



**United Nations**

Department of  
Economic and  
Social Affairs



**OFFICE OF THE OMBUDSMAN**

"KON PRESENYA KANET BANGGITE"



**ACB** Anti-Corruption  
Bureau, Malawi  
*A Corrupt-free Malawi*



**UNITED NATIONS  
MALAWI**



*Draft*

## *Concept Note and Agenda*

# *National Workshop on Transparency, Accountability and Ethics in Public Institutions*

**02 to 04 August 2022**

09:00 – 17:00 | Malawi (GMT+ 2)

10:00 – 18:00 | Nairobi (GMT+ 3)

16:00 – 00:00 | Seoul (GMT+ 9)

03:00 – 11:00 | New York (GMT-4)

Venue: Lilongwe, Malawi

*Jointly organized by  
Office of the Ombudsman of Malawi  
United Nations Department of Economic and Social Affairs (UN DESA)  
United Nations Resident Coordinator Office in Malawi  
United Nations Development Programme (UNDP) Malawi*

*“Corruption is the ultimate betrayal of public trust”*  
*Secretary-General António Guterres<sup>1</sup>*

## 1. Background

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and with the support of its Project Office on Governance (UNPOG), and the Office of the Ombudsman of Malawi with the support of the UN Resident Coordinator Office in Malawi and United Nations Development Programme (UNDP) in Malawi, is organizing a 3-day National Workshop on “***Transparency, Accountability and Ethics in Public Institutions***”, which will be held from 2 to 4 August 2022 in Malawi.

The National Workshop will be conducted in a hybrid format where the participants from Malawi will attend in person and invited speakers will virtually participate via the Zoom platform. The Workshop will be attended by invited government officials from Malawi and UN officials and other invited international experts and officials from participating countries.

## 2. Context

The 2030 Agenda for Sustainable Development cannot be realized without transparent, accountable and ethical public institutions. Goal 16 of the 2030 Agenda highlights the need to substantially reduce corruption and bribery in all their forms (Target 16.5). The Principles of Effective Governance for Sustainable Development, developed by the Committee of Experts on Public Administration (CEPA) and adopted by the United Nations Economic and Social Council (ECOSOC) in 2018, also emphasize the need for accountability, integrity, transparency and independent oversight”

Corruption undermines in many ways governments’ ability to provide effective, inclusive and accountable services, particularly to the vulnerable groups. It has a negative impact on government’s ability to serve the public interest and erodes people’s trust in public institutions. For instance, in a survey of 35,777 people to commemorate the United Nation’s 75th Anniversary, 68 percent stated that things about government corruption will not get better by 2045. It also results in loss of resources, which are essential to address the needs of those left behind. Curbing corruption could deliver an additional \$1 trillion in tax revenues annually across the world, or 1,25 percent of global gross domestic product. This loss has negative impacts on peace, stability, security, the rule of law, gender equality, the environment, and human rights, and is thus detrimental to the achievement of the SDGs. In particular, the devastating consequences of corruption bear on the poor, marginalized and vulnerable people, and some types of corruption, including petty corruption, can disadvantage women disproportionately.

In the absence of ethics, transparency and public accountability, corruption and malpractice are allowed to thrive, which undermines the foundations of a peaceful, prosperous, and just society. Corruption poses a great threat to sustainable development, increasing poverty and inequality

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<sup>1</sup> United Nations (October 15, 2020). Corruption is the ultimate betrayal of public trust. Statement by UN Secretary-General António Guterres on corruption in the context of COVID-19. Retrieved from <https://www.un.org/en/coronavirus/statement-corruption-context-covid-19> (last accessed on May 17, 2022).

and harms economic development. One of the major challenges for societies worldwide is the development of accountable and transparent systems that provide effective public services. Corruption is a major challenge to democracy and the rule of law. Bribery is the promise, offer, acceptance or solicitation of a personal advantage (e.g., gift, loan, reward, favour, etc.) in exchange for an unethical or illegal action. Bribery for instance results in decisions not being taken in the public interest, which reduces public trust in institutions and leads to poor public services. Similarly, conflict of interest is where an individual is in a position to derive personal benefits from the actions or decisions they take in an official capacity. Conflicts of interest – either if they are actual, perceived or potential – result in decisions that are, or are considered to be, unfair and self-interested. This reduces public trust in institutions and results in worse outcomes for the public.<sup>2</sup>

Furthermore, corruption can be even more damaging in times of crisis, such as the ongoing COVID-19 pandemic, when speedy emergency responses may lead to the loosening of oversight and control mechanisms to provide essential lifelines to people and firms. UN DESA is committed to supporting Member States in developing their capacities to curb corruption, including through capacity development activities.

