



USAID
FROM THE AMERICAN PEOPLE

ANNUAL PROGRESS REPORT NO. 6

Period covering October 01, 2006 – September 30, 2007
(FY 2007)

Millennium Challenge Corporation

Threshold Country Program

Strengthening Government Integrity to Support Malawian Efforts to
Roll Back Corruption and Encourage Fiscal Responsibility

CONTRACT NO.: DFD-I-00-04-00128-00

TASK ORDER NO.: DFD-I0-03-07-00139-00

ANNUAL PROGRESS REPORT NO. 6

Period covering October 01, 2006 to September 30, 2007
(FY 2007)

Millennium Challenge Corporation
Threshold Country Program

Strengthening Government Integrity to Support Malawian Efforts to
Roll Back Corruption and Encourage Fiscal Responsibility

CONTRACT NO.: DFD-I-00-04-00128-00
TASK ORDER NO.: DFD-I0-03-07-00139-00

Submitted to:
PAUL KAISER

MCC INITIATIVE TEAM LEADER
Task Order CTO
USAID/Malawi

Submitted by:



Casals & Associates, Inc.
1199 North Fairfax Street
Third Floor
Alexandria, Virginia 22314

October 30, 2007

Disclaimer

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

1	TASK ORDER AWARD	1
2	MOBILIZATION OF KEY PERSONNEL	1
3	LOCAL STAFFING	1
4	WORK PLAN AND M&E PLAN	2
5	MCC TASK FORCE MEETING	2
6	MCC IMPLEMENTING PARTNERS MONTHLY MEETINGS	2
7	USAID SYNERGY MEETING	2
8	ADMINISTRATION	2
9	HIGHLIGHTS DURING THE FY 2007	3
10	PROGRESS ON IMPLEMENTATION OF ACTIVITIES BY TASK	7
11	ACHIEVEMENTS AND CHALLENGES	27
12	PLANNED ACTIVITIES FOR 1 ST Quarter FY 2008	32
13	PERFORMANCE MONITORING PLAN	35
14	ANNEX	41

Annex 1	Planning Meeting Agenda September 2007	40
Annex 2	Summary of achievements and lessons outlined in the Planning Meeting	43
Annex 3	IFES Annual Report	46
Annex 4	Report on the International Consortium on Governmental Financial Management, May, 2007	52
Annex 5	Joint report on the International Program for Development Evaluation Training (IPDET), June – July 2007	66
Annex 6	Joint Programme Support for the National Monitoring and Evaluation Systems in Malawi Quarterly Progress and Financial Report, April – June 2007	80
Annex 7	Minutes from the Steering Committee for the Joint Programme Support for the National Monitoring and Evaluation Systems in Malawi Meeting, April, 2007, matters from April minutes and agenda for September meeting	86
Annex 8	Minutes from the TWC Committee for the Joint Programme Support for the National Monitoring and Evaluation Systems in Malawi Meeting, March, 2007, matters from March minutes and agenda for September meeting	94
Annex 9	Independent review of M&E database by Jimmy Bisese	100
Annex 10	Invitation to the National Workshop on capacity building for Local Assembly Planning officers and the program for the workshop	102
Annex 11	Concept note for Conference on Transparency and Accountability for Senior Judges of the Malawi Judiciary	108
Annex 12	Media Council in-kind budget	114
Annex 13	Media Council in-kind agreement	116
Annex 14	Media Council Strategic Plan (draft)	117
Annex 15	Media Council of Malawi Operation Plan	127
Annex 16	List of journalist trained under SGIM project	137
Annex 17	CVs of journalist trainers: Don Ray and Abel Mwanyungwe	140
Annex 18	Journalism Training Report – Abel Mwanyungwe	145
Annex 19	Journalism Training Report – Don Ray	152
Annex 20	YONECO'S Chitetzeni Chuma Campaign leaflet	192
Annex 21	PAC workshop report	196
Annex 22	Message Development training report	199
Annex 23	ACB Communication Strategy	243
Annex 24	ACB Communication Strategy Workplan	265
Annex 25	Advert for MSc Supply Chain Management Programme from University of Bolton at MIM	270
Annex 26	Newspaper articles covering grantees' projects	273
Annex 27	Performance Monitoring Framework	275

ABBREVIATIONS

ACB	Anti-Corruption Bureau
AGD	Accountant General's Department
AFROSAI	African Organizations of Supreme Audit Institutions
AIB	Access to Information Bill
AICC	African Institute for Corporate Citizenship
C&A	Casals & Associates, Inc.
CSO	Civil Society Organization
DFID	Department for International Development
EU	European Union
FY	Financial Year
GOM	Government of Malawi
GTZ	German Technical Cooperation (Gesellschaft für Technische Zusammenarbeit)
HRC	Human Rights Commission
IDEPT	International Program for Development Evaluation Training
IFES	(Formerly) International Foundation for Electoral Systems
IFMIS	Integrated Financial Management Information System
ILO	International Labour Organisation
INTOSAI	International Organization of Supreme Audit Institutions
IPC	Internal Procurement Committee
JPSME	Joint Programme Support for the National Monitoring and Evaluation Systems in Malawi
MANA	Malawi News Agency
MBC	Malawi Broadcasting Corporation
MCC	Millennium Challenge Corporation
MCG	Millennium Consulting Group
MEPD	Ministry of Economic Planning and Development
MGDS	Malawi Growth and Development Strategy
MIM	Malawi Institute of Management
MLGRD	Ministry of Local Government and Rural Development
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOJ	Ministry of Justice
MTL	Malawi Telecom Limited
NAMISA	National Media Institute of Southern Africa
NAO	National Audit Office
NEFORM	National Editors Forum
NSO	National Statistical Office
ODPP	Office of the Director of Public Procurement
OTA	Office of Technical Assistance (U.S. Treasury)
PSIP	Public Sector Investment Program
RBM	Reserve Bank of Malawi
RIPA	(Formerly) Royal Institute for Public Administration
SAI	Supreme Audit Institution
SCR	Sovereign Credit Rating
SGIM	Strengthening Government Integrity in Malawi
SME	Small and Medium Enterprise
SPU	Specialized Procurement Units
TCP	Threshold Country Plan
TOT	Training-of-Trainers
TVM	Television Malawi
UMSU	University of Malawi Students' Union
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VPN	Virtual Private Network

1. TASK ORDER AWARD

On April 14, 2006, USAID/Malawi awarded Casals & Associates, Inc. (C&A) a Task Order for *Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and Encourage Fiscal Responsibility*. The Task Order includes nine of the 15 interventions contained in the Threshold Country Plan (TCP).

The Task Order Estimated Completion Date is March 31, 2008.

The annual report for the first year was submitted to USAID in October 2006 and was duly approved. This report focuses on the second year of the project ending on September 30, 2007, and will also serve as the quarterly report of the fourth quarter for Financial Year 2007.

2. MOBILIZATION OF KEY PERSONNEL

All key personnel positions have been filled. Ms. Amanda Willett, Deputy Chief of Party, arrived in Malawi on May 12, 2006, Ms. Thusitha Pilapitiya, Chief of Party arrived in Malawi on August 27, 2006 and Ms. Rajula Atherton took up the position of Senior Program Specialist on October 20, 2006. All three personnel continue to be employed on the project.

3. LOCAL STAFFING

C&A advertised for a full-time Finance Assistant at the end of the preceding quarter and through a competitive process selected Ms. Tina Musicha, C&A's Secretary for the position of Finance Assistant. Ms. Jacqueline Chipembere, Office Assistant, was promoted to the position of Secretary and Ms. Leah Kaunda who originally applied for the position of Finance Assistant assumed the position of Office Assistant on October 1, 2007.

Ms. Chanju Mwale, Administrative Specialist, left C&A in April 2007 to return to the Malawi Armed Forces. During the fourth quarter FY 07, Mr. Pacharo Kayira, a Senior Counsel from the Ministry of Justice was appointed as Coordinator for Task 5 – Building Legal Skills. As this is a part time position, while he continues to perform his normal tasks at the Ministry, his salary will be paid in full by the Ministry of Justice, and no C&A funds will be used for his payment.

Mr. Ben Muthali was selected for the position of IT Specialist and assumed duties in April 2007, replacing Mr. Roosevelt Tsewole. Mr. Muthali has been working as an IT consultant for the last six years and has considerable experience working on IT projects for the Government of Malawi (GOM).

The position of Finance Manager fell vacant in October 2006 due to the resignation of Mr. Alick Mtika, but was successfully filled with Mr. Godwin Kaonongera with effect from December 1, 2006. C&A recruited Mr. Phillip Nankhwali as C&A's driver, in March 2007, following the resignation of Mr. Geoffrey Maunde.

After failing to recruit a suitably qualified M&E Specialist and at the request of MEPD, C&A recruited Mr. Magombo Galunzanga an IT Specialist with M&E experience. Mr. Galunzanga's employer at the time of recruitment, DISTMS has seconded him to C&A through March 2008. He works from MEPD and is providing much needed technical IT support to the ministry and local assemblies with a specific focus on improving the functionality of the M&E database. C&A's Deputy Chief of Party, Ms. Amanda Willett, serves as the senior C&A program advisor on the activities aimed at strengthening the capacity of the ministry to monitor and evaluate projects.

All other national positions continue to be filled by the original incumbents.

4. WORK PLAN AND M&E PLAN

C&A submitted both Work Plans, in December and August 2007, and an M&E Plan in December 2006 to USAID. These were duly approved by USAID.

5. MCC TASK FORCE MEETINGS

C&A was represented by the Chief of Party and Deputy Chief of Party, at the MCC Task Force Meetings in December 2006, January, March and May 2007. C&A presented an overview of the activities completed as part of the Threshold Country Plan and briefed the Task Force on future activities. During this quarter, the Senior Program Specialist represented C&A at the Task Force Meetings.

6. MCC IMPLEMENTING PARTNERS MONTHLY MEETINGS

C&A was represented at the Implementing Partners' meetings by senior staff in November 2006, and from January to June 2007. During this quarter, the Chief of Party and the Senior Program Specialist attended the MCC IP Meeting on September 19, 2007. At the meetings C&A presented an overview of the activities completed during the previous months and briefed partners on future activities.

7. USAID SYNERGY MEETING

The Deputy Chief of Party attended the USAID Synergy meeting on April 13, while the Chief of Party attended the USAID Synergy meeting held on June 1, 2007.

8. ADMINISTRATION

As a continuation of C&A's planning activities throughout FY 2007, a Planning Meeting was held on September 27 and 28, 2007 (please see Annex 1 for the Agenda). The purpose of the meeting was to inform all of C&A's partners on the progress of each task as well as critically review the performance of the project during the preceding six months. The Planning Meeting served as an important exercise to develop a structured plan of activities for each task and to enable GOM counterparts to become familiar with each tasks to be carried and pursue joint activities where possible to ensure sustainability.

The highlight of the meeting was the drafting of achievements and lessons for each task. A summary is attached as Annex 2.

The September Planning meeting was a follow-up workshop to the Project Retreat held in October 2006 and Planning Workshop held in March 2007, where a similar exercise was conducted.

