FIGHTING CORRUPTION THROUGH COMMUNICATION

A COMMUNICATION AND ADVOCACY STRATEGY

PUBLIC EDUCATION AND PUBLIC RELATIONS

OF THE

ANTI-CORRUPTION BUREAU- MALAWI

2017 - 2022

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Acronyms/Abbreviations

ACB	Anti-Corruption Bureau
ADC	Area Development Committees
CBO	Community Based organisations
CPA	Corrupt Practices Act
DADO	District Agricultural Development Officer
DC	District Commissioner
DEC	District Executive Committee
DHO	District Health Office
DHRMD	Department of Human Resource Management and Development
DPE	Director of Public Education
FBO	Faith Based Organisation
IEC	Information, Education and Communication
ICT	Information and Communication Technology
NICE	National Initiative for Civic Education
PED	Public Education Department
PEO	Public Education Officer
PESTEL	Political Economic Social Technological, Environmental/Ecological Legal
PPEO	Principal Public Education Officer
PR	Public Relations
PRS	Public Relations Section
PS	Principal Secretary
SDI	Staff Development Institute
SPEO	Senior Public Education Officer
SPRO	Senior Public Relations Officer
SWOT	Strengths, Weaknesses, Opportunities and Threats

1.0 Executive Summary

This Communications and Advocacy strategy has been developed to provide direction on how the Anti-Corruption Bureau (ACB) can communicate its services to Malawians. The strategy document is for a five year period starting from 2017 to 2022 and there will be a midterm review.

This strategy has been developed based on Malawi's experience in dealing with corruption issues and is directly aligned to the ACB strategic plan. The communication initiatives are linked to existing anti-corruption research and processes, which makes it relevant not only to the ACB but also to all stakeholders committed to fighting corruption. The development of this Communication Strategy has been informed by findings of the Governance and Corruption Survey (2014); lessons learnt in the delivery of the preceding ACB Communication Strategy for the period 2007 to 2010; and a Communications SWOT analysis of the internal and external environment of the ACB.

Apart from using the strategy to guide the dissemination of information on the evils and dangerous effects of corrupt practices on society as well as enlisting public support in the fight against corruption, the document will be used to solicit human and financial resources that is critical for realising the departments' goals. It will also be used to guide the process of collaboration and coordination with other critical stakeholders.

In this strategy, the PED and PR have identified specific target groups namely: youths (secondary school going and out of school), public officials (procurement, stores and Accounts personnel), Area Development Committees and finally the media group (practitioners, managers and student journalists). Since each target group has its own perspective, issues and concerns around corruption, messages have been subsequently developed to reach each specific target group. The implementation plan and costing of activities for each target group have also been developed and will require a grand total of MWK500 million spread over a period of five years.

2.0 INSTITUTIONAL SET-UP AND COMMUNICATION CONTEXT

2.1 THE ANTI-CORRUPTION BUREAU

The Constitution of the Republic of Malawi requires that there should be institutions that guarantee "accountability, transparency, personal integrity and financial probity….[to]…strengthen confidence in public institutions"[1]

The Anti-Corruption Bureau was established in 1995 under the Corrupt Practices Act (CPA) as an independent agency of the Government mandated to fight corruption in Malawi. The ACB fulfils this mandate through public education, corruption prevention, investigation and prosecution of corruption cases in line with the CPA as well as the National Anti-Corruption Strategy. The ACB has four offices: the Head Office in Lilongwe, and branches in Blantyre, Mzuzu and Zomba.

OUR VISION

Attainment of a corrupt-free Malawi.

OUR MISSION

Create a corrupt free Malawi that promotes good governance
through corruption eradication programmes for social economic development.[2]

CORE VALUES

- Quality service delivery
- Personal and Professional conduct
- Constitutional and Legal principles
- Adaptation

2.2 COMMUNICATION STRUCTURE AND CAPACITY

The Bureau relies heavily on communication activities when carrying out its Public Education and Public Relations work. The Public Education Department gets its mandate from Section 10 (1)(a) (iii) and (iv) of the CPA to disseminate information on the evil and dangerous effects of corrupt practices on society as well as enlist and foster public support in the fight against corruption. The Department implements various interventions and initiatives which among others include conducting public interface forums, Anti-Corruption Presentations, Awareness campaigns, production and dissemination of IEC materials.