The Malawi Public Service in particular, has persistently experienced poor and perpetual declining performance in the delivery of services as well as management of public agencies, a deterioration of work ethics, indiscipline and absenteeism, and a proliferation of fraud. In addition, the Country suffers from various types of corruption – from high level political corruption to trifling bribery that impedes service delivery and patronage whilst suffering with nepotism that exacerbates inequality and poverty. As a result, the citizenry has lost trust and confidence in the Public Service and Government.

The Office of the Ombudsman is mandated to deal with issues of maladministration in the public service of the country and thereby helps in the realization of the Country's Agenda 2063. The Office in particular was given the responsibility by Office of the President and Cabinet to champion the institutionalization of ethics and integrity in public service in line with the Country's Public Sector Reforms. The Ombudsman has since proceeded to do a functional review where a fully-fledged section of Ethics and Integrity has been developed, staffed, and needs capacity building to effectively carry out its duties.

### 3. Objectives

The Workshop on “Transparency, Accountability and Ethics in Public Institutions in Malawi” aims to strengthen public institutions to facilitate more coherent implementation of SDGs.

During the workshop, participants will gain knowledge of key issues related to transparency, accountability and ethics in public institutions, discuss specific topics in small groups, exchange ideas and information on practical examples and lessons learned from other countries with a view to see if and how international good practices can inspire similar action at the national level and engage in discussing a teaching case study on the COVID-19 pandemic.

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<sup>2</sup> Open Local Government and Public Ethics: welcome to bE-Open. Retrieved from <https://www.beopen-congress.eu/en/2-cat-corruption-risks.html> (last accessed on May 17, 2022).

## 4. Thematic Focus and Format

The Workshop will focus on strengthening public institutions by promoting transparency, accountability, and ethics for implementing the SDGs. The Workshop will specifically cover the following sessions:

- *Session 1 – Strengthening Public Governance for Transparent, Accountable and Ethical Public Institutions to Achieve the SDGs*
- *Session 2 – Approaches and Tools for Accountable, Ethical, Transparent, and Inclusive Societies*
- *Session 3 – Promoting Government Innovation: The Role of Supreme Audit Institutions (SAIs) for Transparent, Accountable and Inclusive Public Services*

The workshop will be conducted in a hybrid format (virtual and on-site) where all participants with some speakers/resources persons will gather in-person while other speakers/resource persons join virtually through Zoom. The link to join the workshop will be shared with participants and speakers who will be joining remotely. The workshop will be conducted in English. The workshop materials will be made available online at [www.publicadministration.un.org](http://www.publicadministration.un.org).

## 5. Methodology

The Workshop will feature a number of presentations by experts, hands-on interactive activities, group discussions and innovative practices for peer-to-peer learning. The activities and group discussions will enable participants to transform in-depth learning into practice. It will be conducted in a hybrid modality.

## 6. Target Audience and Expected Outcomes

The target audience of the Workshop will include about 30-35 senior to mid-level public officials drawn from the Ministries, Departments, Agencies, and Units engaged in promoting issues on transparency, accountability, and ethics in public institutions. In addition, speakers from UN DESA, the UN Resident Coordinator Office and UNDP in Malawi, the UN Ethics Office, the United Nations Economic Commission for Africa, UN Committee of Experts on Public Administration (CEPA), Centre for Excellence in Ethics and Governance, and Malawi Institute of Management, Ombudsman, Director General for Anti-Corruption Bureau of Malawi among others. By the end of the workshop, participants are **expected** to have: -

- Clearly understood, equipped, and applied the tools and competencies for strengthening effective governance for transparent, accountable, and ethical public institutions to achieve the 2030 Agenda
- Enhanced understanding on the approaches and skills for accountable, ethical, transparent, and inclusive societies accelerate progress on the SDGs.
- Gained insights on leveraging digital government and building partnerships & cooperation for transparent and inclusive services.

