



ANNUAL REPORT

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"NEMBEZA WESIVE"

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COMMISSIONER'S STATEMENT

It is my privilege to submit the 2015-2016 Financial Year Annual Report, in compliance with the provisions of Section 20 of the Prevention of Corruption Act, No 3 of 2006 (POCA) on the activities of the Anti Corruption Commission (ACC).

The country continues to battle with corruption as reported cases. There was a significant hike in reported complaints from 210 in the previous year to 533 in the year under review. Although, six (more) investigators were recruited, the ratio of cases to that of investigators remains too high for the Commission to handle. This shows citizens growing confidence in the Anti-Corruption which stands to be dented by the Commission's inability to deal with cases amicably due to the number of Investigators. Prevention and education is also understaffed with one (1) officer for prevention who also left for greener pastures during the year under review and two (2) for education. This limits the number of public entities that can be reached with prevention risk assessments.

Country Commitment

Swaziland continues to show political will to fight against corruption. His Majesty King Mswati III has consistently condemned corruption and urged every Swazi to have zero tolerance for corruption. When he opened the third session of the 10th Parliament in 2016, His Majesty said *"For the country to reach sustainable development, the root cause of corruption must be dealt with and eradicated completely, once and for all. There are signs of progress, but there is plenty of room for improvement. We now need to look into the areas that are frustrating the means to end corruption, so that we address these shortcomings and ensure the country is totally free from this problem. Government must enforce stringent controls to ensure value for money and service delivery objectives that are supported by prudent purchases of goods and services. Those who are benefitting from this sinful scourge should be ashamed because they are enemies of our economic development. We urge the anti corruption organ to continue sharpening its apparatus to arrest this syndrome. The anti corruption unit and other stakeholders should work together to ensure corruption is eliminated."*

These words from the head of state bring comfort to the Commission that the small strides taken by the Commission amid the testing and trying circumstances are recognised. His Majesty's Government also tries her best to support the Commission amid the stringent budget constraints.

Strategic direction of the Commission

The Commission is trying everything possible to implement the 2014-2018 Strategic Plan amid the budgetary constraints. A senior structure Organisational Design was

completed and key vacant positions filled. Institutional capacity building remains a key priority of the ACC if the Commission is to realise desired results.

Decentralisation of ACC offices remains a priority for the Commission.

Operational Performance

During the year under review, the Commission continued to make progress on its three-pronged mandate of prevention, education and investigations. In the area of investigations, the Commission continued to utilise its collaboration with the Inter-agency Task Team to complement the Commission's efforts and ten (10) cases were concluded and referred to the Director of Public Prosecutions. The Commission's Deputy Commissioner Operations is facing corruption charges after the Public Accounts Committee reported an alleged corruption complaint against her. She is currently out on bail.

During the year under review, the most reported complaints include 120 complaints of fraud, 90 of cheating public revenue, 45 conflict of interest to name a few. There are still a number of complaints that fall outside of our mandate which may be a combination of ignorance on corruption offences and confidence in the Commission.

Since the only prevention officer has left, there was no progress recorded on the prevention front. A total of forty-four (44) educational sessions have been conducted and the Public Accounts Committee sittings were attended by ACC officers.

Budget Constraints

The estimated operational budget of E12, million per annum including personnel costs translates to limitations in operational activities. Over seven (7) million Emalangeni is absorbed by salaries and the rest by administration and operations. This limits the operational results of the Commission. The cost of salaries has grown due to the filled vacant posts. The Inter-Agency Task Team adds more value to the Commission's progress due to its funding.

Office Accommodation and Security

Office accommodation continues to be a major challenge for the Commission. The Commission's Offices are still housed at Mbandzeni House on the first and third floors respectively. Enforcing security measures in the present offices remains a challenge. This continues to pose a serious security threat. The Commission requested a stand-alone building from Government and the request was granted. However, the process for the relocation of the Ministry of Tinkhundla has not been

finalised even in this financial year. More challenges are articulated in Chapter 4 of this report.

Conclusion

I would like to conclude by thanking the Government of Swaziland for the financial and technical support given to the Commission during the reporting year.

