

**THE IMPLEMENTATION OF THE ANTI-CORRUPTION
STRATEGY IN THE EASTERN CAPE DEPARTMENT OF
EDUCATION**

BY

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DECLARATION

I, Zingisa Mkabile, hereby declare that this mini-dissertation submitted to the University of Fort Hare for the Degree of Masters in Public Administration has never been previously submitted by me for a degree at this or any other university, that this is my own work in design and execution and that all material contained therein has been duly acknowledged.

Signed:

Date:

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ABSTRACT

The aim of the study is to ascertain whether the Eastern Cape Department of Education has set up the minimum anti-corruption capacity requirements in line with the Public Service, Anti-Corruption Strategy; as directed by a Cabinet resolution of 2003. In the light of the continued prevalence of corruption within the department the study sought to ascertain whether systems exists within the department to deter, prevent, detect and combat corruption.

The literature review indicated that the definition of the corruption is as varied as its causes and different types. There is mere agreement in the literature that corruption is the misuse of public power for private gain. Anti-Corruption Strategies involve the criminalization of corruption through legislation and the setting up of ant-corruption agencies amongst others.

In order to achieve the objectives of the study, two instruments were used to collect data, the mail questionnaire and interview survey. The main findings that came out of the collected data indicated that the respondents were not aware of the departmental anti-corruption strategy. The department has engaged a service provider to draft such a strategy to be ready by the middle of the 2008/09 financial year. It would be advisable for the department to finalise the adoption and implementation of such strategy in the light of the various policy and legislative requirements that have to be complied with.

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CHAPTER ONE

BACKGROUND AND GENERAL ORIENTATION

1.1 INTRODUCTION

The public sector has, since 1994 held three conferences to campaign against corruption. The first Anti-Corruption Conference was held in Cape Town from the 10th to 11th November 1998. At that conference a call was made for the anti-corruption effort to become a national concern which would include all sectors of the South African society. Consequently, at the first National Anti-Corruption Summit in April 1999 a resolution was passed calling for the launch of the National Anti-Corruption Forum (NACF). Accordingly the institution was launched on the 15th June 2001 comprising of the public sector, private sector and civil society. The forum is chaired by Minister Fraser-Moleketi with the Public Service Commission providing the secretariat support. The first National Anti-Corruption Summit passed resolutions focusing around three major strategic areas in the campaign against corruption, preventing corruption, combating corruption and building integrity and raising awareness.

Flowing from summit resolutions the government tasked the Public Service Commission and the Department of Public Service and Administration (DPSA) to formulate the public services anti-corruption strategy. The strategy was approved by the Cabinet in January 2002; an inter-departmental, anti-corruption coordinating committee was established to coordinate the implementation of the strategy. The strategy is multi-pronged, focusing on anti-corruption from the perspective of prevention, combating, information and communication.

The various provinces replicated the process of setting up anti-corruption forums. In the Eastern Cape the first anti-corruption summit which launched

the Provincial Anti-Corruption Forum was held in East London from the 18th to the 19th November 1999. The primary objectives of the summit were to:-

- develop a coordinated and coherent anti-corruption strategy
- provide a forum for broad –based discussions
- provide a viable channel of communication among various stakeholders

For all intents and purposes the first provincial forum was dysfunctional. It was re-launched in July 2005 after the second National Anti-Corruption summit held in March 2005. The Eastern Cape, in the July 2005 session came out with a Provincial Anti-Corruption Action Plan whose primary aim was to effect a cultural change by equipping and institutionalize the drive against fraud and corruption within the provincial public service. As a consequence the Provincial Director-General came out with guideline for departments on implementing minimum anti-corruption capacity requirements.

The purpose of the study is to ascertain whether the Eastern Cape Department of Education has set up the minimum anti-corruption capacity requirements in line with the Public Service Anti-Corruption Strategy.

1.2. THE STATEMENT OF PROBLEM

The Auditor-General (2005:120) has pointed out serious deficiencies in the financial management systems of the Department of Education. These deficient processes have existed since 1995 and are contrary to the Public Finance Management Act (PFMA). The department has been unable, for the last ten years, to submit and produce supporting documentation for procurement expenditure, personnel and other files, expenditure vouchers and housing guarantees for audit purposes. The Auditor-General has been unable to verify the accuracy and validity of the payment for goods and services, leave entitlement and leave gratuity payments. The Personnel and

Salary System has not been updated to reflect staff movement and staff that have left the service not removed.

The department has been exposed to risk in two major areas over the years, these are mainly personnel and procurement expenditure. The department has overspent its budget by R1,2 billion in the last ten years (Auditor-General, 2005:121). This is mainly attributable to the personnel over expenditure, mainly salary overpayments, payment to deceased staff, retired staff and staff that have left the service. Over the years, the department has engaged in campaigns to rid itself of ghost employees, the success of these campaigns is difficult to evaluate due to validity of the department's salary records. The other major risk area for the department is that of the procurement of goods and services. The department procures schools furniture, stationery, textbooks and various forms of office equipment and supplies. The tendering for various services like accommodation, travelling and catering and other forms of services also feature prominently on its list. Over the years the Auditor-General and the department's own inspectorate division have raised and pointed out areas of deficiency in procurement management. These include overpayment of invoices, duplicate payment, violation of tender procedures and the supply of sub-standard products. The Auditor-General's office concludes by saying that the possibility of collusion,, fraud and corruption in these circumstances cannot be excluded

The Financial Inspectorate Division of the department has over the years investigated incidents of corruption that confirm the suspicious and conclusions of the Auditor-General (Financial Inspection Report 2001:2):

- a school clerk absconded from work at Freemantle High School in the Lady Frere district in June 1998. In July 2001 she was still receiving a salary from the department totaling some R207 005.00.
- a teacher from Rex Mdebuka High School in Lady Grey transferred to the Free State province in April 1996. In July 2001 the same teacher was still drawing a salary from the department valued at R117 213.00

- a principal of Sterkspruit College enters into an unlawful rental contract for computers with Rand Merchant Bank to the value of R2,0 million without departmental authority. This is further unlawfully endorsed by the district director who stands surety without proper authority. The department is compelled to pay the service provider through a court order. All the computers disappeared from the college.
- Between June 2000 and January 2001 orders were taken and payments made to a East London company without following proper procedures. The total value of the orders and payments amount to some R1 133 504.08. The order book, data advise slips disappeared and could not be produced for audit.
- The Auditor-General (2004:130) disclosed irregularities regarding furniture contracts awarded to two companies to supply and deliver furniture to schools. A comparison of the actual furniture delivered to the supplier's invoices revealed that short deliveries of R2 210 270.00 had taken place.
- Proper supporting documents could not be submitted for audit to confirm payments made to suppliers in the School Nutrition Programme (A-G's Report, 2005:120) In December 2006 the Premier of the province released the results of a forensic investigation into the School Nutrition Programme. The investigation, by the firm Ngubane and Company, revealed how fraudulent awarding of tenders had cost the department over R100 million.

The investigation found that:-

- A company which did not have a contract had been paid in excess of R1,5 million
- Some companies were paid more money than the amounts of contracts
- Payments to contracted companies redirected into accounts of suppliers which had not worked for the department
- Some companies were awarded contracts without them knowing (Daily Dispatch, 21-12-06)

The Public Finance Management Act (PFMA) assigns certain responsibilities to heads of departments, these include:-

- ensuring that departments maintain an effective, efficient and transparent systems of financial and risk management and internal control.
- is responsible for the effective, efficient, economical and transparent use of the resources of the department.
- take steps to prevent unauthorized, irregular, fruitless and wasteful expenditure and losses resulting from criminal conduct
- is responsible for the management and safeguarding and maintenance of the assets of the department.

As part of the implementation of the Public Service Anti-Corruption Strategy, Cabinet in 2003 directed that a minimum anti-corruption capacity be established in all government departments. Section 38 of the Public Finance Management and Chapter 3 of the Treasury Regulations require that accounting officers must ensure that a risk assessment is conducted regularly to identify risks. A risk management strategy, which must include a fraud prevention plan must be developed and that strategy communicated to all officials. In the light of the continued prevalence of corruption within the department, the questions that this study is seeking to answer are:-

- has the department set up the minimum anti-corruption capacity?
- what systems exist within the department to deter, prevent, detect and investigate corruption?
- Is the department managing and speedily dealing with all cases relating to corruption?

1.3 THE OBJECTIVE OF THE STUDY

The objective of the study is:

- To examine the extent and impact of anti-corruption strategy in the resolve of corruption problem.

- To explore other systems which exist within the department to deter, prevent, detect and investigate corruption and minimum anti corruption capacity thereof.
- To come up with possible mechanisms that strengthen the implementation of anti-corruption strategy

1.4 ETHICAL CONSIDERATION

Before embarking on the study both the Member of the Executive Council and the Superintendent General of the department was made aware and informed of the purpose. The tools used to collect data made no requirement for the respondents to furnish their names. Strict confidentiality was maintained when analyzing the responses to ensure that no names and identity of respondents was revealed.

1.5 SCOPE AND LIMITATIONS

The Department of Education is very big, it spawns the whole province and has over 68 000 employees. The study was confined to senior managers at head office, district directors, deputy directors and selected school managers.

1.6 CHAPTER OUTLINE

CHAPTER 1: Introduction and general orientation

This chapter will be composed of the introduction which will give an overview of the research topic. It will give the problem statement and the objective of the study.

CHAPTER 2: Literature Review

The chapter will be dedicated to the review of literature and related research on the topic.

CHAPTER 3: Research Design and Methodology

This chapter will be devoted to the research methodology that is the methods that were used to collect data and the research design, the target population and sampling method.

