

The page features three large, light blue, 3D-rendered spheres of varying sizes. Two are positioned in the upper right quadrant, and one is in the lower right quadrant. Thin, light blue lines extend from the top left and bottom right corners towards the spheres, creating a sense of depth and movement.

**4TH COMMONWEALTH REGIONAL
CONFERENCE FOR HEADS OF ANTI-
CORRUPTION AGENCIES IN AFRICA;
MOVENPICK HOTEL, ACCRA, GHANA;
MAY 26-30, 2014**

***COORDINATING THE NATIONAL ANTI-CORRUPTION
AGENDA WITHIN THE COMMONWEALTH***

CONFERENCE REPORT

**Prepared by Dr Roger Koranteng & SAMCUD Consulting
5/1/2014**

**FOURTH COMMONWEALTH REGIONAL CONFERENCE FOR
HEADS OF ANTI-CORRUPTION AGENCIES IN AFRICA;
MOVENPICK HOTEL, ACCRA; 26 – 30 MAY, 2014**

*Coordinating the National anti-Corruption Agenda within the
Commonwealth*

CONFERENCE REPORT

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ACRONYMS

ACA	Anti-Corruption Agencies
CAACC	Commonwealth African Anti-Corruption Centre
CHRAJ	Commission for Human Rights and Administrative Justice
CONAC	National Anti-Corruption Commission of Cameroon (English)
CSO	Civil Society Organization
DCEC	Directorate on Corruption and Economic Crime
EFCC	Economic and Financial Crimes Commission
EOCO	Economic and Organized Crime Organization
GIMPA	Ghana Institute of Management and Public Administration
ICPC	Independent Corrupt Practices and Other related Offences Commission
MDAs	Ministries, Departments and Agencies
NACAP	National Anti-Corruption Action Plan
NACSAP	National Anti-Corruption Strategy and Action Plan
NVC	National Values Curriculum
PCCB	Prevention and Combating of Corruption Bureau
UNCAC	United Nations Convention against Corruption

I. INTRODUCTION

1. This report is a record of the proceedings of the 4th Commonwealth Regional Conference for Heads of Anti-Corruption Agencies in Africa held from the 26th -30th May, 2014 at the Movenpick Hotel, Accra under the theme “**Coordinating the National Anti-Corruption Agencies within the Commonwealth**”. The conference was convened by the Commonwealth Secretariat, the Commission for Human Rights and Administrative Justice (CHRAJ) and the Economic and Organised Crime Office (EOCO) of Ghana.

2. The objective of the conference was fourfold:

- a) Strengthen relations between Anti-Corruption Agencies within Commonwealth Africa;
- b) Assist delegates to acquire a firm grasp of the value added functions of emerging best fit practices and shared innovations;
- c) Assist delegates to appreciate diversity and commonality of strategies to combat corruption on the Continent;
- d) Assist delegates to appreciate the level of individual country performance and challenges in dealing with corruption, identify weaknesses and develop anti-corruption strategies.

II. ATTENDANCE

3. The conference was attended by 40 representatives from 14 African states of the Commonwealth: Botswana, Cameroon, Ghana, Kenya, Lesotho, Mauritius, Mozambique, Zambia, Nigeria, Sierra Leone, Seychelles, Tanzania, Uganda and Zambia.



H.E. John Dramani Mahama and the delegates to the conference

4. Resource persons were drawn from international organizations, civil society organizations (CSOs), non-governmental organizations (NGOs), intergovernmental organizations (IGOs) and private sector organizations also participated: Transparency International, The World Bank, United Nations Office on Drugs and Crime (UNODC), Anti-Fraud Squad of Australia.

5. The list of participants is attached in annex IV



H.E. John Dramani Mahama arriving for the Opening Ceremony of the conference

III. SUMMARY OF THE PROCEEDINGS

Agenda item 1: Opening Ceremony: Master of Ceremonies – Mr. Charles Ayamdo, CHRAJ

6. The session was chaired by the **Director-General of Prevention and Combating of Corruption Bureau (PCCB) of Tanzania, Dr. Edward G. Hoseah**. In his acceptance speech, Dr. Hoseah underscored the fact that Africa, like all other continents, is confronted with the challenges of corruption. He added that corruption undermines democracy, stunts development, denies investments to Africa, robs Africa of its wealth, and undermines the rule of law. He added that though Africa was fighting the scourge, it remained the continent's most daunting challenge.

7. He indicated the Commonwealth Association of Anti-Corruption Agencies meets annually to share experiences and forge the way-forward, so as to advise their respective governments on how to overcome the challenges of corruption.

8. Welcoming remarks were made by the **Commissioner CHRAJ, Ms. Laretta Lamprey**. In her remarks, the Commissioner reminded the participants that no matter what definition one gives to corruption, it remained one of the biggest challenges facing African countries. She added that though some progress had been made in the fight against corruption, anti-

corruption agencies are challenged to show results that indicate that they are rooting out systemic corruption.

9. She indicated that anti-corruption agencies needed to re-examine their strategies and approaches in their fight against corruption. The re-examination was very important because of the nature of corruption, which she said was nebulous and had the capacity to mimic scientific innovations.

10. In conclusion, the Commissioner indicated that to effectively combat modern day corruption, there was the need for anti-corruption agencies to cooperate and collaborate, create reliable networks to share information and to develop synergies within various agencies. She therefore, lauded the presence international institutions and African anti-corruption agencies at the conference, and said this attested to the fact that the Commonwealth was forging international cooperation against corruption.



Section of participants at the Opening Ceremony

11. **The Deputy-Secretary of the Commonwealth Secretariat, Mr. Deodat Maharaj**, in his **remarks** lauded the historical leadership roles Ghana had played in the areas of peace and security. He added that Ghana shared the core values and principles of the Commonwealth, and has always been a model for the rest of the continent.



Mr. Deodat Maharaj, Deputy Secretary, Commonwealth Secretariat

12. On the issue of corruption, the Deputy-Secretary indicated that effectively addressing corruption would have a multiplying effect on the development of the continent. He said, studies had shown that “improving a country’s standing by 2 points on the corruption scale, leads to a 4 percent increase in foreign direct investment”. He warned that if the scourge is allowed to continue, it would undermine the Africa renaissance.

13. He stated that the uniqueness of this conference was its emphasis on cooperation and collaboration not only amongst African anti-corruption agencies, but also with international institutions.

14. Mr. Maharaj continued by quoting Mo Ibrahim who said “nothing, absolutely nothing is good for Africa but good governance”. He indicated that Africa can only achieve the full benefits of its resources through good governance. He cautioned that resource management is critical and that governments should commit to revenue transparency since oftentimes such revenues only come once in a life time.

15. He concluded by expressing the hope that this conference would contribute to promoting transparent and accountable governance.



Section of participants at the Opening Session

16. **The Governance Adviser of the Commonwealth Secretariat, Dr. Roger Koranteng** in his overview of the conference highlighted the genesis of the Association of African Anti-Corruption Agencies (AAACA). The AAACA, he said started in 2011 in Gaborone, Botswana when the Commonwealth Secretariat brought together all heads of anti-corruption agencies from Commonwealth African countries. He indicated that at that meeting the heads of ACAs agreed on the urgent need to strengthen ACAs, and also to meet annual and promote peer reviews. He reported that at the second meeting of the ACAs in Livingston, Zambia in May 2012, the heads agreed to the institutionalization of annual peer reviews amongst ACAs. At this meeting it was also agreed to establish a Commonwealth Anti-Corruption Agencies Secretariat in Gaborone, this has since been converted into a Commonwealth Anti-Corruption Agencies Centre. The Commonwealth Secretariat has committed to supporting the Centre with £1 million for the next four years (ending in 2017).

17. He lauded the fact, it is by no means an accident that Commonwealth countries are performing better than non-Commonwealth countries in Africa.

18. The keynote address was delivered by H.E. John Dramani Mahama, the President of the Republic of Ghana.



H.E. John Dramani Mahama, delivering the keynote address

19. H.E. President Mahama welcomed delegates to the conference and to Ghana with the traditional “Akwaaba” and commended CHRAJ and EOCO for collaborating with the Commonwealth Secretariat to host the conference. He expressed his gratitude to the Government of Botswana for hosting the Commonwealth Africa Anti-Corruption Agencies Centre.

20. He reiterated the fact that annually Africa loses about \$148 billion representing 25 percent of GDP. The losses are as a result of corruption and weak governance. He indicated that ACAs should be worried about corruption and its effect. This, he said, was because corruption knew no boundaries and borders. He added that because corruption had taken on an international character, it was important that ACAs network, collaborate and share best practices.

21. He said that corruption has contributed significantly to the political instability being witnessed on the African continent in the recent past. It has caused numerous serious human rights violations across the continent and created greater gaps of inequality within our societies. He reiterated that the fight against corruption must have an international dimension and, as such, international cooperation is needed to enhance its effectiveness.

22. He intimated that while we all look for the high profile corruption cases, corruption is shrouded in our day to day lives, and our silence helps to promote it. He said citizens look on and regard it as business as usual, and that it is someone else’s business and not their concern. He urged ACAs to drum it home that citizens have the power to fight corruption”.

23. He added that as a country, Ghana is strengthening its systems to make it difficult for corruption to thrive. The legal framework is being strengthened with the public Officers Code of Conduct, National Anti-Corruption Action Plan (NACAP) and Whistle Blowers Protection Bills.

24. He assured heads of ACAs of Ghana's commitment to work in close collaboration with all other countries and organizations such as yours to effectively tackle corruption on our continent.

Agenda item 2

Chair: Deodat Maharaj, Deputy Secretary, Commonwealth Secretariat

25. **Frank Vogl**, an International Anti-Corruption Expert and Co-Founder of Transparency International presented a paper titled “**International Cooperation for Global Fights against Corruption**”.



Dr. Frank Vogl, Co-Founder, Transparency International

26. He began by sharing two thoughts with the conference: first, he said “we have seen two decades of increasing cooperation among a rising number of players across the world around the central mission of eliminating corruption”; second, “we have

enormous opportunities to build on the progress and so work jointly as partners to forge outcomes that benefit all peoples”.

