

# **INSTITUTIONAL INTEGRITY COMMITTEE COMPLIANCE MONITORING REPORT**

**2024/25 FINANCIAL YEAR**

Prepared by:

The Anti-Corruption Bureau

P.O. Box 2437

Lilongwe

Tel: +265 1 777 166/167

Fax: +265 1 770 108

E-Mail: [anti-corruption@acbmw.org](mailto:anti-corruption@acbmw.org)

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## **LIST OF ACRONYMS**

ACB	Anti-Corruption Bureau
CRA	Corruption Risk Assessment
IEC	Information, Education and Communication
IIC	Institutional Integrity Committee
LAC	Legal Affairs Committee
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
NACS	National Anti-Corruption Strategy
OPC	Office of the President and Cabinet
ORT	Other Recurrent Transactions
TTC	Teachers Training College
TEVETA	Technical, Entrepreneurial, and Vocational Education and Training Authority.

## **EXECUTIVE SUMMARY**

The Anti-Corruption Bureau (ACB) conducted the 2024/25 Institutional Integrity Committee (IIC) Compliance Monitoring exercise across Ministries, Departments and Agencies (MDAs), and Local Government Authorities (LGAs) to assess progress in implementing the National Anti-Corruption Strategy II (NACSII). The exercise focused on compliance with statutory requirements, effectiveness of anti-corruption interventions, the impact of the interventions, and stakeholder engagement.

The monitoring exercise is crucial as it strengthens accountability mechanisms within MDAs and LGAs ensuring that institutions uphold transparency and responsible use of resources, particularly the 1% Other Recurrent Transactions (ORT) allocation. It also promotes institutional integrity by identifying and addressing systemic weaknesses in anti-corruption measures. The exercise provides valuable support to oversight bodies like the Legal Affairs Committee (LAC) and the Office of the President and Cabinet (OPC) in enforcing compliance with governance standards. Ultimately, by promoting good governance and demonstrating tangible progress in the fight against corruption, the monitoring exercise helps to foster greater public trust in public institutions.

### *Overall Performance*

Out of 112 assessed IICs, 72 achieved a score above 50% representing 64.28% performance rate. The LGAs performed better compared to Statutory Corporations and other MDAs. Out of 33 assessed LGAs, 29 scored above 50% representing 87.87% performance rate. On the other hand, out of 79 Statutory Corporations combined with other MDAs, only 42 scored above 50%. This represented 53.16% performance rate.

### *Impact of IIC interventions*

The monitoring exercise revealed that IIC interventions have generally resulted into pockets of change in institutions and if well nurtured they are a big catalyst of change

for the country. In the year under review, it has been noted that IIC interventions have resulted into:

- 1) Improved service delivery in a number of institutions.
- 2) Increased revenue collection through monitoring exercises.
- 3) Strengthened trust in IICs by communities leading to increased reports and investigations.
- 4) Quality investigation reports that have resulted into increased punitive measures by management.
- 5) Protection of resources through unearthing on use of fake general receipts.
- 6) Recovery of undelivered goods and delivery of quality goods.
- 7) Digitization of systems that has reduced manipulations and fraudulent behaviors.
- 8) Increased awareness resulting into behavior changes, and people are now more knowledgeable about corruption and how to report the malpractices.
- 9) Enhanced effectiveness of social protection programs such as cash transfer and FISP programs through IIC monitoring exercises.

*The report therefore recommends that;*

- a) IIC coverage be expanded to all 208 MDAs as only 132 MDAs are established as of now.
- b) Controlling officers of underperforming MDAs should be summoned by LAC to enforce compliance.
- c) ACB should strengthen technical support to IICs when conducting Corruption Risk Assessments (CRA), Integrity Tests, and system and procedures reviews.
- d) Peer-learning forums for IICs should be enhanced for sharing experiences and best practices.
- e) IIC composition be balanced with inclusion of some junior staff to improve representation.

- f) IICs should enhance communication strategies through innovative IEC approaches, targeting both staff and the public.

Compliance monitoring exercises remain a cornerstone in safeguarding institutional integrity and ensuring that public resources are managed with transparency and accountability. By tracking progress, identifying weaknesses, and recommending corrective actions, the exercise not only strengthens the implementation of the NACS II but also reinforces public confidence in service delivery. Sustained commitment to these efforts is essential for embedding a culture of integrity across all government institutions and building a resilient framework for good governance.

## **1.0 INTRODUCTION**

The Malawi Government is implementing the National Anti-Corruption Strategy II (NACS II) which provides for the establishment and operationalization of Institutional Integrity Committees (IICs) in all Ministries, Departments and Agencies (MDAs). The IICs are mandated to mainstream and spearhead the implementation of anti-corruption efforts in respective institutions.

NACS II aims to achieve three strategic goals: improve public service delivery; strengthen the rule of law; and inculcate a culture of integrity. The Strategy has also empowered the Legal Affairs Committee (LAC) of Parliament to provide legislative leadership to ensure that the Executive implements this Strategy, including summoning leadership of MDAs that fail to implement this strategy to appear and explain themselves before the Committee. To ensure that LAC is well informed, the Anti-Corruption Bureau (ACB) periodically conducts IIC monitoring exercises and ranks IICs accordingly. The ACB also issues its reports to the National Integrity Committee (NIC), and Office of the President and Cabinet (OPC) for further action and enforcement.

The ACB therefore conducted the monitoring exercise for the 2024/25 Financial Year for all Local Government Authorities (LGAs); and MDAs. The monitoring exercise covered the 2024/25 final year for LGAs, while for Statutory Corporations and other MDAs it also included 2023/2024 Financial Year as the exercise was not done the previous year due to financial constraints.

## **2.0 OBJECTIVES**

The IIC compliance monitoring exercise had the following objectives:

- 2.1 To assess the extent to which IICs are implementing their mandate as enshrined in the NACS II,
- 2.2 To assess the extent of IIC accessibility to 1% ORT funding,

- 2.3 To explore the level of IIC interactions with staff and stakeholders, and
- 2.4 To examine the effectiveness and impact of IICs in contributing towards improved public service delivery.

### **3.0 METHODOLOGY**

The monitoring exercise employed a mixed-methods approach which included interface meetings with IIC members to review institutional interventions, interactive surveys with staff administered via the KOBO Survey Tool, and self-assessment questionnaires, completed by IICs prior to meetings, followed by joint scoring during the sessions.

The IICs were assessed using standardized scorecards. The LGAs were assessed for the 2024/25 Financial Year only, while MDAs were assessed for both 2023/24 and 2024/25 Financial Years.

### **4.0 RESULTS**

#### **4.1 REGULAR MEETINGS FOR INSTITUTIONAL INTEGRITY COMMITTEES**

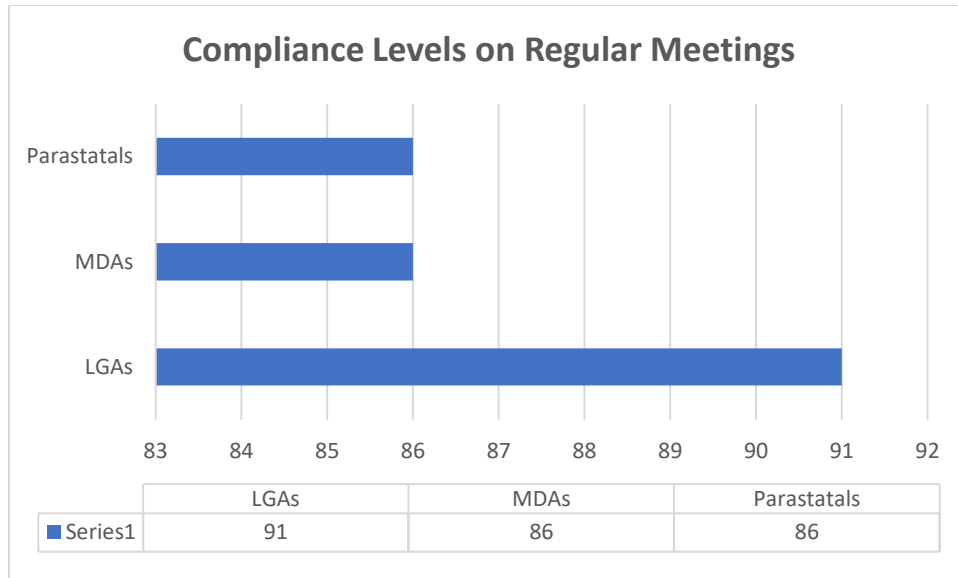
The IICs are, by virtue of their office, required to conduct meetings regularly (at least four times a year) to deliberate on anti-corruption issues based on their annual Anti-Corruption Action Plans and any ad-hoc activity outside what they have planned. The monitoring exercise wanted to ascertain whether IICs conduct these meetings regularly. Evidence of minutes was required for this assessment. Out of the 112 monitored IICs, 86% were compliant with the requirement, while 14% were non-compliant.

The non-compliant institutions under this category are as tabulated below:

**Table 1: Non-Compliant IICs under the category of Regular Meetings**

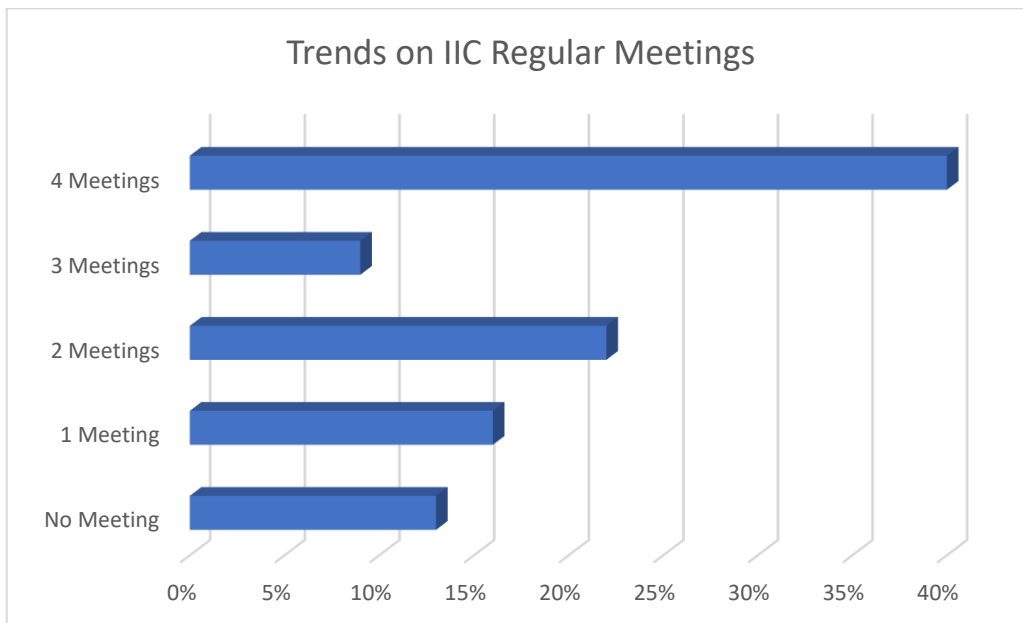
<b>Statutory Corporations</b>	<b>LGAs</b>	<b>Other MDAs</b>
1. Malawi Housing Corporation 2. Tobacco Commission 3. National Statistical Office	1. Blantyre City Council 2. Nsanje District Council 3. Lilongwe District Council.	1. Ministry of Information 2. Legal Aid Bureau 3. Ministry of Lands 4. National Registration Bureau 5. Karonga TTC 6. Rumphi TTC 7. Phalombe TTC
Total= 13 out of 112 IICs (14%)		

The assessment reveals that LGAs were more compliant at 91% as compared to Statutory Corporations and other MDAs who were at 86% as depicted below:



**Figure 1: Compliance levels for LGAs, Statutory Corporations and Other MDAs**

The results further reveal that 40% of the IICs held at least four (4) meetings; 9% held three (3) meetings; 22% held two (2) meetings and 16% held one (1) meeting only. Figure 2 below depicts this trend analysis pertaining to regular meetings for IICs.



**Figure 2: Meeting Trends for IICs**

Regular meetings for IICs depict the activeness of IICs in deliberating anti-corruption issues based on the annual Anti-Corruption Plan and any subsequent ad-hoc activities. Although there is 86% overall compliance rate, it is worrisome that only 40% of MDAs met at least four (4) times in the year(s) under review.

#### **4.2 QUARTERLY REPORTS FOR INSTITUTIONAL INTEGRITY COMMITTEES**

NACS II stipulates that IICs shall submit quarterly reports to the ACB. The reports are for monitoring purposes and technical support by the ACB, LAC, NIC and OPC. The results of the monitoring exercise reveal that out of the 112 monitored institutions, 76% were compliant with this requirement, and 24% were non-compliant. The non-compliant institutions are as tabulated below:

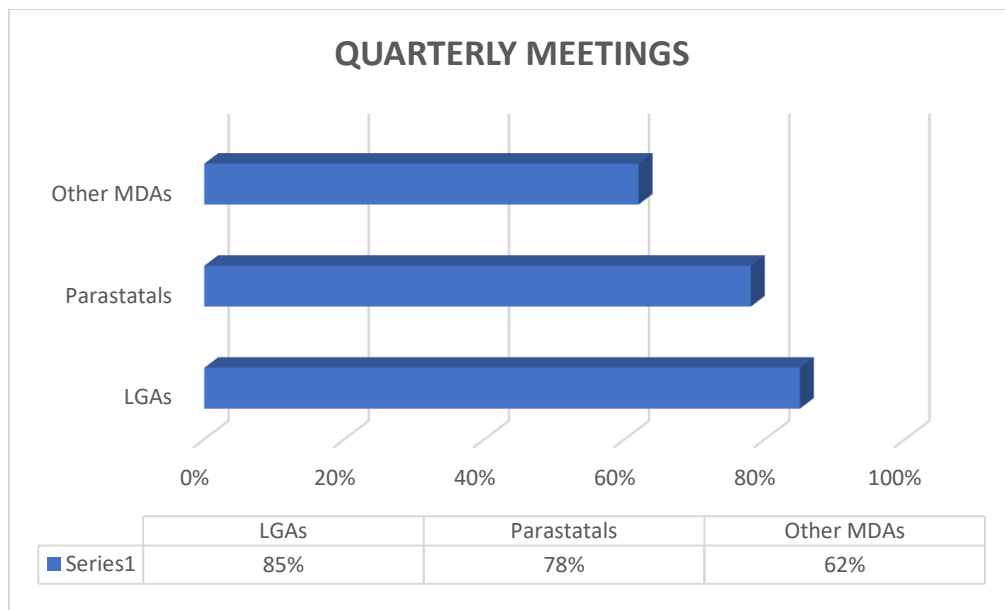
***Table 2: Non-Compliant IIC on category of Quarterly Report Submission***

<b>Statutory Corporations</b>	<b>LGAs</b>	<b>Other MDAs</b>
1. Zomba Mental Hospital	1. Mangochi Town Council	1. Ministry of Information
2. National Statistical Office	2. Chikwawa District Council	2. Registrar General
3. Malawi University of Science and Technology	3. Blantyre City Council	3. Legal Aid Bureau
4. Malawi Broadcasting Corporation	4. Nsanje District Council	4. Ministry of Defense
	5. Ntcheu District Council	

