

# EMAKHAZENI LOCAL MUNICIPALITY



## FRAUD AND CORRUPTION POLICY, PREVENTION PLAN AND RESPONSE PLAN

**TABLE OF CONTENT** **PAGE**

**TERMS** 3-5

**FRAUD AND CORRUPTION POLICY**

Introduction and purpose of the policy 6

Regulatory framework 6

Scope of application 6

Responsibility 7-8

**FRAUD AND CORRUPTION PREVENTION PLAN**

Purpose and component of the plan 8

Objective of the plan 9

Preventing fraud and corruption 10

Code of conduct 10

Emakhazeni' systems, policies, procedure, rules and regulations 11

**DETECTING AND INVESTIGATION OF FRAUD AND CORRUPTION**

Internal audit 16

Ongoing risk assessment and management 17

Reporting and monitoring 17

**THE FRAUD AND CURRUPTION RESPONSE PLAN** 18

**FURTHER IMPLEMENTATION AND MAINTANANCE** 19

**"CODE"** : For Municipal staff members as prescribed in Schedule 2 of the Local Government Municipal Systems Act, Act 32 of 2000

**"EMAKHAZENI"** : Emakhazeni Local Municipality

**"FRAUD AND CORRUPTION"** : Includes, but not limited to, the following legal definitions:

- (i) Fraud i.e. the unlawful and intentional making of a misrepresentation resulting in actual or potential prejudice to another.
- (ii) Theft i.e. the unlawful and intentional misappropriation of another's property or property which is in his/her lawful possession, with the intention to deprive the owner of its rights permanently
- (iii) Offence in respect of corrupt activities as defined in the Prevention and Combating of Corrupt Activities Act, 2004 i.e.
  - The general offence of corruption which could be summarized as directly or indirectly accepting or agreeing to accept any gratification from another person; giving or agreeing to give any other person any gratification in order to influence that person directly or indirectly to exercise his power, duties or legal obligations in a manner which is amount to:
    - Illegal, dishonest, unauthorized, incomplete or biased
    - Misuse of selling of information material acquired
    - Abuse of position of authority
    - Breach of trust
    - Violation of a legal duty or set of rules
    - Designed to achieve an unjustified results; and
    - Any other unauthorized or improper inducement to do or not to do anything

- Corrupt activities in relation to:
  - Public officials
  - Foreign public officials
  - Agents
  - Judicial officers
  - Members of the prosecuting authority
  - Unauthorized gratification received or offered by or to a party in an employment relationship
  - Contracts
  - Procuring and withdrawal of tenders
  - Witnesses and evidential material during certain proceeding
  - Sporting events
- Systems issues; where a process/system exist which is prone to abuse by employees, the public and other stakeholders, e.g.
  - Procurement fraud e.g. irregular collusion in the awarding of tenders or order of goods
  - Deliberate non compliance with delegation of authority limits
  - Collision in contract management
  - Revenue fraud
  - Travel and subsistence fraud
  - Disclosing confidential or proprietary information to outside parties
- Financial issues i.e. where individuals or companies have fraudulent obtained money from Emakhazeni Local Municipality e.g.:
  - Syndicate fraud e.g. interception of warranty vouchers
  - Creditor's fraud, e.g. diverting payments to incorrect creditors
  - Suppliers submitting invalid invoices or invoicing for work not done
  - Payroll fraud e.g. creation of ghost employees

- Theft of funds
- Equipment and resources issue: i.e. where Emakhazeni's equipment is utilized for personal benefit or stolen e.g.
  - Theft of assets e.g. computers, face value forms etc
  - Personal use of resources e.g. internet
  - Irregular destruction, removal, abuse of records (including intellectual property)
- Other issues: i.e. activities undertaken by employees of Emakhazeni, which may be against policies or fall below established ethical standard, e.g.
  - Soliciting gifts or favours from consultants or other suppliers, acceptance of "kick-backs"
  - Nepotism
  - Favouritism
  - Deliberately omitting or refusing to report or act upon reports of any unethical conduct, fraud and corruption

**"MFMA"** : Municipal Finance Management Act, Act No 56 of 2003

**"PROTECTED DISCLOSURE ACT"** : Protected Disclosure Act, Act 26 of 2000

## **INTRODUCTION**

### **THE POLICY**

The purpose of this document is to set the tone through which management commits themselves to rejecting fraud and corruption in the Municipality.

