

REPUBLIC OF MALAWI

**NATIONAL ANTI-CORRUPTION STRATEGY**

2008

*National Anti-Corruption Strategy*



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**Foreword**

*The National Anti-Corruption Strategy is designed to promote good governance in Malawi. Its purpose is to eradicate corruption in all its forms and in all sectors of the Malawi society through anti-corruption reforms and promotion of a culture intolerant to corrupt practices.*

*The Strategy is a tool which all Malawians should use in the fight against corruption. It has been developed to encourage the nation to engage in positive activism against corrupt practices. It mainly focuses on the promotion of ethical culture and morality in our society. Its main thrust is the creation of an integrity system that will ensure that all sectors adhere to democratic principles of accountability, transparency and effective service delivery. The Strategy will assist the nation in stimulating economic growth and reducing poverty. Implementation of the Strategy will, therefore, enhance and facilitate the realisation of the Millennium Development Goals in Malawi.*

*The Strategy was developed by Malawians with assistance from development partners, and it is for Malawians. It incorporates lessons from other countries that have already developed their national anti-corruption strategies. It is therefore an important comprehensive document which, if implemented with commitment, will go a long way in empowering Malawians to demand accountability from public officers and any person in position of authority.*

*While Government will ensure that there is political will to fight corruption, successful implementation requires unwavering commitment from all stake holders. In this regard, Government will support all stake holders in implementing the Strategy.*

*All Malawians are urged to assist in eradicating corruption by actively supporting this Strategy. It is my sincere hope that all stakeholders will continue supporting the Government's policy of Zero Tolerance on corruption.*

*May God bless our Country.*

**DR. BINGU WA MUTHARIKA**  
**THE STATE PRESIDENT OF THE REPUBLIC OF MALAWI**



## **Preface**

*The National Anti-Corruption Strategy is a result of the State President's Zero Tolerance stance on corruption, and an effort to translate theme five of the Malawi Growth and Development Strategy (MGDS) into action. Theme five of the MGDS recognises that corruption retards economic growth and development by diverting resources for socio-economic development activities into the coffers of a few.*

*The Strategy is a tool which is intended to provide a holistic approach to the fight against corruption. It has been developed following the realisation that the fight against corruption is the responsibility of all stakeholders hence the need for an instrument to guide and coordinate their efforts.*

*The major focus of the Strategy is the development of a National Integrity System which will span sectors of the Malawi society into action. The sectors include all branches of Government, civil society organizations, media, traditional leaders, and the private sector. The National Integrity System will facilitate establishment of Institutional Integrity Committees in the sectors with a view of promoting transparency and accountability.*

*The Strategy also spells out the role of the public in the fight against corruption. It encourages the public, through awareness campaigns, to report corrupt practices and to demand accountability from service providers. I believe that this will help to eradicate corrupt practices, and improve service delivery in all the sectors of the country's economy.*

*The National Integrity System is an effective tool for preventing and fighting corruption. I believe it will go a long way in deterring would be offenders from engaging in corrupt practices.*

*I would, therefore, like to urge all stakeholders to be committed to the implementation of the Strategy in order to effectively and efficiently fight corruption.*

**PROFESSOR MATTHEWS CHIKAONDA**  
**CHAIRMAN**  
**BLUE RIBBON COMMITTEE**



### **Acknowledgements**

*The State President, His Excellency Dr. Bingu Wa Mutharika, and the Government of Malawi would like to thank the people who participated in the development of this Strategy. The development of the Strategy involved all stakeholders in the fight against corruption in Malawi. These included the three branches of Government (the Executive, the Legislature and the Judiciary), Civil Society, Media, Private sector, Traditional leaders, Development partners and the general public. Special acknowledgement goes to the Blue Ribbon Committee which oversaw the development process of the Strategy, the National Implementation Steering Committee which worked tirelessly to develop the Strategy, the Anti-Corruption Bureau which coordinated the development of the Strategy, and drafting experts who assisted in reviewing the Strategy.*

*Special thanks go to the British Government, through the Department for International Development (DFID), United States Agency for International Development (USAID) and the Governments of the Kingdoms of Norway and Sweden through the Norwegian Agency for Development (NORAD), for providing funds for the development of the Strategy and the World Bank for providing technical support. Without the support of the above stakeholders and development partners, the development of the strategy would not have been successful.*



**Key Abbreviations/Acronyms**

ACB	Anti-Corruption Bureau
ADR	Alternative Dispute Resolution
APNAC	Africa Parliamentarians Network Against Corruption
BAAC	Business Action Against Corruption
BRC	Blue Ribbon Committee
CONGOMA	Council for Non Governmental Organizations in Malawi
CPA	Corrupt Practices Act
CSAAC	Civil Society Action Against Corruption
CSO	Civil Society Organization
CSQBE	Civil Society for Quality Basic Education
DFID	Department for International Development
FBO	Faith Based Organisations
FIU	Financial Intelligence Unit
GCBS	Governance and Corruption Baseline Survey
IEC	Information, Education and Communication
IIC	Institutional Integrity Committee
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MGDS	Malawi Growth and Development Strategy
MIE	Malawi Institute of Education
NACS	National Anti-Corruption Strategy
NAO	National Audit Office
NGO	Non Governmental Organization
NIC	National Integrity Committee
NIS	National Integrity System
NISC	National Implementation Steering Committee
NORAD	Norwegian Agency for Development
OPC	Office of the President and Cabinet
SMEs	Small and Medium Enterprises
TI	Transparency International
TL	Traditional Leader



## **Executive Summary**

*The National Anti-Corruption Strategy (NACS) is a sector holistic approach to the fight against corruption in Malawi. It has been developed upon the realisation that corruption affects all sectors of society hence the need to involve all stakeholders in developing anti-corruption measures which would assist to curb corruption in the country.*

*Malawi had been fighting corruption without properly identifying its nature, locus and extent. Generally, fighting corruption was seen as the responsibility of the Anti-Corruption Bureau alone since it is a body which is mandated by the Corrupt Practices Act, Cap.7:04 to spearhead the fight against corruption in the country. However, other initiatives against corruption have emerged. The Business Sector formed the Business Action Against Corruption (BAAC), a body that deals with corruption issues within the Private Sector. Civil Society Organisations (CSO) established the Civil Society Action Against Corruption (CSAAC) to deal with corrupt practices in the civil society. Such efforts show that various sectors recognise corruption as a major problem in Malawi, and clearly indicate a need for coordination of efforts to build a common front against corruption.*

*Government through the ACB conducted a Governance and Corruption Baseline Survey in 2005. The purpose of the Survey was to identify the locus and extent of corruption in the country. The Survey indicated, among other things, that 9 out of 10 Malawians perceived that corruption was a problem. The Malawi society regarded public institutions as delivering generally inferior services, and the business community in particular viewed corruption as one of the major obstacles to economic development in the country. Similarly, in a survey conducted by Casals and Associates, Inc. in December 2006, 48 percent of respondents perceived corruption as a major impediment to economic development.*

*The main thrust of the Strategy is the establishment of a National Integrity System (NIS). NIS will institute anti-corruption reforms and promote ethical culture in all the sectors of the economy and in institutions which were perceived as more corrupt during the Governance and Corruption Baseline Survey.*

*The NIS has eight pillars that recognise the public as a launch pad for spearheading a national anti-corruption drive. The pillars are the Executive, Legislature, Judiciary, Private sector, Civil Society, Faith Based Organizations, Traditional leaders and the media.*