		<p>5. Office of President and Cabinet</p> <p>6. Ministry of Youth and Sports</p> <p>7. Department of Human Resource Management and Development</p> <p>8. Ministry of Mining</p> <p>9. Ministry of Justice</p> <p>10. Central Government Stores</p> <p>11. Directorate of Road Traffic and Safety Services</p> <p>12. Malawi School of Government - Mpemba</p>
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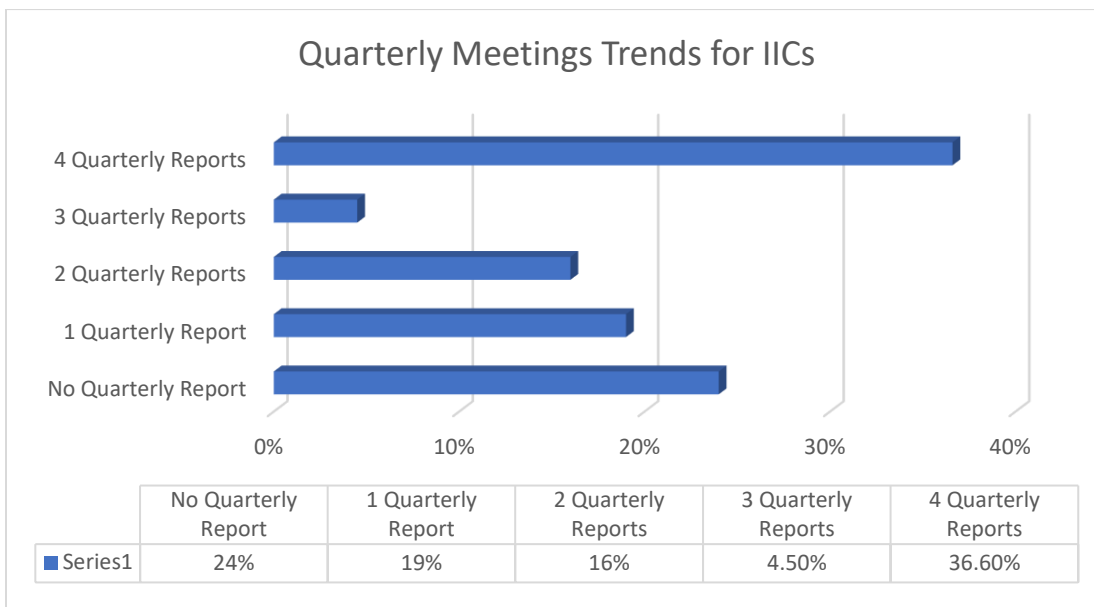
		13. Ministry of Health 14. Karonga TTC 15. Rumphi TTC 16. Phalombe TTC 17. Machinga TTC 18. Domasi College of Education
Total= 27 out of 112 IICs (24%)		

The results reveal that LGAs performed very well under this category with an 85% compliance rate followed by Statutory Corporations at 78% and other MDAs at 62% as depicted below:



**Figure 3:Quarterly Meetings**

Although there was a 76% compliance rate, the results reveal that only 36.6% of the monitored IICs submitted all four (4) quarterly reports, 4.5% submitted three (3) reports, 16% submitted two (2) reports and 19% submitted only one (1) report. The trend results are as depicted below:



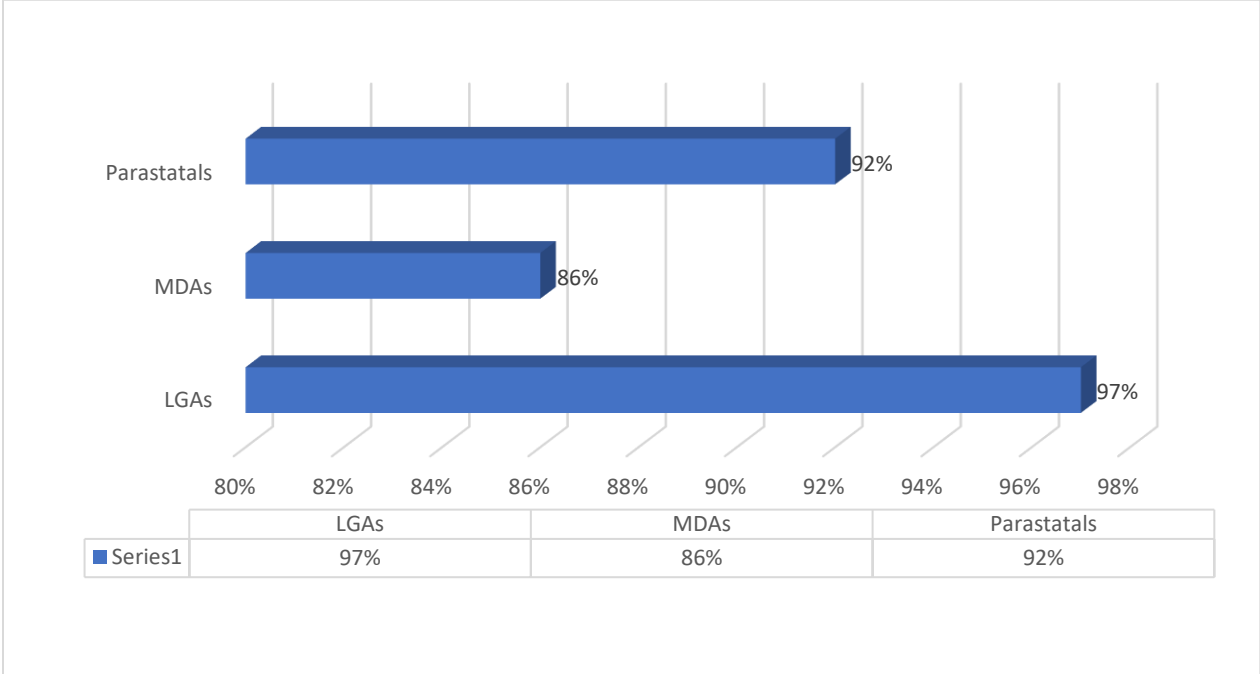
**Figure 4: Number of Quarterly meetings conducted**

The fact that only 36.6% are 100% compliant defeats the entire governance process for the implementation of NACS II as they are subject to monitoring by the ACB, OPC, NIC, and LAC.

### **4.3 IMPLEMENTATION OF ANTI-CORRUPTION ACTION PLANS**

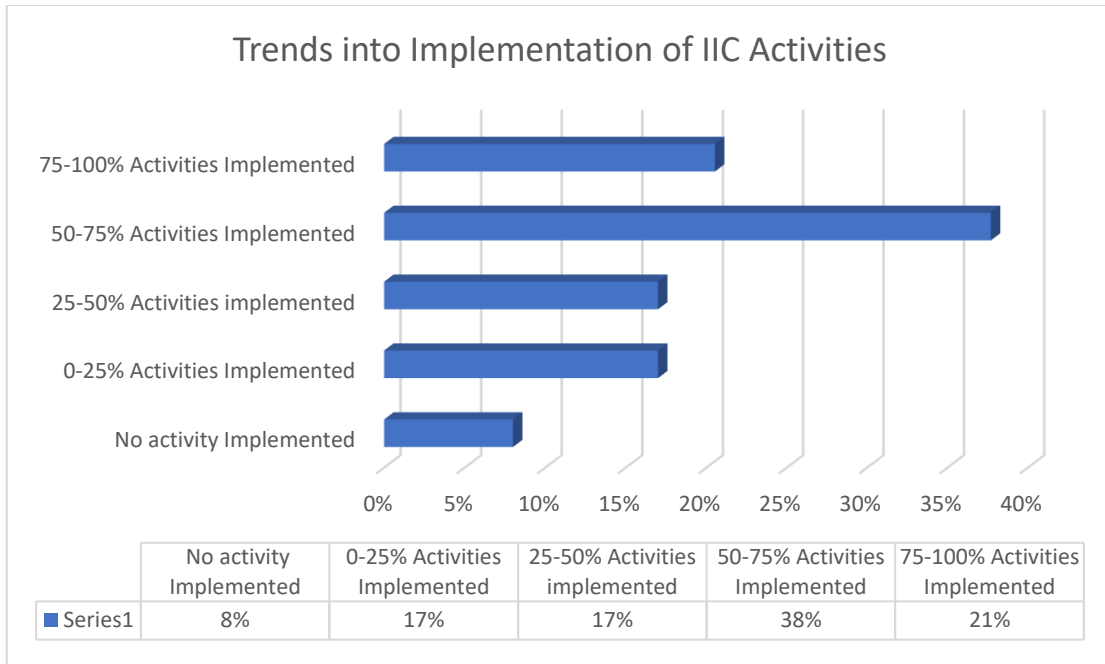
NACS II mandates IICs to develop anti-corruption action plans subject to approval by their respective Controlling Officers. The monitoring exercise wanted to ascertain the level to which IICs implement their own plans and the commitment of Controlling Officers in ensuring anti-corruption drive in the institutions. Out of the 112 monitored IICs, 103 IICs implemented at least one (1) activity

representing a 92% compliance rate. LGAs were the most compliant IICs at 97% followed by Statutory Corporations at 92% and other MDAs at 86% as depicted below:



**Figure 5: Compliance Rate on Implementation of Anti-Corruption Action Plan**

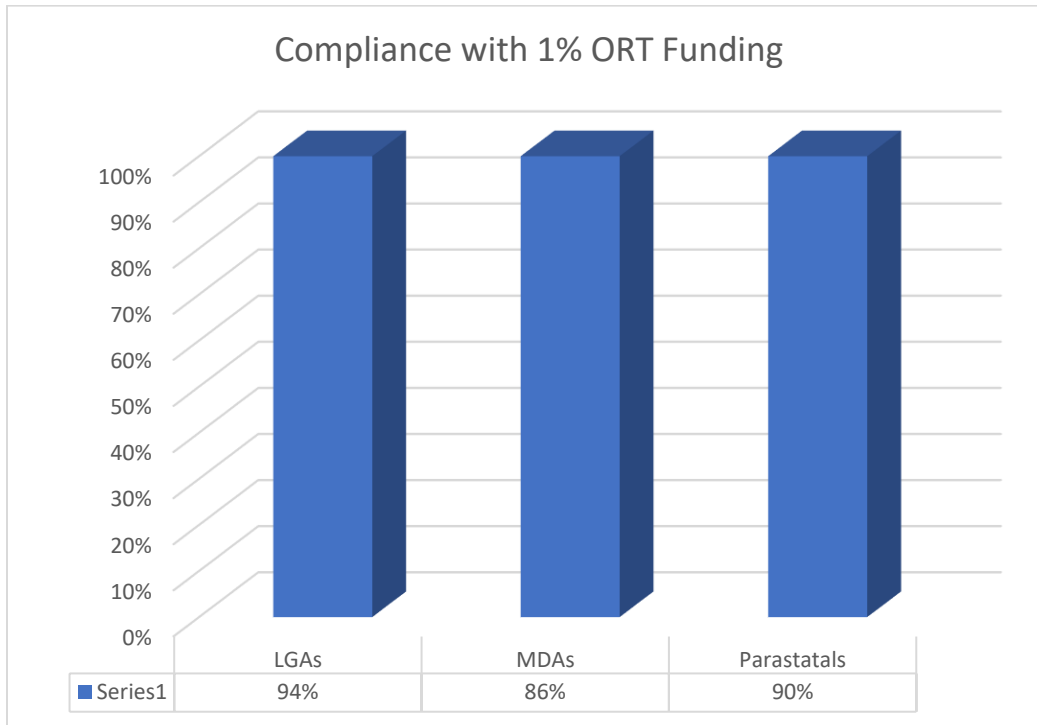
The monitoring results further reveal that only 23 IICs implemented 75% to 100% of anti-corruption action plans while 35 IICs implemented 50% to 75% and 19 IICs implemented 25% to 50%. IICs that implemented less than 25% were 19. The analysis shows that a good number of IICs are well committed to their own anti-corruption action plans. The analysis is as depicted in figure 6:



*Figure 6: Trends on the Implementation of IIC Anti-Corruption Action Plans.*

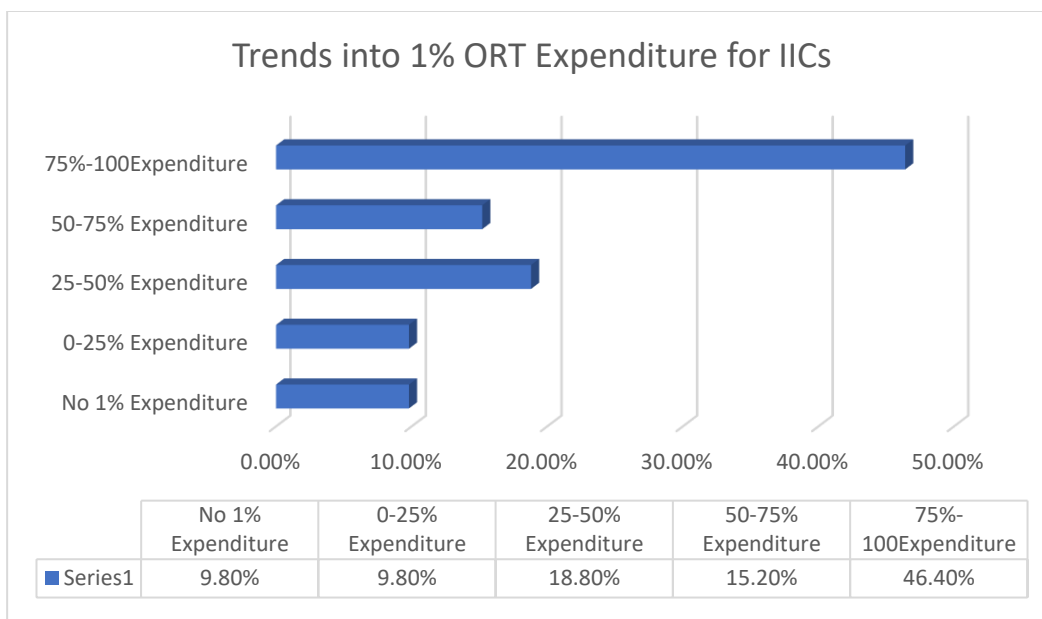
#### **4.4 COMPLIANCE WITH 1% ORT FUNDING**

As part of Government’s commitment to the fight against corruption, Secretary to Treasury released circular No ST/8/21 on 23rd January 2024 advising all MDAs to utilize 1% of ORT funding towards the fight against corruption. The monitoring exercise therefore wanted to ascertain the compliance levels of Controlling Officers regarding this circular. The results show that 84 out of 112 monitored IICs complied with this directive. LGAs were the most compliant at 94%, other MDAs at 86% and Statutory Corporations at 90% as depicted in figure 7:



**Figure 7: Compliance levels for LGAs, Statutory Corporations and other MDAs**

The results further reveal that 52 IICs utilized 75%-100% of their ORT funding, followed by 17 IICs utilizing 25%-50% of their ORT funding and 21 IICs utilized 50%-75% of the funding as depicted on figure 8. The results show that Controlling Officers are committed to releasing funding for anti-corruption drive in a considerable number of institutions.