This document binds all the employees of the Municipality to combat all forms of fraud and corruption and corruption. Emakhazeni Local Municipality aimed at creating culture which is intolerance to unethical conduct of fraud and corruption.

It is the Municipality's policy that no fraud will be tolerated, all alleged fraud will be investigated and all transgressors shall be punished both through disciplinary and legal channels to the fullest extent of law.

### **PURPOSE OF THE POLICY**

The purpose of the policy is to:

- Guide employees of Emakhazeni Local Municipality on the behaviour and activities that acceptable and expected by the Municipality in achieving its Vision and Mission.
- Ensure that Management is aware of their responsibilities for establishing controls and procedures to prevent and detect fraud and corruption.
- Provide assurance that all suspected fraudulent activities will be fully investigation and;
- Provide some guidelines on the steps/initiatives management needs to take.

### **SCOPE OF APPLICATION**

- This policy applies to all employees, permanent and on contract.
- This policy applies to all allegations, attempts and incidents of fraud impacting or having the potential to impact the Municipality.
- All employees of Emakhazeni Local Municipality must comply with the spirit and content of the policy.
- The policy focuses on fraud committed internally by employees of the Municipality.

## **RESPONSIBILITIES**

### **RESPONSIBILITIES OF MANAGERS**

The Managers must ensure that they:

- Confirm to the standards of ethical behaviour as prescribed by the code of conduct.
- Create an environment in which it is clear that dishonest acts will not be tolerated, but will be actively sought out and investigated.
- Are seen to be complying with laws, policies, plan rules and regulations
- Draft and implement appropriate policies and procedure related to fraud.
- Establish and maintain adequate and effective systems of internal control to safeguard the entire Municipality's resources and prevent/reduce the opportunity for fraud.
- Appoint appropriate independent functions to assist in identifying risks and or/evaluate internal control such and Internal Audit Function.
- Follow –up on reported/alleged fraudulent activities in the manner prescribed in the policies and procedure governing this area
- Ensure that resources fraudulently acquired are recovered.
- Promote good governance and management
- Implement and maintain system of internal controls to minimized exposure and reduced the opportunity for fraud.
- Put programs in place to alleviate the pressure on employees and thereby reducing the incentive to take shortcuts.

### **RESPONSIBILITES OF OTHER DEPARTMENTS**

- Internal Audit assists management by conducting independent reviews on the adequacy and effectiveness of internal controls and recommending corrective actions and also assisting in the identification of risks.
- The Internal Audit Unit may however have the responsibility to co-ordinate information relating to the fraud and corruption.
- Human Resources – vetting of employees, disciplinary action where fraud is suspected, providing the relevant training on fraud in conjunction with special investigation
- Communication section must assist in marketing the anti-corruption plan through the notice board, newsletter, and start-up messages on computers etc.
- Supply chain management unit should encourage the suppliers to become actively involved in fraud prevention and early reporting.

## **RESPONSIBILITIES OF ALL EMPLOYEES**

- All employees are therefore responsible to be aware of the risks related to and the symptoms of fraud and corruption
- All employees should keep abreast of the standards of ethical behaviour required of them in fulfilling their duties and should comply with all relevant policies, procedure, laws, rules and regulations.
- For preventive measures to be effective, all employees should do their part to establish an environment where fraud and corruption will not be tolerated.
- In critical posts when the Municipality consider employing, the following measures are required:
  - a) To be subject to screening and vetting procedure
  - b) Sign, accept and abide by the Municipal Code of Conduct
  - c) Adhere to the security measures established at offices, several security measures have been implemented e.g. security guards and procedure at entrance.