Staffing in Public Education Department has slightly improved since 2010. Currently, there are seven officers in the Department out of which one is Director of Public Education, one Principal Public Education Officer, four Senior Public Education Officers and one Public Education officer. There is hope that these numbers will increase.

The Public Relations Section is located under the Directorate to provide the linkage between the Anti-Corruption Bureau and stakeholders. Currently there is one officer and there is need to recruit more staff in the Public relations office. The Senior Public Relations Officer is the official spokesperson of the Bureau and reports directly to the Director General. The office is responsible for media interface programmes, press releases, and attend to any other enquiries from various stakeholders on the operations of the Bureau.

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1 Constitution of the Republic of Malawi, Section 13(0)
2 ACB Strategic Plan

The Public Relations Section communicates information on the operations of the Bureau through, but not limited to press releases and briefs, responses to questionnaires and any other enquiries, internal bulletin, quarterly Newsletter, and website.

3.0 BACKGROUND INFORMATION ABOUT CORRUPTION

Corruption in Malawi occurs at numerous levels and for a myriad of reasons. It is rife both in the public and private sector. Some of the conditions that contribute to its prevalence in the public sector include low salaries, lack of transparent political processes, poor economic policies, enculturation, challenges in the judiciary and many more.[3] Corruption has impeded Malawi's ability to meet its needs and develop the economy. Through corruption and fraud the country is losing revenue and has also lost ability to attract external funding and investment.

In recent years Malawi has begun to take important policy and institutional action against corruption. The Government through the Chief Secretary issued a circular instructing Government Departments and Agencies to allocate 1% of their budget to anti-corruption fight. This is used by the Institutional Integrity Committtees (IIC) to carry out anti-corruption intiatives within government department and agencies.

Despite this effort by Malawi Government and institutions the corruption perception as reported by Transparency International indices for 2012 -2017 show that Malawi's scores have declined and stagnated from 37 to 31 as shown in the following table:**Table 1:**

Transparency International Perception Index Scores for Malawi						
Year	2012	2013	2014	2015	2016	2017
Score	37	37	33	31	31	31

Further, research findings of the 2014 Governance and Corruption Survey showed that up to 62% of Malawians believe that public officials are the leading perpetrators of corruption from 54% in 2010. This affects efficiency levels and quality of services offered by public agencies which have substantially deteriorated. This was also reflected in the Transparency International ranking of 2015 which is perception based and the discovery of plunder of public resources (cashgate) may have influenced the public perception.

Using the Governance and Corruption Survey of 2014 research findings, Strategic Plan, the ACB Communication strategy and experience from officers, the review team identified some measurable goals and objectives for the strategy. These objectives will guide the focus and work plans for the next five years (2017-2022).

The Bureau is committed to a proactive and strategic approach to preventing corruption and strengthening public trust in the organization's work. As such, this strategy is relevant not only to the ACB's PED and PRS, but also to all its partners.

4.0 RATIONALE FOR COMMUNICATIONS STRATEGY

Corruption is a complex phenomenon, but its results are clear. Where corruption persists, everyone pays and the losses are huge. The government pays because it is unable to account for resources, attract investment, stabilize the economy and win donor confidence. Citizens pay the heaviest price – in lack of basic services like availability of drugs in hospitals, well maintained road infrastructure, access to safe water and poor quality education, among others.

3 Center for Social Research, Report on the Governance and Corruption Survey 2014,

A robust communications strategy can play a crucial role in creating necessary conditions for intensifying public participation, building public trust in governance institutions and increasing access to information.

The Bureau considers communication as the most effective approach in shifting public attitudes away from being spectators to active participants. Increased outreach and partnerships at all levels of society including the grassroots can help people understand the laws relating to corruption and the implications that corruption has on their day-to-day lives. Likewise, strategic communication can help build the image and accessibility of the Bureau through the media and other advocacy campaigns. Advocacy can encourage transparency by providing greater access to public information.

In view of this, the Communication and Advocacy Strategy for the period 2017-2022 has been developed to replace the 2007-2010 Communication strategy which has been in use until recently. While the Bureau achieved a lot during the preceding period, there were also a number of challenges that were encountered. An attempt has been made in this strategy to address those challenges.