I would also like to take this opportunity to thank various Ministries and departments, in particular, the Ministry of Justice and Constitutional Affairs, Ministry of Public Service, Ministry of Finance, the Director of Public Prosecution's Office, the Royal Swaziland Police, civil servants in various Ministries for the assistance rendered to the Commission during the year. I would also like to appreciate the United Nations Development Programme (UNDP) for the financial assistance provided for the Commission's programmes and the United Nations Office on Drugs and Crime (UNODC) for the technical assistance rendered to the Commission.

Finally, I would also like to thank members of staff of the Commission, for working hard to fulfil the Commission's mandate under the continued trying circumstances.

AUBREY THANDA MNGWENGWE
ACC COMMISSIONER

CHAPTER ONE

1.0 INTRODUCTION

Brief History of the Commission

The Anti Corruption Commission was established in 1998 by the Prevention of Corruption Order, No. 19 of 1993. It experienced a number of challenges which hindered its performance.

During the year 2002, the case of the Crown Vs Mandla Ablon Dlamini, Criminal Case Number 7 of 2002, interrupted the operations of the Commission as the High Court held that the Prevention of Corruption Order of 1993 was null and void. This ruling paralyzed the Commission and all activities pertaining to operations came to an abrupt halt.

This stalemate position obtained until 2005 when the Supreme Court of Appeal set aside the ruling of the High Court. The Supreme Court of Appeal declared the Prevention of Corruption Order of 1993 valid and enforceable. Minimal activities were then undertaken by the Commission until the passing enactment of the Prevention of Corruption Act (POCA) No. 3 of 2006.

In 2008, the present Commission was re-launched into operations after its establishment by the Prevention of Corruption Act No. 3 of 2006. The Commission is headed by the Commissioner, who is appointed under the provisions of Section 4 of the POCA and is responsible for the proper administration of the Commission. The Commissioner is assisted by two Deputy Commissioners and other staff appointed under the provision of Section 8 of the Act.

In 2013, the current Commissioner Advocate Thanda Mngwengwe was appointed by His Majesty King Mswati III for a period of five years.

1.1 THE COMMISSION

The Commission has two Departments, namely, the Administration Department and the Operations Department. The Administration Department is headed by a Deputy Commissioner Administration (DCA) while the Operations is headed by a Deputy Commissioner Investigations and Asset Recovery.

Vision

Working towards a corruption free society in the Kingdom of Swaziland

Mission

To be the leading law enforcement partner in preventing and combating all forms of corruption in the Kingdom of Swaziland, in both public and private sectors.

Motto

Nembeza Wesive (Conscience of the Nation)

Values

The Commission is committed to upholding its core values that are the driving force behind the organisation:

Integrity;

Transparency;

Accountability;

Confidentiality;

Excellence;

High Standards of Ethics;

Impartiality;

Professionalism;

Respect

Mandate

The mandate for the Commission is drawn from Section 10 of the Prevention of Corruption Act, 2006 which outlines the following functions of the Commission:

- a. Take necessary measures for the prevention of corruption in public and private bodies, including, in particular, measures for:

- i) Examining the practices and procedures of public and private bodies in order to facilitate the discovery of corrupt practices and secure the revision of their methods of works or procedures which, in the opinion of the Commissioner, may be prone or conducive to corrupt practices;
 - ii) Advising public and private bodies on the ways and means of preventing corrupt practices, and on changes in the methods of work or procedures of those public and private bodies compatible with the effective performance of their duties, which the Commissioner considers necessary to reduce the likelihood of the occurrence of corrupt practices;
 - iii) Disseminating information on the evil and dangerous effects of corrupt practices on the society;
 - iv) Enlisting and fostering public support against corrupt practices;
- b) Receive and investigate complaints of alleged or suspected corrupt practices made against any person, and refer appropriate cases to the Director of Public Prosecutions;
 - c) Investigate any alleged or suspected offences under this Act or any other offence disclosed during such an investigation;
 - d) Investigate any alleged or suspected contravention of any of the provisions of the fiscal and revenue laws of the country;
 - e) Assist any law enforcement agency of the Government in the investigation of offences involving dishonesty or cheating of the public revenue;
 - f) Investigate the conduct of any public officer which in the opinion of the Commissioner may be connected or conducive to corrupt practices;
 - g) Instruct, advise and assist any person, on the request of that person, on ways in which corrupt practices may be eliminated by that person; and
 - h) Do all such things as may be necessary for the prevention of corruption and the furtherance of the objects of this Act.