## **FRAUD AND CORRUPTION PREVENTION PLAN**

### **PURPOSE OF THE PLAN**

- The purpose of this plan is to document Emakhazeni's approach to the prevention and detecting of fraud and corruption. The plan recognizes basis fraud and corruption prevention measures and actions that need to be ongoing and carefully managed, further more it identifies strategic fraud and corruption risk that must be addressed and which could jeopardise the successful implementation of each component of the plan.
- The plan will be used as a guide to employees and employer on the behaviour and activities that are accepted by the Municipality.
- The plan is dynamic and will continuously evolve as Emakhazeni makes changes and improvements in its drive to promote ethics as well as to fight fraud and corruption
- The plan doesn't guarantee that the Municipality will not be impacted by incidents of fraud and corruption but is intended to serve as an additional measure to assist in the limitation of fraud and corruption risk with the particular focus on creating awareness and promoting ethical business conduct.

## **COMPONENTS OF THE PLAN**

The main principles of the Plan are the following:

- Creating a culture which is intolerance of fraud and corruption
- Deterrence of fraud and corruption
- Preventing fraud and corruption
- Detecting of fraud and corruption
- Investigation detected fraud and corruption
- Taking appropriate action against fraudsters and corrupt individuals e.g. prosecution disciplinary action etc, and;
- Applying sanctions which include redress of financial losses.

## **OBJECTIVE OF THE PLAN**

- Encouraging a culture within Emakhazeni where all employees, the public and other stakeholders continuously behave ethically in their dealings with, or on behalf of Municipality.
- Ensure that the management is aware of their responsibility for establishing controls and procedure to prevent and detect fraud and corruption
- Provides some guidance on the steps to be taken by the management when fraud and corruption.
- Improving the application of system, policies, procedure and regulations.
- Changing aspects of Emakhazeni which could facilitate fraud and corruption and allow these to go unnoticed or unreported.
- Encourage all employees and other stakeholders to strive towards the prevention and detecting of fraud and corruption impacting or having the potential to impact Emakhazeni Local Municipality.

The above is not intended to detract from the premises that all the components are equally essential for the successfully realisation of the plan. The components of the plan for Emakhazeni Local Municipality are the following:

- a) A code of conduct in which the management of Emakhazeni believes, and requires their employees to subscribe.
- b) Emakhazeni's systems, policies, procedure, rules and regulations.
- c) The Disciplinary Code and Procedures.
- d) Sound Internal controls to prevent and detect fraud and corruption.

- e) Physical and information security management.
- f) Internal Audit.
- g) Ongoing risk assessment and management, which includes system for fraud and corruption detection.
- h) Reporting and monitoring of allegations of fraud and corruption.
- i) Creating awareness amongst employees, the public and other stakeholders (e.g. service providers) through communication and education relating to the relevant components of the plan.
- j) Ongoing maintenance and review of the plan to ensure effective project management of its further implantation and maintenance.

## **PREVENTING FRAUD AND CORRUPTION**

### **CODE OF CONDUCT**

- The ethical principles contained in the Code are applicable to all employees of Emakhazeni Local Municipality. Therefore the Code forms part of the Plan for Emakhazeni. Refer to Annexure A.
- Emakhazeni will conduct regular workshops to create awareness of the Code amongst employees. A further objective of this training is to reinforce the expectations of the Municipality with regard to their conduct and behaving ethically and with integrity.
- Processes and mechanism to manage professional ethics are key to the fight against fraud and corruption. In line with the principle contained in the Local Government Anti-Corruption Strategy, Emakhazeni will pursue the following additional steps to communicate the principle contained in the Code:
  - a) A copy of the Code will be circulated to all employees and included in the induction packs for new employees. All employees will also be required to sign an annual declaration serving as an indication of their understanding of and commitment to the Code, and
  - b) Include relevant aspects of the code in the further awareness presentation, training sessions, and communication programs to create awareness thereof amongst employees and other stakeholders. Further objective of this training will be the following:
    - The employees to understand the meaning of unethical behaviour (including harassment in any form) in line with expectation of Emakhazeni

- Presenting case studies which will assist in developing behaviour to articulate and encourage attitude and values which support ethical business conduct
  - Helping employees to understand issues involved in making ethical judgments; and
  - Communication the implications of unethical behaviour and its impact for individual, the workplace, professional relationships, Emakhazeni as whole and external stakeholders including the public.
- The development of a more robust system for the declaration of private business interest and actual or potential conflicts on interest by all employees and keeping of a central record thereof will be considered.