During June 2007, Ms. Sally Taylor, C&A's Internal Control Specialist, visited C&A Malawi to review the internal management systems, policies and controls that have been implemented in the regional office. Throughout the visit Ms. Taylor provided important advice to C&A employees on means to improve the management systems, and recommendations on the management of the Small Grants Program.

C&A submitted their Demobilization Plan to USAID in on September 30, 2007.

9. HIGHLIGHTS DURING THE YEAR OCT 2006 TO SEP 2007

While the next section of the report will fully describe the achievements during the quarter, this section will record some of the highlights of a year in which the SGIM Project has seen a number of important milestones.

The year started with an extremely useful off-site meeting held on Oct 26 – 27, 2006, for the SGIM team from Malawi and C&A headquarters; partners and stakeholders from the Government of Malawi (GOM), media and civil society; MCC implementing partners; and, the MCC coordination team from USAID. The purpose of the meeting was to understand the need for approaching the various Tasks in the SGIM project as a joint undertaking between the C&A team, USAID, and all key partners in the Government of Malawi. The two-day workshop was well attended by 43 participants including senior Government of Malawi staff representing a cross section of all nine Tasks. The workshop served as a useful tool to secure commitment of all of the above actors to bring about necessary changes and improvements of attitude to achieve results as well as build useful and lasting horizontal linkages between all partners. The workshop also served as a starting point to enable GOM counterparts to identify with the tasks to be carried out by their institutions and set timelines. This also served to build team spirit towards a common goal as was evident by the successes the project has achieved during the subsequent months. At a practical level, teams clustered around each Task and developed work plans for the next six months.

This was followed by a second workshop on March 19 – 20, 2007, to jointly evaluate progress to date on the activities that were decided upon at the October meeting. At the workshop, groups again were clustered by each Task and revisited the plans developed in October to consider how the positive lessons will be further strengthened during the second year, as well as discuss how challenges were met. After one and a half days of deliberations the group finalized the updated plan for all 9 Tasks with commitment from all partners for participatory implementation of activities and timelines. As some of the GOM counterparts had changed, and new counterparts had joined, for example under the Legal Skills task and the sovereign credit rating task, the workshop also enabled the new counterparts to become familiar with the tasks to be carried out by each other and pursue joint activities where possible. The emerging theme of the workshop was sustainability.

During the year, C&A in partnership with IFES (please see Annex 3 for their Annual report) and MCG, a local survey company, conducted a Corruption Perception Survey for Malawi. The main survey findings were that Malawians were aware of corruption in their country, and the presence of an Anti-Corruption Bureau (ACB) to handle such corruption cases. However, they were generally not aware of the ACB's reporting procedures, or what they could do about corruption in their country. The survey findings were widely disseminated amongst C&A partners in the GOM, donor community, media and civil society organizations. The findings were also utilized by C&A's grantees', to focus their civic education programs on reducing information gaps among Malawians, such as the ACB's reporting procedures. The survey expert from IFES, who was in country during the March Planning Workshop, presented the results of the corruption perception survey at the workshop.

As the first two planning workshops were immensely useful in building stakeholder participation, ownership and confidence, the third and final planning workshop was held from September 27 to 28, 2007, for the same audience. A highlight of the workshop was that reporting of progress was made by the relevant partners from GOM, Media and Civil Society, with the C&A program specialist only providing additional information. This was a result of the real participation by the SGIM partners in implementation of the project and augured well for the sustainability of activities conducted by C&A under the project. The group again evaluated the achievements during the past six months and developed work plans for the final six months of the project. It is due to these common discussions at the workshops that the SGIM project was able to move

forward at a consistent rate with all the diverse Tasks included in the project. It was noted that many activities had been completed ahead of schedule. The achievements and key lessons learnt over the past year were recorded at the workshop and are attached to this report as Annex 2.

The most prominent improvement for Malawi that SGIM supported during the year was the Sovereign Credit Rating. After contracting Fitch Rating to conduct the rating, C&A worked with OTA and the Reserve Bank of Malawi to facilitate training for stakeholders from various GOM institutions on how to present data and face interviews with Fitch. Subsequent to the rating, Malawi has moved from CCC to B- rating giving Malawi an international standing and recognition which is encouraging increased investment into the country. While SGIM cannot obviously take credit for the upgrading, the training provided at different levels enabled the country to present an enhance data compilation to Fitch. After the rating was released, C&A together with the Reserve Bank of Malawi organized a high level GOM led Sovereign Credit Rating Dissemination Conference to inform stakeholders on Malawi's performance. Ongoing training in data analysis at the technical level to ensure authentic and quality data provision for the next rating is now ongoing.

Support to the Integrated Financial Management Information Systems (IFMIS) is one of the most challenging tasks of the SGIM project. While the Accountant General's Department (AGD) is the main partner of this activity, for the successful implementation of this system it is necessary for several IFMIS sites to collaborate. Due to the strong partnership built between GOM and C&A, the AGD led the process for the largest procurement activity under the SGIM project bringing a successful conclusion the purchase of equipment for a state of the art Disaster Recover Solution, IFMIS Regional Payment Centers, National Audit Office, National Assembly, and Treasury, connecting central government and other key agencies that involves offices in Capital Hill and GOM offices. Strong leadership and commitment of GOM was proven by the allocation of over US\$ 200,000 in the government budget for this activity.

Another key area in which SGIM has achieved proven success is in sustainable capacity building through and within national institutions. Through its work with the Office of the Director of Public Procurement (ODPP), SGIM has supported the establishment of a Bachelor of Science degree in Procurement and Logistics Management at the University of Malawi Polytechnic. The curriculum was jointly developed by the faculty of the Polytechnic and the faculty of Makerere University, Uganda, and has recently been approved by the University of Malawi Senate. As a result of a visit to the University of Bolton by the same team, a Master of Science degree program has now been introduced at the Malawi Institute of Management (MIM) in Logistics and Supply Chain Management. Three members of staff from ODPP, who were sponsored to follow master's level studies in England on the subject, will serve as additional resource persons to the universities. In addition, following the successful short term training programs for journalists on investigative reporting, C&A is now planning to support the introduction of a module on investigative reporting in the journalism degree course at the Polytechnic. In a related effort to support national institutions, SGIM has also used many national institutions for short-term training throughout its tasks including the Staff Development Institute of Malawi, Malawi College of Accountancy, and Chancellor College of Law.

The National Audit Office (NAO) which was one of the weaker institutions has now made several improvements that has enabled NAO to increase its audit coverage from 20% to 50%. The NAO has also managed to clear its previous backlog of three years, and has now completed the previous year's audits for most of the major departments in the government. The quality of the audits has also been addressed through several specialized audit trainings including IT training enabling auditors to use the computers that were also purchased. SGIM, in addition, supported the hiring of 20 graduates as interns to reinforce the professional strength of the institution. The GOM has reciprocated these efforts by increasing the budget allocation for the NAO, enabling it to increase its professional cadres.

Re-establishing the Media Council of Malawi after a lapse of six years was a critical achievement for the media industry. In order to ensure that it does not collapse again, a rigorous process of consultation and participation by all key stakeholders was followed. SGIM support included setting up a secretariat; appointment of an Executive Director and support staff; setting up office; purchase of equipment; registration and appointment of 8 trustees; and establishment of three permanent Committees, namely Ethics, Complaints and Disciplinary Committee, Membership and Accreditation Committee and Finance and Audit Committee. The strategic plan for the Media Council is now ready for further donor funding.

Another success that deserves special mention is the effort that SGIM has made in reinforcing donor coordination. A number of donors are involved in supporting the same institutions that SGIM is supporting, and with less money than the other donors, SGIM has established itself as a serious partner whose advice is valued by the stakeholders and the donors including World Bank, UNDP, EU, DFID and Norway. Particular examples are working with the Joint Programme Support for the National Monitoring and Evaluation Systems in Malawi (JPSME) in the SGIM work on monitoring and evaluation, and liaising with DFID and Norway in supporting the Anti-Corruption Bureau. With the NAO, SGIM initiated a process of donor coordination with the World Bank, UNDP, and Norway for following up activities after the conclusion of the SGIM project.

During the year, SGIM has conducted several innovative activities that are supportive of the activities in its task order. These include supporting the GOM initiative to support small and medium enterprises through a study tour to Canada of key stakeholders, and conducting a workshop with senior government stakeholders to develop an action plan. The recommendations from the Study Tour and workshop will inform GOM directives on SME policy within government departments. Participation in the ICGFM conference by Malawi in July, 2007 strengthened the international presence of Malawi in the area of finance. SGIM also built up strategic links with the ACB through its civil society and media programs, coordinating training programs, inviting ACB officers to participate at civic education functions, and providing critical support to the ACB communications strategy. This has assisted in strengthening the civic education programs support by the SGIM project and created a more unified anti-corruption awareness campaign. C&A is now planning to train the committees the ACB is coordinating to develop the National Anti-Corruption Strategy. The legal skills program was used to build trust with the senior judiciary and SGIM is currently planning for a high level conference on judicial transparency and accountability for the Malawi judiciary with the participation of the Supreme Court of Appeal of Malawi, Chancellor College of Law, and the Ministry of Justice. SGIM is also planning a workshop to facilitate the re-entry of Transparency International into Malawi.

Special mention must be made of the tremendous effort of the C&A/Malawi team. The Program Specialist in charge of each Task took the lead role in developing excellent relationships and trust with their counterparts in GOM, media and civil society, The multinational team at C&A/Malawi, in addition to achieving results in their own tasks, also provided technical and moral support to each other at all times. The large number of training programs, workshops, seminars and conferences conducted throughout the year to the highest international standards, was only made possible by the excellent support provided by the administrative staff, who had to often work seven days a week. C&A/Malawi was at all times supported fully by its staff at HQ in matters relating to finance and administration. The advice and leadership by USAID/MCC team was a determining factor for the success during the year. The morale and enthusiasm of the C&A/Malawi team remain high as it enters the final phase of project implementation.

There were also several challenges faced by SGIM during the year. Hiring of an IT Specialist proved to be extremely difficult and time consuming due to the high salaries paid to such professionals. The Finance Manager resigned, and a replacement was selected in December 2006. Due to the sudden resignation of the Legal Specialist of C&A, changes in personnel in the Ministry of Justice, including the demise of the Solicitor General, the start up of the legal skills training was severely delayed. The approach to the task had to be modified several times before it could see the immense success of the training programs that has now been achieved. The IFMIS component has also been delayed but with the commitment and support of the AGD, and

the responsive attitude of the C&A team, this is now moving forward. The issue of allowances continues to distract from the importance of the main project objectives, but this is being continuously addressed so as not to hamper project implementation.

At a more specific level, during the year, under Task one for IFMIS, C&A conducted an IT needs assessment for the GOM entities and developed a RFP to begin the procurement process. C&A formed a Committee chaired by a senior official from the AGD to evaluate proposals for the procurement of IT equipment for GOM entities, and suppliers were selected in February 2007. All procurement and some installation of IFMIS equipment have been successfully completed. The Disaster Recovery Site has been prepared and a telephone line has been leased connecting the Site to the AGD in capital hill.