CHAPTER 4: Data Analysis

The chapter will outline the research findings, the mechanism used to capture data and how it was sifted and analysed.

CHAPTER 5: Conclusions and Recommendations

This chapter will be dedicated to the implications of the findings, the possible recommendations and conclusion.

1.7 CONCLUSION

The Department of Education has been exposed to various forms of corruption, mainly in personnel, asset management and procurement. These phenomena highlight the need to implement the minimum anti-corruption capacity as required by the Public Service, Anti-Corruption Strategy and the Public Finance Management Act, supported by the Treasury Regulations. This chapter explored the problem of corruption as it manifests itself within the department, the objectives of the study and the scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The literature review provides the opinions of various authors on the subject matter. The main objective is to give evidence of research on the issue under study. The chapter looks at how corruption is defined in the literature, its causes, consequences and impact. Corruption is not limited to developing countries, the chapter also reflects on the manifestations of corruption in different countries, both developed and developing. The chapter ends by looking at various anti-corruption strategies.

2.2 WHAT IS CORRUPTION?

The Oxford Dictionary defines corruption as the willingness to act dishonestly in return for money or personal gain. The word corruption is often used to refer to a dishonest, bribable, fraudulent or dishonourable action by a political office-bearer or public officials (Witgaard in Cloete, 1996:28) Doig and Theobald (2000:3) argue that corruption is not an easy phenomenon to define. In their definition they confine themselves to what they call political corruption, that is, the abuse of public authority for private profit. The tendency to emphasise the misuse of public authority for private gain is widespread in the literature. Kanyane (2000:11) underlines this tendency by saying corruption in general could mean the promotion of private gains or selfish interest at the expense of public interest.

The relative nature of the definition of corruption is further emphasized by Abedian, et al (1999:211) when they argue that there is no neat watertight taxonomy of the different forms of corruption, after all corruption is defined in relation to particular ethical, legal and administrative norms and standards. According to Ramaite (1999:161) corruption in South Africa is defined in the Corruption Act of 1992 as the giving , offering, or agreeing to give a benefit

to an official or agent and the receiving, or attempting to obtain a benefit by a public official or agent.

The Commonwealth Parliamentary Association (CPA) (2005:1) broadens corruption to include activities that involve the private sector. Corruption is always a two way transaction with a supply and demand side. It generally occurs at the nexus between the public and private sectors, with actors in the private sector inter-acting with holders of offices of trust in the public sector. The Southern Africa Development Community (SADC) Protocol Against Corruption also incorporates activities both in the public and private sector in its definition of corruption. In its definition it includes bribery or any other behaviour in relation to persons entrusted with responsibilities in the public and private sectors which violates their duties as public officials, private employees, and independent agents aimed at obtaining undue advantage of any kind, for themselves or others. This definition is in line with the African Union Convention Against Corruption and the United Nations Convention Against Corruption.

Doig and Theobald (2000:4) distinguish between grand corruption and petty corruption. Grand corruption is defined as the misuse of public power by heads of state, ministers and senior officials for private gain. This is further endorsed by Rose-Ackerman (1999:27), grand corruption occurs at the highest levels of government and involves major government project and programs. Grand corruption involves the extraction of large bribes from transnational corporations, arms dealers, drug barons or simple transfer of large sums of money from the public treasury into private banks accounts. On the other hand petty corruption involves soliciting of small payments by low level officials in order to expedite business by cutting through red tape, to do what they are suppose to do anyway. Petty corruption is mostly felt by the poor and the weakest sectors of society who can least afford to make payments for services to which they are any way entitled (Doig and Theobald, 2000:5).

Kanyane (2000:15) identifies various forms of corruption. Nepotism is one form which entails the appointment of relatives to senior positions. Patronage, on the other hand, is based on the appointment of any person. Instead of employing capable candidates with suitable qualifications, incapable patrons are employed even when they lack the relevant and suitable qualifications. The Department of Public Service and Administration in Cwati (2004:14) defines bribery as involving the promise, offering or giving of a benefit that improperly affect the actions or decisions of a public servant. This benefit may accrue to the public servant. Embezzlement involves theft of resources by persons entrusted with the authority and control of such resources. While fraud involves actions by the public servant or other person that fools others into providing a benefit that would not normally accrue to the public servant or the other person. Abuse of power is a form of corruption that involves a public servant using his/her vested authority to improperly benefit another person or public servant. Conflict of interest entails a public servant acting or failing to act on a matter where the public servant has an interest or another person that stands in a relationship with the public servant has an interest (Cwati., 2004:15).

2.3 CAUSES OF CORRUPTION

In the literature various factors feature as causes of corruption. Gildenhuis (1991:54) contends that the causes of corruption are political, economic, administrative and cultural and include:-

- Lack of legitimacy of the government in power
- Poor remuneration of public service officials
- Rigid and ambiguous work procedures

Bayat and Meyer in Maluleke (2000:54) argue that the causes of public service corruption include:-

- Greed

- The presence of an ethos of corruption
- Flouting codes of conduct
- Inadequate checks and balances
- Pre-occupation with official secrecy
- Unwavering trust in political office-bearers

Kanyane (2000:18) agrees that secrecy in government causes corruption in the public service. He goes on to add centralization of authority and illiteracy and ignorance as other causes. In a centralized authority situation a distance is created between the government and the governed reducing the latter to a state of helplessness. In this state of helplessness and lack of access for the governed corruption is free to take place. This state of helplessness is further exacerbated by poor education. Poor education has denied mainly rural people the opportunity to question government on aspects of financial administration thus contributing to corruption.

Stasavage (2000:67) argues that the level of public service corruption also depends upon whether officials receive sufficient pay to reduce the relative returns of engaging in corruption. If public sector pay is very low, corruption is a survival strategy. Corruption is also caused by extensive control over economic activity achieved when public officials have discretion in the issuing of licenses, registrations of business and granting of permits. A third cause of corruption is the failure of institution to monitor bureaucrats and hold them accountable for their actions. Hope (2000:19-23) cite six factors that cause corruption, these are:-

- Total exercise of state power by the ruling elite
- Centralization of economic decision-making and involvement of government in the economy
- Lack of the rule of law and of administrative predictability
- Erosion and compression of salaries of public officials

- Lack of exemplary ethical leadership shown by politicians and senior public officials
- Socio-cultural norms, like loyalties toward family, tribe and friends.

The privatization of state enterprises that has been undertaken by many countries has been a cause of corruption. Rose-Ackerman (1999:42) argues that although desirable, privatization has seen lack of broad participation and favoured consortia with strong ties to the ruling elite. The process has lacked transparency and publicity particularly in the evaluation of assets being privatized. For Levin (2002:12) globalization and public management reform are the principal causes of corruption. Limited market opportunities and market competitiveness saw transnational companies relying on bribery to secure contracts. Information network expansion and new technologies speeded up information flows and business transactions, while enhancing opportunities for corruption. Levin argues that there is a declining faith in the state and public administration. Private sector management is seen as an inspiration for improved public management thus shifting from administration to delivery. Bureaucratic procedures and rules and internal controls are seen as blockages to swift service delivery. This pressure to deliver may lead to compromise in ethical standards, the flaunting of basic controls and leads to heightened opportunities for corruption.

2.4 REFLECTIONS OF CORRUPTION FROM SELECTED COUNTRIES

Corruption is not limited to developing countries, similar corruption scandals are frequent in developed countries. In Germany bribes were apparently paid to win contracts worth DM 2.5 billion to build terminal 2 at Frankfurt airport. In the French department of Maritime, fourteen officials were charged with corruption in connection with contracts for computers, causing government to loss 50 million francs. In the United States Defense Department fifty-four individuals and ten corporations were convicted for disclosing technical

specifications on competing bids for contracts in return for money and jobs (Rose-Ackerman, 1999:29)

Kenya bought fighter jets in 1989 from a French Company rather than a British company at twice the cost because the British company refused to pay a kickback to an official negotiating the sale. In Uganda it was found that the cost of acquiring a plot of land in a residential suburb of Kampala was more than ten times the official rate (Hope: 200:25). The above example indicates incidences of corruption mainly in the procurement of goods and services. Rose-Ackerman gives examples of corruption in the privatization of state assets. In Brazil when it became clear that an ally of President Collor de Mello was to receive a privatized firm, other bidders withdrew. In Argentina several officials who designed the highway privatization bidding process were on the staff of the companies that acquired the highways.

Stasavage (2000:70) catalogues various sectors of the Mozambique public service where corruption is prevalent, these include:-

- Corruption in customs where importers pay bribes to avoid import taxes
- Corruption in business regulation where hindrances occur in assisting foreign investors and bribes are demanded in issuing import licenses and operating licenses
- Corruption in foreign aid where diversion of aid funds occurs.

Hope and Chikulo (2000:1) argue that incidence of corruption among African countries ranges from rare in Botswana to widespread in Ghana to systemic in Nigeria. In Nigeria corrupt actors in both the public and private sectors interact to undermine public institutions. Those in power use state machinery both to enrich themselves and to aid groups align to them. Oil reserves that are controlled by the state provide huge windfalls gains for those in power (Coolidge and Rose-Ackerman, 2000:75). Zambia has seen an increasing incidence of corruption and accumulation involving senior cabinet ministers and other officials.

2.5 CONSEQUENCES AND IMPACT OF CORRUPTION

Corruption is bad for government; it erodes public confidence in government and promotes moral disregard and breakdown of good governance (Goba, 1999:28). Kanyane (2000:16) argues that corruption is a viral form of bureau-pathology which leads to people losing faith in the integrity of public administration. Public institutions lose credibility and effectiveness as a result of corruption. It leads to loss moral authority, increases opportunities for organized crime, adds to the tax payers burden and to the inefficient use of public resources.