CHAPTER TWO

2.0 OPERATIONS DEPARTMENT

The Operations Department of the Commission is responsible for all operational functions of the Commission. This Department is headed by the Deputy Commissioner Investigations and Assets Recovery and has three Sections: the Corruption Prevention Section, Public Education Section and the Investigations Section.

The Investigations Section collaborates with the Inter-Agency Task Team to achieve results. The Education Section continued to conduct education exercises across sectors and the Prevention Section, failed to yield results as the only officer left for greener pastures.

2.1 CORRUPTION PREVENTION & PUBLIC EDUCATION

Under the new organisational design, this section has been merged with the Education Section. This section had three officers and one left to join another Government entity while one officer is currently serving Articles with the Attorney General's Office.

The corruption prevention component mandates the Commission to take necessary measures to prevent all forms of corruption in the country, with particular emphasis in public and private bodies. In particular, S. 10(1)(a) of the Act gives the Commission the mandate to examine the practices and procedures of public and private bodies in order to facilitate the discovery of corrupt practices and secure the revision of their methods of work or procedures which, in the opinion of the Commissioner, may be prone or conducive to corrupt practices. The Commission is also mandated to advise public and private bodies on the ways and means of preventing corrupt practices, and on changes in the practices.

The Public Education component is mandated, in particular, by S.10(1)(a)(iii)(iv) of the Act to disseminate information on the evil and dangerous effects of corrupt practices on the society and to rally public support towards the fight against corruption in Swaziland. It is aimed at promoting better public understanding of corruption and encouraging society as a whole to take positive action against such practices.

This is a report of activities that have been undertaken by the public education section of the Anti- Corruption Commission in the past financial year. The section received invitations for lectures from the following institutions:

- The Royal Swaziland Police Service
- Ministry of Health
- The SIMPA
- Municipal Councils within the Kingdom of Swaziland
- Ministry of Education and Training
- The Ministry of Tinkhundla and development

2.2.1 Activities completed during the year under review

The section has been able to conduct 44 interactive educational sessions in the past year and participated in 15 sittings of the Public Accounts Committee sessions. The table below presents the list of lectures conducted in the previous financial year.

NAME OF INSTITUTION	NUMBER OF ACTIVITIES
THE ROYAL SWAZILAND POLICE SERVICE (IN-SERVICE TRAINING PROGRAM)	5
Manzini City Council (Local Government)	10
Royal Swaziland Sugar Association (ILLOVO	1
Cabrini Ministries (St. Philips)	2
SIMPA	7
SWAZILAND INTERNATIONAL TRADE FAIR	7
Civic Society	3
MINISTRY OF EDUCATION	4
IDM	2
Standard Bank Swaziland	1
Public Accounts Committee Meetings	15
Ministry of Works and Construction	2



2.2.2 Coordination of the training function and UNCAC

The section was also responsible for the coordination of training offered under the auspices of the Commonwealth for Africa Anti-Corruption Centre (**CAACC**).

The section also coordinated the implementation of the United Nations against Corruption in Swaziland. The exercise was conducted through a task team that comprised of officers drawn from the Ministry of Justice and Constitutional Affairs, Civic Society and the private sector. Training for the aforementioned officials was facilitated by two international experts on the UNCAC implementation mechanism. The kingdom of Swaziland has completed reporting in fulfilment of its obligations set under the Convention.

2.2.3 Media

There were few media awareness activities undertaken by the unit, during the period under review. The Commission is currently requesting for radio slots from the national radio station. However, there were several media interviews and enquiries attended to and media messages published that include recognition of His Majesty's Speech from the Throne and how that impacts ACC work.

2.2 INVESTIGATIONS SECTION

This Section is tasked with the responsibility of receiving and investigating complaints of alleged or suspected corrupt practices that are made against any person (S.10(1) (b-f)). The aim is to enforce the law vigilantly and professionally in order to seek out and eradicate corruption wherever it exists.

After completion of investigations, the Commission refers appropriate cases to the Director of Public Prosecutions for prosecution. This is in terms of section 10(1)(b) of the Prevention of Corruption Act, 2006. However, some complaints of purely criminal nature are referred to the Royal Swaziland Police Service for their action; others are referred to relevant institutions for their appropriate action.

The Investigations Section investigates all pursuable reports. The Commission also utilised the Inter-Agency Task team to maximise its efforts. The officers of the Director of Public Prosecutions continue to work very closely with the Commission's investigating teams. This adds value to on-going investigations and mitigates the length of investigations.