Under Task 2 to professionalize public procurement, SGIM has also significantly increased the number of GOM staff trained in public procurement. In addition to supporting three members of the GOM to complete masters degrees SGIM has provided training to 148 members of Internal Procurement Committees. 8 staff members from ODPP underwent training in monitoring procurement performance, conducted by Crown Agents of UK.

Under Task 3 to strengthen the capacity of the National Audit Office in addition to supporting 15 – 20 interns, C&A supported the training of 121 NAO staff in computer skills, to enhance the effectiveness of the computer equipment procured by C&A for the NAO. NAO staff, in addition, underwent procurement audit training, conducted by Crown Agents, UK. C&A also supported the training of 39 Assistant Auditors in GOM procedures, to ensure efficient integration into the NAO. 54 Auditors received training from AMG Global in Audit Sampling. In addition, C&A supported Training-of-Trainers to ensure sustainability of the training program. Four Auditors received training through C&A, from the US State Department of Justice, in Fraud and Corruption Prevention. C&A also sent four secondees from the NAO to the Office of the Auditor General, South Africa, to learn best practices. Computer equipment for NAO was purchased and installed and C&A also evaluated proposals for a connectivity solution between the IFMIS centre and NAO, and it is expected that the Virtual Private Network will be installed and active in the subsequent quarter.

Under Task 4, which aims to improve the monitoring and evaluation systems of GOM projects as a deterrent to corruption, Staff from 39 District Assemblies, attended a two-day training course on budget development, in line with PSIP. C&A co-financed the training with the EU. C&A also supported three GOM staff to attend the Project and Program Management course at RIPA, UK. C&A supported 109 M&E officers from all District Assemblies, to undergo a week-long training course on MS Access and the M&E Database. At an international level, C&A supported six GOM staff from MEPD, MOF and MLGRD to attend the International Program for Development Evaluation Training (IPDET) in Ottawa, Canada. Computer equipment was purchased for the Ministry of Economic Planning and Development (MEPD) including anti virus software. At present, an in depth overhaul of the M&E database is being carried out with C&A support.

Under Task 5, during the year 330 GOM officials were trained in administrative law and other legal skills, using training materials developed under the project. In addition, C&A identified University of Malawi Students Union as the partner to conduct the public interest law element of the Task. 40 new lawyers at the Ministry of Justice from Lilongwe and Blantyre underwent training at the Staff Development Institute in GOM procedures and practices.

Under the media Tasks, 96 journalists participated in training programs in investigative journalism, Under Task 8, C&A awarded eight grants to civil society organizations to conduct anti-corruption campaigns throughout Malawi.

10. PROGRESS ON IMPLEMENTATION OF ACTIVITIES BY TASK

Task 1 – Integrated Financial Management Information System for the Government of Malawi

Activities during this quarter focused on coordinating the procurement process of IT equipment for the GOM's IFMIS Disaster Recovery solution as well as the Virtual Private Network (VPN) solutions for the Accountant General's three regional payment centers, National Audit Office and National Assembly offices.

As highlighted in the previous quarterly report, there were three key dependencies that needed to be taken into consideration in providing a "HOT" Disaster Recovery Solution:

1. Upgrade of IFMIS-EPICOR software and IFMIS servers from Microsoft Windows 2000 Server to Windows 2003 Server editions.
2. Trenching, ducting and laying of fiber optic cable between the Account General's Department at Capital Hill and Disaster Recovery (DR) site.
3. Readiness of the DR site.

Plans to upgrade the IFMIS-EPICOR software have been finalized and will be completed by December 2007. Training on the upgraded software is underway and the upgrading of EPICOR will be completed by end of December 2007.

Fiber optic cable and peripherals have been procured during this quarter. GOM is in the process of identifying a contractor to lay GOM fiber optic cable, which is expected to be completed by end of January 2008. In the interim period the AGD has signed a contract with MTL to provide fiber connectivity between GOM and the DR Site. The contract agreement is for three years but with an exit clause. It is envisaged that the GOM will revert to its own cable when the above fiber optic cable installation is completed.

The DR site rehabilitation has been finalized. The room has been fitted with state of the art air conditioners and generator, and the only outstanding item is the installation of the UPS.

As was reported in the last quarter, the Purchase Order for Lot 1 was split into two phases. Phase 1 for the fiber optic laying and networking, and Phase 2 for ordering of the Disaster Recovery Solution equipment and installation. With the substantial completion of the three key dependencies, Phase 2 of this Purchase Order for the procurement of the Disaster Recovery Solution equipment and installation services has now been authorized. The equipment is expected to be delivered by November 2007 and the installation and testing is expected to be completed in January 2008.

A vendor to supply the VPN solution that will provide data connectivity between the AGD and the National Assembly, National Audit Office and the Accountant General Regional Payment Centers has been identified.

C&A is supporting AGD in developing an IT training strategy to strengthen the Department's IT capacity to support the IFMIS system both within the AGD and as trainer for other GOM ministries. It is expected that with the AGD leading IT training on IFMIS, this will significantly improve performance and integration between government agencies on the operations and functions of IFMIS. Most of the training identified for USAID funding will be completed during the subsequent two quarters, following the completion of the EPICOR upgrade, the installation of IT equipment and the Disaster Recovery Solution.

C&A continues to support weekly project management meetings, chaired by the Accountant General, for the implementation of the VPN and the Disaster Recovery Solution.

A report from the AGD led GOM delegation that participated at the International Consortium on Government Financial Management (ICGFM) Annual Conference in May 2007 in Miami, USA is attached as Annex 4.

Fourth Quarter 2007 (July – September 2007):

No.	Task 1: <i>Integrated Financial Management Information System for the Government of Malawi</i>	Status
1	Assessing broader IFMIS software implementation needs, including purchase of complementary software for the system's operation—Windows OS, database engine and anti-virus	Completed.
2	Providing training as needed with special emphasis on IT	C&A has reviewed IT training needs with Accountant General's Department. Training is expected to start during the next quarter.
3	Integrating training across government agencies, inclusive of demonstrating how the system makes different government functions interconnect	Once IT equipment has been installed, C&A will review training needs.
4	Sponsoring study tours for personnel from pilot entities, particularly the AG and NAO, to Dar es Salaam for hands-on-training with both a fully functional system and experienced tutors.	Completed.
5	Assessing hardware needs and support purchase of equipment requirements in pilot entities, but particularly in the AG, Treasury, NAO, and National Assembly.	Completed. Hot Disaster Recovery Solution in process.
6	Assessing equipment needs (e.g., hardware, software and other) of training labs and providing such;	Completed.
7	Assessing and determining, in consultation with USAID/Malawi, the feasibility of providing initial roll out and establishment of three regional payment centers.	Completed.
8	Support the Treasury-Budget Department in procuring and installation of equipment for the training lab	Completed.

Task 2 – Professionalizing Public Procurement in the GOM

The Office of the Director of Public Procurement (ODPP) supervises and monitors the procurement actions undertaken by the Specialized Procurement Units (SPUs) housed within government ministries, departments and para-statal organizations. C&A is currently helping the ODPP to overcome two main challenges, firstly the lack of trained officers within the SPUs and secondly, to fill all vacant positions in ODPP with professional procurement officers.

The short-term strategy to address these challenges is to offer intensive training to current officers in procurement basics and, in the medium-term, create a sustainable training capacity for procurement professionals in Malawi. Currently, C&A is providing support to:

- Three ODPP staff members to pursue a one year Masters Degree program.
- Training workshops for IPC members.
- Study tours for senior members of staff for ODPP
- Training workshop for procurement professionals, using training materials developed by ILO, through support from UNDP. C&A intend to train 80 procurement professionals in the government.
- Short-courses for two members of staff from ODPP.

In the long-term, C&A is providing support to the Malawi Polytechnic to establish a bachelor's degree program to provide the GOM with access to a local training centre in procurement and supply chain management.

Fourth Quarter 2007 (July – September 2007):

No.	Task 2: Professionalizing Public Procurement in the GOM	Status
1	Support three members of staff from ODPP to pursue one year Masters Degree Program in the UK.	Manale Jimu is at Robert Gordon University, Scotland, and Peter Makanga and Gift Gwaza are at the University of Birmingham, England. Manale is expected to return in October 2007, while Peter and Gift will return in December 2007.
2	Procurement of Library books for bachelor's degree in Supply Chain Management program at Polytechnic	Polytechnic has finalized the list of books they require for the program and procurement will proceed upon approval of the program by the university senate.
3	Strengthen the capacity of local training entities, such as the Polytechnic in Blantyre, to train procurement professionals.	3.1 - Task force formed 3.2 - Draft curriculum developed 3.3 - Study tour completed 3.4 - Curriculum developed in February 2007.
5	Provide continued assistance to the Polytechnic in Blantyre to establish a procurement sub-specialty within their existing or planned Commerce degree programs	3.5 - The Dean has submitted a justification for the bachelor's degree program to the university senate for approval and approval in principle has been obtained from the Vice Chancellor.
6	Provide study tours for senior staff to assess best practices elsewhere.	Study tour to Canada on SMEs participation in public procurement was conducted from March 22 to April 2, 2007. ODPP, SEDOM, DEMAT and C&A participated in the tour. As a result of the study tour, the ODPP has developed a number of recommendations to proceed with its SME initiative. The first recommendation that

No.	Task 2: <i>Professionalizing Public Procurement in the GOM</i>	Status
		was implemented in August 2007, with C&A support, was a government/stakeholder consultation to provide opportunities for SMEs in public procurement.
7	Acquire or design and operate, as needed, and in consultation with the donor community, the basic components of an e-procurement system fully compatible with the national IFMIS.	Pending. This item has been pending awaiting a study by ODPP supported by other donors. ODPP has completed a Draft Terms of Reference for the study. Depending on the results of the study by donors, ODPP has suggested a study tour to Tanzania to study e-procurement on EPICOR software as a way forward to finding a resolution.
8	Work with the Malawi branch of CIPS to establish a procurement accreditation system.	These activities are currently being funded by the World Bank. However, ODPP will advise if additional support will be required from USAID.
9	Work with ODPP and the Malawi branch of CIPS to form a procurement accreditation body	

Task 3 – Strengthening Capacity of the National Audit Office

In order to strengthen the capacity of NAO, C&A implemented and initiated the following activities during this quarter:

- Secondments of four auditors to the Office of the Auditor General, South Africa (AGSA)
- Payment of subscription fees to the International Organization of Supreme Audit Institutions (INTOSAI)
- Registration at 2007 INTOSAI Congress
- Continuation of internship program

C&A seconded four members of staff from NAO to AGSA. The four members of staff are as follows:

- Mr Elliams Simwaka, Chief Auditor
- Mr William Chadza, Chief Auditor
- Mr Auscar Nkhata, Auditor
- Mr Gerald Pute, Assistant Auditor

The secondees left for South Africa on September 2, 2007 and are due to return on December 24, 2007. The main objectives of the secondment are to improve governance and accountability through professional and internationally accepted approach to public audit methodologies. Two more members of staff from NAO are expected to leave for secondment on January 2, 2008.