- Developed action plans on the lessons learned for accelerated change and follow-up actions.

## 7. Agenda of the Workshop

### DRAFT AGENDA

July 25 - 29	<b>Participants to Enroll in an Online Self-Paced Pre-Workshop Activity</b> - Based on the <i>Toolkit on Transparency, Accountability and Ethics in Public Institutions</i>
<b>Main Workshop: 2 – 4 August 2022</b>	
<b>Time</b> 8:30-17:00	<b>Tuesday 2 August 2022</b>
08:30-09:00 (30mins)	<b>Good morning</b> <ul style="list-style-type: none"> <li>• Check-in</li> <li>• Guest speakers log on to the Zoom meeting room <b>15 minutes</b> before the start of the Workshop for final check of connection.</li> </ul>
09:00-10:00 (60mins)	<b>Moderator:</b> <ul style="list-style-type: none"> <li>• <b>Mr. Bokyun Shim</b>, Head of Office, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA <b>(5mins)</b></li> </ul>
	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>• <b>Honourable Grace Malera</b>, Ombudsman, Office of the Ombudsman, Malawi <b>(10mins)</b></li> <li>• <b>Ms. Martha Chizuma</b>, Director General, Anti-Corruption Bureau, Malawi <b>(10mins)</b></li> <li>• <b>Ms. Maria Manuel Gomes Do Valle Ribeiro</b>, Resident Coordinator, UN RC Office, Malawi <b>(10mins)</b></li> <li>• <b>Mr. Juwang Zhu</b>, Director, DPIDG/UN DESA <b>(10mins)</b></li> </ul>
	<b>Keynote Speech</b> <ul style="list-style-type: none"> <li>• <b>His Lordship, Justice Redson Kapindu, PhD</b>, Judge, High Court of Malawi <b>(10mins)</b></li> </ul>
	<b>Photo Session (Online and Onsite) (5mins)</b>
<b>Session 1 – Strengthening Public Governance for Transparent, Accountable and Ethical Public Institutions to Achieve the SDGs</b>	
10:00-11:30 (90mins)	<b>Moderator:</b> <ul style="list-style-type: none"> <li>• <b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA <b>(5mins)</b></li> </ul>
	<b>Introduction of the Workshop (10mins)</b> <ul style="list-style-type: none"> <li>• <b>DPIDG/ UN DESA</b> <ul style="list-style-type: none"> <li>○ Overview of the workshop sessions</li> <li>○ Composition, role and expectations of each of the 7 working groups</li> </ul> </li> </ul>
	<b>Setting the Scene:</b>  <b>Presentation on the Historical background and Context of Ethics and Transparency in Malawi</b> <ul style="list-style-type: none"> <li>• <b>Dr. Yamikani Ndasauka</b> - Associate Professor University of Malawi <b>(10mins)</b></li> </ul>

	<p><b>Institutionalization of Ethics in Public Sector Reforms ‘the Case of Malawi’</b></p> <ul style="list-style-type: none"> <li>• <b>Honourable Grace Malera</b>, Ombudsman of Malawi (10mins)</li> </ul> <p><b>The Principles of Effective Governance for Achieving the 2030 Agenda</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Saras Jagwanth</b>, Inter-Regional Adviser, Public Administration, DPIDG/UN DESA (10mins)</li> </ul> <p><b>Curriculum on Governance for the SDGs</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (10mins)</li> <li>• Video on Curriculum on Governance for the SDGs (3 mins)</li> </ul> <p><b>The Essentials of Ethics and Public Integrity” from the toolkit on “Transparency, Accountability and Ethics in Public Institutions”</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Ana Cristina Thorlund</b>, Governance and Public Administration Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (10mins)</li> <li>• Video of the Toolkit (2 mins)</li> </ul> <p><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (20 mins)</i></p>
<b>11:30-11:45: Health Break</b>	
11:45-12:30 (45mins)	<p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul> <p><b><i>Group Activity 1: Promoting Transparency, Accountability and Ethical Behavior in Public Institutions</i></b></p> <ul style="list-style-type: none"> <li>• Participants and facilitators (40 mins)</li> </ul>
<b>12:30-13:30: Lunch Break</b>	
13:30-15:00 (90mins)	<p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Ana Cristina Thorlund</b>, Governance and Public Administration Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul> <p><b>National Anti-Corruption Strategy (NACS) II and the Role of Ethics in the Fight against Corruption</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Susan Phiri</b>, Acting Chief Corruption Prevention Officer, Anti-Corruption Bureau (10mins)</li> </ul> <p><b>Good Practices and Tools from the UN Ethics Office</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Sarah Leber</b>, Legal Officer, UN Ethics Office (10mins)</li> </ul> <p><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (20mins)</i></p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Hye Yong (Hailey) Kim</b>, Associate Research &amp; Policy Analysis Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul> <p><b><i>Group Activity 2: Promoting Transparency, Accountability and Ethical Behavior in Public Institutions</i></b></p> <ul style="list-style-type: none"> <li>• Participants and facilitators (45mins)</li> </ul>

