

# CAACC News

December 2014

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## Editor's note

Welcome to the inaugural edition of the Commonwealth Africa Anti-Corruption Centre (CAACC) news. This is an exciting time for Anti-corruption Agencies in Commonwealth Africa as we now have a forum for sharing experiences, knowledge and different interventions and approaches on corruption in our respective countries. Agencies are therefore encouraged to send news worthy articles.

In this issue we give a brief introduction of the Centre and how it came about. We talk about the programmes that the Centre has so far coordinated, introduce the Centre staff, and give basic information on our anti corruption agencies (ACAs).

Have a good read and stay informed. If you have an interesting article you would like to share with us please send it through to [ldube@gov.bw](mailto:ldube@gov.bw), and we shall consider it for our next issue.

## CAACC launch

How the Centre came about

In 2011, heads of ACA's met in Lusaka, Zambia and it was there that the idea of a Centre was conceptualized. Members were requested in conjunction with their respective governments, to make proposals to the Commonwealth Secretary to host the Centre; among a few who submitted proposals, Botswana was selected. The Association of ACAs in Commonwealth Africa comprised of Botswana, Cameroon, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, South Africa, Swaziland Tanzania, Uganda, and Zambia. The Commonwealth Africa Anti-Corruption Centre was launched in Gaborone, Botswana on the 25th February 2013. The event was officially opened by the then Vice President Honourable Ponatshego Kedikilwe and the Deputy Secretary General of the Commonwealth Secretariat Mrs. Mmasekgoa Masire-Mwamba. The event was graced by Heads of ACA's in Commonwealth Africa, who together with Honourable Kedikilwe and Mrs. Masire-Mwamba signed an agreement operationalising CAACC, commonly known as the Centre. The event was also graced by Heads of Government departments and parastatals in Botswana, diplomats and members of the civic community.

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<https://www.facebook.com/pages/Commonwealth-Africa-Anti-Corruption-Centre/907802725915386>

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Vision

*To be a world-class African anti-corruption resource centre that promotes ethics, integrity and good governance.*

Mission statement

*To effectively support anti-corruption initiatives and promote cooperation and research in Commonwealth Africa with integrity and professionalism*

Values

*Transparency  
Accountability  
Integrity  
Professionalism*

## CAACC training

### Monitoring and Evaluation Programme

The 1st phase of the Monitoring and Evaluation (M & E) programme took place on February 25 – 29, 2013 in Gaborone, Botswana. The 2nd phase of the Monitoring and Evaluation programme was held from August 19 – 23, 2013. Partner organisations which pulled together for the programme included United Nations Development Programme (UNDP), United Nations Office on Drugs and Crime (UNODC), Botswana's Directorate on Corruption and Economic Crimes, and University of Zambia.

The purpose of the training was to provide participants with practical and critical knowledge on the design and implementation of the main types indicators that are used to measure corruption.

### Heads of Public/Community Education and Corruption Prevention

The 1st phase of the Heads of Public/Community Education and Corruption Prevention programme took place in Gaborone, Botswana from November 25 – 29, 2013. The main aim of the course was to increase participants' awareness of corruption and provide them with the practical skills and critical knowledge of developing relevant anti-corruption strategies for corruption prevention and control. The programme was conducted in partnership with Transparency International which provided resource persons. The second phase took place from 20 – 23 October 2014.

### Leadership programme for Heads of Anti Corruption Agencies

Heads of Anti-Corruption Agencies met in Muldersdrift, South Africa in December for a 3 day training programme. The "Senior Leadership and Management Programme" aims at providing the Heads with effective methodologies and innovative ways to improve leadership and management of Anti-corruption Agencies. The programme, which is in 3 phases, focused on leadership, management and communication. UNODC collaborated with the Centre to provide the key resource persons for this programme. The heads have successfully completed the modules, which were resourced by Ramin Kaweh and Jerome Lhost from Nexus Consulting.

## Heads of Investigation and Prosecution programme

The Centre saw it fit to also hold a training programme for the heads of investigation and prosecution units in the ACAs. The first phase was held from 30<sup>th</sup> June 2014 to 4<sup>th</sup> July 2014. The participants were from fourteen (14) countries namely Botswana, Ghana, Kenya, Lesotho, Mauritius, Mozambique, Namibia, Nigeria, Seychelles, Sierra Leone, South Africa, Tanzania, Uganda and Zambia. The Centre engaged two facilitators from UNODC, Mr. Rick Messick and Mr. Ken Brander and one facilitator from Commonwealth Secretariat, Dr Roger Koranteng.

## Monitoring & evaluation framework, panacea for Anti Corruption Agencies (ACA) IN fighting corruption

### Article by Canny Gaolathwe (Participant)

Some of the National Anti-Corruption agencies (ACAs) in Commonwealth Africa such as the Directorate on Corruption and Economic Crime (DCEC) as an anti-corruption agency do not have a monitoring and evaluation unit that specifically monitors and evaluates performance of this important organization. ACAs as public agencies need to be accountable for their use of public resources. This requires that monitoring and evaluation systems be in place. Because of the unique mandate, of ACAs should also be able to demonstrate their effectiveness and impact to the citizens of their countries. This requires, first, a clear definition of what is meant by monitoring and evaluation (M&E). Monitoring refers to "a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds" (OECD/DAC2002, 27).

