

CIFAL DURBAN WORKSHOP REPORT ON

LOCAL GOVERNANCE IN THE 21ST CENTURY:

FRAUD, CORRUPTION AND ETHICS

HELD ON 12TH, 13TH AND 14TH JUNE 2012

AT THE DOCKLANDS HOTEL, DURBAN WATERFRONT

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1. Introduction

This is a detailed report on the proceedings of the workshop that was hosted by Cifal Durban, in partnership with the Ombudsperson Unit of eThekweni Municipality, on the topic of Local Governance in the 21st Century: Fraud, Corruption and Ethics. The report will also give an analysis of whether the objectives of the workshop were met. The objectives of the workshop were the following:

- To promote the participants' understanding of corruption in the global context
- identify provisions and institutionalized processes for addressing public sector corruption that exists internationally and in different parts of Africa, including United Nations, African Union and SADC protocols and conventions;
- Share experiences of how corruption has been an obstacle to development
- Share methods and techniques for identifying and preventing corruption
- Share best practices and lessons learned
- Acquire skills necessary to develop anti-corruption programmes
- Acquire skills to enable participants to monitor and evaluate their respective anti-corruption programmes.

The workshop was held over three days in Durban. The 42 participants consisted of representatives from local governments from Zimbabwe, South Africa, Ghana, Malawi, Uganda, Mozambique, Tanzania, Lesotho, Kenya, Namibia and Swaziland.

2. PROCEEDINGS OF DAY 1

2.1 Opening and welcome

The workshop was opened by Mr Apelgren, Head of Intergovernmental Relations Unit of eThekweni Municipality; he welcomed everyone to the conference and thanked them for responding positively when they were invited to the conference by eThekweni Municipality.

All the delegates introduced themselves around the house.

2.2 Address by the eThekweni Council Speaker : Councillor Loggie Naidoo

Councillor Logie Naidoo greeted everyone on behalf of the eThekweni Municipality Mayor who could not attend the conference due to pressing commitment and tendered his apologies. Councillor Naidoo gave a brief history of the city dating back from King Shaka to Mahatma Gandhi and appraised the African continent as being the centre of transformation. He stressed the importance of the workshop as a tool to help Local Government to rid the Municipalities of corruption.

He further said that this will assist in getting the municipalities to comply with legislation, he highlighted the issue of tenders being handled in a proper manner and that communities needed to be educated about such issues. He said that good governance is aimed at putting measures in place for Municipalities to perform at an optimum level. He said the eThekweni had put committees in place for good governance such as Municipal Public Accounts Committee (MPAC) who scrutinizes every transaction and call on Heads of Departments to account on such. There is also an ethics committee that deals with the behavior of councilors and recommend sanctions to be taken thereof. The whistle blowing and the blacklisting policy are popularized through these committees, where by the companies that did not comply and have not given value for money or are involved in an irregular conduct are blacklisted.

He then thanked CIFAL for coordinating the workshop and wished all the best to the attending delegates from different African countries.

2.3 CONTEXTUAL ANALYSIS: Corruption in Global and National Context

Dr Musa Gumede, Deputy City Manager in Ethekewini Municipality, gave a brief presentation on behalf of the City Manager who was held up in an executive meeting and he tendered his apologies.

He started by sharing the stats he had with him, that 62% of the South African population believed that the police are becoming corrupt and that 52% of SA population did not believe the government was doing enough to bring service delivery in the country, quoting the public protector in her speech. He said that corruption is an epidemic both in government and in the private sector, and therefore the battle against maladministration must be elevated at all levels.

He further indicated that legislation and policies have been formulated to root out corruption in government. There are other non governmental entities that are involved in rooting out corruption like COSATU, he said. The issue of corruption is one to be dealt with internally and externally, rooting out those that are willing to be corrupted and the corrupters. He said the Hawks and ICD were dealing with corruption at all levels including the police.

He further said that the local government had the tools for best practices to reduce corruption, being the SDBIP which is a planning and monitoring tool for the

municipality. There is also audit to test and check if what has been done is indeed in line with policies. There is also a new unit within eThekweni Municipality which is Risk Monitoring; this is used as the tool to assist the municipality in identifying and monitoring risks.

There are also internal controls within the municipality which included MPAC which is an equivalent of SCOPA that holds officials to account.

He then invited the delegates to all the exciting events taking place in Durban, Top Gear being one of the.

