second-degree felony offence and carry a maximum sentence of 25 years.
- e. The digitisation crusade championed by the Vice President of Ghana has taken away the human interface, and this has curbed the high incidences of corruption.

- f. There is plea bargaining in the Courts Act of Ghana with regard to corruption-related trials in the Courts.
 - g. The corruption crusade is being taken to the churches and mosques as well as the palaces.
 - h. Currently, some former Ministers and sitting Members of Parliament are being investigated and prosecuted for certain malfeasance, including taking double salaries during their tenure of office.
 - i. In Proverbs 18:16 it is stated that *A man's gift opens the way and ushers the giver access to important people or to great things.* In the fight against corruption, this does not mean tangible or material gifts but it could be skills and other talents one may be endowed with. For example, the gift of interpreting dreams gave Joseph the opportunity to be engaged in the palace of Pharaoh.
15. MAIN CHALLENGES FACED IN IMPLEMENTING THE INITIATIVES
- a. There is inadequate education on issues that border on corruption as the National Commission for Civic Education is not well resourced.
 - b. There are no accurate records and data to trace certain corrupt practices that have been perpetrated. We have a virtual cash economy in Ghana.
 - c. Though there is an asset-tracing and recovery regime in place, an improper house numbering system means there are still challenges with this.
16. RESULTS OF THE INITIATIVES
- d. Through the Anti-Money Laundering Acts, the Mutual Legal Regime and Electronic Transactions, corrupt officials have been prosecuted and convictions secured.
 - e. With the Public Procurement Law passed together with the PFM Act, procured fraud has reduced to the barest minimum.
 - f. Passage of the Whistleblower Act 2006 has reduced corrupt practices in the public sector.
 - g. A Public Procurement Authority has been put in place to oversee procurement-related issues.
17. REFLECTIONS AND LESSONS LEARNT
- a. The fight against corruption needs a multi-sectoral approach and requires institutional and inter-agency cooperation, collaboration and co-ordination.
 - b. The problem regarding curbing corruption is not about the lack of adequate laws but rather the enforcement of already existing laws.
18. RECOMMENDATIONS THAT COULD BE SHARED
- a. Vibrant media;
 - b. Effective civil society groups;
 - c. Adoption of the NACAP;
 - d. Establishment of strong and independent institutions;
 - e. There must be government support for anti-graft institutions.

19. CONCLUSION

The fight against corruption needs a multi-sectoral approach and requires institutional and inter-agency co-operation, collaboration and co-ordination.

Mark 8:36 says, 'What good is it for someone to gain the whole world, and yet forfeit their soul?'

Annex 21. Kenya country presentation



CONFERENCE PAPER BY THE ETHICS AND ANTI-CORRUPTION COMMISSION (EACC), KENYA, ON INNOVATIVE PROJECTS IMPLEMENTED IN THE FIGHT AGAINST CORRUPTION

Presented during the 12th Commonwealth Regional Conference and Annual General Meeting of Heads of Anti-Corruption Agencies in Africa

Kigali, Rwanda

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3–7 May 2022

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1.1 Introduction

- The Ethics and Anti-Corruption Commission (EACC) is the principal body in Kenya mandated to combat and prevent corruption and unethical conduct. It was established under the Ethics and Anti-Corruption Commission Act 2011 pursuant to Article 79 of the Constitution of Kenya.
- The mandate of the Commission is to combat corruption and economic crime in Kenya through law enforcement, prevention, public education and promotion of standards and practices of integrity, ethics and anti-corruption.
- The Commission also derives its statutory mandate from a number of other statutes – namely, the Anti-Corruption and Economic Crimes Act 2003, the Leadership and Integrity Act 2012, the Public Officer Ethics Act 2003 and the Bribery Act 2016, among others.
- The EACC has a presence at its headquarters in Nairobi and in 11 regional offices and service Desks in over 50 huduma centres (service centres) across the country.

1.2 Strategic focus of the Commission

The Commission is currently implementing its Strategic Plan for the period 2018–2023. During this period, the Commission is focusing on the following key strategies in addressing corruption and unethical conduct:

1. **Corruption investigations:** The Commission has prioritised high-impact investigation cases with great public interest, a high value of public funds and high-profile personalities. The purpose is to create greater impact and cause maximum deterrence.

2. **Asset recovery:** The objective is to extinguish the benefit obtained from corrupt conduct. The strategy is implemented through robust tracing, preservation, recovery of corruptly acquired assets and forfeiture of unexplained wealth.
3. **Corruption prevention:** This is aimed at strengthening systems, policies and practices of public bodies to prevent corruption and promote ethics. This also involves proactive disruption of corrupt networks to avert loss of public funds.
4. **Public education:** This is aimed at empowering citizens to proactively participate in governance affairs and discharge their role in the fight against corruption.
5. **Partnership approach:** The aim is to enlist and foster the support of both state and non-state actors through sharing of information, experience and best practice.

1.3 Innovations

1.3.1 High-impact investigations

- These are investigations with a **project-based approach** that brings together different professionals of diverse skills, including investigators and lawyers. This entails constituting a dedicated team based on the nature of investigations for a **holistic** and **expeditious** investigation. This approach has resulted in reduced turn-around time for complex investigations.
- **Enhanced use of technology:** There is the application of modern technology in the investigation process. This includes use of digital forensic tools and analytics software such as i2 to enhance evidence analysis and presentation.
- EACC has finalised **501** high-impact investigations in the **past three years**.
- Some of the notable project-based investigations conducted include:
 - **COVID-19 related cases:** Various investigations involving irregular procurement and fraudulent payments in the purchase of COVID-19 emergency commodities with an estimated value of US\$68.5 million.
 - **County government cases:** Various corruption-related investigations involving top leadership of county governments. **Nine** former/current governors have been charged in court.

1.3.2 Asset recovery

- EACC has prioritised recovery of corruptly acquired assets and forfeiture of unexplained wealth owing to the high deterrent effect, quick turn-around time and lower standard of proof compared with criminal matters.
- Some of the innovations adopted include:
 - **Direct access to major public databases:** EACC has access to some of the major public payment platforms (IFMIS), business registration services and motor vehicle registration databases to support investigation in real time.
 - **Follow-the-money approach:** EACC has built capacity of its forensic investigators, asset-tracing and asset recovery teams to follow the money **for all corruption investigation** cases.
 - **Use of Alternative Dispute Resolution (ADR):** The Commission has developed ADR policy to guide in negotiations of corruptly acquired assets. The ADR approach has been found to faster and more cost-effective compared with adversarial court processes.

- In the **past three years** of implementing the current Strategic Plan (2018–2023), the Commission has recorded the following milestones:
 - **Recovered corruptly acquired assets** (cash, moveable and immovable assets) valued at approximately **US\$232 million**.
 - Currently pursuing **357 civil cases** filed in various courts across the country seeking to recover **corruptly acquired public assets** valued at approximately **US\$140 million**.
 - Pursuing **forfeiture of unexplained wealth** valued at approximately **US\$76 million** from persons alleged to own assets disproportionate to their known legitimate sources of income.

1.3.3 Corruption prevention

- Some of the preventive innovations adopted include:
 - **Adoption of the National Ethics and Anti-Corruption Policy (NEAP):** Sessional Paper No. 2 of 2018 was adopted in 2019 with the following objectives:
 - Provide a mechanism for co-ordination of anti-corruption programmes;
 - Enhance transparency and accountability in the exercise of public authority;
 - Streamline cumbersome bureaucratic and complex procedures in public service;
 - Mainstream anti-corruption interventions in routine business of government agencies and in the private sector; and
 - Strengthen human, financial and material resources in anti-corruption institutions.
 - **Established National Integrity Academy** to offer competency-based anti-corruption, ethics and good governance trainings to public officers and non-state actors to bolster the preventive mandate of the Commission;
 - **Schools outreach programmes** to inculcate a culture of ethics and integrity targeting school children and college students.
- In the course of implementing the above innovations, the Commission achieved the following milestones:
 - Undertook over **50 systems reviews** and **Corruption Risk Assessments** targeting ministries, departments and agencies (MDAs) and county governments and issued various reports with recommendations on how to strengthen policies, processes and procedures to seal possible corruption loopholes;
 - Issued over **400 advisories** to MDAs on corruption prevention under the performance contracting framework;
 - Approved Leadership and Integrity Codes for **135** out of the possible **136** public entities with state officers;
 - Approved applications for **1,260 public officers** to operate bank accounts outside Kenya;

- Conducted **Integrity Suitability Verification** for **48,383** candidates for public appointment and elective positions. The Commission is preparing to undertake verification for over **16,000 candidates** who will be participating in the forthcoming General Elections in August 2022.

1.4 Reflections/lessons learnt

While discharging the mandate of the Commission, the following key lessons have been learnt:

1. **Mutual Legal Assistance:** There is a need to establish and maintain strong informal linkages to facilitate expeditious processing of Mutual Legal Assistance requests. For instance, this was demonstrated and achieved between Kenya and South Africa during the investigation of a maize subsidy scandal involving a member of parliament and other prominent personalities.
2. **Inter-agency collaboration:** The Commission has strengthened its inter-agency collaboration with key national and international strategic partners to enhance its efficiency and effectiveness in the execution of its mandate.
3. **Developing jurisprudence:** EACC has continued to support the Courts in developing jurisprudence on **unexplained wealth** as a new and efficient frontier to extinguish the benefits obtained through corruption. In addition, EACC has contributed to the development of emerging jurisprudence that requires public/state officers charged with criminal cases to temporarily cease to execute public duty during the pendency of the court cases.

1.5 Challenges

Despite the progress so far realised, EACC still encounters a number of challenges. Key among them are **inadequate resources, slow judicial processes, adverse court judgements and rulings, politicisation of corruption, citizen apathy and an inadequate and ineffective legal framework.**

1.6 Recommendations

Based on our experience at EACC, the following are some of our recommendations towards an effective fight against corruption:

1. **Strengthen inter-agency cooperation** to facilitate sharing of information and building capacity of Anti-Corruption Agencies.
2. **Strengthen anti-corruption legal, institutional and policy frameworks** to provide an effective framework to prevent, combat and deter corruption.
3. **Hold continuous lifestyle audits on public officials** to provide an effective and transparent tool to audit the incomes, assets and liabilities of public officers.
4. **Integrate processes in the criminal justice sector** to enhance efficiency in the investigation, prosecution and adjudication of corruption cases.

DATED 25 April 2022

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Twalib Mbarak, CBS

Secretary/Chief Executive Officer

Ethics and Anti-Corruption Commission (EACC)

Annex 22. Lesotho country presentation

THE DIRECTORATE ON CORRUPTION AND ECONOMIC OFFENCES (DCEO) LESOTHO



ASSESSING ASSET RECOVERY EFFORTS AND RETURNS IN AFRICA

BACKGROUND

- ❖ The DCEO was established in 2003 under the Prevention and Economic Offences Act No. 5 of 1999 as amended.
- ❖ Lesotho ratified the United Nations Convention against Corruption (UNCAC) in 2005 and one of the major innovations included in the UNCAC is the principle of asset recovery, which appears under Chapter V. It introduces a framework to facilitate the tracing, freezing, seizing and forfeiture of stolen assets in order to address the seriousness and impacts of corruption.
- ❖ Lesotho domesticated Chapter V by enacting the Money Laundering and Proceeds of Crime Act (MLPCA) 4 of 2008 (as amended).
- ❖ The DCEO is one of the competent authorities in terms of the Act and its mandate now extends to the issues of money laundering and recovery of proceeds and instrumentalities of unlawful activities.

INTRODUCTION

- ❖ The fight against corruption in Lesotho cannot be addressed in a random manner but in a systematic approach instilling the core principles of transparency and accountability. Corruption occurs in all sectors of society and is not limited to the public sector.
- ❖ As per the remarks by His Excellency Mr Antonio Guterres, United Nations Secretary-General, at the high level debate on the occasion of the 15th anniversary of the adoption of the UNCAC on 23 May 2018, *'The United Nations Convention against Corruption represents the fundamental recognition that corruption is neither an acceptable cost of doing business nor a necessary evil. It is a serious crime, simply unacceptable.'*
- ❖ The UNCAC provides a framework that guides each and every country to tackle the issue of corruption. It guides on specific areas on which to work. Lessons have been learnt, some of which are very technical; however, as a country there have been steps taken in the proper implementation of the Convention.
- ❖ Lesotho has implemented the asset recovery framework under the UNCAC by enacting and implementing Parts IV and V in MLPCA, which provides for civil recovery. Non-Conviction-Based Forfeiture is even more important in situations in which criminal prosecution has been unsuccessful - that is, where the accused has been acquitted. This is the unfortunate reality, particularly in corruption and organised crime cases, where technicalities such as lack of sufficient evidence or inadmissibility of evidence may arise.

STRATEGIC IMPLEMENTATION

LEGAL FRAMEWORK

- ❖ Asset forfeiture as envisaged by MLPCA refers to civil recovery, which is twofold: conviction-based and non-conviction-based (civil forfeiture), which allows for the recovery of property in civil proceedings before the High Court.

❖ Part IV - Criminal Forfeiture

Part IV seeks to recover the benefits derived from the crime: the recovery of the benefit that accrued to the accused from the criminal activities can emanate from any asset in which the accused holds an interest, much like the recovery of a debt.

❖ Part V - Civil Forfeiture

Part V seeks to recover property obtained (proceeds) or used (instrumentality) through unlawful conduct. These proceedings are civil in nature and the standard of proof is the balance of probabilities.

STRATEGIC IMPLEMENTATION (contd)

Establishment of Asset Forfeiture Unit

- ❖ UNODC through ARINSA provided technical assistance especially on the establishment of the Asset Recovery Unit within the DCEO in April 2018. This comprises two officials, the Chief Asset Recovery Litigation Officer and the Principal Asset Recovery Litigation Officer. Since its establishment, the unit has been able to freeze and seize property to the value of over M8 million.
- ❖ The assistance included providing extensive training to the prosecutors in both civil and criminal asset recovery. In 2013, when Lesotho was reviewed, none of these forms of technical assistance had been provided in Lesotho. The first prosecutor was trained in 2014 and to date eight prosecutors have been trained.

STRATEGIC IMPLEMENTATION (contd)

Co-operation with other agencies

- ❖ Lack of co-operation with relevant agencies has been a challenge for a very long time.
- ❖ The DCEO embarked on a strategy to resuscitate partnership with relevant stakeholders - namely, the Financial Intelligence Unit, the Lesotho Mounted Police Service and the Lesotho Revenue Authority.
- ❖ This led to the drafting of a Memorandum of Understanding between the four agencies, to be signed on 23 June 2021.

SUCCESSES AND GOOD PRACTICES

Case study

- ❖ Lesotho Stone Case

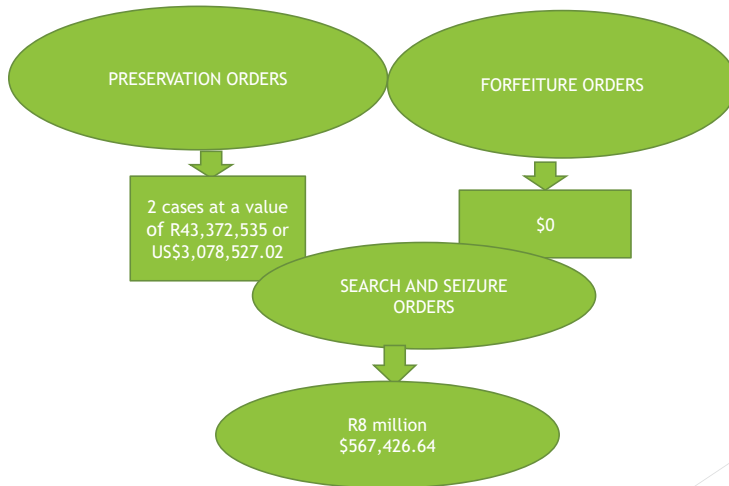


Sometime in October 2020, the DCEO lodged a preservation application involving a mining site, two accounts and two pieces of immovable property for alleged corruption by public officials and cheating of public revenue by Chinese citizens.

Victoria Hotel Case



The case involved a hotel that was used as an instrumentality to commit money laundering. However, the case was dismissed and is currently noted for appeal.



CHALLENGES IN IMPLEMENTATION

- ❖ Lesotho has not had experience with joint investigative teams at the international level as there are reports of money laundering that happens in foreign jurisdictions. It is therefore vital that Lesotho builds effective relations both with the local relevant stakeholders and with international agencies and organisations.
- ❖ Lesotho still needs further technical assistance in the form of capacity-building programmes for its officials as well as resources. Even though there is a unit there is only one officer and thus the office is not effective.
- ❖ There is no proper framework for asset management for proper administration of seized and forfeited property.
- ❖ There is a lack of resources for capacity-building in order to establish a dedicated competent team.
- ❖ There is a lack of co-operation from other key stakeholders, for example the Tax Authority.
- ❖ The other huge challenge that has had an impact on the institution's performance is COVID-19, which came with a lot of restrictions, which included national lockdowns and budget constraints.

LESSONS LEARNT

- ❖ Establishment of a competent national team dealing with asset forfeiture as a highly critical initiative, thus recruitment and training is needed.
- ❖ Establishment of a well-resourced facility for asset storage and management.
- ❖ Establishment of good co-operation structures with both international and local institutions for sharing of information.

Annex 23. Malawi country presentation



INNOVATIVE PROJECTS DONE IN THE FIGHT AGAINST CORRUPTION – SUCCESS STORIES

ANTI-CORRUPTION BUREAU, MALAWI

*12th Commonwealth Regional Conference and Annual General Meeting (AGM) of Heads of
Anti-Corruption Agencies in Africa Kigali Marriott Hotel, Rwanda*



Presentation Outline

1. Introduction
2. Functions of the Bureau
3. Initiatives implemented & results
5. Reflections & lessons learnt
6. Recommendations
7. Conclusion



Introduction

- The Anti-Corruption Bureau (ACB) is an autonomous government institution
- The ACB was established under the Corrupt Practices Act 1995 as amended in 2004 and 2019
- The ACB started its operations in 1998



Report, Reject & Resist
Corruption

Functions of the ACB

The Act mandates the ACB to prevent corruption and enforce the law against corrupt practices in Malawi.