C&A settled the annual subscription arrears to INTOSAI that accrued to NAO. The payment was effected by direct transfer on 21 September 2007. To sustain the subscription, NAO has included the 2008 subscription fees in their budget.

C&A has registered a NAO delegation of four to attend the INTOSAI Congress that will take place in Mexico from November 4 – 10, 2007. INTOSAI is the professional organization of supreme audit institutions (SAIs) for countries that belong to the United Nations or its specialist agencies.

The attendees will gain knowledge and experience from the congress. In addition, participants will attend formal presentations on best practices, provide SAI Malawi senior staff the opportunity to interact with other INTOSAI members as they share experiences, discuss issues, and recommendations to improve government accountability.

Two more interns resigned during the quarter making the total number of interns who resigned to five, representing a 25% turnover. However, the remaining interns are determined to stay at the NAO. NAO is actively working on integrating the interns into the NAO staff complement and it is expected that GOM will finalize the process by November 30, 2007.

In absence of the Auditor General, the Deputy Auditor General is still performing all the functions of the Auditor General, except that of attestation. As a result the completed 2005 Audit Report cannot be signed off or released, as this responsibility rests solely with the Auditor General.

Fourth Quarter 2007 (July – September, 2007):

No.	Task 3: <i>Strengthening Capacity of the National Audit Office</i>	Status
1	Provide on-the-job short-term and long-term training through seminars and workshops	Completed. Except legal skills training which is being coordinated with Task 5
2	Provide in-country specialized short-term technical training in appropriate auditing areas: financial, project, forensic, environmental, and fraud and corruption detection	Discussions with AFROSAI E to offer three specialized training courses in Malawi in 2007 are in advanced stages. Specialized areas included IT Auditing, Performance Auditing and Investigative Auditing.
3	Provide short and medium-term training abroad for selected promising auditors. The GAO in the United States and the National Audit Office in the UK, for example, provide excellent opportunities for foreign auditors in courses ranging in length from one month to a year.	Completed. Except for the second group of secondees and two specialized audit study tours.
4	Establish internship program for bachelor of accountancy degree holders	Completed. Integration processes into Civil Service is now in progress.
5	Assess NAO hardware and software needs. Within the limits of the project, provide material and technical support to facilitate computer-based audits and utilization of IFMIS data.	Completed. Except for one IT issue

Task 4 – M&E of GOM Implemented Projects as a Deterrent to Corruption

Overview of Support to MEPD

C&A continues to work closely with the Development and M&E Divisions within MEPD and coordinates its activities with numerous donors, notably the EU, DFID, and UNDP. This coordination and regular sharing of information both informally and during formal meetings convened by MEPD, has enabled C&A and other donors to leverage limited resources and minimize duplication and overlap.

Activities during the quarter focused on supporting MEPD in the areas of IT and improving the functionality of the MS Access M&E database and procurement of some IT equipment. C&A also provided technical support to the ACB to develop its communications strategy and after a lengthy MEPD-led procurement process, C&A agreed to underwrite the costs of hiring a local consultant to develop the communications strategy for the ministry with support from the international consultant who worked with the ACB.

C&A, at MEPD and the ACB's request, engaged an international consultant to help both entities develop and implement communications strategies to effectively disseminate information on their M&E and anti-corruption activities. The international consultant completed the ACB communications strategy this quarter and will work with a local consultant to complete MEPD's communications strategy in the next quarter. As part of its support to improving MEPD's dissemination of information about its work, C&A agreed to pay for the printing costs of the GOM's April-June MCC quarterly report.

C&A also worked closely with both the Development and M&E divisions to plan for upcoming trainings. C&A has assisted MEPD to improve its planning for training activities to ensure that sufficient time is allotted toward training material development and to allow for the involvement of experts from other key ministries including MOF and MLGRD.

Upon the return of the Malawi Delegation to this year's World Bank/Carleton University annual International Program for Development Evaluation Training (IPDET) in Ottawa, Canada, C&A convened a meeting (see Annex 5 for the joint report on the training and recommendations) with the participants. The objective of the meeting was to strategize about how they intended to apply what they learned both in their individual day-to-day work, but more importantly toward strengthening the working relationships and information sharing among the ministries that are responsible for monitoring and evaluating both donor-funded projects as well as Government of Malawi programs. Many of the recommendations included in their report are already being implemented.

As C&A hoped would be the case, sending delegates from MOF, MEPD, and MLGRD, has resulted in improvements in information sharing among these key ministries and improved collaboration on joint training initiatives. The participants who attended IPDET are applying what they learned and are actively involved in the planning for and execution of a number of training initiatives C&A is supporting.

C&A coordinated and calibrated its support to MEPD with the UNDP-managed Joint Program Support for the National Monitoring and Evaluation System, referred to as the Road Map, which is jointly funded through both a basket fund and parallel funding arrangements with partners including the EU, DFID, NORAD, GTZ and MCC through USAID/C&A. In consultation with UNDP and MEPD, C&A has identified areas where it can support implementation of the strategic plan or the "road map." These include training for local assembly M&E officers, training for directors of planning on project and budget development, recruitment of IT and Communications Specialists, IT Procurement, and international study tours and courses. The Road Map report for April – June 2007 is attached as Annex 6. The minutes from the April 26, 2007 Steering Committee meeting and TWC meeting are attached respectively as Annexes 7 and 8.

C&A continues to be an active member of the team which provides technical support to assist the MEPD to implement its strategic plan and road map. C&A attended both formal and ad-hoc planning and coordination forums throughout the quarter. C&A attended both Steering and Technical Working Committee Meetings, which took place respectively on September 13 and July 19, 2007.

Following C&A, DFID, and MEPD consultations about support for a Public Expenditure Tracking Survey, Performance Audits, and institutionalization of Community-Based Monitoring (CBM) structures, C&A is planning to support a study tour to Ghana, which has advanced systems in

place in all of these areas. The GOM can use these as tools to help mitigate against financial mismanagement and fraud, make project implementation more efficient, and better plan projects for greater impact, tracking inputs against results.

C&A engages regularly with GOM staff from other ministries, especially the MOF and MCC Initiative partner staff, including the U.S. Treasury's resident and intermittent advisors to avail relevant training opportunities to other GOM entities. C&A believes that these efforts will contribute toward improved coordination among the ministries responsible for M&E of GOM and donor funded projects, and will strengthen the close coordination required if the GOM is to implement an effective national M&E system.

Targeted Support to the M&E Division

C&A's IT/M&E Specialist, as well as MEPD and MLGRD staff responsible for establishing the National M&E Systems, conducted monitoring visits to a number of local assemblies during the quarter. C&A's IT/M&E Specialist provided on-the-job training and hands on IT support to the assembly database users during these visits and installed anti-virus software.

Over the past six months and following the MS Access/M&E database training C&A supported early in the year and with the recruitment of an IT/M&E Specialist, C&A has closely monitored the use and functionality of the M&E database at both the national and local levels. C&A staff noted with concern that, due to design flaws, the database files submitted by the local assembly M&E Officers could not be automatically merged into a master national M&E database to allow data aggregation and national, as well as cross-assembly, trend analysis. These observations prompted C&A to solicit advice from an independent database expert on possible solutions, please see Annex 9 for the report. C&A received and presented the independent expert's recommendations to MEPD, which suggested either a complete overhaul of the existing database or development of an entirely new database. After receiving these recommendations, MEPD solicited a second external review by database experts from the NSO. The NSO experts reached similar conclusions.

Following the two separate reviews of the database, MEPD requested that plans to provide refresher M&E/MS Access training be put on hold in order to prioritize the re-design of the database. C&A has agreed to support the costs of overhauling the database, which MEPD expects will take approximately three weeks after which the refresher training for M&E officers and Data Clerks will take place. The refresher training is slated to begin in November.

Targeted Support to the Development Division

C&A finalized the planning with MEPD's Development Division to lead a refresher training program for local assembly Directors of Planning and Development, Directors of Finance, and M&E Officers on project planning, budgeting, development, execution, monitoring, and evaluation. For the training to be successful, MEPD must work closely with MOF, specifically the Budget, and Debt and Aid offices, and MLGRD. C&A will co-finance this activity with the EU's Capacity Building Program. Although this activity was originally scheduled to take place last quarter, a number of competing priorities of MEPD, MOF, and MLGRD made this impossible, including the launch, and annual review, of the MGDS. Furthermore, MEPD took on board C&A's recommendations that sufficient time be given to planning, so that appropriate training materials could be developed and MOF and MLGRD were involved early in the planning to ensure their full participation (please see Annex 10 for the invitation and workshop program). C&A made these recommendations based on its experience from a similar training program it supported last year.

As the EU has more funds to dedicate to this activity than originally thought, C&A may be able to support a similar training for planning staff from the sectors at the national and local levels.

Fourth Quarter 2007 (July–September, 2007):

No.	Task 4: <i>M&E of GOM implemented projects as a deterrent to corruption</i>	Status
1	Provide training on techniques to monitor and evaluate major development programs, and on financial and technical analysis of policies and projects.	Recommendations from IPDET currently being implemented.
2	Provide training on computer software, including the MS Access software application used for planning and tracking M&E data, with the goal of implementing a state-of-the-art performance monitoring system.	Next quarter, following the overhaul of the M&E Database.
3	Conduct an IT needs assessment and provide support in procuring appropriate hardware and software, including phones and computers.	Completed procurement of major IT equipment, delivery and identification of minor IT equipment on-going.
4	Provide technical assistance to improve project management, internal planning, record keeping, and report writing.	Completed.
5	Support study tours and other cross-border exchange (perhaps using distance learning or Internet training methodologies) with countries that have government entities capable of carrying out effective M&E programs, such as Uganda and Mozambique or those in other regions of the world, such as Asia and Latin America.	Study to Ghana to learn from Ghana's Public Expenditure Tracking, Community Monitoring, and Performance Audit systems will take place in the next quarter.
6	Provide training and technical assistance to develop the capacity to engage in a wide range of public relations and outreach activities.	Assisted MEPD to hire a communications consultant. Supporting the printing of GOM's MCC Quarterly report.
7	Develop organizational linkages (perhaps through a designated liaison) and working relationships with the GOM entities identified above, as well as with journalists and civil society organizations (CSOs).	On-going.
8	Support implementation of aspects of the strategic plan currently being developed by M&E.	Specific areas for support identified for follow-up during the next quarter.

Task 5 – Building Legal Skills Capabilities

Following planning and preparation during the previous quarter, C&A commenced the training program to increase the legal capacity of GOM officials.

The training material, which was developed by Dr Kanyongolo of the Chancellor College of Law, includes an updated Administrative Law Manual for GOM officials and specific training modules to provide training on the contents of the manual. The other areas for training include Access to Information, Administrative Justice, Constitutional Principles and Policy, Declaration of Assets and other private interests, Investigation and Prosecution, Judicial Structure and Process, Methods of Implementing Legislation, Money Laundering and Terrorist Financing, Political Party Financing and Public Resource Management. This training is being conducted by trainers contracted from Chancellor College's Faculty of Law.