### **EMAKHAZENI' SYSTEMS, POLICIES, PROCEDURE, RULES AND REGULATIONS**

- Emakhazeni has a number of systems, policies, procedure, rules and regulation designed to ensure compliance with government legislation.
- Emakhazeni has identified a fraud and corruption risk in this area as being the lack of application, knowledge, awareness, effective communication and training with regard to its prevailing prescript.
- The management of the Municipality of the Municipality will improve awareness and knowledge of the relevant systems, policies, procedure, rules and regulations, including the requirements of the Municipal Finance Management Act and Preferential Procurement Policy Framework Act amongst its employees. The Municipality will develop clearly defined communication and training strategies to create awareness of existing and new policies and procedures in order to ensure that all employees are made aware of, and adequately trained in the implementation of the policies and procedure relevant to their duties and responsibilities including:
  - a) Provision for all employees to acknowledge, in writing, that they have read the policies and procedures applicable to their duties, have undergone relevant training and/or are aware of this policies and procedure
  - b) The keeping of adequate records serving as a proof that employees have been made aware of the policies and procedure relevant to their duties; and
  - c) The development of the a regular communiqué outlining the importance of complying with the policies and procedure and the implications for employees, for example – taking of corrective action against offender snot complying with the policies and procedure.

- A structure monitoring mechanism will be developed for the keeping of proper record of the policies and procedure that are being updated, and of new policies and procedure that are being developed in order to set clear targets and monitor progress.
- Emakhazeni is committed to developing human resources system, policies, and procedure, which will incorporate the fraud and corruption prevention practices detailed below:
  - a) The development of a system for transparent and merit-based hiring and promoting practices with objective standard in order to reduce the risk of nepotism and favouritism, both of which are imaging forms of fraud and corruption.
  - b) Through pre-employment and security clearance screening of candidates for sensitive positions. Emakhazeni will verify at least the previous employment, qualifications, citizenship and criminal records of all persons before they are employed.
  - c) Emakhazeni applies the resolution of its bargaining council, which enables employees who have been unfairly or falsely accused to seek recourse. This is based on the recognition that aggrieved employees may become malicious, thus increasing the risk of them committing fraud and corruption; and
  - d) Emakhazeni recognized that despite on going organizational and policy changes, for example employment equity policies, matching of competence to the job extremely important. As part of its approach to the management of human resources, Emakhazeni will continue to pursue steps to limit the risk of incompetent people being appointed.
- Management must be held accountable for complying with and implementing the systems, policies, procedures, rules and regulations and for preventing fraud and corruption.
- Emakhazeni will also develop a system with clear guidelines for the placing of prohibitions on individuals and restriction of entities found guilty of fraud and corruption against it.

### **Disciplinary code and procedures**

- The disciplinary code and procedure prescribe appropriate steps to be taken to resolved disciplinary matters.
- Emakhazeni recognizing the fact that the consistent and efficient application of disciplinary measure is an integral component of effective fraud and corruption prevention. The following steps to expedite the consistent, efficient and speedy application of disciplinary measures will be initiated:

- a. Creating awareness amongst employees to ensure that disciplinary standards are adhered to.
  - b. Ongoing training of managers in the application of disciplinary measures and the disciplinary processes, and sustaining this training.
  - c. Developing a system to facilitate the consistent application of disciplinary measure; and
  - d. Regular monitoring and review of the application of discipline with the objective of improving weakness identified.
- Where managers are found to be inconsistent and/or inefficient in the application of discipline, firm corrective action will be considered.