This mandate is fulfilled through:

- (a) Corruption prevention
- (b) Public education
- (c) Investigation and prosecution of corruption cases



Report, Reject & Resist
Corruption

INNOVATIVE WORK OR INITIATIVES IMPLEMENTED BY THE ACB IN 2021–2022

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Report, Reject & Resist
Corruption

1. Anti-corruption clinics

- The concept of anti-corruption clinics brings visibility and accessibility of ACB services to the community by being in a targeted community for a minimum period of two weeks.
- The clinic involves all operational departments (**public education, corruption prevention, investigations and prosecutions**)

Report, Reject & Resist
Corruption

- Since the ACB operates in four cities, complaints collected in all the 28 districts pile up for investigations and consequently late prosecutions. This has led to loss of trust in the effectiveness of the ACB operations.
- The anti-corruption clinics therefore attend to the needs of the community there and then.

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Report, Reject & Resist
Corruption

Anti-corruption clinic activities

1. Community sensitisation and awareness on corruption
2. Monitoring public service delivery (so far monitoring has been done in the health and agriculture sectors)
3. Public procurement audits of local councils
4. Receiving and reviewing of corruption-related complaints
5. Commencement of investigations
6. Football bonanza
7. Commencement of legal and prosecution processes

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Results of the innovation

1. Increased visibility and understanding of ACB work
2. Increased participation in the fight against corruption
3. Improved public service delivery

Reflections and lesson learnt

- Need for more co-ordination and collaboration with relevant stakeholders for buy-in to the concept. For example, council, politicians, CSOs, judiciary and many others

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2. Partnering with non-state actors in fighting corruption

- The ACB realises that it cannot fight corruption alone.
- Under the current strategic plan (2019–2004), the Bureau will partner with CSOs specialising in governance.

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Areas of partnership

- 1. Budget tracking:** The Bureau has partnered and signed MoUs with several NGOs, training them in public budget tracking. The Bureau will be monitoring these exercises and will be investigating and prosecuting in instances where criminality is established.
- 2. Community awareness:** The NGOs will be raising awareness of the evils of corruption in their locality

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Results of the innovation

- Through budget tracking, resources in the local councils are aligned to the intended beneficiaries and there is little or less room for pilferages of public resources.

Reflections and lesson learnt

- Need for a robust capacity building for the local NGOs in order for them to do the work properly.
- There is also a need to identify more donors to support the NGOs.

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3. Lifestyle audits for public officials

- The Corrupt Practices Act s32 mandates the ACB to inquire on any unexplained wealth of public officers.
- The Bureau together with the Ministry of Justice and other stakeholders will commence lifestyle audits as a proactive measure in the fight against corruption.
- Working with the Office of Public Officers Declaration, the ACB will be able to ascertain if public officers are living within their means.

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Results of the innovation

- Since this innovation is in its infancy the results are yet to be established.
- However, it is envisaged that corruption and embezzlement will be minimised in the public sector.

Reflections and lesson learnt

- This programme requires collaboration from state agencies like the Financial Intelligence Authority, Office of Public Officers Declarations, National Intelligence Service, police and various other stakeholders.
- It also requires a robust legal framework and political will from the highest office.

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4. National anti-corruption dialogue

- In a bid to strengthen and enhance collaboration in the fight against corruption in Malawi, the government through the ACB and the Ministry of Justice, and with financial support from development partners, organised a National Anti-Corruption Dialogue, which took place from 17 to 18 November 2021 at Bingu International Conference Centre, Lilongwe.

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- The fight against corruption cannot be resolved through a technical approach only, but also through a **significant mindset shift** in the country, from the very upper echelons of government senior cadres, civil servants and the general population.
- It was, therefore, critical to have widespread buy-in to national approaches for fighting corruption, requiring a common understanding around the issues and on the actions required to make inroads.

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The dialogue centred on the following thematic areas:

1. school curriculum review;
 2. assets recovery modalities;
 3. enhancement of e-governance and digitisation;
 4. establishment of financial crimes court;
 5. enactment of whistleblower legislation;
 6. effecting lifestyle audits; and
 7. exploring ways to strengthen work on money laundering.
- The Bureau together with other stakeholders are currently implementing action points that emanated from these thematic areas.

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Results of the innovation

1. Various players contributed ideas.
2. Information was collected to be used for the mid-term review of the National Anti-Corruption Strategy II.
3. Thematic areas were identified as game-changers that should be targeted in order to make strides in the fight against corruption.

Reflections and lesson learnt

- Such meetings are important as they provide for a platform for reflection, evaluation and reforecasting efforts being made in the fight against corruption.

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5. Arrests and prosecutions for old and new corruption

- The Bureau in the past year has managed to arrest high-profile individuals including two sitting Cabinet Ministers. This is being highlighted because it is a huge deterrent to would-be perpetrators and it dispels the perception that anti-corruption agencies only target those in opposition and not those in current government.
- The ACB also secured a conviction for the high-profile case dubbed the Elections Bribery Case, in which a high-profile business mogul was arrested and prosecuted for attempting to bribe Constitutional Court judges who were hearing an elections case.

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Results of the innovation

- Changed public perception.

Reflections and lesson learnt

- Need for political support and tone from the top.

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6. Public procurement vetting

- The Public Procurement and Disposal of Assets Act s37 mandates the ACB to vet all single-source and high-value procurements
- The ACB has instituted a team comprising officers from corruption prevention, investigations and prosecutions to do the vetting

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Results of the innovation

1. Public money being saved from corrupt deals.
2. Sanity within the procurement processes.

Reflections and lesson learnt

- Need for capacity-building for officers in various skills and need to incorporate specialised skills within the anti-corruption agency. For example, skills in engineering, etc.



7. IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY II (NACS II)

- Malawi is currently implementing the NACS II (2019–2024). This is a national policy document that propagates for a **holistic fight** against corruption.
- NACS II seeks to operationalise all efforts government is undertaking to fight corruption to achieve Malawi’s development aspirations.
- The strategy recognises 12 pillars/sectors through which anti-corruption initiatives can be done. These sectors are **Executive, Legislature, Judiciary, Local Government, Women, Youth, Media, Faith-Based Organisations, Civil Society, Private Sector, Academia and Traditional Leaders.**



- The implementation of NACS II is spearheaded by the **National Integrity Committee (NIC)**, which has representatives from the 12 pillars. The NIC provides quarterly reports to the Office of President Cabinet and the Legal Affairs Committee of Parliament on progress in the fight against corruption.

Results of the innovation

1. Increased visibility of anti-corruption work.
2. Increased collaboration with other stakeholders.

Reflections and lesson learnt

- Implementation of national strategies requires robust co-ordination and involvement of various stakeholders. There is also need for support from government in terms of releasing resources for implementation.

GENERAL RECOMMENDATIONS

1. The fight against corruption should involve different stakeholders for it to make meaningful strides. Therefore, there is a need to build strong partnerships and synergies.
2. Need to have up-to-date national anti-corruption strategies and a robust legal framework to support the anti-corruption work.
3. Need to build capacity for anti-corruption officers in all departments for them to carry out the work effectively.
4. Need to have strong political will to support anti-corruption work.

CONCLUSION

- In the year 2021–2022, Malawi has made strides in the fight against corruption. This is evident through the improved score on the Transparency International Corruption Perceptions Index. Malawi moved from **30 in 2020 to 35 in 2021**.
- We believe this has been possible through these and other innovations and the support of the public. We are optimistic as a country that we will begin to see a reverse of the corruption trends in Malawi as we continue to continuously innovate and improve the fight against corruption.



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End of presentation

Thank you so much
Zikomo kwambiri

Annex 24. Mauritius country presentation

Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa

Corruption Risk Management as an Effective Prevention Tool in the Fight Against Corruption – the Mauritius Experience

1.0 Introduction and background

In line with its mandate as set out in the Prevention of Corruption Act (PoCA) 2002, the Independent Commission Against Corruption (ICAC) is spearheading the national fight against corruption through a three-pronged strategy – namely, investigation, prevention and education. As part of its corruption prevention mandate, it is responsible for exercising vigilance and superintendence of integrity systems. The ICAC's anti-corruption strategies have evolved over the years from engagement to empowerment of its stakeholders to ensure an effective fight against corruption.

In this respect, the ICAC has been laying much emphasis on a risk-based approach to the prevention of corruption. One of the innovative projects in the field of corruption prevention has been the conduct of Corruption Risk Management (CRM) in the public sector. The ICAC initiated the CRM project with the development of the Public Sector Anti-Corruption Framework (PSACF). The framework provides the foundation for developing, implementing and sustaining anti-corruption initiatives in public organisations and contains the necessary policies, systems and plans to combat corrupt practices.

- **Objectives of the project**
- The main objectives of the project are as follows:
- Enhancing the governance framework of the different functions;
- Taking up ownership in building corruption resistance in the respective organisations;
- Undertaking CRM to improve on existing measures and implement and monitor anti-corruption strategies and measures; and
- Promoting a culture of integrity.

Essentially, the PSACF advocates the setting-up of an anti-corruption committee, the development of an anti-corruption policy and the conduct of corruption risk management in public bodies.

The CRM forms an integral part of the framework. The CRM is a process that involves the corruption risk assessment (CRA) and implementation of appropriate anti-corruption measures to address the identified risks in corruption-prone areas such as procurement, human resource management and financial management, among others.

2.0 The CRM project in the public service in Mauritius

The CRM project provides for a risk-based and proactive approach in the fight against corruption. Through this project, the ICAC aims to formalise the commitment of management of public bodies to fight corruption as well as enable them to take up

ownership for promoting integrity in their organisations. The implementation of the CRM project is being driven by an Anti-Corruption Committee (ACC) set up at the level of the public body. The ACC is responsible for co-ordinating the implementation of the framework and ensuring the conduct of the CRA exercise in corruption-prone functional areas of the organisation, among others. The ACC is chaired by senior public officers of the public body.

To ensure effective implementation of the CRM project, a CRM guide and relevant materials have been developed by the ICAC. An ICAC officer also acts as ex-officio member on the ACC and provides necessary guidance on the conduct of CRA. Capacity-building programmes on corruption risk management have also been organised to further build the capacity of public officers to effectively undertake CRA exercises.

Over the years, the PSACF gained popularity and won the support of the Ministry of Public Service, Administrative and Institutional Reforms. Subsequently, a request was made to the Cabinet to extend its implementation to all ministries and government departments. Government then approved its adoption and set up Key Performance Indicators (KPIs) in the first instance for ministries and government departments to conduct at least two CRAs per year and subsequently extended the KPIs to parastatal bodies, state-owned enterprises and local authorities. The implementation and monitoring was entrusted jointly to the Ministry and the ICAC. To date, some 150 public bodies have integrated CRAs in their respective organisations.

3.0 Main challenges faced in implementing the project

The ICAC has inevitably encountered several challenges in its endeavour to promote a risk-based approach in the fight against corruption in the public sector. This refers mainly to:

- **Top management commitment** Management has the prime responsibility for implementation of robust governance processes and risk management frameworks. However, a lack of commitment and leadership to foster a culture of integrity and drive the CRM project were seen at the initial stage of the project.
- **Resources** The smooth conduct of the CRM exercise was in some instances hampered by the transfer of staff across the public service and inadequate staffing at the level of public sector organisations. This caused delays to public bodies in embarking on CRA exercises.
- **Expertise and technical knowhow for corruption risk management** Limited expertise and technical knowhow on corruption prevention among officers of the public sector organisations also impacted the prompt and effective conduct of the CRM exercise in public bodies. Besides the development of CRM materials, several capacity-building programmes had to be organised by the ICAC, with a view to empower public officers to conduct CRM exercises in areas prone to corrupt practices in their respective organisations.
- **Promotion of good governance across the public service** However, it is good to note that the implementation of the CRM project is ensuring the promotion of good governance across the public service. In a bid to promote a corruption-free public service and to meet the KPIs set, public bodies are sustaining their effort to implement proposals made following the conduct of CRAs in areas prone to corrupt practices.

- **Results of the innovation: international recognition** The CRM as a fundamental element of the PSACF gained international recognition in 2012. The ICAC was awarded the United Nations Public Service Awards by the United Nations Public Service Award Programme for the African Region under the category '*Preventing and Combating Corruption in the Public Service*'.

4.0 International recognition of the Mauritian model of a corruption risk-based approach

Collaboration with regional and international institutions and professional bodies like the Chartered Institute of Public Finance and Accountancy (CIPFA) are of utmost importance in combating corruption and financial crimes, which are becoming more and more complex and transnational in nature. Thus, this integrated and collaborative approach is imperative for sharing of experiences and knowhow to strengthen the fight against corruption.

Moreover, the Mauritian CRM model has been referred for the development of the International Corruption Risk Advisors' Certification course. The ICAC's collaboration and expertise has been sought by CIPFA for the development of the course. The Corruption Risk Advisors Certification course was officially launched on 26 April 2022 in Mauritius by CIPFA in joint collaboration with ICAC Mauritius. This course advocates for a new line of profession in the field of risk advisors. It is the direct result of a decision taken at the 8th session of the CoSP, entitled the Abu Dhabi Declaration on enhancing collaboration between supreme audit institutions and anti-corruption bodies to more effectively prevent and fight corruption (Resolution 8/13) and adopted in 2019. Following this resolution, the United Nations Office on Drugs and Crime (UNODC) and CIPFA were entrusted with the responsibility to implement the resolution.

5.0 Reflections and lessons learnt

Anti-corruption culture is being integrated in the fabric of organisations. Public bodies are adopting a proactive approach in the fight against corruption. The CRM project has enabled management of public bodies to take ownership in corruption prevention. The CRM initiative has led to establishment of a permanent structure to deal with corruption prevention and other ethical issues. Public bodies have developed and disseminated their anti-corruption policy to demonstrate their firm commitment to a zero-tolerance stance towards corruption.

Corruption prevention strategies are being developed and implemented by public bodies to enhance the governance, control and accountability framework. Measures taken include enhancement of governance structures, development of procedural guidelines, deployment of ICT to streamline system and procedures, reinforcement of internal control systems, oversight mechanisms and ethics framework. In certain instances, public officers are also demonstrating a higher level of integrity by reporting members of the public who offer gratification.

The lessons learnt are:

- Total involvement of the implementing organisation is a prerequisite. Management commitment is crucial to drive the initiative.
- It is crucial for Anti-Corruption Agencies to set the tone and create a drive to urge public bodies to adopt a risk-based approach in the fight against corruption.
- Close collaboration with government is important for fostering a culture of integrity across the public service.

6.0 Key success factors of the project

The fight against corruption through a risk-based approach will be effective only if the following key success factors are duly considered:

- **Political will** Political leaders should demonstrate and formalise their commitment and stance in the fight against corruption through a clear national anti-corruption strategy and policy that would set the foundation for promoting integrity and corruption prevention culture throughout the entire public service.
- **Management commitment** Sustained commitment and collaboration from management of public bodies is vital for the successful implementation of the CRM project. Management must continue to sustain and build on its corruption prevention efforts to reinforce institutional integrity. As such, the setting-up of an anti-corruption structure and formalising management stance through a formal anti-corruption policy are important to foster a culture of integrity within the organisation and among its staff.
- **Capacity-building of public officers in corruption prevention** Empowerment of public officers through conduct of capacity-building programme is also important. Public officers should be equipped with the necessary corruption prevention skills and technical knowhow to effectively undertake CRM in their respective organisations and to keep them abreast of new challenges in the fight against corruption.
- **Set-up of a monitoring and evaluation mechanism** CRM is an ongoing exercise and it is important to monitor and evaluate progress and effectiveness of the measures. The setting-up of a monitoring and evaluation mechanism is important to ensure the effective implementation of the CRM intervention/ project. Such a mechanism will help to:
 - assess the level of implementation of the project or achievement of desired results
 - gauge the impact of the intervention as far as reduction of risks of corruption or perception thereof in the public sector is concerned
 - identify areas for redress and necessary adjustment required to render the project successful
- **Implementation of anti-corruption measures** The successful implementation of anti-corruption measures identified during CRA exercises is imperative and this largely depends on effective allocation of human and financial resources by public sector organisations.

Annex 25. Mozambique country presentation

REPÚBLIC OF MOZAMBIQUE

PUBLIC PROSECUTION MINISTRY

ANTI-CORRUPTION BUREAU

12th COMMONWEALTH REGIONAL CONFERENCE AND ANNUAL MEETING OF HEADS OF ANTI-CORRUPTION AGENCIES IN AFRICA

(3–7 May 2022)

Intervention by the Republic of Mozambique

1 Introduction

Under the slogan *Combating Corruption for Sustainable Development in Africa*, the Commonwealth Africa 12th Anti-Corruption Authorities Regional Conference and Annual General Meeting takes place from 3 to 7 May 2022, in Kigali, Rwanda.

The event, which aims to exchange experiences and reinvigorate the fight against corruption, has importance for Mozambique, which is part of the various subsystems of international co-operation, including the Commonwealth, an organisation we have been a part of for 27 years.

The fight against corruption is one of the strategic priorities of Mozambique and its society in the context of the culture of transparency, integrity and good governance. This is how the Anti-Corruption Bureau, a subordinate body of the Public Prosecution Ministry, specialised in preventing and combating corruption, embezzlement and concussion crimes, proposes to carry out this intervention.

Therefore, following the invitation of the Commonwealth Secretariat to participate in this important event, we turn to Your Excellences to share a successful practice in the process of preventing and combatting corruption carried out in Mozambique, under the theme:

Sanctions resulting from failure to comply with the obligation to declare assets by public servants

2 The Mozambican asset declaration system

The asset declaration system was introduced in Mozambique in 2016, with the approval of Law No. 16/2012, of 14 August, Public Probity Law.

As public servants subject to the asset declaration system, the approved law lists political office holders by election or appointment, public managers at all levels, executives who exercise management, leadership and trust positions in the public administration sphere, and judges and prosecutors, without exception.

With the approval of the asset declaration model by Decree No. 27/2014, of 6 June, and the Regulation on procedures for the suspension of monthly remuneration and payment of the fine to be applied to the holder of public office or function subject to the declaration of assets and property, for those who fail to submit the declaration or submit it after the deadline, by Decree No. 17/2020, of 15 April, the effective implementation of the declaration system followed.

Ten years after the approval of the Public Probity Law, accumulation of experiences on the process can be seen, especially dissemination of the legal provision, awareness of public servants involved, progressive adherence and, more recently, the application of sanctions, a reality that we bring to this event to share.

2.1 Depository entities

The depository entity of the declaration of assets is the Attorney General's Office. But to confer transparency to the process, the Attorney General of the Republic, the Vice-Attorney General of the Republic, the Deputy Attorney Generals and the prosecutors shall deposit their declarations at the Administrative Court.