In the Preamble to the Prevention and Combating of Corrupt Activities Act (2004) it is recognized that corruption endangers the stability and security of societies and jeopardise sustainable development. Transparency International (1997:7) contends that corruption is one of the greatest challenges of the contemporary world. It undermines governments, distorts public policy, leads to misallocation of resources and harms private sector development. Hope (2000:23) argues that corruption produces negative results of an economic, political and administrative nature which impair the process of development.

At the political level, corruption focuses on dishonest political office bearers using their positions to provide friends and relatives with jobs. Public officials use positions of power to promote selfish interest with government transactions and tenders (Kanyane, 2000:13). From the economic point of view, corruption increases the costs to government of doing business. Kickbacks and illegal commissions which have to be paid to public official are simply added to the final costs of projects, contracts and equipment (Hope, 2000:23). Rose-Ackerman (1999:38) argues that corruption increases government expenditure and leads to a need to increase revenue collected through high taxes or reduction in development programs. At the socio-economic level, corruption increases poverty and harms particularly the poor. When resources like houses, social grants and public sector jobs are

allocated by the size of bribes and connections rather than merit and need, this result in a perverse reprioritization of public resources in favour of the elite (Abedian, et al, 1999:209)

2.6 ANTI-CORRUPTION STRATEGIES

Both the United Nations Convention Against Corruption and the African Union Convention on Preventing and Combating corruption recognize that in order to fight corruption, partnerships have to be built between government, the private sector and civil society. This is the approach also adopted by Transparency International when it argues that the fight against corruption can only be successful if there is far-reaching co-operation from a wide range of stakeholders. Cwati (2004:12) also argue that to fight corruption we need to incorporate all the relevant stakeholders to play their part in making sure that the problem of corruption is curbed. Thus according to Levin (2003:6) the South African approach recognizes the importance of developing a multi-sectoral approach to preventing corruption. This derives for a clear understanding that corruption is a problem of the public and private sector.

The criminalization of corruption through legislation is one of the first steps in the fight against corruption. The laws must be clear and unambiguous and could be in three categories, laws that punish corruption, laws that contribute to an administrative and social environment in which corrupt actions would be likely to occur if the legislation is not corruption-proof (CPA/ World Bank 2006) Linked to anti-corruption legislation are laws on the recovery of assets and the protection of whistle-blowers. Both the United Nations and the African Union Conventions devote chapters on the recovery of assets of illicit origins and the repatriation of those assets to the countries of origins. Successful detection of corruption depends on insiders reporting wrongdoing and coming forward with documentation of corrupt deeds (Rose-Ackerman, 1999:53).

According to Levin (2006:28), in the context of South Africa, the anti-corruption strategy has entailed the following considerations and measures:-

- A review and consolidation of the anti-corruption legislation
- Increasing institutional capacity
- Protection of whistle-blowers
- Prohibition of corrupt business and individuals
- Management of professional ethics
- Improve management policies and practices
- Awareness, training and education.

Levin (2006:29) goes on to outline the anti-corruption legislation that has been promulgated in South Africa such as:-

- The Protected Disclosures Act no. 26 of 2000
- The Promotion of Access to Information Act no. 2 of 2000
- The Promotion of Administrative Justice Act no. 3 of 2000
- The Financial Intelligence Center Act no. 38 of 2001
- The Prevention and Combating of Corrupt Activities Act no. 3 of 2004

Various institutions have been set-up to complement police work in the fight against corruption (Hofmeyr, 2006:71). These include:-

- The National Prosecuting Authority
- The Directorate of Special Operations
- The Auditor-General
- The Public Protector
- The Special Investigating Unit
- The Financial Intelligence Center
- The Public Service Commission.

The establishment and strengthening of institutions that enforce laws and ensure good governance and accountability is another mechanism in combating corruption. Vigorous investigative, policing, prosecutorial services

and an independent judiciary can be an effective strategy (CPA, 2005:3). The judiciary contributes to checking the abuse of administrative power and making political office-bearers and public officials account for their actions. Courts attend to cases in public and these usually receive publicity from the press. the fear of being exposed is a factor that discourages political office-bearers and public official from acting irresponsibly (Mafunisa, 2000:45).

The introduction of codes of conduct for public official is one other key strategy to control corruption (Hope, 2000:31).The aim of the codes is to instill an atmosphere of moral accountability and ethical behaviour in the public service. Mafunisa (2000:25) distinguishes between two types of codes of conduct, the phantom code of ethics and formal code of conduct. A phantom code of ethics refers to the exemplifying of ethical behaviour by senior public officials; the code is unwritten in that it is not provided for by legislation. Senior officials personify the values of the public service and provide tangible role models for junior officials (Mafunisa, 200:56).

The formal code of conduct is a statement of principles and standards about the right conduct of public officials. It promotes and maintains the responsible conduct of public officials and provides guidelines for public officials in their relationship with each other, elected representatives, and members of the public (Mafunisa., 200:27) The Public Service Commission defines the code of conduct as an important pillar in the establishment of good governance and ethical conduct of public servants (PSC, 2002:4).

2.7 CONCLUSION

The chapter has been looking at how corruption is defined, its consequences, impact and causes. The definition of corruption is as varied as its causes and different types. There is near agreement in the literature that corruption is the misuse of public power for private gain and that it occurs at the nexus between the public and private sectors. The incidence of corruption varies from country to country, it is widespread and systemic.

Anti-corruption strategies involve the criminalization of corruption through legislation, the setting up of anti-corruption agencies and the protection of whistleblowers.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter highlights various factors pertaining to the actual exercise of the research, how the study was conducted. The study sought to ascertain whether the Department of Education has set-up the minimum anti-corruption capacity. The setting up of the minimum anti-corruption capacity requires the putting up of systems which should be implemented, managed and monitored. These are all duties of senior management within the department. The chapter will give an overview of the methodological design that was used to conduct the study. These include the sampling methods and the technique used to collect data. Lastly the chapter highlights how ethical issues were upheld in the conduct of the research.

3.2 RESEARCH DESIGN

Leedy (1993:142) argues that the difference between qualitative inquiry and quantitative research pertains mainly to the form of representation that is emphasized when presenting a body of work. All data, factual information including human knowledge must ultimately reach the researcher either as words or numbers. Qualitative research analyses and historical data are field focused and interpretive in character and focus on the meaning of data. The qualitative research attempts to attain rich, real, deep and valid data from a rational standpoint, the approach is inductive (Leedy, 1993:142).

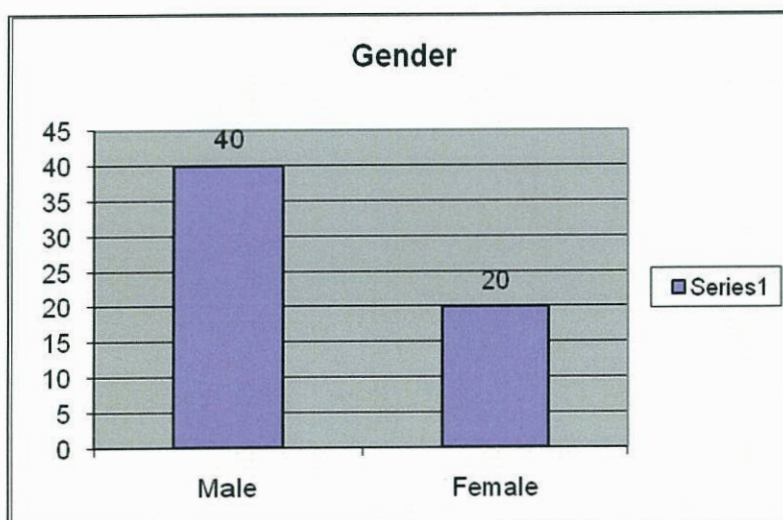
On the other hand qualitative research manipulates variables and controls natural phenomena and its approach is deductive. Qualitative and quantitative data may compatibly live in the same house, Reichardt and Cook (1979:7) argue. They further state that it is time to stop building walls between methods and start building bridges. There are potential gains to be made in solving the basic problem using a combined approach. As a result,

the collected data in this study is presented both in a qualitative and quantitative manner.

3.3 POPULATION AND SAMPLING

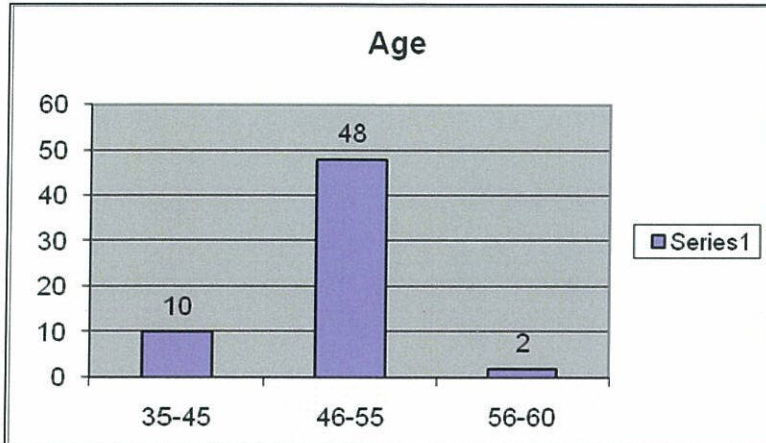
The study confined the population for sampling to the management of the department. This includes school managers, deputy directors and directors at district level and senior managers at head office. According to Leedy (1993:209) proportional stratified sampling ensures that various levels of the target population are represented in the sample. When sampling was done it was ensured that school managers were represented, district managers and also head office staff were represented in the sample. Anti-corruption measures systems would be implemented, managed and monitored at all three levels within the department, that is; schools, district and head office levels. It then stands to reason that any study should source the views of respondents at all those levels.