*The Strategy is intended to achieve three broad objectives. These are to promote integrity, transparency and improve service delivery in all sectors;*



*to promote public involvement in the fight against corruption; and to intensify prevention of corruption and promotion of integrity in all sectors.*

*Implementation, monitoring and evaluation of the Strategy will be done by a National Integrity Committee (NIC) comprising members drawn from all sectors of Malawi. The NIC will be mandated to get reports from Institutional Integrity Committees for evaluation and informing the public on the progress. The NIC will be reporting to the State President and Cabinet on the implementation of the Strategy.*

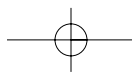
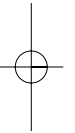
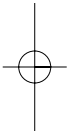
*Implementation of anti-corruption reforms, as outlined in the implementation plan of this Strategy, will ensure transparency and accountability in all sectors hence reduction of corrupt practices and improved service delivery.*

*The ACB, since it has the legal mandate to prevent corrupt practices in Malawi, will be a secretariat of the NIC. The NIC and the ACB will review the Strategy every five years in order to bring it in line with lessons learnt from its implementation and the changing social, economic and political environment.*

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# Chapter 1

## 1.0 INTRODUCTION

Malawi is faced with the problem of corruption. Since the country attained independence in 1964, economic development has been one of the country's priorities. However corruption has been one of the major deterrents to economic development. In 1994, Malawi adopted a multiparty system of government after 30 years of a one party system of government. The change necessitated a review of the country's constitution to include provisions on accountability, transparency, personal integrity, and financial probity. In 1995, therefore, Parliament passed a Corrupt Practices Act in accordance with democratic principles of good governance. The Act established the ACB, a body mandated to spearhead the fight against corruption in the country.

Besides the ACB, other bodies such as the Civil Society Action Against Corruption (CSAAC), and the Business Action Against Corruption (BAAC) have been formed to develop anti-corruption measures in their respective sectors. The anti-corruption efforts, however, were mostly uncoordinated, and there was no empirical evidence on the nature and extent of corruption in the country. There was, therefore, need to conduct a survey to ascertain the nature, locus and extent of corruption in Malawi, and to know how Malawians perceive the problem. As a result, a Governance and Corruption Baseline Survey was conducted in 2005, and its results were disseminated in 2007 through workshops. Participants to the workshops recommended the development of a National Anti-Corruption Strategy to guide the fight against corruption.

### 1.1 Existence and Extent of Corruption in Malawi

Malawi loses a lot of resources through corruption. The rating on Malawi between 1994 and 2005 showed that the country was perceived as becoming progressively corrupt. It is estimated that Malawi loses one third of its annual revenue through fraud and corruption.<sup>1</sup>

Corruption perception studies conducted by Transparency International (TI) ranks Malawi high on corruption index. In 2002, for example, studies conducted in more than 30 countries in Africa ranked Malawi 11th on the corruption ladder. Furthermore, in worldwide studies in the same year, Malawi was ranked 68th on the corruption ladder out of 102 countries. In 2004, Malawi was among the most corrupt countries in the world, and was ranked 90th out of 146 countries surveyed. The most recent (2007) TI index ranked Malawi on 118th position out of 180 countries surveyed.<sup>2</sup> Such statistics indicate that corruption is a big problem in Malawi.

<sup>1</sup>Hussein Mustafa, (2005) Combating Corruption in Malawi: An assessment of the enforcing mechanisms  
<sup>2</sup>Transparency International survey reports



## 1.2 Surveys on Corruption

In 2005 efforts were made to ascertain the locus and extent of corruption in Malawi through a Governance and Corruption Baseline Survey. The Survey indicated that 9 out of 10 Malawians believed corruption was a serious problem. 60 percent of Malawians believed that it is common to pay gratification to public officials. Public officials acknowledged that gratification represents nearly a quarter of their salaries. The survey further revealed that only 45 percent of public servants indicated that the most qualified gets a job in the public service.<sup>3</sup> In a survey conducted by Casals and Associates in December 2006, 48 percent of Malawians indicated that corruption is a major impediment to economic development.<sup>4</sup>

Overall, the Governance and Corruption Baseline Survey indicated that the Malawi society regarded Public Institutions as delivering generally poor quality services. It also identified “Troubled areas” such as the Directorate of Road Traffic, Office of the Director of Public Procurement, Parliament, Political Parties, Administrator General, Malawi Revenue Authority, Malawi Housing Corporation and the Department of Immigration. There were also indications of serious corrupt practices in other sectors. For example, the Survey indicated that nearly a quarter (23 percent) of business entities believed it was common to pay bribes. The business community, in general, viewed corruption as a significant impediment to the general growth and operation of businesses in Malawi.

In a survey conducted by Casals and Associates in November and December 2007, majority of Malawians (about 75 percent) believed that corruption in the private sector is as significant as that in the public sector.

## 1.3 Rationale for the National Anti-corruption Strategy

In May 2004, the State President declared a Zero Tolerance stance on corruption. This meant that there was political will to fight corruption. In February 2007, the State President, and representatives of various sectors renewed their commitment to the fight against corruption by signing a Declaration on Zero Tolerance on Corruption. The signing symbolised the need for a holistic approach in the fight against corruption.

This Strategy is intended to be used as a tool in implementing standard procedures in both public and private sectors in order to improve service delivery, and eradicate corrupt practices to achieve sustainable social, economic and political development.

It is envisaged that the Strategy will assist in putting up a National Integrity System (NIS) where all the sectors i.e. the Judiciary, the legislature, the Executive, the Civil society, the Business community, Private sector and the media will adhere to transparency, accountability and rule of law. The NIS will instill and promote confidence in all branches of Government and ensure a corrupt free Malawi that is able to use its resources effectively and efficiently for sustainable and equitable development.

<sup>3</sup>Malawi Governance and Corruption Baseline Survey report, 2005  
<sup>4</sup>Casals and Associates Survey Report, December 2006



## Chapter 2

### 2.0 DEFINING CORRUPTION

Corruption carries a wide range of definitions. There is no comprehensive and universally accepted definition of corruption. Generally corruption is referred to as the abuse of power for private gain. The CPA defines corrupt practice as “offering, giving, receiving, obtaining or soliciting of any advantage to influence the action of any public officer or any official or any other person in the discharge of the duties of that public officer, official or other person<sup>5</sup> .”

### 2.1 ACTS AND PRACTICES WHICH CONSTITUTE CORRUPTION

There are a number of acts and practices that constitute corruption some of which are:

#### 2.1.1 Bribery

Bribery refers to the giving of a benefit in order to unduly influence an action or decision of someone who can be a public official or any other person. It can be initiated by a person who seeks or solicits the bribe or by a person who offers and then pays the bribe.

#### 2.1.2 Extortion

Extortion refers to ‘the demanding or receiving by a person in office of a fee for services, work, supplies or other things which should be performed, done, delivered, offered, provided or given freely; and where compensation is permissible, extortion refers to the demanding or receiving of a fee or other payment larger than is justified or which is not due.

#### 2.1.3 Abuse of Discretion

Discretion is the degree to which an individual can make certain decisions or judgments. Use of discretion arises in situations where rules or regulations have to be waived for purposes of flexibility or where situations which are not sufficiently covered by existing rules, procedures or other requirements arise. Abuse of discretion is the use of ones power to make certain decisions to benefit oneself or another person.