Some of the notable achievements from the previous Communication Strategy are as follows:

1. Awareness on corruption has greatly improved from 83% in 2010 to 96% in 2014[4].
2. Increased collaboration with various partners in the dissemination of corruption information. An example of a successful collaboration is with anti-corruption clubs and National Initiative for Civic Education (NICE) Public Trust using their district structures nationwide.
3. A track record of surpassing communication and outreach targets by the ACB Department of Public Relations and Public Education.
4. Due to increased awareness, a corresponding increase in the number of pursuable complaints[5] reported to the Bureau compared to ten years ago.
5. Improved working relationship between the Bureau and the media.
6. Placement of court schedules in daily papers.

However, it was noted that one of the key shortfalls during this period was the ACB website which was not regularly updated and did not give a good impression about the Bureau.

There were also a number of lessons learnt that will be taken care of in the next strategy implementation period. These lessons are summarized below:

a) Involve partners in civic education activities.
b) Anti-corruption civic education is legitimised by timely action on corruption complaints.
c) Tailor made anti-corruption messages have assisted in effective implementation of civic education programmes.
d) Close monitoring of partners.
e) Increasing medium of communication has led to increased demand for resources

4 Center for Social Research, Report on Governance and Corruption Survey 2014, p36.
5 Complaints containing detailed critical information/leads for easy investigations

5.0 SITUATIONAL ANALYSIS

This section provides a summarized analysis of the current situation of PED and PR target groups, as a way of determining appropriate strategies to be adopted in the fight against corruption. The analysis employed the use of PESTEL (Political, Economic, Social, Technological, Ecological/Environment and Legal factors/trends), as well as SWOT (Strengths, Weaknesses, Opportunities and Threats) technique. The summarised results of both PESTEL and SWOT are in the **Tables 2 and 3**

Table 2: RESULTS OF PESTEL ANALYSIS

CATEGORY	ISSUES
Political	• There is political will to fight corruption in public service. • Development initiatives are party driven. • People placing their personal interests above public interests. • Youths mostly used by politicians to promote political agenda • Politicians use media to castigate each other and the media.
Economic	• High cost of living affecting their livelihood. • Low funding levels which affects operations of public institutions and this is perpetuating corruption.
Social	• Culture of giving among Malawians. • Youths are a majority of the Malawian population (52.2%+) {Malawi Population Data Sheet, 2017} • Public officers under pressure to support extended families. • Media affected by increasing social problems forcing them to give prominence to other stories other than corruption.
Technological	• Technology has eased communication.
Ecological	• News coverage awash with environmental degradation stories. • Climate change which is affecting everyone.
Legal	• Strong legislative framework such as Corrupt Practices Act etc. • Gaps in legal instruments such as Elections Act on campaign materials.

Table 3: RESULTS OF SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Availability of Baseline Survey data ▪ Reasonable enabling legislation ▪ Well trained and dedicated staff ▪ Establishment of offices in all the four regions of Malawi ▪ Good working relationship with other institutions within and outside Malawi	▪ Inadequate financial and material resources ▪ Deficiencies in the Corrupt Practices Act ▪ Inefficient documentation system ▪ Inadequate ICT infrastructure and equipment
OPPORTUNITIES	**THREATS**
▪ Public willingness to support the fight against corruption. ▪ Steady funding from Government ▪ Vibrant media in relation to corruption ▪ Global acknowledgement of corruption as a problem	▪ Perceived lack of independence of the Bureau ▪ Availability of global technological advancement. ▪ Lengthy trial period for Bureau cases ▪ High expectations from the public. ▪ Inadequate legal protection of officers, whistle blowers and witnesses. ▪ Lack of willingness to report corruption ▪ Unwillingness of some institutions to join the ACB in the fight against corruption. ▪ Economic instability

6.0 COMMUNICATION ISSUES, GOALS AND OBJECTIVES

From the analysis above, the following are the key communication issues to be addressed

1. Culturally, corruption in Malawi has been entrenched through nepotism, favouritism, cronyism which indicates lack of integrity and ethical conduct among public officials.
2. Lack of information on corruption issues among the youths has prevented them from actively participating in the fight against corruption. Hence being used by politicians.
3. Advancement in information and communication technology has positively contributed to media playing a critical role in the fight against corruption Success stories in the ACB operations in the face of citizen perceptions which seem to link the effectiveness of the Bureau to the number of cases investigated and prosecuted.
4. Loss of public confidence in the ACB due to alleged political interference or when reported cases of alleged corruption are not acted upon.
5. The ACB website has not been regularly updated with the latest information.