Evaluation means "the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development, efficiency effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipient and donors" (OECD/DAC 2002, 21). Thus, monitoring and evaluation are interlinked but independent exercises, with different processes and purposes. It is of vital importance that an M&E framework be established at the outset, specifying targets and time frames in advance.

ACAs should take time to develop good indicators, including outcome and impact levels, and learn how to communicate their results. Targets should be agreed within the ACAs and their stakeholders to ensure buy-in and mutual accountability. Sudden changes in targets should not be allowed.

Why is it important to measure results?

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognise failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Source: Osborne and Gaebler 1992.

Why is M&E important to work and existence?

Transparency: Visibility and outreach are important in attracting public support. Public ignorance about the existence and functioning of ACAs lays the conditions for their marginalization or gradual death. M&E generates written reports and concrete performance figures that contribute to transparency and visibility.

Accountability: ACAs are publicly funded bodies .They therefore, need to report on their activities, capacity problems, and results to those who fund these activities, that is, tax payers and donors. M&E provides reliable information on performance and helps to track progress more easily and systematically.

Institutional memory: M&E enables the government and donors to ascertain whether an ACA is able to fulfill its mandate by tracking its performance and growth in capacity over a period of time. It also allows this ACA to develop an in-house memory about the different phases of institutionalisation.

Learning: M&E provides solid evidence for questioning and testing assumptions and integrating important lessons and experiences into policy and practice. It offers a basis and a process for self-reflection. Finally, it also provides ACAs with a more robust basis for raising funds and influencing policy.

**CAACC/UNDP MEASUREMENT AND EVALUATION INITIATIVE****by Don Mackenzie (Facilitator)**

Anti-corruption agencies that do not have the benefit of an effective measurement and evaluation (M&E) framework will struggle to adequately understand the corruption environment they are operating in, and the effect they are having on this environment. At the commencement of 2013, the Commonwealth Africa Anti-Corruption Centre (CAACC) and the United Nations Development Program (UNDP), under the purview and direction of the Association of Commonwealth Africa Anti-Corruption Agencies (ACAACA) launched an initiative within Commonwealth Africa to enhance M&E capacity within ACAACA agencies. This involved a commitment to three phases of the training programme. The initial phase was held in February 2013. A second phase was completed in August 2013. A third module is still to be held.

The first workshop involved a series of prominent M&E experts discussing quality measurement and evaluation processes that are currently operating in various places around the world and how these could be applied within an anti-corruption agency context. In essence presenters provided delegates with a window to the capacities that participating agencies might aspire to. There was some basic tuition in relation to the application of key processes.

The second workshop was more introspective. While the first workshop examined the M&E processes that were available, the second workshop involved participating agencies introspecting and giving a collective consideration on how available M&E processes could realistically be incorporated into, and grown, within their agencies.

Between the first and second phases each participating agency implemented its own measurement and evaluation project. This allowed participants to entrench their learning from the first phase by applying some of the processes that had been discussed. It also allowed them to examine how well equipped their own agencies were for a growing focus on M&E. At the commencement of the second phase each delegate agency presented on their project experience. Participants learnt from each other, and collectively they were alerted to shared problems and concerns. This sharing of ideas and experiences laid a sound foundation for workshop discussions as the week progressed. Ultimately, an engaged group of delegates was able to take control of the overall M&E initiative and the setting of its future directions.

The third phase will be taking place in the first half of 2014. The CAACA and the UNDP plan to build on what has been achieved during the revelations and leanings of the first workshop, and the introspection and collaboration of the second workshop, to lay a strong foundation for the ongoing development and growth of M&E practices in participating agencies, and within the AACACA region generally.

There will be three key features associated with this third workshop:

1. The CAACC will be narrowing focus to particular areas of M&E practice which are broadly relevant to participating agencies, where capacity development is feasible, and where development will culminate in tangible benefits for participating agencies and the AACACA region.

Although there is still some negotiation taking place, at this stage it appears that the key areas for attention will be:

- i. anti-corruption agency performance measurement
  - ii. micro evaluations of individual anti-corruption initiatives to assess their anti-corruption impact, and
  - iii. evaluation and analysis of national corruption and anti-corruption agency related trends.
2. The CAACC will be going beyond just instruction and tuition to incorporate constructive practical components into the learning process. These will take place before, during and after the third workshop. These should ensure that participants learn in a practical context, in tune with the circumstances of their agencies. It should also assist in entrenching capacity gains.
3. On account of the excellent participation of delegates in the first two workshops, there is now a well defined network of operatives from entrenched Commonwealth African anti-corruption agencies (or agencies with anti-corruption responsibilities). These operatives are familiar with the relevant issues, are committed to building M&E practices within their own agencies and to promoting and building M&E capacity collectively within the region. We will be seeking to build on what has been achieved in this respect. We hope to develop and entrench network and support arrangements that will support and sustain ongoing M&E development within delegate agencies and within the AACACA region generally, beyond the final workshop and into the future.