During the reporting year, a total of 533 reports were received by the Commission compared to 210 in the previous year, reflecting more than a double increase in the complaints received. Sixty-six (66) complaints were authorised for investigations. Ten (10) cases were referred to the Director of Public Prosecution's office and sixteen (16) suspects arrested. The number of cases pending in the courts stands at thirty-five (35) with one (1) acquittal.

The Investigations Sections was able to fill most vacant positions towards during the third quarter of the year. However, the numbers are still very low compared to the high workload. The current complement of the investigation team stands at 16. It consists of two (2) Chief Anti-Corruption Officers, seven (7) Senior Investigators and 7 Investigators. The Commission has requested for more posts from Public Service.

The Commission has a mammoth task of implementing the Strategic Plan in terms of establishing investigative and support units that will assist in speeding up the life cycle of investigated cases. However, due to budget constraints, the Commission was unable to establish the units.

2.3.1. Procedure for handling allegations of corruption

Report Centre

All complaints reported to the Commission are channelled to the Report Centre Office. Such complaints are likely to be received by any of the following methods:

- By personal call at the office of the Commission (in which case the caller might or might not wish to identify himself/herself)
- By telephone, (in which case the caller might or might not identify himself/herself) 2404 3179
- By letter, (in which case the writer might or might not identify himself/herself) P. O. Box 4842 Mbabane.
- By telex, fax or electronic mail (in which case the writer might or might not identify himself/herself) 2404 0758
- Or from information from an officer of the Commission.
- Through the Commission's hotline 8003500

The summary of the complaint will be factual and concise but sufficiently detailed to enable the Complaints Review Committee (CRC) to make a rational recommendation to the Commissioner. The complaint will be scrutinized by the Senior Report Centre Officer, and if he\she decides that the complaint is clearly not one of corruption and it is outside the Commission's mandate, he\she immediately advises the complainant accordingly. The Report Centre Officer will proceed to register the complaint and then send the report to the Complaints Review Committee.

Vetting Process for Public Entities

During the year under review, the Commission continued to conduct vetting for public bodies. was entrusted with a responsibility by Government to conduct vetting for public bodies. Vetting was then conducted and Ministries advised accordingly.

The Commission applauds this move as it seeks to mitigate the challenges brought about by candidates who are appointed into public bodies yet they are under investigation by the Commission or they have corruption issues that have not yet been brought to the fore at the time of appointment.