27. He then suggested seven areas where the exchanges of views between Anti-Corruption Agencies (ACAs) and partnerships with civil society can secure further progress in the joint fight against graft:

- *Intensifying cooperation* – he argued that it was critical that ACAs cultivate the culture of learning together.
- *Reputation* – he indicated that success depends on how the public perceives the credibility of institutions that fight corruption. Mass public movements to fight governments are a reality. Anti-corruption agencies are increasingly becoming important in this drive.
- *Public procurement* – use of on-line technology helps to improve transparency and the opportunities for people to take bribe and short-circuit is largely reduced
- *Asset declaration* – presidential and congressional cost \$6.5B and a lot is not transparent. Interest groups put up money for campaigns to get something in return. World Bank shirks away because they say its too political
- *Review the scope of your activities* – scope of agencies need to be expanded (authority to scrutinise defense contracts)
- *Private sector activities* – He indicated that private sector activities and transactions are set to increase in the coming years. It is critical, therefore, that ACAs know how to deal with multi-national corporations, in areas such as permit acquisition, etc. ACA need to adopt to the current changes where the private sector is involved in corruption.
- *Strengthen systems that builds transparency* (1) public access to information fosters good governance, promotes participation of citizens in governance only 12 of 54 countries have adopted Freedom of Information laws, laws that foster good record keeping, records); (2) support whistleblowers – legislation to support and protect whistleblowers (fearful of retaliation is preventing people to blow the whistle); (3) cooperation with civil society and the rule of law

Discussion

- a) Responding to a question on how he finds inspiration to carry on his fight against corruption, Mr. Vogl replied he was inspired by champions.
- b) There was concern with regimes that requested public officials to declare their assets but such declarations are not made public or had no mechanisms to verify such declarations. The general consensus was that asset declarations are difficult to monitor because in most instances assets were locked up in names of members

of families. ACAs were challenged to find innovative ways of addressing this challenge. The example of the United States was highlighted, where a country was very strict on full asset declaration.

- c) A participant raised the issue of the independence of the ACA in practical terms, since ACAs operate as government agencies and relied on government for appointments and funding. Mr. Vogl replied that as an ACA you know it when you are independent. A test of your independence can be done by pushing the barriers, say, prosecuting senior public officials. He said it is only then that you can gauge the level of your independence and how strong your legal framework is.
- d) There was concern about the media which, a participant claimed, had been corrupted, and are used actively by powerful names and corporations to fight the ACA. ACAs were urged to explore and cultivate new alliances with media houses and civil society organizations (CSOs). ACAs were advised to invite many media houses, CSOs and international partners to their functions, as these can help to carry their messages to the populace and international community.
- e) Online journalism and other means of getting information to the public was proposed to ensure freedom of information.

Agenda item 3: Country experiences - Botswana and Cameroon

28. Ms. Refilwe G. Mojez, Directorate on Corruption and Economic Crimes (DCEC) presented a paper *“Innovation by Botswana in the fight against corruption”*



Ms. Refilwe G. Mojez, Botswana

Innovations

- *Sector based investigations* in the following sectors - finance, construction, digital forensic, transport, education and immigration, lands and housing and general investigations;

- *Performance Contracting* - mainstream anti-corruption in the public sector. It is a tool to improve public services delivery and which allows the DCEC to assess performance at the end of each financial year. It is also a mechanism that is used by the ministries to detect corruption. The ministries undertake preliminary investigations in order to reduce the number of cases brought to the DCEC. The use of performance contracting has led to improvement in performance by ministries and better customer service;
- *Internal Training Framework* - This allows the DCEC to focus on individual staff needs rather than organisational needs. The DCEC has got the University of Botswana to design and is sponsoring an undergraduate course on anti-corruption and implementation of work ethics programme for staff;
- *Establishment of a Research and Policy Unit* - designing and developing research programmes into corruption and other related crimes; and
- *Partnership with Ministry of Finance and Development Planning* – this has resulted in the development of an enterprise risk management policy and developing risk profile for ministries.

Achievements

- Broken corruption syndicates especially in the transport and lands sector;
- Built rapport with stakeholders esp. in the banking and telecommunications sector;
- Improved corruption detection capacity;
- Increased implementation of recommendations emanating from Assignment studies; and
- Resulted in prudent financial management

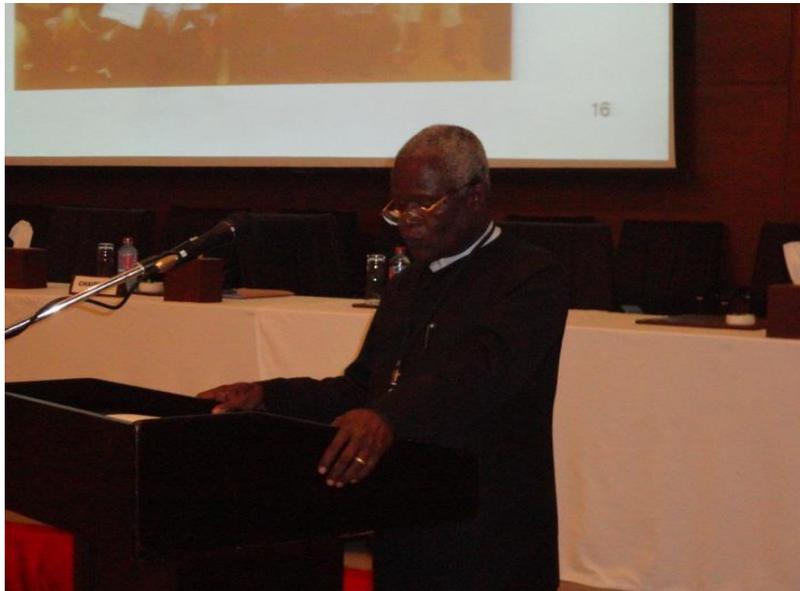
Challenges

- Monitoring and evaluation of anti-corruption initiatives still in formative stage; and
- The Directorate on Corruption and Economic Crime (DCEC) not in a position to conduct impact assessments on anti-corruption strategies and initiatives

Discussions

- Anti-corruption units are formed in ministries are themselves vulnerable to corruption. These units screen cases before recommending to the DCEC in order to reduce the work load of the DCEC;
- Performance contracts are signed by the various ministries and the President. This was benchmarked from Kenya.

29. Rev. Dr. Dieudonne Massi Gams, Chairman of the National Anti-Corruption Commission of Cameroon (CONAC) presented a paper “***Cameroon: When fighting corruption becomes everybody’s business***”.



Rev. Dr. Dieudonne Massi Gams

Innovations

- Development of a National Strategy Against Corruption
- Establishment of a National Coalition against Corruption
- *The Rapid Results Initiative* – This is being used to implement the National Strategy against Corruption. This involves the use of easy and cheap methods to realise activities whose results can be perceptible within 100 days to fight against corruption; and
- *National Integrity Quiz* - This is a quiz competition held amongst the youth with the objective to judge the level of integrity of young people through their mastery of the notions of corruption, strategies to fight against corruption, conduct of a good citizen and integrity as a whole.

Achievements

- Under the Rapid Results Initiative, improvements have been seen in the following sectors of the economy - Health, Public Contracts Sector, Youth and Civic Education Sector, Water and Energy Sector, Public Service and Administrative Reforms Sector, Housing and Urban Development Sector, Mines and Technological Development Sector, Posts and Telecommunications Sector, Sports and Physical Education Sector, State Property, Housing and Land Tenure Sector, Forestry and Wildlife Sector, Education Sector, Promotion of the Woman and Family Sector and the Transport Sector; and

- Awareness created on the need for every citizen to have integrity as a watchword.

Challenges

- The absence of an anti-corruption law and a provision made in the constitution on the declaration of assets and property, limits the actions of the National Anti-Corruption Commission of Cameroun (CONAC);
- CONAC cannot freeze, seize or confiscate assets, nor does it have the power to refer cases to court; and
- Lack of adequate human, technical and logistic resources for CONAC.

Recommendations

- Continue to preach message on integrity by undertaking effective education, targeted sensitisation and accurate communication on good practices.

Discussions

- 589 integrity pacts have been signed by CSOs, NGOs, Chief Directors of Ministries, Private sector and CONAC. The pacts are being monitored by CONAC

Agenda item 4: Country experiences - Ghana

30. Mr. Richard Quayson, Commission for Human Rights and Administrative Justice (CHRAJ) presented a paper ***“Innovative Experiences in the Fight against Corruption: Presentation by CHRAJ and EOCO”***



Mr. Richard Quayson, CHRAJ

Innovations

- Consolidating measures adopted in 2013, focussing on prevention and education, rather than investigation and prosecution and building strong ethics infrastructure;
- Launch of a Specific Code of Conduct for Political Appointees in order to improve integrity within political appointees;
- Strengthening Coordination in the implementation of the Whistle Blowers Act by building capacity of various institutions in the Whistle Blowing Act;
- Training of Officers and Staff on Code of Conduct and new methodologies in anti-corruption such as Whistle Blowing etc. Trained all CHRAG district directors (over 100);
- Strengthening coordination and building more alliances. Emphasis placed on CSOs since they play a key role in the fight against corruption. Their voice are heard both in Ghana and internationally;
- Introduction of new legislation and review of existing anti-corruption legislation- Laws to strengthen legal framework for ensuring that public officers conduct themselves creditably. Examples are Conduct of Public Officers Bill, Witness Protection Bill, Whistleblower (amendment) Bill and a bill seeking to expand the definition of corruption and to harmonise it with the UN and AU conventions against corruption;
- Review of Implementation of UNCAC- adoption of an inclusive and participatory review process- CSOs, steering committee comprising all stakeholders, public launch, national sensitisation programme

Achievements

- Anti-corruption legal framework strengthened;
- Enlargement of space for collective action against corruption;
- Emergence of a coalition of civil society organizations in anti-corruption;
- Empowering citizens to actively fight corruption and hold public officers accountable; and
- Capacity of officers enhanced in new techniques of investigating high value corruption.

Challenges

- Lack of political will;
- High tolerance for corruption resulting in low reporting of corruption by the public;
- Inadequate human and material resources;
- Over politicization of corruption and crime;
- Institutions not strengthened; and
- Implementation of the National Anti-Corruption Action Plan which has been in parliament for the past 3 years.