Training has been conducted for the ACB in Mzuzu and Lilongwe, senior staff of the NAO in Lilongwe, senior staff of Police services in Mzuzu, Blantyre and Lilongwe, senior staff for the judiciary, including magistrates and senior court administrators in Mzuzu, Blantyre and Lilongwe. Approximately 300 people have been trained so far and the training has been very well received by the participants.

In addition, a special training for Judges of superior courts and the Registrar's Office was delivered in Zomba. This training was delivered by senior Chanco trainers and included Mr. Jai Banda a regional expert in money laundering. During this workshop, a request was made by the Supreme Court to conduct a separate workshop on judicial transparency and accountability for Judges of the superior courts. This is being planned for November 9 – 11, 2007. The concept note was widely distributed, attached as Annex 11, for stakeholder consultation.

C&A was able to meet with the Solicitor General and Permanent Secretary to MOJ, to brief him on the progress and activities under the MCC Initiative during this quarter. The Solicitor General has asked C&A to work with the Director of Public Prosecutions (DPP) at the policy level and has assigned a lawyer from MOJ to work with C&A on a day-to-day basis; to embed the Legal Skills training within MOJ, to help with the curriculum development for the training of lawyers at MOJ and the purchase of law books and law reports for the Ministry. This arrangement is working very well and rapid progress is being made on all of the above.

C&A met with the University of Malawi Students Union (UMSU) to discuss their interest in Public Interest Litigation. The UMSU has indicated its desire to work with C&A in identifying and pursuing Public Litigation cases.

C&A and the Student advisor, Mr. Mwiza Nkhata, will work with UMSU in:

- a) Identification of anti-corruption cases for public interest litigation.
- b) Seminar/training workshop on public interest litigation, to train the students who will be involved in the identification of PIL cases.
- c) Organizing "UMSU Anti-corruption Awareness Day" to be held at one of the colleges' campuses at which several activities will take place such as debates, plays, songs, poems, speeches and testimonies by students that have been victims of corruption within and outside the University. This will be a forum for students to open up on issues of corruption.
- d) Publications of the experiences of the above activities in magazines which will be placed in Libraries for reference by incoming Student Councils as well as on the UMSU website.

Fourth quarter 2007 (July – September, 2007):

No.	Task 5: <i>Building Legal Skills Capabilities</i>	Status
1	Establish an office within the Ministry of Justice to coordinate the activities of the faculty of law training	Completed.
2	In conjunction with the Chancellor College Faculty of Law, MCC and GOM Partners, develop a list of approximately 10 learning and skills development programs to be provided over the life of the project	Completed.
3	Establish criteria for monitoring performance impact of personnel trained in the 10 learning and skills development programs.	Completed.

No.	Task 5: <i>Building Legal Skills Capabilities</i>	Status
4	Implement 10 learning and skills development programs for such groups as policy makers, GOM staff, members of the National Assembly's Public Accounts Committee, the public, and enforcement agencies.	Training completed for 330 GOM personnel. Six additional training programs planned for the subsequent quarter.
5	Provide training to members of parliament, executive branch, and law enforcement personnel to support and inform deliberations upon implementation of the Money Laundering/Combating Financing of Terrorism Bill, the Declaration of Assets Bill, the Freedom of Information Act, Political Party Financing Act, and the amendment of the Parliamentary Service Act.	
6	Support Chancellor College to establish a vocational training (internship) program which will place law students in key government entities.	Completed. Interns absorbed in to the MOJ.
7	Support Chancellor College to develop test cases as part of clinical legal education and public interest litigation through civil law recovery of unjust benefits accruing from public resources.	An agreement has been made to develop test cases with UMSU. UMSU will be supported by the Student Advisor from Chanco.
8	Identify 15 cases, to establish principles for more prudent and administratively compliant decisions and actions to apply to other cases, conduct research to prepare for cases, working with students of Chancellor College, to file and conduct cases.	Given the time remaining in the project It is planned to develop, file and conduct only 5 cases over the next two quarters to March 2008.

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

C&A provided technical support towards the setting up of a secretariat by the Media Council of Malawi. C&A provided an in-kind grant for this process. Please see Annex 12 for the in-kind grant budget and Annex 13 for the in-kind agreement. The total value of the grant is MK5, 693,333. As this is an in-kind grant, C&A is paying all the costs included in the budget directly to the staff members and service providers. No cash is being transferred to the secretariat.

C&A is paying salaries for four members of the secretariat's staff, office and computer equipment, internal travel and transportation costs to support the day-to-day operations of the secretariat, running costs for the secretariat including recruitment costs, communication, and accounting and audit fees for a period of six months. C&A is also paying for the secretariat to hire a venue for national governing council and committee meetings during the same period of time.

Through the engagement of other donors in the Media Coordination Group, C&A has coordinated the transfer of funds to the Media Council of Malawi from an earlier grant made to the Editors Forum by the US Government. C&A has also engaged other donors and the British High Commission has since committed itself to helping the Media Council of Malawi in implementing its 3-year strategic plan. Other donors have also expressed interest in the strategic plan and have promised to see where they can come in. This will ensure that sustained donor funding towards the Media Council of Malawi is available after C&A stops providing its technical and financial assistance.

C&A also provided financial and technical support for the council to come up with a 3-year-strategic plan. The strategic planning meeting, which took place in August, 2007, came up with a three-year road-map for the council's day-to-day running and its sustainability. Participants to the strategic planning meeting included journalists, National Governing Council members of the Media Council of Malawi, politicians, civil society groups and donors. The Media Council also invited the Executive Director of the Media Council of Tanzania to the strategic planning process. The Media Council of Tanzania is considered the best media council in the region. Mlambe Consulting Firm, a local firm, was engaged to facilitate the strategic planning process.

The strategic planning process was a very important step towards sustainability of the council as it was required by other donors, including the British High Commission and World Bank, before they would commit to the possibility of providing funding. Please see Annex 14 for the draft strategic plan and Annex 15 for the Media Council of Malawi Operation Plan.

The Council was also able to set up its three constitutional committees namely Ethics, Complaints and Disciplinary Committee, Membership and Accreditation Committee plus Finance and Audit Committee.

Through the in-kind grant from C&A, the Media Council of Malawi also conducted a recruitment process for its financial officer and administrative assistant. The positions have since been filled. C&A provided financial support for the panel that conducted the interviewing process. The panel included the Executive Director of the Council, members of the NGC and experts from civil society organizations. The US government support through both C&A and the U.S. Embassy has equipped the secretariat with an office, furniture, internet connection.

Fourth Quarter 2007 (July – September, 2007):

No.	Task 6: <i>Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information</i>	Status
1	Set up the Media Council of Malawi Secretariat	Ongoing. The Secretariat is in place with an executive. A recruitment process has been finalized. Training for the secretariat staff is being planned.
2	Support the re-formation of the Media Council by facilitating discussions between the potential members and leaders. To assist with identifying their common goals and strengths, in addition, to develop a strategic vision for the Council.	Completed. Currently providing technical support to help the Media Council establish links with corresponding regional bodies. The Council has been linked to the regional and world bodies.
3	Assist the Media Council in the design and conduct of a strategic planning process to support institutional development and strengthen the Council's mandate. This will include a strategic planning session to articulate and refine the Council's goals and develop a clear and time-bound implementation plan; establishment of an advisory group to support the process, comprised of representatives from NAMISA and the Editors' Forum; and the holding of focus groups of journalists, members of the public, and representatives of civil society and the political elite.	Completed. A 3-year-strategic plan is in place.

No.	Task 6: Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information	Status
4	Support linkages between the Media Council of Malawi and other media councils in the sub-region through the involvement of a member of another media council(s) in the strategic planning process and provision of ongoing technical assistance to the Media Council.	Some members of the council's committees and the council's executive director will be visiting the Media Council of Tanzania on October 14, 2007 for a study tour.
5	Support institutional development, provide targeted training to the Council's executive and staff in management, external relations and communications, information technology, program development and implementation, financial management and fund-raising.	Ongoing. Study tour to Swaziland or South Africa and training from two experts from Tanzania to be conducted during the next quarter.
6	Conduct a workshop for Council member organizations using a regional media expert to strengthen advocacy for an Access to Information Act that promotes press freedoms; support advocacy efforts before GOM officials and the National Assembly as the Act is under consideration.	Ongoing. In conjunction with MISA-Malawi (formerly NAMISA), which has already drawn up a program on lobbying for the Access to Information Act.
7	Support Council consultations with the Law Commission, building on current work to review and, where needed, amend outdated laws such as the Communications Act that unduly restrict press freedoms, while also building media capacity to provide accurate, balanced and relevant news coverage.	Consultations with the Law Commission will take place next quarter. Planning meeting held between C&A, MISA-Malawi and the Media Council on this. Consultations with the Law Commission will take place in the next quarter.
8	Provide a media development professional to guide the Council in developing, implementing and enforcing journalistic ethical and professional standards, including a program for the Council solicit, receive, evaluate and act upon reasonable public and private complaints regarding the media's conduct, use of sources, reporting fairness and the blurring of news, opinion and advertising.	Next Quarter. Awaiting results of the study tour to Tanzania.
9	Assist the Council in reporting to the public on complaints received, decisions made and actions taken.	Next Quarter. Awaiting results of the study tour to Tanzania.
10	Advise the Council on developing, implementing and enforcing a journalist accreditation program that includes skills and ethics.	Next Quarter. Awaiting results of the study tour to Tanzania.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

The training sessions in investigative journalism and reporting on corruption by C&A have “built journalists’ skills for better, more factual and analytic reporting on corruption, economic crimes, and matters pertaining to the national budget to strengthen the oversight role of the media and increase information available to the public.

C&A coordinated training sessions for 23 journalists from various newsrooms throughout the country. These are Capital Radio, Television Malawi, Malawi Broadcasting Corporation, Malawi News Agency, The Guardian, Blantyre Newspapers Limited, Nation Publications Limited, Joy Radio and Zodiak Radio Station. See Annex 16 for the list of journalists trained.

A journalism trainer from the United States of America, Don Ray and Abel Mwanfungwe from the University of Malawi’s Polytechnic, were contracted to conduct an intensive three-week-long investigative reporting training for the journalists. See Annex 17 for the trainers’ CVs.

This training helped to improve coordination and information sharing among journalists and various government entities, as well as civil society. The journalists were sent to carry out investigative stories on corruption and these stories will soon be posted on a web site developed by Don Ray.

The training also incorporated a GTZ initiative to train journalists in Local Government Reports. A lecturer from Chancellor College, Dr. Blessings Chinsinga, took the journalists through the training. The collaboration between C&A and GTZ on this training came as a result of discussions at the donor coordination group on the media. This is an excellent example of the donor coordination and leveraging of resources, which C&A supports under all of its tasks. Please see Annex 18 and 19 for reports of the journalism training course.