### **Internal controls**

- This section of the plan relates to basic internal controls to prevent and detect fraud and corruption and the training of employees in the internal control and the conducting of their day-day duties. The system, policies, procedures, rules and regulations of Emakhazeni prescribe various controls, which if effectively implemented, would limit the risk of fraud and corruption. These controls may be categorized as follows:

### **Prevention controls**

These are divided into two sub-categories, namely authorisation and physical

#### **a) Authorisation**

- (i) All transaction requires authorisation or approval by any appropriate responsible person.
- (ii) The limits of these authorisations are specified in the delegations of authority of Emakhazeni as well as Government prescripts.

#### **b) Physical**

- (i) These controls are concern mainly with the custody of assets and involve procedure and security measures designed to ensure that access to assets is limited to authorised personnel.

## **Detecting controls**

These are divided into the following:

### **(a) Arithmetic and Accounting**

- (i) These are basic controls within the recording function which check that transaction to be recording and processed have been authorised, that they are complete, and that they are correctly recorded and accurately processed.
- (ii) Such controls include checking the arithmetical accuracy of records, the maintenance and checking of totals, reconciliation, control accounts and accounting for documents.

### **(b) Physical**

- (i) These controls relate to the security of records. They therefore underpin arithmetic and accounting controls.
- (ii) Their similarity to preventive controls lies in the fact that these controls are also designed to limit access.

### **(c) Supervision**

- (i) This control relates to supervision by responsible officials of day-day transaction and the recording thereof.

### **(d) Management information**

- (i) This relates to the review of management accounts and budgetary control
- (ii) These controls are normally exercised by management outside the day-day routine of the system.

## **Segregation of duties**

- a) One of the primary means of control is the separation of those responsibilities and duties that would if combined enable one individual to record and process a complete transaction, thereby providing him/her with the opportunity to manipulate the transaction irregularly and commit fraud and corruption.

- b) Segregation of duties reduces the risk of intentional manipulation or error and increase the element of checking.
- c) Functions that should be separated include those of authorization, execution custody, and recording and in the case of computer base accounting system, systems development and daily operations.
- d) Placed in context with fraud and corruption prevention, segregation of duties lies in separating either the authorisation or the custodial function from the checking function.
- Emakhazeni will continue to initiate steps to address the problem of lack of training, expertise and knowledge in system, policies, procedure, rules and regulation to improve internal controls. Areas of weakness will be identified during the audits and risk assessment.
  - Furthermore Emakhazeni will also continue to re-emphasise to all supervisors that consistent compliance by all employees with internal control is one of the fundamental controls in place to prevent fraud and corruption. Managers will be encouraged to recognise that internal control shortcomings identified during the course of audit are, in many instances, purely system and that they should strive to identify and address the course of these internal control weaknesses, in addition to addressing the control weakness.
  - Furthermore Emakhazeni will develop a formal system by which the performance of managers is appraised by taking into account the number of audit queries raised and the level of seriousness of the consequent risk to Emakhazeni as a result of the internal control deficiency identified, this is intended to raise the level of Manager's accountability for internal control.
  - Where Managers do not comply with basic internal controls, e.g. non-adherence to the delegation of authority limits, firm disciplinary actions will be considered.

## **PHYSICAL AND INFORMATION SECURITY**

### **Physical security**

Emakhazeni will consider conduction a regular detailed review of the physical security arrangements at its offices and improve weaknesses identified. Specific focus areas will be physical security over infrastructure, assets and staff.

## **Information security**

- Emakhazeni will ensure that all employees are regularly sensitised to the fraud and corruption risk associated with information security and the utilization of computer resources, in particular access control and ensure that system are developed to limit the risk of manipulation of computer data.
- Regular communiqué will be forwarded to employees pointing out the security policy, with the particular emphasis on e-mail and internet usage and the implications (e.g. disciplinary action) of abusing these and other computer related facilities. Where employees are found to have infringed on prevailing policy in this regard, disciplinary action will be taken.
- Regular reviews of information and computer security will also be considered. Weaknesses identified during these reviews will be addressed.