Questions directed to Dr Gumede;

Question 1: A delegate from Tanzania commented in Tanzania they have a challenge with councilors doing business with the Municipality since the councilors do not get paid, even though they are not allowed to do business with the Municipality.

Dr Gumede responded by saying that there are different systems for different countries. In South Africa, all councilors must be registered with COGTA so that they be known throughout the country, for that they will not be able to do business with the government no matter what province they are in. Some of the councilors are part time some are full time, all these councilors get benefits like medical aid and death benefits so as to curb the temptation to be corrupt. Secondly the Auditor General checks the councilors ID against all the companies that have been paid by the municipalities throughout the country. Thirdly the councilors cannot sit in boards of companies that does business with the Municipality. There is also the declaration of interest forms that are used for officials to declare any form of business interest they have be it owning a company or are a member of the board of a company.

Question 2 - A delegate from Ekurhuleni emphasized what Dr Gumede had just elaborated on. A delegate from Zimbabwe made a comment that in his country the councillors are not on full pay but are sitting on company boards. A delegate from Uganda enquired as to how the intergovernmental relations worked.

Dr Gumede responded in saying that the government worked unilaterally and that all law is made at National Government level for all and COGTA ensures that there is a link between local, national and national spheres of government. All local governments (municipalities) report to COGTA annually as they all work in an unilateral manner. This was to emphasize the point that all in South Africa all municipality subscribe to the law made nationally.

The secretary general from the West African countries made a comment on what had taken place in Tanzania with the minister being fired for corruption.

TEA BREAK

After the tea break Eric welcomed everyone from the break and made a brief presentation about Durban and the tourist spots, he made a presentation on the EThekweni Municipalities' organogram and how the organizations structure operates. He highlighted that Durban was the largest port in the country and high distributor to Leeds, Chicago, New Orleans and France.

He presented the port statistics and the developments around the port and made mention of the airport being the extension of the port.

He also showed a slide of beautiful sights n Durban.

2.4 CONTEXTUAL ANALYSIS: Mr Themba Mthethwa who is the Chief Executive Officer in the Office of the Public Protector, South Africa, made a presentation on behalf of the Public Protector on Corruption as a Global Concern

Mr Themba Mthethwa gave a broad overview of how South Africa, from a national perspective, addresses the issue of fraud and corruption. He firstly informed the participants that the previous week he and the Public Protector has been invited to and attended a similar workshop in New York, hosted by the Mayor of New York, on the very topic of Fraud and Corruption, and mentioned that he was eager to share the discussions from that workshop.

[Presentation is attached as an Annexure 1]

2.5 Presentation by Mr Themba Shezi , Head :Supply Chain Management

[Presentation attached as annexure 2]

Mr Shezi first mentioned that 50% of fraud and corruption happens with the Supply Chain because the government spends a lot of money on goods and services.

He defined corruption as means of abusing a position in order to gain an undue advantage and it involve sides of those who abuse the power and the ones who seek to gain an undue advantage. He highlighted that this always involved more than one person as corruption occur in relation to officials as well as private persons.

He posed a question as to whether there were any standards set to control/combat corruption. He went on to say that the government must do the legislation in accordance with a system which is fair, equitable, transparent, competitive and cost effective, therefore there is a legislative requirement that needs to be applied which is MFMA (Municipal Finance Management Act), which ensures that proper mechanisms and

separation of duties in SCM are in place to minimize fraud, corruption, favoritism, unfair and irregular practices.

Each Municipality has to establish an SCM Policy and implement it.

He then listed Governance Requirements as follows:

- Appropriate division of duties for related transactions
- Qualified and empowered personnel with appropriate delegated authority
- Policies and procedures (sound and written)
- Actual performance of the above
- Components of the internal control over the control environment which consists of both hard controls (Authority/delegation/policies/procedures/reporting lines)
- Soft controls (ethics/management style/principles and values)
- Risk assessment, control activities which promote and support the above internal control principles.

He then listed the types of corruption that take place within the SCM as follows:

- Value splitting
- Cover quoting
- Collusion and price fixing
- Price rigging
- Misrepresentation
- Conflict of interest
- Limited competition
- Undue influence and interference
- Contract manipulation
- Price adjustment

Eric then requested that a break be taken and have Mr. Themba Shezi finish after lunch.