The updating of asset declaration is done annually.

2.2 Sanctions resulting from the lack or late declaration of assets

The lack or submission of the declaration after the legally established time limits is sanctioned with a fine corresponding to twice the monthly remuneration of public servants and it also determines the suspension of the payment of the remuneration until the obligation to deliver the missing declaration is fulfilled.

The main situations pointed by the law for the application of sanctions are:

- Submission of the declaration after the legal deadline;
- Lack and non-compliance; and
- Fraudulent filling.

This suspension and fine are applied to the holder of public office or function subject to asset declaration who does not deliver the declaration or delivers it after the deadline. Thus the depository entities shall notify the public servant subject to the declaration of assets and property who is in default to, within 10 days after receiving the notification, remedy the default or prove the deposit.

If the offender fails to fulfil the said obligation within the aforesaid period, the Commission of Reception and Verification shall notify the entity that processes the monthly remuneration of the offender to proceed with the immediate suspension of the remuneration and application of the corresponding fine.

The fine is paid by direct deduction from the civil servant's monthly remuneration, but may not exceed one third of that remuneration and the amount of the discount is determined on the amount of the monthly remuneration.

Indeed, there are mechanisms for suspension of monthly remuneration and discount for the payment of fines that are already established. For public servants subject to the declaration of assets and property who receive their monthly remuneration through the Electronic System for State Financial Administration (e-SISTAFE), the suspension of the monthly remuneration and the discount of the fine are carried out by the Ministry of Economy and Finance. And for public servants subject to the declaration of assets and property who exercise functions in decentralised entities, organs or institutions of the indirect administration of the state and other institutions, and who do not receive their monthly remuneration through e-SISTAFE, the suspension of their monthly remuneration and the discounting of the fine shall be carried out by the persons in charge of the sector that processes and pays their remuneration.

Thus, the discounts from the fines administered constitute revenue for the Treasury and are channelled to the respective Directorate of the Tax Area, by the 10th day of the month following that in which the tax was withheld.

Criminal procedure

Persistent non-compliance, after due notification to the offender and expiry of the time limits set for its regularisation, constitutes a crime of disobedience punishable by dismissal and disqualification from holding positions or functions for five years (Article 72 of the PPL and Article 15 of the PPLR).

The complaint

If the public servant subject to the declaration of assets and property does not agree with the sanction applied, he or she may lodge a complaint with the President of the Reception and Verification Commission of the place where he or she deposited the declaration within 15 days from the date of notification. In turn, the President of the Reception and Verification Commission shall decide on the complaint within 10 days from the date of notification.

3 State point

To a better analysis of the situation of assets declaration by public servants in Mozambique during the past two years, we bring some statistical data about the reality, as follows in the next lines.

a) Public servants subject to the declaration of assets

2020 – 36.093

2021 – 56.394

b) Declarations received

2021 – 54.854

c) Defaulting public servants

During the year of 2021, a number of 3,820 failed to submit a declaration, of which 2,880 failed to submit the initial declaration, 409 failed to submit the updating statement, 531 failed to submit a declaration after cessation of duties and 370 lodged the declaration upon notification.

d) Cases filed

2020 – 11,088 declarations were filed

2021 – 18,117 declarations were filed

e) Sanctions applied (violation of Articles 71 and 72 of LPP)

Notified 9,228 public servants (defaulting, outside deadline and in irregular situations)

3,254 public servants sanctioned

Filed 4 criminal cases

MT14,936,297 resulting from the sanctions applied.

f) Complaints lodged

1,547 complaints were filed and several requests were made for the fine to be waived

4 Lessons learnt

This interesting experience is teaching us that the application of sanctions is extremely relevant once it results in an increase in the number of deposits the next

time, including the fulfilment of deadlines, particularly at the level of updating and as a result of the cessation of functions, which shows a change in the behaviour of the public servants concerned. It is also the result of publicising the Public Probity Law and raising the awareness of civil servants through lectures.

After the beginning of the application of sanctions, particularly from the year 2018, a considerable evolution can be noted with regard to the number of declarations deposited.

5 Challenges

We could point several challenges found in this process but some we must fully transpose. One of them is the need to reduce the mobility of permanent members of the Reception and Verification Committees, which results from the nature of their duties of prosecution.

Another one is to speed up the notification of public servants subject to declaration, for late or missing declarations, in order to prevent delays in the regularisation of non-compliance situations.

Also, there is a need for improving communications on the transfer of declarants, in order to prevent situations of duplication and submission of declarations in Reception and Verification Commissions in different provinces.

Last but not the least, there is a need for training of members of the Reception and Verification Commissions.

6 Final considerations

Once at this point, we can consider that there is a need to establish an electronic declaration system to facilitate the process and void missing of assets declaration. Meanwhile, it is necessary to continue to disseminate the Law of Public Probity, in particular the Asset Declaration System, by giving lectures to human resources manager as well as to consolidate the co-ordination and collaboration with other state institutions, for the purposes of improving the organisation of the database on the matter and identification of public servants who commit offences.

For a truly effective implementation of the Public Probity Law in the fight against corruption, co-ordination with the relevant state institutions is necessary, in particular the Centre for the Development of Financial Information Systems, the Civil Registry, the Automobile Registry, the Commercial Registry and the Land Registry, as well as banking institutions.

Kigali, May 2022

Annex 26. Namibia Country Presentation



12TH COMMONWEALTH REGIONAL CONFERENCE AND ANNUAL GENERAL MEETING (AGM) OF HEADS OF ANTI- CORRUPTION AGENCIES IN AFRICA

COUNTRY REPORT – ANTI-CORRUPTION COMMISSION OF NAMIBIA

KIGALI, RWANDA 3-7 MAY 2022

List of Abbreviations

ACC	Anti-Corruption Commission
CRA	Corruption Risk Assessments
ECN	Electoral Commission of Namibia
HPP	Harambee Prosperity Plan
MICT	Ministry of Information and Communication Technology
NACS	National Anti-Corruption Strategy
NASCAP	National Anti-Corruption Strategy and Action Plan
NDP	National Development Plan
PECP	Public Education and Corruption Prevention
SDGs	Sustainable Development Goals
UNCAC	United Nations Convention Against Corruption
OMAs	Offices Ministries and Agencies

1 Introduction

This paper presents Namibia's context in the fight against corruption. It outlines innovative measures initiated and implemented at all levels during the past three years.

The second part of this paper will focus on the National Anti-Corruption Strategy 2021–2025 development and its strategic context and objectives as well as its structure and implementation plan.

2 Namibia and the Fight Against Corruption

2.1 Anti-Corruption ACT, ACT No. 8 of 2003

Namibia is a constitutional democracy, with separation of three branches of the state, namely the legislative, the executive and the judiciary. Her democratic system also includes a parliamentary two-chamber system comprising the National Assembly (law-making body) and National Council (house of review). Thus, in 2003, the Anti-Corruption Act was enacted, and it entered into operation in 2005. Then, the Anti-Corruption Commission (ACC) became operational in 2006, with the mandates to receive or initiate and investigate allegations of corrupt practices; educate the public and disseminate information on the evils and dangers of corruption; and take measures for the prevention of corruption in public and private bodies.

2.2 Namibia's Harambee Prosperity Plan II (HHP II) 2021–2025

After the first part of the Harambee Prosperity Plan (HPP), launched in 2016 and lasting till 2020, Namibia introduced the second part (HPP II) on 18 March 2021, covering the period from 2021 to 2025. The plan aims at accelerating the implementation of national development programmes that include service delivery and enhancing development for economic recovery and growth.

The Namibian Government's Action Plan towards Prosperity for All is based on five pillars. For the purposes of this presentation only the first is outlined: *Effective Governance*. The pillar focuses on continuously improving accountability and transparency in order to strengthen national anti-corruption mechanisms. Furthermore, enhancing the performance of public services such as the engagement and participation of citizens are part of its five goals, which comprise 23 activities. Lastly, the enhancement of security and rule of law form the fifth goal of this pillar.

3 Innovative Measures

3.1 Investigation of Alleged Corrupt Practices

As part of its mandates to initiate or receive allegations of corrupt practices for investigation, ACC in consultation with other law enforcement agencies as well as the prosecuting authority signed a Memorandum of Cooperation in terms of which a taskforce team comprising all parties was formed.

The reason behind this decision is that corruption is linked to a web of other forms of crime that ACC may not have an immediate direct mandate to investigate, such as money-laundering, fraud, illicit financial flows, tax evasion, tax avoidance and under-invoicing. Particularly, Namibia has experienced these crimes, including illicit offshore accounts in the maritime sector, whereby millions of dollars are channelled outside the country in exchange for illicit fishing quotas allocation. Joint operations have resulted in successful investigations of profile cases without exposing the prosecution of such cases to potential technical acquittal of suspects by the courts.

The unforeseen outbreak of the COVID-19 pandemic severely affected the ACC's progress in the finalisation of the investigation of corruption cases. For example, during 2021, the Commission had 463 backlog corruption cases for investigation and only a total of 163 cases were fully investigated. With the remaining cases, investigations are still continuing in addition to new reported cases but the number of finalised cases has also picked up to 300 of the backlog cases. The good news is that we did not receive reports of alleged corruption involving emergence procurements

of COVID-19 materials such as masks and vaccines. This may be attributed to a new law on public procurement that promotes transparency and accountability by procurement committees even in times of emergency.

Corruption investigation by its nature takes up a considerable amount of time and resources on some of the cases that are complex and require a longer time to unearth the evidence.

3.2 Establishment of the Forensic Investigation Division

This division forms part of the Directorate of Investigations. It is a small division that is not yet beefed up with sufficient personnel as we expect it to be. However, in the meantime, the Police Forensic Institute is of assistance when need arises. The main functions of the division are to carry out digital forensic analyses. Analyses are in two categories, namely computers (Encase) and Cellular Phones (UFED/Cellebrite). The analysts make sure that all devices submitted for forensic analysis and extraction are properly documented; photographed, data extracted and analysed according to the best forensic practices; handled responsibly; safeguarded; and have comprehensive reports given to the requesting investigating officers. Financial analyses also include bank records (CFIS) and cell phone printouts (Microsoft Excel). The division, small as it is for now, has already contributed to the reduction of backlog of cases where forensic analyses were required.

3.3 Access to Information Bill

The Government of the Republic of Namibia through the Ministry of Information and Communication Technology has drafted the Access to Information Bill, which has gone through various process stages. The Bill has been tabled in Parliament and is now at the Committee stages in the National Assembly. Hopefully it will be passed into a law and enter into force without much delay.

3.4 Corruption Risk Assessment (CRA) and Systems Examination

To further increase the prevention of corruption, the ACC has implemented two main preventative measures in public institutions. These are the Corruption Risk Assessment (CRA) and Systems Examination. During 2021, the Directorate of Public Education and Corruption Prevention successfully managed to conduct a total number of 20 CRAs. In addition, it conducted about 10 monitoring and evaluation of corruption risk-mitigating plans in public institutions. ACC continues engaging the institutions by monitoring the progress made in implementing the mitigating plans.

3.5 Ethics and Integrity Training

The just-ended National Anti-Corruption Strategy and Action Plan 2016–2019 calls for both public and private sector accountability and led the ACC in developing the Ethics and Anti-Corruption Training Guide for Offices, Ministries and Agencies (OMAs).

The guide has been developed with the understanding that a sustainable fight against corruption in Namibia can be achieved only if all the OMAs will work together with the ACC in the implementation of the ethics and anti-corruption programmes.

The Directorate of Public Education and Corruption Prevention successfully conducted training to more than 40 public institutions in Namibia. The main purpose of this training is to strengthen a culture of integrity, trust and the highest standard of ethics and to further facilitate a trustworthy public service.

Moreover, in order to respond to the ever-changing needs of our clients in a bid to promote accountability, the ACC has made efforts to ensure that it creates intended interventions. The ACC has developed Guidelines for Systems Examination, envisaged to serve as a complementary tool in assessing corruption risks in institutions through extensive examinations and probes. It is through this undertaking that ACC will ensure that measures, guidelines and standards are in place for effective and impactful assessments of institutions.

4 Development of the National Anti-Corruption Strategy and Action Plan 2021–2025

4.1 Introduction and Background

The ACC, in its capacity as the co-ordinating institution of the national anti-corruption policy, led the successful process for the development of the National Anti-Corruption Strategy and Action Plan 2021–2025 (NACSAP). In order to give weight to the Strategy and ensure effective implementation thereof, the final draft was submitted to Cabinet for approval before it was officially launched.

The NACSAP is a representation of issues at all levels of society in Namibia. Its development included a participatory approach through extensive consultation with stakeholders from diverse sectors and spheres of society in all regions of Namibia. The central objectives of the Strategy are to curb corruption and strengthen good governance.

4.2 Strategic Context and Objectives

The Strategy has eight Strategic Objectives. The objectives include various sectors at the institutional and grassroots level(s) in private and public bodies. Accordingly, they respond to key issues and country challenges within this context. They were crafted through consultations with stakeholders, including institutions, civil society, youth and stakeholders in the entire country.

The following strategic objectives inform the actions:

1. Increasing the level of political accountability and transparency;
2. Preventing corruption in government offices, ministries and agencies, public enterprises, regional councils, local authorities and traditional authorities;
3. Strengthening efforts to deter corruption;
4. Conducting extensive anti-corruption education;
5. Enhancing measures and increase accountability to prevent corruption in the private sector;
6. Engaging civil society, non-governmental organisations and the media in combatting corruption;
7. Preventing corruption and promoting accountability in the sports fraternity;
8. Enhance engagement and participation of youth in anti-corruption initiatives.

4.3 Structure for Implementation and Monitoring of the Strategy

- The Parliamentary Committee serves as the overall oversight body for Strategy implementation to ensure accountability at national level, drive change and foster collaboration.
- A National Steering Committee will monitor overall implementation of the Strategy.
- Clusters serve as a platform for tracking progress; members mainly include implementing institutions' accounting officers and technical staff members.
- The Strategy Regional Forums are at the regional operational level. This is a platform for sharing information and stakeholder engagement.
- ACC serves as the Secretariat of NASCAP.

5 Partner Exchange, Peer-to-Peer Engagements

Namibia has participated in the Peer-to-Peer Learning Alliance of Anti-Corruption Authorities sponsored by the GIZ Sector Programme on Anti-Corruption and Integrity. In our interactions with other members of the Alliance whose anti-corruption agencies are members of this Association, namely, Uganda, Kenya and Tanzania, who also participated in the same peer-to-peer learning exercise, our officials immensely benefited from the exchange of experience. Following lessons learnt, our officials in the Directorate of Public Education and Corruption Prevention developed guidelines on systems examination that help officials when conducting activities related to corruption prevention.

Namibia in collaboration with GIZ hosted the member countries in Windhoek on 25-29 April 2022 with the objective to benchmark and learn from Namibia, the same as we learnt from them when Kenya hosted the same event in October 2019 as well as many virtual meetings held since then.

6 ACC Strategic Management Guidelines

The Commission has drafted its simplified strategic management guidelines. The objective is to help senior managers and middle managers of the ACC to better understand and appreciate strategic planning systems. Strategic planning is part of the Performance Management System, which the Public Service of Namibia has initiated, and it is aimed at transforming the public service, including the ACC, into a results-driven organisation at all levels.

We find it critical that managers have a full understanding of the concepts, elements and components to be able to link strategic planning to high-level statements of the ACC and also to conduct proper synopsis of the reviews of the previous plans.

Making the right strategic decisions and actions are key to the successful implementation of the anti-corruption programmes.

7 Challenges

The Commission faces several challenges in the execution of its activities, namely:

- Inadequate capacity in terms of skills and personnel;
- Limited budget – owing to economic decline it has become difficult for the government to give sufficient funds to the Commission;

- Poaching of ACC officials by other organisations, especially commercial institutions;
- Delays in obtaining of evidence from some institutions and foreign authorities, especially where corruption is linked, among others, to money-laundering and illicit financial flows;
- Delays of finalisations of cases in courts, owing to many factors, such as full court-rolls, constitutional rights of suspects (hiring and firing of lawyers), interlocutory court proceedings.

8 Conclusions

Notwithstanding the aforesaid challenges, the Commission has been achieving remarkable gains in both investigations and corruption prevention programmes using limited resources. The benchmarks conducted with our counterparts, either face to face or virtually, have been good lessons from which ACC officials have richly benefited. Through those lessons, we have been able to develop helpful anti-corruption guidelines and programmes.

We look forward to resume benchmark visits to some countries, especially now the COVID-19 pandemic seems to be subsiding and countries are starting reopening their borders to visitors.

The Commission deeply appreciates contributions by the Commonwealth Secretariat, because our officials continue benefiting from trainings offered by CAACC. This meeting is another valuable opportunity for us to, once again, learn from our counterparts' good practices.

Thank you

Annex 27. Nigeria country presentation (Economic and Financial Crimes Commission)



CONTENT

- INTRODUCTION
- VISION OF THE COMMISSION
- MANDATE OF THE COMMISSION
- FUNCTION AND SPECIAL POWERS OF THE COMMISSION
- INNOVATIVE STRATEGIES BY THE EFCC IN THE FIGHT AGAINST CORRUPTION
- IMPACT OF THE STRATEGIES
- CHALLENGES
- LESSONS LEARNT
- PERFORMANCE STATISTICS
- RECOMMENDATIONS



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INTRODUCTION

- ❖ Economic and Financial Crimes is defined by the EFCC Establishment Act as non-violent criminal and illicit activity committed with the objective of earning wealth illegally either individually or in group or organized manner... ”
- ❖ The Economic and Financial Crimes Commission was established in 2002 by an Act of the National Assembly and subsequently repealed by the EFCC Establishment Act of 2004.



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Photo Credits: Ovinuchi Ejohuo on Unsplash.