<b>15:00-15:15: Health Break</b>	
<b>15:15-16:30 (75mins)</b>	<b><i>Reporting back from Group Activity on Promoting Transparency, Accountability and Ethics in Public Institutions</i></b> <ul style="list-style-type: none"> <li>• Participants (50mins)</li> </ul>
	<b><i>Q&amp;A for Group Presenters and Interactive Discussion Session - Exchanging Ideas and Experiences (20 mins)</i></b>
	<b>Wrap-up and Reflection for Day 1 (5 mins)</b>
<b>Wednesday 3 August: Session 2 – Approaches and Tools for Accountable, Ethical, Transparent, and Inclusive Societies</b>	
<b>8:30-09:00 (30mins)</b>	<b><i>Good morning</i></b> <ul style="list-style-type: none"> <li>• Check-in</li> <li>• Guest speakers log on to the Zoom meeting room 15 minutes before the start of the Workshop for final check of connection.</li> </ul>
<b>09:00-09:50 (50mins)</b>	<b>Moderator:</b> <ul style="list-style-type: none"> <li>• UNDP Malawi (5mins)</li> </ul>
	<b>Recap of Day 1 - (5 mins)</b>
	<b>Promoting Multi-stakeholder Engagement for Ethical, Transparent and Innovative Public Service Delivery</b> <ul style="list-style-type: none"> <li>• UNDP, Malawi (15mins)</li> </ul>
	<b>Approaches, Mechanisms and Lessons Learned from Promoting Multi-stakeholder Engagement for Innovative Public Service Delivery</b> <ul style="list-style-type: none"> <li>• Ms. Colleen Zamba, Secretary to President and Cabinet (SPC)/Head of Presidential Delivery Unit (PDU), Malawi (15mins)</li> </ul>
	<b><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (10mins)</i></b>
<b>09:50-10:30 (40mins)</b>	<b><i>Group Activity 3: Ensuring Ethical, Accountable and Transparent Societies</i></b> <ul style="list-style-type: none"> <li>• Participants and facilitators (30mins)</li> </ul> <b><i>Reporting back from Group Activity</i></b> <ul style="list-style-type: none"> <li>• Participants (10mins)</li> </ul>
<b>10:30-10:45: Health Break</b>	
<b>10:45-11:30 (45mins)</b>	<b>Moderator:</b> <ul style="list-style-type: none"> <li>• UNDP Malawi (5mins)</li> </ul>
	<b>Building Capacities and Creating Enabling Ecosystem for Ethical and Transparent Societies</b> <ul style="list-style-type: none"> <li>• <b>Dr. Yamikani Ndasauka</b> - Associate Professor University of Malawi - Centre of Excellence in Ethics and Governance (CEEG) (15mins)</li> </ul>
	<b>Strengthening Capacities for Ethical Behavior, Integrity, and Accountable Public Services</b> <ul style="list-style-type: none"> <li>• <b>Mr. Collins Mayeso Jambo</b> – Acting Director of Training and Consultancy Malawi Institute of Management (15mins)</li> </ul>
	<b><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (10mins)</i></b>
<b>11:30-12:00 (30mins)</b>	<b><i>Group Activity 4: Developing Action Plans for Accelerating Change (I)</i></b> <ul style="list-style-type: none"> <li>• Participants and facilitators (25mins)</li> </ul> <b><i>Reporting back from Group Activity</i></b>