<sup>5</sup>Corrupt Practices Act, Cap.7:04, section 3 (a)



**2.1.4 Abuse of office**

This is the misuse of ones official position to benefit oneself or another person. Public offices or any other person in position of official power are entrusted with such powers for the benefit of the public. Misuse of such powers is, therefore, tantamount to corruption.

**2.1.5 Conflict of Interest**

A conflict of interest is a situation in which an individual’s private interest, usually of financial or economic nature, conflicts or raises a reasonable question of conflict with the individual’s professional, public duties and responsibilities.

**2.2 FACTORS THAT PROMOTE CORRUPTION**

Corruption may result from various factors some of which are outlined below.

**(a) Absence of Ethical Code of Conduct**

Employees in an institution that has no code of conduct compelling them to act with integrity and accountability may be prone to corruption. In such an institution, the employees are not guided on best conduct, and punishment for deviation from the normal conduct is not clearly spelt out.

**(b) Lack of Effective Supervision**

If there is little or no supervision in an institution, employees may not follow work procedures, code of conduct or policies. The institution may suffer loss and dented image through corruption as a result.

**(c) Outdated Policies, Procedures and Regulations**

An institution which has outdated policies and regulations is a fertile ground for corruption.

**(d) Bureaucratic Delays**

Delays in making decisions may impede access to services hence people may resort to paying bribes in order to speed up bureaucratic process and be served promptly.

**(e) Discretionary Powers minus Accountability**

Where public officers are vested with discretionary powers without corresponding measures for ensuring accountability, such powers may be prone to abuse. For example, a public officer with powers to decide to whom a service should be



rendered in times of scarcity may abuse such discretion by soliciting bribes to have such a service rendered.

**(f) Monopoly of Service**

Some institutions are sole suppliers of certain services as a result there is always scarcity and high demand for the service. In such a situation, most people would be willing to offer a bribe in order to be served quickly. Sometimes the scarcity can be deliberately created in order to create an impression of high demand.

**(g) Living Beyond Means**

Some people may resort to corruption if they desire to live a lifestyle that does not match with their income. Expensive life style coupled with little income may compel people to engage in corrupt practices.

**(h) Organizational Culture**

In some institutions, employees may believe that corruption is a way of life and that they can not survive without it. This is what can be called “everyone is doing it syndrome.” People who join the institutions become part of the system.

**(i) Greed and Opportunity**

Some people are greedy and selfish. Such people do not care about the effects of their conduct on others. Corruption takes place because such people take advantage of opportunities to accept and solicit bribes which are presented to them by the systems they operate.

**(j) Decay of Moral Values**

Corruption thrives in societies with weak religious and moral teaching. In a society where value is placed on wealth accumulation and little thought is given to moral and religious teaching, people may use illegal and evil ways to acquire wealth. In such a society the end justifies the means.

**(k) Lack of Effective Punitive Sanctions and Penalties**

Most people may engage in corrupt practices if they believe that they will not be caught or if caught, they will not be severely punished. In such a case the benefit of corruption to an individual out-weighs the potential risk of being caught.

**2.3 THE COST OF CORRUPTION**

**(a) Retards Development**



Corruption has adverse effects on the social, political, and economic development of the country as it affects all sectors of the economy including the Government, civil society, the private sector and other stakeholders. Corruption seriously undermines any development efforts. In Malawi, it is common to hear of unfinished projects or poor quality infrastructure. This is because corruption erodes the institutional capacity of Government as procedures are disregarded, resources are siphoned off, and public officers are corrupted. Unfinished projects require additional resources to be completed while poor quality infrastructure entails high frequency of maintenance.

**(b) Poor Services**

Corruption also cripples Government's ability to deliver social services as public funds are illegally diverted to private use. Further, corruption leads to recruitment and promotion of wrong people which results in inefficient and poor service delivery. Prosecution of corrupt officials also requires a lot of resources which may have been used for provision of social services.

**(c) Undermines Democratic Values**

Corruption threatens the foundation of our democracy by undermining democratic values of good governance, political stability, and the rule of law. It erodes public confidence in all the three branches of Government. Under corrupt regimes, only a few people benefit at the expense of the poor majority, as a result the government may lose its credibility.

**(d) Discourages Investment**

Corruption impedes economic growth. With rampant corruption, foreign and domestic investment is discouraged. Corruption raises the cost of doing business and the cost of investing. It increases the uncertainty and risk attached to investment as well as reducing incentives for entrepreneurs. The cost of paying off corrupt officials to acquire land, business licenses, or the necessary work permits, for example, may be too high for potential investors.

**(e) Endangers Public Security**

Corruption breeds criminal behavior, and hence endangers public security. For instance, if passports are corruptly issued to unscrupulous illegal immigrants, there will be more vehicle theft, drug trafficking, commercial fraud and all sorts of other crimes.

**(f) Violates Human Rights**

Corruption violates the rights of the people who experience it. For example, people have a right to development and it is a violation of this right if a public officer does not ensure that the "national cake" is shared fairly amongst all Malawians.



## Chapter 3

### 3.0 INITIATIVES IN THE FIGHT AGAINST CORRUPTION

After the enactment of the Corrupt Practices Act, Government enacted several pieces of legislation that have a bearing on the fight against corruption. The legislation includes the Public Procurement Act, the Public Audit Act, the Public Finance Management Act, and the Money Laundering, Serious Crimes and Financing of Terrorism Act, 2006. Government has also undertaken other initiatives in the fight against corruption. These include the establishment of Alternate Dispute Resolution mechanism (ADR) within the Judiciary and the establishment of Commercial Division of the High Court of Malawi.

The private sector and civil society are doing a commendable job in the fight against corruption. The private sector has grouped itself through the Business Action Against Corruption (BAAC). The group has developed a code of conduct guiding business enterprises to conduct honest and corrupt free business transactions. The civil society, too, has grouped itself through Civil Society Action Against Corruption (CSAAC).

The Legislature is in the process of establishing the African Parliamentarians Network Against Corruption, Malawi Chapter, to fight corruption within the Legislature. Through the initiative, Members of Parliament will be able to carry anti-corruption messages to the grassroots. This will assist in fighting political corruption in the country.

Some parastatal organisations such as Southern Region Water Board, Blantyre Water Board, Lilongwe Water Board, and Northern Region Water Board, with the assistance of the ACB, have developed Corruption Prevention Policies aimed at preventing corruption within their workplaces. Other institutions are also in the process of developing their policies. This is to ensure that institutions are able to fight corruption from within other than waiting for the ACB to react to complaints.