**Figure 8: Trend Analysis on usage of 1% ORT Funding**

The following were the non-compliant institutions under this category:

**Table 3: Non-Compliant IICs under the Category of 1% ORT Utilization**

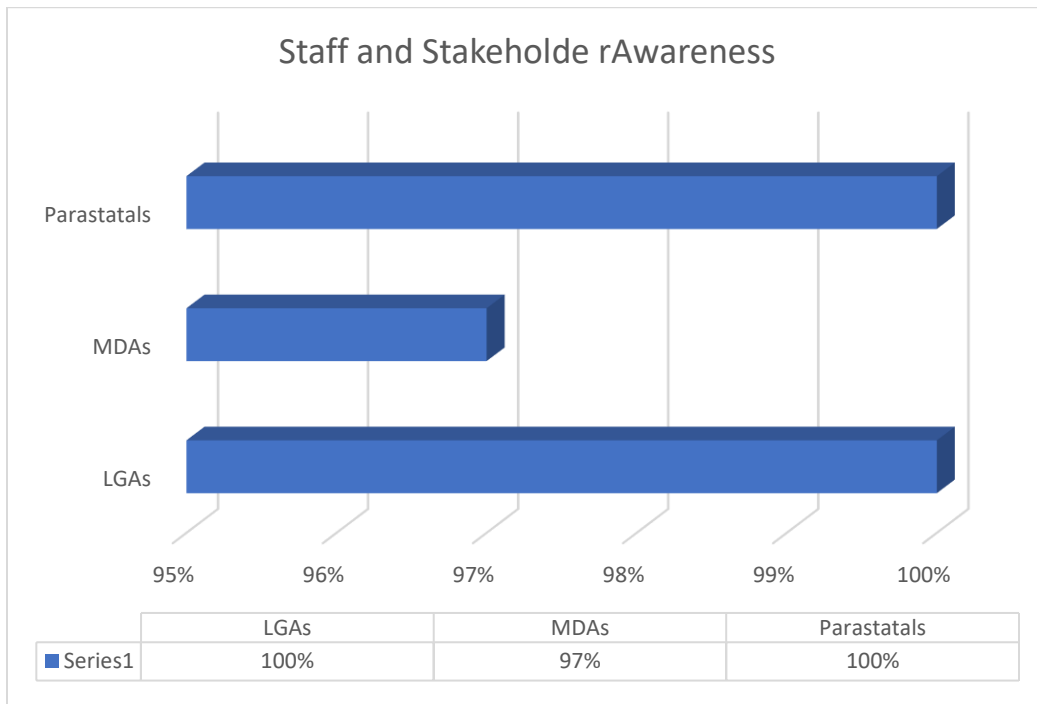
<b>Statutory Corporations</b>	<b>Other MDAs</b>	<b>LGAs</b>
1. Zomba Mental Hospital  2. Malawi University of Business and Applied Sciences	4. Ministry of Mining 5. Ministry of Justice 6. Anti-Corruption Bureau 7. Central Government Stores 8. Ministry of Health	1. Nsanje District Council

3. National Statistical Office		
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#### 4.5 STAFF AND STAKEHOLDERS AWARENESS

In line with NACS II, IICs are mandated to be conducting ethics and integrity training for staff members to align their behavior with anti-corruption measures for improved service delivery. The IICs further conduct awareness sessions with stakeholders empowering them to report any corrupt practice and demand accountability on service delivery.

Out of the 112 monitored IICs, 99% complied with this requirement. LGAs and Statutory Corporations scored 100%, and other MDAs scored 97% in this parameter.



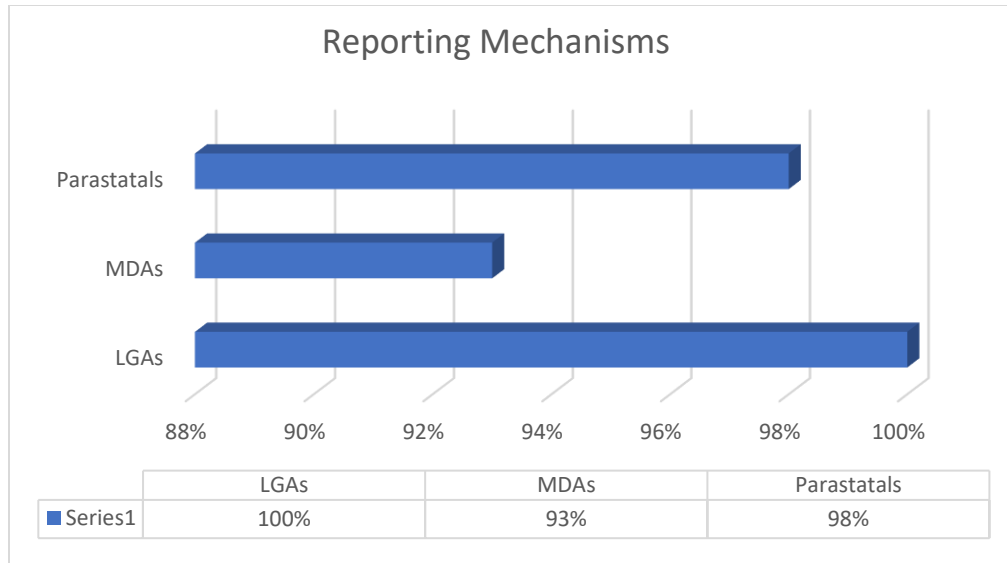
*Figure 9: Staff or stakeholder awareness*

The section also involved interaction with staff members to find out if they participated in any training or awareness program conducted by the IIC. Out of the 2,439 staff members that responded to the survey, 1,749 agreed to have participated in the awareness programs. This represents 72% which is an implication that IICs are doing moderately well with the awareness mandate.

#### **4.6 ESTABLISHMENT OF CORRUPTION REPORTING MECHANISMS**

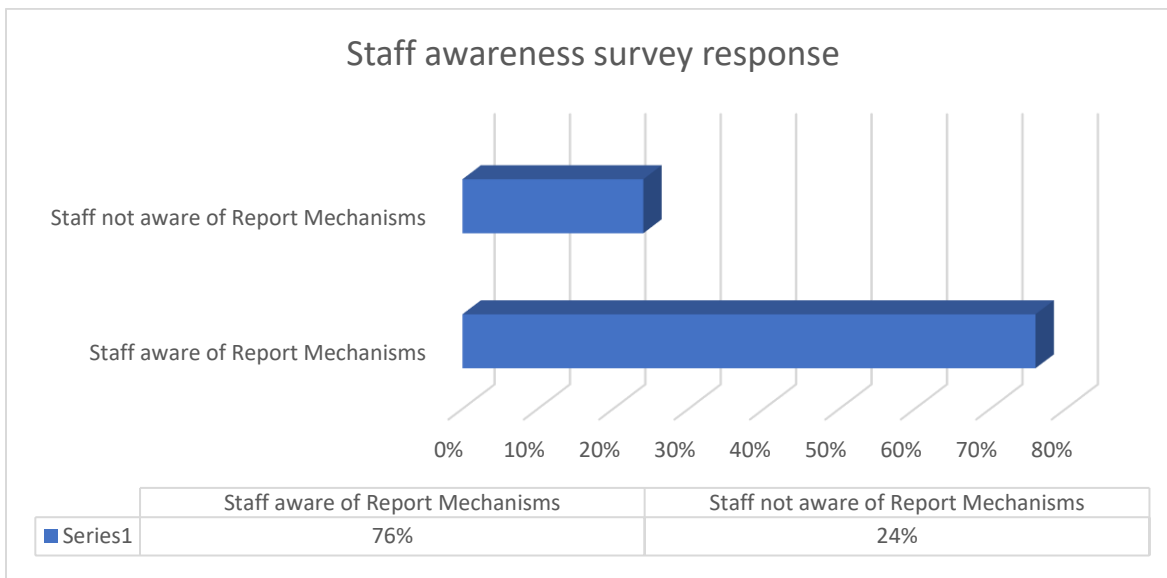
The IICs are also mandated to establish and publicise corruption reporting mechanisms through which staff and stakeholders can report malpractices. Received complaints are screened and investigated with proper action taken by the controlling officer and other relevant authorities.

The results of the monitoring exercise established that 109 out of 112 institutions complied with this requirement representing 97% compliance rate. The LGAs and were at 100% compliance level, Statutory Corporations at 98% while other MDAs at 93%.



**Figure 10: Establishment of Corruption Reporting Mechanisms**

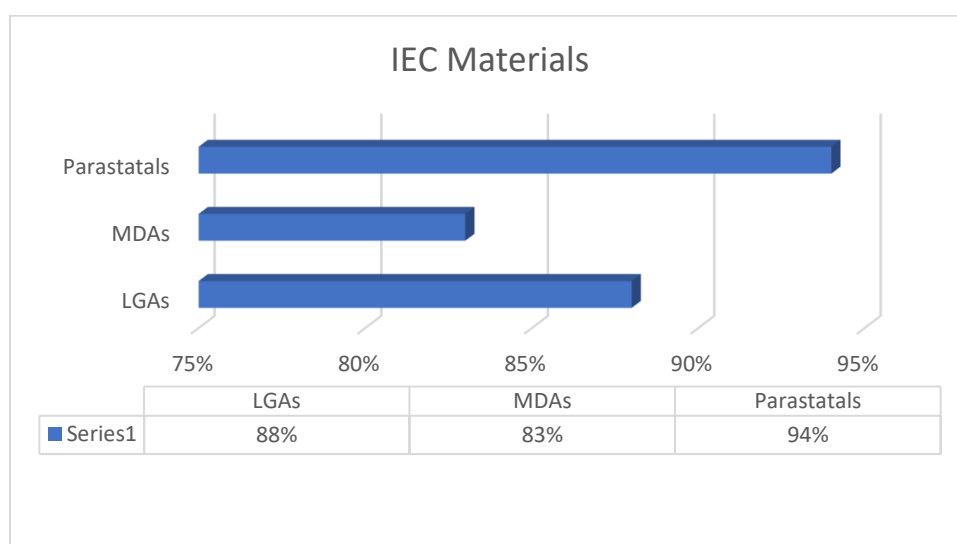
The exercise also involved interaction with staff members to check if they were aware of the established corruption reporting mechanisms. Out of the 2,439 staff that responded to the survey, 1,856 indicated awareness of the corruption reporting mechanisms in place. This is 76% responsive rate, meaning that IICs have done well in ensuring that reporting mechanisms are well publicised to the staff members and stakeholders.



**Figure 11: Staff awareness survey response**

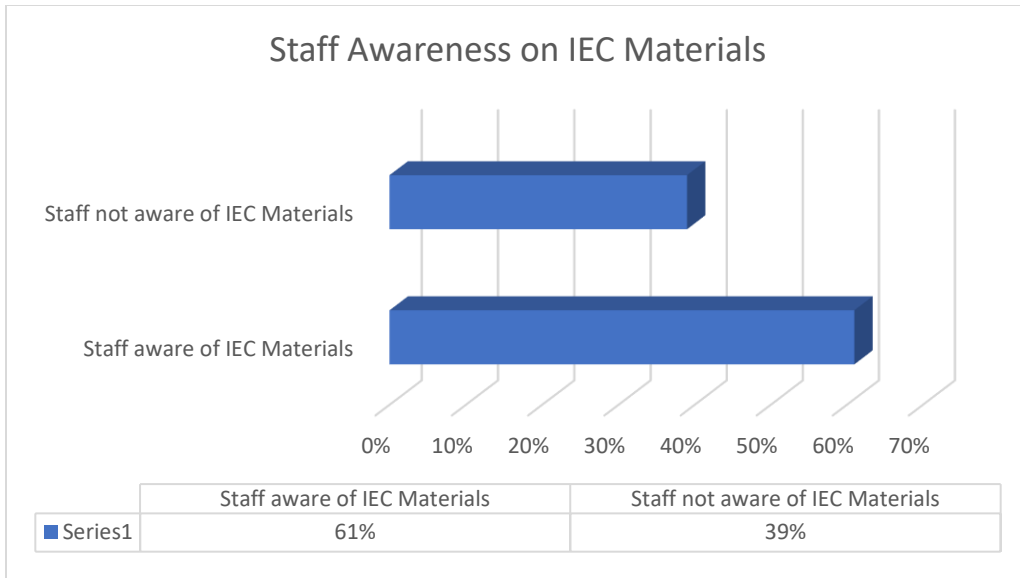
## 4.7 INFORMATION EDUCATION AND COMMUNICATION (IEC) MATERIALS

The monitoring exercise also wanted to ascertain if IICs have developed and displayed IEC materials on various anti-corruption issues. The results reveal that 100 out of 112 IICs have developed and displayed tailor-made IEC materials. This represented 89% compliance rate. The Statutory Corporations were at 94% followed by LGAs at 88% and other MDAs at 83%.



**Figure 12: IEC Materials**

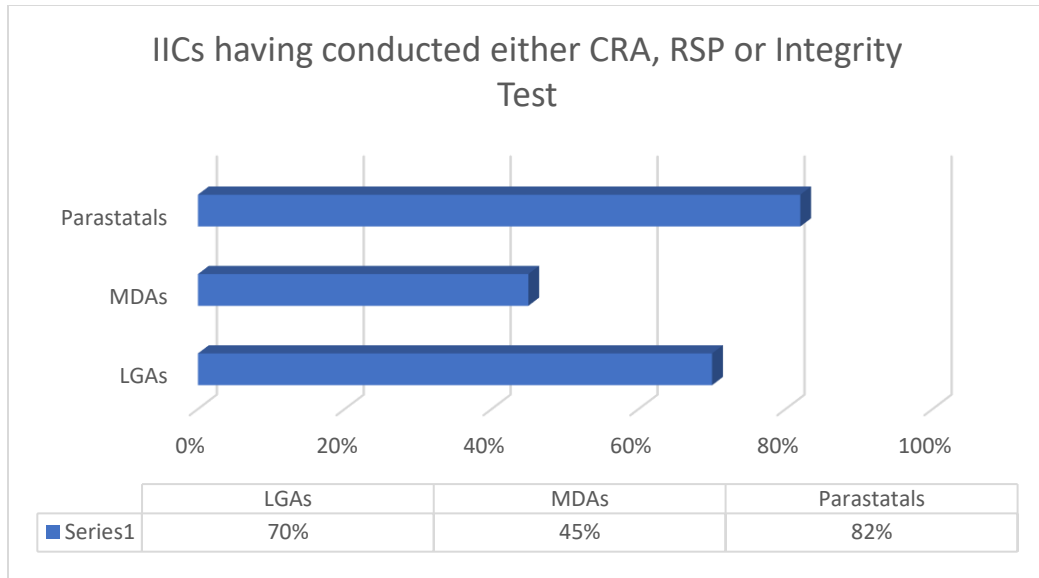
The monitors also conducted a survey of staff members to establish if IICs have produced and distributed IEC materials with anti-corruption messages. Out of 2439 respondents, 1481 admitted that they were aware of the IEC materials. This represents 61% in terms of impacting staff members with awareness messages through IEC materials.