Discussions

- A participant was concerned that “political will had been listed as a challenge, when the President had indicated he was committed to the fight against corruption”
- Integrity Conference to be held to provide a platform for stakeholders to assess the performance of EOCO and CHRAG over a number of years. Already implementing the National Anti-Corruption Action Plan even though it has not been approved by Parliament;
- MDAs have been sensitised on the Code of Conduct for Public Officials. The Code of Conduct is now a condition for holding public office. Violations of the Code will result in investigations and necessary sanctions imposed;
- MDAs are being involved in the fight against corruption by tasking them to develop programme of activities for fighting corruption in their various units; and
- EOCO deals mainly in organised crime while CHRAG deals with human rights, code of conduct issues, conflicts of interest issues and is also the Ombudsman.

Agenda item 5:

Chair: Betrand

31. Prof. Kwame Frimpong, former Dean of GIMPA presented a paper ***“Challenges of fighting corruption in Africa and strategies for overcoming them”***



Prof. Kwame Frimpong

32. Prof. Frimpong enumerated various examples of corruption in Africa and concluded that corruption was deeply entrenched in the very fabric of most African countries. He revealed that the seriousness of it is that monies move from Africa to the developed world.

33. Prof. Frimpong indicated that one of the challenges of corruption in Africa is its weak democratic governance systems which have been brought about due the absence of strong institutions of governance. He lamented the hybrid system of governance where Members of Parliament were also appointed as Ministers. He said this undermined the institution of Parliament's oversight role on the Executive. He advocated a rethinking of this system. He also proposed and argued an effective and independent judiciary. He said, the executive branch of government wields too much power in terms of appointments and hence can influence decisions at various levels. The opposition, according to him, should be vibrant and effective and that an Independent Public Prosecutor must be established. He said there is also the need for a vibrant media and a strong civil society and recommended the implementation of the recommendations of the Auditor General.

34. He was of the view that merely establishing ACAs was not enough to fight corruption and that they should be made independent and effective by giving them adequate resources and power to educate, investigate and prosecute its own cases. He further suggested the establishment of regional institutions to handle corruption at the continental level.

35. Lack of political will was also seen as one of the challenges to the fight against corruption. He intimated that the enormous executive power, unfortunately, is not used in the area of fighting corruption and suggested that leaders should lead by example.

Discussions

- The Ombudsman's office should be capable of implementing its recommendations. i.e. shouldn't stop at just recommending;
- Report of ACAs has to go to parliament; and
- Declaration of assets if made public usually leads to political issues, however this should not affect the public interest of knowing the assets of politicians.

DAY 2: TUESDAY, 27 MAY, 2014

Agenda item 1:

Chair: Dr. George Larbi, World Bank, Kenya

36. A paper titled **“Strategies for Preserving Integrity and Protecting Anti-Corruption Agencies from being Subverted or Discredited”** was presented by Dr. Roger Koranteng, Governance Adviser, Commonwealth Secretariat



Dr. Roger Koranteng, Commonwealth Secretariat

37. Dr. Koranteng indicated that internal abuse of office, such as tampering with evidence and leaking of information to persons under investigation, can affect the credibility of ACAs. He said that opponents can exploit the credibility gap that an ACA experiences in the wake of a scandal, in order to cut back anti-corruption enforcement. He emphasized the need to recruit the right people, and alluded to the fact that hiring of investigators particularly has been a big challenge for ACAs with some even recruiting from abroad. Managing staff integrity and giving of incentives to staff, according to him, is therefore a key to the success of ACAs.

38. He said top management should commit themselves to stricter ethical standards than what is expected of their staff codes. He noted that ACAs should have a well-managed internal grievance resolution mechanism since internal fault lines can make ACAs appear to be weak and conflicted. According to him, strong internal controls and accountability mechanisms play important roles in preserving integrity and protecting ACAs from being discredited.

39. He added that opponents of ACAs use political parties, media and co-opted state officials in their activities and, therefore, recommended that ACAs should have allies in government, media, civil society and international networks. He suggested that ACAs should look for foreign support to assist with their activities. Examples of such support included financial aid, technical assistance, international media attention and political pressure. He

went on to say that, foreign aid, especially when sustained over time can deter political interference with ACA operations by sending a clear signal of international support.

40. In conclusion, Dr. Koranteng pointed out that high-visibility investigations tend to draw extraordinary scrutiny and that if ACAs made one mistake, opponents would blow it out of proportion. He suggested that ACAs should adhere strictly to the law since even minor infractions could provide an opening for retaliation. He added that ACAs must carefully weigh the risks and rewards of high-level investigations and lower-visibility approaches in a strategic context.

Discussions

- High-level investigations sometimes help improve the anti-corruption standing of an ACA in a country. However, this may not always be the case opponents can use that to discredit the ACA;
- ACAs must know who their stakeholders are. Stakeholder Analysis should be undertaken and a Communications Strategy developed based on that;
- The press are like a double-edged sword, they can destroy or build. Depending on the context, ACAs may sometimes ignore whatever they write against them, or they can respond with the necessary facts that would inure to the advantage of the ACAs;
- Most ACAs focus on improving institutions, however, there is the need to also focus on individuals such as training and motivating staff;
- Corruption is seen as the preserve of government. Most ACAs were therefore set up to deal with public sector corruption, however some also deal with the private sector;
- There is sometimes the need to respond to press issues. This will however depend on the credibility of the newspaper or press house. A Press Statement can be released or a Press Conference organised. Continuing warfare with the press is however unhelpful;
- On-going and consistent monitoring and testing the integrity of staff must be undertaken;
- The environment within which ACAs work must inform their tactics. It should be noted that arrests and prosecutions carry a lot of negatives. There is therefore the need to concentrate on preventive measures;
- Realistic targets must be set by ACAs.

Agenda item 2: Country experiences – Kenya and Lesotho

41. **“Asset Recovery through ADR mechanisms - Case of Irregularly regulated public land in Mombasa County”** by Halakhe Waqo, Kenya.



Halakhe Waqo, Kenya

Innovation

- Use of alternative dispute resolution (ADR) in the settlement of cases and recovery of public assets

Achievements

- Two-thirds of lands transferred to companies by corrupt practices were transferred back to the government. This included a recreation park, a bus terminal, clinic and other critical service lands. The value of land transferred back to the government was worth US\$24million;
- The process enabled the settlement of multiple suits under one consent agreement; and
- The consent waived any prosecution of a public officer, or recovery of additional properties not covered in the consent settlement.

Challenges

- The negotiations involved many parties, making it complex; and
- Ignorance and mistrust by the general public and politicization of the process.

42. Mr Litelu Ramaokhoro presented a paper titled “**Innovative Project in the Fight Against Corruption: a multi-sectoral approach to fighting corruption at the national level**”



Litelu Ramokhoro, Lesotho

Innovation

- Holding of the first ever national dialogue on corruption involving 250 stakeholders drawn from key sectors of society, public, private and civil society. The theme for the programme was 'Harnessing political will at all levels of leadership'; and
- Development of the National Anti-Corruption Strategy and Action Plan (NACAP) with a vision of 'A Nation Free from All Forms of Corruption'.

Achievements

- Drafting of the NACAP 2014/15-2018/19

Challenges

- Inadequate technical know-how and expertise in the NACAP initiative;

- Anticorruption oversight bodies are extremely under-capacitated in terms of human, financial and operational resources. This may compromise the effective implementation of the initiative; and
- Sectors providing own budget for anti-corruption work.

Discussions

- All assets are under the national government. The anti- corruption law made it clear that statute of limitation will not be applied on land issues;
- Government officials who transferred the lands to the companies under corrupt practices are still being pursued with some already convicted; and
- Draft plan could be reviewed to replace the Prime Minister as the chairman to oversee the implementation of the NASCAP since this could lead to political interference.

Agenda item 3: Country experiences – Mauritius and Mozambique

43. “Report on Mauritius Corruption Prevention and Education Division” by Isswar Jheengut



Isswar Jheengut

Innovations

- Engaging businesses in the fight against corruption by adopting the Mervyn King Code of Corporate Governance and undertaking Ethics training for Ethical Officers;
- Integrity Pledge for businesses which comprises three levels i.e. adoption of the integrity pledge, integration and validation and external assessment and certification. Each level of commitment however, comes with requirements of what it would mean for the business and what it should do to live up to that level of commitment;
- Research studies are undertaken on problem areas that cut across many public bodies. The results are highly marketable in the media which arouses public bodies and authorities concerned;
- Enhancing public sector integrity by developing a code of conduct for public officials involved in procurement and training of Integrity officers;
- Engaging civil society by empowering them to act as a watchdog so that they can recognize, resist, reject and report corruption while reinforcing civil society integrity. This is usually done through their apex bodies and collaborations with Transparency International (Mauritius); and
- Training of youth in educational institutions as anti-corruption ambassadors. The youth are the main focal point in ICACs educational and sensitization campaign.

Achievements

- Legislative reforms;
- Increasing use of ICT which increases transparency and reduces human contact;
- Integrity Framework for public procurement;
- Setting up of integrity clubs in educational institutions; and
- Engagement of young professionals in anti-corruption initiatives.

Challenges

- Perception of corruption vrs reality;
- Use of ICT in anti-corruption eg. difficult to get digital evidence in support of cases being prosecuted;
- Delays in anti-corruption cases;
- Witness protection; and
- Getting the private sector and the media on board as an effective partner against corruption.

Discussions

- There is the need for ACAs in the various countries to cooperate, especially in the area of exchange of information.

44. Ms. Alda H. Haijate presented a paper titled “**Report on Mozambique Anti-Corruption Agency**”



Alda H. Haijate

Innovation

- Preventive activities- public education of civil servants, state officials, students and community leaders on duties and obligations of the civil servant and laws on anti-corruption issues including witness protection, public probity among others;
- Joint programme with the Ministry of Education through the introduction of anti-corruption contents in the curricula of the primary schools;
- Joint programme to prevent an combat corruption at the borders (land, sea and air) by involving the Police Ministry (i.e. Immigration, criminal Investigation Police and Border Guard) and Tax Authority of Mozambique;

- Member of a number of a number of international organisations that help in anti-corruption activities such as the Commonwealth and interactions with UNDP and African Development Bank;
- Electronic Customs Management System, a standardised and flexible electronic management system. The aim of the system is to equip the Customs division with tools for facilitating trade and improving the business environment with innovative solutions. This comprises of two distinct electronic subsystems that interact each other. i.e. Customs Management System and TRADENET, a software platform designed to allow interconnection and exchange of information with all users of the Customs process i.e. customs brokers, shipping companies, port operators, commercial banks etc.