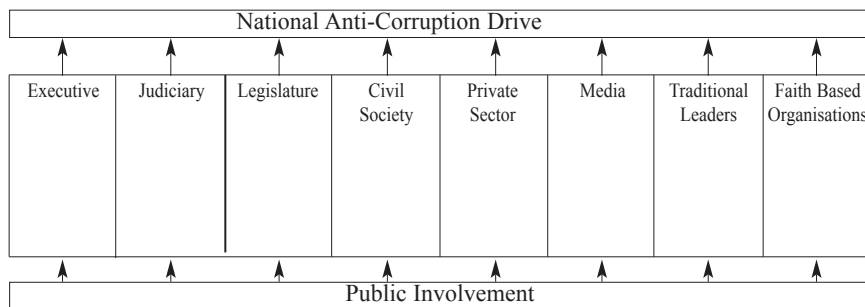
### 3.1 NATIONAL INTEGRITY SYSTEM

The goal of the anti-corruption drive is to allow stakeholders improve efficiency, effectiveness, transparency, accountability, and integrity in all sectors, and create a good environment for investment. Such an environment is necessary for economic growth and poverty reduction. To achieve this, the country needs to have an integrity system which will be based on eight pillars. The pillars will recognize public involvement as the bed rock for supporting the anti-corruption drive hence they will plan their activities with the public in mind. The sectors are:





- (a) the Executive
- (b) the Judiciary
- (c) the Legislature
- (d) Civil Society
- (e) Private Sector/Business Sector
- (f) Media
- (g) Traditional Leaders, and
- (h) Faith Based Organizations



The National Integrity System (NIS) will require each sector to develop anti-corruption plans relevant to the sector and make the public aware through the media, and other equally effective means, their involvement and participation. The NIS will also require all stakeholders to develop and implement ethical codes of conduct. The areas which the sectors will tackle are outlined below:

### 3.1.1 Pillar 1: The Executive Branch of Government

The Executive which includes the State President, Cabinet Ministers, and the Public Service as its technical arm, has an important role to play in the fight against corruption because of its interaction with every other sector and direct influence on them. Some of the roles of the Executive are:

- (a) ensure increased capacity of public institutions to fight corruption within the institutions
- (b) lead by example through unwavering political will to fight corruption. The Executive should always promote a culture of transparency, accountability, integrity and honesty. It has to support watch dog institutions such as the Anti-Corruption Bureau, the Financial Intelligence Unit (FIU) and the National Audit Office (NAO) in preventing and pursuing all corruption cases
- (c) ensure that relevant bills are developed and tabled in Parliament for debate and enactment. Laws on Access to Information and Declaration of Assets, Liabilities and Business Interests, and laws dealing with political corruption are important in preventing corrupt practices



- (d) ensure that public officers in key positions declare their assets before assuming office, and every year thereafter.
- (e) ensure independence of governance institutions i.e. Ombudsman, ACB, FIU, NAO
- (f) promote public campaign in moral and ethical values and relevant laws in transparency and accountability
- (g) ensure improved, efficient and equitable provision of public services
- (h) promote contact and dialogue among stakeholders
- (i) commission research and disseminate results on governance and corruption;
- (j) establish and implement mechanisms for access to information, and
- (k) facilitate a review of the school curriculum to include issues of corruption in the syllabus.

#### **Separation of Party and State Affairs**

The Executive needs to demonstrate strong desire to promote good governance and ensure sustainable political will to fight corruption. This will be done by clearly separating political party interests from affairs of the state. The Executive needs to resist temptations of using State resources for advancing political party agenda.

Separation of state affairs from political party interests will demonstrate impartiality and fairness in fighting corruption, and will increase the credibility of Executive's efforts in promoting good governance, particularly in the area of advancing anti-corruption measures.

#### **Anchoring the Anti-Corruption Bureau**

The Executive needs to ensure that the ACB functions efficiently, effectively and professionally. This will be done through the establishment of an independent body to monitor activities of the ACB. The overseer body will ensure that the ACB functions without political interference, and that it submits reports to Parliament as stipulated in the Corrupt Practices Act, Cap. 7:04.

#### **Appointment and Removal of ACB Director**

The ACB Director approves cases to be pursued by the ACB, and directs how the ACB should strategize the fight against corruption. It is, therefore, vital to have an effective Director and Deputy Director at all times. Absence of the Director and the Deputy Director cripples the functions of the ACB.

In order to ensure that the ACB has effective leadership at all times, recruitment of the Director and Deputy Director should be done competitively through interviews and approval by Parliament. The removal of the Director and the Deputy Director should also be in a manner that is transparent and that safeguards the integrity of the office of the Director and the Deputy Director. This will ensure effective independence of the ACB, and such independence will greatly improve its efficiency and impartiality in dealing with corruption cases.



### **Empowering Local Assemblies**

The Executive also needs to strengthen Local Assemblies through capacity building in order to eliminate corrupt practices which may take place in implementing development projects. Decentralisation allows Local Assemblies to authorise expenditure of huge amounts of public resources. Fighting corruption within the Assemblies would, therefore, ensure speedy and sustainable development.

### **Executive Priority Areas**

The Executive needs to ensure that the NIS is established and performing effectively through the formation of institutional integrity committees in all public institutions, starting with those which were perceived to be more corrupt, and rated lowly during the Governance and Corruption Baseline Survey. The institutions are: the Directorate of Road Traffic, Public Procurement, Parliament, Administrator General, Malawi Revenue Authority, Malawi Housing Corporation and the Department of Immigration.

The Executive will also prioritize formation of integrity committees in public institutions which spend huge amounts of public resources. The institutions are Ministry of Health, Ministry of Agriculture and Ministry of Education.

#### **3.1.2 Pillar 2: Legislature**

The fight against corruption will remain a tall order if society remains without effective legal frame-works and policies for deterring and punishing offenders. The Legislature plays an important role of passing and amending laws, and will strengthen the anti-corruption drive by doing the following:

- (a) ensure efficient and speedy enactment of laws relevant for promoting government integrity, accountability, transparency and involvement of citizens in the anti-corruption drive
- (b) amend the Parliamentary and Presidential Elections Act, Cap.2:01 to prohibit corrupt practices associated with electoral process
- (c) provide positive checks and balances on the Executive
- (d) ensure speedy confirmation of appointments in public institutions
- (e) draw code of conduct for Members of Parliament, and
- (f) support Africa Parliamentarians Network Against Corruption through capacity building

#### **3.1.3 Pillar 3: Judiciary**

The Judiciary as the interpreter and an enforcer of laws plays a pivotal role in enhancing good governance. A weakness in the judicial system leads to public loss of trust in its capacity to compel the Executive and Legislature to adhere to the rule of law and promote good governance. The result, in most cases, is the institutionalisation of political corruption and abuse of human rights. The need for



an impartial judicial system, therefore, can not be overemphasised. The Judiciary needs to respect the rule of law which it is supposed to enforce and also adhere to strict rules of accountability, ethics and integrity. The Judiciary will, among others, do the following:

- (a) ensure enforcement of the laws against corruption in Malawi
- (b) ensure impartial judgment of all criminal cases, and in particular corruption cases
- (c) ensure efficient and speedy handling of corruption cases, and
- (d) ensure that magistrates and other judicial officers are trained in corruption issues and the Corrupt Practices Act, Cap. 7:04

#### 3.1.4 Pillar 4: Civil Society

The civil society in the Strategy means Non Governmental Organizations (NGO's), community based organizations, anti-corruption clubs and any other legally registered "not for profit" organizations that are engaged in the development and delivery of social, economic, and human development services. These have the important role of safeguarding democracy by empowering people to actively participate in affairs of the state, and advocating for policy reforms or formulation. The civil society is, therefore, required to effectively play the following roles:

- (a) educate the masses through public campaigns on the evils of corruption, and how to resist, reject and report corrupt practices to relevant authorities, protection of whistleblowers, and also on how to demand accountability from those in public positions
- (b) lobby the Executive and the Legislature to put in place relevant legal frame works for promoting transparency, integrity, accountability and service delivery in the public service
- (c) monitor and evaluate activities of all the branches of Government, and
- (d) publicize as well as denounce corrupt practices through peaceful demonstrations and other acceptable activities.
- (e) demonstrate visible transparency and accountability in the way they conduct themselves

#### 3.1.5 Pillar 5: Private sector

The Private Sector is an engine for economic growth in Malawi. The Private Sector interfaces with the Public Sector through procurement of goods, services and works. The interface creates opportunities for corrupt practices. The Governance and Corruption Baseline Survey indicated that most business entities which interacted with the Public Sector had paid bribes to be given contracts.