	<ul style="list-style-type: none"> <li>Participants (5mins)</li> </ul>
<b>12:00-13:30: Lunch Break</b>	
<b>13:30-14:15 (45mins)</b>	<b>Moderator:</b> <ul style="list-style-type: none"> <li><b>Ms. Hye Yong (Hailey) Kim</b>, Associate Research &amp; Policy Analysis Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul>
	<b>Integrity and Ethical Issues in Public Service: Developing Anti-Corruption for Accountable Societies</b> <ul style="list-style-type: none"> <li><b>Mr. Itumeleng Mongale</b>, National Project Officer, Anti-Corruption, UNODC (15mins)</li> </ul>
	<b>Transparent and Sustainable Public Procurement for Sustainable Development: Good Practices in Africa</b> <ul style="list-style-type: none"> <li><b>Mr. Allan Mukungu</b>, Economic Governance and Public Finance Section, Macroeconomic and Governance Division, United Nations Economic Commission for Africa UN ECA (15mins)</li> </ul>
	<b>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (10mins)</b>
<b>14:15-15:00 (45mins)</b>	<b>Facilitator:</b> <ul style="list-style-type: none"> <li><b>Ms. Hye Yong (Hailey) Kim</b>, Associate Research &amp; Policy Analysis Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul>
	<b>Group Activity 5: Ethical Behavior and Integrity in Public Institutions</b> <ul style="list-style-type: none"> <li>Participants and facilitators (40mins)</li> </ul>
<b>15:00-15:15: Health Break</b>	
<b>15:15-16:30 (75mins)</b>	<b>Group Activity 6: Ethical Behavior and Integrity in Public Institutions (Cont.)</b> <ul style="list-style-type: none"> <li>Participants and facilitators (30mins)</li> </ul>
	<b>Reporting back from Group Activity on Ethical Behavior and Integrity in Public Institutions</b> <ul style="list-style-type: none"> <li>Participants (30mins)</li> </ul>
	<b>Q&amp;A for Group Presenters and Interactive Discussion Session - Exchanging Ideas and Experiences (10 mins)</b>
	<b>Wrap-up and Reflection for Day 2 (5mins)</b>
<b>Thursday 4 August - Session 3: Promoting Government Innovation: The Role of Supreme Audit Institutions (SAIs) for Transparent, Accountable and Inclusive Public Services</b>	
<b>08:30-09:00 (30mins)</b>	<b>Good morning</b> <ul style="list-style-type: none"> <li>Check-in</li> <li>Guest speakers log on to the Zoom meeting room 15 minutes before the start of the Workshop for final check of connection.</li> </ul>
<b>09:00-09:50 (50mins)</b>	<b>Moderator:</b> <ul style="list-style-type: none"> <li><b>Ms. Ana Cristina Thorlund</b>, Governance and Public Administration Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul>
	<b>Recap of Day 2 - (5mins)</b>
	<b>Civil Registration and Vital Statistics for Transparent, Accountable and Inclusive Public Service Delivery</b>