*Figure 13: Staff Awareness on IEC Materials*

#### **4.8 LIASONS FUNCTIONS: CONDUCTING CORRUPTION RISKS ASSESSMENT, REVIEW OF SYSTEM AND PROCEDURES, AND INTEGRITY TESTS**

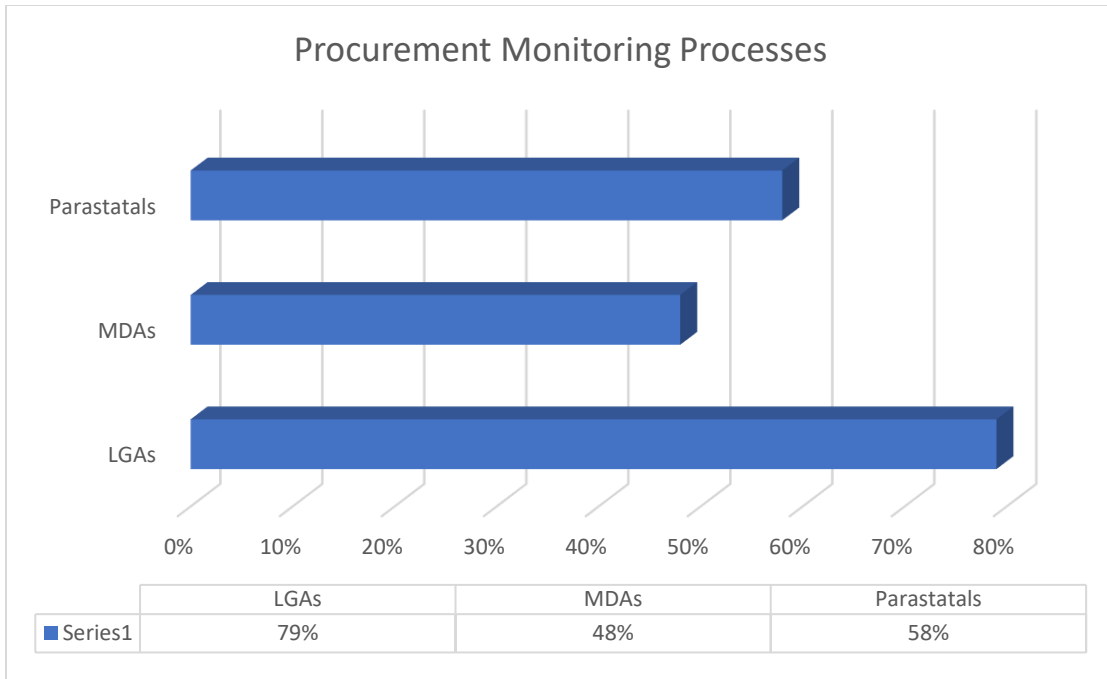
The IICs are also mandated to liaise with the ACB in conducting CRAs, reviewing system and procedures and conducting integrity tests. The results reveal that 77 out of 112 institutions complied with this requirement representing 69% compliance rate. Good performance was noted under Statutory Corporations at 82% followed by LGAs at 70% and other MDAs at 45%.



**Figure 14: Liaison functions: CRA, Review of Systems and Procedures, and Integrity Test**

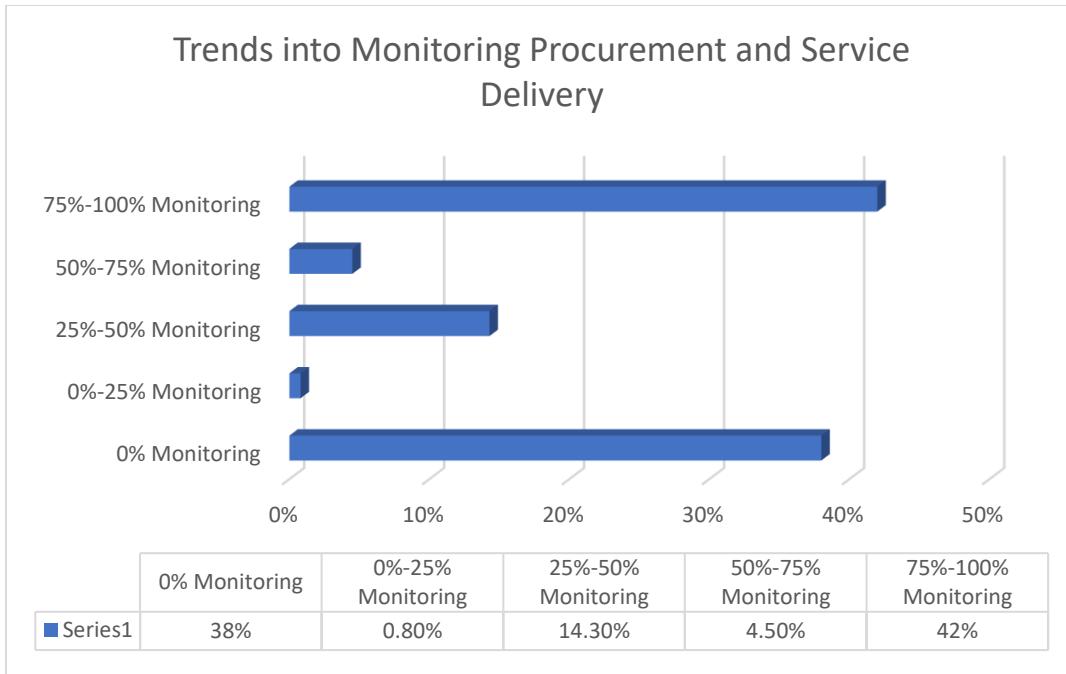
#### **4.9 MONITORING PROCUREMENT PROCESSES OR SERVICE DELIVERY**

The IICs have also been mandated to monitor procurement processes or service delivery within their respective institutions at least once in a quarter. The IIC compliance monitoring exercise wanted to ascertain if IICs are complying with this requirement. The exercise revealed that 69 out of 112 complied with this requirement representing 62% compliance rate. LGAs performed well at 79% followed by Statutory Corporations at 58% while other MDAs were at 48% compliance rate.



**Figure 15: Monitoring Procurement and Service Delivery**

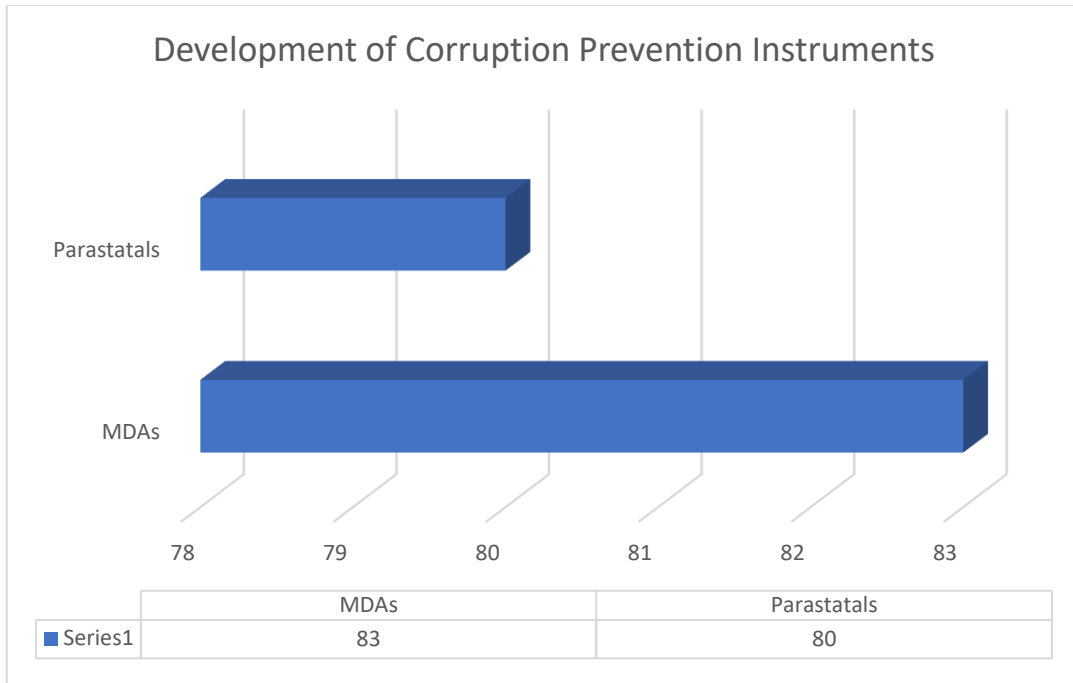
The monitoring exercise also established that 42% of the IICs conducted at least four procurement or service monitoring exercises, and 14.3% conducted at least two exercises as depicted in figure 16. This is a positive development as corruption affects service delivery and procurement of goods and services.



**Figure 16: Trend Analysis on Procurement and Service Monitoring Exercise**

#### **4.10 DEVELOPMENT OF CORRUPTION PREVENTION POLICY**

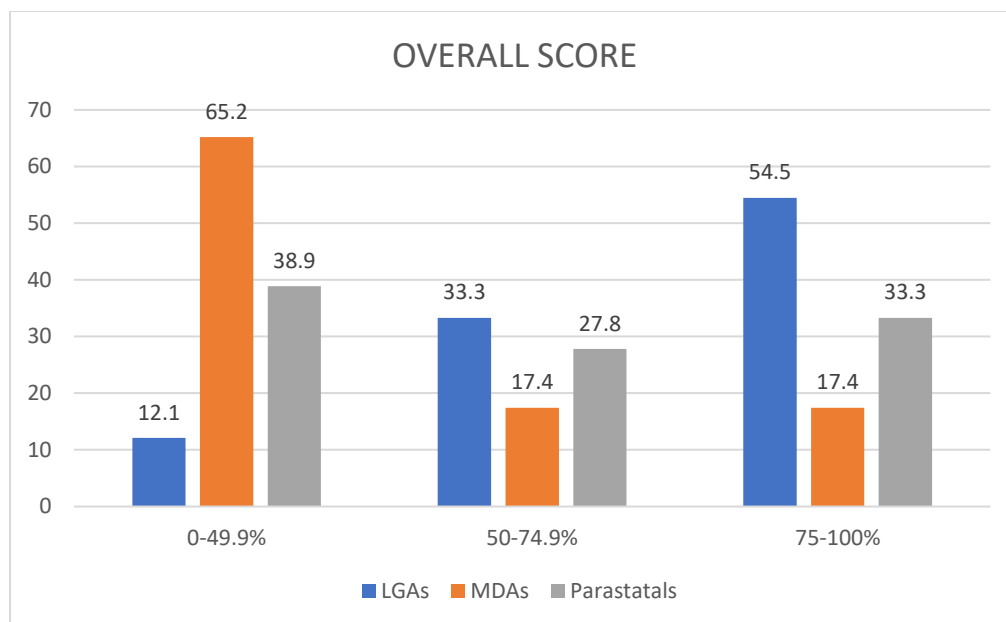
The IICs have also been mandated to develop, implement and review anti-corruption tools including Corruption Prevention Policies as frameworks for fighting corruption from within the institution. Excluding LGAs, 47 out of 59 Statutory Corporations and other MDAs complied with this requirement, representing an 80% compliance rate. The Statutory Corporations recorded a compliance rate of 80%, while other MDAs performed slightly better, achieving an 83% compliance rate.



**Figure 17: Corruption Prevention Policy**

#### **4.11 OVERALL SCORE**

The IICs were ranked out of 100% based on parameters on Annex 1 and 2. Good performance has been observed under LGAs with 55% scoring above 75%. These have been followed by Statutory Corporations where 33% scored above 75%. Other MDAs have not performed very well with 35% of them scoring above 50%. Figure 18 illustrates the performance of LGAs, Statutory Corporations and other MDAs.



**Figure 18: Overall Scores**

The list below provides the best IICs in terms of scoring across the three (3) categories: LGAs, Statutory Corporations and other MDAs using a benchmark score of above 80%. Conversely, the poor-performing IICs were determined based on scores falling below 50%.

**Table 4: Best performing IICs under each category**

NO	LGAs	Score	Statutory Corporations	Score	Other MDAs	Score
1	M'belwa District Council	92	Blantyre Water Board	96	Public Procurement and Disposal of Assets Authority	89
2	Neno District Council	92	National Construction Industries Commission	95	Law Commission	84
3	Dedza District Council	92	Malawi Council of Sports	93	Parliament of Malawi	82
4	Kasungu Municipal Council	91	Reserve Bank of Malawi	90		
5	Machinga District Council	89	Lilongwe Water Board	89		
6	Balaka District Council	87	Southern Region Water Board	89		

7	Zomba City Council	87			
8	Mwanza District Council	86	Smallholder Farmers Fertilizer Revolving Fund of Malawi	83	
9	Mzuzu City Council	85	Malawi Energy Regulatory Authority	83	
10	Mchinji District Council	84	Northern Region Water Board	83	
11	Salima District Council	83	Malawi Revenue Authority	82	
12	Mulanje District Council	80	Pharmacy and Medicines Regulatory Authority	81	
13	Luchenza Municipal Council	80			
14	Lilongwe City Council	80			
15	Nkhata-Bay District Council	80			

**Table 5: Poor performing IICs under each category**

NO	LGA	Score	Statutory Corporations	Score	Other MDAs	Score
1	Nkhotakota District Council	15	Malawi School of Government - Mpemba	7	Ministry of Justice	1.3
2	Blantyre City Council	32	Central Government Stores	8	Department of Human Resource Management and Development	15
3	Chitipa District Council	35	Queen Elizabeth Central Hospital	16	Legal Aid Bureau	17
4	Nsanje District Council	46	Karonga TTC	23	Ministry of Health	17
5			Phalombe TTC	26	Ministry of Mining	18
6			Kamuzu University of Health Sciences	27.7	Ministry of Defense	18
7			Machinga TTC	28	Ministry of Lands	20
8			National Statistical Office	31	Ministry of Information	23
9			Malawi Broadcasting Corporation	32	Department of Agriculture	24

					Extension Services	
10			Central Region Water Board	32	Office of the President and Cabinet	31
11			TEVETA	37	Ministry of Foreign Affairs	32.5
12			Malawi National Examination Board	35.9	Department of Forestry	35.9
13			Malawi University of Business and Applied Sciences	37.8	Ministry of Youth and Sports	37
14			Zomba Mental Hospital	38.3	Office of the Director of Public Office Declaration	37
15			Registrar General	38.6		
16			Greenbelt Authority	38.9		
17			National Registration Bureau	39.1		
18			Airport Development Limited	39.8		
19			Domasi College of Education	41.1		
20			Tobacco Commission	44.7		
21			Rumphi TTC	46		
22			National AIDS Commission	48		
23			Higher Education Students Loans and Grants	48		

## 5.0 IMPACT REGISTERED BY INSTITUTIONAL INTEGRITY COMMITTEES

The monitoring exercise revealed that IICs, if well nurtured, are a great catalyst of change. The monitoring score card placed a higher weight on impact / success stories that depict the difference that IICs are making within their institutions. There has been noted pockets of change as show in **Annex 3** showing that interventions by IICs have resulted into:

- 1) **Improved systems and procedures** that have led to improved service delivery in a number of institutions.
- 2) **Enhanced revenue collection:** digitization of services, and monitoring exercises by IICs have resulted into increased revenue collection in a number of institutions.
- 3) **Strengthened trust in IICs by communities:** People are more confident in reporting unethical behaviors internally as they are sure the IICs will investigate and give feedback on the matters.
- 4) **Strengthened investigative capacities of IICs:** There has been increased quality investigations by IICs and management has acted on their investigations reports resulting into interdictions, dismissals, and other disciplinary actions.
- 5) **Safeguarding of resources:** there has been uncovering of fake general receipts, that has resulted into safeguarding of institutional resources in a number of institutions.
- 6) **Recovery of undelivered goods:** Monitoring exercises of IICs have resulted into recovery of goods that would otherwise not get delivered after being procured.
- 7) **Increased punitive measures due to IIC investigations:** institutions have taken punitive measures such as interdiction of officers that were involved in drug theft in hospitals. This has acted as deterrent measures for other officers.
- 8) **Digitization of systems:** Some IICs have made recommendations to management to digitize some of the internal systems that have resulted into reduced manipulations and fraudulent behaviors.
- 9) **Review of system and procedures:** IICs have recommended for reviewing systems and procedures to reduce fraud and corrupt behaviors. A case of Department of Forestry in limiting number of officers to issue receipts has drastically reduced unethical behaviors.
- 10) **Increased awareness resulting into behavior changes:** IICs have drastically increased anti-corruption campaigns that are resulting into behavior

changes in a number of parameters within their institutions. Individuals are becoming more knowledgeable about corruption and how to report the malpractices.