Achievements

- Used for the award of contracts and gives full transparency;
- Flexible tool with less cost and less operation time and used by a number of institutions in the country;
- Automatic clearance of goods and validation of customs declarations, reducing the risk of human error; and
- Information handled with high security, confidentiality and privacy.

Challenges

- Users resistance to change; and
- Frequent electric power cuts.

Discussions

- In order to prevent electronic fraud, only custom officials have access to the electronic custom management system. Officials of Customs also have different levels of access, depending on their ranks and levels of authority.

Agenda item 4: Country experiences – Zambia and Namibia

45. Zambia Country Paper on Innovations and Initiatives in the Fight Against Corruption by Lawrence Hansingo, Anti-Corruption Commission

Innovation

- Establishment of Special Investigative Unit for the purpose of conducting financial investigations and intelligence gathering. Capacity of are built for especially officers of investigations and prosecutions departments;

- MOU signed to enable the ACC to extract cases of corruption from the reports of the Auditor General's Office and conduct investigations into these cases;
- Public awareness programmes such as formation and support of anti-corruption clubs, holding of Provincial Youth Festival, sensitisation of National Anti-corruption Policy to community leaders, support to CSOs through to educate the general public, sensitisation of women farmers on anti-corruption issues and inclusion of anti-corruption issues in the curriculum of schools;
- Corruption vulnerability assessment being conducted in some public institutions in order to identify corruption risks. CSOs to be involved the tracking of expenditure on projects;
- Observers at Tender board meetings of MDAs in order to promote accountability and transparency; and
- Training programme conducted for Integrity Clubs aimed at equipping them with the necessary technical competencies to enable them carry out their mandate of corruption detection and prevention within their institutions. Their performance is being assessed by an Independent Consultant.

Achievements

- More stakeholder involvement in the anti-corruption fight eg. use of CSOs; and
- Reduced expenditure for the fight against corruption through the involvement of Integrity Clubs.

Challenges

- Inadequate experience by investigators and prosecutors to handle complex financial and other related cases;
- Inadequate funds to roll out all the initiatives;
- Initial resistance of some groups like the traditional leaders to participate in the scrutiny of traditional practices that might promote corruption; and
- High rate of mobility of trained Integrity Committee members.

Discussions

- There is the need to engage traditional leaders in the fight against corruption;
- Being observers at Tender Board meetings might make the ACA seem to be part of the process and would be blamed if any corruption issues are identified. This needs to be looked at; and
- Capacity of ACAs must be built in order for them to undertake financial investigations.

46. “**Namibia Country Paper on Innovations and Initiatives in the Fight Against Corruption**” presented by Namupa Nengola, Namibia



Namupa Nengola

Innovation

- Development of an Anti-Corruption Strategy and Action Plan. The aim of the strategy is to provide a well-coordinated, holistic and integrative national anti-corruption plan which mandates all stakeholders to pro-actively participate in the prevention and fight against corruption;
- Implementation of the Case Management System (goCASE) which enables the Directorate of Investigation to analyze and manage information in a systematic way that enables investigators to compile reports that include all available evidence in an understandable and logical format;
- Integration of Anti-Corruption Topics into curriculum of educational institutions. An anti-corruption manual for teachers has been developed in collaboration with the National Institute for Educational Development;

- Public awareness raising by celebrating the International Anti-corruption day with focus on the youth. There is also a youth corner in the national newspapers where interviews are held with the youth in order to seek their views on corruption; and
- Research findings on corruption in Namibia are used as the basis for discussions with the relevant stakeholders in order to improve on transparency, accountability and good governance.

Achievements

- Draft National Anti-corruption Strategy developed;
- Improved efficiency and effectiveness in handling cases and reduced number of days investigators will need to finalize investigations; and
- Security and integrity of information enhanced.

Challenges

- Services of the commission not fully accessible to all Namibians;
- Inadequate financial and human resources to properly build capacity; and
- Inadequate expertise among staff.

Discussions

- There should be a good relationship with the ACA and the Prosecutor General.

Agenda item 4: Country experiences – Nigeria

47. Ms. Ola Oji, Economic and Financial Crimes Commission (EFCC) of Nigeria gave a presentation titled “**Innovative projects done in the fight against Corruption in Nigeria**”

Innovations

- Educational programme- Public interface Unit use a number of social media platforms to publicise its activities, Anti-corruption sensitisation campaigns in MDAs, Publication of anti-corruption manuals being distributed in churches and mosques, Setting up of Integrity Clubs and zero tolerance for corruption;
- MOUs signed with a number of international agencies. Some of the benefits include training of operatives by external agencies;
- Thorough vetting of staff to ensure competent and dedicated staff are employed;
- Setting up of Financial Intelligence Unit and Special Central Unit against money laundering;
- Special attention being given to crude oil theft and judicial corruption; and

- Setting up of joint national task force and joint training with other ACAs in Nigeria. There is also inter-agency collaboration between EFCC and ICPC.



Ola Oji, EFCC

Achievements

- Simple pocket notebooks used as evidence in court;
- Cash recoveries; and
- Convicted high level officials.

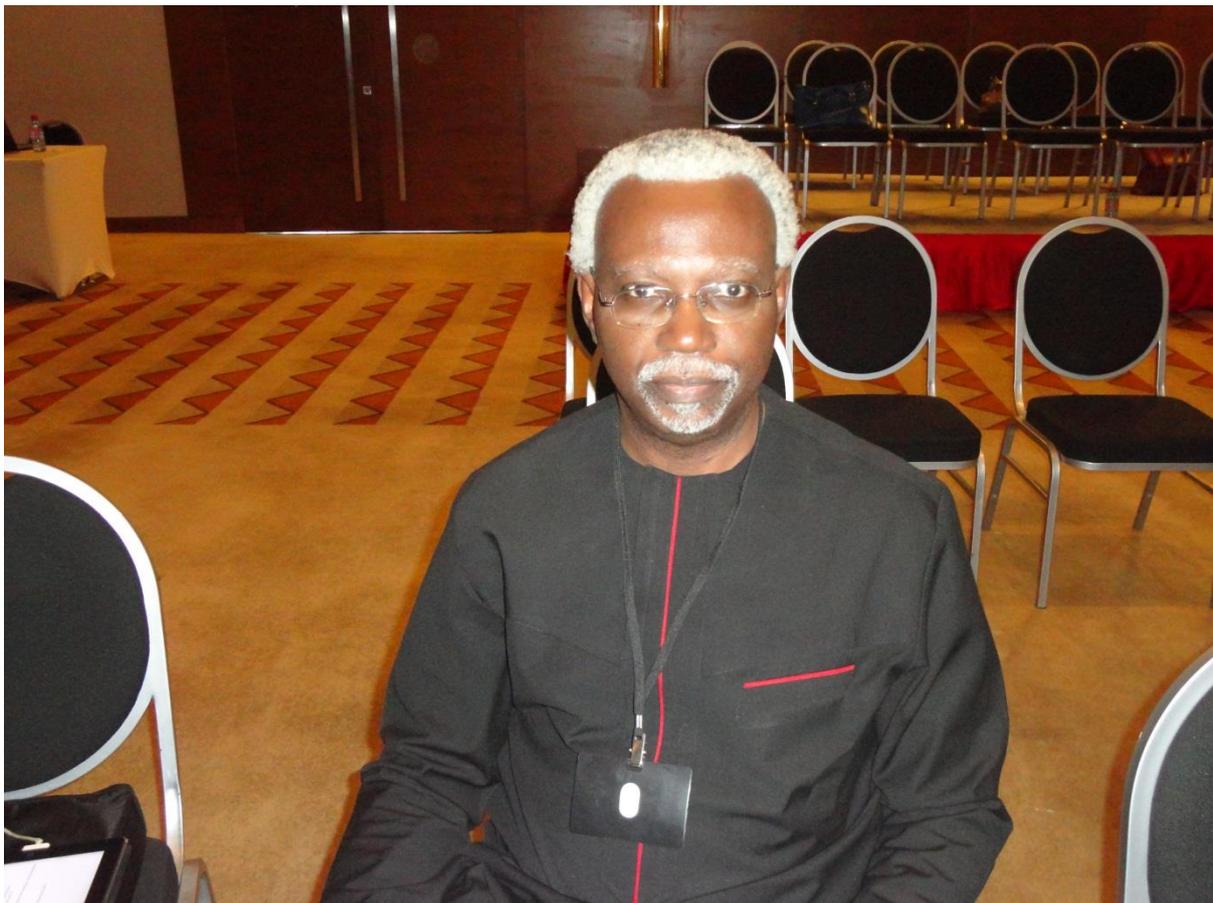
Challenges

- Media innuendos; and
- Refusal of some foreign agencies to disclose information.

Discussions

- Religious organisations could be used as a medium to educate the populace on corruption issues since there is even serious corruption in some of them

48. Mr. Ekpo Nta, Independent Corrupt Practices and Other related Offences Commission (ICPC) Nigeria gave a presentation titled **“Role of Innovation by an Anti-corruption Agency in the Fighting corruption in the Nigeria Educational Sector- An ICPC Perspective”**



Ekpo Nta

Innovation

- Implementation of the National Values Curriculum (NVC). There are plans to make civics, ethics and national values compulsory examination subjects in secondary schools;
- Launching of NVC Teachers Guide for the teaching of the expanded scope of the NVC Train the Trainer programme undertaken for selected teachers;
- Partnership with school proprietors through their apex bodies;

- Formation and funding support for Integrity Clubs in schools and organising competitions that promote the ideals in the NVC;
- Mentorship visits by senior citizens with good records to their alma mater as role models;
- Excursion by student to ICPC offices. They watch films and interact with ICPC education staff in order to gain firsthand knowledge on how ACAs work;
- Interactive visits to tertiary institutions to encourage and sustain youth participation in the anti-corruption crusade. Student Anti-corruption Vanguard set up to promote non-violent options in dealing with corruption on campuses. Integrity lectures are also delivered in the tertiary institutions and sponsorship of student dissertations;
- System Studies and review of Nigeria Universities undertaken; and
- Journal on corruption studies and law reports.