To effectively address these issues, the Bureau will use the following channels or tools:

- Electronic programs especially Community radios.
- Social partnerships with relevant partners.
- Interactions with the target group through interface meetings, presentations and workshops.

6.1 COMMUNICATION GOALS

By the end of the implementation period of this Communication Strategy in 2022, the PED and PRS wants to achieve the profile of the institution through

a) Increased awareness of the nature and effects of corruption among the youths and public officials.

b) Increased public confidence in the fight against corruption amongst stakeholders, media inclusive.

6.2 SPECIFIC OBJECTIVES

1.1.1 To sensitise the public on the definition, causes and effects of corruption

1.1.2 To improve public image of the Bureau

1.1.3 To increase access to information as a tool for corruption prevention

1.1.4 To increase commitment to support anti-corruption initiatives.

7.0 TARGET GROUPS AND MESSAGES

The PED and PRS has identified specific target groups, specific messages and activities to guide implementation for communication plan. In addition, each activity is tied directly to key objectives, with monitoring and evaluation indicators designated for each. In this communication strategy, the following are the identified target groups; Youths (Secondary School Going and Out of School), Public Officials (Procurement, Accounts and Stores), Area Development Committees, Media (practising journalists, media managers and Student Journalists).

Since each target group has its own perspective, issues and concerns around anti-corruption messages were subsequently developed to specifically reach each target group specifically.

8.0 IMPLEMENTATION PLAN

The strategy will be implemented through two program communication approaches namely: advocacy and social partnerships depending on problem behaviour of the target group. The target audience will determine communication strategies and activities, which will depend on the availability of the resources, access to expertise and the target audience.

Some activities have been planned in such a way that they will run through all the five years of the communication strategy while others are specific to a particular period (refer to **Table 8.1**).

There will be a midterm review of this communication strategy.

Table 4: IMPLEMENTATION PLAN

Programme Communica-tion	Target Group	Prioritised Activity	Responsible Person	2017/18	2018/19	2019/20	2020/21	2021/22	Critical Assumptions
Advocacy	Youth	Motivation talks	PEOs						• Policy direction at institutional level • Availability of resources
		Youth Competitions	PEOs						
		Youth Congress	PEOs						
	Public Officials	Workshops,	PPEO						• Willingness of public officials to attend
		Presentations,	PEOs, SPEOs						
	Area Development Committees	Workshops	PEOs, SPEOs						• Availability of resources. • Willingness to attend without allowances.
		Follow-up Meetings	PEOs, SPEOs						
	Media (Media Practitioners & Student journalists)	Workshops	SPRO						• Availability of resources. • Willingness to attend with limited resources. • Institutions ready to accommodate ACB programs
		Presentations	SPRO						

STRATEGY COSTING

The strategy has used the 2017/18 budget as the benchmark for calculating the unit and total cost. The total cost for the subsequent years have been calculated by adding 10% of the total cost for the preceding year. It should be noted the unit cost is the total cost of activities that will be done in one outing. Refer to **Table 8.2**.