After the break Mr Themba Shezi continued and came back with the proposed solutions. And they were as follows:

- He first highlighted that standards needed to be enforced and for SCM not to play second fiddle to any function by elevating scm functions and giving them recognition
- SCM be fully empowered with appropriate authority to provide professional advice
- A special dispensation of salaries needed to minimize proneness to bribes
- SCM need to report directly administratively to the accounting officer or to any appropriate independent body

Question 1 - A delegate from Maseru indicated that the capacity to perform their duties was lacking and wanted to know how they could address this.

Mr Shezi responded by saying that SALGA was responsible for educating and inducting councilors on what is expected of them at the grass roots level. In a case where there is no SALGA, the local government must take it upon themselves to capacitate the councilors

Question 2 - A delegate from Tanzania asked if South African had a corruption squad.

Mr Shezi responded by saying that SA had various anti-corruption agencies and made an example of the National Commissioner of police being incarcerated for corruption and serving time.

Question 3 - A delegate from Maseru raised an issue where there is political pressure and wanted to know how they get to handle that.

Mr Shezi responded by referring to the PFMA (Public finance Management Act) which separates the responsibility of the accounting officer and the fact that he has the right to advise those that are in the political arena, but then if they insist then they must do that in writing.

Question 4 - A delegate from Tanzania wanted to know how the eThekweni dealt with favoritism.

A response was that there was a right to access of information that one could exercise by requesting the interview scores and take it through to the CCMA.

Question 5 - A delegate from Lesotho raised a question as to which part of the SCM policy would be bypassed and price adjustment.

Mr Shezi made an example of a 3 year contract where one could end up with price escalation due to unforeseen or in cases where there is a single supplier or there is a valid reason. Circumstances

Question 6 - Comments were made by delegates from Malawi and Lesotho about curbing fraud by prescribing where to buy goods and services and the fact that maybe the imbalances in salaries are sometimes what cause people to be prone to corruption.

The question and answer session ended on those comments.

**2.6 Mr Thabo Chiloane from Ekurhuleni made a brief presentation on Ekurhuleni as one of the eight Metros in South Africa
[Presentation is attached as Annexure3]**

After the presentation questions were opened to the floor.

Question 1 - A question was raised as to what happens to officials who do not pay for their municipal services.

Mr Chiloane responded in saying that money is deducted from their salaries.

Question 2 - A question was also posed as to how the judiciary dealt with those who are found to be corrupt.

Mr Chiloane responded by saying that arrests are being made to those that are found to be corrupt.

This case study concluded the day.

3. PROCEEDINGS OF DAY 2

3.1 Presentation by Isaac Matlala

[Presentation is attached as Annexure 4]

He first touched on the issue of how corruption undermined the human rights and increase the cost of public service as a result there is less money for housing

Some of the effects of corruption were mentioned as the following:

- It cripples economic growth
- Breeds organized crime
- Undermines democracy
- Endanger stability and security of the society
- Undermines political development and credibility

The Prevention and Combating of Corrupt Activities Act of 2004 is there to bring the law\ in line with the UN convention against corruption and to strengthen measures to prevent and combat corruption. It stipulates that officials need to report corrupt activities that are above R100 000 and those who fail to report such will be charged.

What the government is doing about corruption is to make it easier for the public to report corruption and to prevent corrupt people and businesses doing business with the government.

A question was posed enquiring about the legal status of the ombudsperson.

It was made clear that the ombudsperson has one too but do not have capacity to make arrest.

3.2 Kenneth Yaoh from Ghana presented a case study on Ghana, its population on stats and all the areas of interest in Ghana.

[This case study is attached as annexure 5]

3.4 Presentation on Risk Management Process by Phumi Madlala: eThekwini Municipality [Presentation is attached as annexure 6]

Mrs. Phumi Madlala introduced the topic of risk management and the background as well. She highlighted the fact that using consultants for the eThekwini Municipality hence the Risk Management unit was established. She also gave background on how risk management was related to fraud. She gave a summary of some of the sections in the MFMA that are related to risk. She highlighted some points on how risk management added value to the organization and the results of ineffective risk management. She gave a brief summary of the risk management structure. She also gave a Risk strategy overview.

Question 1 - Mr Ray Zungu raised an issue that some believe that risk management is for everyone and not just the risk people.

She responded by saying that it was true but at the same time a buy in needed from other units as well

Question 2 – Ishara from the UKZN wanted an opinion on advantages and disadvantages of outsourcing the risk management

She responded by highlighting the fact that consultants base their risk assessment on theory and is not familiar with work processes of that particular unit or department. She said that when challenges arose within units it costs money to call the consultants and those were some of the disadvantages. On the advantage side when the actual risk is caused by senior management, staff might be at ease to let the consultant know rather than them telling senior management.