## **DETECTING AND INVESTIGATION FRAUD AND CORRUPTION**

### **Internal Audit**

- The Internal Audit Unit of Emakhazeni is functioning and all managers are expected to positively support the internal audit and its functions, speedy response and the addressing of queries raised by the Internal Audit is vital to the success of the plan. Where managers are found to be slow in addressing internal queries by Internal Audit, firm action will be taken.
- Emakhazeni will regularly re-emphasise to all Managers that consistent compliance by employees with internal controls is one of the fundamental controls to prevent fraud and corruption. Managers will be encourage to recognise internal control shortcomings identified during the course of audits are, in many instances, purely symptoms and that they should strive to identify and address the causes of the internal controls weakness, in addressing the control weaknesses.
- Awareness strategies will be developed to enhance Manager's understanding of the role of the Internal Audit.

## **ONGOING RISK ASSESSMENT AND MANAGEMENT**

- Emakhazeni acknowledge the fact that it faces diverse business risk from both the internal and external sources. A comprehensive risk assessment of all its departments will be conducted. This information from assessment will be used to assist the Management with the following:
  - a) Prioritising areas for attention and subsequently developing controls to limited risks identified.
  - b) To enable Management to continually assess and update the risk profile incorporating fraud and corruption risk) of Emakhazeni.
- Presentations to employees of Emakhazeni will be conducted in order to ensure that they have a more understanding of the fraud and corruption risk facing Emakhazeni and the areas wherein these risks exist, thus enhancing the prospect of detecting irregularities earlier.
- Emakhazeni will also consider specific fraud and corruption detection reviews detailed below, on a regularly basis. This will include the conducting of presentation to Managers and staff to ensure that they have a more detailed understanding of fraud and corruption risk associated with these areas, thus enhancing the prospect of detecting irregularities earlier. These include:
  - Assets and inventory management
  - Procurement/Supply Chain Management
  - Conflict of interest
  - Project management and maintenance
  - Contracts management
  - Compliance and delegations of authorities
  - Budget control
  - Creditor's payments
  - Revenue enhancement
  - Payroll; and
  - Travelling and subsistence claims

## **REPORTING AND MONITORING**

- Consolidated report of allegations of fraud and corruption must be kept so that fraud and corruption risk can be effectively managed.

- Emakhazeni also recognized the fact that whistle blowers could be victimized by the fellow employees or Managers in contravention with the Protected Disclosures Act without Management being aware of this. This could have severe negative implications for the Municipality e.g. negative media publicity.
- Emakhazeni will consider implementing a fraud Hotline which is intended to achieve the following:
  - a) To deter potential fraudsters and corrupt individuals by making all employees and other stakeholders aware that the Municipality is not a soft target, as well as encouraging the participation of employees in reporting, and making use of these facilities
  - b) To raise the level of awareness that Emakhazeni is serious about fraud and corruption
  - c) To assist the Municipality in managing the requirements of the Protected Disclosures Act by creating an additional channel through which the whistle blowers can report irregularities which they witness or which come to their attention; and
  - d) To further assist in identifying fraud and corruption risks in order that preventive and detecting controls can be appropriately improved or developed.
  - e) To detect incidents of fraud and corruption by encouraging whistle blowers to report incidents which they witness.
- The Municipality will ensure that a fraud and corruption information system is developed for the following purposes:
  - a) Recording all allegations
  - b) Tracking progress with the Management of allegations
  - c) To facilitate the early identification of systematic weaknesses and recurring risk and inform Managers and employees of systemic weaknesses/risks.
  - d) Provide feedback to employees and other whistle blowers on the Management of allegations

## **FRAUD AND CORRUPTION RESPONSE PLAN**

- All allegations of fraud and corruption should be reported immediately by employees to their Managers preferably in writing and /or the Municipal Manager
- The Municipal Manager will then inform the Internal Audit Unit who should carry out preliminary investigation as soon as possible. If the Internal Audit Unit has the suitable staff

to handle the investigation they should do so with advises from the Labour Relations. If not so the job should be outsourced to professionals in the fields of investigation.