Table 8.2: STRATEGY COSTING

ACTIVITY	SPECIFICATION	QTY/ YEAR	ACTIVITY COST (MWK)	2017/18	2018/19	2019/20	2020/21	2021/22	GRAND TOTAL
PUBLIC EDUCATION									
Advocacy-Youth	Motivation Talks	80	408,000.00	8,160,000.00	8,976,000.00	9,873,600.00	10,860,960.00	11,947,056.00	49,817,616.00
	Sports Bonanza	10	1,048,000.00	10,480,000.00		12,680,800.00		15,343,768.00	38,504,568.00
	Youth Congress	2	3,000,000.00	6,000,000.00				8,784,600.00	14,784,600.00
Advocacy-Public Officials	Workshops	4	2,390,000.00	2,390,000.00	10,516,000.00	11,567,600.00	12,724,360.00	13,996,796.00	16,386,796.00
	Presentations	16	476,000.00	3,808,000.00	4,188,800.00	4,607,680.00			8,796,480.00
Advocacy-ADC	Workshops	32	1,550,000.00	12,400,000.00	13,640,000.00	15,004,000.00	16,504,400.00	18,154,840.00	41,044,000.00
	Follow-up Meetings	32	1,870,000.00	14,960,000.00	16,456,000.00	18,101,600.00			49,517,600.00
IEC Materials	Communication Materials (Leaflets, booklets, newsletter, calendar)	1	5,000,000.00	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00	30,525,500.00
	Promotional materials	1	15,000,000.00	2,000,000.00	15,000,000.00	16,500,000.00	18,150,000.00	19,965,000.00	71,615,000.00
Media Programs	TV program production	2	1,300,000.00	1,300,000.00	1,430,000.00	1,573,000.00	1,730,300.00	1,903,330.00	4,776,330.00
	Airing TV program	32	3,000,000.00	3,000,000.00	3,300,000.00	3,630,000.00	3,993,000.00	4,392,300.00	11,022,300.00
PUBLIC RELATIONS									
Advocacy-Media	Workshops	4	2,972,834.64	4,416,661.32	9,716,654.90	10,688,320.39	11,757,152.43	12,932,867.68	49,511,656.73
	Presentations	12	243,000.00	1,458,000.00	1,603,800.00	1,764,180.00	1,940,598.00	2,134,657.80	8,901,235.80
	Press Briefings	4	291,125.00	1,164,500.00	1,280,950.00	1,409,045.00	1,549,949.50	1,704,944.45	7,109,388.95
	Debates	1	4,130,000.00	4,130,000.00	4,543,000.00	4,997,300.00	5,497,030.00	6,046,733.00	25,214,063.00
Print and Electronic Programs	Produce Radio Programs	1	50,000.00	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
	Airing Radio Programs (Including on community radios)	15	865,000.00	1,664,000.00	1,830,400.00	2,013,440.00	2,214,784.00	2,436,262.40	10,158,886.40
	Produce TV Programs	1	100,000.00	100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	610,510.00
	Airing TV Programs	10	250,000.00	950,000.00	2,500,000.00	2,750,000.00	3,025,000.00	3,327,500.00	12,552,500.00
	News Paper Adverts	10	300,000.00	1,400,000.00	9,900,000.00	10,890,000.00	11,979,000.00	13,176,900.00	47,345,900.00
							GRAND TOTAL		498,500,185.88

9.0 MONITORING AND EVALUATION

Monitoring and Evaluation of communication and advocacy activities will be done in liaison with the M&E section of the Bureau. Most importantly, monitoring and evaluation will allow the Bureau to change and adjust activities based on feedback.

Refer to **Appendix 1** that shows the primary and secondary target groups, social partnerships, messages and activities that are most suitable for each group. M&E indicators for tracking progress of activities for each target group have been developed. From these matrices, the PED and PR officers can easily design work plans and budgets for their upcoming activities.

10.0 CONCLUSION

Communication is a crucial strategic tool in the fight against corruption. Targeted communication can maximize its effectiveness. This communication strategy will also help build public trust and participation in the fight against corruption. By using targeted groups and messages identified by the Communication strategy review team, the PED and PR can strategically focus their interventions. The specifics of this plan may change over time, but the format can be used to ensure that all activities contribute to the overall objectives and are reaching the right people.

Annex1: TARGET GROUP, MESSAGES, ACTIVITIES MATRIX

Target Group 1: Youth (School going and out of school)

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Advocacy	Mostly used by politicians to promote political agenda High cost of living affecting their livelihood Youths are a majority of the Malawian population Technologically advanced . Facing impact of climate change Available laws governing their involvement in development.	A culture of integrity and moral values eroding among the youth.	Youth of integrity and moral values	Primary: Secondary school going youths Secondary: Secondary school teachers and parents	Sensitise the youth on definition, causes and effects of corruption	Awareness campaigns	Motivational talks, Youth forums, youth radio programmes, Youth television magazines and Youth competititons	Uphold morals, values and intergity; you are the leaders of today	Informing and Persuading	Appeal: Integrity and moral values are key to real success.	It is not cool to be corrupt	Radio, television, interface meetings, Disco, competitions, Tweeter and inter school debates; audio gadgets, audiovisual gadgets	Branded Wrist bands, t/shirts, cartoons, branded learning materials, audio gadgets, audiovisual gadgets.	MK50 million	**Output:** Number of motivational talks conducted. Number of youth forums conducted Number of youth radio programmes produced and aired. Number of youth television magazines produced and aired. Number of youth competititons conducted. Number of branded wrist bands produced and distributed Number of branded t/shirts produced and distributed Number of cartoons produced and published Number of branded learning materials produced Number of audio gadgets produced and distributed Number of audio/visual gadgets produced and distributed **Outcome:**% number of youths informed- **Impact:** Youths with integrity and moral values