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VISION:

A Nigeria free of Economic and Financial Crimes

MISSION STATEMENT:

To eradicate Economic and Financial Crimes through Prevention, Enforcement and Coordination

CORE VALUES:

Integrity, Professionalism, Courage and Collaboration



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MANDATE

- ❖ The Commission is charged with the responsibility of enforcing the provisions of all economic and financial crimes laws, including:
 - ❖ The Money Laundering (Prohibition) Act, 2004
 - ❖ The Advance Fee Fraud and Other Fraud Related Offences Act, 1995 as amended in 2006.
 - ❖ The Failed Banks (Recovery of Debts) and Financial Malpractices in Banks Act, 1994
 - ❖ The Banks and other Financial Institutions Act, 1991 as amended in 2020.
 - ❖ Miscellaneous Offences Act, 1983
 - ❖ Terrorism Prevention Act, 2011 as amended in 2013
 - ❖ Any other law or regulations relating to economic and financial crimes, including the Criminal Code or Penal Code



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FUNCTIONS

- ❖ The enforcement and the due administration of the provisions of this Act;
- ❖ The investigation of all financial crimes including advance fee fraud, money laundering, counterfeiting, illegal charge transfers, futures market fraud, fraudulent encashment of negotiable instruments, computer credit card fraud, contract scam, etc.;
- ❖ The co-ordination and enforcement of all economic and financial crimes laws and enforcement functions conferred on any other person or authority;
- ❖ the adoption of measures to identify, trace, freeze, confiscate or seize proceeds derived from terrorist activities, economic and financial crimes related offences or the properties the value of which corresponds to such proceeds;



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FUNCTIONS CONT'D

- ❖ The adoption of measures to eradicate the commission of economic and financial crimes
- ❖ The adoption of measures which includes coordinated preventive and regulatory actions, introduction and maintenance of investigative and control techniques on the prevention of economic and financial related crimes;
- ❖ The examination and investigation of all reported cases of economic and financial crimes with a view to identifying individuals, corporate bodies or groups involved; the determination of the extent of financial loss and such other losses by government, private individuals or organizations;
- ❖ The movement of proceeds or properties derived from the commission of economic and financial and other related crimes;



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8

SPECIAL POWERS

- ❖ **Section 7 of the EFCC Act empowers the Commission to:**
 - ❖ (a) Cause investigations to be conducted as to whether any person, corporate body or organization has committed any offence under this Act or other law relating to economic and financial crimes;

 - (b) Cause investigations to be conducted into the properties of any person if it appears to the Commission that the person's lifestyle and extent of the properties are not justified by his source of income.



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Innovative Strategies by the Economic and Financial Crimes Commission (EFCC) in the fight against corruption



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A new Compact with Nigerians

A world-class, responsive and responsible anti-graft agency having as its guardrails, professionalism, integrity, transparency and accountability.

We have introduced measures to complement our enforcement mechanisms and mitigate vulnerabilities that facilitate crime occurrence

We are harnessing the skills of a well-trained and motivated workforce, leveraging on the support of every stakeholder and partner both home and abroad, to deliver on the vision of a Nigeria free from all forms of economic and financial crimes led to the development of the Eagle Eye App.



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THE EAGLE EYE APPLICATION

- ❖ The EFCC having understood the dynamics of economic crimes and corruption acknowledges that the devastating issues are systemic and only a multidimensional approach will diminish such crimes.
- ❖ Paradigm Shift on mode of Investigation through Invigorated Approach
- ❖ The EFCC launched an online crime reporting application for ease of reporting economic and financial crimes



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EAGLE EYE APP CONT'D

- ❖ A unique initiative
 - ❖ first of its kind by any Law Enforcement Agency in Nigeria.
 - ❖ a product of ingenuity by a Staff of the Commission being an application that was conceived, designed and developed by the EFCC
- ❖ A new experience
 - ❖ in information sharing and crime reporting between the public and the EFCC.
 - ❖ It eliminates direct person-to-person interface in the reporting process and guarantees anonymity, which is an added incentive to effective whistle blowing.



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EAGLE EYE APP CONT'D

- ❖ Seamless reporting App for Nigerians and Non-Nigerians
- ❖ Enables reporting of live pictures of properties suspected to have been fraudulently acquired with proceeds of crime
- ❖ Effective tool in reporting cases of Money Laundering through Real Estate
- ❖ Ensures no hiding place for corrupt assets in Nigeria.



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HOW THE EAGLE EYE APP WORKS

Step 1: Download and install Application from either Play store or Apple store for Android and ios devices respectively

Step 2: Launch Application on device , Take live pictures directly from Application or upload from gallery regarding incidence you wish to report, also inputting relevant report information and optional informant details

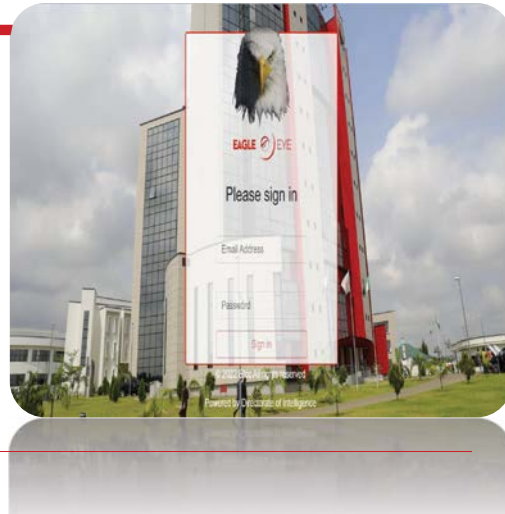
Step 3: Hit the "Submit Button" and report is send , displaying a success message.





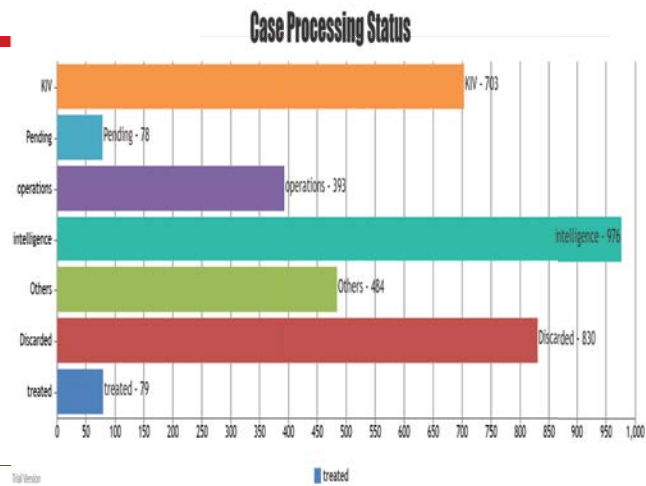
HOW THE EAGLE EYE APP WORKS

- ❖ The Eagle-Eye Application is fully managed internally
- ❖ It has a web dashboard where submitted reports are received, reviewed and analyzed into actionable intelligence.
- ❖ The gateway to this dashboard is through a secured login point



IMPACT OF THE INNOVATION

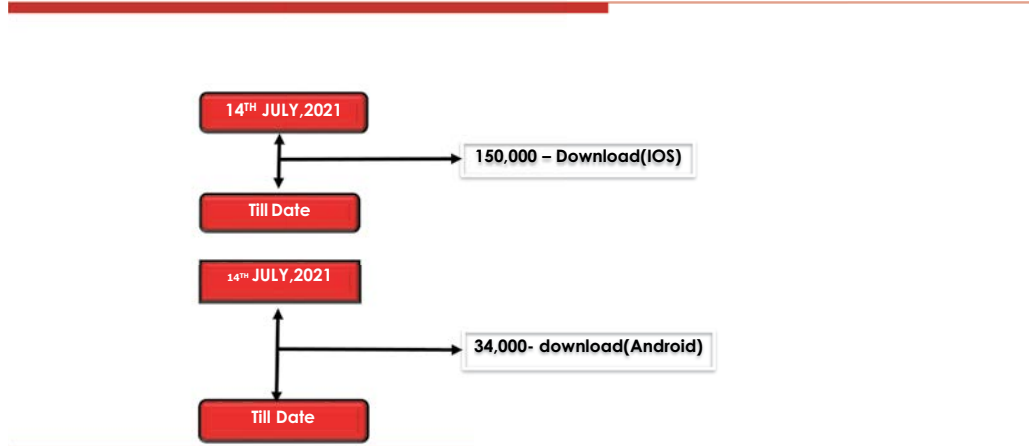
- ❖ Case Processing Status simply generates statistics based on the action taken regarding a particular report when it is:
 - ❖ Discarded ,
 - ❖ KIV ,
 - ❖ Pending ,
 - ❖ still under Intelligence or Others (meaning not EFCC related).





IMPACT OF THE INNOVATION

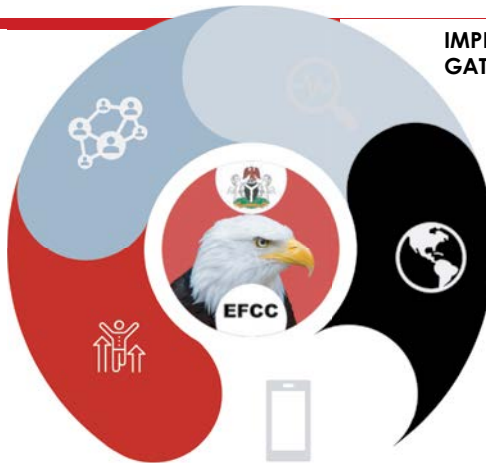
TOTAL NUMBER OF IOS AND ANDRIOD DOWNLOADS



EAGLE EYE SUCCESS STORY

INCREASED PUBLIC ENGAGEMENT.

ADDED INCENTIVE FOR EFFECTIVE WHISTLE BLOWING.



IMPROVED INTELLIGENCE GATHERING.

GLOBAL REACH. REPORTS FROM VICTIMS HOME AND ABROAD.

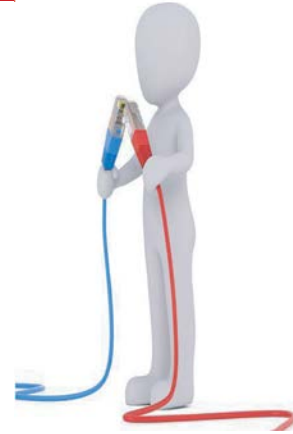
EASY ACCESS DUE TO WIDE SPREAD OF MOBILE USE.



CHALLENGES FACED IN IMPLIMENTING THE INNOVATION

- ❖ **Botnet by attackers:**
 - ❖ Cyber criminals trying to gain remote un-authorized access using malware to discredit the application
 - ❖ All attempts have failed due to the hybrid nature of the application. No data breach has been recorded.

- ❖ **False Claims that the:**
 - ❖ That the App enables the Commission to access and monitor all phone transactions if downloaded. this is to discourage people from using the app so as to defeat the aim it was intended for



REFLECTIONS AND LESSONS LEARNT

- ❖ Increased zeal by Nigerians to report corruption cases
- ❖ It is observed that the Public do not care if the cases reported fall within the mandate of the EFCC
- ❖ If more LEAs adopt this technological innovation, IPs can be shared amongst the institutions for data sharing
- ❖ Community Intelligence gathering makes everyone a stakeholder in the fight against corruption.



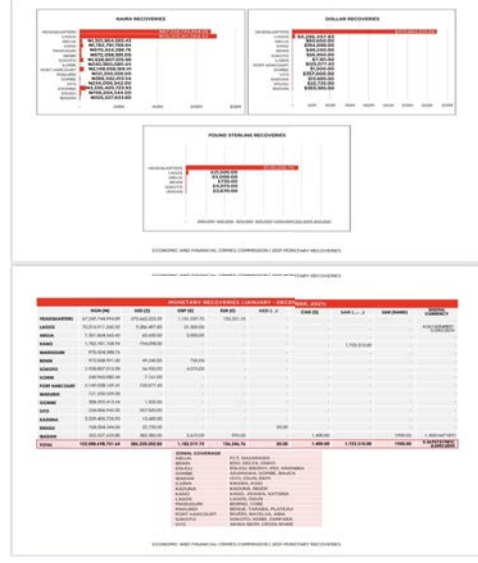
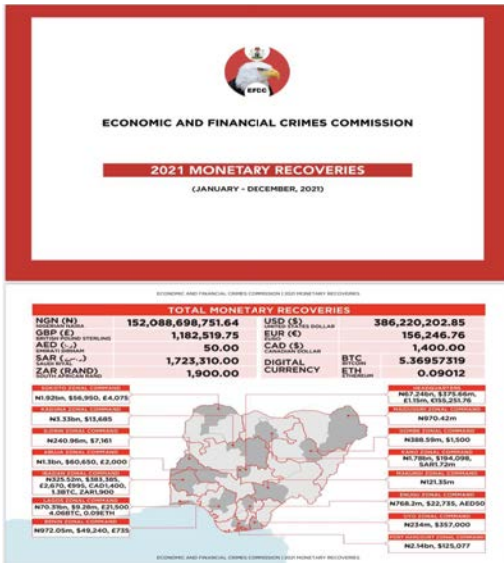
Number of Convictions over the years

- ❖ Awaiting for the Comprehensive Figures from Legal
-





2021 MONETARIES RECOVERIES



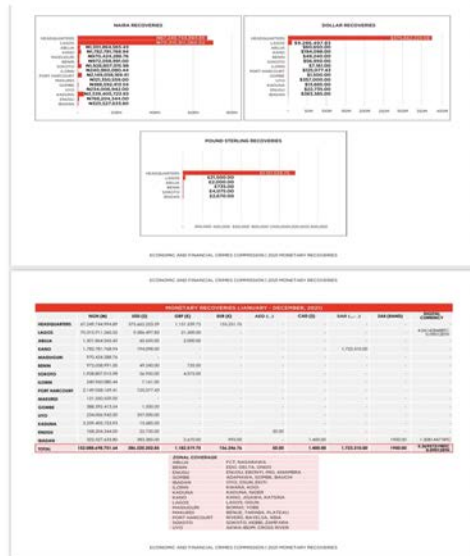
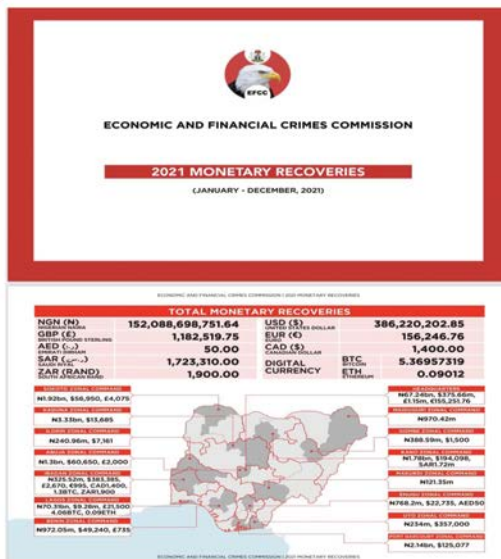
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Full Breakdown of all Convictions secured by the Commission in 2021

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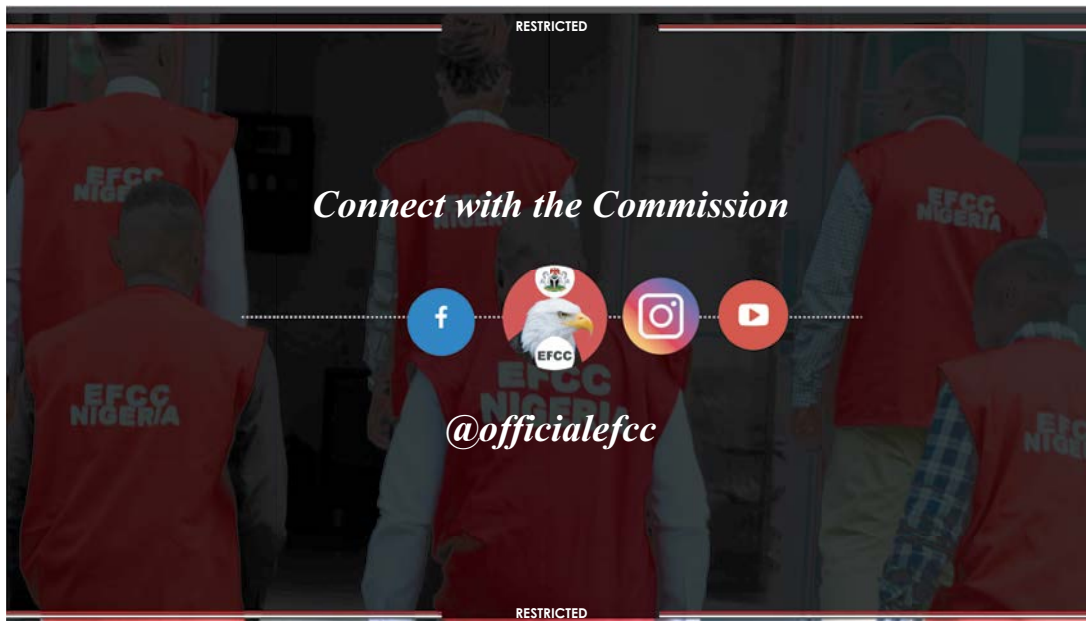


2021 MONETARIES RECOVERIES



Conclusion

- ❖ At the end of this conference, I believe more suggestions would emerge from our shared experiences and collective resolve in **“Combating Corruption for Sustainable Development in Africa.”**
- ❖ Nevertheless, most importantly, as crimes evolve it is important for law enforcement agencies to devise innovative ways of meeting new challenges.



Thank you all for your kind attention!

Annex 28. Nigeria country presentation (ICPC)

ICPC: FIGHTING CORRUPTION AND INSTILLING INSTITUTIONAL ETHICS AND STANDARDS

By

ABBIA UDOFIA

DIRECTOR, SYSTEMS STUDY AND REVIEW

INDEPENDENT CORRUPT PRACTICES AND OTHER RELATED OFFENCES
COMMISSION (ICPC)

NIGERIA

3 MAY 2022

OUTLINE

- Introduction
- Mandate
- Preventive tools
- Impacts
- Collaborations
- Conclusion

MANDATE

- The Independent Corrupt Practices and Other Related Offences Commission (ICPC) was established by the Corrupt Practices and Other Related Offences Act 2000.
- The core mandates of the Commission include: **Enforcement** through Investigation and Prosecution; **Prevention** through System Study and Review and Corruption Risk Assessment, and **Public Education** through enlisting Public Support in Combating Corruption.

ENFORCEMENT -2019-2021

- Prosecutions - 243
- Convictions - 66
- Recoveries - assets worth N166.5 billion between 2019 and 2021
- N81.23 billion in 2019
- N82.57 billion in 2020 and
- N2.703 billion between January and September 2021
- The Commission also recovered cash totaling N34.346 billion and US\$1.62 million between 2019 and 2021

Enforcement (law and order) has its drawbacks and is not an all encompassing tool.

PREVENTION MANDATE

- Through prevention, the ICPC focuses on the **individual** behavioral change through public education and enlightenment; **public systems** (studying skewed and crooked public systems and procedures to eliminate corruption; and **institutions** - directing compliance to statutes, policies, directives, rules, regulations etc
- While enforcement is attractive to the public in the short term, prevention in the long term is cost-effective, people oriented and sustainable.