Three journalists that went through the training session were invited to participate in the first-ever investigative journalism summit in Africa which was held in Johannesburg, South Africa. The three; Emmanuel Luciano, Deogratius Mmana and Rex Chikoko were recommended by the Malawi chapter of the Forum for African Investigative Reporters (FAIR) to participate in the summit. This follows their active involvement in the C&A training sessions and their commitment to do investigative stories which are making a difference. The summit held on 3 September 2007 brought together media professionals from across the continent to brainstorm on how journalists can investigate and report on some of the continent’s most compelling issues.

C&A also funded a public debate on corruption which was conducted through Zodiak Radio Station. This was done to reach a lot more people than would have happened if a traditional seminar was to be held since it is a known fact that the radio is the most effective means of communication in Malawi. The rationale behind the decision was that a lot of people, who are mostly affected by corruption, especially those from the rural areas, would be allowed to participate and listen to the debate. C&A selected Zodiak Broadcasting Station to broadcast the debate because it is extremely popular with Malawians in both urban and rural areas.

Through the debate, C&A hoped to promote constructive dialogues on corruption and also allow journalists’ access to important sources of information and broadening their understanding of corruption issues. This was achieved as the ACB was able to clarify its roles and functions. The media and public in general are unaware of the ACB’s activities..The media also does not sometimes adequately cross check information about the ACB and ignores the corrections and clarifications communicated by the ACB’s Public Relations Officer.

The panelists were Press Corporation CEO Professor Mathews Chikaonda (former Minister of Finance), an official from the Catholic Commission for Justice and Peace Mr. Christopher Chisoni and the Public Relations Officer for the Anti-Corruption Bureau Bright Chimatiro.

The topic for the debate was: “Is the fight against corruption working in Malawi?”. The topic was carefully chosen in consultation with the radio station to ensure objectivity.

The discussions at the debate were centered on the topic but journalists and members of the public also participated in the debate.

C&A has enlisted the Polytechnic to conduct a content review process for its syllabus to include an effective investigative journalism component. C&A may also provide technical and financial support for the Polytechnic for a study tour to South Africa to learn lessons on how to implement the investigation journalism syllabus well.

Fourth Quarter 2007 (July – September, 2007):

No.	Tasks 7: <i>Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight</i>	Status
1	Conduct a series of small group training sessions throughout the country.	Completed for journalist from Malawi's three regions.
2.	Conduct two larger seminars on covering corruption in public life. Each seminar will include representatives from government agencies, civil society organizations, and broadcast and print media.	Completed one in Lilongwe, Mzuzu and Blantyre to be conducted next quarter.
3	Prepare for a conference with universities' journalism departments and private institutions to review existing course curricula and build on the short-term CIDA program in order to promote programs that are both more in line with internationally-recognized, professional standards.	Ongoing through the Journalism Department of the Polytechnic.
4	In co-operation with the Media Council, Editors Forum, select journalistic, universities and/or private institutions and others, work directly with editors and electronic-media producers to ensure that lessons learned and journalistic best practices and standards developed and introduced through the course of the training sessions and seminars are implemented.	Next Quarter. To happen after Polytechnic finishes the content development process.

Task 8 Civil society integration into an Anti Corruption Campaign

This task is comprised of two distinct components, C&A's Small Grants Program and the corruption perception survey. C&A also works closely with the ACB in the implementation of its civil society activities and is providing support to the Program Management Unit within the ACB, which is coordinating the development of the national anti-corruption strategy (NACS). Activities during the quarter focused on five main areas:

1. Supporting the implementation of the CSOs' projects
2. Coordinating a week long message development workshop for grantees
3. Revising the 2007 corruption perception survey
4. Finalizing arrangements for the Transparency International stakeholders conference to review the possibility of re-establishing the TI Chapter in Malawi
5. Providing technical support to the ACB to plan a training course on corruption for members of the National Implementation Steering and Blue Ribbon Committees which are charged with developing the National Anti-corruption Strategy.

Small Grants Program

C&A has awarded grants to eight civil society organizations in total. The table below provides a summary of the six CSOs' projects that are currently active:

CSO	Summary of project
Communications (Diocese of Chikwawa)	The project focuses on combating corruption in the livestock sector in Ngabu, Chikwawa. During the planning and mobilization phase, Communications will solicit buy-in from all the relevant stakeholders in the livestock industry from farmers to the dealers. The action phase will comprise meetings with the stakeholders and focus group discussions, during which Communications will solicit information from stakeholders on both the problems as well possible solutions. The first two phases will culminate in a two-day open forum discussion, where all stakeholders will meet to develop and adopt an action plan to fight corruption in the livestock sector in Ngabu.
Summary of Activities to date	Communications completed a survey in Ngabu to determine the extent of and types of corruption prevalent in the livestock sector, during July and August 2007. They will use the survey results as a basis, in addition to their focus group discussion, to reach consensus on the areas in the livestock market where corruption is most prevalent and methods to combat it. Following the discussions, Communications will develop a list of recommendations to fight corruption in the livestock sector. C&A will coordinate with the ACB and Ministry of Agriculture to organize a representative from each institution to participate at the forum in October.
MBC Kaning'ina Studios	MBC will develop 18, 30-minute radio programs focusing on corruption. The weekly shows will raise awareness among up to 500,000 listeners on the causes and impact of corruption and what individuals can do to fight it. The program will be aired on MBC, which broadcasts throughout the country and transmits to the Northern Region from the Kaning'ina Studios in Tumbuka.
Summary of Activities to date	MBC will broadcast their last program in October and may re-broadcast some of the programs in November.
Montfort Media	Montfort Media will develop a weekly radio program focusing on corruption. The weekly shows will raise awareness among up to three million listeners on the causes and impact of corruption and what individuals can do to fight it. The program will be aired on Radio Maria, a Catholic radio station, which broadcasts throughout the Central and Southern Regions of Malawi.
Summary of Activities to date	Montfort Media has broadcast all 17 radio programs. C&A and Monfort Media agreed that rather than conduct a costly survey on the impact of the radio programs, the resources budgeted for this activity would be channeled toward a corruption column in a bi-monthly newspaper Montfort Media is producing and will be circulating throughout the country. The project will conclude in December 2007.
Youth Net and Counseling (YONECO)	YONECO's project, 'Chitetezeni Chuma: Promoting Accountability and Transparency through Citizens Groups', aims to increase the quality of public services through increased transparency and accountability at the district and community level. YONECO will achieve this by enhancing the capacity of citizen groups and individuals to respond to corruption and demand transparency and accountability from their elected and appointed leaders. YONECO

CSO	Summary of project
	has a well-established network of community educators as well as citizens groups in Rumphi and Mangochi Districts that it will train to and engage during the implementation of the project.
Summary of Activities to date	YONECO has carried out five mass awareness campaigns, in Mangochi and Rumphi, to increase understanding about the effects of corruption, the role communities can play in preventing corrupt practices and the ACB's reporting procedures. During the campaigns YONECO distributed leaflets, which were developed as part of the projects IEC materials. Please see Annex 20 for a copy of the leaflet, in MS Word (original format is in MS Publisher). As a follow-up activity, YONECO conducted three public debates in Mangochi, which provided communities an opportunity, and platform, to publicly voice their opinions and concerns about corruption. The debates were also used by the Community Based Educators to assess the knowledge gaps of communities and participants, in order to focus their training on areas where there is limited knowledge.
Olympic and Commonwealth Games Association of Malawi (OCGAM)	OCGAM's project, 'Fighting Corruption Through Sports', aims to use sporting events to engage civil society and increase awareness about the types and effects of corruption. OGCAM will establish two anti-corruption sports leagues in Dedza and Ntcheu to encourage participation of students and communities. The project will increase awareness among participants, through presentations and discussion about corruption. The media will be invited to cover the anti-corruption league, sporting events and discussions.
Summary of Activities to date	OCGAM's Anti-Corruption Sports League and Quiz are currently in progress, and will be concluded on October 14. The Leagues and Quiz have attracted a large number of students, during which anti-corruption messages have been disseminated. OCGAM has also introduced an Essay competition for participating schools to increase the students' engagement in anti-corruption issues. To support their campaign and Leagues, OCGAM has produced a short anti-corruption radio advert to increase the exposure of their campaign, which will continue to be broadcast during the following quarter.
Public Affairs Committee (PAC)	PAC will focus on a media and faith based anti-corruption and advocacy campaign. PAC will establish a Task Team, consisting of 15 representatives from its five member religious institutions. Through a series of meetings and trainings, the Task Team will develop a strategic plan to implement the project and sensitize participants on the types of corruption prevalent in Malawi, and means to report and prevent corrupt practices. The messages developed by PAC will be disseminated in several forms, including posters, leaflets, as well as radio and television broadcasts. It is expected that the communiqué, produced by the Task Team, will be adopted by the religious community as their common stand on corruption.

CSO	Summary of project
Summary of Activities to date	PAC conducted their first workshop in September 2007, where they orientated their Regional Task Team on key anti-corruption issues, to enable the Team to develop a universal stance that religious institutions can adopt in the fight against corruption. The workshop included a presentation on the Corruption Perception Survey, an overview of the ACB's work (presented by Mrs. Mwalabu, ACB) and a presentation of paper by Dr. Gerard Chigona, entitled 'The Fight Against Corruption: The Role of the Faith Community'. Following the presentations, the Task Team agreed on a communication strategy that would be effective in the faith community and selected specific corruption issues PAC's messages should emphasize. Please see Annex 21 for a summary of the workshop.

To build the capacity of the grantees, C&A coordinated a week-long message development workshop in August 2007. The key objective of the workshop was to increase the impact of the project messages, to not only confirm the negative consequences of corruption, but effectively reach the target audience to move them to act against corruption. The training included assessing the characteristics of the audiences, types of corruption that the target audience might be exposed to and approaches that will initiate a positive action against corruption. The workshop was conducted by John Hopkins University. Please see Annex 22 for the workshop report. To contribute toward the sustainability of the message development training and build local capacity, C&A involved staff from the ACB in the workshop. The ACB both co-facilitated and actively participated in the workshop.

The workshop also enabled C&A to hold an Implementing Partners' meeting. Each grantee was required to present an update of their activities and it provided a further opportunity for the grantees to meet with C&A in person to discuss their projects.

Civil Society Action Against Corruption submitted an application for a grant, which the Grants Review Committee reviewed and did not short-list during Round 1. African Institute of Corporate Citizenship's (AICC) proposal was re-evaluated in August 2007 and C&A conducted a pre-award survey during September. However, it was determined, based on the results of the pre-award survey, that AICC would not receive a small grant.

Advisory and Technical Support to the ACB

C&A worked intensively throughout the quarter with staff from ACB and its lead donors to overcome a communication breakdown, which had resulted in donors suspending disbursements of funds to the Bureau and consequently a suspension of many of the Bureau's key prevention and public education anti-corruption activities.

Building on the successes of the support C&A is providing to the ACB to work closely with civil society organizations during the implementation of their anti-corruption activities, C&A retained the services of a consultant to work with the Bureau to develop a communications strategy. The communications strategy will enhance the ACB's capacity to engage effectively and strategically with a variety of stakeholders, including civil society. Please see Annex 23 and 24 for the communications strategy and workplan.