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Social partnerships	Ministry of Education Science and Technology, Mo Youth Sports and Culture, Parents & Teachers Association	Inadequate structures and platforms to promote youths to have integrity and moral values	Provide and promote structures and platforms supporting youths to have integrity and moral values	Primary: Ministry officials Secondary: Parents and Teachers Association	Advocate for provision of structures and platforms that promote integrity and moral values among the youth.	Lobbying	Meetings	Structures and platforms are essential in promoting integrity and moral values among the youth.	Persuasion and Lobbying	Key partners in shaping youths of integrity and moral values	Lets work together to build a nation of integrity	Letters, telephones, presentations and interface meetings	Letters, hand outs and phone	MK5 million	**Output:** Number of meetings performed.
Advocacy	Mostly used by politicians to promote political agenda High levels of unemployment among the youth Youths are a majority of the Malawian population Technologically advanced Facing impact of climate change Available laws governing their involvement in development.	Youth using short cuts to achieve their goals	Youth to follow proper procedures to achieve their goals	Primary: Out of school youths. Secondary: Parents/ guardians	Advocate for a culture of following procedures to achieve their goals.	Awareness campaign	Sensitization meetings, Motivational talks, Youth forums, Disco, Youth radio programmes, Youth television magazines and football competitions	Follow procedures to achieve your goals	Informing and Persuading	Appeal: Achieve long lasting goals by following procedures	It is costly to use short cuts in achieving your goals. Be smart, follow procedures	Radio, television, interface meetings and debate.	Branded Wrist bands, t/ shirts, branded audio gadgets and branded audiovisual gadgets	MK100 million	**Output:** Number of sensitization meetings conducted Number of motivational talks conducted Number of youth forums conducted Number of Discos done. Number of youth radio programmes produced and aired. Number of youth television magazines produced and aired. Number of football competitions conducted. **Outcome:** Youths informed to follow procedures. **Impact:** Youths following procedures to achieve their goals.

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Social partnerships	Ministry of Youth Sports and Culture, CBOs/ FBOs and NGOs targetting youths, Parents/ Guardians, Traditional leaders	Inadequate collaboration in implementing youth programmes aimed at encouraging the youth to follow procedures.	Collaboration in implementing youth programmes aimed at encouraging to follow procedures.	Primary: Ministry officials and officials from CBOs/ FBOs and NGOs Secondary: Parent/ Guardians, Traditional leaders	Lobby for increased collaborationin implementing youth programmes aimed at encouraging the youth to follow procedures.	Lobbying	Interface meetings	Collaboration is key to effective implementation of youth programmes.	Persuasion and Lobbying	Join hands to help the youth follow procedures	Lets work together to encourage the youth to follow procedures in pursuit of their goals	Interface meetings and letters	Letters and phone	MK25 million	**Output:** Number of interface meetings conducted.

Target Group 2: Public Officials (Accounts, Procurement and Stores Officers)

	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication material	Available resources	Indicator
Advocacy	Political will to fight corruption in public service.	Lack of integrity among public officials	Integrity	Primary: Public Officials (Accounts, Stores and Procurement)	Promote integrity among Public Officials through sensitisation on ethical behaviours.	Sensitization	Workshops	Lack of integrity results in corruption and poor service delivery. Please Reject, Resist and Report corruption to the Anti-Corruption Bureau.	Sensitisation	Persuade	Be of integrity and earn yourself good image	Sensitization workshops	Handouts	MK 100 million (14 Workshops, Cloth and IEC materials)	**Output:** 1. No of Public Officers sensitised 2. No of sensitization workshops conducted 3. No of Presentations Conducted 4. No of IEC materials distributed to Public Officers. R 5. Number of slots aired.

	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication material	Available resources	Indicator
	Salaries too low to cope with high inflation rates					Sensitization	Distribution of IEC materilas					TV and Radio	Leaflets, branded pens		**Outcome:** Number of complaints against Public Officials.
	Culture of receiving gifts from clients				Sensitise Public officials on corruption and its effects		Presentations					Newspapers	Posters		**Impact:** 1. % of Public Officials reporting corruption after observing the act.
	Conversant with new technologies like computer usage, internet, smartphones				Encourage Public Officials to report corrupt practices happening at the work place	Lobbying	Workshops					Presentations	branded stickers		2. % of Public Officials who are able to explain the causes and effects of corruption.
	Climate change which is affecting crop production as a result the public servants are under pressure to support relatives who depend on farming.												ACB Cloth,		