Achievements

- Universities empowered- They have voluntarily began the resolution of some identified corruption prone processes, formed anti-corruption units in the universities, developed Code of Ethics Guide among others;
- Successful implementation of the NVC;
- Effective partnership between ICPC and agencies within the educational sector and UNDP in the fight against corruption;
- Prosecuting of people found to be guilty of degree awarding activities; and
- Journal on corruption studies and law reports.

Challenges

- Inadequate funding and logistics to implement activities;
- Cynicism and suspicion by some academics; and
- Lack of trained corruption risk assessors.

Discussions

- There is the need to engage independent evaluators to evaluate initiatives; and
- ACAs and other related agencies should undertake joint operations and training programmes. They can also meet periodically to review activities and strategize.

Agenda item 5: Conference Presentation

49. Mr. Tim Steele, United Nations Office on Drugs and Crime (UNODC) presented a paper titled **“Prosecuting Corruption in Commonwealth African Countries”**

50. Mr. Steele, adopted an Interactive Session approach in discussing the topic. He however came out with three models below and asked participants to indicate which of the models were being practised in their various countries. The models presented were:

Model 1: ACA has the power to investigate, but the Attorney General prosecutes

Model 2: Attorney General makes the decision and ACA prosecutes; and

Model 3: Both decision and prosecution done by the ACA.



Tim Steele

51. The exercise revealed that most of the participating countries practised the first model, i.e. ACA has the power to investigate but the Attorney General prosecutes. Participants, however, came out with the following issues:

- Members of government are most of the time caught up in corruption. However, since the Attorney General is part of government, it makes it difficult for him to prosecute them. Interestingly, majority of ACAs in Africa have the ability to prosecute;
- There should be a balance between checks and balances and expediency to prosecute;
- ACAs who do not have the power to prosecute get frustrated if decision to prosecute delays since there is always pressure on the ACA to expedite prosecution;
- Some of the benefits of giving ACAs prosecuting powers include faster prosecution, good investigations etc. This will make them work effectively. It was however agreed that there should be specialised prosecutors; and

- The public sometimes sees ACAs as toothless bulldogs if they do not have the power to prosecute. However, it was advised that the ACA should ensure it has the capacity to prosecute before asking for powers to prosecute.

52. The resource person highlighted the dilemma faced by Attorney Generals in most African countries since they double up as Ministers of Justice. He wondered how a Minister who is supposed to advise colleague ministers can end up prosecuting them if they are caught up in corrupt acts.

53. He debated the pros and cons of the Anti-Corruption Agency having the powers to investigate and prosecute cases. He indicated that for the ACA to do both, it must have the requisite legal backing, as well as the resources and expertise to do so. Where the ACA lacks the expertise it should delegate such roles to the Attorney-General's department since they have specialization in that field.



Cross-section of participants at plenary

DAY 3: WEDNESDAY, 28 MAY, 2014

Agenda item 1: Conference Presentation

55. ***“Overview and types of Transparency International work and its relevance in fighting corruption”*** by Chantal Uwimana, Transparency International, Headquarters, Berlin, Germany.



Chantal Uwimana, Transparency International, Africa Director

56. A two-minute documentary developed by Frank Vogl on public reactions to corruption and its relation to national and regional security was shown to delegates.

57. The presenter started by giving some facts about TI. She revealed that TI was founded in 1993 and has more than 100 chapters worldwide with seventeen in Africa.

58. She indicated that TI is now placing more emphasis on engaging citizens in the fight against corruption and added that most ACAs see CSOs as enemies since they seem to be always criticising but there is the need for them to engage them in the fight against corruption. TI, according to her, is also raising awareness on corruption issues and undertaking evidence-based advocacy.

59. She outlined the programmes and projects of TI as follows:

- Transparency, Accountability and Participation in Basic Services (Education, Health and Water);

- Climate Finance Integrity;
- Public Procurement;
- Defence and Security;
- Humanitarian Assistance Integrity; and
- Advocacy and Legal Advice Centres (ALAC).

60. She stressed that emphasis is placed more on the Advocacy and Legal Advice Centres which offer free legal advice to victims of corruption and advocate for changes in the system. Data from ALACs, she indicated, helped to identify sectors most affected, for example land administration, health and education. Under the Public Sector Integrity, they looked at local governance, public procurement, open governance and political corruption.

61. She informed the conference that there will be a Global Forum of over 1,500 delegates, including heads of states, public sector, private sector and civil society in Tunis from October 21-24, 2014 under the theme, *“Ending Impunity - the people, integrity and action”*.

Discussions

- CSOs are sometimes used by political opponents to topple governments. There is also a link between corruption and regime change. TI, however, has put in place the necessary mechanisms to ensure that their Chapters are non-partisan;
- Chapters go through a rigorous membership accreditation process before being accredited by TI. TI has one chapter per country. Accreditation road map will be sent to delegates; and
- TI has an agreement with some countries to collaborate in the fight against corruption. For example, the Cameroun chapter monitors elections and Rwanda has an MOU with TI to assist in sensitisation and awareness campaigns.

62. Santhosh Srinivasan, Transparency International made a presentation titled ***“Explaining the CPI methodology employed in the Corruption Perception Index”***

63. The presenter revealed that TI has five different types of corruption measurement, namely,

- Corruption Perception Index;
- Global Corruption Barometer;
- Private Sector Corruption Tools;
- National Integrity System Assessment; and
- Local Integrity System Assessment.

64. He said that the most popular one was Corruption Perception Index (CPI). He informed the conference that the CPI was 'an aggregate index that scores and ranks 177 countries and territories from around the world on the perceived level of corruption in the public sector'. This, he said, was calculated using an updated methodology and presented on a scale of 0-100. An index close to zero implies the country is less corrupt.

65. The CPI, according to him, comes out once every year in December and that TI does not undertake primary data collection but rather depends on thirteen different data sources from a mix of organisations. He added that each data is re-scaled to 0-100 and the average of all the sources is taken for each country. The data sources, he revealed, measures corruption perception of experts and business executives both in country and abroad, rule of law and institutional effectiveness, accountability and integrity of public officials and implementation of anti-corruption initiatives.



Santhosh Srinivasan Transparency International, Berlin, Germany

66. He indicated that the criteria for selecting the data sources are reliable data collection methodology and credibility of the institution, data about corruption in the public sector, quantitative granularity, cross country comparability and multi-year data set.

67. He, however, stressed that the CPI works like a thermometer that shows the problem but does not tell what is causing it, it shows only the extent of public sector corruption. 70%

of countries globally, he revealed, score below 50 and advised that countries focus on improvement of their scores rather than the ranking.

68. The presenter said the next popular index was the Global Corruption Barometer (GCB) which was first done in 2002 to complement the CPI. He explained it to be the largest cross-country survey to collect the general public's perceptions and experiences of corruption and bribery in their country. This, he said, covers 109 countries around the world and depends on primary data collection with 1,000 people surveyed per country. He revealed that the Police and Judiciary are perceived to be among the most affected by corruption in Africa.

69. He ended his presentation by saying that the way forward for the GCB was to regionalise it by creating separate regional corruption surveys eg. Africa, Europe and MENA. TI will also partner with regional institutions in Africa to come out with Afro-barometer.

Discussions

- CPIs help countries to come out with measures to deal with corruption, once they realise they are not performing on the index;
- CPI is the most popular corruption index since it has been done for the past 20 years. Efforts are being made to make the other indices popular, especially on bribery.
- CPI is sometimes perceived to affect FDIs and financial aid inflow to the most corrupt countries. However, no study has been done to confirm this;
- Only one source, out of the thirteen sources, is Africa based. There is therefore the need to include more data sources from Africa. An example is the Mo Ibrahim and APRM. There is also the need to include that of the private sector and also to consider balancing the quantitative data with qualitative ones to make it more representative;
- CPI should recommend solutions and also take initiatives and reforms into consideration;
- TI is funded by 75% from development agencies and the rest from in-kind donations from corporations; and
- There should be an MOU between ACAs and TI in order to help take the negative perception of CPIs on the part of ACAs out. ACAs can assist by validating data used for the computation of the CPI.

Agenda item 2: Country experiences – Tanzania and Uganda

70. **“Country Paper on Innovations and Initiatives in the Fight Against Corruption in Uganda”** presented by Wangadya Fauzat Mariam, The Inspectorate of Government.

Innovations

- Data Tracking Mechanism- This is a tool that was developed to monitor and track corruption trends on an annual basis using empirical data. The objectives are to monitor public reform efforts and illuminate weaknesses in public functions which allow corruption to persist and to promote an informed public discourse about corruption, providing public officials with a wide range of sources of information;
- Short Message Reporting System- This is a toll free SMS corruption reporting hotline called 'Report 2IG' with the slogan 'Expose Corruption'. The hotline allows citizens to immediately report grievances to the Inspectorate of Government (IG) at no cost at any time. There are four genuine complaints per day out of 20;



Wangadya Fauzat Mariam

- Social Accountability Community Monitoring- The objective is to build the capacity of communities to monitor government funded projects in order to enhance transparency and accountability. The IG is working with a CSO consortium that will train identified Community Monitoring Groups on their roles and responsibilities. Each of the trainers will be given smart phones to send reports to the IG; and
- Integrity Ambassador Clubs- These are anti-corruption associations of students with the goal to inculcate and advocate for integrity and good governance in educational institutions. This will also help to promote active participation of youth in the fight against corruption. 30 of such clubs have been established to date.

Achievements

- Availability of data on both corruption and anti-corruption activities in the country;
- IGs ability to identify and promptly respond to cases of corruption has been enhanced;
- Use of CSOs in the fight against corruption; and
- Sensitisation of the youth in anti-corruption issues.

Challenges

- Inadequate funding to anti-corruption activities;
- Poor record keeping and data storage; and
- Inadequate staff at the Inspectorate.

Discussions

- Need to utilise technological advancement in the fight against corruption.

71. **“Country Paper on Innovations and Initiatives in the Fight Against Corruption”** presented by Dr. Edward Hoseah, Director General, PCCB.



Innovations

- National Anti-corruption Strategy and Action Plan- This is a preventive model applied to prevent corruption in all four major sectors of society i.e. public sector, private sector, civil society and the media to work collectively and singularly on specific areas of their competence in order to prevent corruption;
- Creating of Assets Tracing and Recovery Unit- This is an effort by the government to repatriate the proceeds of corruption hidden in foreign jurisdictions;
- Strategic Plan- The plan defines the organisations direction and focus and involves setting goals, mobilising common understanding within management and staff, determining actions to achieve the goals and mobilising resources to execute the plans;
- Establishment of Computer Forensic Investigation Unit - This involves the application of investigation and analytical techniques to gather and preserve evidence from a particular computing device in a way that is suitable for presentation and admissibility of evidence in a court of law; and
- goCase System- This is a database system that records all information relating to all cases handled by the organisation. This is also used to track staff performance since responsibilities are assigned to each staff.