Corruption Perceptions Survey

C&A circulated the draft 2007 questionnaire to MCC Initiative partners, GOM entities, international donors, civil society organizations and media bodies to solicit comments and additional questions for the survey, during September. All comments and questions were forwarded to IFES's Research Manager to review before revising the questionnaire.

IFES's Research Manager visited C&A/Malawi on September 26 to select an organization to conduct the 2007 survey. IFES and C&A met with three Malawian organizations to discuss the questionnaire and methodology, as well as request proposals and budgets for the survey implementation. IFES will select an organization in October and the survey will be carried out in November 2007. During the visit IFES's Research Manager met and discussed the survey with a number of C&A's partners before finalizing the questionnaire.

Re-establishment of Transparency International in Malawi

C&A, in consultation with Transparency International Secretariat, Berlin, completed the Terms of Reference for a consultant to conduct a series of consultations with corruption and governance stakeholders in Malawi, to begin the process of re-establishing the Transparency International Malawi Chapter. The consultant's principal tasks will be to:

- Determine the reasons for collapse of TI-M
- Outline lessons learnt
- Draft key recommendations on the re-establishment of the institution
- Draft key governance document for the institution, either a constitution or article of association, in consideration of the legal status the institution will adopt.
- Report on the pre-consultations, outlining the recommendations on the re-establishment of the institution, and present the draft constitution or articles of association at the stakeholders' conference.

Following the consultations in October, C&A will coordinate a stakeholders' conference in November, during which the consultant will present their findings and recommendations on the revival of the TI-M Chapter. The conference will provide a platform for key stakeholders to agree on the way forward to re-establish the institution in Malawi. Representatives from the TI Secretariat and TI Kenya will participate.

Fourth Quarter 2007 (July – September, 2007):

No.	Tasks 8: <i>Civil society integration into an Anti-Corruption Campaign</i>	Status
1	Assess the feasibility of establishing a coalition of NGOs committed to fighting corruption.	Completed. Civil Society Action Against Corruption Exists
2	If feasible, provide support to the establishment of NGO coalition.	Further support deemed not feasible after pre-award survey of AICC.
3	Prepare and disseminate Annual Program Statement (APS).	Completed, APS advertised in August 2006 and February 2007.
4	Establish grant review committee.	Completed, Grants Review Committee met in September 2006 and February 2007.
5	Conduct training for potential civil society grantees on grant proposal preparation.	Completed in October-December 2006 quarter for first round of potential grantees and in March for second round of potential grantees. Grantees also received further training in procurement, financial and administrative procedures in June 2007.
6	Issue grants to support civic education/public outreach campaigns.	C&A has awarded eight grants in total, one of which has been closed during this quarter.

No.	Tasks 8: <i>Civil society integration into an Anti-Corruption Campaign</i>	Status
7	Request training from ACB to train CSOs trainers on types of corruption and reporting procedures	ACB has trained six grantees.
8	Quarterly Implementing Partners Meeting with Grantees	Completed. The next IP meeting is scheduled for November 2007.
9	Baseline National Survey Implemented and Disseminated.	Second survey will be conducted between November and December 2007.
10	Consult with USAID and other stakeholders on design of research instrument.	Completed. Research to take place during next quarter.
11	Design of research instrument and sample (IFES and MCG).	On-going. To be completed next quarter.
12	Translation of questionnaire and pre-test; training of interviewers and supervisors (IFES Research Manager in Malawi) (IFES and MCG).	Planned for the following quarter.
13	Fieldwork and data processing (MCG).	Planned for the following quarter.
14	Data analysis and report.	Planned for the following quarter.
15	Consultations with USAID/Malawi on implications of findings for civic education program.	Planned for the following quarter.

Task 9 - Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

C&A is currently working with the Reserve Bank to plan and prepare for the 2007 Fitch Sovereign Credit Rating Survey visit by Fitch Company.

As a result of the Sovereign Credit Rating Conference and discussions with implementing partners at C&A's Planning Meeting, during March 2007, a number of other initiatives have been identified by the Reserve Bank as activities that it would like C&A to support. The following initiatives aim to consolidate and sustain the capacity built over the past year and communicate the importance of the Sovereign Credit Rating to Malawi citizens:

1. Extend training on data analysis within the Reserve Bank and key stakeholders within the GOM.
2. Prepare a Sovereign Credit Rating training manual to preserve institutional memory and provide training.
3. Establish an Information, Communication and Education Strategy on the Sovereign Credit Rating for Malawi citizens.

In September 2007 the Reserve Bank of Malawi, with funding support from C&A held a two and a half day workshop for officers from a number of GOM entities, which compile data for the Sovereign Credit Rating, in order to discuss the data required by Fitch and how Malawi may improve the rating by submitting authentic and quality data. The approximately 20 participants at the workshop included representatives from the Reserve Bank of Malawi, Ministry of Finance, Accountant General's Department, Ministry of Economic Planning and Development and the National Statistics Office. The Workshop Program included a discussion of the following topics: the Real Economy, Public Finances, Government Debt, the Public Sector, the Banking Sector and Balance of Payments.

Using the 2007 data request from Fitch, workshop participants explained how the data is compiled for the above and determined as to which data should be submitted to the Rating Agency. Participants received the Fitch data request in advance so that they had time to compile the data before the workshop. The Reserve Bank's Senior Analyst, the Treasury Department, took the lead role in explaining the data needs of Fitch and how it should be presented.

The above instructions and data compilation processes and procedures will be recorded as part of the SCR manual to be developed as a follow-up to the workshop.

The Reserve Bank of Malawi has developed a Sovereign Credit Rating brochure. In the following months the Reserve Bank of Malawi will discuss with C&A a strategy for the public distribution of this brochure.

Fourth Quarter 2007 (July – September, 2007):

No.	Task 9: Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti Corruption Success	Status
1	Review/refresh bids from qualified firms to execute Sovereign Credit Rating (SCR) studies for two years, with an option for a third year.	Completed.
2	Liaise with MCC OTA advisor regarding pre-credit rating operations.	Completed.
3	Identify GOM counterpart.	Completed. Malawi Reserve Bank identified as partner.
4	Make arrangements with GOM counterpart (the MOF) to prepare for the SCR.	Completed.
5	Subscribe for services of an SCR firm for two years, with an option for a third year.	Completed.
6	Execute the SCR for Year One.	Completed.
7	Organize training conference to present the results and significance of the 2006 Ratings	Completed.

11. ACHIEVEMENTS AND CHALLENGES

ACHIEVEMENTS

Task 1 – IFMIS for the GOM

- The deployment of IT equipment to national institutions is a major achievement. In particular, the team work and participation of all stakeholders in the project management of the Disaster Recovery Solution project is an important accomplishment. The Accountant General is now chairing the weekly project meetings to ensure positive progress on the project. The Disaster Recovery Solution is a particularly complex technical project, and also has high political visibility, in addition to international donor interest from the World Bank and IMF, due to the mission critical nature of the IFMIS application.
- GoM has also managed to complete rehabilitation of the DR site as well as signing a contract with MTL to provide interim fiber connectivity between the AGD offices at capital Hill and the DR site.

Task 2 – Professionalizing Public Procurement in the GOM

- Four IPC training workshops have been completed and a total of 132 IPC members have been trained, exceeding the planned total of 120.
- C&A assisted ODPP to develop a procurement survey which was carried out by ODPP in November and December 2006.
- Two staff members of ODPP have attended procurement courses, one in Mombasa, Kenya, and the other at Crown Agents Training Centre in Worthing, UK.
- C&A supported a study tour to Canada from March 22 to April 3, 2007. In brief, the objective of the tour was to assess best practices in providing small and medium sized enterprises with access to public procurement opportunities. Section 28 of the Public Procurement Act 2003 and ODPP regulations, require the ODPP and the heads of all procuring entities to provide maximum opportunities for small and medium sized enterprises to participate as suppliers, contractors, consultants and sub-contractors in public procurement. Five people participated in the study tour, including one ODPP staff member, a representative from the Small Enterprise Development Organization of Malawi (SEDOM) and one from the Development of Malawian Enterprise Trust (DEMAT), as well as two C&A staff members. The Malawi Delegation met with federal and provincial government officials, development agencies and non-governmental organizations. A comprehensive report setting out lessons learned, recommendations and an action plan has been finalized. The first recommendation that was implemented in August 2007, with C&A support, was a government/stakeholder consultation to provide opportunities for SMEs in public procurement.
- C&A has initiated the establishment of a bachelor's degree program in procurement and supply chain management at the Malawi Polytechnic, Blantyre. Following the study tour to Bolton University, which C&A supported, a delegation from Bolton University finalized negotiations with Malawi Institute of Management (MIM) to introduce Master of Science degree program in Logistics and Supply Chain Management at MIM. The degree program is expected to be launched in February or March 2008. Please see Annex 25 for the degree program advert.
- Through C&A's support for ODPP study tour to the University of Bolton, UK. The university in collaboration with Malawi Institute of Management (MIM) have launched Master of Sciences Degree program in Logistics and Supply Chain Management. This will be another high level training institution, which will assist in professionalizing public procurement in the country.

Task 3 – Strengthening the Capacity of the NAO

- The installation of new IT equipment will facilitate computer-based audits and utilization of IFMIS data resulting in efficient and effective public audits. The computer training that was conducted by MCA, where 121 NAO staff were trained in application packages, has led to more effective use of the computer equipment procured by C&A and has improved the operations of the NAO as a whole.
- 41 new Assistant Auditors were trained in Public Audit Methodology and procedures thereby increasing capacity and skills for NAO.
- 54 Auditors were trained in Audit Sampling and are providing efficient and effective public auditing by avoiding a 100% test of transactions and thus are being cost effective in terms of time and effort
- 10 Auditors were given Train-the-Trainer (TOT) training in Audit Sampling to enhance the sustainability of the Audit Sampling training. The objective of Audit Sampling TOT was to impart audit sampling training skills to performing auditors who will train other NAO auditors. The Zomba NAO Office underwent Audit Sampling Training from 2 – 3 July, 2007, which was conducted by the four members of staff who attended the TOT in Mangochi.
- All 15 remaining interns are working contentedly at the National Audit Office.
- Four members of Investigative Audits at NAO underwent a detection, fraud and corruption course, organized by the US State Department of Justice.
- One member of staff from MCA who was trained in procurement audits is now, in turn, training others at an affordable cost.
- 4 members of staff are on secondment in South Africa, where they are getting skills and knowledge in best auditing practices.
- INTOSAI annual subscription arrears have been settled with a commitment from NAO to continue paying subscriptions on time.