	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication material	Available resources	Indicator	
	Availability of Corrupt Practices Act and Public service regulations that guide proper conduct			Secondary: PSs, DHOs, DC, DADO	Increase collaboration with Controling Officers through Interface meetings	Lobbying	Interface Meetings Letters			Corrupt Free Public Service is key to quality service deliverly		Interface Meetings				
Social partnerships	Staff Development Institute DHRMD District Executive Committees (DEC)	Lack of capacity to impart knowledge on corruption Lack of sensitisation on Code of Ethics Financial Dependency	Increased collaboration with ACB Make an effort to sensitise new recruits on code of ethics Sense of Ownership of the programs	Primary: Management of SDI and DHRMD Secondary: ODPP, Accountant General, DEC and professional bodies.	Strengthen the exisiting ACB -SDI relationship through information sharing and interface meetings Increase collaboration with DHRMD management through Interface meetings Introduce cost sharing on programs that ACB is collaborating with DEC	Capacity Building Lobbying Lobbying	Workshops Interface Meetings Consultations	Let's join hands in fighting corruption in Public Service	Encourage Appeal	Key partners in promotion of integrity among public officers	Persuasion	Workshops consultations meeting	Handouts phone Letters	MK 6 million	Output	1.No of workshopd conducted 2. No of Interface meetings

Target Group 3: Area Development Committees

	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience	Objectives	Communication strategies	Interventions	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication material	Available resources	M&E Indicators
Advocacy	Development initiatives are party driven	ADC's lack of capacity in corruption issues	willingness to join the fight against corruption	**Primary:** ADC members **Secondary:** Chiefs	Build ADCs capacity in corruption issues	Capacity building	Training Workshops	Effects of corruption, Role of ADC's in the fight against corruption	ADC's are conduits of development	Educate: Participation is the key to community development	Inform: Corruption retards development	Training Workshops, Follow up meetings	Handouts, Branded T-Shirts, Leaflets, Poster	MK50 million	**Output:** Number of activities conducted **Outcome:** ADC's committed to fight corruption **Impact:** Corrupt free development initiatives **Perception:** Reduction of corruption in Councils
	High levels of Poverty														
	People advancing their motives than public good once elected in position														
	Most ADC members easily accessed through phones														

	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience	Objectives	Communication strategies	Interventions	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication material	Available resources	M&E Indicators
	Sustainable Development key to clean enviroment														
	Policies and Laws available for their operation														
Social partnerships	Ministry of Local Government District Councils (Secretariat & Councilors), Chiefs	Negative attitude towards the fight against corruption Allowance syndrome	Patriotism	Primary: DC's Secretariat	Increase collaboration and networking with partners	Lobbying	Meetings	Effects of corruption	Ministry of Local Government and the Secretariat are technocrats in community development	Collaboration and Networking is key to community development	Participation is key to Sustainable Development	Workshops	Handouts, T-Shirts, ACB Cloth, Leaflets	MK70,000.00	
				Secondary: Chiefs and Ministry of Local Government Officials	Mainstream Anti-Corruption issues in the councils			The role of the ACB					phone		
Programme Communication		Failure to effectively implement projects	Corruption retards development			Capacity building		Promoting moral values and integrant	ADC's are conduits of development			Workshops	Handouts, Leaflets	MK70,000.00	
			Participation is key to Sustainable Development.					Encouraging participation in community development							

Target Group 4: Media (Media Practitioners and Student Journalists)

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Advocacy	Politicians using media to castigate each other and media itself. Hostile economic environment forcing media practitioners to easily accept bribes. Media industry directly affected by increasing social problems forcing them to give prominence to other stories other than corruption. Rapidly growing use of technology by media. News coverage awash with environmental degradation stories. Growing discontent with passage of Access to Information Bill by media fraternity.	Tendency to give prominence to other stories other than corruption. Subjective reporting on ACB and corruption issues.	Fair coverage of ACB and corruption issues	Primary: Media Practioners Secondary: Media Owners	Advocate for fair coverage of ACB and corruption issues	Capacity building Information Sharing Lobbying	Workshops, Press Briefings, Press Releases and Media Debates	Promoting objective reporting	Appeal, Persuade and Encourage	Key Partners in Disseminating anti-corruption messages and exposing corruption	Persuasion	Workshops, Press Releases and Press Briefings, media debates and Presentations	Handouts, leaflets, Branded t/shirts, Cloth, pens and caps.	MK90 million	**Output:** Number of workshops conducted Number of press releases released Number of press briefings done Number of media debates conducted Number of presentations conducted **Outcome:** Informed media practitioners **Impact:** Objective reporting on corruption issues.