3.3.1 PROFILE OF TARGET GROUP

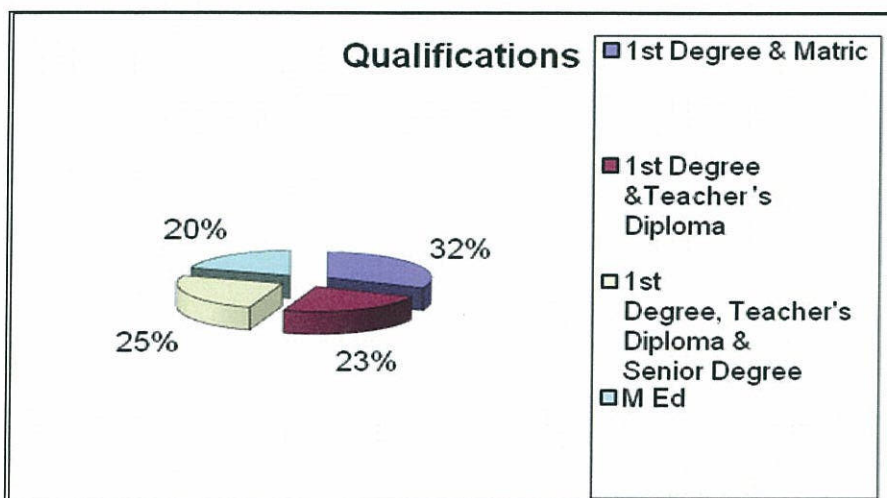


Twelve district directors responded to the questionnaire, of the twelve, eleven are males and one is female. Nineteen deputy directors responded,

of these eight (8) are females and eleven (11) are males. In the principals of schools eleven (11) are females and eighteen (18) are males



The age of eleven (11) district directors fall between fifty (50) and fifty five (55) years while one fall between fifty six (56) and fifty nine (59) years. Fifteen (15) of the deputy directors fall between the age of forty five (45) and fifty five (55) years of age, three fall between forty (40) and forty five (45) years, with only one above fifty five (55) years. With principal respondents seven (7) are between thirty five (35) and forty five years of age while twenty two (22) are between forty five (45) years and fifty five (55) years of age.



All the district directors have a first degree, like BA or B Ped, a Senior degree, Honours or B Ed and a Masters degree, M Ed. Nine (9) of the deputy directors have matric and first degree, mainly B Com and B Admin, six (6) hold Honours degree, with one having indicated no qualification. The principal respondents, fourteen (14) hold a first degree plus a teachers' diploma, with fifteen (15) holding a first degree, a teachers' diploma and a senior degree mainly in education.

3.4 QUESTIONNAIRE AND INTERVIEW SURVEYS

The two instruments that were used to collect data in the study were mail questionnaire and interview surveys. Leedy (1993:187) describes the questionnaire and interview as two common place instruments for observing data. The study sought to ascertain whether school managers, district officials and senior managers were aware of the departmental anti-corruption strategy.

The questionnaires were sent to two school managers in each of the twenty three districts of the department. Due care was taken to sample a rural and an urban school in cases where this was possible. In total forty six questionnaires were sent to school principals and twenty nine were returned. Other questionnaires were sent to all district directors in twenty three districts and one deputy director at all the districts. In the latter case some districts had deputy director finance or human resource or supply chain. In cases where the district had the full complement of deputy directors, the deputy director supply chain was sent the questionnaire. In total twenty three questionnaires were sent out to district directors, twelve were returned. Twenty three questionnaires were sent to deputy directors, nineteen were returned.

All questionnaires were mailed with a self-adhesive, self-addressed and stamped envelope for respondents to only drop it off at the post office. Every effort was taken to ensure that there was a good return on the

questionnaires that were mailed out. A 63,03 percent return was achieved for questionnaires sent to school managers, while of those sent to deputy directors 82,6 percent were returned. Questionnaires sent to districts directors achieved a lower rate of return, 52,17 percent being returned. The number that has been returned by district directors account for more than half of the twenty three districts in the province, which gives the study sufficient data to draw credible conclusions.

The intention with the interviews was to engage the Member of the Executive Council (MEC), the Deputy Director General (DDG), the Superintendent-General (SG), the Chief Financial Officer (CFO), the Chief Director Supply Chain and Human Resource and the Risk Manager; all based at head office in Zwelitsha with regard to the critical issues posed by the study. However due to their tight work commitments it became impossible to secure interviews. As an alternative the interview questions were converted to questionnaire survey. Unlike in the mail questionnaire, respondents in the questionnaire survey were not asked to respond in a particular manner. Enough space was provided after each question for the respondent to answer. Eight short questions covering the four broad objectives of the study were put:

- does the department have an anti-corruption strategy
- whether the department has conducted risk assessment and has a fraud prevention plan
- has the department set aside funds for anti-corruption awareness and training
- whether the department conducts awareness and training on the anti-corruption strategy

In total seven sets of questionnaires were sent and delivered to the officials of the department. A further five set of questionnaires was sent to institutions that conduct oversight over the department. These were the

Director-General of the province, the SG Department of Finance, the Senior Manager Anti-Corruption Unit in the Office of the Premier, the Public Service Commissioner for the Eastern Cape and the Chairperson of the Standing Committee on Education in the Legislature.

On collecting the questionnaires from the department it transpired that the MEC had referred the questionnaire to the SG to answer on his behalf. The SG on her part had asked some of the line function managers to deal with various questions in the questionnaire. These managers included the risk manager, who was also acting as chief director for supply chain, the director asset and fleet management and the directorate human resource management. What ultimately came back from the department was one questionnaire that had inputs from various directorates. The risk manager of the department gave an input on questions relating to the risk assessment, fraud prevention and the funding of the anti-corruption strategy. The asset management director dealt with questions relating to asset management; while questions relating to personnel were dealt with by the human resources director. All the five questionnaires sent to the oversight institutions were returned.

3.5 DOCUMENTARY SURVEYS

An in-depth analysis of the departmental records was made. These records included the strategic plans and annual reports dating from the financial year 2004/05 to the year 2006/07. Analysis of the departmental budgets over this three year period was made to ascertain whether there were funds allocated for an anti-corruption strategy. The time that the department took to handle misconduct cases was checked. Leedy (1993:223) argues that in the historical method data come to the researcher through written historical records. The purpose is not to accumulate facts but to interpret them.

3.6 ETHICAL CONSIDERATION

Before embarking on the study both the Member of the Executive Council and the Superintendent General of the department was made aware and informed of the purpose. The tools used to collect data made no requirement for the respondents to furnish their names. Strict confidentiality was maintained when analyzing the responses to ensure that no names and identity of respondents was revealed.

3.7 CONCLUSION

Due care was taken to reflect the views expressed by the respondents. The views as reflected in the mail questionnaire assisted in ascertaining the awareness or not of the departmental anti-corruption strategy by district managers and school principals. Through the questionnaire survey the study was able to assess from the head office officials and oversight bodies their views on the anti-corruption activities of the department. The departmental documents, like the strategic plans and annual reports, assisted in gaining insights into departmental plans and achieved targets. No names of the respondents were mentioned in the study, reference is made only to the office and positions held.

CHAPTER FOUR

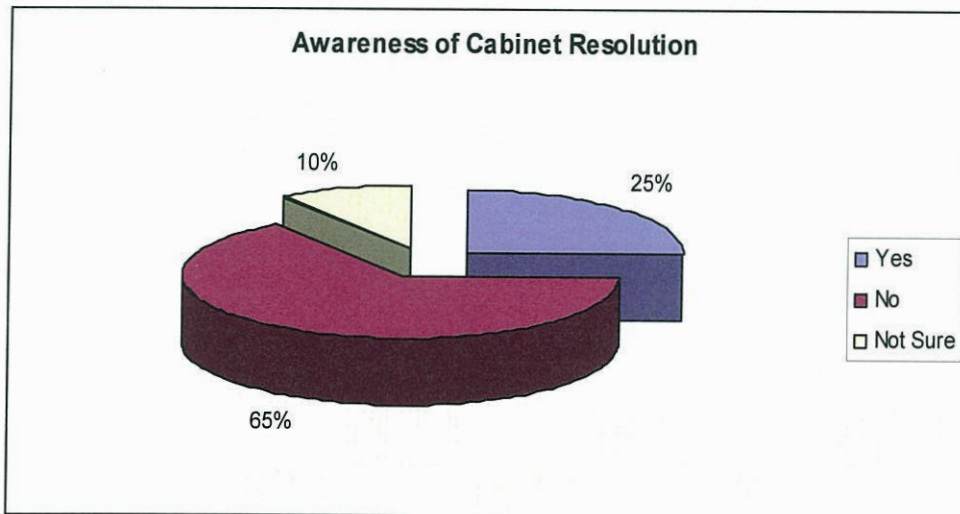
DATA ANALYSIS

4.1 INTRODUCTION

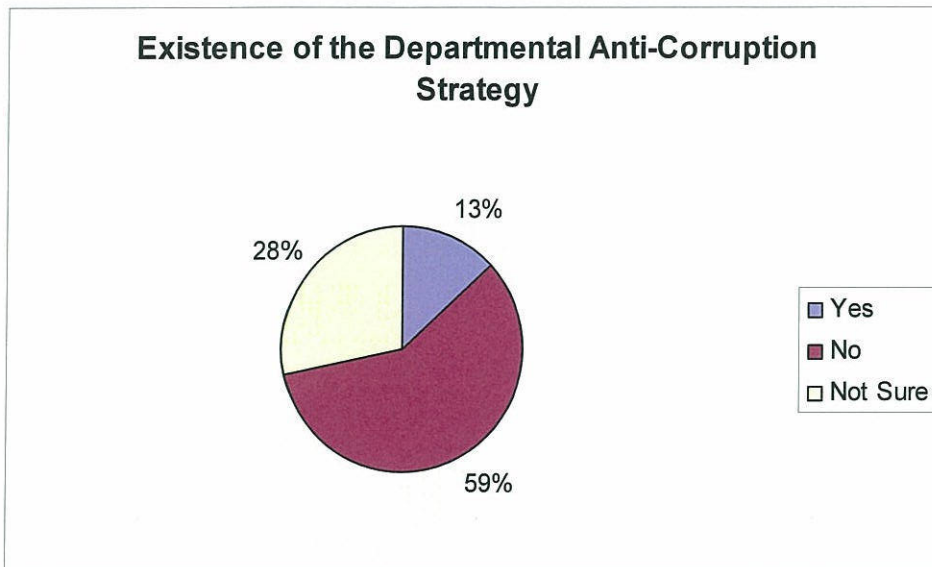
This chapter presents and analyses the data which was collected in the study of the implementation of the anti-corruption strategy in the Eastern Cape Department of Education. The data was collected using the mail questionnaire at school and district levels of the department. A questionnaire survey was conducted at provincial head office level. Quantitative and qualitative data analysis methods were used to analyze the results.