- 11) **Enhancing effectiveness of social protection programs:** The IIC verification and monitoring exercises have resulted into cash transfer and other programs reaching intended beneficiaries with minimized corrupt and fraudulent behaviors.

## **6.0 SUGGESTIONS FOR IIC IMPROVEMENTS GATHERED FROM STAFF INTERACTION SURVEYS**

Through the staff interactions, members of staff were asked to suggest areas of improvement in the operations of IICs. Below are some of the suggestions:

- 1) Staff awareness activities should not be limited to junior employees only but extended to all levels, including top management.
- 2) IIC should be more creative in conducting awareness programs such as seminars at least twice a year, conducting roadshows, sharing weekly bulletins, and using different media channels like radios, posters, email, and screens in public areas to spread anti-corruption messages.
- 3) There is need for the IIC to make itself more visible and accessible to staff members and public so that everyone understands their roles and responsibilities.
- 4) There is need for more fairness, transparency and accountability in handling complaints regardless of rank, grade, or personal affiliations.
- 5) The IIC should avoid double standards, witch-hunting, or favoritism and ensure confidentiality in handling complaints.
- 6) There should be a more transparent process in the selection of committee members.

- 7) There is need for the inclusion of junior staff in IICs to balance representation and reduce the dominance of managers.
- 8) There is need to improve corruption reporting channels and conduct faster investigations without favoring senior officers, and interference from top management.
- 9) There is need for IICs to undertake proactive measures such as mandatory integrity training for all staff, and regular dialogue sessions.
- 10) There is need for the committee to have clear action plan, partner with other relevant institutions, and reward individuals who assist in exposing corruption.

## **7.0 RECOMMENDATIONS**

Based on the results and findings, the Bureau recommends the following:

- 1) The OPC should facilitate the establishment of IICs in all MDAs as currently only 132 out of 208 MDAs have IICs in place.
- 2) Controlling officers of MDAs listed in Tables 1,2, and 3 should ensure that their IICs conduct regular meetings, submit quarterly reports and utilize the 1% ORT funding.
- 3) The LAC should summon controlling officers of all underperforming institutions in Table 4.2 to account for their underperformance.
- 4) The ACB should enhance technical support in ensuring that MDAs undertake CRAs, integrity tests and review of system and procedures as this was the most underperformed parameter.
- 5) The ACB should ensure that it organizes an IIC Forum where IICs can come together and share their experiences in the fight against corruption.



## ANNEX 1: RANKING FOR STATUTORY CORPORATIONS, MINISTRIES, DEPARTMENTS AND AGENCIES

Ranking	MDAs	Parameters											Total Score
		Regular Meetings for IIC	Quarterly Reports	Anti-Corruption Plan	Compliance with 1% ORT Funding Circular	Staff/stakeholder awareness	Establishment of reporting mechanisms	Development of IEC materials	Integrity Test/CRA/Review of system and procedures	Fraud and Corruption Prevention Instruments	Monitoring Procurement Process or service delivery	Success / impact Stories	
	Score	4	4	4	4	10	10	10	10	10	10	24	100
1	Blantyre water Board	4.0	4.0	3.7	4.0	9.0	9.0	9.0	10.0	9.0	10.0	24.0	95.7
2	National Construction Industry Council	4.0	4.0	3.5	3.2	9.0	9.1	9.0	10.0	8.8	10.0	24.0	94.6
3	Malawi Council of Sports	3.0	4.0	3.5	4.0	6.7	10.0	10.0	10.0	7.8	10.0	24.0	93.0
4	Reserve Bank of Malawi	2.5	0.5	2.9	2.9	9.2	9.8	9.3	10.0	8.5	10.0	24.0	89.6
5	Lilongwe Water Board	4.0	4.0	3.4	4.0	9.0	7.7	7.4	10.0	8.7	10.0	21.0	89.2
6	Southern Region Water Board	2.5	2.0	3.5	4.0	9.5	10.0	9.8	10.0	8.8	5.0	24.0	89.1
7	Public Procurement and Disposal of Assets Authority	4.0	4.0	3.6	4.0	8.7	8.5	10.0	10.0	8.5	10.0	16.0	89.0
8	Law Commission	4.0	4.0	3.8	4.0	5.6	5.8	6.4	10.0	6.9	10.0	24.0	84.4
9	Smallholder Farmers Fertilizer Revolving Fund of Malawi	4.0	4.0	4.0	4.0	5.7	7.3	9.6	10.0	8.7	10.0	16.0	83.3
10	Malawi Energy Regulatory Authority	4.0	4.0	3.8	4.0	9.0	9.6	6.8	10.0	7.9	0.0	24.0	83.1
11	Northern Region Water Board	4.0	4.0	3.1	4.0	7.5	6.2	8.2	8.0	8.7	9.0	20.0	82.7
12	Parliament of Malawi	4.0	1.0	4.0	4.0	9.2	9.8	7.7	10.0	8.6	0.0	24.0	82.4
13	Malawi Revenue Authority	1.5	0.5	3.0	4.0	7.7	8.8	8.4	10.0	3.8	10.0	24.0	81.7

14	Pharmacy and Medicines Regulatory Authority	4.0	4.0	3.0	4.0	8.9	8.2	8.4	7.5	2.0	10.0	21.0	81.0
15	Lilongwe University of Agriculture and Natural Resources	3.5	4.0	1.4	4.0	5.0	5.2	6.1	10.0	5.8	10.0	24.0	78.9
16	Small and Medium Enterprise Development Institute	4.0	2.0	2.4	4.0	4.7	4.9	6.2	10.0	6.3	10.0	24.0	78.5
17	Ministry of Local Government	4.0	4.0	2.3	4.0	5.0	5.0	7.0	10.0	3.0	10.0	24.0	78.3
18	Lilongwe Handling Company	4.0	4.0	3.3	2.8	8.6	9.8	8.8	7.0	0.0	10.0	20.0	78.3
19	Malawi Police Service	3.0	4.0	3.3	2.0	9.5	7.8	8.0	5.0	3.5	10.0	22.0	78.1
20	Central Medical Stores Trust	4.0	1.0	2.6	2.0	9.1	9.5	8.3	10.0	4.8	0.0	24.0	75.3
21	National Library Service	4.0	4.0	3.0	4.0	5.8	6.1	6.7	10.0	7.4	0.0	24.0	75.0
22	Malawi Housing Corporation	0.0	2.0	4.0	4.0	4.0	4.0	6.0	10.0	6.0	10.0	24.0	74.0
23	National Initiative for Civic Education	3.5	3.0	2.8	3.8	9.3	9.8	7.8	7.0	3.7	10.0	13.0	73.7
24	Mzuzu University	4.0	2.0	4.0	4.0	6.6	8.0	7.0	5.0	7.8	7.0	18.0	73.4
25	Judiciary	2.0	0.5	2.0	2.0	7.6	8.4	8.6	0.0	7.9	10.0	24.0	73.0
26	National Food Reserve Agency	1.5	2.5	3.0	2.5	10.0	6.0	0.5	10.0	2.0	10.0	24.0	72.0
27	National Audit Office	4.0	3.5	4.0	2.0	8.9	7.5	7.0	10.0	4.4	10.0	10.0	71.3
28	Malawi Bureau of Standards	2.5	2.0	3.0	4.0	8.9	8.6	9.5	10.0	8.4	0.0	13.0	69.9
29	Malawi Prison Service	3.0	1.0	3.0	4.0	10.0	10.0	9.0	5.0	0.0	5.0	19.0	69.0
30	Roads Fund Administration	4.0	1.0	3.6	4.0	9.0	9.5	9.1	10.0	8.6	10.0	0.0	68.8
31	Malawi Council for Disability Affairs	0.5	2.0	3.5	4.0	9.7	10.0	10.0	8.0	0.0	7.0	14.0	68.7
32	Mzuzu Central Hospital	2.0	2.0	3.0	4.0	7.0	8.0	7.6	7.5	3.2	5.0	16.0	65.3

33	Malawi University of Science and Technology	2.0	0.0	1.9	2.5	4.0	10.0	6.0	5.0	4.0	5.0	24.0	64.4
34	Ombudsman	2.0	1.0	3.1	4.0	9.0	8.9	5.1	8.0	3.1	3.0	15.0	62.2
35	Medical Council of Malawi	3.0	1.0	1.5	2.4	9.2	7.0	0.7	5.0	4.7	7.5	20.0	62.0
36	Ministry of Tourism	2.5	0.5	3.0	2.1	8.9	6.7	7.2	10.0	2.7	10.0	8.0	61.6
37	Malawi College of Accountancy	3.0	2.0	2.5	4.0	9.7	9.0	9.0	10.0	8.0	0.0	4.0	61.2
38	Anti-Corruption Bureau	2.0	0.5	1.5	0.0	9.1	9.7	7.7	0.0	3.9	10.0	12.0	56.4
39	Directorate of Road Traffic and Safety Services	0.5	0.0	2.7	2.5	8.9	8.4	8.6	10.0	4.5	10.0	0.0	56.1
40	National Economic Empowerment Fund	4.0	4.0	4.0	4.0	8.9	9.6	8.3	6.0	6.5	0.0	0.0	55.3
41	Ministry of Agriculture	4.0	0.5	1.4	0.5	6.4	5.9	0.4	0.0	1.3	10.0	24.0	54.5
42	University of Malawi	2.0	2.0	2.7	2.0	8.9	7.0	4.1	5.0	8.3	0.0	8.0	50.0
43	National AIDS Commission	2.0	4.0	3.0	2.0	2.0	9.0	9.0	10.0	7.0	0.0	0.0	48.0
44	Higher Education Students Loans and Grants Board	1.5	4.0	2.7	4.0	9.0	9.8	8.3	2.0	6.5	0.0	0.0	47.8
45	Rumphi TTC	0.0	0.0	1.6	4.0	9.6	9.0	8.0	5.0	0.0	4.0	5.0	46.0
46	Tobacco Commission	0.0	1.0	1.0	3.0	4.7	4.8	8.4	10.0	3.8	0.0	8.0	44.7
47	Domasi College of Education	1.0	0.0	3.2	2.0	9.8	10.0	9.1	0.0	0.0	0.0	6.0	41.1
48	Airport Development Limited	2.0	1.0	0.8	1.0	6.0	7.0	2.0	10.0	2.0	0.0	8.0	39.8
49	National Registration Bureau	0.0	0.5	1.3	2.8	8.0	6.5	3.0	8.0	1.0	0.0	8.0	39.1
50	Greenbelt Authority	2.0	2.0	1.6	1.8	8.0	7.0	5.5	5.0	2.0	0.0	4.0	38.9
51	Registrar General	2.0	0.0	2.8	2.0	5.8	10.0	0.0	0.0	8.0	0.0	8.0	38.6
52	Zomba Mental Hospital	1.5	0.0	0.0	0.0	8.6	9.0	8.2	0.0	0.0	5.0	6.0	38.3

53	Malawi University of Business and Applied Sciences	2.0	1.5	2.0	0.0	7.2	9.0	8.4	2.5	5.2	0.0	0.0	37.8
54	TEVETA	2.0	2.0	2.1	3.2	4.0	4.0	3.0	5.0	2.0	10.0	0.0	37.3
55	Ministry of Youth and Sports	3.0	0.0	2.0	3.0	9.0	6.0	5.6	0.0	0.4	0.0	8.0	37.0
56	Office of the Director of Public Officers' Declarations	4.0	3.0	2.0	2.0	4.0	4.0	0.0	0.0	2.0	0.0	16.0	37.0
57	Department of Forestry	0.5	2.0	3.3	3.0	10.0	3.6	7.5	0.0	2.0	0.0	4.0	35.9
58	Malawi National Examination Board	2.5	1.8	1.3	3.5	2.5	5.5	8.0	0.0	2.0	5.0	3.8	35.9
59	Ministry of Foreign Affairs	2.0	1.0	1.0	2.0	10.0	6.0	4.5	0.0	2.0	0.0	4.0	32.5
60	Central Region Water Board	1.5	1.0	0.4	1.0	5.2	8.0	7.3	0.0	4.7	0.0	3.0	32.1
61	Malawi Broadcasting Corporation	2.0	0.0	1.5	1.5	5.0	7.0	0.0	2.5	6.0	0.0	6.0	31.5
62	National Statistical Office	0.0	0.0	0.0	0.0	6.3	3.2	0.0	5.0	7.2	5.0	3.8	30.5
63	Office of the President and Cabinet	1.5	0.0	2.5	3.5	4.0	4.0	0.0	5.0	2.0	0.0	8.0	30.5
64	Kamuzu University of Health Sciences	2.0	1.0	1.2	2.0	7.0	2.0	3.0	2.5	3.0	0.0	4.0	27.7
65	Machinga TTC	1.0	0.0	2.0	0.6	4.6	7.9	1.4	0.0	0.0	5.0	5.0	27.5
66	Phalombe TTC	0.0	0.0	1.1	1.2	5.0	8.8	2.3	0.0	0.0	0.0	8.0	26.4
67	Department of Agriculture Extension Services	1.0	0.5	0.0	4.0	4.5	4.5	0.5	0.0	0.5	0.0	8.0	23.5
68	Karonga TTC	0.0	0.0	0.0	0.0	5.1	8.8	9.2	0.0	0.0	0.0	0.0	23.1
69	Ministry of Information	0.0	0.0	0.0	4.0	3.6	3.3	0.4	0.0	1.0	10.0	0.0	22.5
70	Ministry of Lands	0.0	1.5	1.5	1.5	2.0	5.0	6.5	1.0	0.0	1.0	0.0	20.0
71	Ministry of Mining	2.0	0.0	1.7	0.0	3.0	5.2	6.2	0.0	0.4	0.0	0.0	18.4
72	Ministry of Defense	0.5	0.0	0.0	1.5	6.0	6.0	1.5	0.0	2.0	0.0	0.0	17.5

73	Ministry of Health	1.0	0.0	0.0	0.0	8.8	6.8	0.8	0.0	0.0	0.0	0.0	17.4
74	Legal Aid Bureau	0.0	0.0	0.5	1.0	6.0	2.5	6.0	0.0	1.0	0.0	0.0	17.0
75	Queen Elizabeth Central Hospital	4.0	1.0	3.1	3.0	4.7	0.0	0.0	0.0	0.0	0.0	0.0	15.8
76	Department of Human Resource Management and Development	1.5	0.0	1.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0	8.0	14.5
77	Central Government Stores	0.0	0.0	0.0	0.0	5.4	2.2	0.4	0.0	0.0	0.0	0.0	8.0
78	Malawi School of Government - Mpemba	1.5	0.0	1.4	0.5	0.0	0.0	0.0	0.0	0.0	4.0	0.0	7.4
79	Ministry of Justice	1.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.3