Achievements

- Development of a National Anti-corruption Action Plan;
- Establishment of Forensic laboratory for documents examination; and
- Update database on all corruption cases.

Challenges

- High public expectations to see results, especially after effective education eg. prosecutions;
- Collective political will at all levels of leadership to fight corruption. Some recommendations of the Prevention and Combating Corruption Bureau (PCCB) are not implemented; and
- Some sentences meted out do not correspond to the gravity of the scourge. Lenient sentences are sometimes given which will therefore not deter others from engaging in corrupt practices.

Discussions

- The Forensic Laboratory also assists other agencies if the need arises eg. Police;
- PCCB lobbying parliament to ensure stiffer punishments for those convicted of corruption; and

- Staff of PCCB motivated by relatively high salaries, qualification for loans from banks, training programmes, among others. The goCase system is used to monitor their performance.

Agenda item 3: Country Experience – Rwanda and Sierra Leone



Panellists at one of the sessions

72. Country Paper on Innovations and Initiatives in the Fight Against Corruption

Innovation in Rwanda presented by Mrs. Cyanzayire Aloysie, Office of the Ombudsman.

- Advisory council to fight against corruption and injustice- This comprises fourteen heads of public institutions and representatives from the private sector and civil society. The Office of the Ombudsman is the chair. The forum discusses strategies to fight corruption;
- Monitoring of implementation of the Leadership Code of Conduct- The code of conduct is intended to promote integrity and transparency among Rwandan leaders;
- Anti-corruption Clubs- These are composed of youth in educational institutions and other youth groups. They support the Office of the Ombudsman in sensitisation on anti-corruption issues;

- Anti-corruption Week- Various activities are carried out aimed at creating awareness and encouraging citizens to play a role in combating and reporting corruption;
- Youth anti-corruption Day- This celebration aims at raising youth awareness on the bad effects of corruption. Various activities are organised to mark the day;



Mrs. Cyanzayire Aloysie

- Good governance competition- These are organised in all the 30 districts of Rwanda. The objective is to assess districts innovations, creativity and strategies in terms of preventing and fighting corruption;
- National Anti-corruption Policy- Institutions involved in the implementation of the policy submit quarterly reports which are discussed at the Advisory Council to fight against corruption and injustice;
- Networking Information System- The Office of the Ombudsman has set up a system to receive information from informers which serves as basis for investigations;
- Operational audits- The objective of these audits are to detect loopholes of corruption and provide recommendations for improvement;

- Declaration of assets- Government officials declare their assets to the Office of the Ombudsman; and
- MOU signed with the Police in order to exchange information on corruption and conduct joint investigations when necessary. A list of convicts is also published.

Achievements

- Awareness created on zero tolerance to corruption policy;
- Regular information on corrupt practices received through telephone calls, emails, letters etc; and
- 98% of government officials met the deadline to declare their assets in 2013, the remaining 2% declared after facing sanctions.

Challenges

- The media not really playing a major role in raising awareness on corruption issues;
- Private sector not much involved in the fight against corruption;
- Some citizens not yet committed to report corrupt practices; and
- Poor skills of staff of the Office of the Ombudsman.

Discussions

- There is the need to collaborate with international agencies to fight corruption; and
- A system could be set up to get information on corrupt practices from informants.

73. **“Share the experience: Fighting corruption in Sierra Leone”** presented by Joseph Kamara, Anti-Corruption Commission.



Joseph Kamara

Innovations

- Systems and procedures of public bodies are reviewed to identify any loopholes that will aid corruption;
- Monitoring implementation of government contracts to ensure there are no corrupt practices;
- Asset declaration- There is a compulsory declaration of assets by government officials. These are verified and monitored and those who fail to declare or do not give the right information are sanctioned;
- Improving perceptions- The following measures have been put in place to improve perceptions of the public- decentralising the agency's operations, civil society participation, citizens service charter and freedom of information;
- The commission now has the powers to independently investigate and prosecute its cases without recourse to the Attorney-General and Minister for Justice; and
- Pay no bribe campaign- A data system has been set up to log bribery complaints through text messages and phone calls. Ministries will be responsible for its implementation and those found guilty will be sanctioned according to the law.

Achievements

- Drastic increase in cases investigated and prosecuted and recovery of funds;
- Passing of the Right to Access to Information Act; and
- 200% increase in revenue collection through the advice of the commission.

Challenges

- High levels of bribery; and
- Negative perception of the public on the fight against corruption.

Discussions

- ACAs must have a very good relationship with the judiciary;
- The commission members declare their assets to parliament;
- Media will be engaged through training of journalists, writing of positive articles about the fight against corruption and meetings with editors guild; and
- MDAs taking leadership role in the citizens charter.

Agenda item 4: Conference presentation

74. ***“Benefits of a training academy dedicated to the fields of Anti-Corruption and Economic Crime”*** Steve Strickland, City of London Police Academy



Steve Strickland

75. Mr Steve Strickland said that the Academy was launched in 2011, during the height of the global economic downturn, showing the importance of the unit. He added that it has a long tradition of delivering economic crime and fraud investigation training and has a mandate for specialist training and dissemination of best practice. The facility, according to him, provides an operational function and not an HR function. He advised ACAs not to underestimate the value of their organisations and collaborations.

76. He outlined the Academy's goals as:

- to protect individuals and businesses nationally and internationally;
- improve quality of investigations and prosecutions;
- to improve prevention activity;
- to improve intelligence activity and capture national learning.

77. He enumerated some of the activities of the Academy as, capturing knowledge through engagement, continuous design and development (new model of investigation), sustainable training delivery solutions (train the trainer) and prevention through education and engineering (eg. mortgage fraud).

78. He indicated that the Academy also offered special programmes. Some of the special programmes such as: International Fight Against Corruption Programme; Corporate Fraud with Nigeria; Bribery Management Systems in Hong Kong; International Delivery in UAE and ACA Training in Botswana. He added that the academy is currently implementing BS 10500 which is an Anti-Bribery Management Standard.

79. He ended his presentation by showing a documentary titled 'Thinking About Things Differently' and urged delegates to think differently in order to achieve more.

Discussions

- Participants were advised to collaborate with the Academy in the implementation of their programmes.

DAY 4: THURSDAY, 29 MAY, 2014

Agenda item 1: Conference presentation

80. **“Project Sunbird: Relationship Fraud out of West Africa”** presented by Dom Blackshaw, Detective Senior Sergeant; Major Fraud Squad, Western Australia Police.

81. Mr. Blackshaw, summed the activities of Project Sunbird as:

- Identification - tracking financial transactions from Western Australia to West Africa that appear to be as a result of scams;
- Intervention - assisting victims to realise they have been defrauded and to ensure they get support;
- Interruption - stopping the flow of funds to criminals in West Africa;
- Intelligence - gathering of victim and offender data; and
- Investigation - identifying and prosecuting offenders.

82. He revealed that an amount of \$9,357,979.00 was sent in scams to West Africa in 2013 and indicated that most of them were online relationship scams.

83. Project Sunbird, according to him, will foster closer collaboration between Western Australian Police and EFCC of Nigeria to provide practice oriented capacity development. He ended his presentation by showing a documentary on a relationship scam.



Dom Blackshaw

Agenda item 2: Group Work

84. Delegates were divided into three groups to discuss the following:
- Group 1: The anti-corruption agency and the media, civil society, private sector and citizens;
 - Group 2: The anti-corruption agency and enforcement; and
 - Group 3: the anti-corruption agency and prevention.

The outcomes of the group deliberations were presented at plenary.



Group 1: The ACA and media, civil society, private sector, citizens

Members

1. Mr. Iamorde, Nigeria
2. Mr. Hoseah, Tanzania
3. Ms. Eloise, Rwanda
4. Ms. Seretse, Botswana
5. Ms. Rathedi, Botswana - Secretary
6. Mr. Ramokhorro, Lesotho
7. Mozambique
8. Zambia (Chair)

Question: What type of strategy would you present to ensure that the media, civil society, private sector and the citizens are brought together to fight corruption

- 1) A forum will be created for all sectors to sell the idea of engaging them to fight corruption;
- 2) The forum will last for one week and will include sensitization of all of the sectors;
- 3) One month later, a document will be produced and a meeting will be held with all of the sectors to validate the document which will ultimately become the strategy
- 4) The ACA will coordinate all proceedings and will become the Secretariat
- 5) Every sector will be required to sensitise its members
- 6) A meeting will be held after three months to evaluate the work done by the sectors. Chairmanship during the meetings will be rotational among the sectors

7) The strategy will be taken to the Government for adoption.

Anticipated challenges:

- 1) How will sustainability of momentum be maintained? – all sectors should set aside money for implementing the strategy. This will also be a sign of commitment and ownership on behalf of the sectors;
- 2) How will fragmented sectors be dealt with? – this will be done by taking influential people to head the sectors. This will also ensure those who do not have sectors are encouraged to come on board
- 3) How will the community be represented? – decentralize the strategy by bringing on board community leaders take the message to the grassroots level
- 4) Where there is shortage of funding? – funds will be requested from the Government

Conclusion

The strategy will be reviewed every 5 years



Group 2: The ACA and enforcement

Members

1. Mr. Joseph Fitzgerald Kamara, Chair
2. Mr. Ola Oji, Nigeria - Secretary
3. Adedayo A. Kayode, Nigeria
4. Rebecca Mulengwa, Zambia
5. Namupa Nengole, Namibia

6. Isswar Jheengut, Mauritius
7. Epo Dieudomme
8. Retilwe Gontse Moje, Botswana
9. Lerato Dube, Botswana

Innovations in enforcement strategies

- The use of ICT and Records Management in investigations
- Data tracking mechanism to monitor trends in crimes. This will determine areas of intervention
- Joint operations, training and MOUs with ACAs and Law Enforcement Agencies
- Asset recovery framework including civil forfeiture procedure
- Periodic review of legislature framework for enforcement including arrest, investigation, prosecution, access to information
- Establishment of specialised courts for prosecution of Economic and Financial crimes, including time limits for trial
- Increase cross-border cooperation between law enforcement agencies, including Interpol
- Enhanced cooperation and engagement with the Police and other law enforcement agencies
- Automation at customs and other tax agencies
- Introduction of legal framework for plea bargaining
- Increase reliance on use of UNCAC between member countries.