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Social partnerships	Ministry of Information and Civic Education, Media Council, NAMISA, JUMA	Financial Dependency on ACB for anti-corruption initiatives	Commitment to support anti-corruption initiatives	Primary: Management of the Ministry, Boards and CEOs of media bodies Secondary: Employees and members of the media bodies	lobby forcommitment to support anti-corruption initiatives.	Lobbying	Interface meetings, Involvement in anti-corruption initiatives and Consultations	Support anti-corruption initiatives	appeal, persuade and encourage	Key Partners in supporting anti-corruption initiatives	Persuasion	Interface meetings, internet and Consultations	Letters, hand outs and phone	MK20 million	**Output:** Number of interface meetings held.
Advocacy	Mostly used by politicians to promote political agenda. High levels of unemployment among the youth Youths are a majority of the Malawian population Technologically advanced. Facing impact of climate change Available laws governing their involvement in development.	Lack of adequate knowledge on corruption issues.	Adequate knowledge on corruption issues	Primary: Student journalists Secondary: Tutors/ Lecturers	Disseminate information on corruption issues to student journalists. Arouse interest to report on and expose corruption incidences. Instil interest to include anti-corruption issues in their lessons	Capacity building, Information Sharing and Lobbying	Presentations, anti-corruption competitions, training workshops and Debates	Understanding the Anti-Corruption Bureau and corruption issues. Definition of corruption, causes, effects and reporting procedures The role of media in fighting corruption.	Appeal, persuade, encourage and lobby	Key Partners in Disseminating anti-corruption messages and exposing corruption Tutors/ Lecturers are key partners in shaping corrupt free journalists.	Informing and persuading	Presentations, Lectures, Interface meetings and training workshops	Handouts, letters, branded t/shirts, Cloth, wrist bands, pens and caps, Training manuals and leaflets	MK100 million	**Output:** Number of presentations made. Number of anti-corruption competitions done. Number of training workshops conducted. Number of debates conducted **Outcome:** Informed student journalists Corruption issues included in journalism syllabus **Impact:** Objective reporting on corruption issues

Programme Communication	Situational analysis	Problem behavior in target group	Behaviour to promote (desired change)	Target audience (primary, secondary)	Objectives	Communication strategies	Activities	Message areas	Communication approach	Message appeal	Message tone	Channels of communication	Communication materials	Available resources	Indicators
Social partnerships	Ministry of Information and Civic Education, Training Institutions and Media Houses	Inadequate coverage of corruption issues in curriculum and programmes	Incorporate comprehensive corruption issues in curriculum and programmes	Primary: Ministry management and Management of training institutins Secondary: Media house owners and their Boards	Influence training institutions and media houses to incorporate corruption issues comprehensively in their curricula and programmes	Lobbying	Interface meetings Involvement in anti-corruption activities Consultations	Comprehensively incorporate corruption issues in curricula and programmes	Appeal, persuade and encourage	Key Partners in creating a corruption free society	Persuasion	Interface meetings, Workshops and Consultations	Letters and branded pens	MK20 million	**Output:** Number of interface meetings conducted. Number of workshops conducted.

Annex 2: PED and PR Communication Strategy Review Team

No	NAME	POSITION
1	Mrs. Charity Mphande	Director of Public Education (Chairperson)
2	Mrs. Egrita Ndala	Senior Public Relations Officer
3	Mr. Bright Chimatiro	Senior Public Education Officer
4	Mrs. Agnes Mweta	Principal Public Education Officer
5	Ms. Catherine Nkhoma	Senior Public Education Officer, Coordinator
6	Mr. Patrick Thole	Senior Public Education Officer
7	Mr. Andrew Ussi	Senior Public Education Officer, Secretary
8	Mr. Jonathan Chisale	Public Education Officer
9	Mr. Edward Kamvabingu	Senior Public Education Officer

For record purposes, the communication strategy review meetings took place at Lake Side Resort in Salima, Chikale Beach in NkhataBay, Linde Motel in Dowa and Hippo View Lodge in Machinga District.

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