## ANNEX 2: RANKING FOR LOCAL GOVERNMENT AUTHORITIES

Ranking	LGAs	Parameters											Total Score
		Regular Meetings for IIC	Quarterly Reports	Anti-Corruption Plan	Compliance with 1% ORT Funding Circular	Staff/stakeholder awareness	Establishment of reporting mechanism	Development of IEC materials	Integrity Test/CRA/Review of system and procedures	Fraud and Corruption Prevention Instruments	Monitoring Procurement Process or service delivery	Success / Impact Stories	
	Score	4	4	4	4	10	10	10	10	10	10	24	100
1	Neno District Council	4	4	4	4	6.3	9	6.7	10	10	10	24	92
2	M'belwa District Council	4	4	3.5	4	6.8	8	7.8	10	10	10	24	92
3	Dedza District Council	4	4	4	4	10	10	10	10	10	10	16	92
4	Kasungu Municipal Council	4	4	3.4	4	8.6	9.3	9.1	5	10	10	24	91.4
5	Machinga District Council	4	4	4	3.6	9.3	9.3	9.5	10	8	9	18	88.7
6	Balaka District Council	4	4	3.2	3.4	8.9	9.5	9	10	5	10	20	87
7	Zomba City Council	4	4	4	4	9.6	7.9	4.1	5	10	10	24	86.6
8	Mwanza District Council	3	4	4	4	8	6.5	4	8	10	10	24	85.5
9	Mzuzu City Council	4	4	3.5	4	9	8	8.5	8	5	9	22	85
10	Mchinji District Council	4	4	3.12	4	7.7	8.7	8.8	0	10	10	24	84.32
11	Salima District Council	4	4	3.4	4	8.6	9.3	9	5	10	10	16	83.3
12	Mulanje District Council	4	4	3.6	3.3	8.4	9	9	5	9	5	20	80.3
13	Luchenza Municipal	4	4	3.1	4	9.5	10	9.4	5	10	5	16	80
14	Lilongwe City Council	4	4	3.8	2	7.9	10	8	5	5	10	20	79.7

15	Nkhata-Bay District Council	4	4	3.1	4	8.5	7	0	10	10	8	21	79.6
16	Karonga District Council	4	3	4	4	8.9	7.9	6.9	7	7	8	18	78.7
17	Zomba District Council	4	4	3	2	9.3	9.7	7.3	5	5	5	24	78.3
18	Rumphi District Council	4	4	4	4	9	10	10	5	6	5	14	75
19	Chiradzulu District Council	4	4	3	2.8	4.4	9	8.5	10	9	8	12	74.7
20	Phalombe District Council	4	4	4	4	9	8.9	8.3	0	0	10	22	74.2
21	Dowa District Council	4	2	2.4	0	8.2	8.2	8.5	5	0	10	24	72.3
22	Lilongwe District Council		4	3	4	8.2	7.6	4.6	5	0	10	24	70.4
23	Chikwawa District Council	2	0	3.5	2.7	4.4	9.4	0	10	10	10	16	68
24	Ntcheu District Council	4	0	4	4	6.7	6.4	6	6	10	10	8	65.1
25	Ntchisi District Council	4	3	3	4	7.3	9	5.6	0	10	10	8	63.9
26	Mangochi District Council	4	4	3.6	3.4	8.6	9.3	8.4	0	5	7	7	60.3
27	Kasungu District Council	3	1	2	4	9.5	9	8.6	0	0	10	8	55.1
28	Mangochi Town Council	2	0	2.4	1.1	9.3	10	5	0	10	5	8	52.8
29	Thyolo District Council	2	4	3	1.96	5.5	7	8	0	0	5	14	50.46
30	Nsanje District Council	0	0	0	0	4.8	8.1	3	10	10	10	0	45.9
31	Chitipa District Council	1	1	2	4	7.6	9.7	5	0	0	2	3	35.3
32	Blantyre City Council	0	0	1.5	3	5.6	3.7	0	0	10	0	8	31.8
33	Nkhotakota District Council	2	1	2.3	4	4	2	0	0	0	0	0	15.3

### ANNEX 3: SUCCESS / IMPACT STORIES OF INSTITUTIONAL INTEGRITY COMMITTEES

NO		IIC IMPACT STORY
<b>CATEGORY 1: DISCIPLINARY AND ENFORCEMENT ACTIONS</b>		
1.	<b>Phalombe District Council</b>	<p>The IIC received a complaint that teachers and head teachers in schools with school feeding programs were abusing the food items by sharing them among themselves. The IIC investigated the matter and confirmed the allegations in seven schools. As a result of the investigation, five head teachers were demoted and three teachers were transferred.</p> <p>This action has brought significant improvement to the school feeding program. It has sent a strong warning to potential offenders, and the food now lasts longer as intended. Consequently, such complaints have ceased.</p> <p>The IIC received a complaint that a police officer had demanded K100,000 from an individual accused of illegally buying motor vehicle spare-part scraps. The IIC investigated the matter and confirmed the allegations. A formal warning was issued, and the money was returned to the complainant.</p> <p>This outcome has strengthened trust in the IIC among community members, especially in the surrounding villages. People are now more confident in reporting such incidents, knowing that their concerns will be handled fairly and they will receive the necessary assistance.</p>
2.	<b>Malawi Housing Corporation</b>	<p>An officer in the Eastern Region was found issuing fake receipts to tenants. The officer had an unauthorized General Receipts (GR) book and was collecting rental payments in cash instead of directing tenants to deposit payments into MHC's bank account. The matter came to light after a tenant reported to the IIC that the officer was insisting on cash payments. Following the complaint, the IIC conducted an investigation and established that the officer had been issuing fraudulent receipts and diverting the collected funds for personal gain rather than depositing them into the institution's account. The IIC recommended disciplinary action, and management convened a disciplinary hearing. After the hearing, the officer was dismissed from employment. As a preventive measure, the IIC also undertook an ethics and integrity sensitization exercise for Malawi Housing Corporation (MHC) staff. Since the intervention, no further cases of this nature have been reported within the institution</p>

		<p>An investigation was launched after victims reported that they had been issued plot offer letters for land already owned by other individuals. The IIC conducted an inquiry and discovered that some officers were receiving money from clients in exchange for issuing fraudulent plot offer letters. These officers were knowingly allocating plots that had already been allocated or belonged to other people. Following the investigation, the IIC recommended disciplinary action. Management convened disciplinary hearings, and the officers involved in the malpractice were subsequently dismissed. After concluding the case, the IIC issued a sensitization memo to all regional offices to reinforce ethical conduct and prevent similar incidents. Since the sensitization exercise, no related cases have been reported.</p> <p>Officers were found to be fraudulently selling plots and illegally altering plot ownership records. The officers colluded with an external party to manipulate ownership details and later resell the same plots to unsuspecting clients.</p> <p>The IIC investigated the case, and due to the involvement of external actors, they recommended that the matter be escalated for further investigation by the Audit Department. The police were also engaged, and the case proceeded to court. Following prosecution, the suspects were found guilty and sentenced to six years imprisonment. As a result of this case, the institution reviewed and strengthened its system for processing ownership changes to prevent future manipulation and enhance accountability</p>
3.	<b>Malawi Bureau of Standards</b>	<p>The institution handled a case involving four officers from Malawi Bureau of Standards (MBS) who were conducting an inspection and surveillance exercise at a business owned by a Chinese National. The Business Owner reported that the officers attempted to solicit money from a Chinese lady during the inspection.</p> <p>The officers identified several compliance issues and indicated that default fees amounting to approximately K900,000.00 would be charged, with payment expected to be made later through the proper channels. However, contrary to established procedures, the officers demanded an on-the-spot payment of K250,000.00.</p> <p>CCTV footage later confirmed that the officers had engaged in discussions with the Chinese National regarding the illicit payment. Following an internal investigation, management dismissed all four officers for their misconduct. The intervention ensured that the institution received full payment and prevented any financial loss.</p>
4.	<b>Tobacco Commission</b>	<p>The institution received a complaint regarding a farmer who was asked to pay an illegal facilitation fee of K371,000.00 in order to register in Lilongwe. However, for the registration to be completed, he was directed to Kasungu. While in</p>

		<p>Kasungu, the case was linked to an officer from Mzuzu, who recorded the transaction under a dubious estate. The IT team later identified the estate as fraudulent. Since the farmer was unable to access the services, he lodged a complaint with TC headquarters. Following an investigation, three officers were dismissed, and others were transferred.</p> <p>In a separate incident, a Security Officer was found forging EPA stamps while acting as internal (“dobadoba”). The registering officer identified the stamp as fake and reported it to the IIC. After investigation, the security officer was dismissed.</p> <p>These actions have led to a noticeable decrease in complaints and illegal activities. Currently, there is a significant improvement in compliance and order on the ground.</p>
<b>5.</b>	<b>Mulanje District Council</b>	<p>A report was made to management regarding missing drugs in the hospital’s female ward. The Officer-in-Charge and a senior officer initiated an investigation, which revealed that a staff member working in the hospital had been stealing the drugs. The officer was detained, and the matter is now before the court. The officer has since been interdicted. Following this incident and other subsequent warnings issued to all officers and health facilities, complaints about drug theft have ceased.</p>
<b>6.</b>	<b>Kamuzu University of Health Sciences</b>	<p>The IIC identified a suspected case of fraud involving two separate approval trails for the procurement of the same laptop. The official involved was subjected to a disciplinary hearing, and the IIC recommended a comprehensive audit to investigate the matter further. To prevent recurrence of such incidents, the approval system has now been digitalized. This measure has reduced the risk of duplication and manipulation in the approval process during procurements at the institution.</p>
<b>7.</b>	<b>Balaka District Council</b>	<p>The IIC received a complaint that a chief was demanding money from people seeking evidence letters required for NRB registration. The IIC investigated the matter, instructed the chief to return K5,000.00 to the affected individuals, and sensitized him about refraining from such malpractice, emphasizing that public services are free. Villagers were also encouraged to report any similar incidents. As a result of this increased sensitization, no further cases of malpractice were reported during the second phase of registration.</p>
<b>8.</b>	<b>Malawi Council for</b>	<p>The IIC received a case from a whistleblower who resides in Nkhotakota of an issue of fraud. The IIC investigated the matter and found that the officer defrauded the organization of K1,800,000.00 by colluding with accounts department and forging signatures. He was subsequently fired following a disciplinary hearing, sending a strong message to would-</p>

	<b>Disability Affairs</b>	be offenders and safeguarding the organization’s reputation and funds. The IIC also conducted a review of system and procedures where recommendation was made to adopt quality assurance initiatives, including pre-auditing before payment and delivery. As a result, goods are now being delivered with improved quality.
<b>9.</b>	<b>Chikwawa District Council</b>	<p>The IIC received complaints alleging that the Appointments and Disciplinary Committee (ADC) was favoring certain individuals in recruitment processes and in handling disciplinary issues. An investigation was conducted, and the findings confirmed the malpractice. The IIC recommended disciplinary action against the officers involved. However, due to the seriousness of the misconduct and the loss of confidence in the Committee’s operations, the District Commissioner (DC) decided to dissolve the entire ADC. This decisive action has strengthened staff trust in the IIC. Employees now feel confident that the IIC can address unethical conduct of anyone, regardless of their position, which has encouraged more reporting of misconduct within the institution.</p> <p>Furthermore, the Committee received reports that some officers were embezzling funds meant for drivers. These officers were conducting field activities without including drivers in their programmes, yet they were claiming and pocketing allowances and fuel allocations intended for the drivers. The matter was investigated, and the findings confirmed that the officers had fraudulently received allowances and fuel funds. Following the investigation, recommendations were made, and the officer involved refunded the misappropriated funds.</p> <p>This incident prompted the District Commissioner to issue a memo directing all officers to ensure that drivers accompany them on all official activities requiring transportation. This intervention has ended malpractice and has brought sanity in the management of allowances at the institution.</p>
<b>10.</b>	<b>Malawi University of Science and Technology</b>	The IIC, in collaboration with the Anti-Corruption Bureau (ACB), investigated allegations of collusion between the Procurement Manager and a contractor. The investigation confirmed that the Procurement Manager engaged in unethical practices, compromising the integrity of the procurement process with substandard laptops being procured. Following the findings, appropriate disciplinary action was taken, and the Procurement Manager was dismissed from his position. This sent a strong message to would be offenders in the campus and the officers are now adhering to procurement standards.
<b>11.</b>	<b>Medical Council of Malawi</b>	Medical Council of Malawi (MCM) carries out investigations into alleged misconduct by medical practitioners as per their mandate. The Council conducted investigations into 12 allegations and suspended two medical officers. The suspensions included fines and warnings. The council published results of the disciplinary proceedings in line with its mandate as stipulated under Section 53(1)(a) and (b) of Medical Practitioners and Dentist Act. One officer was

		<p>suspended after being found guilty of conducting a caesarian section under the influence of alcohol as well as perforating the bowel during the procedure. Another one was suspended for fabricating Covid-19 test results and destroying a laboratory.</p> <p>Besides the suspension, MCM also recommended to the Ministry of Health, as the employer, to further discipline one officer for working under the influence of alcohol, which is against the Malawi Public Service Regulations (MPSR).</p> <p>Further, the council also proposed that the officer should undergo an assessment of fitness to practice with a focus on alcohol dependency before resuming duties.</p> <p>MCM also issued a warning to the office of Kamuzu Central Hospital (KCH) director for failing to implement the World Health Organization (WHO) surgical safety checklist and provide adequate staff to support the surgery.</p> <p>Another warning letter was issued to a clinical officer at KCH for failing to use WHO surgical safety checklist as a leading surgeon and failing to ensure that the gauze used was counted before closing the abdomen and cause gossypiboma.</p> <p>The council also fined a clinical officer for illegally opening and operating a Clinic. According to MCM, the clinic was not adhering to infection prevention and control procedures.</p> <p>These investigations have ensured sanity in the medical profession and have sent a strong warning to would-be offenders on the consequences of not abiding to medical standards.</p>
<p><b>12.</b></p>	<p><b>Dowa District Council</b></p>	<p>The IIC probes issues of a teacher with no teaching certificates. The IIC discovered a teacher who has been working for over 30 years, but without proper qualifications. The teacher acknowledged that he knew that he had no proper documentation to work but chose to continue working. The council has reported the case to DHMRD and is waiting for the way forward.</p>

		IIC investigated and stopped retired employees from reporting to work. These were two officers who retired in December 2023 and May 2024 CPEA and CEO, respectively. Despite the retirement, the two officers were still attending the council business. The IIC investigated and found that the officers were receiving enumerations from allowances, which was illegal since they were not employed as official direct employees. The matter was taken to the DC and action was taken, and the officers stopped coming to the office. As a result of this intervention, the Council avoided financial loss and restored proper institutional order.
<b>13.</b>	<b>Nkhatabay District Council</b>	The IIC received a complaint concerning an officer who received some money from a candidate so that they should be recruited on a position of driver. The IIC investigated the allegation, the officer was dismissed, the interview results were nullified, and the vacancy was floated again.
<b>14.</b>	<b>Thyolo District Council</b>	There was a reported case in March 2025 in which the Police Officer demanded K30,000.00 to give Police Bail. The matter was reported to IIC, and we followed up with the police. The K25,000.00 money was recovered and given back to the owner and the police Officer was warned accordingly by the Officer in charge.
<b>15.</b>	<b>Malawi Revenue Authority</b>	There were allegations of undervaluation of Ford Ranger at Mchinji Boarder. For the importer to succeed it means there are some players. The declaration was 300,000 ranks while the system showed it was 750,000 ranks. So, the investigations were done and established that there was under devaluation, and the case is in progress. The officers are on suspension.
<b>16.</b>	<b>Lilongwe Handling Company</b>	<p>Following a report concerning a Training Officer at Chileka who was allegedly borrowing money from trainees and failing to repay, the IIC intervened to investigate the matter. The complaint raised concerns about potential abuse of authority, as some trainees were reportedly afraid to speak out for fear of academic retaliation, which could result in redundancy if they failed their examinations.</p> <p>The IIC dispatched a team to Chileka to carry out a thorough investigation. Based on the findings and recommendations, management took disciplinary action. The officer was demoted and transferred to another department to safeguard integrity and fairness within the training process.</p>
<b>17.</b>	<b>Ministry of Lands</b>	A commercial plot offer at interchange was cancelled because it was allocated illegally. There were fake documents, so IIC assisted to stop the transaction from taking place.