4.2 PRESENTATION AND ANALYSIS OF THE FINDINGS

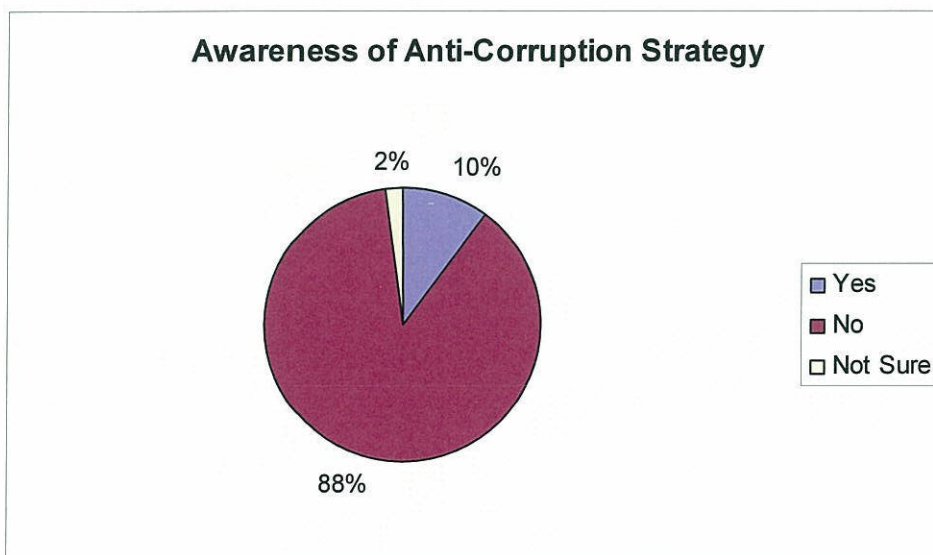
4.2.1 QUANTITATIVE ANALYSIS



The figure shows that 65% of the respondents were unaware of the departmental anti-corruption strategy and the cabinet resolution that underpins it. While 25% indicated that they are aware of it and 10% were not sure.

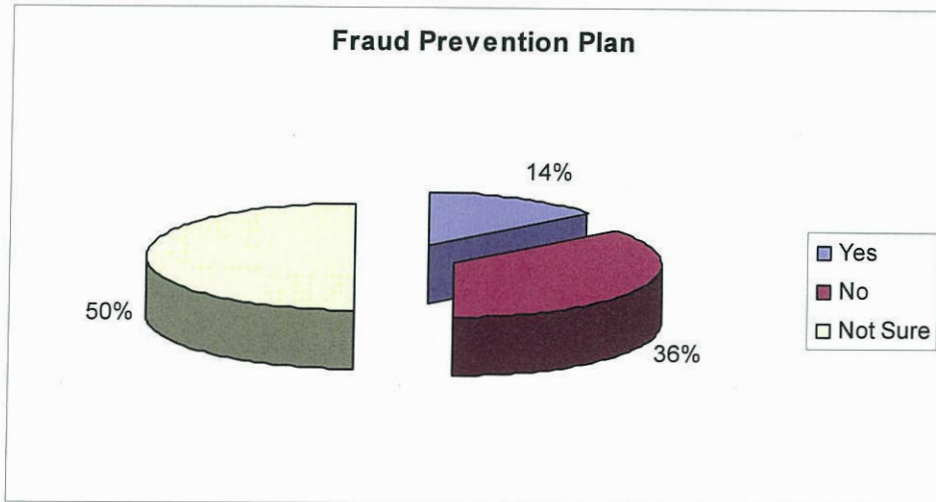


Whether the department does have an anti-corruption strategy, 59% of the respondents indicated that the department does not have one, while 13% does have one and 28% were not sure whether there is one or not.

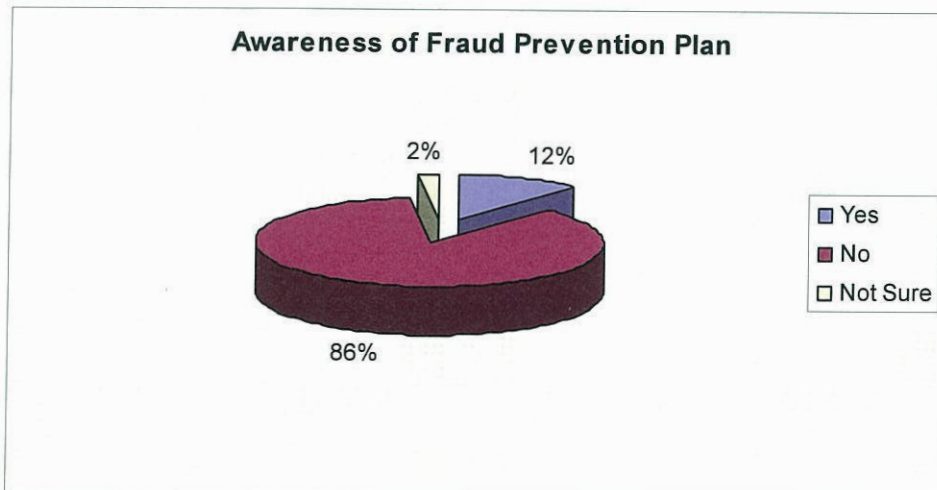


When asked whether the respondents are aware of such an anti-corruption strategy, 88% indicated that they are not aware of the strategy, 10% indicated awareness and 2% were not sure. The figure illustrates that a large

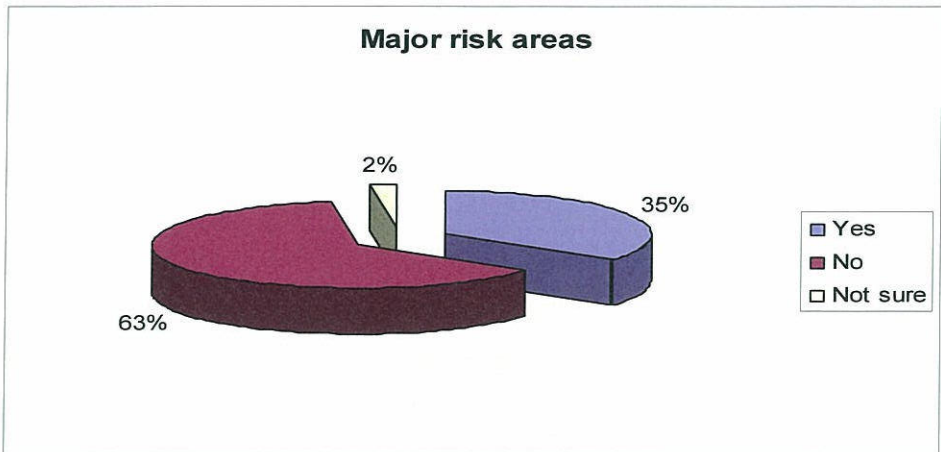
portion of departmental managers at school and district level were not aware of the anti-corruption strategy.



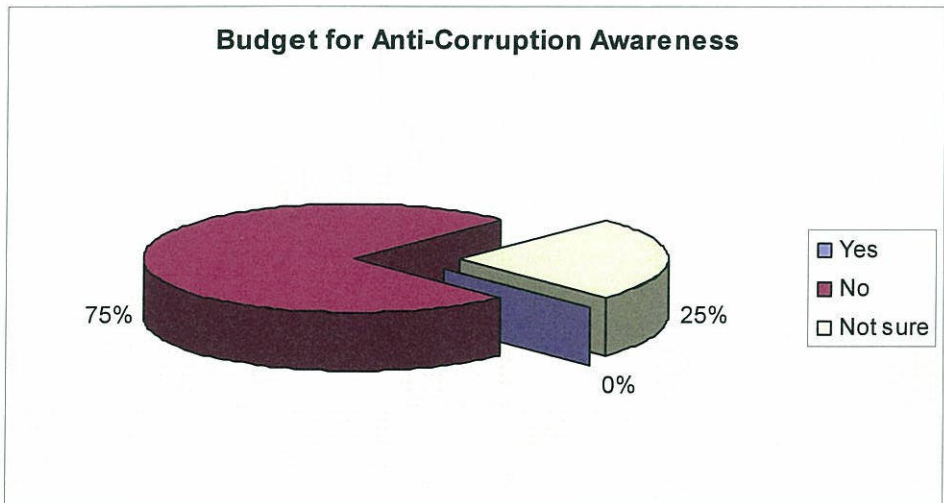
The figure shows how respondents responded to the question whether the department had a fraud prevention plan, 50% indicated that they were not sure, 36% said no while 14% said yes.