PREVENTIVE TOOLS

- System Studies and Review - past and current weaknesses
- Corruption Risk Assessment - potential vulnerabilities
- Anti-Corruption and Transparency Units (ACTUs) in Ministries, Departments and Agencies (MDAs)
- Ethics and Integrity Compliance Scorecard in MDAs
- Monitoring and Evaluation
- National Ethics and Integrity Policy (NEIP)

SYSTEM STUDY & REVIEW

- ICPC System Study and Review examines public processes, practices and procedures to mitigate corruption vulnerabilities.
- SSR studies the management structures, internal controls, operational procedures, culture and stakeholder perceptions of public agencies to identify corruption loopholes to drawing up guide for correction of identified red flags.
- The Commission's System Study and Review of personnel and capital votes of MDAs resulted in savings of N261 billion to the government between 2019 and 2021 (i.e N89 billion in 2019; N147 billion in 2020 and N25 billion in 2021).
- The review of personnel and capital votes also reduces abuse of budget padding, ghost workers etc

SYSTEM STUDY AND REVIEW

- In 2019 ICPC reviewed 208 agencies funded from the public treasury and it found that there were **huge surpluses of personnel cost after the payment of salaries and wages**. Based on these findings, about **N42 billion unspent surplus allocation was blocked based on the Commission's advisory to government**.
- In **2020**, due to reported high corruption on nominal rolls through surpluses of personnel cost after payment of salaries, the Commission advised the Hon. Minister of Finance, Budget and National Planning to **mop-up N147 billion through the negative warrant**, to forestall further misapplication of excess funds found in MDAs account.

IMPACTS

- System studies **promotes structural changes** in the operations of the government particularly reducing cost of governance.
- ICPC's periodic advisories assist government in **utilization of budget, better value for money, improved project completion, service delivery and public awareness generally on budget integrity and project performance**.
- ICPC studies have **positively impacted the selection, implementation, monitoring and evaluation of projects by the executive and legislative arms of government**.
- ICPC University System Study and Review (USSR) led to the **shut down of 120 illegal degree awarding Centres**.

ETHICS AND INTEGRITY COMPLIANCE SCORECARD

- The Ethics and Integrity Compliance Scorecard (EICS) is one of the Commission's preventive tools.
- Drawn from the institutional or organisational model of fighting corruption by checking organisational compliance to rules, standards, laws etc.
- The Scorecard **measures** and **strengthens** organisational ethics and integrity culture and standards compliance in MDAs.
- The MDAs are assessed in areas of Management Culture and Structure, Financial Management Systems and Administrative Systems.
- Outcomes of the deployment form the basis of some of the recommendations from ICPC to both the government and the MDAs on areas that require intervention and necessary improvement.

ETHICS AND INTEGRITY COMPLIANCE SCORECARD

- Creates a platform for comparing and analysing weaknesses that make MDAs susceptible to corruption
- Monitors and evaluates MDAs and determines their level of compliance with institutional ethics and integrity requirements;
- Enables MDAs to self-evaluate and utilise the feedback for future improvement and internally drive the fight against corruption
- Presents ICPC with a tracking diagnostic tool to monitor system risks and vulnerabilities and direct management and leadership of concerned agencies to take appropriate steps to check them.

ETHICS AND INTEGRITY COMPLIANCE SCORECARD

Notable findings include:

- Violation of the provisions of the Public Procurement Act, 2007
- Default on tax remittances and statutory deductions
- Failure to submit audited accounts to the Office of the Auditor General of the Federation and Public Accounts Committee.
- Absence of ACTU (internal anti-corruption units) and whistleblowing mechanisms suggest poor management support of anti-corruption campaign
- Not conducting Systems Studies and Review (SSR) or Corruption Risk Assessments (CRAs) and therefore do not explore measures to mitigate institutional weaknesses and vulnerabilities.

ETHICS AND INTEGRITY COMPLIANCE SCORECARD

- The Commission has deployed the scorecard in about 1,000 MDAs between 2019 and 2021.
- Deployed in 280 MDAs in 2019, 352 MDAs in 2020 and 360 MDAs in 2021, currently deploying in 360 MDAs for 2022.
- The ICPC will continue to intensify its advocacy to MDAs on the importance of producing Strategic Plan, conducting System Study and Review and Corruption Risk Assessment to assist in institutionalizing integrity, accountability and appropriate preventive measures to diminish and mitigate corruption.

TACKLING SEXUAL HARASSMENT INITIATIVE

- Focuses on the prevention of sexual harassment in tertiary and secondary institutions in Nigeria to address the issue of sexual gratification and abuse of office by officials of educational and other institutions.
- **Capacity building workshops for investigators and prosecutors on prevention of Abuse of Office and Sexual Harassment** in secondary and tertiary institutions.
- Public engagement and interaction with civil society organisations on sexual harassment in secondary and tertiary institutions, and
- **Identifying and examining existing laws, policies, systems and practices on sexual harassment with a view towards identifying gaps and submitting proposals for filling these gaps.**
- Collaborating with educational institutions to **draft and produce Codes of Ethics and Conduct against Abuses and Misconducts**
- Prosecution of indicted officials as a deterrent to other criminals and to clean the System

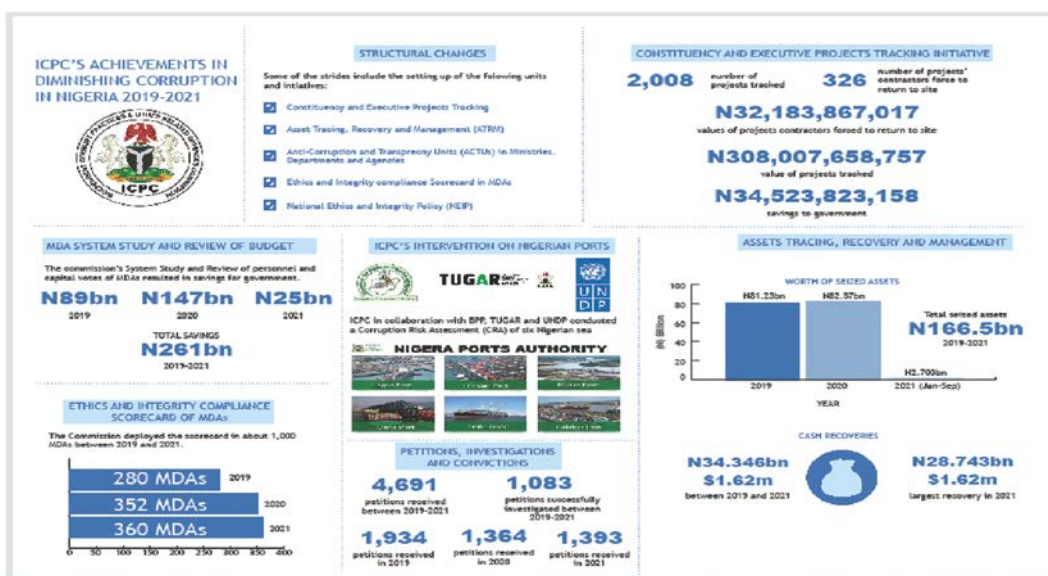
CONSTITUENCY AND EXECUTIVE PROJECTS TRACKING INITIATIVE

- The Commission established the Constituency and Executive Projects Tracking Initiative in 2019 to ensure value for money for the Nigerian people and full execution of projects to specifications within the budget cycle.
- (CEPTG) initiated in collaboration with the Nigerian Institute of Quantity Surveyors (NIQS), media and civil society.
- Between 2019 and 2021 ICPC has tracked over 2,000 projects worth over N300 billion under the Initiative.
- The Initiative's monitoring across the six geopolitical zones of the country has contributed to curtailing the diversion of public funds and reduced the phenomenon of incomplete or abandoned projects across the country.

S/N	DESCRIPTION	2019 - 2021
1	Number of projects tracked	2,008
2	Number of projects' contractors forced to return to site	326
3	Value of projects contractors forced to return to site (N)	32,183,867,017
4	Value of projects tracked (N)	308,007,658,757
5	Savings to government (N)	34,523,823,158

BEHAVIOURAL CHANGE - DEVELOPMENT OF NEIP

- The ICPC promoted the National Ethics and Integrity Policy in 2020 to enhance citizens' commitment and public support for the anti-corruption effort.
- The policy is meant to revitalise personal responsibility – ethics and integrity in national development.
- The policy has been and is still being popularized among key stakeholders - traditional rulers, religious leaders, the business community, civil society and the media.
- An action plan and consequence management templates have been developed and are gradually being implemented across the country to enlist citizen support and to sustain the anti-corruption effort.



INTER-AGENCY COLLABORATION AGAINST RETAIL CORRUPTION

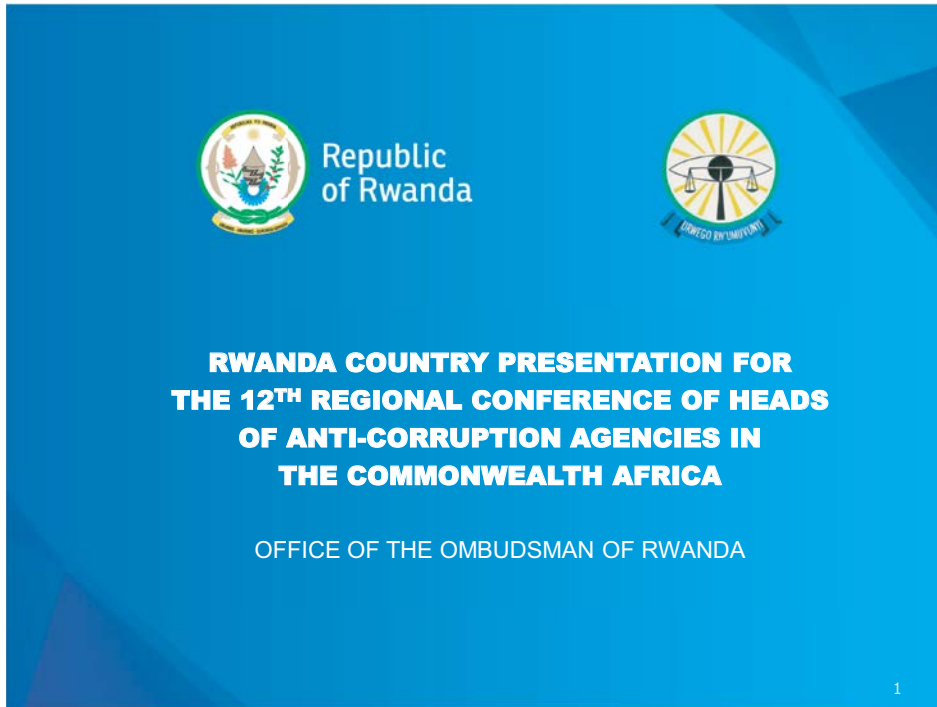
- ICPC in collaboration with certain security and law enforcement conducts enforcement operations including arrest and prosecution of persons involved in road bribery and corruption and others whose activities negatively impact the economy and the common man.
- The Commission also collaborates with relevant institutions and conducts intelligence and sting operations in the education sector to check corruption in university admission examinations and corrupt practices by on-line fraudsters in preparation of research projects etc.

CONCLUSION

- The ICPC believes these measures are complementary to enforcement action
- These transformative measures are cost effective and sustainable in the fight against corruption
- The Commission under the current board and Management is not resting on its oars in effectively fighting corruption in Nigeria in fulfillment of the ICPC mandate

Thank you

Annex 29. Rwanda country presentation



Presentation Outline

1. Background
2. Vision, mission and values of the Office of the Ombudsman
3. Institutional mandate
4. Public Awareness
5. Prevention and Education
6. Declarations
7. Innovations
8. Key issues during COVID-19
9. Activities during COVID-19
10. Lesson learnt in the fight against corruption
11. Conclusion

I. BACKGROUND

The Office of the Ombudsman is an independent Public Institution established in 2003 by the Constitution of the Republic of Rwanda of 2003 revised in 2015 in its article 139. It is governed by the Law n° 54/2021 of 29/08/2021. The Office of The Ombudsman submits the annual report to the President of the Republic and to Parliament, both Chambers. The Office of the Ombudsman is a hybrid institution: Ombudsman and Anti-Corruption Agency.

3

II. VISION, MISSION AND VALUES OF THE OFFICE OF THE OMBUDSMAN

VISION:

A corruption and injustice free **Rwanda**

MISSION:

Leading the Fight Against Corruption through public education, prevention and law enforcement

VALUES:

Integrity, Accountability, Excellency and Professionalism

4

III. INSTITUTIONAL MANDATE

1. Prevent and fight injustice and corruption;
2. Receive and verify annually declaration of assets from persons determined by the law and of political organisations;
3. Monitor the implementation of policies and strategies aimed at preventing and fighting injustice and corruption.
4. Advise the Government on the establishment and promotion of policies and strategies to prevent fight and punish injustice and corruption.

5

INSTITUTIONAL MANDATE (Contd)

5. Advising the Government on the establishment and promotion of policies and strategies to prevent, fight and punish injustice and corruption.
6. Reviewing and deciding on injustice and corruption complaints that are not resolved by relevant organs.
7. Instill in the Rwandans values that consist of resisting, preventing, avoiding and fighting injustice and corruption.
8. Establishing contacts and cooperate with regional and international institutions having similar responsibilities.

6

IV. PUBLIC AWARENESS

Number of Public Awareness Programmes	Radio/TV	IEC Material Produced	Other (Elaborate)
2019-2020	86/10	<ul style="list-style-type: none"> • Umuvunyi Magazine • Keyholders • Umbrellas • Leaflets • T-shirts • Jerseys • Banners 	<ul style="list-style-type: none"> • Anti-corruption and Anti-injustice mobilization by Music Performance show (with message of preventing & fighting against injustice and corruption) • Weekly Radio Serial Drama • Public Education Session (Outreach programmes)

7

PUBLIC AWARENESS (Contd)

2020-2021	137/ 12	<ul style="list-style-type: none"> • Umuvunyi Magazine • Keyholders • Umbrellas • Leaflets • Ti-shirts • Jerseys • Banners 	<ul style="list-style-type: none"> • Anti-corruption and Anti-injustice mobilization by Music Performance show (message of famous artists on preventing & fighting against injustice and corruption) • Biweekly Radio Serial Drama
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8

V. PREVENTION AND EDUCATION

The Office of The Ombudsman has prevention programmes that are the following:

1. Operational Audits
2. Anti-corruption week and celebration of International Anti-Corruption Day
3. Celebrating African Anti-corruption day

The Office of The Ombudsman has education programme that include the following:

1. Outreach programme
2. Trainings and sensitization of different categories of people

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Some pictures of anti-corruption campaigns



Citizens attended the anti-corruption campaign organized by the Office of the Ombudsman

10

Years	Number of Prevention and Education Programmes
2019-2020	107
2020-2021	39

The programmes include the education in schools and anti-corruption clubs.

Basing on the above table, the number of prevention and education programmes decreased in the fiscal year 2020/2021 due to COVID-19 preventive measures.

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Some pictures of activities of anti-corruption clubs



Youth anti-corruption march



Trainings for anti-corruption clubs

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VI. DECLARATIONS

Nature of Declaration	Required to declare	Number of Declarations Received	Not declared
Movable and immovable assets	2019-2020: 12,866	12,855	11
	2020-2021: 13,313	13,276	37

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VII. INNOVATIONS

The Office of the Ombudsman of Rwanda has done different innovative activities including but not limited to:

- Establishing the anti-corruption committees in the public and private institutions. So far, 287 institutions/organs have set up anti-corruption committees in public institutions, 5 in private sector and 1 international organisation.
- Organising competition of journalists on anti-corruption (Anti-Corruption Journalism Awards).
- Organising competition of artists in producing anti-corruption songs.
- Anti-corruption community mobilisation through drama performance.
- Etc.

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INNOVATIONS (Contd)

1. Anti-corruption committees

Mandate:

- To assist in establishing special strategies for preventing and fighting corruption;
- To analyse the function of that institution/organ with the aim of finding out if there are loopholes that allow corruption (Corruption Risk Assessment);
- To put loopholes that allow corruption in writing (Corruption Risk Register);
- To indicate the way forward in closing these loopholes;
- To prepare activities of sensitisation aimed at preventing and fighting corruption in that institution or organ;
- To follow up and provide information on acts of fighting corruption;
- To make a close follow up of services suspected to be characterised by loopholes of corruption (Corruption Transaction Risks Monitoring);
- To provide advice on reinforcing strategies of preventing and fighting corruption in the functioning of those institutions or organs.

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INNOVATIONS (Contd)

2. Competition of journalists

- The Office of The Ombudsman organises an annual competition for journalists who investigated and reported on corruption cases. The competition is organized in 4 different categories: Radio, TV, Print and Online Category.
- The Awards include professional equipment's journalists.

3. Competition of Artists

- This Year, The Office of The Ombudsman organised the Competition of Artists who produced the songs related to anti-corruption and anti-injustice.
- The 5 best songs were chosen and the Office of the Ombudsman used them in citizen mobilization to prevent and fight corruption and injustice.

4. Drama performance

- The Office of The Ombudsman conducts citizen mobilisation in fighting against corruption through community drama performance.
- The Office of the Ombudsman produces a weekly radio drama.

5. Advisory Council Against Corruption and Injustice

- The Office of The Ombudsman coordinates and monitors all activities of Advisory Council against Corruption and Injustice from national to decentralized entities levels (District and Sector levels)

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INNOVATIONS (Contd)

Online innovations

- Online systems with the Asset declaration System used by the Office of The Ombudsman (ODAS).
- Good Service Delivery System (GSDS)

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VIII. KEY ISSUES DURING COVID-19

- The COVID-19 Pandemic changed the way activities were carried out by the Office of The Ombudsman. The following were the issues encountered:
- The physical outreach programmes, trainings and sensitizations could not be performed.
- Citizens could not physically reach out to the Office of the Ombudsman.

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IX. ACTIVITIES DURING COVID-19

- During the COVID-19 pandemic, The Office of the Ombudsman adopted new measures and strategies to accomplish its mission by strengthening online tools:
 - Toll Free: 199 and SMS: 1990, email of The Ombudsman Office: ombudsinfo@ombudsman.gov.rw,
 - The Office of the Ombudsman's online platforms to receive citizens' complaints,
- Webex platform was used to ease the online meetings.
- The Office of The Ombudsman also communicated with citizens during this period of pandemic through Radio and TV program sessions.