There is, therefore, need to promote integrity in business transactions in order to ensure a level playing ground for all business entities. Such a move will improve the quality of services rendered to the Public Sector. The Private Sector needs to do the following to achieve the objective of this Strategy:

- (a) lobby for a review of laws which affect the private sector such as Companies Act, Cap.46:03 and Employment Act, Cap.55:02 to incorporate issues of corruption
- (b) educate and train the business community on issues of corruption
- (c) enhance communication on issues of corruption between the private sector, civil society and Government, and
- (d) lobby for a review and amendment of laws for inclusion of Malawians in managerial or supervisory jobs in foreign owned businesses.

### 3.1.6 Pillar 6: Media

The media is an important tool for promoting public involvement in the fight against corruption. A professional and effective media will solicit support, and involvement of the public in implementing anti-corruption measures. For the Strategy to be effectively implemented, the media should:

- (a) disseminate information on corruption from various stakeholders to the public
- (b) investigate, publicise and denounce corrupt practices and corruption cases
- (c) intensify investigative journalism on corruption in order to uncover and denounce suspected and actual corrupt practices, and
- (d) monitor and evaluate activities of various stakeholders to ascertain effectiveness of their programmes.

### 3.1.7 Pillar 7: Traditional Leaders

Traditional Leaders interact with the grassroots. They are expected to be role models in society who can ably influence their subjects to desist from engaging in corrupt practices, report suspected corruption, and demand accountability from public officers and other people in position of authority. Under the Chiefs Act, Cap. 22:03, traditional leaders are mandated to preserve public peace, carry out traditional functions under customary law, assist in the development of their areas, and enforce any laws under the direction of the District Commissioner. Traditional Leaders are, therefore, encouraged to liaise with other stakeholders in disseminating anti-corruption messages to their subjects, and should strike a balance between protecting our culture and acts that would be construed as corruption. Traditional leaders should, among other roles:

- (a) educate their subjects on the evils of corruption, and on how they should demand accountability from those in position of power
- (b) support other stake holders as they carry out anti-corruption campaigns in their areas



- (c) ensure fair distribution of customary land
- (d) ensure impartial resolution of conflicts
- (e) ensure that stake holders who are implementing development projects in their areas do not engage in corrupt practices, and
- (f) lobby for the establishment of a traditional leaders' body against corruption
- (g) Lobby for a review of the Chief's Act to guard against factors that can induce corruption.

### 3.1.8 Pillar 8: Faith Based Organizations

Corruption is a moral issue. It thrives in a society where there is moral decay. In such a society people do not mind the consequences of illegal acts on others as they compete for resources. That is why teachings in morality, which is best done by faith based groups, is important. Moral teachings, especially among the youth, nips corruption in the bud as it promotes a culture of ethical conduct. Faith based organizations are, therefore, encouraged to, among other things:

- (a) preach against corruption
- (b) incorporate corruption issues in their organisation's programmes, especially youth programmes
- (c) assist the Civil Society and other stake holders in lobbying Government to pass laws that would promote integrity, transparency and accountability in all sectors of society
- (d) Lead by example by promoting transparency and accountability within the organisations.



# Chapter 4

## 4.0 STRATEGIC VISION, MISSION, CORE VALUES, AND OBJECTIVES

The Vision, Mission and Core values of the Nation in the fight against corruption are as follows:

### 4.0.1 Vision

The attainment of a corrupt free Malawi.

### 4.0.2 Mission

Creation of a 'Corrupt free' Malawi through implementation of corruption eradication programmes, which will promote good governance and social economic development.

### 4.0.3 CORE VALUES

#### (a) Integrity

That service providers avoid entangling themselves in financial and other obligations which may interfere with their performance or cause them to have unfair advantage over other competitors. Further, that clients do not entice service providers to act contrary to work procedures and regulations for private gain.

#### (b) Objectivity

That sectors and individuals make decisions based on merit, and are impartial in the way they conduct business with each other and the public.

#### (c) Transparency

That sectors and individuals promote openness and transparency in how they conduct their business and deal with the public.

#### (d) Selflessness

That sectors and individuals make decisions in the interest of the public, and not for financial gain or material benefits.

#### (e) Honesty



That suppliers, public servants and non state actors in procurement or other positions conduct themselves truthfully, and have the duty to declare any private interests which may interfere with performance of their functions.

**(f) Responsibility and Accountability**

That sectors and individuals are accountable and held responsible for their decisions to the public, and are subject to scrutiny.

**(g) Leadership**

That stakeholders champion good leadership by promoting the values stated in this Strategy.

**4.1 STRATEGIC OBJECTIVES**

The Strategy is intended to provide a framework for achieving the following objectives:

- (a) To promote integrity, transparency, accountability as well as improve service delivery in the Sectors.
- (b) To promote public involvement in the fight against corruption.
- (c) To intensify prevention of corruption and promotion of integrity in the Sectors.

**4.2 ACTIVITIES TO ACHIEVE THE OBJECTIVES**

**4.2.1 Objective One: To Promote Integrity, Transparency, Accountability, and Improve Service Delivery in all Sectors**

Corruption thrives where there is lack of transparency and integrity. In such an environment, people are prone to abuse their powers which usually results in corruption. One remedy is to put in place a system of checks and balances to ensure that there is transparency and accountability in all decision making processes, and limit discretionary powers of public officers by putting in place clear regulations and legal frame works to guide institutional conduct.

Government should expedite a review of the public recruitment and promotion system and also the passing of laws on access of information as a way of promoting transparency and integrity in all the sector. All public institutions will endeavor to ensure that the public officers in key positions declare assets they own personally





and in joint ventures with other people on an annual basis.  
All public institutions should undertake the following activities in order to achieve the above objective:

#### **4.2.1.1 Develop Institutional Corruption Prevention Policies**

As a way of deterring corrupt practices, all public institutions will develop and implement corruption prevention policies. The policies will guide the formulation of institution specific anti-corruption programmes and help management of public institutions on how best to handle issues of corruption. Management of public institutions should know importance of formulating policies suitable for their institutions.

The policies, in general, need to contain the following:

- (a) a statement recognising the evils of corruption to the institution as well as to the nation
- (b) definition and dimensions of corruption
- (c) a statement confirming that responsibility of addressing corruption rests with management, staff, and clients
- (d) structures put in place to prevent corruption and carry out inquiries and take disciplinary measures including reporting to the ACB
- (e) an internal and external corruption reporting mechanism, and
- (f) confidentiality of information and protection of informers or whistle blowers.

#### **4.2.1.2 Establish institutional capacity to undertake the following:**

- (a) conduct corruption risk assessment
- (b) investigate allegations of corruption, and detect risks at a preliminary level
- (c) enable the process of conducting further investigation, detection and prosecution in terms of prevailing legislation and procedures
- (d) receive and manage allegations of corruption through whistle blowing or other mechanisms, and
- (e) promote professional ethics among employees.