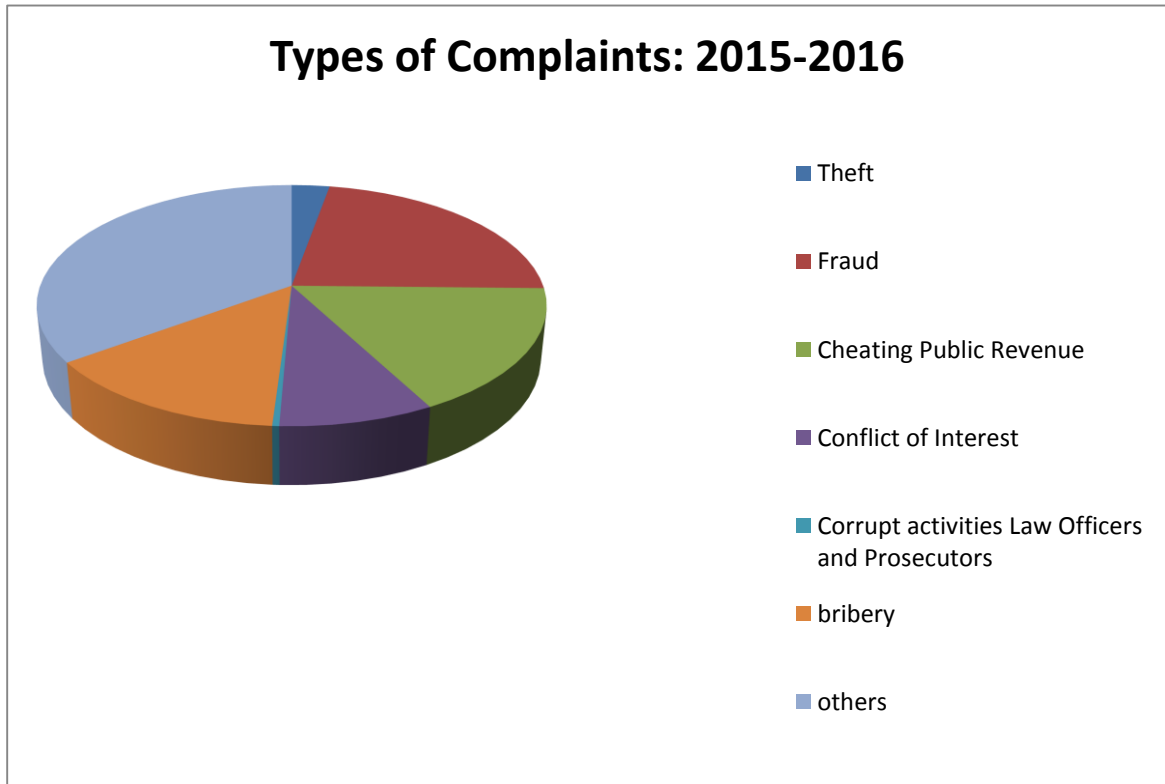
Complaints Review Committee

The Complaints Review Committee examines all the complaints referred to it to ascertain whether the Commission has the mandate, in terms of the law, seriousness of the complaint, and financial implications of the complaint. After taking into

account all factors the Committee advises the Commissioner, whether or not the Commission should investigate the complaint or refer it to relevant bodies such as the Police. The Commissioner then gives the necessary direction.

The present Commission commenced operations in March 2008. Hereunder is a breakdown of complaints that have been reported to the Commission:

Year	Complaints reported
2008/2009	51
2009/2010	201
2010/2011	249
2011/2012	103
2012/2013	78
2013/2014	103
2014/2015	210
2015/2016	533
Total	1528



The pie chart depicts cases reported to the Commission in the year under review. A total of 533 cases were reported.

Breakdown of Complaints

- Theft = 15
- Fraud = 120
- Cheating of Public Revenue = 90
- Conflict of Interest = 45
- Corrupt Activities Relating To Law Officers and Public Prosecutors = 2
- Bribery = 74
- Others = 187

CHAPTER THREE

3.0 ADMINISTRATION DEPARTMENT

The Administration Department is headed by the Deputy Commissioner, Administration. It renders support services to the core functions of the Commission. In general the Administration Department is responsible for effective management of day to day operations of the Commission including Finance, Information Technology, Human Resources, Staff Welfare, and Performance Reviews among others. The Section further assists in establishing and managing strategic and operational organizational goals ensuring successful administration and attainment of the organizational objectives and influencing performance of the overall Commission.

In discharging its functions, the Commission operates as an independent and autonomous institution. This is provided for under Section 4(4) of the Prevention of Corruption Act. Under Section 8 of the Act the Commission is mandated to appoint such investigating officers and other officers to assist the Commission in the performance of its functions. However in administrative, financial, Human Resources and supply matters the Commission still operates as a Government Department under existing Government Regulations.

The Administration Department is therefore responsible for ensuring that Government Regulations and Rules are followed. There are four sections within the Administration department and they are as follows:

3.1 GENERAL ADMINISTRATION SECTION

The Anti-Corruption Commission General Administration Section continued to provide administrative support services for the year 2015/2016 for operations of the institution within the framework of the Prevention of Corruptions ACT 2006, Government General Orders, ACC standing Orders and other relevant Government procedures and internal control processes and procedures. Standing support services were provided as follows;

- Transport management
- Procurement
- Budgeting

- General office administration which includes; maintenance of office premises, secretarial, registry, messenger, reception, security, travel arrangements, facilitation for Executive Meetings.
- ***Shortage of Vehicles;***
- Shortage of vehicle continued to be an issue at the Commission for the year 2015/2016. This was magnified by expanded responsibilities and added staff complement which needed to be facilitated to accomplish assignments and programs.

Budget for 2016/2017:

- Budget estimates for fiscal year 2016/17 were successfully completed and forwarded to the Ministry of Finance for processing for approval. A total of E29, 174 962 recurrent budget and E100 000 start up for capital budget was requested. However A total of 31, 732 413.50 recurrent was approved, which includes Inter-Agency Task Team funds.