Group 3: ACA and Prevention

Members

10. Mr. Hermenegildo Timana, Mozambique
11. Mr. Yajkaran Seewooruttun, Mauritius
12. Mrs. Wangadyam, Uganda
13. Mr. Ibrahim Sorie Kamara
14. Mr. Ekpo Nta, Nigeria
15. Mr. T. Mooko, Botswana (Chair)
16. Mr. H. Waqo, Kenya
17. Mr. Emmanuel Ibitolu, Nigeria
18. Irene Morikang Tche, Cameroon (Secretary)

I. Overview

Why prevention is important in the fight against corruption?

- Prevention has long term effects. We can win the fight against corruption through prevention.
- Its better and cheaper than enforcement or repression.
- Since corruption is a moral issue, it begins in the mind. It is also in the minds that seeds of an anti-corruption culture can be sowed.

II. Prevention strategies

- Education – to inform the population on dangers of corruption and what to do when faced with corruption
 - identify areas and targets
 - Training and awareness building
 - Introduction of education on integrity programmes in schools

III. Public enlightenment – to promote public engagement and ownership in the fight against corruption. It will build a positive critical mass for the fight.

- Publication of sanctions
- Outreach programmes
- Radio/TV programmes
- Causal effect programmes
- Press releases, magazines
- Service Charters
- Standards Publication
- Use of local languages to reach out to the populace

IV. Systems studies – to change procedures and make it difficult for corruption to take place by reducing corruption opportunities

- Enforcement systems
- Systems design
- Use corruption risk assessment (asset declaration cuts through all three)

V. Continuous research – to identify new forms of corruption and how to better fight it

- Inputs from research institutions

Conclusion

If these strategies are put in place, we are sure to win the fight against corruption

DAY 5: FRIDAY, 30 MAY, 2014

Agenda item 1: Annual General Meeting of Heads of ACAs

Chair: Isswar Jheengut

85. The Fourth Annual General Meeting of the Heads of Commonwealth Africa Anti-Corruption Agencies (CAACA) was held at the Accra International Conference Centre.

86. Representatives from the following countries: Botswana; Cameroon; Ghana; Kenya; Lesotho; Malawi; Mauritius; Zambia; Namibia; Nigeria; Mozambique; Tanzania; Uganda; Rwanda; and Sierra Leone, and the Commonwealth Secretariat attended the meeting.

87. Minutes of the AGM is attached in Annex 2.



Agenda item 2: Conference Communiqué

88. The Conference Communiqué as attached in Annex 3.

Agenda item 3: Closing

89. The Rt. Hon. Speaker of the Parliament of Ghana, Doe Adjaho, graced the opening ceremony. In his remarks he said, “corruption, both grand and petty, is easily one of the major social diseases which can afflict any country and which must be urgently dealt with anywhere it rears its head. It is sufficiently documented that corruption undermines good governance, fundamentally distorts public policy, and leads to the misallocation and diversion of resources and harms the growth of the public and private sectors. In some countries (of Africa), corruption has been a major cause of political instability and egregious human rights violations”.



The Hon. Speaker Doe Adjaho flanked by the Chair and Dr. Koranteng

90. The Speaker indicated that he was “encouraged that there are individuals, institutions and organizations all over Africa and the world who are sufficiently concerned about the debilitating effects of corruption”.

91. He added that it was “people like your good selves are in the unique positions to make a very major and positive difference in the fight against corruption. If done well, your work has the propensity to curb, if not eliminate corruption, but to ultimately lead to the improvement of the lives of citizens in your countries and throughout the world”.

92. In concluding, the Rt. Hon. Speaker urged heads of anti-corruption agencies that “the need to have a strong will, including political will, should not be a prerequisite only for the political elite or governments. A strong will, including political will, is important in your work as Heads and officers of Anti-Corruption Institutions. Indeed, such a strong will to support the fight against corruption is also important for civil society organisations and the general public. Such a strong will has to be nurtured and promoted to grow”.



ANNEXURES

ANNEX 1

PROGRAMME AGENDA

COMMONWEALTH SECRETARIAT, UNODC AND THE REPUBLIC OF GHANA
 4th Commonwealth Regional Conference for Heads of Anti-Corruption Agencies in
 Africa

Moven pick Hotel, Accra, Ghana May 26 – 31, 2014

Conference Theme:

“Coordinating the National Anti-Corruption Agenda within the Commonwealth”

MONDAY, May 26, 2014

TIME	TOPIC	RESOURCE PERSON(S)
Conference co-ordinator: Dr Roger Koranteng, Commonwealth Secretariat, UK		
8:00 – 9:00	Registration of Heads of ACAs/Guests	CHRAJ & EOCO Secretariat
9:00 – 10:30	<p>Arrival of Guest of Honour/President National Anthem</p> <p>Welcome Remarks</p> <p>Remarks by Commonwealth Secretariat</p> <p>Conference overview</p> <p>Key Note Address And Opening</p> <p>Official Photograph</p> <p><i>Media Briefing by DSG and others</i></p>	<p>Mrs Laretta Lamptey <i>The Commissioner, CHRAJ (Ghana)</i></p> <p>Mr Deodat Maharaj <i>Commonwealth Deputy- Secretary.</i></p> <p><i>Musical Interlude</i></p> <p>Dr. Roger Koranteng <i>Governance Adviser Commonwealth Secretariat</i></p> <p><i>Musical Interlude</i></p> <p>H.E. the President of the <i>Republic of Ghana, John Dramani Mahama</i></p>
10:30 -11:00	Refreshments	
11:00 – 12:00	<p><i>International Cooperation for global fight against corruption.</i></p> <p>Frank Vogl</p>	<p>Deodat Maharaj <i>Commonwealth Secretariat chairing</i></p>

	International Anti-Corruption Expert Co-founder of Transparency International	
	Questions, Answers, Discussion	
12:00 – 1:00	<i>Presentations by Countries (max 20mins)</i> Botswana Cameroon Questions & Discussions	<i>Sierra Leone Chairing</i>
1:00 – 2:00	LUNCH LUNCH	
2.00 – 2:40	Presentations by Countries (20mins each) Ghana (EOCO) Ghana (CHRAJ)	<i>Botswana Chairing</i>
2:40 – 3:00	Questions & Discussions	
3:30 – 4:00	TEA - BREAK	
4:00 – 5.00	<i>Challenges of fighting corruption in Africa and strategies for overcoming them.</i> <i>Professor Kwame Frimpong Dean School of Research & Graduate Studies, Mount Crest University College, Ghana</i>	<i>Bertrand de Speville chairing</i>
5:00 - 7.00	<i>Break</i>	
7:00 -	<i>Welcome Dinner for Delegates and Invited Guest</i>	<i>State Protocol</i>

TUESDAY May 27, 2014

TIME	TOPIC	RESOURCE PERSON(S)
9:00 – 9:45	Strategies for preserving integrity and protecting Anti-Corruption Agencies from being subverted or discredited.	<i>Dr George Larbi World Bank Chairing</i>
9:45 – 10:30	<i>Dr Roger Koranteng Commonwealth Secretariat</i>	
	Questions, Answers, Discussion	
10:30 – 10:45	TEA - Coffee BREAK	
10:45 – 11:45	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Kenya • Lesotho Questions & Discussions:	<i>Cameroon Chairing</i>
11:45 – 12:45	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Mauritius 	<i>Namibia Chairing</i>

	<ul style="list-style-type: none"> • Mozambique Questions & Discussion:	
12:45 – 1:45	LUNCH	
1:45 - 2:45	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Zambia • Namibia Questions & Discussion:	<i>Swaziland Chairing</i>
2:45 – 3:45	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Nigeria (EFCC) • Nigeria (ICPC) Questions & Discussion	<i>Uganda Chairing</i>
3:45 – 4.00	TEA – COFFEE BREAK	
4:00 – 5:00	<i>Prosecuting corruption in Commonwealth African countries</i> Tim Steele UNODC <i>Questions, Answers, Discussions</i>	<i>Tanzania Chairing</i>
6:00	CAACC Advisory Board Meeting <i>Botswana, Kenya, Ghana, Mauritius, Swaziland, UNODC, Commonwealth Secretariat</i>	<i>DSG Maharaj Chairing</i>

WEDNESDAY May 28, 2014

TIME	TOPIC	RESOURCE PERSON(S)
9:00 – 10:00	Overview and types of Transparency International work and its relevance in fighting Corruption <i>Transparency International, HQ Berlin, Germany</i>	<i>Mauritius Chairing</i>
10:00 – 10.30	Questions & Discussions	
10:30– 10:45	TEA - Coffee BREAK	
10:45 –11:45	Explaining the CPI methodology employed in the Corruption Perception index <i>Transparency International, HQ Berlin, Germany</i>	<i>Lesotho Chairing</i>
11:45 – 12:30	Impact of Corruption Perception index on Commonwealth African Countries as a benchmark. <i>Transparency International, HQ Berlin, Germany</i>	<i>Nigeria (ICPC) Chairing</i>

12:30 – 1:00	Questions & Discussions	
1:00 – 2:00	LUNCH	
2:00 – 3:00	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • South Africa • Swaziland Questions & Discussions	Rwanda Chairing
4.00 -5.00	“Benefits of a Training Academy dedicated to the fields of Anti-Corruption and Economic Crime” <i>Steve Strickland</i> <i>City of London Police Academy</i> <i>Australia</i>	Prof Frimpong

THURSDAY May 29, 2014

TIME	TOPIC	RESOURCE PERSON(S)
9:00 – 10:30	“Project Sunbird” Dom Blackshaw Western Australia Fraud Squad Questions & Discussions	Nigeria EFCC Chairing
10:30 – 11:00	TEA - BREAK	
11:00 –12:00	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Tanzania • Uganda Questions & Discussions	Zambia Chairing
12:00 – 1:00	Presentations by Countries (20mins each) <ul style="list-style-type: none"> • Rwanda • Sierra Leone Questions & Discussions	Kenya Chairing
1:00 – 2:00	LUNCH	
2.00 – 3.00	Group work <ul style="list-style-type: none"> • Group 1 • Group 2 • Group 3 	Facilitators Dr Roger Koranteng Prof Frimpong
3:00 – 4.00	Plenary (Action plans for follow-ups)	Ghana Chairing