#### **4.2.1.3 Establish Institutional Integrity Committees**

All public institutions need to establish Institutional Integrity Committees which among other things will coordinate anti-corruption efforts within the institutions, and liaise with external bodies such as the ACB, in fighting corruption. The Chief Secretary in the Office of the President and Cabinet (OPC), through a circular letter to all controlling officers in Government ministries, departments and agencies, will direct the establishment of Institutional Integrity Committees (IICs) in the respective institutions. The IIC will be required to collaborate with the ACB in developing anti-corruption measures.



### **Composition of IIC**

The IIC shall comprise at least five officers who will be appointed by the Controlling officer.

### **Reporting**

The IICs will submit quarterly reports to the ACB with copies to the Chief Secretary to the Public Service. The ACB will report to the NIC.

### **Office of the President and Cabinet**

The Chief Secretary will designate at least three desk officers within OPC to act as secretariat for the IICs. The desk officers will receive and analyse reports from the IICs and submit the reports for the action of the Chief Secretary.

### **Terms of Reference (mandate) for the IIC**

#### **The IIC will, among other things, be required to:**

- (a) develop institutional Corruption Prevention Policies
- (b) develop, implement and review Anti-Corruption Action Plan for the institution
- (c) liaise with the ACB in reviewing work procedures or systems
- (d) organise Integrity or Ethics Training for the IIC, and other members of staff
- (e) develop Clients Charters for their institutions and ensure publicity of the same
- (f) receive, consider and provide redress on all complaints emanating from within and outside organizations relating to ethical issues and maladministration, and
- (g) recommend administrative action to management on issues of maladministration and unethical conduct.

#### **4.2.1.4 Develop Institutional Specific Corruption Prevention Action Plan**

Every public institution will develop an action plan for combating corruption. The action plan will have to be realistic in terms of budget and deliverables, and span a specific period of time. The plan will aim to mainstream corruption prevention activities in the institutions, and will include sensitisation of staff through training, especially in risk areas such as procurement, stores, and recruitment. It will also include the review of systems and work procedures in order to seal all loop holes and opportunities for corruption to take place. The plan will include:

- (a) prevention of corruption and fraud:
  - (i) development or review of code of conduct for the institution
  - (ii) reviewing and/or development of systems, policies and procedures, rules and regulations to govern the institution



- (iii) putting in place internal controls such as internal audit systems, and
- (iv) information security to prevent fraud and forgery.

(b) detection and investigation of corruption:

- (i) conducting corruption and fraud risk assessment and management
- (ii) establishing corruption and fraud detection mechanisms
- (iii) establishing reporting and monitoring systems
- (iv) developing corruption and fraud policy plan, and
- (v) investigating allegations on reported cases.

The action plan should include clear manageable objectives and their out puts within a specific time frame. The IICs will make members of staff within the institutions aware of the action plan and the systems put in place to prevent corruption. The IICs will also ensure the plan and the systems are reviewed from time to time.

#### 4.2.1.5 Organize Ethics/Integrity Training

All public institutions will train members of the IICs on corruption issues to enable them carry out their function of mainstreaming corruption prevention activities and advising management on corruption issues. The IICs, in liaison with relevant bodies such as the ACB, will then organise training of all members of staff.

#### 4.2.1.6 Develop Client Service Charters

Corruption thrives in institutions where there is no transparency and accountability, and where the public is not empowered to question the conduct of the institution. All public institutions should, therefore, with the help of IICs, develop client service charters with clearly spelled out mission, values, work procedures and obligations of the institution. This will ensure transparency, accountability and efficiency in public institutions.

The client charters will also clearly indicate rights and duties of the public in order to allow the public to demand for an explanation where they feel they have not been treated fairly by public institutions.

The Charters should among other things include the following:

##### (a) Access to Services

All clients should have equal access to the services to which they are entitled

##### (b) Courtesy

Clients should be treated with courtesy and respect



**(c) Information and Service Standards**

Clients should be given accurate information about the services they are entitled to, and wherever possible should be given a choice of services offered

**(d) Openness and Transparency**

Clients should be informed on how public institutions are ran, how much the services they offer cost, and who is in charge

**(e) Value for Money**

Public services should be provided economically and efficiently in order to give clients the best value for money, and

**(f) Redress**

If the set standards of services are not met, clients should be offered an apology, a full explanation and effective remedy. And when complaints are made, clients should receive a response.

**4.2.2 Objective Two: To promote public involvement in the fight against corruption**

The success of implementing anti-corruption measures largely depends on the support of the public who should be made aware of their rights, duties and obligations. The public should also be aware of what is to be expected from public and private institutions because they are the consumer of services and goods. One of the strategies, therefore, is to increase awareness on the evils of corruption, and how to reject, resist and report to relevant bodies such as the ACB. The public will be empowered to do the following:

- (a) demand accountability from people in position of power and influence
- (b) report all corrupt practices without fear of reprisals
- (c) form anti-corruption clubs, and
- (d) demand information on corruption and on how to fight it.

Stakeholders have the obligation to inform the public on causes of corruption, its impact on the economy, and how to eradicate the problem. The stakeholders should ensure the following in order to actively involve the public in the anti-corruption drive:

**4.2.2.1 Government**

Government should strengthen the ACB by providing adequate resources, especially to the Public Education and Corruption Prevention Division to spear head aggressive public awareness campaigns on corruption in Malawi. The



resources will be used for organising the campaigns, printing of Information, Education and Communication (IEC) materials, airing of messages on radio and television, recruitment, and training of staff.

#### 4.2.2.2 Civil Society

The Civil Society Action Against Corruption (CSAAC), a coalition of civil society organisations, or any other existing civil society forum, will develop a code of conduct for its member organisations. The code will clearly spell out prevention of corruption, and on how to deal with corrupt cases amongst member organisations.

The civil society coalition should be strengthened through collaboration with the ACB or any other relevant bodies in order to receive training on the Corrupt Practices Act, Cap.7:04 and corruption related issues. The existing civil society forum will identify some of its members to organise public campaigns against corruption as a way of involving the public in the anti-corruption drive. The forum, in collaboration with relevant bodies, will draw an action plan for the campaigns with specific targets and deliverables.

#### 4.2.2.3 Faith Based Organizations

This Strategy encourages faith based organizations to develop programmes aimed at creating a culture of morality and ethical conduct in Malawi. Faith based institutions such as the Malawi Council of Churches, Muslim Association of Malawi, Evangelical Association of Malawi and Episcopal Conference of Malawi, have an important role of changing the mindset of Malawians to desist from corrupt practices.

#### 4.2.2.4 Traditional Leaders

Traditional leaders are encouraged to support public campaigns against corruption. They are required to support all stakeholders who may stage awareness campaigns in their areas. Traditional Leaders, with the assistance of other stakeholders should lobby for a review of the Chiefs Act, Cap.22:03 in order to make traditional leaders free from undue political influence which may sometimes result in favoritism.

#### 4.2.2.5 Private Sector

Business entities need to make sure that their clients are aware of how they conduct their business. This will be done through development of client service charters. The business entities will involve the public in formulating anti-corruption and anti-fraud measures.

### 4.2.3 Objective Three: To intensify Prevention of Corruption and Promotion of



## **Integrity**

The private sector institutions grouped together and formed a coalition called Business Action Against Corruption (BAAC) in order to promote integrity and honesty in business transactions in an effort to prevent corruption.