Question 3 – Tsapelo a delegate from Lesotho made a comment that consultants can be used to a certain extent because if they take over the staff may not know how to handle things.

Question 4 – Mamlebo a delegate from Lesotho raised a concern that at times one would identify a risk and report to senior management but they do not do anything about it. She continued to say that in other countries political influence is very high and certain risks end up not being attended and she wanted to know how does one handle such cases.

In response to the above question Mrs. Madlala suggested that those politicians who wish to control and bypass certain stages of risk management be requested to do things in

writing and it has been found that this form of approach discourages them to insist on irregularities.

3.5 Thapelo Mojafi from Lesotho presented a case study on Lesotho
[Case study to be attached as annexure 7]

Thapelo gave a background of the City of Maseru and its establishment in 1989. He gave the summary of the structure of the city and how the city operates. Over and above the presentation Mamlebo from Lesotho made a comment that the recruitment was not very well structured and opened up doors for corruption. She further commented that most of the money was wasted on people who could not perform.

Question 1- Zola asked if risk management was within audit department and were they subject to audit as well.

The response to this question was that Risk management processes were subject to audit as well because it was also a fairly new department and could not necessarily be clearly placed but things could be changing soon.

Question 2 – Mr Zungu raised a question as to whether there were any UN protocols or standards applied by risk management.

The response to the above question was that risk management subscribed to COSO/ISO standards.

3.6 Conrad Gunewe from Tanzania presented a case study
[Case study to be attached as annexure 8]

**CORRUPTION AND FRAUD IN LOCAL GOVERNMENT CAPITAL
DEVELOPMENT GRANT**

Conrad gave the different variations of corruption and how other countries perceived it. He gave a brief definition of fraud. He reported on the Tanzanian efforts to combat corruption in details. Conrad added that Tanzania had the strategy of involving the citizens in the planning of projects for the communities, sometimes the tools were not enough and had loopholes.

Moseme from Lesotho presented a case study on the Maseru challenges

Moseme gave a brief description of the structure of the Maseru city. It is divided into the political wing being the councilors and ministers and the administrative wing being the town clerk. She gave a difference between Nepotism and Patronage. Nepotism is where one is favours on account of family ties and patronage is when one is favoured on account of political connections. She revealed that the politically elected tend to in conflict with the administrative wing in terms of recruitment.

She shared an actual case that has taken place in Maseru where fifty (50) people were employed but not qualified; there were no vacancies and no budget to hire them. She highlighted that it had been discussed earlier on that politicians that insisted on irregularities need to put it in writing yet this did not work for them because the superiors are afraid of losing their jobs. She further shared that people that were in service for more than 10 years received service bonus and the fifty individuals who were recruited irregularly were soon due for their bonuses and they were not productive at all at the respective jobs. These individuals had the responsibility of collecting property rates only, water, lights and traffic fines were not collected by the municipality but by a privately owned company.

Question 1 – Thapelo from Lesotho added that the fifty people that were employed were refuse collectors and cleaning the streets but were not doing their job, this result to the municipality outsourcing the services to their job.

These were some of the challenges that Lesotho was facing to corruption, nepotism and patronage.

This day was concluded by this presentation.

4. PROCEEDINGS OD DAY 3

Presentation by John Carter, CEO of Whistle Blowers, South Africa

[Presentation to be attached as annexure 9]

4.1 PRESENTATION ON THE ROLE OF WHISTLE BLOWERS IN FIGHTING FROAUD CORRUOTION

The day started with Mr John Carter giving a brief of Whistle Blowers and an overview and the interest they have in Africa at large and around the world and they had clients as far as India and around the world and they continue getting new clients in Africa and around the world.

He then handed over to Reg Horn to continue with the presentation.

Reg Horn gave a background on what the Whistle Blowers were about and made a distinction between a witness, an informer and a whistle blower. A witness being a someone who witnesses an incident, an informer being someone who gets money out of

giving information. Where as a whistle blower is someone who blows the whistle on crime, corruption and so forth.

Whistle blowing specifics is to get people to report the incidents without a fear of victimization. He further explained that they offered a 24 hour call centre with staff that is trained in multilingual operations, where individuals do not need to reveal their personal details. The calls are recorded and are highly confidential he explained.