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X. LESSON LEARNT IN THE FIGHT AGAINST CORRUPTION

- It is of paramount importance to focus on prevention, education, collaboration as well as monitoring and evaluation while preventing and fighting against corruption.
- Engagement of citizens is substantial in the anti-corruption journey.

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XI. CONCLUSIONS


- No country is immune from corruption and governments need to work together with partners from business and civil society to tackle corruption successfully;
- The political will and leadership committed to eradicate corruption should be considered as bedrock in the fight against corruption;
- The emphasis should be on corruption rather than enforcement and also on the promotion of good service delivery and national values

21

**Thank you for
your kind attention**

22

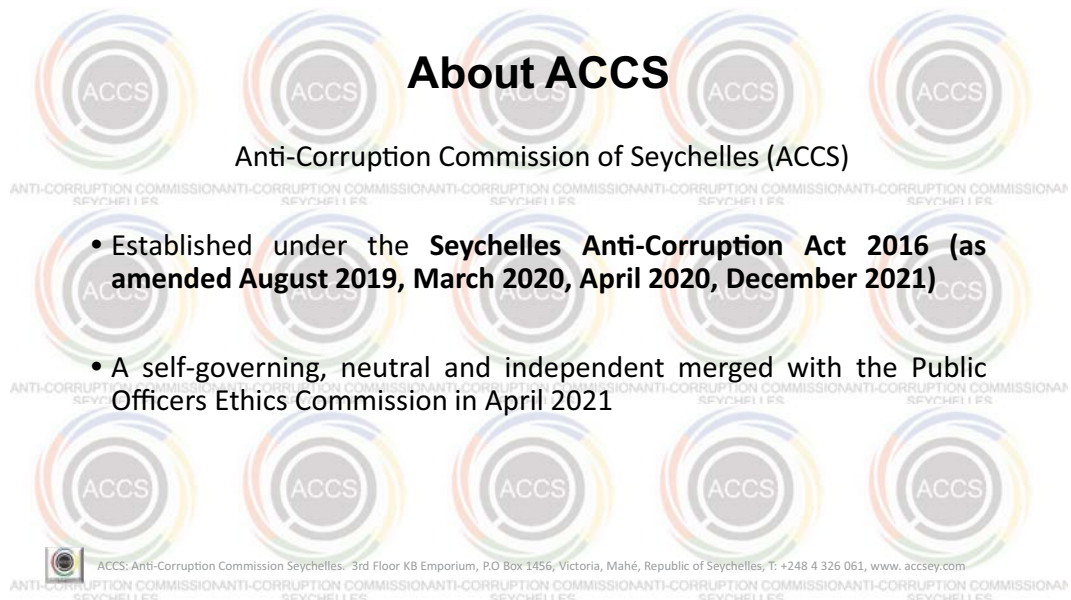
Annex 30. Seychelles country presentation



ANTI-CORRUPTION COMMISSION SEYCHELLES
COMMONWEALTH RWANDA 3-7 MAY 2022

May De Silva
Commissioner

ACCS: Anti-Corruption Commission Seychelles. 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www. accsey.com

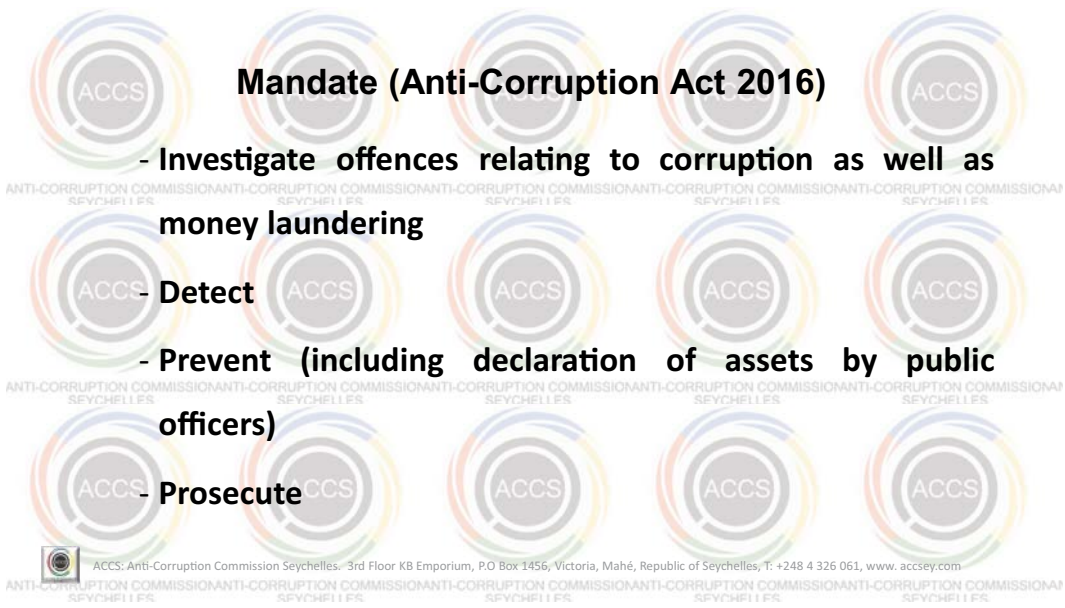


About ACCS

Anti-Corruption Commission of Seychelles (ACCS)


- Established under the **Seychelles Anti-Corruption Act 2016 (as amended August 2019, March 2020, April 2020, December 2021)**
- A self-governing, neutral and independent merged with the Public Officers Ethics Commission in April 2021

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Mandate (Anti-Corruption Act 2016)

- Investigate offences relating to corruption as well as money laundering
- Detect
- Prevent (including declaration of assets by public officers)
- Prosecute

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INNOVATIVE WORKING

WHAT DO YOU DO WHEN YOU HAVE A TEAM OF 12 INVESTIGATORS AND YOU NEED TO CATCH THE BIGGEST KLEPTOCRAT IN THE COUNTRY, WORTH OVER US\$1 BILLION?

 ACCS: Anti-Corruption Commission Seychelles. 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www.accsey.com



THE PROBLEM

- Four-year-old institution
- Limited resources
- Everybody knows everybody
- An impatient public
- An untouchable kleptocrat

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Charles Hammond

Assets

Mukesh Valabhji's Luxury Hotel Resort and Spa, Six Senses Zil Pasyon account frozen

Six Senses Zil Pasyon employees contacted TODAY to inform us that the luxury resort's accounts had been frozen, and they were unsure and concerned about their job security.

by K. Gendron

The hotel was established in September 2016 to which Mukesh Valabhji is an investor along with other international investors. He was arrested late November of this year in connection with the missing USD60 million investigation.

TODAY reached out to the hotel for a comment on the situation and they had felt it unfair that the workers would now not be getting paid as they "traditionally would have by the 22nd".

"We were supposed to have our accounts unfrozen by Friday (December 17), but that didn't happen; we'd like to pay our employees by the 22nd, as we do every month, and in order for that to happen, they need to release our money that the employees have worked hard for and contributed in the hotel throughout the year," says a source from the hotel.

There are both local and expatriate staff whereby locals get

Continued on page 2



Six Senses Resort

Businessman arrested at Pointe Larue

A well-known businessman was arrested at Pointe Larue upon landing on Male from a work-related trip. Upon contacting the Police Department, they confirmed it to be Mr. Mukesh Valabhji.

The President's office stated that the case is being investigated and no comments can be made at this time. Richard Rampal of Financial Intelligence Unit (FIU) affirmed that FIU did not make the arrest as FIU's mandate is not to make arrests while the Commissioner of ACCS, Mrs. May de Silva said that ACCS is not at a liberty to comment on the situation at this point.

TODAY in Seychelles was unable to get further statements as to the reason behind Mr. Valabhji's arrest yesterday but will proceed to follow the story and bring you the latest updates.

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Arrest

Ex-First Lady Sarah Rene arrested

TODAY confirmed with its sources that the ex-First Lady, Mrs Sarah Rene was arrested yesterday morning.

by E. Chang-Thion

In a press release sent by the Anti-Corruption Commission of Seychelles (ACCS) they affirmed that they had made an arrest on Friday 29th November 21 as part of the ongoing investigation into the disappearance of USD50 million provided to government of Seychelles by government in Abu Dhabi in 2021.

Another press communication sent by the Police yesterday afternoon confirmed the arrest of a woman in connection to the missing USD50 million. This is the third woman arrested in this case.

Whilst both communications do not mention Mrs Rene, TODAY managed to confirm that it is indeed her, and that she is being held at the Central Police Station.

Mrs Rene is the wife of the former President, the late Mr Albert Rene.



Commission Seychelles, 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www.accsey.com

Mrs Sarah Rene, wife of former President, the late Mr Albert Rene

MEDIA




Thursday 12 March, 2022

USD 50 million and Firearms court cases No plea yet— ACCS and State still dawdling with documents

Lawyers for the accused persons in the USD 50 million missing and firearms, ammunition, and terrorism court cases have expressed their dissatisfaction with the Anti-Corruption Commission Seychelles (ACCS) and the State's delays in disclosing documents in the two cases.

by E. Chang-Thion

The court proceedings and dawdling with the release of documents, before they appear in court as well as in the media.

In reports in the ACCS news, the court proceedings revealed that the State's delay in disclosing documents to the State's lawyers is a month's time.

Police officials assigned to handling the case have been able to identify the documents that were sent to the court. However, the State's lawyers have not yet provided any of these documents to the court.

The court proceedings in the case are ongoing in the court and the State's lawyers have not yet provided any of these documents to the court.

The court proceedings in the case are ongoing in the court and the State's lawyers have not yet provided any of these documents to the court.



These matters concern the USD 50 million missing and firearms, ammunition, and terrorism court cases.

Continued on page 2

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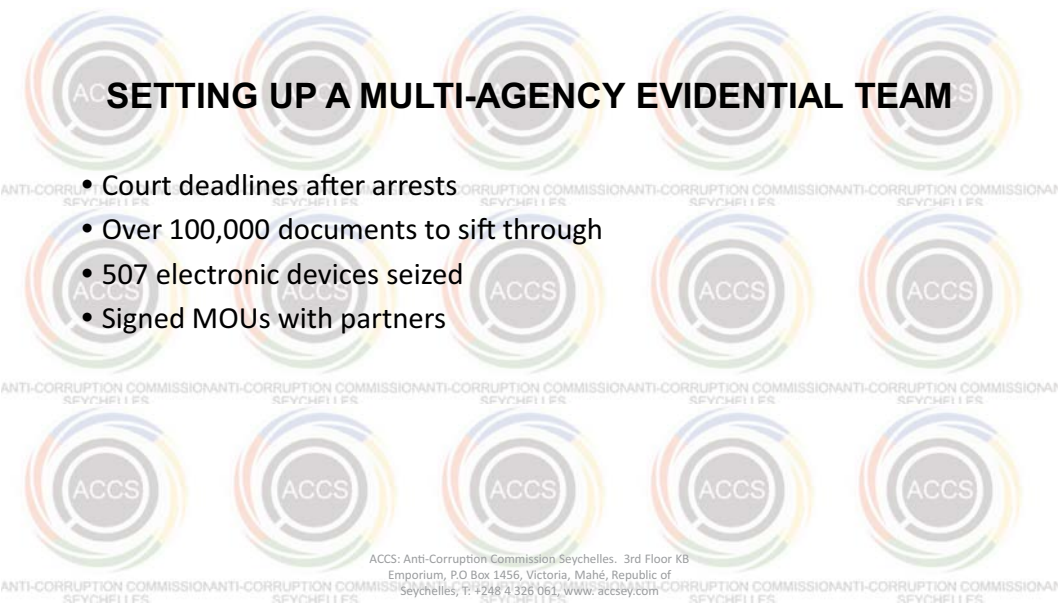
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THE SOLUTION

- Collate sufficient evidence
- Litigation funding or not?
- Present case to budget decision-makers
- Secure budget
- Outsource work to law enforcement and legal professionals

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SETTING UP A MULTI-AGENCY EVIDENTIAL TEAM

- Court deadlines after arrests
- Over 100,000 documents to sift through
- 507 electronic devices seized
- Signed MOUs with partners

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LOCAL PARTNERS – financial/fraud investigations

- Central Bank of Seychelles
- Financial Services Authority
- FIU
- Financial Crime Investigation Unit
- Internal Audit Department
- Seychelles Revenue Commission

ACCS: Anti-Corruption Commission Seychelles. 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www: accsey.com

Evidential Team (Contd)

- Team led by World Bank Resident Advisor
- FIU secondee
- Assisted by three ACCS investigators
- A total of nine officers assigned to sifting through the work
- Digital Forensics Lab

ACCS: Anti-Corruption Commission Seychelles. 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www.accsey.com

DEALING WITH UNKNOWNNS

- Staff sickness (COVID-related)
- Equipment failure
- Unexpected 'side' cases
- Media

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Concluding points

As a leader, you have the power and responsibility to create a culture of anti-corruption. Be innovative and lead by example.

- Be a person of integrity, responsible, transparent and accountable

Good tools will empower you and others to reduce corruption

- Creation and enforcement of policy and procedures



ACC: Anti-Corruption Commission Seychelles. 3rd Floor KB Emporium, P.O Box 1456, Victoria, Mahé, Republic of Seychelles, T: +248 4 326 061, www. accsey.com

Annex 31. Sierra Leone country presentation



ANTI-CORRUPTION COMMISSION
CATHEDRAL HOUSE
3 GLOUCESTER STREET
FREETOWN
SIERRA LEONE, WEST AFRICA

Summary of Progress Report 2021

The year 2021 can be considered another highly successful year in the fight against corruption as there was progress made on all the four pillars of our strategic plan – prevention, public education, investigation and prosecution.

Consistent with our mandate to raise awareness on the ills of corruption and to solicit public support in the fight against the scourge, the Commission continued with well-coordinated and targeted public education and outreach across the country. This helped make many more Sierra Leoneans learn about the work and activities of the Commission and enabled the Commission to sustain vital public support in the campaign.

In the area of prevention, the Commission continued work to make public institutions stronger and better resistant to corruption. The Commission conducted a number of systems and processes in reviews of public institutions, monitored the recommendations emanating from those reviews to ensure compliance and developed policies to guide the conducts of public officials.

In the third year of the current National Anti-Corruption Strategy (NACS), the Commission continued with its vigorous engagements with Ministries, Departments and Agencies, including local councils, in a bid to mainstream anti-corruption measures, through the integrity management committees operating in those institutions.

The Commission, in the year under review, maintained its stance of making corruption a low-profit and high-risk venture. By this, the Commission ensured that people who committed acts of corruption were investigated and charged in court. This helped the Commission in maintaining a high conviction rate and attendant benefits.

In 2021, the Commission made a number of important interventions in the 2015–2018 Auditor General's Report and the Specialised COVID-19 Report 2020. These interventions resulted in the prosecution of public officials and the recovery of public funds and physical assets, which have been returned to the Consolidated Revenue Fund and the respective public institutions, respectively.

The Commission continued to support the government's poverty alleviation efforts across the country, by constantly monitoring the World Bank supported Social Safety Net (SSN) project. Through the Grievance Redress Mechanism component of the SSN, the Commission ensured that the extremely poor and vulnerable groups targeted by the project received the cash transfers in a very transparent and corruption-free manner.

The work of the Commission and the country's efforts in combating corruption made the country further improve its score on the 'Control of Corruption' indicator of the Millennium Challenge Corporation Scorecard, to an unprecedented 83 per cent. Sierra Leone moved from 117 in.2020 to 115 out of 180 countries surveyed on the Transparency International Corruption Perceptions Index (TI-CPI). The country also increased its 2020 score of 33 to 34 in.2021, which was above the sub-Saharan average, and the highest the country has ever recorded since the CPI rankings began.

In the reporting year, the Commission hosted delegations from The Gambia and Liberia who were on a study tour to get first-hand experiences of our legislative framework and the work and operations of the Anti-Corruption Commission of Sierra Leone and other accountability institutions. They said that Sierra Leone was chosen from among the many other African countries because of the remarkable progress we have made on the anti-corruption campaign.

All these gains came at a time when there were still a number of COVID-19 restrictions across the country. The Commission also continued to grapple with the challenges of inadequate space for staff of the Commission while working very hard to complete the new office building at Tower Hill, Freetown, which now stands at about 90 per cent complete. The Commission is grateful to His Excellency, President Brig. (Rtd) Dr Julius Maada Bio and the Government for providing us with needed funds for the building project and encourage them to continue as we now move to the final phase of the completion of the Commission's proposed head office building at Tower Hill.

I am immeasurably thankful to the Government of His Excellency Rtd Brig. General Julius Maada Bio for the consistent support it has been giving to the Commission. I also thank my dedicated Team at the ACC for continuing to give their all and very best to continue producing respectable results in the effort against corruption. The indications and results all point to one fact – we are gradually winning!

Annex 32. South Africa country presentation

South Africa: SPECIAL INVESTIGATING UNIT CONFERENCE PAPER

1 Siu legislative and other mandate

1.1 Constitutional mandate

SIU carries its work having due regard to the fundamental rights as contained in the Constitution of the Republic of South Africa. Specifically, SIU takes cognisance of the following sections under the Bill of Rights:

- Section 32 – Access to Information
- Section 33 – Just Administrative Action
- Section 34 – Access to Courts

1.2 Legislative mandate

The work of SIU is governed by the legislation as set out below:

- Special Investigating Units and Special Tribunals Act 1996 (Act 74)
- Criminal Procedure 1977 (Act 51)
- Prevention and Combatting of Corrupt Activities 2004 (Act 12)

2 Measures adopted to prevent and tackle COVID-19 corruption (state institutions – COVID-19 procurement)

When the COVID-19 pandemic started and lockdown came into effect on 26 March 2020, the President of the Republic of South Africa, His Excellence Cyril Ramaphosa, announced the relief funds and directed government departments, state entities and municipalities to set aside funds to procure personal protective equipment (PPE) for employees. The risk of corruption was identified in the procurement of PPE and one of the proactive measures by SIU was to motivate and secure a proclamation to cover all the PPE allegations on procurement irregularities.

The SIU motivation for the proclamation was approved as Proclamation R23 of 2020 with the following allegations below to be investigated by SIU.

GG: 43546 OF R23 JULY 2020:

The procurement of, or contracting for goods, works and services, including the construction, refurbishment, leasing, occupation and use of immovable property, during, or in respect of the National State of Disaster, as declared by Government Notice No. 313 of 15 March 2020, by or on behalf of the State Institutions, and payments made in respect thereof and any related unauthorized, irregular or fruitless and wasteful expenditure incurred by the State Institutions or the State.