The BAAC facilitated the development of business code of conduct that business entities signed. The code outlines steps and remedies to be followed in preventing corruption.

Nevertheless, the business community should undertake the following activities in order to achieve the strategic objective of this Strategy:

### **4.2.3.1 Lobby for a Review, and Amendment of Laws and Regulations**

All the laws and regulations which affect the private sector, for instance the Companies Act, Cap.46:03, and the Employment Act, Cap.55:02 need to be reviewed and amended to incorporate issues of good corporate governance, and how the private sector will assist in the fight against corruption.

### **4.2.3.2 Education and Training**

The BAAC or any other relevant private sector bodies will endeavor to facilitate education and training of private organisations and suppliers of goods to the Public Sector. Government, through the ACB and the Office of the Director of Public Procurement, will sensitise all pre-qualified suppliers of goods and services to public institutions on issues of ethics and the Corrupt Practices Act, Cap. 7:04. It is envisioned that education and training will ensure awareness of the laws on corruption in the private sector. The fight against corruption can be successful if the private sector is aware of issues like protection of whistle browsers which will increase the number of people reporting issues of corruption to relevant authorities such as the ACB or Police.

### **4.2.3.3 Establishment of Accountability and Monitoring systems**

The BAAC or any other existing relevant coalition of private bodies should facilitate the establishment of accountability and monitoring systems in private institutions. Some of the things to be done are as follows:

- (a) building the capacity of Board of Directors of private companies
- (b) reviewing internal auditing systems and recruitment procedures, and
- (c) establishing a mechanism for rating private institutions on how they are implementing the Business Code of Conduct.

### **4.2.3.4 Enhance Communication**



Communication plays a central role in the fight against corruption. The existing coalition of private institutions should, therefore, ensure that there is effective communication of corruption issues between the private sector, Government, civil society, and the public. Communication will create a broad working relationship between the private sector and other stakeholders. To enhance communication, there is need for the private sector to participate in forums that will enhance coordination and greater understanding of corruption issues among stakeholders.

#### **4.2.3.5 Involvement of Small and Medium Scale Enterprises (SMEs)**

The ACB, in collaboration with the Ministry of Trade and Private Sector Development, Office of the Director of Public Procurement, Business Action Against Corruption, and other stakeholders, will endeavor to develop anti-corruption mechanisms that will prevent corruption among SMEs, and promote business ethics in order to sustain economic growth and reduce poverty in Malawi. The programme, will, among other things, involve:

- (a) review and formulation of Government policies and strategies in relation to SME
- (b) strengthening of complaints reporting mechanism
- (c) capacity building and implementation of business ethics within the SMEs, and
- (d) public education.



## Chapter 5

### 5.0 IMPLEMENTATION, MONITORING, AND EVALUATION

The Strategy will not be of any effect if not properly implemented. Effective implementation requires effective oversight to monitor and evaluate the impact of the Strategy in all the sectors. The Strategy will be implemented by all stakeholders, but because of ACB's legal mandate to fight corruption, ACB will take a leading role. Monitoring, however, will be done by a National Integrity Committee (NIC).

#### 5.1 National Integrity Committee

The NIC shall be formed, and will comprise the persons who signed the Declaration on Zero Tolerance on Corruption, and who represent stakeholders in the fight against corruption in Malawi. The NIC shall form a national forum for discussing corruption issues, and will guide the smooth functioning of the NIS. The mandate of the NIC is to:

- (a) draw indicators of progress in implementing the Strategy
- (b) prioritize issues in the Strategy for implementation
- (c) receive and analyse reports from stakeholders i.e. the Public Sector, Media, Civil Society, and Private Sector on the implementation of the Strategy
- (d) provide guidance to all stakeholders on the implementation of the Strategy
- (e) report to the State President and Cabinet every six months on the progress made in implementing the Strategy
- (f) assess the impact of the Strategy and initiate its review to incorporate lessons learnt and adapt to the dynamic social, economic, and political environment, and
- (g) release annual progress reports to the public through the media and internet..

#### 5.2 The Public Sector

Government will supervise the process of overall implementation of the Strategy. The Chief Secretary will define the strategic direction for the implementation of the Strategy in the Public Service.

The Chief Secretary will be ex-officio member of the NIC responsible for the implementation of the Strategy and its monitoring in the Public Sector.

The Controlling Officer of each institution will, through the IIC, develop a specific institutional action plan. The controlling officer will be responsible for the





implementation of the plan.

### **5.3 The Civil Society**

The Civil Society Action Against Corruption or any other existing relevant body will coordinate efforts by civil society organizations to implement the Strategy and submit reports for review and guidance to the NIC.

### **5.4 The Media**

The Media Council of Malawi (MCM) will make sure that the media plays its role in the implementation of the Strategy. The Council will report to the NIC on media coverage of issues of corruption and also seek guidance from the NIC on implementation of the Strategy.

### **5.5 The Private Sector**

The Business Action Against Corruption (BAAC) or any other existing and relevant coalition of private institutions will coordinate the implementation of the Strategy in the Private Sector. BAAC will make its membership mandatory, and will ensure that its members submit reports to the NIC for discussion and guidance. BAAC will also devise ways that will help enforce implementation of the Strategy among its members.

BAAC will endeavor to make sure that the Private Sector taps knowledge from relevant bodies such as the ACB in developing anti-corruption measures.

### **5.6 Traditional Leaders**

The ACB will endeavor to sensitise traditional leaders on issues of corruption. The NIC will guide the traditional leaders on how to draw programmes that will aim at empowering people to play an active role in the fight against corruption. The programmes will involve other stakeholders such as Government, Civil Society, Faith Based Groups, and the Media.

Paramount chiefs, through their representation in the NIC, will report to the NIC on the activities of traditional leaders in fighting corruption.

### **5.7 Review of the Strategy**

The Strategy will be reviewed after five years from the day of its launch. There will also be mid-term review after two and half years from its launch. The review will be done by the ACB, NIC and stakeholders.



## *Chapter 6*

### **CONCLUSION**

It is common knowledge and a fact that corruption retards development efforts. Only a few people benefit from corrupt practices while the nation is deprived of the necessary resources that are vital for the implementation of development efforts.

In order to curb corruption it is therefore necessary to have a multi-sector approach in the fight against corruption, the much needed political will and the unwavering involvement and support of the general public.

This Strategy is intended to achieve the desired goal of curbing corruption and it is designed in such a way that all the stakeholders, including the Executive, the Judiciary, the Legislature, Civil Society, Private Sector, the Media, Traditional Leaders, Faith Based Organizations and the general public are fully involved and committed.

If the strategy is implemented as envisaged, there is hope that the fight against corruption will be won.