He gave a list of reporting mechanism they used which were the telephone where they had a unique toll free number, fax, email, internet (on-line reporting) and post. Whistle Blowers encourages reporting by silent majority who do not disclose because they believe that it none of their business, it is not in their interest to blow the whistle and they fear intimidation and reprisal, he said. What the caller can expect when they call through is a warm welcome from the operators who are trained to extract as much as useful information as possible.

What the client can expects is to get,

- Accurate information
- A comprehensive report
- Filtering of malicious calla
- Ongoing feedback

He further gave stats that 70%of the callers would leave their details, 30% are requested to call back with the reference number in case the client requires more information if they cant leave their details. He further emphasized that as a service provider they offered a secure, independent, high-tech, well trained professional staff, and they had sufficient resources available in order to ensure continuity of service. They had a support structure and had the professional approach and follow up.

He said the advantages of having the whistle blowers was that it prevented fraud, identified fraud and corruption thus promoting good governance and ethics.

Question 1 – Thapelo from Lesotho wanted to know how the Protection of Information Bill affected the whistleblowers

John Carter responded by saying that the Disclosure Act makes reference to the protection of whistle blowers. However the whistleblowers were not affected by the protection of information bill. He further shared some stats on corruption, he said 25% of people were looking for gaps to naughty, 25% of people were inherently honest and 50% of people could go either way.

Question 2 - Ishara raised a question of whether the information that was being kept in India was protected. Since the act stipulates that any corrupt activity above the amount of R100 000 must be reported to SAPS, does Whistle Blowers do that, she asked.

Reg responded by saying that it becomes the responsibility of the client to report to SAPS.

Question 3 – What type of support in terms of case management is given, Thabo from Ekurhuleni Municipality asked.

It differs from client to client, they pass on the information to the client, they compile a report based on the calls made and they must marry that with the report submitted. At the end of it all the client manages the information, Reg responded.

Question 4 – Phumi from eThekweni Municipality wanted to know if Whistle Blowers did the analysis of the calls in terms of categorizing them and does the client report back to Whistle Blowers.

The value of Whistle Blowers cannot be judged by the number of calls that come through, however they have an ongoing communication with the client but cannot control what the client does with information, Reg responded.

Question 5 – Thapelo from Lesotho wanted to know what percentages were successful in terms convictions and prosecutions.

They did not have any statistics based on those since the client is not obliged to give such reports.

Question 6- Which sector of government the Whistle Blower got the most response from.

It all depends on the awareness, when there is information on newspapers and what people are currently aggrieved with at the time.

Question 7- Thabo from Ekurhuleni Municipality wanted to know how Whistle Blowers measured their value.

Whistle Blower is just a tool, they do not take management of corruption in the organization and they need to be aware of where the relationship with the client started and where it ended.

Ishara from UKZN made a suggestion that Whistle Blowers could include a clause that will make the callers see that they committed to curb fraud all the way.

TEA BREAK

4.2 Presentation by Ishara from the African Ombudsman Research Centre, based in the University of KwaZulu Natal, in Durban

[Presentation to be attached as annexure10]

She first outlined the role of the African Ombudsman Research Centre (AORC) in terms of capacity building for the institutions. She gave a background of the creation of AOMA (...Mediators Association) and it had 37 members from six regions. The vision for the AORC was to provide support to the AOMA, the mission was to support AOMA in advancing development and the values of the AORC were to uphold ethics of good management, equality, impartiality, transparency, justice and fairness, she said.

The results from needs assessment report highlighted the need for training especially in practical aspect of operating ombudsman office and the strengthening of capacity, she said. The report recommended that the AORC focus on strengthening operational capacity of the ombudsman organization by providing information and training in understanding of internal practice, rectifying maladministration, promoting good governance, etc

Queen Margaret University (Edinburgh) AORC was offering a training course for investigators in ombudsman offices where they conduct training of officials from 10 different countries. The pilot training was to be conducted from the 9 – 13 July 2012 at the UKZN and the course content was to be the Background, history and context of the ombudsperson, complaint diagnosis planning, investigation skills, etc.

The MOU with UKZN, the advocacy encompassed the promoting the concept of ombudsman, and the promoting of ombudsman as providers of alternative dispute resolution. The training proposed the in-service training of ombudsman and education from paralegal level to master's level in ombudsman practices. The continuous professional development and enhancement of skills.