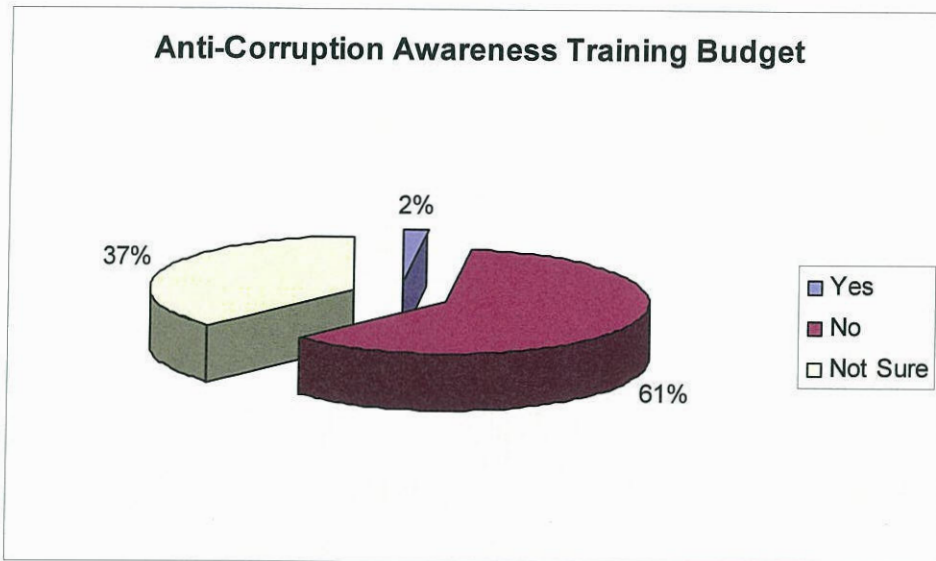
The figure illustrates that 86% of the respondents were not aware of any departmental fraud prevention plan, with 11% indicating that they are aware and 2% not sure.



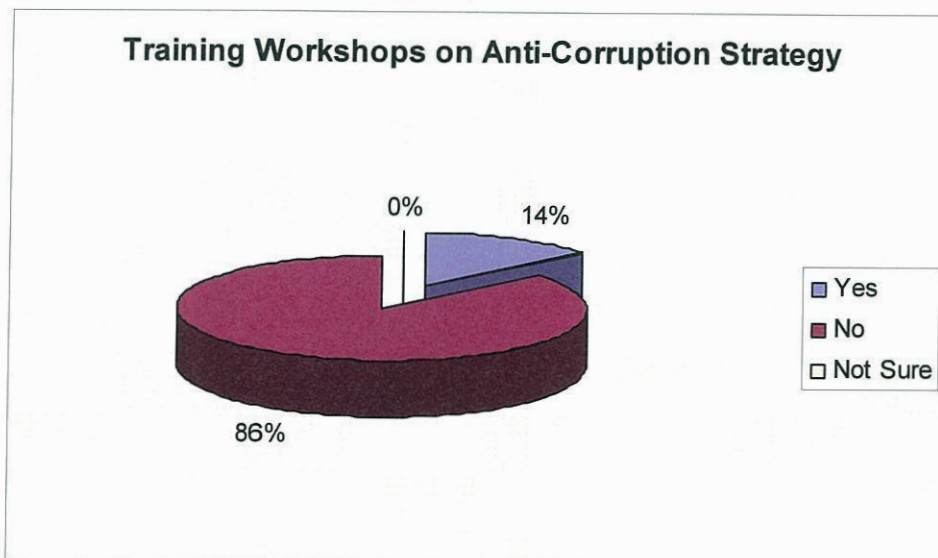
The diagram illustrates that 63% of the respondents were not made aware of personnel, supply chain and asset management as major risk areas. These risk areas would have been highlighted by a risk assessment exercise and constituted a large part of a fraud prevention plan. The figure also indicates that 35% of the respondents were made aware of these risk areas and 2% were not sure.



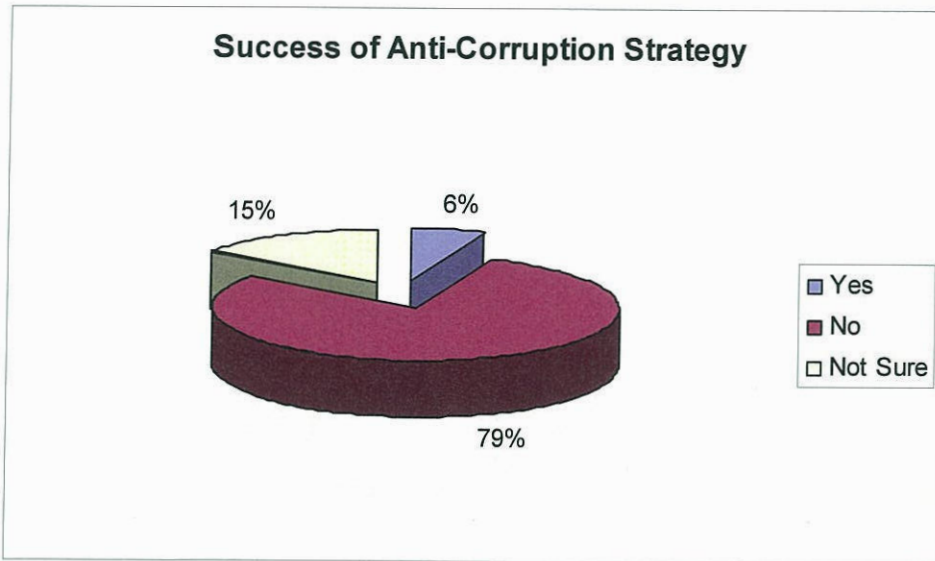
When asked whether their section, or schools or district allocated funds for anti-corruption awareness, the diagram above indicates that 75% of the respondents answered no, while 25% were not sure whether such funds were in their budgets.



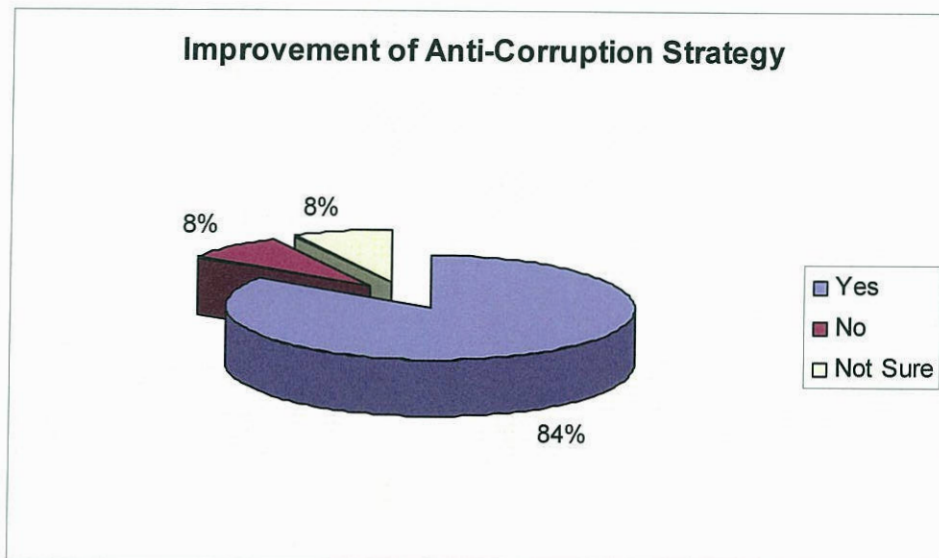
The figure shows that 61% of the respondents indicated that their training budget did not have an allocation for training on the anti-corruption strategy, 37% indicated uncertainty while 2% of respondents indicated that their training budget did have a component for anti-corruption training.



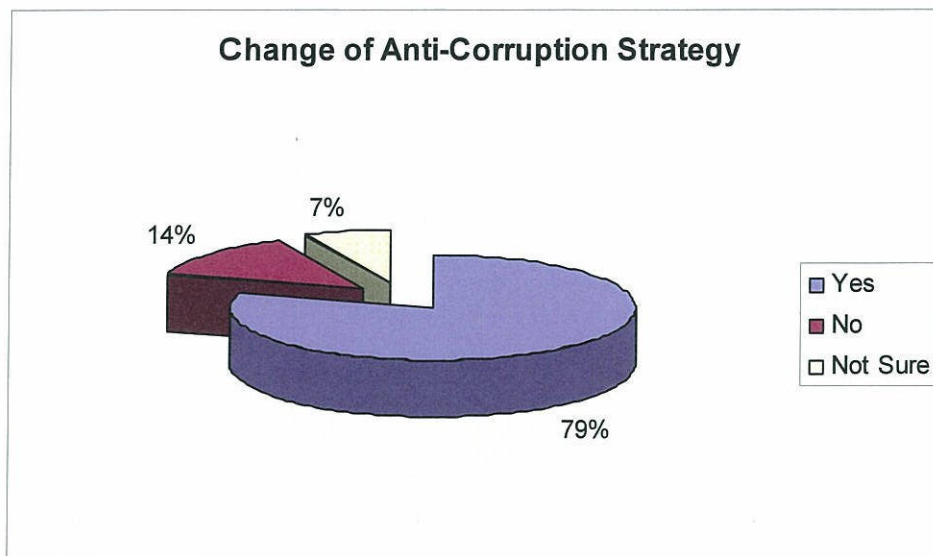
As illustrated by the figure 86% of the respondents indicated that in the last financial year they had not attended any training workshops on the anti-corruption strategy; while 14% had attended a workshop where the matter of the strategy was dealt with.