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**Appendix 1**

**IMPLEMENTATION PLAN**

<b>Objective</b>	<b>Activities</b>	<b>Out put</b>	<b>Time Frame</b>	<b>Responsible</b>
<b>1. To promote integrity, accountability, and transparency; and to improve service delivery in the sectors.</b>	1. Establish NIC	NIC established	By October 2008	ACB
	2. Establish IICs	30 IICs established	By Dec 2009	NIC, OPC, ACB
	3. Organize Ethics or Integrity training for IICs	IICs trained	By June 2009	NIC, ACB
	4. Assess institutional capacities to deal with corruption	30 Assessment reports	By Dec 2009	NIC, ACBC
	5. Develop Client Service Charters	Client Service charters developed	2009	IICs, ACB, IICs
	6. Develop Institutional Corruption Prevention Action Plan	30 Action plans developed	By August 2010	IICs, ACB
	7. Develop Corruption Prevention Policies	30 Corruption Prevention Policies developed	By December 2011	IIC/ACB
	8. Pass laws on Access to Information, Declaration of Assets and political party financing	3 laws passed	By 2013	OPC, Ministry of Justice, Law Commission, Legislature, CSAAC, Ministry of information
	9. Separate Party and State interests	Controlled use of public resources by Political Party machinery	Ongoing	Executive
	10. Declaration of Assets by Public officers before assuming office and every year thereafter	Reports on declaration of Assets	As soon as the law on declaration of Assets is passed	OPC, Controlling officers, IICs, ACB
	11. Review the Corrupt Practices Act to ensure independence of the ACB	CPA reviewed demonstrating independence of the Bureau	By December 2012	Ministry of Justice, Law commission NIC, ACB, Forum for Constitutional bodies
	12. Develop codes of conduct and ethics	Code of Ethics and Codes of conduct developed	By December 2010	DHRMD, ACB
	13. Conduct survey on governance and corruption issues	Survey report	By December 2009 and every two years thereafter	OPC, NIC, ACB
	14. Sensitize Judicial officers and staff on Corruption issues	Number of sensitized judicial officers and staff	Ongoing	Judiciary, ACB, NIC,



Objective	Activities	Out put	Time Frame	Responsible
	15. Provide training support to APNAC members in corruption issues	Number of APNAC members trained	Ongoing	
	16. Provide training support to District Assemblies in corruption issues  Review systems within Assemblies	Training reports Number of District Assembly staff trained  Training reports Number of systems reviewed		
<b>2. To promote public involvement in the fight against corruption</b>	1. Conduct sensitization campaigns on corruption issues	Number of campaigns conducted	Ongoing	CSAAC, Media ACB, Traditional leaders, FBOs
	2. Ministry of Information and Civic Education to conduct Public awareness campaigns on corruption	Number of campaigns conducted	Ongoing	Ministry of Information, ACB
	a. Provide training support to CSAAC on corruption	Trained members of CSAAC	By December 2009	CSAAC, Media, Traditional leaders, FBOs, ACB,
	b. Support CSOs in developing code of conduct for CSOs	Code of conduct for Civil Society developed		
	3. Develop public campaigns strategy for CSOs	Public campaigns Strategy	By December 2008	ACB, CSAAC,
	4. Monitor activities of all the branches of government.	Monitoring reports	Ongoing 2010 From August 2008	CSAAC, CSOs, Media
	5. Review of the school curriculum to include issues of corruption in the syllabus	Corruption issues included in the school curriculum		OPC, ministry of Education, ACB, TUM, CSQBE, MIE, Ministry of information, NAMISA, Media
6. Provide training support to journalists in corruption issues	Number of journalists trained		Council, ACB	
<b>3. To Intensify prevention of Corruption and promotion of integrity in the Sectors.</b>	1. Provide training support to private institutions on corruption issues	Number of private institutions trained	Ongoing	ACB,BAAC, ACB
	2. Sensitize business entities on the business code of conduct and procurement procedures	Suppliers sensitized	By December 2009	BAAC, ODPP, ACB



Objective	Activities	Out put	Time Frame	Responsible
	3. Rate integrity of private institutions on the implementation of the Business Code of Conduct	List of institutions rated	Ongoing	BAAC
	4. Formulate and review Government policies and strategies in relation to SMEs,	Policies formulated and/or reviewed	From March 2009	BAAC, Ministry of Justice, Law commission, Ministry of Trade, ODPP, NASME
	5. Provide training support to SMEs on corruption issues and business ethics	Number of SMEs trained	Ongoing	BAAC, Ministry of Justice, Law commission, Ministry of Trade, ODPP, NASME, ACB
	6. Sensitize board of directors for private institutions on issues of corruption	Number of Boards sensitized	Ongoing	BAAC, Ministry of Justice, Law commission, Ministry of Trade, ODPP, NASME, ACB



**Appendix 2****BLUE RIBBON COMMITTEE MEMBERS AND THEIR ALTERNATES**

NO	NAME	POSITION	ORGANIZATION/ SECTOR
1.	Prof. Mathews Chikaonda (Chairman)	Group Chief Executive of Press Corporations Limited	BAAC
Alt.	Ms. Daisy Kambalame	Country Manager	AICC
2.	Justice James Kalaile (Vice Chairman) retired	Acting Chief Justice	Judiciary
Alt.	Justice Duncan Tambala	Judge	Judiciary
3.	Mr. Collins Magalasi (Secretary)	Head of Policy at Action Aid International	CSAAC
Alt.	Mr. Orison Chaponda	Program Manager NICE	CSAAC
4.	Rt. Hon. Louis Chimango	Speaker of Parliament	Legislature
Alt.	Hon. Esther Mcheka-Chilenje Nkhoma	Deputy Speaker	Legislature
5.	Mr. Bright Msaka	Chief Secretary to the President and Cabinet	Executive
Alt.	Mr. T. Odala (deceased)	Deputy Chief Secretary to the President and Cabinet	Executive
6.	Mr. Harrison Kalua	President	(MCCCI)
Alt.	Mr. Chancellor Kaferapanjira	Chief Executive	MCCCI
7.	Mr. Ted Nandolo	Executive Director- CONGOMA	Civil Society
Alt.	Mr. Ronald Mtonga	CONGOMA	Civil Society
8.	Mr. Martinnes Naminga	Board Chairman of NAMISA	Media
Alt.	Mr. Innocent Chitosi	National Director	NAMISA
9.	Inkosi Ya Makosi M'mbelwa IV	Paramount Chief	Traditional Leaders
10	Mr. Alexius Nampota	ACB Director	Ex-officio Member
11	Mr. Victor C. Banda	ACB Assistant Director	Ex-officio Member



**Appendix 3****NATIONAL IMPLEMENTATION STEERING COMMITTEE MEMBERS**

<b>NO</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION</b>
1.	Mr. Levi Mihowa (Chairperson)	Regional Director for Africa	Sue Ryder International in Africa
2.	Mr. Chandiwira Chisi (Vice Chairman)	Governance and Campaigns Coordinator	CSAAC/Action Aid International Malawi
3.	Mr. Bright Mando	Assistant Director	ODPP
4.	Mr. Greshan Gunda	Training Manager and Internal Procurement Chairperson	(NCIC)
5.	Mr. Masauko Chamkakala	Legal Counsel	Parliament
6.	Mr. Mtegha	Assistant Director, Management services	DHRMD
7.	Mr. Shadric Namalomba	President	IIA
8.	Ms. Amanda Willett	Deputy Chief of Party	Casals and Associates
9.	Mr. Jeff Kabondo	Deputy Project Manager	NICE
10.	Mr. Wezi Kayira	Director of Public Prosecutions	Ministry of Justice
11.	Mr. Steven Nhlane	Editor	Malawi News
12.	Bishop. Dr. Joseph Bvumbwe	Chairman	MCC





**Appendix 4****PROGRAM MANAGEMENT UNIT**

<b>NO</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANIZATION</b>
1.	Mary Phombeya (Mrs.)	Principal Corruption Prevention Officer	ACB
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