Any improper or unlawful conduct by the officials or the employees of the State Institutions or any other person, in relation to the allegations set out in

paragraph 1 of this Schedule, including the causes of such improper or unlawful conduct and any loss, damage or actual or potential prejudice suffered by the State Institutions or the State.

3 Fusion centre

In response to the COVID-19 proclamation investigation, South Africa established the Fusion Centre under the Anti-Corruption Task Team (ACTT) to provide a framework for law enforcement to collaborate in the prevention, detection and response (investigate, prosecute and recovery of assets) to allegations of corruption or related activities in respect of the South African government's relief interventions to counter the detrimental economic and social impact of the pandemic.

The **establishment of the Fusion Centre** is underpinned by the following principles:

- Multi-agency approach to ensure collective effort and proper integration;
- Effective co-ordination and collaboration of efforts;
- Co-location of human resources;
- Flexibility, agility and operational adaptability;
- Transparency in the sharing and exchange of information;
- Accurate and shared identification/targeting of entities for investigation;
- Safeguarding the confidentiality and security of sensitive information;
- Intelligence and prosecution-driven investigations.

The Fusion Centre was established in order to provide an immediate response by law enforcement and corruption-fighting agencies to incidences of alleged corruption, fraud, abuse or maladministration.

In line with the proposed national anti-corruption strategy, a four-pronged approach was adopted, consisting of Prevention, Detection, Investigation and Resolution.

<p>PREVENTION</p> <ul style="list-style-type: none"> • Within the scope of the COVID-19 timeframe, the law enforcement focused on prevention on risk identification, conveying information to deter wrongdoing and proactive reporting to enhance detection efforts. 	<p>INVESTIGATION</p> <ul style="list-style-type: none"> • It is critical to institute immediate and parallel investigations to fast-track any matters and to have a central database of all cases. <ul style="list-style-type: none"> – Criminal investigations – Administrative investigations (maladministration) – Financial investigations
<p>DETECTION</p> <ul style="list-style-type: none"> • The focus is on improving the chances of detecting wrongdoing before it happens. This includes: <ul style="list-style-type: none"> – Early warning – Big data analytics – Ensuring speedy sharing of information 	<p>RESOLUTION</p> <ul style="list-style-type: none"> • Ensure efficient and effective referrals and quick response processes towards asset recovery and prosecutions. This includes: <ul style="list-style-type: none"> – Prosecution – Freezing of assets – Recoveries

4. Special tribunal

Prior to the pandemic, the Special Tribunal was already established in 2018, approved by the President of the Republic of South Africa to institute the matters referred by SIU as follows:

- The Special Tribunal was established by the President of South Africa under s2(1)(b) of the Special Investigating Units and Special Tribunals Act 74 of 1996 (the SIU Act).
- The Special Tribunal consists of a judge, including a retired judge of a High Court, as Tribunal President (S7(1) SIU Act).
- Additional members of the Tribunal may be appointed in terms of S7(3).

4.1 Powers and functions of the special tribunal

- S 8(2): A Special Tribunal shall have jurisdiction to adjudicate upon any civil proceedings brought before it by an SIU in its own name or on behalf of a State institution or any interested party as defined by the regulations, emanating from the investigation by the SIU.
- **The Special Tribunal has the power in to S8(2) a-c to:**
 - a. issue suspension orders, interlocutory orders or interdicts on application by such a Unit or party;
 - b. make any order it deems appropriate to give effect to any ruling or decision given or made by it; and
 - c. make any order it deems appropriate as to costs.

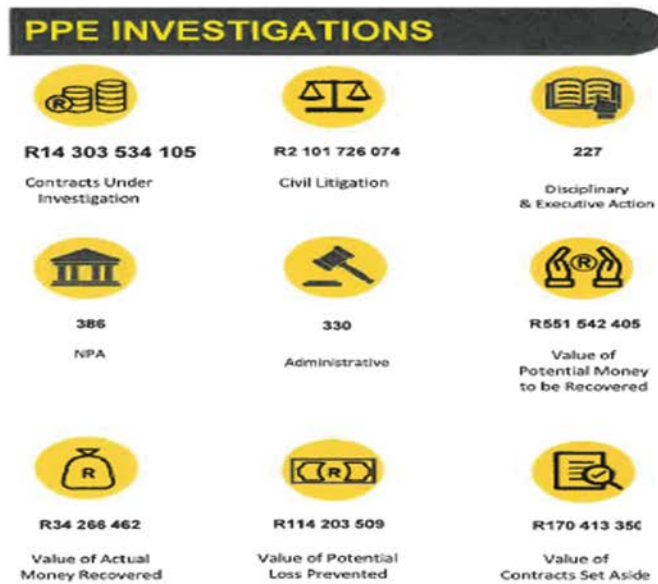
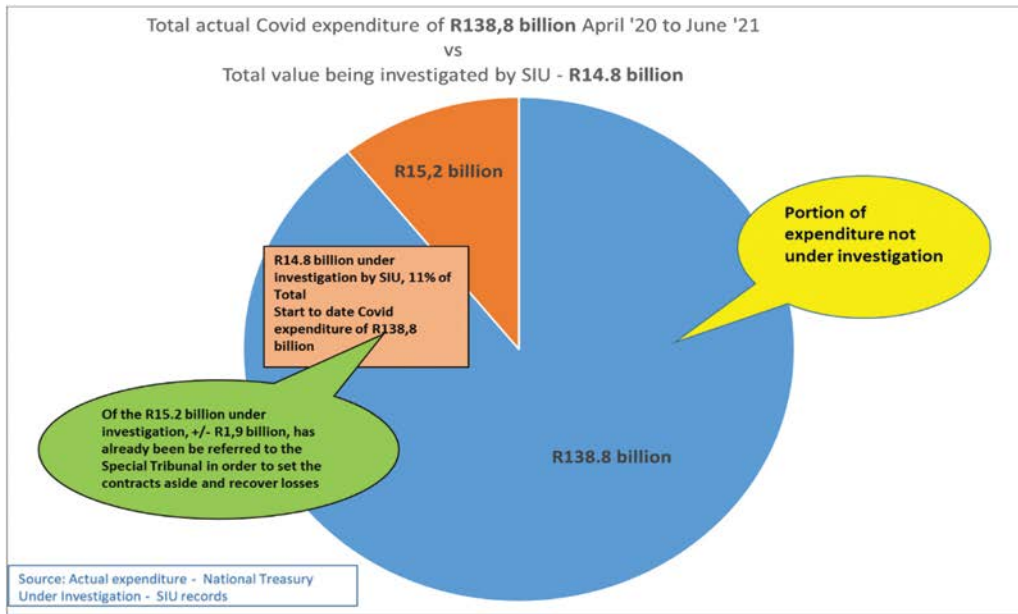
4.2 Orders and appeals

- S8(7) states that any party may appeal against a ruling, decision or order of a Special Tribunal to the Provincial Division of the Supreme Court that has jurisdiction and such an appeal shall be deemed to be an appeal against a decision by a single judge of the Supreme Court.

5 FINAL outcomes of the fusion centre and the special tribunal on COVID-19, R23 proclamation by SIU

5.1 Investigated contracts

The number of PPE contracts awarded for COVID-19-related services under investigation by SIU is currently 4.302. These contracts were awarded to 2,421 service providers. A total of 90 per cent of the contracts have been finalised and 10 per cent are currently being assessed.

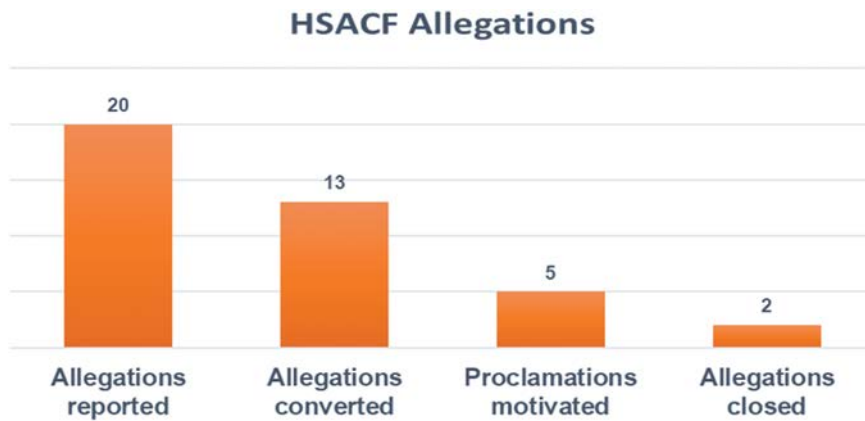


6 Vulnerability risk assessments

In the 2021 Virtual Conference, SIU reported on the work of the vulnerable sector assessments as one of its key activities and the progress made in launching more anti-corruption forums.

6.1 Vulnerable sectors

SIU as the convener of Programme 4 has identified sectors vulnerable to fraud and corruption through collaboration with other ACTT stakeholders, informed by AG and SCOPA reports (in order of priority):



7.2 Local Government Anti-Corruption Forum (LGACF)


- LGACF has embarked on anti-corruption and ethics awareness campaigns in line with the District Development Model (DDM). The objective is to raise awareness on corruption, collaborations and reporting of allegations.
- The target audience for these campaigns is municipal top management and officials in risk management, compliance, audits and supply chain management (SCM). However, councillors have also attended some of these engagements.
- These anti-corruption and ethics awareness stakeholder engagements that are implemented under the banner of the LGACF are jointly held with the Department of Co-operative Governance (DCoG), Provincial Co-operative Governance and Traditional Affairs (CoGTAs), SIU, Hawks, Corruption Watch, Office of the Premier, SALGA, etc.
- While Provincial CoGTAs have their own corruption prevention initiatives, anti-corruption and ethics stakeholder engagements have been successfully held under the banner of LGACF in line with the DDM.

7.3 Infrastructure Build Anti-Corruption Forum (IBACF)

A developed and approved IBACF plan includes:

- **Prevention:** Corruption prevention strategies should lower the likelihood of corruption occurring; efforts should focus on risk assessments, rolling out training and awareness programmes, implementation of systemic recommendations, reporting and monitoring to prevent corrupt activities.
- **Detection:** The real-time monitoring of corrupt activities is important to ensure that it is detected in a timely way when it happens. Therefore, the focus should be on techniques and interventions that will provide timely information. Whistleblowing hotlines, data analytics and modelling will serve as an effective corruption risk management tool.
- **Investigation:** All incidents of corruption that have been reported and brought to the attention of the IBACF should be investigated independently without fear or favour. More importantly, investigation turnaround times need to be monitored to ensure justice is seen to be taking place.
- **Resolution:** Consequence management should be implemented for all corruption and related offences cases where there is enough evidence of wrongdoing. IBACF consequence management should include, among others, implementation of disciplinary action, criminal prosecution and civil recoveries, to mention just a few.

Annex 33. Tanzania country presentation





The Prevention and Combating of Corruption Bureau and Tanzania Scout Association Strategy to Educate Youth

A presentation to the 12th Commonwealth Regional Conference and Annual General Meeting (AGM) of Heads of Anti – Corruption Agencies in Africa Kigali Serena Hotel, Rwanda on 3-7 May 2022

By:

Mrs Neema M. Mwakalyelye,
Deputy Director General,
Email: ddg@pccb.go.tz
Website: www.pccb.go.tz


1




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- 1.0 INTRODUCTION
- 2.0 APPROACH USED
- 3.0 AREAS OF COLLABORATION
- 4.0 NOTABLE RESULTS
- 5.0 CHALLENGES
- 6.0 REFLECTIONS AND LESSONS LEARNT
- 7.0 RECOMMENDATIONS

2






1.0 INTRODUCTION

- ❖ This strategy was developed in 2019 after the establishment of a partnership between the Prevention and Combating of Corruption Bureau (PCCB) and Tanzania Scout Association (TSA).
- ❖ The partnership is driven by:
 - i. Focus on prevention and
 - ii. Extending reach in formal and informal settings

3





1.1 Youth Involvement





POPULATION SIZE

Age Group	Population Size (Approximate)
0 - 4 yrs	16.5
5 - 9 yrs	15.5
10 - 14 yrs	14.5
15 - 19 yrs	13.5
20 - 24 yrs	12.5
25 - 29 yrs	11.5
30 - 34 yrs	10.5
35 - 39 yrs	9.5
40 - 44 yrs	8.5
45 - 49 yrs	7.5
50 - 54 yrs	6.5
55 - 59 yrs	5.5
60 - 64 yrs	4.5
65 - 69 yrs	3.5
70 - 74 yrs	2.5
75 - 79 yrs	1.5
80+ yrs	1.0

Source: National Bureau of Statistics: Census, 2012

4





Youth Involvement....

In Tanzania, youth are crucial in all aspects of development. They form:

- ❖ the largest segment of the population;
- ❖ an essential component of the human capital and
- ❖ a group most vulnerable to corruption

5




1.2 Why Scout

- ❖ Extends beyond the **formal** setting of schools
- ❖ Centered on inculcating moral values to young people
- ❖ Has expansive network in Tanzania
 - **With 18,782** clubs in Tanzania (*PCCB has about 15,243 Clubs*)

6

2.0 APPROACH USED

PCCB and the Tanzania Scouts Association (TSA) signed a Memorandum of Understanding (MoU) to work together





Source: PCCB, 2020: Inauguration of the Program by the former Minister of State, Presidents' Office Public Service Management and Good Governance Hon. Capt. (Rtd) George Mkuchika on 2 March, 2020.

7

3.0 AREAS OF COLLABORATION

- ❖ Raising awareness of fraud and corruption among scouts;
- ❖ Empowering scouts in reporting corruption mostly as whistleblowers;
- ❖ Training of trainers;
- ❖ Development of publications.



8

AREAS OF COLLABORATION...

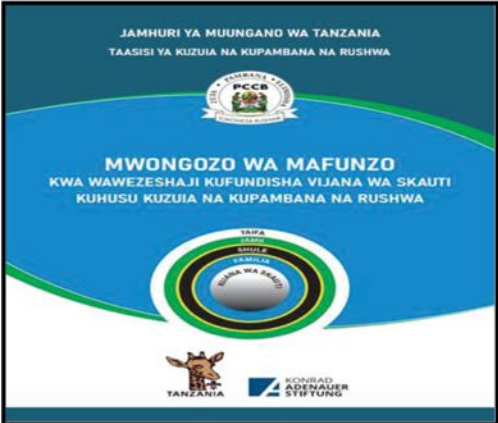
- ❖ Development of media and social media content;
- ❖ Mobilising funds for joint activities; and
- ❖ Creating and implementing monitoring and evaluation (M & E) mechanisms.

9

4.0 NOTABLE RESULTS OF THE INNOVATION

a) Development and publication of a training manual




Front cover of the training manual (Source: PCCB, 2021)

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NOTABLE RESULTS OF THE INNOVATION

a) Development and publication of a training manual...



CP. Salum R Hamduni, DG PCCB handing a Training Manual Booklet to The Scout Patron H.E. Samia Suluhu Hassan – President of the URT (Source: PCCB, 2021)

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The image shows a man in a light-colored uniform (CP. Salum R Hamduni) handing a booklet to a woman in a blue jacket and headscarf (H.E. Samia Suluhu Hassan). They are standing at a table with other people in the background. The scene is outdoors under a tent-like structure.

NOTABLE RESULTS OF THE INNOVATION...

b) CAPACITY BUILDING: Training of Trainers (TOTs) national wide



Regional Bureau Chief of Mara Region with Scout Team after the Training of Trainers – Mara region (Source: PCCB, 2021)

12

The image shows a group of men, some in Scout uniforms, holding blue booklets. They are standing in front of a yellow and green backdrop. The scene is indoors.






NOTABLE RESULTS OF THE INNOVATION...

TAKUSKA CUP that brings together youths from both anti-corruption clubs and scouts in sporting activities



Various pictures showing youth from Scouts and anti-corruption clubs participating in sports (Source: PCCB, 2021)

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NOTABLE RESULTS OF THE INNOVATION...

c) Improved relations with strategic stakeholders

- ❖ Ministry of Education, Science and Technology;
- ❖ President's Office – Regional Administration and Local Government Authorities;
- ❖ Good Governance and Reforms Department (State House);
- ❖ Tanzania Institute of Education (TET) and
- ❖ National Kiswahili Council (BAKITA).
- ❖ Women Fund Tanzania Trust (WFT-T)

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5.0 CHALLENGES

- ❖ **Reliable funds**
- ❖ **Lack of baseline data**
- ❖ **Geographical location of Tanzania in terms of size. (947,303m²)**

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6.0 REFLECTIONS AND LESSONS LEARNT

- ❖ **Political will can yield especially where resources are scarce**
- ❖ **Stakeholders' engagement remains a critical aspect in anti-corruption efforts**
- ❖ **Using of existing structures can yield better results**

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7.0 RECOMMENDATIONS



The case of PCCB and TSA partnership is something that can be emulated in other countries with minor modifications, taking into consideration the cultural context.





**THANKS FOR YOUR KIND
ATTENTION**

Annex 34. Uganda country presentation



12th Commonwealth Regional Conference and Annual
General Meeting (AGM) of Heads of Anti-Corruption
Agencies in Africa

Kigali Marriot Hotel, Rwanda

3–7 May 2022

Theme: Innovative projects in the fight against corruption

1 Introduction and background

The Inspectorate of Government of Uganda (IG) is a creation of the 1995 Constitution of Uganda with a mandate to:

- promote and foster strict adherence to the rule of law and principles of natural justice in administration of public resources;
- promote good governance in public offices;
- stimulate public awareness about the values of good governance and constitutionalism;
- foster the elimination of corruption, abuse of authority and abuse of office.

Towards that end, a robust legal and administrative framework has been put in place to operationalise the above functions, including constitutional, statutory and executive action as shown below:

1.1 Creatures of the Constitution of Uganda

- Three arms of government – the Executive, Parliament and Judiciary
- Inspectorate of Government
- Office of the Auditor General
- Uganda Police (Criminal Investigations Department)
- Office of the Director for Public Prosecutions
- Electoral Commission of Uganda

1.2 Creatures of Statutory Action (Acts of Parliament)

- Public Procurement & Disposal of Public Assets Authority (PPDA)
- Financial Intelligence Authority
- Penal Code Act, Cap. 120
- Anti-Corruption Act 2009 (as amended)
- Whistleblowers' Protection Act 2002
- Inspectorate of Government Act 2002
- Leadership Code Act 2002 (as amended)
- Public Finance Management Act 2015
- National Audit Act 2008
- Anti-Money Laundering Act 2013
- Public Procurement and Disposal of Public Assets Act 2003

1.3 Creatures of Executive Action

- Directorate of Ethics and Integrity
- State House Anti-Corruption Unit
- Membership of regional and international anti-corruption associations
- Zero Tolerance to Corruption Policy

Sadly, in spite of all the foresight, effort and resources invested in establishing the framework to eliminate corruption in Uganda, it is growing to pandemic proportions.