	<ul style="list-style-type: none"> <li>• <b>Mr. Mak Sambo</b>, Principal Secretary, National Registration Bureau (NRB), Malawi (10mins)</li> </ul>
	<p><b>The Role of Supreme Audit Institutions (SAIs) in Promoting Transparent and Accountable use of Public Funds</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Thom Makiwa</b>, Auditor General of Malawi (10mins)</li> </ul>
	<p><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (20mins)</i></p>
09:50-10:30 (40mins)	<p><b>Group Activity 7: Promoting Innovation for Transparent, Inclusive and Responsive Public Services</b></p> <ul style="list-style-type: none"> <li>• Participants and facilitators (30mins)</li> </ul> <p><b>Reporting back from Group Activity</b></p> <ul style="list-style-type: none"> <li>• Participants (10mins)</li> </ul>
<b>10:30-10:45: Health Break</b>	
10:45-11:05 (20mins)	<p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Ana Cristina Thorlund</b>, Governance and Public Administration Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul> <p><b>The Role of Supreme Audit Institutions (SAIs) in Building Transparent, Accountable and Inclusive Institutions for the SDGs</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Arantxa Guillán Montero</b>, Senior Governance and Public Administration Officer, DPIDG/UN DESA (10mins)</li> </ul>
	<p><i>Q&amp;A for Speakers and Interactive Discussion Session - Exchanging Ideas and Experiences (5mins)</i></p>
11:05-12:00 (55mins)	<p><b>Group Activity 8: Developing Action Plans for Accelerating Change (II - Main Action Plan Session)</b></p> <p>Participants and facilitators (45mins)</p> <p><b>Presentation of Action Plans and Reporting back: Next Steps and Way Forward</b></p> <ul style="list-style-type: none"> <li>• Participants (10mins)</li> </ul>
<b>12:00-13:30: Lunch Break</b>	
13:30-13:45 (15mins)	<p><b>Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• <b>Hon. Grace Malera</b>, Ombudsman, Office of the Ombudsman, Malawi (5mins)</li> <li>• <b>Mr. Shigeki Komatsubara</b>, Resident Representative, UNDP in Malawi (5mins)</li> <li>• <b>Mr. Bokyun Shim</b>, Head of Office, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul>
13:45-13:50 (5mins)	<p><b>Workshop Evaluation by Participants</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Hye Yong (Hailey) Kim</b>, Associate Research &amp; Policy Analysis Expert, UN Project Office on Governance, UNPOG/DPIDG/ UN DESA (5mins)</li> </ul>
13:50-14:00 (10mins)	<b>Wrap-up and Closing of the Workshop (10mins)</b>

## 8. Selected Reading Materials

United Nations Economic and Social Council (2018). Principles of Effective Governance for Sustainable Development. Official Records, 2018. Supplement No. 24. E/2018/44-E/C.16/2018/8, para. 31. Retrieved from

[https://publicadministration.un.org/Portals/1/Images/CEPA/Principles\\_of\\_effective\\_governance\\_english.pdf](https://publicadministration.un.org/Portals/1/Images/CEPA/Principles_of_effective_governance_english.pdf) (last accessed on May 17, 2022).

**UN Ethics Office (2020).** Leadership Dialogue. Acknowledging Dignity through Civility: How can I communicate for a more harmonious workplace? Leader's Guide and Materials. Retrieved from <https://www.un.org/en/ethics/assets/pdfs/Leaders%20Guide%202020.pdf> (last accessed on May 17, 2022).

**United Nations Economic Commission for Africa (2017).** Corruption in Public Procurement. The case of infrastructure in Africa. Retrieved from <https://repository.uneca.org/ds2/stream/?#/documents/0a480c95-2d7f-5588-b93f-c7653e688118/page/1> (last accessed on May 17, 2022).

**United Nations Office on Drugs and Crime (UNODC) (October 16, 2020).** G20 Good Practices Compendium on Combating Corruption in the Response to COVID-19, pp. 23-35. Retrieved from [https://www.unodc.org/pdf/corruption/G20\\_Compndium\\_COVID-19\\_FINAL.pdf](https://www.unodc.org/pdf/corruption/G20_Compndium_COVID-19_FINAL.pdf) (last accessed on May 17, 2022).

**Lewis, C. W. & Gilman, S. C. (2012).** The Ethics Challenge in Public Service: A Problem-Solving Guide. 2nd edition. San Francisco: Jossey-Bass.

**OECD (2020).** Public Integrity Handbook. OECD Publishing: Paris. Accessible at <https://www.oecd-ilibrary.org/sites/ac8ed8e8-en/index.html?itemId=/content/publication/ac8ed8e8-en> (last accessed on May 17, 2022).

**United Nations (October 15, 2020).** Corruption is the ultimate betrayal of public trust. Statement by UN Secretary-General António Guterres on corruption in the context of COVID-19. Retrieved from <https://www.un.org/en/coronavirus/statement-corruption-context-covid-19> (last accessed on May 17, 2022).

**United Nations Commission on International Trade Law (2011).** UNCITRAL Model Law on Public Procurement. Retrieved from [https://uncitral.un.org/en/texts/procurement/modellaw/public\\_procurement](https://uncitral.un.org/en/texts/procurement/modellaw/public_procurement) (last accessed on May 17, 2022).

## 9. Contact Information

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