3.2 HUMAN RESOURCES

The Anti-Corruption Commission Human Resources Section is responsible for the acquisition, development and retention of the Commission’s staff. In particular, the Section deals with:

- Recruitment and selection and training of members of staff.
- Focus on the structure of staff development programs.
- Development of a people strategy that will help the Commission to secure, motivate and effectively manage its workforce.
- Create conducive work environment by managing issues of satisfactory performance, misconduct, and grievance in an expeditious and fair manner promulgating integrity at all times.

3.2.1 Staff Complement

During the month of October 2015, the following promotions took place: - the Acting Report Centre Officer has been promoted to the post of Investigator. Six more officers have been employed to fill vacant positions in the Investigation Section four of which have been employed to the positions of Investigators and two have been employed to the positions of Senior Investigators. One Cleaner has been promoted

to the post of Telephone Operator while the other Cleaner was promoted to the post of Messenger. Two new Cleaners have been employed to fill the vacant posts created by the promotion of the two Cleaners. The Messenger has been promoted to fill the vacant position of Junior Clerical Officer. One Driver has been promoted to fill the vacant post of Documentary Officer. The Telephone Operator has been promoted to fill the position of Shorthand Typist 1. The Shorthand Typist has been promoted to the position of Legal Secretary. The Legal Secretary has been promoted to the position of Senior Human Resources Officer. The two Assistant Investigators have been promoted to fill the vacant posts of Investigators which have been created by the promotion of Investigators to Senior Anti-Corruption Officers (Senior Investigators). Three Investigators have been promoted to Senior Investigators and one was promoted to the position of Chief Anti-Corruption Officer. One Senior Investigator has been promoted to fill the vacant position of Chief Anti-Corruption Officer. The Public Relations Officer has been promoted to fill the vacant position of Director. Therefore, the staff compliment of the Commission now remains at 39 employees.

4.4 Employee Profile

During the year under review, the Education Officer started serving articles with the Attorney General's Chambers.

4.5 Training and Development

Corruption is dynamic in nature and therefore, strategies, statutes and practices and technology relating to corruption issues change. It is the policy of the Commission to ensure that it keeps itself abreast with all necessary changes in dealing with corruption through the training and development of its staff. The multi-disciplinary approach applied by the Commission creates a greater need for intensive staff development.

Therefore, the Commission seeks to build the requisite capacity within its people to ensure that the ACC's key strategic objectives and business goals are achieved.

4.6 Industrial Relations

The labour relations of the Commission remained stable in the year under review. All matters relating to grievances were resolved amicably within the Commission or with the assistance of other Government Departments.

3.3. INFORMATION TECHNOLOGY

Corruption is a dynamic crime that changes its face rapidly. The new strategic direction of the Commission calls for the development of a robust Information Communication Technology (ICT) infrastructure to aid in gathering, analysing, storing data as well as hosting the ACC website.

Some ICT activities were undertaken successfully amid the ICT infrastructure challenges.

3.4 FINANCE

The period under review has continued to be challenging as in the previous financial year due to the minimal budget allocated to the Commission. The total annual budget requested was E30, 000 000 while the approved budget stood at E11, 370 308.

3.4.1 Budget Allocation

The total budget for this reporting financial year 2015/2016 was E11 615 280 and the total spent was E11 372 270 leaving E243 010 which is savings emanating from vacant positions under the personnel costs.

The vacant positions are a result of the newly approved posts that the Commission is in the process of the recruitment exercise.

The table below shows the total approved budget, the actual released, the actual expenditure and the variance reflected against each reporting item for the financial year:

Activity	Estimated (E)	Released	Actual (E)	Variance (E)	Variance in %
002	1,095,195	1,215,195	1,176,668	38,527	3.17
01	8,244,693	6,750,693	6,608,719	141,974	2.10
02	454,304	954,303	912,588	41,715	4.37
04	1,595,065	2,208,063	2,208,083	-20	0
06	149,534	260,522	242,135	18,387	7.06
07	76 500	226,500	224,077	2,423	1.07
Total	11,615,280	11,615,276	11,372,270	243,010	2.09

Item 002

The total annual budget allocation for financial year 2015/2016 under the CTA charges was E1 095 195 and E1 176 668 was spent. A re-allocation of E120 000 was made from item 012 to clear an over expenditure hence the variance of E38 527. This item caters for the payment of fuel, maintenance and hire charges.