## Introducing Centre staff

### Rita Nebuthu Chikanda

Ms. Chikanda is the latest addition to the Centre having joined in September 2014. She previously held the position of Manager Corporate Services at the DCEC. Ms Chikanda has a Bachelor of Arts in Social Sciences (Public Administration and Environmental Science and Master of Science Urban Water and Environment Management from the University of Abertay- Dundee and has just submitted her thesis in partial fulfillment for a Master of Business Administration with Amity University, India.

### Lerato Dube

She joined the Centre on 12<sup>th</sup> August 2013, as the Communication and Political Affairs Coordinator. She was, prior to joining the Centre, with the DCEC Investigation division. She has a Bachelor of Social Work from the University of Botswana and a Master of Science in Strategic Management with Derby University.

### Sethunya Rathedi

Ms. Rathedi is the Centre Research Coordinator and joined the Centre in April 2013. Before joining the Centre she was with the Corruption Prevention Division of the DCEC. She has a Bachelor of Arts in Social Sciences from the University of Botswana.

### Ms. Anna Ramatsiri

As the Training and Development Coordinator, Ms. Ramatsiri is responsible for the coordination of the Centre's training programmes. Prior to joining the CAACC Ms. Ramatsiri was an Anti-Corruption Officer in Public Education Division of the DCEC. Ms. Ramatsiri has a Bachelor of Education degree and a Master of Education in Adult Education relations, from the University of Botswana.

### Mr. Ketlhaotswe Mapho

Mr. Mapho is one of the founding members of the CAACC. He is the Administration Officer. He held the same position at the DCEC. Mr. Mapho has a bachelor's degree in Public Administration.

### Dr. Roger Oppong Koranteng - CAACC Advisor

Dr. Koranteng, Advisor in the Governance and Natural Resources department at the Commonwealth Secretariat, is the Technical Advisor to the Centre. He has been instrumental in the Association and subsequently the setting up of the Centre. Dr. Koranteng continues to offer technical advice to the Centre staff and also in looking for development partners. We are forever grateful for his wisdom.



### Know your ACA's

Country	Anti -Corruption Agency	Head	Title
Botswana	Directorate on Corruption and Economic Crime	Ms. Rose Nunu Seretse	Director General
Cameroon	National Anti-Corruption Commission	Reverend Diedonne Massi Gams	Chairman
Ghana	Commission on Human Rights and Administrative Justice	Ms. Lauretta V. Lamptey	Commissioner
Ghana	Economic and Organised Crime Office	Mr. Biadela Mortey Akpadzi	Executive Director
Kenya	Ethics and Anti-Corruption Commission	Mr. Halakhe D. Waqo	Chief Executive Officer
Lesotho	Directorate on corruption and Economic Offences	Mr. Borotho Matsoso	Director General
Malawi	Anti-Corruption Bureau	-	Director General
Mauritius	Independent Commission Against Corruption	Mr. A.K Ujoodha	Director General
Mozambique	Anti-Corruption Commission	Ms. Ana Maria Gemo Bie	Director
Namibia	Anti-Corruption Commission	Mr. Paulus Noa	Director
Nigeria	Independent Corrupt Practices And Other Related Offences Commission	Mr. Ekpo Nta	Chairman
Nigeria	Economic and Financial Crimes Commission	Mr. Ibrahim Abdullahi Lamorde	Executive Chairman
Rwanda	Ombudsman	Mrs. Canzayire Eloise	
Seychelles	Public Ethics Office	Ms. Mina Crea	Chief Executive Officer
Sierra Leone	Anti- Corruption Commission	Mr. Joseph Fitzgerald Kamara	Commissioner
South Africa	Special Investigations Unit	Advocate Vas Soni	Head
Swaziland	Anti-Corruption Commission	Advocate Thanda Mngwengwe	Commissioner
Tanzania	Preventing and Combating Corruption Bureau	Dr. Edward Hosea	Director General
Uganda	Inspector General of Government	Justice Irene Mulyagonja	Inspectorate of Government
Zambia	Anti-Corruption Commission	Ms. Rosewin Wandu	Director General

**Pictures** (clockwise)

1. Heads of Preventing and Combating Corruption Bureau (Tanzania) and Independent Corrupt Practices And Other Related Offences Commission(Nigeria) Dr Edward Hosea and Mr Ekpo Nta



2. Mr. Rahmin Kaweh and Mr. Jerome Lhost resource persons



3. Participants -Heads of Public/Community Education and Corruption Prevention programme

4. Mr. Tim Steele (UNODC) and Ms. Amanda Gore DCEC



## Pictures (clockwise)

1. Heads of Economic and Financial Crimes Commission (Nigeria) and Economic Organised Crime Office (Ghana) Messrs. Ibrahim Lamorde and Morfey Akpadzi in a group discussion.
2. Justice Irene Mulygoya (Uganda) receives certificate from Dr. Roger Koranteng. With them is Mr. Ramin Kaweh of Nexus Consulting.
3. M & E participants
4. Meeting with Commonwealth Secretariat Secretary General
5. Heads of Investigations & Prosecutions units in class