- If there is a concern that the immediate Manager is involved, the report must be made to any other member of Senior Management and/or the Audit Committee.
- Where a case of fraud is detected, Internal Audit Unit should ensure that evidence is collected in a suitable format for either a criminal case with the police, or a misconduct case for the presiding officer organized by the Labour Relations. Every case should be treated firmly, fairly and objectively without political intervention
- Disciplinary action must be taken against offenders. This may include prosecution in court of law and termination of employment. Emakhazeni Local Municipality has an obligation to the South African public to ensure that it runs a clean administration.
- In the interest of promoting awareness and demonstrating the consequences of fraud and corruption the Municipality will publish the names of employees who are dismissed. This step serves as a natural deterrent for other would-be criminals.
- All information received by the Municipality in connection with fraud and corruption must be treated with the outmost confidentiality. Results of investigation and subsequent action will be disclosed according to the need-to-know requirements of parties involved. All allegations will be investigated and individuals involved will be treated equally and fairly regardless of the grade or status.

## **FURTHER IMPLEMENTATION AND MAINTENANCE**

### **Creating awareness**

This component of the plan comprises of two approaches, namely education and communication.

#### **Education**

The creating of awareness amongst employees is intended to address the following issues:

- a) Informing employees on an ongoing basis on what constitute fraud and corruption.

- b) Promoting the Municipality and national policies that must be adhered to. Including the value and the principle of public administration as contained in the Constitution and standards of professional conduct.
- c) Informing employees of fraud and corruption risk enable an understanding of specific risks to which Emakhazeni may be exposed, thus enhancing the prospect of detecting irregularities earlier.
- d) Encourage employees to blow the whistle on fraud and corruption.
- e) Employees awareness of the current legislative framework as it relates to fraud and corruption, and their obligations and rights should they blow the whistle on fraud and corruption, the nature of the witness protection system and the roles and responsibilities of existing anti-corruption institution; and.
- f) Informing employees of their obligations and rights in terms of the Access to information and Promotion of Administrative Justice Acts.

## **Communication**

The objective of the communication approaches is to also create awareness amongst employees, the public and other stakeholders of the plan in order to facilitate a culture where stakeholders strive to contribute towards making the plan a success as well as for the sustaining of a positive, ethical culture within Emakhazeni. This will increase the prospect of fraud and corruption being reported and improve Emakhazeni's prevention and detection ability.

Communication strategies that will be considered by Emakhazeni are the following:

- a) Posters, newsletters, pamphlets and other publications to advertise the code of and fraud policy, aimed at employees, public and other stakeholders.
- b) Screensaver on computers with appropriate anti-fraud and corruption and pro-ethics messages
- c) Attachment to tender invitation documents relating to Emakhazeni's stance to fraud and corruption, where such irregularities can be reported and the actions will be considered.
- d) Appropriate attachments to offers of employment and inclusion of appropriate items in induction and training programmes.
- e) Prudent terms in contracts signed with service providers relating to offering of gifts to employees of Emakhazeni.
- f) Ensuring that fraud and corruption prevention is the fixed agenda item in meetings.
- g) Signing of declarations of commitment by all employees to the plan; and
- h) Endorsements of correspondence directed at service providers with anti-fraud and corruption and pro-ethics messages.

## **Ongoing maintenance and review**

The Municipal Manager will be responsible for the ongoing maintenance and review of the Plan. This includes:

- a) Evaluation reports of fraud and corruption received and highlighting areas of fraud and corruption risk within the Municipality.
- b) Consideration fraud and corruption threats to Emakhazeni and making recommendation to appropriate committees or management.
- c) Consider criminal activity threatening Emakhazeni and making fraud and corruption prevention recommendations with regard to areas that should be examined.
- d) Monitoring action taken to implement recommendations relating to incidents of fraud and corruption.
- e) Steering and taking responsibility for the plan.
- f) Reviewing and making appropriate amendments to the Code and Fraud Policy.
- g) Amending the awareness programme as necessary, and implementing the changes; and
- h) Ensuring that ongoing communication and implementation strategies are developed and implemented.

This document will be reviewed on an annual basis.