18.	Department of Forestry	IIC previously had a weak control system in which <b>any officer</b> could issue receipts to clients for the possession and transportation of forestry products. This loophole was heavily abused and created opportunities for unlawful issuance of receipts and revenue loss. Following an <b>IIC review of the work procedures</b> , it was recommended that the authority to issue such receipts be <b>centralized</b> . As a result, <b>only the District Forestry Officer (DFO)</b> now has the mandated power and responsibility to issue these receipts. This change has strengthened internal controls and reduced abuse in the issuance of receipts by the officers.
19.	Zomba District Council.	The Dream Project, donor funded program under the Council is designed to support sex workers in transitioning away from unethical practices by providing them with employment opportunities. A complaint was lodged with the Council alleging that an ineligible individual had been recruited into the programme. The IIC investigated the matter and confirmed that the complaint was valid. As a result, the IIC intervened and overturned the recruitment irregularity. The ineligible individual was removed, and the real beneficiary was recruited in line with the project's objectives.
<b>CATEGORY 2: IMPROVED SYSTEMS AND PROCEDURES</b>		
20.	Malawi Bureau of Standards	There was a high risk of non-declaration of imports for testing. In 2023, the MBS leveraged the MRA system to automate border data, streamlining the clearance process for specific declarations. This has improved efficiency, reduced opportunities for hiding goods, and effectively eliminated non-declarations, as all goods are now visible under a single MRA system.
21.	Ministry of Foreign Affairs	<p>The IIC recommended that the Ministry of Foreign Affairs consider <b>purchasing air tickets for VVIPs, VIPs, and other government officials travelling on official duties from international suppliers</b> instead of sourcing them locally. An assessment revealed that local procurement of air tickets was significantly more expensive.</p> <p>For example, an air ticket that cost <b>MWK5 million</b> when purchased directly from outside the country was charged <b>MWK20 million</b> when bought locally.</p> <p>By adopting the IIC's recommendation to procure air tickets from international sources, the Ministry has achieved <b>substantial cost savings</b> and improved value for money in government travel expenditure.</p>

22.	<b>Greenbelt Authority</b>	<p>The institution was experiencing <b>high levels of staff absenteeism</b>, which negatively affected service delivery. After reviewing the situation, the IIC conducted a review of the work procedures and recommended the introduction of a more robust attendance control system.</p> <p>As a result, officers are now required to <b>sign in when reporting for duty and sign out when knocking off</b>. Additionally, any officer going into the field must record <b>where they are going and the purpose of the assignment</b>.</p> <p>This improved procedure has reduced absenteeism, and enhanced overall staff discipline and productivity</p>
23.	<b>Airport Development Limited (ADL)</b>	<p>ADL operates a duty-free shop at the Airport where passengers purchase goods without paying taxes. Previously, sales officers were converting U.S. dollar payments into kwacha at a bureau de change within the airport and depositing the kwacha into ADL bank account.</p> <p>The IIC reviewed this procedure and identified significant revenue-security risks. Allowing officers to convert foreign currency created opportunities for corruption, as they could deposit their own kwacha and sell the dollars on the parallel market for personal gain.</p> <p>The IIC recommended that all dollar sales be deposited directly into ADL's dollar account without conversion. This measure has strengthened financial controls, secured more revenue in dollars, and reduced opportunities for financial abuse by the sales officers.</p>
24.	<b>Mulanje District Council</b>	<p>Desk reviews revealed that environmental safeguard issues were missing from the meeting minutes, and that contract negotiations were being conducted solely by the Procurement Officer instead of the full IPDC team. Following the IIC's recommendations, these gaps were addressed.</p> <p>Currently, contract negotiations are carried out by the entire IPDC team, and environmental matters now include Environmental, Social, and Management Plans (ESMPs). This has strengthened both compliance and transparency in the process</p>

<b>25.</b>	<b>Machinga District Council</b>	<p>The IIC conducted a review of the systems and procedures used for local revenue collection, specifically focusing on invoicing for ground rates. Previously, the system could not produce duplicate invoices, making it difficult to track customers with outstanding payments.</p> <p>The IIC recommended that the system be reviewed and upgraded. This recommendation was implemented, and the system can now generate duplicate invoices and trace customers with unpaid balances.</p> <p>With this improved capability, the council is now able to follow up on defaulters more effectively, and revenue is expected to increase as a result</p>
<b>26.</b>	<b>Parliament</b>	<p>Parliament operates a cafeteria that provides meals for its staff at subsidized rates. However, it was discovered that individuals from other institutions were abusing the facility by accessing it and purchasing food as though they were Parliament staff. At peak times, the cafeteria served about 800 people per day, exceeding the actual number of Parliament employees, resulting in significant additional costs to the institution.</p> <p>In the 2023/24 Financial Year, the IIC conducted a system review and recommended that management automates the cafeteria's payment system and issue access cards to all staff. This measure prevented non-staff from exploiting the subsidy. After implementation, daily usage dropped to approximately 100 legitimate users. Consequently, the institution is now saving a substantial amount of money.</p>
<b>27.</b>	<b>Balaka District Council</b>	<p>There was an encroachment on council land in Ulongwe. The IIC investigated the matter and successfully recovered approximately 50m by 50m of land for council development. Following this, the council reviewed most of its land holdings and discovered that most of it lacks title deeds. The Council is now in the process of obtaining title deeds to secure its land assets.</p>

<p><b>28.</b></p>	<p><b>National Initiative for Civic Education</b></p>	<p>NICE IIC followed on Internal Audit reports and observed that there were many gaps in procurement mainly bordering on non-compliance with provisions of the Public Procurement and Disposal of Assets Act. The committee undertook an initiative to observe the disposal of NICE Motor vehicles to get and record the gaps as reported in Internal Audit reports.</p> <p>Upon review of the system, the following recommendations were made:</p> <ul style="list-style-type: none"> <li>i. There should be three keys for the tender box as requested in the Public Procurement and Disposal of Assets guidelines.</li> <li>ii. A register should be introduced for those depositing bid documents. Bids should be placed on PPDA website in addition to newspapers NICE should create a procurement and disposal unit.</li> </ul> <p>Following the adoption of the above recommendations, procurement processes have become more transparent and competitive thereby reducing cases of mis procurement and ensuring value for money for items procured by the institution.</p>
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29.	<b>NFRA</b>	During the procurement monitoring exercise conducted by the NFRA, concerns were identified regarding K.J Hardware and General Dealers. The supplier was found to be quoting items that were not in stock and providing inflated prices compared to those verbally negotiated with the procurement officer. Following an IIC investigation, the institution suspended all procurement engagements with the supplier. This action safeguarded approximately MK6.47 million and led to the introduction of mandatory supplier vetting for all NFRA procurement processes.
30.	<b>Blantyre City Council.</b>	The IIC, in collaboration with the ACB, reviewed the land application procedures. Following the review, the IIC recommended the automation of the council's land allocation system. This reform has significantly improved efficiency and reduced bribery cases, as no officer now handles cash. All applications are now processed electronically.
31.	<b>NFRA</b>	<p>The Agency is mandated to dispatch maize to various stakeholders, including the Department of Disaster Management Affairs (DoDMA). Each truck assigned to deliver maize is allocated a specific number of bags based on its logistical capacity and approved limits. However, DoDMA raised concerns that some agency staff responsible for loading were adding extra bags beyond the authorized allocation. For instance, a truck authorized to carry 300 bags was observed departing with 310 bags. Beyond being an operational irregularity, it was rumored that the additional bags could be offloaded and sold by the driver, with the proceeds shared between the driver and complicit agency officers.</p> <p>In response, the IIC conducted sensitization campaigns to educate all employees on the consequences of such malpractice. Additionally, loading activities are now closely monitored to ensure accountability and integrity in the dispatch process.</p>
<b>CATEGORY 3: REVENUE ENHANCEMENT AND FINANCIAL ACCOUNTABILITY</b>		
32.	<b>Machinga District Council</b>	<p>The IIC monitored the Climate Smart and Public Works Programme, specifically focusing on tools meant for the Catchment Management Committees. A query arose after the procurement of tools worth K200,000,000.00, when the supplier submitted another request for payment for the same goods, despite having already been paid.</p> <p>The Council assigned the IIC to investigate the matter. After a thorough audit, the IIC confirmed that the payment had already been processed. As a result, the Council was saved from making duplicate payment and potentially losing a substantial amount of money.</p>
33.	<b>Luncheza Municipal Council</b>	The IIC investigated Market Revenue where ticket sellers were duplicating tickets. The truth was established, and the IIC gave recommendations to management who referred the matter to Police. Police are yet to act. All the revenue collectors concerned dumped the job and are no longer working with the Council, which has resulted into revenue

		increment. Following the investigations conducted by the Council, the works of the IIC are known within the Council and it has instilled discipline.
<b>34.</b>	<b>Mzuzu City Council</b>	<p>A review of revenue collection identified several unlicensed businesses. A recommendation was made to conduct a sweep-up exercise, whose implementation resulted in a 116% increase in revenue.</p> <p>Furthermore, the IIC conducted an investigation into inflation of supply prices. Their intervention in cases of project price inflation led to a significant reduction in overall project costs. The IIC engaged the supplier and challenged the exorbitant prices that had been quoted. Following this engagement, the supplier reduced the prices accordingly. As a result, the Council was able to benefit from more reasonable pricing and improved value for money from this contract. During the intervention, the IIC engaged the suppliers and challenged the exorbitant prices that had been quoted. Following the IIC's justification and argument, the suppliers revised their prices downward.</p> <p>As a result of this intervention, the Council realized significant cost savings, demonstrating the effectiveness of the IIC's oversight in ensuring value for money in procurement processes.</p> <p>Finally, following a procurement monitoring exercise by the IIC, it was discovered that the contractor had executed shoddy road construction work. The IIC intervened and directed that payment to the contractor be withheld until the work was redone. The contractor complied, and the road was later completed to the required standard.</p>
<b>35.</b>	<b>Kasungu Municipal Council</b>	The IIC's market revenue monitoring and training of market clerks have helped in the increase of revenue from the markets, in 2023/24 the revenue was 67 million, and after revenue monitoring, it has increased to 95 million in 2024/25.
<b>36.</b>	<b>Machinga District Council.</b>	In 2023, Machinga District Council engaged a contractor to supply a mortuary cold room, but it did not meet the required specifications and was subsequently returned. From 2023 to 2025, there was little progress until the IIC followed up, and the supplier has now made the cold room available. The cold room, valued at K14,000,000.00 and purchased from ORT, was part of the mortuary renovation project.
<b>37.</b>	<b>Mchinji District Council</b>	The IIC investigated and successfully recovered funds that had been collected from Chiefs under the pretext of facilitating their inclusion on the new Chiefs' payroll. A total of 600,000 was recovered from 30 Chiefs. The officers involved are currently awaiting administrative action.

		The IIC has been monitoring revenue collection at the markets. According to the records, there has been an 86 per cent increase in revenue from 189 million in the 2023/24 financial year to 408 million in the 2024/25 financial year. The increase is a result of the efforts by the IIC in monitoring revenue.
<b>38.</b>	<b>Machinga District Council</b>	<p>A contractor was awarded a contract to construct toilets under the CDF, and according to the rules, the Member of Parliament (MP) must endorse the contract. After completing the first phase, the contractor could not be paid because the required consent was withheld by the MP's Personal Assistant. This delay affected the completion of the work.</p> <p>It was later discovered that the contractor was actually a subcontractor who was demanding more money than the amount awarded to the main contractor. At the same time, the council noted that there was no formal contract for the subcontractor. Despite this, the subcontractor had already started work without proper authorization.</p> <p>As a result, the project ended with two contractors: one handpicked by the MP and another properly recruited by the council. This created conflict between the two contractors, and both reported the issue to the council seeking clarification.</p> <p>After reviewing the documents, it was established that the eligible contractor was the one duly recruited by the council, who also offered a cheaper price. The council proceeded to pay K13,000,000.00 to the legitimate contractor, who then completed the construction of the pit latrine.</p>
<b>39.</b>	<b>Airport Development Limited (ADL)</b>	Before the IIC's intervention, when a single parking card was being used for multiple vehicles, annual revenue for 2023/24 was <b>K239,834,857.78</b> . After the IIC intervened and ensured that each vehicle uses its own card, the system improved significantly. As a result, annual revenue increased to <b>K355,025,423.48</b> .
<b>40.</b>	<b>Mangochi District Council</b>	The IIC, in collaboration with the Anti-Corruption Bureau, monitored market revenue collection at Chiponde and Namwela. They compared the number of receipts issued with those actually distributed on the ground and found only minor issues, such as some individuals being unwilling to pay revenue. Following the monitoring, suggestions were made to improve the system and encourage compliance. As a result of that intervention, people are now more

		committed to paying the fees. Additionally, the revenue section has begun sensitizing leaders and chiefs, reinforcing community cooperation and further improving revenue collection.
<b>CATEGORY 4: AWARENESS, ETHICS AND BEHAVIORAL CHANGE</b>		
<b>41.</b>	<b>Parliament</b>	There was widespread corridor talk and backbiting within the institution, largely driven by a lack of awareness about the available complaints-reporting and redress mechanisms. The IIC intervened by developing targeted messages to address this problem and by conducting several staff awareness activities. In addition, each officer took an oath of office, which reinforced awareness of corruption-related issues and the reporting channels. These efforts improved staff cooperation and strengthened the institution's overall anti-corruption culture. As a result, there has been a significant positive change in the organization culture.
<b>42.</b>	<b>NFRA</b>	The IIC received a complaint that some individuals involved in the recruitment of casual workers were demanding sexual favors in exchange for job opportunities. In response, the IIC conducted an awareness campaign to educate staff on the dangers and consequences of sextortion. As a result, reports of sexual exploitation in the recruitment of casual workers have significantly reduced
<b>43.</b>	<b>Salima District Council</b>	Increased awareness of anti-corruption initiatives within the Council has led to a transformed mindset change, which has been evidenced by increased reporting of complaints from different stakeholders, such as councilors, project beneficiaries, and management. For instance, the IIC investigated a case under the CSPWP project being implemented in Chigumbindi, where a beneficiary who had been unable to attend a payment session due to illness-was told that his payment had been collected by someone else. Following the investigation, the team successfully traced the funds and ensured the beneficiary received his rightful payment.
<b>44.</b>	<b>Kasungu District Council</b>	The committee developed a jingle that is airing on Kasungu Radio, one of the local stations. The jingle has reached a wide audience, prompting people to start reporting cases, some of which are now under investigation. Many individuals are calling or visiting in person after receiving information from the advertisement.
<b>45.</b>	<b>Blantyre Water Board</b>	1. Staff members at BWB were entitled to receive subsidized water through an internal subsidy programme. However, it was discovered that some staff were fraudulently selling coupons meant for staff to external customers. These individuals were also illegally selling water tokens to customers outside the approved system. Following investigations, the staff members involved were dismissed. As a result, such cases have significantly reduced. A communication notice was circulated to all staff to reinforce compliance and deter further malpractice. Currently, the incidence of such behaviour has dropped considerably.