Item 01

The total annual budget for personnel costs was E8 244 693 and the total spent was E 6 608 719 leaving the variance of E141 974 after the re-allocation of E1 494 000 was made to item 02 and 04 respectively. The personnel costs item caters for the payment of staff salaries and allowances.

Item 02

During the 2015/2016 reporting year, the total annual budget under item 02 for communications and travel was E454 304 and the total spent was E912 588 after sourcing a re-allocation of E500 000 from item 04 resulting in an unspent balance of E41 715. This item caters for communication and travel, telephone bills and external travel.

Item 04

The total annual budget allocation for 2015/2016 financial year under the professional services was E2 208 063 and the total amount spent was E2 208 083. The item caters for professional services, printing, security services, promotional and advertising and as well as utilities.

Item 06

Under the consumables and supplies, the total annual released budget for the period in question was E260 522 and the total spent was E242 135. A reallocation of E110 988 was made from item 041. This item caters for consumables and supplies.

Item 07

The total annual released budget under item 07, the durables including the reallocation of E150 00 was E226 500. The total spent was E224 077.

CHAPTER FOUR

4.0 CHALLENGES/RECOMMENDATIONS

Organized crime

With the advent of information technology, organized crime continues to be a challenge that is faced by the country as the Commission and other law enforcement institutions battle to penetrate and crush networks. The face of corruption changes every day and the challenge is to stay abreast. The sharpening of the ACC apparatus continues to be a priority and yet the resources continue to be scarce. The Commission needs to solicit Government approval for utilisation of skills inherent in other sister agencies.

Labour Turnover

The Commission has successfully filled key vacant positions and an additional 6 investigators have been hired. However, the ratio of investigators to the high number of complaints pending investigations is very high making a serious imbalance. The Commission has to also fill in more new positions in order to move towards attainment of the Strategic Plan targets. However, office space remains a challenge that is impeding recruitment. The Commission continues to pursue decentralisation in order to alleviate some of these challenges.

Legal Framework

The Commission has initiated talks with the Ministry of Justice and Constitutional Affairs on amending the Prevention of Corruption Act, 2006. Advocacy for the enactment of Whistleblowers and Witness Protection legislation continues.

The ratification of regional and continental Legal Instruments that were signed by the Government remains a priority for strengthening the legal framework and enabling cooperation with other countries when carrying out investigations. These instruments are the African Union (AU) Convention on Preventing and Combating Corruption and the SADC Protocol against Corruption. This is further compounded by the fact that the ACC is a member of bodies established by provisions of these instruments.

Policy Framework

UNODC has been approached through the Ministry of Justice and Constitutional Affairs to assist the country in reviewing a draft national policy that was developed by a consultant. The result was that there was a need to tighten it further and they

offered to assist with further refining it. The lack of this policy continues to impede multi-sector implementation of the anti-corruption agenda in the country.

Institutional Capacity

Capacity building in relation to training and development continues to be a challenge for the Commission. Sourcing corruption related training and development programmes is not an easy task as most programmes offered are external and costly. As a result training and development of staff becomes compromised in the sense that small scale training is then undertaken due to the costs of external training and travel while on the other hand local training which is more desirable removes the practical aspect of the learning experience. Recruitment of staff is also compromised by the remuneration structure which is not attractive to candidates who have the requisite experience and qualifications.

Staff Accommodation

The Commission is still facing a major challenge with regard to accommodating its staff. Currently the Commission relies on the Civil Service Housing Department in securing accommodation for its staff. This has proven to be a challenge in that the Commission's staff has to be subjected to a very long standing waiting list of civil servants needing houses, posing a threat to ACC officers considering the nature and sensitivity of the work they do. There is need to prioritise accommodation for ACC staff.

5.0 CONCLUSION

Despite the financial and human resource challenges, the Commission forged ahead and produced minimal results. The Strategic Plan 2014-2018, if implemented successfully, will change the face of corruption in the country. Already, results are beginning to trickle in.

The Commission is cognisant of the fact that it can never operate as an island, therefore the building of partnerships and networks remains a priority. The implementation of a multi-sector approach to fighting corruption, a call to action by His Majesty the King, cannot be overemphasised as it supports the much needed all inclusive implementation of the national anti corruption agenda.

This national approach calls upon every citizen to be a key stakeholder in the fight against corruption.