When asked whether the departmental anti-corruption strategy is seen as a success, 79% of the respondents saw it as a failure, as shown in the figure above. The same figure illustrates that 6% of respondents saw it as a success while 15% were not sure.



The figure illustrates the views of the respondents when asked whether the anti-corruption strategy needs to be improved, 84% agreed while 8% disagreed and 8% were not sure.



When asked whether the strategy must be completely changed, the figure shows that 79% of the respondents believe so, while 14% did not believe so and 7% were not sure.

4.2.2 QUALITATIVE ANALYSIS

4.2.2.1 SURVEY

The first category of questions in the questionnaire survey was to ascertain whether the department has an approved anti-corruption strategy and what are its objectives. The Superintendent-General of the Department of Finance, the Public Service Commissioner and the Head of the Anti-Corruption Unit in the Premiers' Office, indicate that the Executive Council took decision to set up a provincial anti-corruption council where all departmental heads were to attend. The Executive Council also adopted the provincial anti-corruption action plan, an all encompassing strategic document which gives direction to provincial departments on how to deal with fraud and corruption. Accordingly, the aforesaid respondents believe that there is no expectation for a departmental specific anti-corruption strategy. On the other hand two respondents, the Director General of the province and the Superintendent-General of the Department of Education

indicate that the department has engaged a service provider to draft the departmental strategy to be available by the end of July 2008. The Chairperson of the Standing Committee on Education agreed that the department is working on a broader anti-corruption strategy without being specific about timeframes. Whereas both the Director General and the Superintendent-General have indicated that a service provider will finalize the strategy by the second quarter of the financial year.

With regard to whether the department has an approved fraud prevention plan, the Superintendent-General for the Department of Finance, the Public Service Commissioner and the Chairperson for the Standing Committee on Education indicated that the department does indeed have an approved fraud prevention plan. On the other hand the Senior Manager Anti-Corruption Unit, the Director-General of the province and Superintendent-General for the Department of Education indicate that the department has commissioned a service provider to develop the plan to be ready by June 2008. Whereas the researcher observes that it is clear from the Auditor General reports of successive years that the department has not approved fraud prevention plan.

Although there is disagreement amongst the respondents about the fraud prevention plan, there is agreement about the lack of capacity to deal with supply chain, personnel and asset management. The department has no asset register, it has recently made appointments of the Chief Director, Director and Deputy Directors in the Supply Chain and Asset Management sections both at head office and districts.

On the question whether the department does allocate funds for anti-corruption awareness and for training, respondents agree that no adequate resources are set aside. According to the Superintendent-General for Finance since there is no strategy there is no reason to allocate funds. While the Superintendent-General for Education indicated that for the year 2008/09 the directorate internal audit and risk management had requested R10

million but was ultimately allocated R3 million. The requested funds were for the establishment of risk assessment committee and the anti-corruption strategy. The researcher observes that it is not clear from the response of the Superintendent-General of the Department of Education on how the service provider that has been commissioned to draft the anti-corruption strategy and the fraud prevention plan would be remunerated. This leaves much to be desired.

4.2.2.2 DEPARTMENTAL RECORDS

This section will look at the department's historical records to ascertain whether there has been an attempt to set up the minimum anti-corruption strategy. An analysis of the strategic plans of the department, the annual performance plans and the annual reports is made. This includes an analysis of the departments' historic records starting in the financial year 2004/2005 up to 2006/2007. The objective is to ascertain whether in terms of its plans and reported results, the department did set the required minimum anti-corruption strategy.

▪ STRATEGIC PLAN

During this period the department issued a three year strategic plan document from 2004 to 2007. The total budget for 2004/2005 was R10,8 billion, going up to R11,8 billion and R12,6 billion in two outer years of the period respectively. The structure of the department for this period is divided into eight programmes. According to the programme measurable objectives and activities, the objective of an anti-corruption strategy belongs to Programme One: Administration. In that programme it is located in Sub-Programme Two: Corporate Services. For the year 2004/2005; Programme One had a budget of R752, 3 million, with R546, 0 million going to the Corporate Services sub-programme.

The strategic plan (p.16) indicate a measurable objective, anti-corruption strategy, which is M.O. 1.2.2.F.

TABLE 4.1

MEASURABLE OBJECTIVE	ACTIVITIES	PERFORMANCE MEASURES
MO 1.2.2.F Anti-Corruption Strategy	Act. 1.2.2.F Develop an integrated strategy for anti-corruption plans	PM 1.2.2.F Anti-Corruption Strategy in place

Later in the strategic plan (p.52, p.79) document the performance measures are further defined.

TABLE 4.2

PERFORMANCE MEASURES	INFORMATION SOURCE	DETAILED DESCRIPTION
PM 12.2.F Anti-corruption strategy in place	PFMA, Disciplinary database, PERSAL	To ensure that all forms of corruption are eradicated in line with PFMA and other related legislation

TABLE 4.3

PERFORMANCE MEASURES	2004/05 TARGET	2005/06 TARGET	2006/07 TARGET
PM 1.2.2.F Anti-Corruption Strategy in place	1 strategy in place	1 strategy in place	1 strategy in place

From the three tables it is clear that the department had plans for the period 2004 to 2007 to put in place an anti-corruption strategy. It is, however, not clear how much was allocated to this activity for the financial year 2004/2005.

▪ **ANNUAL REPORT**

The Public Finance Management Act 1999 (Act No.29 of 1999) requires departments to report on their performance on predetermined objectives as set out in their strategic plans, annual performance and operational plans for each financial year. The section will ascertain whether the measurable objective, performance measure and target, with regard to the anti-corruption strategy, has been reported on by the department in its annual report.

▪ **PROGRAMME PERFORMANCE**

For the year 2004/2005 the department in its annual report does not give a report on the actual outputs for the measurable objective: anti-corruption strategy; as set out in its strategic plan. In the strategic plan, as indicated in the previous section the objective was planned under Programme One: Administration and Sub-programme: Corporate Services. There is no report on the measurable objective in all of programme one for that financial year.

▪ **AUDIT COMMITTEE REPORT**

In its report the audit committee highlights weakness in the system of internal control within the department for 2004/2005. Recommendations were made by the audit committee to the department to address and improve the control environment. The committee acknowledges the initial efforts by the department to address this situation but points out that these efforts are not sufficient to effect a complete turnaround. The committee, however, does not indicate whether these efforts by the department included the drawing and implementation of an anti-corruption strategy, which would include risk assessment and a fraud prevention plan.

▪ **MANAGEMENT REPORT**

In the management report by the accounting officer there is no specific reference to an anti-corruption strategy nor any risk assessment or fraud prevention plan. However there is acknowledgement of the poor audit reports, numerous cases of financial misconduct taken against officials from senior managers to school officials and the general weak control environment.

▪ **THE AUDITOR-GENERAL REPORT**

In expressing a disclaimer of opinion on the financial statements of the department the auditor-general raises concern on a number of matters. These include deficiencies in procurement processes, personnel and leave records and the submission of documentation. The report goes to say that the control deficiencies that existed have been repeatedly reported on since 1995. The report concludes by saying that audit findings revealed that actions to address these deficiencies have either not been planned or adequately implemented.

▪ **STRATEGIC PLAN**

The 2005/06 to 2009/10 strategic plan outlines eight strategic goals and various strategic objectives under each goal. Like in the previous period these goals are delivered by the department through eight programmes and various sub-programmes. However unlike the previous strategic plan, the one for this period is not broken down to measurable objectives, activities and performance measures. Programme One: Administration and Sub-programme: Corporate Services still form part of the programme structure of the department. One cannot clearly find evidence that the anti-corruption strategy and its implementation, as an objective and performance measure, is a target of this programme. In fact on page 23 the department states that;

“In case of programme one a break-down by sub-programme will not be provided as the purpose of this strategic plan is to focus on strategic issues. Most of the activities of programme one are administrative, although from a management perspective this programme gives overall leadership to the department.”

According to the document programme one must deliver on strategic goals; to make cooperative governance work and make administrative systems work. It is in describing some of the planned quality improvement measures, under these goals, that the implementation of the fraud prevention plan is mentioned. The other indirect evidence of an intention to implement anti-corruption measures is the existence of the Directorate: Internal Audit, Anti-Fraud Unit and Inspectorate Services in the organogram of the department.

The strategic plan document for the 2006/07 to 2010/11 is broken down into measurable objectives, activities and performance measures. There is no indication in the document under which directorate is anti-corruption activities planned. An organogram of the department with the Directorate: Internal Audit, Anti-Fraud Unit and Inspectorate Services is, again, the only indirect evidence of an intention to implement anti-corruption measures. In the previous period it was part of the Corporate Services branch, but in the current period it reports directly to the Superintendent-General

▪ **THE ANNUAL REPORT-PROGRAMME PERFORMANCE**

The annual report for 2005/06 (p.43) shows the following table:

TABLE 4.4

DESCRIPTION OF OBJECTIVE AND PERFORMANCE MEASURE	ACTUAL OUTPUTS	PLANNED OUTPUTS	ACTUAL OUTPUT
Design, implement	Not	100%	100%
	2004/05	2005/06	S 2005/06

and maintain risk management policy	established		
Design an anti-fraud prevention policy	Not established	100%	100%

The department lists the following achievements:

- The risk management policy has been assigned to service provider, Ernst & Young. The project has made excellent progress
- A Fraud Prevention Committee has been established
- The following challenge is among those listed:
- Anti-Fraud Prevention Policy – Draft Fraud Prevention Policy.