		<p>2. The IIC, through its mandate of monitoring procurement processes, has contributed to improved adherence to PPDA regulations. Regular checks and oversight have strengthened compliance and reduced the likelihood of procurement-related irregularities.</p>
<b>46.</b>	<b>Ministry of Tourism</b>	<p>In 2024, the IIC in conjunction with the Anti-Corruption Bureau (ACB) conducted anti-corruption awareness sessions in all protected areas that are managed by DNPW and African Parks Malawi. The activity was funded by United Nations Office on Drugs and Crimes. The activity has increased awareness on issues of corruption and because of this, there has been a drastic drop of wildlife crimes as reported by Media and the institution's prosecution department.</p>
<b>47.</b>	<b>Domasi College of Education</b>	<p>The IIC has intensified awareness campaigns on corruption for students, lecturers, and all staff members. These campaigns also address issues such as sextortion. As a result, there have been no recent complaints related to corruption or unethical conduct. This positive outcome is attributed to the clear communication of rules, regulations, and expected standards of behavior during the awareness sessions</p>
<b>48.</b>	<b>Reserve Bank of Malawi</b>	<p>Reserve Bank of Malawi (RBM) has a Gift, Hospitality and Entertainment Management Policy which regulates the handling of gifts. The policy prohibits members of staff, their spouses and children from receiving gifts or anything of monetary value from any person or organization that does or seeks to do business with the Bank. The Bank, through its Institutional Integrity Committee (IIC) and the Ethics and Compliance Department has sensitized its members and stakeholders on handling gifts and making declarations of the same. Since the adoption of the policy, the Department has been receiving several gifts declarations from the staff members. The Bank has also gone an extra mile to reward members who have made declarations in line with the policy. The following are some of the impacts of the intervention:</p> <ul style="list-style-type: none"> <li>i. In 2023, a member of staff was given an iPhone 15 by a Financial Institution and declared the gift in line with the policy. The phone was surrendered to Ethics and Compliance Department, who are the implementing department of the policy and was subsequently returned to the Financial Institution.</li> <li>ii. Another staff member was offered cash, amounting to K500,000.00 as a Christmas gift by a Financial Institution which was at the time struggling to meet a regulatory requirement. The staff members refused to accept the gift and declared the same to Ethics and Compliance department.</li> </ul> <p>Finally, another staff member also rejected a tip of K250,000.00 for a service she rendered to the Bank's client. The staff member informed the client that it was part of her job, and as such, there was no need for the client to thank her with money. The officer later declared the incident to Ethics and Compliance Department and was later rewarded for her actions during the Bank's Christmas party.</p>

<p><b>49.</b></p>	<p><b>National Audit Office</b></p>	<p>The IIC has developed and implemented robust policies and procedures, conducted sensitization and encouraged a culture of transparency and accountability.</p> <p>Initially, there was limited appreciation of integrity issues among Management. In order to address this, the IIC through Management introduced Integrity Clinic and Session at Management Meeting. This has increased Management understanding of integrity issues and cascading of the same to staff in different departments. As a result, there is now a significantly improved appreciation of integrity issues throughout the organization.</p> <p>There was also an absence of a unifying force to promote a shared commitment to ethics and values. In response, the IIC introduced the singing of the Integrity Anthem at both Management and Staff Meetings. This has increased awareness of the shared responsibility for upholding integrity and has further promoted a culture of ethical conduct.</p> <p>There were obscure available complaints handling avenues among Staff at Public Pension One Stop Centre (PPOSC). The IIC conducted orientation training on complaint handling at PPOSC.</p> <p>Staff at PPOSC became aware of the complaint handling avenues and increased clarity on Complaint handling avenues among staff. They are now able to report cases effectively, and the IIC is receiving and investigating these cases.</p>
<p><b>50.</b></p>	<p><b>University of Malawi</b></p>	<ol style="list-style-type: none"> <li>1. IIC observed that the University of Malawi did not have established academic integrity guidelines. As such there was no proper framework to handle cases of abuse, unethical behaviours in academics. To address this gap, the IIC developed a framework defining academic integrity. Academic integrity encompasses core principles such as honesty, trust, fairness, respect, and responsibility in learning, teaching, and research. Developing clear academic integrity guidelines has fostered a culture of ethical behavior, promoted academic excellence, and ensured that the University upholds high standards of scholarship and research.</li> <li>2. There was an allegation of possible connivance in the disposal of vehicles. In response to this concern, the IIC adopted a reactive approach by conducting thorough procurement monitoring of the vehicle disposal process. Through this monitoring exercise, the IIC ensured that the disposal procedures were conducted transparently, fairly, and in compliance with the established regulations. The IIC successfully oversaw the disposal of the vehicles, confirming that the process was executed appropriately and mitigating the risk of malpractice</li> </ol>

<b>51.</b>	<b>PMRA</b>	The development of Gift, Hospitality and Entertainment guidelines have prompted all employees to declare gifts received in the course of duty, something that was not happening before the policy. some are rejecting, declaring and surrender and all staff members are aware of this new policy. This has brought sanity
<b>52.</b>	<b>Chiradzulu District Council</b>	IIC received reports that some Tanzanian national was dismantling a grader belonging to the government. IIC went to investigate and found out that a ward councilor for the area had sold the grader to the person without authorization. As such the councilor was taken to police and was remanded at Chichiri prison awaiting sentencing. The IIC attributes it to the sensitization they conducted in the previous year, as now people can report suspicious activities to the committee. And also, being able to reprimand a politician is a big milestone which sends a strong message to would be offenders.
<b>53.</b>	<b>Chiradzulu District Council</b>	During the monitoring of lean season food distribution, the IIC received complaints that some beneficiaries did not receive their allocation. Upon investigation it was discovered that the Centre had received enough bags of maize according to the registered beneficiaries. As such the IIC cautioned the Chief and the committee responsible and demanded that the bags of maize be given to the rightful owners. The complainants later own reported that they were then given their maize which was somehow diverted by the Chief. The IIC gave a directive that the distribution Centre be moved away from the Chief's vicinity and since then such complaints have not been received again.
<b>54.</b>	<b>Smallholder Farmers Fertilizer Revolving Fund</b>	<ol style="list-style-type: none"> <li>1. During the AIP monitoring exercise, money was recovered after a salesclerk was found inflating the prices of farm inputs. The Institutional Integrity Committee (IIC) monitored the Affordable Inputs Programme (AIP) for the 2024/25 financial year. During the exercise, the IIC discovered that one of the salesclerks in the Central Region was inflating the prices of farm inputs. The clerk was found in possession of money exceeding the value of the inputs redeemed by farmers. The excess money was recovered and immediately returned to the farmers who had been extorted. The IIC prepared a report recommending administrative action, and as a result, the salesclerk was dismissed. This monitoring exercise sent a strong signal that the IIC is actively overseeing the process, which contributed to a more orderly and transparent redemption exercise.</li> <li>2. Through investigations, staff involved in bribery had their contracts terminated. The IIC also received a complaint alleging that some salesclerks were demanding bribes from beneficiaries in order for them to redeem their farm input. The allegations were investigated and proven to be true. A report was submitted to the controlling officer for necessary action. Following the findings, the contracts of the salesclerks involved in the malpractice were terminated.</li> </ol>

<p><b>55.</b></p>	<p><b>Neno District Council</b></p>	<p>i. The IIC received reports that one of the farmer groups in the district had paid a supplier to provide them with wheat seed. After planting, the farmers discovered that the seed supplied was not genuine wheat but a wild relative of wheat.</p> <p>The Committee followed up the matter with the supplier, who admitted supplying the wrong seed. After discussions, the supplier agreed to re-supply the correct wheat seed. An agreement was then signed between the two parties, committing the supplier to provide improved seed as well as fertilizer as compensation.</p> <p>This incident occurred during the <b>2023/2024 farming season</b>, and through the Committee’s intervention, the affected farmers were fully assisted.</p> <p>ii. The Mtemang’ombe Gravity Fed Water System is designed to harvest water from a river and channel it using gravitational force to surrounding communities.</p> <p>Under the awarded contract, the contractor was expected to deliver <b>Phase 1</b> of the project, including:</p> <ul style="list-style-type: none"> <li>• Construction of a <b>masonry wing wall</b> across the river,</li> <li>• Installation of <b>55 galvanized pipes (75mm)</b> supported by reinforced concrete pillars to transport water to the Screen Tank over <b>330 metres</b>, and</li> <li>• Construction of a <b>filtration tank</b></li> </ul> <p>The Committee observed that the pipeline from the wing wall to the Screen Tank was installed using pipes of different sizes, contrary to the approved design specifications.</p> <p>The actual pipeline distance constructed was <b>228 metres</b>, instead of the designed <b>330 metres</b>. Coincidentally, <b>none of these alterations were documented or reflected in the project file</b>, indicating a breach of contract procedures and engineering standards.</p>
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		<p>The Committee further noted that the constructed wing wall, which is intended to harvest water across the river, had already started to deteriorate before the system was even operational, raising concerns about the quality of materials and workmanship.</p> <p>The Committee submitted its findings to management and the contractor was summoned. After verification of all the observations with relevant stakeholders, the contractor was instructed to:</p> <ul style="list-style-type: none"> <li>• Rectify the substandard construction work, and</li> <li>• Supply the correct pipe sizes in accordance with project specifications.</li> </ul> <p>The contractor complied, and the work was redone to the required standards. The correct pipes were also supplied to the Council, as evidenced by the pictures previously shared.</p>
<b>CATEGORY 6: SERVICE DELIVERY AND GOVERNANCE IMPROVEMENT</b>		
<b>56.</b>	<b>Dedza District Council</b>	IIC conducted verification of newly recruited HSAs where it was reported that others were recruited but were not reporting to work. The IIC visited all health centers it was indeed found that some were receiving salaries but did not report for work. The people were removed from payroll and were replaced.
<b>57.</b>	<b>Zomba City Council</b>	<ol style="list-style-type: none"> <li><b>1.</b> The IIC is mandated to monitor procurement and related processes. An allegation arose that the beneficiary list for the Social Cash Transfer and maize distribution programme included individuals who were not deserving, such as teachers and other ineligible persons. Through the IIC's investigation and verification exercise, the names of these ineligible beneficiaries were identified and subsequently removed from the list which ensured that eligible beneficiaries received their dues.</li> <li><b>2.</b> During a recent contractor evaluation exercise, it was observed that some contractors did not meet the required standards and qualifications. The IIC intervened to ensure fairness and transparency in the selection process by removing undeserving contractors from consideration. This action safeguarded the integrity of the evaluation process, ensuring that only qualified and eligible contractors were awarded contracts.</li> </ol>
<b>58.</b>	<b>Malawi Police Service</b>	<ol style="list-style-type: none"> <li><b>1.</b> The Malawi Police Service IIC has conducted numerous staff sensitization meetings across the country, significantly increasing awareness of corruption issues and reporting mechanisms. For example, lectures conducted for police officers in formations such as Kasiya, Dedza and Ntcheu have led to a drop in cases related to unprofessional conduct.</li> </ol>

		<p>2. A Zambian lodged a complaint regarding unprofessional conduct by traffic officer at one of the border posts. After intervention by the IIC, the officers involved were reprimanded, which sent a strong warning to all officers. As a result of this intervention, instances and tendencies of unethical behavior have since ceased.</p> <p>3. Police officers were refusing to register or complete cases for some complainants. Following the IIC's interventions, the cases are now being properly processed and completed, which has improved the institution's delivery of public service.</p>
<b>59.</b>	<b>Registrar General</b>	An investigation was conducted following a complaint that a security guard was soliciting money from clients. The complainant reported that after failing to receive assistance, she admitted to having given the guard <b>K35,000</b> , which the guard had requested. During the disciplinary hearing, the guard confessed to soliciting the money. Based on the IIC's recommendations, the officer was dismissed from duty. Following this incident, the IIC further recommended that all security guards should be provided with proper uniforms and name tags to ensure easy identification and to prevent similar misconduct. Management implemented this recommendation, and guards are now required to be in full uniform and display identification tags at all times.
<b>60.</b>	<b>Ministry of Local Government</b>	After monitoring the Chiefs houses in Nkhata Bay we discovered that the payment was prepared on unfinished house and the IIC facilitated the cancellation of the payment pending completion of the construction work.
<b>CATEGORY 7: INSTITUTIONALISATION OF INTEGRITY MECHANISMS</b>		
<b>61.</b>	<b>Malawi National Council of Sports</b>	<p>1. The IIC recommended the introduction of formal vetting system and a clear set of criteria for recruiting athletes to represent Malawi at the national level. This system is now being fully enforced. As a result, the high rate of athlete rejections at international competitions, often due to issues of fitness, age discrepancies, or failure to meet required standards, has significantly decreased. The vetting process now includes visits to the athlete's parents and home village to verify key information such as age, health status, background, and overall eligibility. Furthermore, the introduction of this system has greatly reduced cases of favoritism and bribery in the recruitment of athletes</p> <p>2. The IIC also recommended the introduction of an e-payment system for paying athletes, which has helped eliminate cases of fraud and other financial malpractices. This system ensures that all payments are made directly to the athletes, enhancing transparency and accountability in the payment process</p>

<b>62.</b>	<b>Malawi Prison Service</b>	<p>The IIC recommended the installation of metal detectors and CCTV cameras in Zomba and Blantyre prisons to curb the smuggling of mobile phones and reduce fraud perpetrated by scammers operating from inside the prisons. These security enhancements have strengthened monitoring and significantly improved control over illicit activities within the facilities.</p> <p>The IIC was also assigned to represent MPS during a stakeholder engagement meeting with the Parliamentary Committee on Defence, MACRA, the Ministry of Homeland Security, and network service providers (TNM and Airtel). The meeting focused on addressing phone-related fraud in prisons.</p> <p>During the discussions, the IIC recommended a review of the current system that allows a single customer to register 50 or more SIM cards, noting that this practice creates opportunities for abuse. The IIC further proposed that network providers strengthen spam-management mechanisms, including the ability to automatically deactivate suspicious SIM cards and the establishment of clear channels for users to report fraudulent numbers directly to service providers which has commenced currently.</p>
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