4.00	TEA BREAK & FREE AFTERNOON	
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FRIDAY May 30, 2014

TIME	TOPIC	RESOURCE PERSON(S)
9:00 – 11:00	Annual General Meeting of the Heads of AACs or Representatives only <i>Agenda will provided in consultation with AAACA Chair</i>	AAACA Chairperson
11:00– 11:30	TEA - Coffee BREAK	
11:30 –12:30	Meeting of the Heads of A-Cs and discussion of Communique	
12:30 – 1:30	LUNCH	
1:30 – 3:00	CLOSING <i>Reading of the Communique</i> <i>Remarks by Chairman</i> <i>Address by Guest of Honour</i> <i>Closing</i>	Arrival of Guest of Honour
3:00 – 3:30	TEA - Coffee BREAK	
	FREE AFTERNOON	

SATURDAY 31, 2014

TIME	TOPIC	RESOURCE PERSON(S)
9:00 – 5:00	A Day Trip to the Famous Elmina Castle (A Historic Slave Post) <i>Not included in conference cost, delegates bear cost of stay.</i>	CHRAJ & EOCO Secretariat

SUNDAY, June 1, 2014

TIME	TOPIC	RESOURCE PERSON(S)
	Departures: Delegates Leave for home countries	<i>CHRAJ & EOCO Secretariat</i>

**4TH AGM OF HEADS OF ANTI-CORRUPTION AGENCIES IN COMMONWEALTH
AFRICA**

Friday 30 May 2014

Movenpick Ambassador Hotel, Accra, Ghana

Summary of Minutes - Draft

Present

Representatives from the Commonwealth Secretariat and the following countries: Botswana; Cameroon; Ghana; Kenya; Lesotho; Malawi; Mauritius; Zambia; Namibia; Nigeria; Mozambique; Tanzania; Uganda; Rwanda; and Sierra Leone.

Apologies

Seychelles, Swaziland and South Africa.

Agenda

- Opening
- Adoption of Previous Minutes
- Matters Arising
- Subscription Fee
- Report of the Centre Advisory Board Meeting
- Hosting of 2015 Conference
- AOB
- Closing

No.	Item	Discussion/ Action	Responsibility
1.	Opening	The AGM started at 09:57 GMT with the representative from Mauritius chairing. He welcomed members to the meeting and was impressed that most of the countries were implementing the various strategies in order to combat corruption.	Info
2.	Adoption of Previous Minutes	After making the necessary corrections, the chairman moved for the adoption of the previous minutes and was seconded by the delegate from Tanzania.	Info

3.	Matters Arising	<p>i. Members agreed that there was no need for the mission statement of the Association, as per what is in the constitution, to be reviewed.</p> <p>ii. AGM being held at the side-lines of the Conference to be maintained until such a time that there will be the need to separate them. Executive Committee to meet a day before the Conference.</p> <p>iii. Proper wording for Article 15(2a) of the constitution to be sent to the Secretariat and circulated to all members.</p> <p>iv. Members agreed that the country that hosts in a particular year will be the chair for that year and the country to host the subsequent year, the vice chair. The chair for the Association will also be the Executive Committee chair.</p> <p>v. Sub-committee within the Executive Committee to be formed to come out with functions of the various positions in the Executive Committee</p>	<p>Info</p> <p>Executive Committee</p> <p>Ghana, Secretariat</p> <p>Info</p> <p>Mauritius</p>
4.	Subscription Fee	<p>i. The Governance Adviser from the Commonwealth Secretariat revealed that no agency has to date paid the subscription fee of USD3,000.00 He indicated that, if paid, it will help in the sustainability of the Association and that there was the need to show some commitment in order to make it easier for the Association to get donor support. He reminded members that the assistance from the Commonwealth Secretariat will end in 2016.</p> <p>ii. A different account should be opened for the Association although there is one for the Centre.</p> <p>iii. Members should pay a subscription fee of USD3, 000.00 per year, starting from the current year i.e. 2014.</p> <p>iv. Invoice to be sent to member countries indicating the amount, deadline for payment and any penalties thereof and the account details. Receipt to be provided after payment.</p>	<p>Info</p> <p>Secretariat</p> <p>All member countries</p> <p>Rwanda</p>
5.	Report on Centre Advisory Board Meeting	<p>The representative from the Commonwealth Secretariat briefed members on issues discussed at the Centre Advisory Board Meeting held on 27 May 2014. The summary are below:</p> <p>i. In attendance were Commonwealth Deputy Secretary (chair), Governance Adviser at the Commonwealth</p>	<p>Info</p>

		<p>Secretariat, Director-General, DECE, Ag Manager of the Commonwealth Africa Anti-Corruption Centre, UNODC representative and delegates from Kenya, Ghana, Namibia (sub-region representatives) and Mauritius (current chair of the Association).</p> <p>ii. Commonwealth Secretariat to co-chair with Association chairperson in subsequent meetings.</p> <p>iii. Role of the Advisory Board is to provide policy direction for the Centre and to support it by securing donor support.</p> <p>iv. Discussed annual report of the Centre which included the programmes run in the year, remaining activities for the year and the financial report.</p> <p>v. Subsequent reports to be submitted to the Advisory Board should include all activities of the Centre. The current report was limited to activities funded by the Commonwealth Secretariat.</p> <p>vi. Advisory Board considering measures to ensure the sustainability of the Centre. Some of the options discussed include; members to progressively pay for cost of training; members to pay for accommodation (already paying for transportation); and soliciting for more donor support.</p> <p>vii. Advisory Board to still meet at the side-lines of the annual Conference and AGM.</p> <p>viii. Solicit for more donor support for the Association.</p>	<p>Info</p> <p>Info</p> <p>Info</p> <p>Centre Manager</p> <p>Info</p> <p>Info</p> <p>Governance Adviser, Commonwealth Secretariat</p>
6.	Hosting of 2015 Conference	Arrangements to be made for 2015 Conference.	Tanzania
7.	AOB	<p>i. Previous year's communiqué to be discussed during the following years conference in order to assess the progress made.</p> <p>ii. Each ACA to collaborate or undertake benchmark visit with/to at least one AGA.</p>	<p>Executive Committee</p> <p>ACAs</p>

8.	Closing	The chair in his closing remarks urged members to sustain the momentum in order to help reduce corruption in Commonwealth Africa. The meeting closed at 12:40 GMT	All
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Annex 3

4th Commonwealth Regional Conference for Heads of Anti-Corruption Agencies in Africa, 26-30, May 2014

COMMUNIQUÉ

1. We, the Heads and Representatives of Anti-Corruption Agencies in Commonwealth Africa, meeting at the 4th Regional Conference of Heads of Anti-Corruption Agencies in Africa organized by the Commission on Human Rights and Administrative Justice (CHRAJ) and the Economic and Organized Crime Office (EOCO) and hosted by the Commonwealth Secretariat and the United Nations Office on Drugs and Crime (UNODC) at the Movenpick Ambassador Hotel, Accra, Ghana from 26-31 May, 2014:
2. NOTING with deep gratitude the invaluable support and warm hospitality provided by the people and government of Ghana, the honour of the presence of His Excellency John Dramani Mahama, President of the Republic of Ghana at the opening ceremony;
3. MINDFUL of the need to strengthen cooperation and collaboration between the Anti-corruption agencies in Commonwealth Africa;
4. NOTING the need for a platform for sharing emerging practices and country innovations in the fight against corruption for the promotion of good governance;
5. **COMMEND** the Government of the Republic of Ghana through the Commission on Human Rights and Administrative Justice and the Economic and Organized Crime Office (EOCO) and the Commonwealth Secretariat for hosting the 4th Conference;
6. **HAVING** exhaustively discussed the aims, objectives and the programme content and being satisfied that a full exchange of views has taken place on the goals of the conference;
7. **AGREED** and adopted the following resolutions:
 - Delegates urge anti-corruption agencies to maintain their independence, impartiality and professionalism to further enhance their effectiveness;

- Commonwealth African governments are urged to enhance the legislative framework for improved effectiveness of Anti- corruption Agencies in the fight against corruption;
- Urges Commonwealth Secretariat to provide for effective operation of the Commonwealth Africa Anti-Corruption Centre for the benefit of all anti-corruption agencies in Commonwealth Africa;
- Commonwealth African governments are urged to provide the support and collaboration to implement the strategic plan of the Commonwealth Africa Anti-Corruption Centre;
- Delegates urge member countries to provide adequate financial, technical and human resources for sustainable fight against corruption;
- Urge member countries to constructively engage the media, private sector and the general public in the fight against corruption;
- Further urge member countries to undertake joint operations and improve the use of ICT in their operations;
- Commonwealth African governments are urged to ensure continuous training of personnel of ACAs and put measures in place to assess their performance;
- Member countries are urged to undertake continuous research into new forms of corruption and devise appropriate strategies to deal with them, and
- Member countries and other Anti-Corruption Agencies are urged to work in close collaboration with international agencies to ensure transfer of knowledge, expertise and skills in combating corruption and cyber crime.

8. NOTING further and welcoming the variety and diversity of experiences shared, agree:

- To continue further discussions and capacity building on various issues, including enhancing integrity of anti-corruption officers which is critical to the building a good image of anti-corruption agencies;
- To collaborate with International Organisations to conduct public opinion/experience-based surveys, and hold stakeholders validation meetings for the surveys, and
- To monitor the impact of their interventions and to continue to share knowledge gained in such interventions.

9. Further agree to accept the offer by Tanzania to host the next Conference in 2015 in partnership with the Commonwealth Secretariat.
10. The Conference resolved to have Ghana as the Chair with membership of the following countries as the Executive Committee Members:
 - Chair: Ghana
 - Vice-Chair: Tanzania
 - Secretary: Botswana
 - Treasurer: Rwanda
 - Three other members: Cameroon, Lesotho and Uganda and
 - One representative of the Commonwealth Secretariat.

Dated the 30th Day of May, 2014 at Accra, Ghana

Annex 4

PARTICIPANT LIST

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