In the table above the department indicates a full achievement of the set target of designing, implementing and maintaining risk management and anti-fraud prevention policies. However what has been given to a service provider is not made clear, whether it is the designing or the implementation of the risk management policy. Making excellent progress and having a challenge of a draft fraud prevention policy, are hardly good indicators of fully achieved targets. As in the strategic plan, the department does not report in its annual report on any activities pertaining to anti-corruption strategy. An analysis of the report on programme one performance measures and targets indicate that neither anti-corruption activities were implemented, nor targets achieved.

• **AUDIT COMMITTEE REPORTS AND AUDIT-GENERAL REPORT**

The audit committee report again continues to report weakness in respect of the departments' financial accounting, personnel and internal control systems. Significantly the audit committee requested the internal audit consortium to review controls around the high risk areas, to identify the root causes of weakness and deficiencies; and to cost the resources required for

a significant turnaround. The service provider was being asked to do a risk assessment and how to manage those risks; an exercise that had been supposedly completed as reported. In its report the audit committee again makes the same observations pertaining to weaknesses in the internal control environment. These weaknesses existing in the areas of human resource, supply chain and asset management.

The Auditor-General Report notes deficiencies in financial accounting, personnel, procurement and asset management systems. It further notes that audit findings revealed that actions by the department to address these deficiencies had not been adequately implemented. The auditor general gives, as the basis for the adverse opinion, various weaknesses in the financial accounting and internal control systems of the department. On risk assessment the report makes the following finding:

“The department did not have an approved risk management strategy and fraud prevention plan. The department was in the process of taking steps to approve and implement these.”

4.3 CONCLUSION

It is clear from the findings of the study that the respondents are not aware of both the anti-corruption strategy and fraud prevention plan of the department. This comes out as 88% are not aware of the anti-corruption strategy and 87% are not aware of the fraud prevention plan. A fair number of respondents that were sampled are not yet aware of the attempts by the department to deter, combat and prevent corruption, 79% of the respondents indicate that the anti-corruption strategy of the department has not succeeded. The inadequacy of both financial and human resources to fund and implement anti-corruption awareness and training is recognized. A majority of respondents, 75% indicated that their district or schools have no budget for anti-corruption awareness and 60% have no budget for training.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The National Anti-Corruption Forum resolved in its first summit to put the fight against corruption on the national agenda. In pursuance of these resolutions Cabinet adopted the Public Service Anti-Corruption Strategy, directing all departments to build minimum anti-corruption capacity. The Eastern Cape Department of Education has been exposed to various risks and corruption mainly in personnel and procurement. The study investigated whether the department has established the minimum anti-corruption capacity in response to these challenges.

The study sought to establish whether department has set-up systems to deter, combat, prevent and investigate corruption. The study ascertained that the department is yet to draft an anti-corruption strategy. The department is in the process of conducting risk assessment and drawing a fraud prevention plan.

5.2 CONCLUSIONS

The problem of corruption within the Department of Education manifests itself in mainly the personnel, asset and supply chain management areas. The first chapter outlines the problem and sketched the objectives of the study. It indicated the minimum anti-corruption capacity as required by the Public Service Anti-Corruption Strategy that each public sector department must set-up. Reflecting on the literature review, the second chapter dealt with the definition of corruption, its various forms and the different strategies to prevent it. Corruption is defined as the misuse of public power for private gain. Anti-corruption strategies involve, in the main, the criminalization of corruption through legislation and the establishment of anti-corruption agencies.

Chapter three gives details of the research design and methodology that were followed during the collection of data. The data collected as shown by chapter four, from both respondents and departmental records reflects that no funds were set aside for anti-corruption training and awareness. Various levels of management within the department were not aware of any anti-corruption strategy within the department. The drafting of a fraud prevention plan and risk assessment had been outsourced to service provider to be completed by the middle of the financial year 2008/09.

5.3 RECOMMENDATIONS

The following recommendations are drawn based on the critical issues and findings that are raised by the study:

- The mandate of the department is to provide compulsory basic education with the additional obligation to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively. In order to achieve this, the department has to incorporate in its plans activities as required by various pieces of legislation pertaining to education, financial management and good governance. Both the strategic plans and annual reports of the department should adopt various pieces of legislation aimed at combating corruption. These laws are an attempt by the country to domesticate the various sub-regional, regional and international protocols against corruption.
- In 2003 the Cabinet sought to give effect to the resolutions of the National Anti- Corruption Forum (NACF) first summit by instructing all government departments to develop minimum anti-corruption capacity. In line with this resolution the Eastern Cape Provincial Government developed the Provincial Anti-Corruption Guideline Document to assist provincial department to develop the minimum anti-corruption capacity. Equally the Department of Education should ensure that the process of developing its own anti-corruption strategy in line with the Cabinet resolution is speeded up.

- The department gets allocated about 45% of the provincial budget in any given financial year. This increases the risk that the department is exposed to, together with the various cost centres that are in districts. This fact makes it necessary that the department should continually conduct risk assessment and have an approved fraud prevention plan.
- It came out very clearly in the course of the study that the department lacks funds to finance anti-corruption activities. In order to develop the anti-corruption strategy, train staff on the strategy and implement it, the department should allocate funds for such activities. Both the provincial treasury and the Office of the Premier should be approached to assist the department in this regard.
- The continued delay in finalizing internal disciplinary cases and those referred from the National Anti-Corruption Hotline reflect badly on the department. The department should speedily investigate and finalize all cases possibly within the legally stipulated period. Obviously as the capacity of the department develops the length of time it takes to deal with disciplinary cases will shorten. The Anti-Corruption Unit at the Office of the Premier and Public Service Commission offer ready capacity and tools that should be used by the department.
- The department should investigate the establishment of an anti-corruption unit which is separate from the internal audit unit. Internal audit has a separate function which should be stand alone. The anti-corruption unit would also include training, awareness, investigations and maintaining of a database of cases. The work study officers from the Office of the Premier and the Public Service Commission should be approached to assist the department in restructuring the organogram and doing possible job evaluations and job description for the unit.

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ANNEXURE A: PERMISSION LETTER

TO: TO WHOM IT MAY CONCERN

FROM: ZINGISA MKABILE

DATE:

SUBJECT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Permission is hereby requested for student Z Mkabile, student number 7904979, from the University of Fort Hare to conduct research in your department.

The study is entitled "The Implementation of the Anti-Corruption Strategy in the Eastern Cape Department of Education". The study is conducted in partial fulfillment of a Masters Degree in Public Administration.

The findings of the study will be made available on request, after completion, and if you have any queries please feel free to contact the researcher at 082 419 0135.

Thank you

Z. Mkabile

ANNEXURE B: INTERVIEW QUESTIONS

1) The Cabinet resolved that all government departments must set up an anti- corruption strategy. Has the Eastern Cape Department of education complied with this resolution?

a) When was the strategy drafted and approved?

b) What are the key objectives of the strategy?

2)

a) Does the department of education have an approved fraud prevention plan?

b) Are you aware of the implementation of the plan?

3) How is the department of education dealing with supply chain management as a major risk area?

4) Leave management, salary administration and other personnel management matters are major risk areas, how is the department dealing with them?

5) Do measures exist within the department of education to safeguard assets?

6) What resources, human and financial, have been set aside by the department of education to implement the anti- corruption strategy?

7) Has the department offered training to its employees on the anti- corruption strategy?

8) What has been the impact of the anti corruption strategy in reducing corrupt activities within the department?

ANNEXURE C: COVERING LETTER

TO: PARTICIPANTS

FROM: ZINGISA MKABILE

DATE:

SUBJECT: RESEARCH INTERVIEWS

Thank you very much for taking some of your valuable time to participate in this research project about “The Implementation of the Anti-Corruption Strategy in the Eastern Cape Department of Education”.

This study is conducted by Z Mkabile as part of the dissertation for Masters Degree in Public Administration with the University of Fort Hare.

As a participant in this study, all your feedback will be treated confidentially and your identity will not be disclosed during the analysis. The information will only be used for the purpose of the research project.

The interview will take about 10-15 minutes of your time to complete and should you have any queries please feel free to contact me on 082 419 0135.

The findings of the study will be made available on request after completion.

Thank you

Z. Mkabile

ANNEXURE D: QUESTIONNAIRE

(i) KINDLY COMPLETE THE BLOCKS PROVIDED BELOW.

AGE SEX WORK EXPERIENCE

RANK QUALIFICATIONS

(ii) Choose the response (YES; NO or NOT SURE) which you feel corresponds to the statement or the question and make a tick in the appropriate block.

1. The Cabinet resolved that all government departments to set up an anti-corruption strategy. Are your aware of the resolution?

A. YES

B. NO

C. NOT SURE

2 (a) Does the department have an anti-corruption strategy in line with Cabinet resolution?

A. YES

B. NO

C. NOT SURE

2 (b) Are you aware of that strategy?

A. YES

B. NO

C. NOT SURE

3 (a) Does the department have a fraud prevention plan?

A. YES

B. NO

C. NOT SURE

3(b) Are you aware of it?

A. YES

B. NO

C. NOT SURE

4. Supply chain, personnel and asset management are major risk areas within the department, have you been made aware of these risk areas?

A. YES

B. NO

C. NOT SURE

5. Does your Directorate, Section, District or School set aside a budget for anti – corruption awareness?

A. YES

B. NO

C. NOT SURE

6. Does your Directorate, Section, District or School training budget include an allocation for anti-corruption strategy training?

A. YES

B. NO

C. NOT SURE

7. Have you attended any training workshop on anti-corruption strategy in the last twelve months?

A. YES

B. NO

C. NOT SURE

8. Do you think the anti-corruption strategy of the department has succeeded in reducing corrupt activities?

A. YES

B. NO

C. NOT SURE