So, the questions the IG is battling with in our brainstorming sessions are: why are all the above efforts ineffective and what else must we do to curb corruption in Uganda?

2 Innovative work or initiatives implemented

During his Keynote Address during the 9th Commonwealth Regional Conference that took place in Kampala in 2019, HE the President of Uganda Gen. Museveni noted that corruption owed mainly to a population that was not empowered with the knowledge that they were the victims of corruption through its effect on social services due to them. The President appealed to ACAs to use the victims of corruption to join the struggle by reporting culprits engaging in corruption.

True, for too long, corruption has been fought by six-figure-salaried politicians and technocrats, in chauffeur-driven top-of-the-range vehicles, with comprehensive health insurance policies, in air-conditioned boardrooms, in five-star hotels and with business class seats on airplanes. What do such people know about the cost and pain of corruption? In fact, some of them could be beneficiaries and perpetrators of corruption!

2.1 Survey on the cost of corruption

The IG took this advice seriously and commissioned an international research company to establish the cost of corruption in Uganda. The study revealed that Uganda was losing up to UGX 10 trillion (**approximately US\$2.8 billion**) annually in

overt corruption, i.e. maladministration in taxation, collection of user fees in public utilities, sale of medical drugs and services, procurement of goods and services, etc., and another UGX 10 trillion **(US\$2.8 billion)** annually in covert corruption like absenteeism from work, environmental degradation and poor service delivery.

2.2 Aggressive public sensitisation campaign

With the above highly provocative statistics, the IG started an aggressive public sensitisation campaign by widely publicising the statistics and translating them into the opportunity cost, hence provoking the grassroots population to feel the pinch of corruption and therefore join and own the war against corruption to save the UGX 20 trillion each year.

The population was told that, with their participation, Uganda could easily save 50 per cent of the UGX 20 trillion lost to corruption annually and that, with this saving, each of the 10,000 parishes of Uganda (each with about 4,500 residents) would be entitled to UGX 1 billion (approximately US\$285,000) per year. In Uganda this could mean:

- A laptop for each student from the age of six years to university – thus bridging the gap between students who have access to e-learning and other e-opportunities and those who don't;
- Access to working capital for small businesses like market vendors, small garages and repair workshops for mobile phones, motorcycles, cottage industries, etc. if injected as a grant into a parish savings and credit co-operative organisation;
- A well-equipped health centre and secondary school for each parish;
- Access to clean water and electricity for each parish;
- Etc.

All this could happen in five years if a parish received UGX 1 billion per year saved from corruption.

A parish is a very local community and such imagery so localised is easy for the population to associate with.

2.3 Giving corruption a face

In order to effectively fight an enemy, the enemy must be defined and described. The easiest way for the grassroots population to recognise corruption is through the acquisition of illicit wealth and lifestyles that are not commensurate with a public officer's known sources of income – that top-of-the-range car is double one's annual salary, that mansion, those apartments, those expensive schools for one's children, those family holidays abroad are all indicators of possible illicit wealth.

2.4 Lifestyle audits

The IG has already identified and published the names of 183 accounting officers of 150 government votes with the biggest budgets. These include all permanent secretaries of government ministries, CEOs of public institutions with the biggest budgets, local governments with the biggest budgets and 35 top officials of the IG, including the IGG – leading by example. We have already written to the Ministry of Lands, Housing and Urban Development, Uganda Revenue Authority, Uganda

Registration Services Bureau, Financial Intelligence Authority and Kampala Capital City Authority seeking information on transactions by the public officers under audit had with them in the last five years.

2.5 Channels of dissemination of the corruption message to the grassroots population

- Political structure – Uganda has a very elaborate political structure known as Local Councils (LCs), from parliament, urban mayors and councillors to LC 1–LCV chairpersons and councillors. These representatives are always in touch with the people and know how to reach them and how to talk to them with promises of material gains through service delivery when corruption is defeated.
- Religious structure – through the very active Inter-Religious Council of Uganda (IRCU), it is easy to reach the same grassroots population with messages of moral regeneration.
- Cultural structure – through the highly respected cultural structure, cultural values of integrity and respect for authority will be inculcated in the same grassroots population.

The IG is actively communicating with the population through the above channels.

2.6 Amending the Leadership Code Act in 2021

The Leadership Code Act was amended in 2021 to include ALL people who earn a salary from government. This increased the number of people required to declare their income, assets and liabilities to the IGG from 25,000 to 380,000 public officers.

3 Main challenges faced in implementing initiatives

- Funding;
- Despondency – the population has watched corruption levels rising and the disparity in quality of life between the political class/technocrats and the grassroots and believes leaders have no interest in combating corruption. They think that there is no political will to fight corruption because they do not see any 'big fish' arraigned before Court;
- Corruption has come to be accepted as a way of life!

4 Results of the innovation

- Figures of the cost of corruption survey are often quoted widely in the media and in different fora;
- The IG has engaged the political structure including the Speaker of Parliament, Prime Minister, several ministers, ALL district chairs, city mayors, IRCU and cultural leaders and they are all excited about the new strategy of taking the war to the grassroots population.
- Through engagements with the Speaker of Parliament and the Minister of Finance, the IG's budget for FY 2022/3 has been boosted by 30 per cent from the current year's budget and there is general goodwill to raise it even further.
- The IG is receiving more whistleblower accounts of corruption and suspected illicit wealth acquisition.

5 Reflections and lessons learnt

- Involve the grassroots in the war vs corruption, it is their war.
- Continue to enhance inter-agency synergies.
- Continue participation in regional and international anti-corruption efforts.

6 Recommendations that could be shared

- Constantly engage policy-makers for budgetary increments with facts and figures.
- Engage the grassroots, they are the victims of corruption so the war vs corruption is their war.

Annex 35. Zambia country presentation



Country Paper Presentation By
Anti-Corruption Commission - Zambia

Acting Director-General, Silumesi Muchula

At The 12th Commonwealth Regional Conference For
Heads Of Anti-Corruption Agencies In Africa

Held At Kigali Serena Hotel, Kigali, Rwanda

3–7 May 2022



1 Introduction

The Anti-Corruption Commission (ACC) in Zambia is the lead agency that is mandated to combat corruption in the country. The Commission was established in 1982 through an Act of Parliament and has been in existence for the last 40 years.

The initial mandate of the Commission focused more on corruption in the public sector. However, over the years, a number of changes have occurred regarding the country's legal framework towards combatting the scourge of corruption. As such, the ACC is mandated to fight corruption in both the public and the private sectors.

Other governance and oversight institutions that complement the fight against corruption are in existence and these include the Financial Intelligence Centre, Drug Enforcement Commission, Zambia Police Service, Office of the Auditor-General, Office of the Public Protector, just to mention a few.

2 Mandate of the Commission

The ACC is mandated by the Anti-Corruption Act No. 3 of 2012 to carry out the following functions:

2.1 Investigations and prosecutions

The Commission initiates investigations and investigates and arrests suspects of corruption. It also prosecutes its own cases in the courts of law.

2.2 Corruption prevention

Corruption prevention is realised through conducting Corruption Vulnerability Assessments and Integrity Checks, the formation of institutional Integrity Committees (ICs) and compliance inspections.

2.3 Public education

This is achieved through various awareness programmes, which include media programmes through electronic and print platforms, public and private sector education, community interactions, stakeholder partnerships through civil society organisations and publication of information, education and communication materials for mass distribution.

3 The Commission's Innovation 2020/2021 Year – Annual Integrity Awards

3.1 Background to the innovation

The Commission conducted a National Governance Survey in 2004 that revealed that there existed a high prevalence rate of corruption at most points of service delivery in public institutions.

Information within the Commission from various reports also showed that fraud, manipulation of systems, misuse and conversion of public assets, conflict of interest and poor work culture were all rife in Zambia's public institutions.

In addressing the above concerns, the Commission envisioned that formation of ICs would be an effective way of institutionalising corruption prevention.

The objective of the IC Programme in Zambia is to enhance institutional performance by making anti-corruption and integrity the way of life in service delivery by every public and private institution.

Currently, all public institutions are legally mandated to form ICs as a measure of preventing corruption as provided for in Section 6 (1) (iv) of the Anti-Corruption Act No. 3 of 2012.

3.2 Rationale of Annual Integrity Awards

The reasoning for initiating and implementing the Annual Integrity Awards is to achieve the following determinations;

- 3.2.1 To provide a self-reflective mechanism to help enhance integrity development efforts in respective institutions.
- 3.2.2 To recognise and encourage ICs that are performing well to continue on the same trajectory.
- 3.2.3 To encourage ICs that may not be performing well to emulate those doing well or to strive to do well.
- 3.2.4 To set a benchmark or baseline for monitoring improvement, over time, in the performance of ICs.

3.3 Ranking of Integrity Awards

The following categories are considered to rank ICs for the award;

- 3.3.1 Best Performing IC – Overall
- 3.3.2 Best Performing IC – Leadership
- 3.3.3 Best Performing IC – Organising for Integrity Development
- 3.3.4 Best Performing IC – Innovation
- 3.3.5 Best Performing IC – Best Practice

3.4 Summary of the ranking

- 3.4.1 **Overall** – This rank measures the overall performance of an organisation using an aggregate score considering innovation, organising for integrity development, leadership and best practice.
- 3.4.2 **Leadership** – This assesses the general commitment of leadership being provided by management of the institution to which an IC belongs. It should be noted that IC guidelines require Chief Executive Officers to effectively monitor the implementation of their respective ICs.

3.4.3 **Organising for Integrity Development**

This category measures the institution's commitment to integrity development through activities such as induction for IC members, sensitisation on the existence of the IC, induction of employees and engagement of a fulltime secretariat for the IC.

3.4.4 **Innovation**

This aspect measures the unique initiatives and activities that are implemented by an IC that supersede the standard of IC guidelines and the ability by an IC to implement activities amidst the COVID-19 pandemic.

3.4.5# **Best Practice**

This measures the best practice documents put in place to prevent corruption. Some of the documents considered in this category include:

- Gift and Benefits Policy
- Gift Register
- Conflict of Interest Policy/Guidelines
- Code of Ethics
- Human Resources Policy
- Whistleblower Policy
- Customer Service Charters

The ICs are ranked according to their performance, which is determined using 31 indicators, where each indicator has a total of 5 scores allocated to it. The ICs are then ranked according to the percentage score, which is out of a total possible score of 155 for all indicators.

The higher the score, the better the rank. In cases where institutions have the same score, they will share the rank.

4 Expected Impact of the Awards

The implementation and promotion of the Integrity Awards are expected to achieve the following impact:

- 4.1 Improved service delivery in both public and private institutions.
- 4.2 Enhanced transparency and accountability in public service delivery.
- 4.3 Prudent utilisation of public resources.
- 4.4 Improved access to basic services by the public.
- 4.5 Reduction in incidences of corrupt practices at points of service delivery.

5 Conclusion

It is important to note that any country whose interest is to deliver goods and services to its people in a cost-effective, efficient and timely manner needs to promote ethical conduct, integrity and professionalism in all aspects of society. This calls for implementation of methodical approaches to supplement the existing punitive measures that are in place to fight corruption. As such, anti-corruption agencies will need to execute holistic approaches to deal with the challenge of corruption.

Annex 36. Communiqué of Resolutions Adopted by Heads of Anti- Corruption Agencies in Commonwealth Africa

THE 12TH REGIONAL CONFERENCE AND AGM OF HEADS OF ANTI CORRUPTION AGENCIES IN COMMONWEALTH AFRICA, KIGALI, RWANDA

THEME: COMBATTING CORRUPTION FOR GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT IN AFRICA

RESOLUTIONS

WE, the Heads and Representatives of Anti-Corruption Agencies in Commonwealth Africa, meeting at the twelfth Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa (Conference) and AGM hosted by the Office of the Ombudsman, Rwanda, in collaboration with the Commonwealth Secretariat at Kigali from the 3rd - 6th May 2022,

APPRECIATING the invaluable support and warm hospitality provided by the Government of Rwanda, the Office of the Ombudsman of Rwanda, the honour of the presence of Rt. Hon. Edouard NGIRENTE, Prime Minister of the Republic of Rwanda, who opened the Conference,

FURTHER APPRECIATING the Commonwealth Secretariat for the support and participation of the Secretary-General of the Commonwealth, Rt. Hon. Patricia Scotland,

RECOGNIZING that corruption continues to be a key challenge in the Region and there is a need to strengthen continental and international cooperation and collaboration among the Anti-Corruption Agencies in Commonwealth Africa,

CONCERNED ABOUT the heavy losses that Africa suffers as a result of illegal transfers of proceeds of corruption and crime and illicit financial flows out of Africa,

ACKNOWLEDGING the benefits of a platform for discussing emerging issues and sharing good practices and Country innovations in the fight against corruption, public sector management practices, the rule of law, transparency and accountability,

SATISFIED that a full exchange of views and innovative experiences among Anti-Corruption Agencies and other participants has taken place at the Conference,

IMK

Uwembe

1

1. RESOLVED to:

- i) pursue both preventive and enforcement measures in the fight against corruption within the unique context of each Country;
- ii) strengthen co-operation and partnership with local, regional and both International and Civil Society Organizations and Media;
- iii) enhance capacity building of investigators and prosecutors of corruption offences;
- iv) convey to their respective Governments the importance of having Integrity Officers and anti-corruption units within Government, Ministries, Departments and Agencies;
- v) engage and empower the citizens to demand transparency, accountability and effective service delivery;

2. CALL upon:

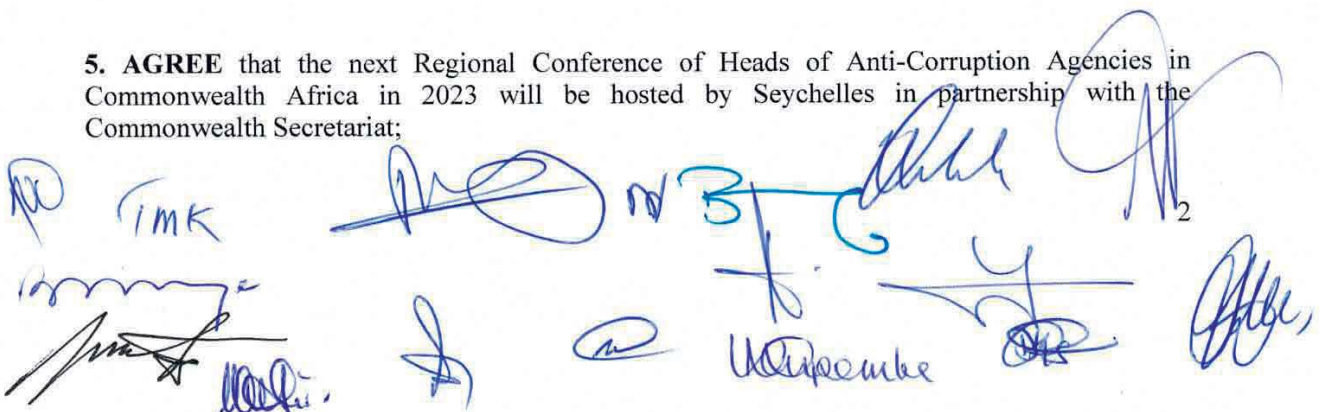
- i) the Secretary-General of the Commonwealth and the Government of the Republic of Rwanda to include Anti-Corruption measures including prioritization of the recovery of proceeds of crime, artefacts and illicit financial flows out of Africa as part of the resolutions of the Commonwealth Heads of Government Meeting (CHOGM) to be held in Kigali 2022;
- ii) Member Governments to adopt and implement legislation on declaration of assets and civil asset recovery and forfeiture as part of anti-corruption measures;
- iii) Member Governments to acquire e-governance platforms as part of anti-corruption measures;
- iv) Heads of Governments to provide adequate resources to Anti-Corruption Agencies;
- v) Heads of Government and international community to strengthen collaboration towards speedy and unfettered repatriation of recovered assets to African Countries;

3. EXPRESS appreciation to:

- i) the President of the Republic of Rwanda for hosting the Conference;
- ii) the Office of the Ombudsman of Rwanda for the warm hospitality extended to the Delegates during their stay in Rwanda and the success of the Conference;

4. FURTHER EXPRESS profound appreciation to the Secretary-General of the Commonwealth and Commonwealth Secretariat for the continued support to the Association of Anti-Corruption Agencies in Commonwealth Africa and co-sponsoring and co-organizing the twelfth Conference;

5. AGREE that the next Regional Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa in 2023 will be hosted by Seychelles in partnership with the Commonwealth Secretariat;



A collection of approximately 15 handwritten signatures in blue ink, arranged in two rows. The signatures vary in style, with some being highly stylized and others more legible. Some signatures include initials or names, such as 'IMK' and 'Uwemba'. There are also some numbers, like '2', written near some of the signatures.

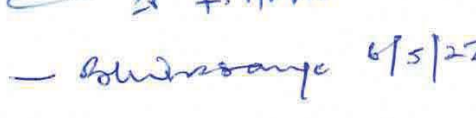
6. ELECT Rwanda, Chief Ombudsman as the Chair and Seychelles Head of Anti-corruption Agency as the Vice-Chair of the Association of the Anti-Corruption Agencies in Commonwealth Africa.

DECLARED AND SIGNED AT KIGALI - RWANDA, ON FRIDAY 6, MAY 2022

Botswana 

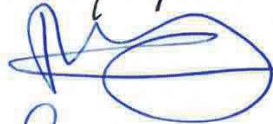
Uganda -  6/5/22

Cameroon 
Dr. F. Aminko

NIGERIA -  6/5/22 (ICPC - N. Javir)

Ghana -  6/5/22 

KENYA



6/5/2022.

LESOTHO



MAURITIUS

 6/5/22

ESWATINI



SEYCHELLES  06.05.22

Mozambique

NIGERIA EFCC  6/5/22

SOUTH AFRICA  06/05/22.

TANZANIA  06/05/22

ZAMBIA



6/5/22

RWANDA NIREKE Madeline  6/5/2022³

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