CAPACITY BUILDING PROGRAMME – entailed the establishment of short courses, modules and specific content for training. It also included the forging of general linkages with academia for the purposes of knowledge production, research and capacity building, ongoing monitoring and evaluation of AOMA and AORC objectives. Websites and other publications publish experiences as notes and intellectual products (Ombudsperson today), stream knowledge products such as working papers on practical issues in the day to day operations of ombudsman office, she iterated.

Question 1 – Phumi from eThekweni Municipality – Risk Management asked if there was any information sharing between the Ombudsman and the Public Protector.

Public Protector had previously mentioned the need to have a system that will have everyone working together and having the same standards, Ishara responded.

Question 2 – a question raised as to whether there was a timeframe to get other countries to have an ombudsman.

Those countries that did not have ombudsman, the AORC could only persuade those countries to have one.

4.3 A case study was presented by Kumbo Nyirenda – Internal auditor from Mzuzu City Council in Malawi

[Presentation attached as annexure 11]

The council is headed by Mayor and his council and also by the council head and his directors and for the last 10 years they have not had any councilors, introduced his presentation. He gave an example of a fraud case at the department of health services that was taking place at the present time, where several liquor selling outlets were visited and most were found to be without licenses. He also highlighted that as the audit department they gave recommendations to management.

Question 1 – Phumi from eThekweni Municipality asked how Kumbo selected the outlets that were visited, were they planned or were they were surprise visits.

He responded by saying that they planned internally as the department but surprised the outlets with visits.

4.4 A case study was presented by Namanya Karakire Eliab – Chief Finance Officer from Uganda

[Presentation attached as annexure 12]

An introduction was done in terms of the framework the government operated under in terms of legislation. The government is the body corporate and the councilors re voted in to power, they had the act that provided the implementation and monitoring of the local government. He defined governance as the combination of processes and structures implemented by the local government. He defined Fraud as illegal act, deceit. Concealment or violation of trust. Corruption he defined as using ones position to their own advantage in a form of using public resources for their personal benefit.

He continued to say that the government of Uganda has in place a number of functions performed by established and legal entities. He said the way forward was to ensure good governance, strengthen internal controls, and comply with policies and the efficient use of public resources.

No question were asked regarding the above presentation

4.5 A case study was presented by Cllr. Action Nyamukondiwa from Zimbabwe

[Presentation to be attached as annexure 13]

He first highlighted the impact and cost of corruption on service delivery. He gave a brief background on the City of Kadoma. He then defined corruption as the misuse of public funds for personal gain. He has the types of corruption as bribery, extortion, embezzlement, nepotism and patronage systems. E gave examples of corruption encountered in housing allocations, where they were cases involving bribery.

There were no questions asked after this case study.

An evaluation questionnaire was distributed to delegates to evaluate/assess the entire workshop.

4.6 Vote of thanks

Mrs. Gugu Mji, Head of Skills Development Unit in eThekweni Municipality, gave a vote of thanks by first giving a background on why the CIFAL programme was started in 2004 that it needed practitioners so that problems could be discussed among selves and share what was happening in African countries. She thanked everyone who responded to the invitation and came to share with the workshop delegates about what was going on in their countries and made presentation to such. She then thanked the ombudsperson unit, the public protector, Ishara Bodasing from UKZN and all the speakers that made presentations during the workshop. She thanked the organizing team which was headed by Zola, she thanked UNITAR- ACDF as funders of the conference, Thula for coordinating, Raymond Zungu and Eric Apelgren for facilitating the workshop. She then highlighted the fact that there was an upcoming training for Youth Unemployment, which was coming soon.

With the vote of thanks, the workshop concluded.

5. EVALUATIONS

6. RECOMMENDATIONS

Based on the 3 day proceedings, feedback from the evaluation forms and the feedback received from the participants post the workshop, the following recommendations are tabled:

The issues raised by the participants regarding the challenges they faced in the fight against corruption overlapped to a great extent. Examples of such issues include lack of political will at the top, insufficient funding and insufficient authority granted to the anti-corruption institutions. The workshop highlighted the need for ongoing sharing of information and experiences by everybody involved in the fight against corruption. For this purpose it is necessary to have a single forum where challenges can be discussed and solutions proposed. The African Ombudsman Research Centre (AORC) would be useful in this regard as it will not only serve as a discussion forum but will be in a position to conduct research leading to improved corruption

fighting and prevention strategies. It is therefore recommended that relevant institutions make an effort to join the African Ombudsman Research Centre and use it as a forum for dialogue among people of similar interests.