Task 4 – M&E of GOM implemented projects as a deterrent to corruption

- The Communications Specialist C&A engaged during the last quarter to work with the ACB and MEPD completed the ACB communications strategy. The ACB's Assistant Director, Victor Banda, said that the strategy C&A's Communications Specialist produced was "one of the best he's seen."
- Despite the complex, multi-donor context in which C&A provides support to MEPD to develop and strengthen national M&E systems, C&A strives to be among MEPD's most flexible and responsive partners. To that end, C&A has been able to respond to a number of urgent and unexpected requests. For example, C&A procured and has begun installing 40 anti-virus licenses, one for each of the local assemblies. This has ensured that a major investment by other donors in desk top computers for the local assemblies was not lost due to viruses. Furthermore, the IT/M&E Specialist C&A recruited at the request of MEPD, has bolstered the IT capacity within the ministry and provided technical support to the assembly M&E Officers and Data Clerks. Similarly, C&A intends to support the overhaul and roll-out of an improved M&E database following two external evaluations, which concluded that the database in its current form would not meet the needs of its users.
- Since the start-up of the project, C&A has advocated for MEPD to work closely with MOF, specifically the Budget, and Debt and Aid offices, and MLGRD. Coordination and information sharing among these ministries and offices within the ministries is improving. In the next quarter, MEPD, MOF, and MLGRD, will conduct a joint training for local assembly Directors of Planning and Development, Directors of Finance, and M&E Officers. The objective of the joint training is to re-orient district planning and monitoring officers to national and local planning budgeting concepts and other policies such as the Malawi Growth and Development Strategy. This joint training initiative is a major achievement and demonstrates the improved working relations among MCC partner ministries.

Task 5 – Building Legal Skills Capabilities

- Training has been conducted with the Judiciary, Malawi Police, ACB and NAO
- The training material developed by Prof. Kanyongolo is of outstanding quality. Copies distributed to the trainees of the updated Administrative Law Manual and other topics will be a lasting contribution to capacity building in legal skills for GOM officials.
- Chanco trainers have been showcased and have established themselves as a national resource for building legal skills.
- The quality and delivery of training has been such that it has created confidence and trust amongst the judges, where they have asked C&A and Chanco to facilitate a workshop to examine the accountability and transparency of the judiciary.

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

- C&A continues to work on building on its success to support the functioning of the Media Council of Malawi. The council's secretariat is now in place and this is critical to the strengthening the media industry in Malawi.
- The Media Council and stakeholders completed a three-year Strategic plan for the council.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

- C&A's training in investigative reporting for investigative journalists was a success. All the journalists trained have realized their potential to pursue investigative journalism. There is increased and consistent coverage from the journalists that went through the training sessions. This is clearly seen in newspapers and especially in weekend papers. The private radio stations are also being seen to have increased their commitment to do investigative stories which are making a difference.
- The curriculum review process of the journalism course at the Polytechnic which is aimed at intensifying the investigative journalism syllabus will contribute toward the sustainability and institutionalization of the training efforts C&A has supported for journalists.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

- To date, C&A has awarded eight grants.
- Six civil society organisations are implementing their projects and have received one or more financial instalments.
- C&A's CSOs (YONECO and OCGAM) have had articles published about their projects in national newspapers. Please see Annex 26 for the newspaper articles.
- C&A coordinated a week-long message development workshop, conducted by John Hopkins University with support from the ACB, to train grantees on developing actionable anti-corruption messages.
- As a result of C&A's work, the ACB and donors have resumed regular meetings and have found solutions to the major issues which had resulted in the funding suspension. DFID and Norway will resume funding disbursements to the ACB in October.
- The Communications Specialist C&A engaged during the last quarter to work with the ACB and MEPD completed the ACB communications strategy. The ACB's Assistant Director, Victor Banda, said that the strategy C&A's Communications Specialist produced was "one of the best he's seen."

Task 9 – Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

- The Sovereign Credit Rating Data Analysis workshop brought together the different departments that collect data and gave them a deeper understanding of the need for

- coordination and coherence of data and the impact of sound data collection on macro-economic policy formulation in Malawi.
- C&A continues to enjoy a very positive relationship with the Reserve Bank in the planning and preparation for the Sovereign Credit Rating for 2007 and with the other initiatives identified above.

CHALLENGES

Task 1 – IFMIS for the GOM

- Unpredictable behaviors of some stake holders in the project make planning difficult. MTL for example had initially agreed to install GOM owned fiber cable. However, they changed their strategy and this has forced GOM to use MTL's fiber optic cable for the connectivity, as well as embark on another task of identifying another contractor to lay GOM owned cable.
- The Disaster Recovery Solution project requires particular attention and follow-up to ensure that the plan is finalized on time.
- On the whole, this large IT procurement continues to require considerable coordination and support to both vendors and national institutions.

Task 2 – Professionalizing Public Procurement in the GOM

- There has been a significant increase in demand for IPC training. However, given budget constraints C&A may not be able to satisfy the requirements requested by ODPP.
- The late submission of IPC training budgets from ODPP has delayed the coordination of workshops, as budgets first need to be approved by USAID before training sessions can be arranged and coordinated by C&A.
- The degree program at Polytechnic will need continued investments in terms of staff development, teaching and learning materials, infrastructure and equipment
- Office of the Director of Public Procurement will need continued support in its effort to develop the procurement profession.

Task 3 – Strengthening Capacity of the National Audit Office

- Delays in the appointment of the Auditor General, and delayed submission of financial statements to the Auditor General's department pose two challenges that C&A has to work around to achieve key performance indicators outlined in the Task Order
- Failure by Senior Members of Staff to attend training programs aimed at improving their skills is posing a challenge, as there is lack of leadership in incorporating different skills into overall NAO audit methodology for sustainability.

Task 4 – M&E of GOM implemented projects as a deterrent to corruption

- Despite a significant investment of time and resources into training and IT support to MEPD and the local assembly M&E Officers and Data Clerks, C&A, MEPD, MLGRD, and NSO have determined that with its current structure, the M&E database cannot meet the data and reporting requirements of the local and national government entities. Reaching this determination has taken time and resulted in the delay of some of the activities C&A had planned for this quarter, specifically, the refresher training for M&E Officers and Data Clerks. That said, now that consensus has been reached that the database requires major modifications, all those working to strengthen the government's M&E systems at the national and local levels are committed to working together to overhaul the database. Once the database is overhauled, the refresher training will be conducted and the new database will be rolled out to the assemblies. C&A hopes that both the database overhaul and refresher training will be completed by January 2008.

Task 5 – Building Legal Skills Capabilities

- Since the untimely loss of the former Solicitor General/Permanent Secretary (PS) to the MOJ, C&A has now established contacts with the newly appointed PS at MOJ and re-established the co-ordination mechanisms.
- The sudden resignation of the Legal Specialist left a huge vacuum in C&A's human resources to manage this complex task. The Senior Program Specialist assumed the responsibility for Task 5 activities in the absence of an Administrative Specialist; however, MOJ has appointed Mr. Pacharo Kayira to coordinate Task 5's activities.
- Due to the above reasons, the clinical legal education program on public interest litigation has now been modified. Instead of working with Chanco, C&A will work with UMSU, supported by an advisor from Chanco, to develop 5 public interest litigation cases.

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

- More donors are required to buy into the Media Council Strategic Plan.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

- It is yet to be seen whether the journalists trained will sustain their commitment to investigative reporting and maintain their enthusiasm to produce quality investigative stories.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

- Under the ECAMA grant, following a delay in their project activities (attributed to lack of funds to cover operational costs), C&A requested that the first advance be returned pending ECAMA's ability to secure additional finances. However, after requesting to review their bank statement and financial records it emerged that the project funds had been used to pay ECAMA's staff salaries. C&A immediately requested that funds be reimbursed, and on September 3, 2007, C&A recovered 245,112.32MK out of the 866,500MK that was transferred to ECAMA in April 2007. ECAMA have cooperated with C&A and agreed to reimburse C&A the remaining balance. It is expected that the funds will be returned in the following quarter. USAID has received regular updates on this issue and has supported C&A's efforts to recover the grant funds.
- C&A continues to closely monitor the financial management of all grantees to ensure adherence to C&A/USAID regulations.

Task 9 – Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

No challenges to report

12. PLANNED ACTIVITIES FOR 1st Quarter FY 2008 (October-December, 2007)

Task 1 – IFMIS for the GOM

- Continue to oversee the procurement activities, with particular attention to the Disaster Recovery Solution to ensure compliance with the contractual arrangements, administer approval of payments and support deployment.
- Oversee VPN connectivity implementation activities through coordination between the AGD, NAO, National Assembly and vendor.
- Oversee progress on IT training
- Continue to support weekly project management meetings

Task 2 – Professionalizing Public Procurement in the GOM

- Support two (one month-long) training workshops for procurement officers utilizing ILO training materials.
- Support ODPP to conduct SME survey
- Initiate procurement process for Polytechnic Library books and arrange shipment of books to Malawi
- Together with other donors with the ODPP, conduct a study on an e-procurement system.
- Depending on the outcome of the study investigate the feasibility of an ODPP study tour.

Task 3 – Strengthening the Capacity of the NAO

- Attend INTOSAI Congress with NAO in Mexico, from November 4 – 10, 2007.
- Complete arrangements for specialized audit training, such as IT auditing, investigative auditing and performance auditing, with African Organizations of Supreme Audit Institutions (AFROSAI).
- Coordinate study tours for performance and investigative audits.

Task 4 – M&E of GOM Implemented Projects as a Deterrent to Corruption

- Provide technical and financial support to MEPD and MLGRD to provide an intensive refresher training for M&E Officers and Data Clerks on M&E and the MS Access M&E database.
- Co-finance with the EU Capacity Building Project a refresher training for the Directors of Planning, Directors of Finance, and M&E Officers from the local assemblies on planning, budget development, and M&E in-line with the PSIP and the GOM's current development priorities, as articulated in the MGDS. The training will be jointly conducted by MEPD, MOF, and MLGRD.
- Compile the training materials used for the above training and print a training and reference manual which can be used for similar future trainings and to distribute to all trainees to refer to as they apply what they learned in the training.
- If requested by MEPD and provided sufficient resources remain, finance the costs to train the heads of planning in sector ministries and/or local assembly staff on planning, budget development, and M&E in-line with the PSIP and the GOM's current development priorities, as articulated in the MGDS. The training will be jointly conducted by MEPD, MOF, and MLGRD and will build on the lessons learned during the implementation of the training C&A co-finances with the EU.
- Cultivate and support coordination and information-sharing opportunities among MOF, MEPD, MLGRD, DISTMS and NSO, specifically through a three-week workshop where the three government entities work jointly overhaul the M&E database.
- Retain the services of a local consultant to design a PSIP database for MEPD's Development Division.
- Deliver recently procured IT equipment to the Development and M&E divisions of MEPD, agree on additional IT equipment needs, and finalize procurement for IT equipment required.

- Finalize contractual agreements for a local and international consultant to work with MEPD to develop their communications strategy.
- Attend Technical Working and Steering Committee Meetings as scheduled and ad-hoc coordination meetings convened by MEPD.
- Continue to engage with potential stakeholders in discussions about the feasibility of establishing an M&E Association of Malawi.

Task 5 – Building Legal Skills Capabilities

- Continue legal skills training programs for selected government institutions and the Media Council.
- Support the MOJ training for lawyers, paralegals and police prosecutors.
- Purchase books and periodicals requested by the new lawyers at MOJ.
- Work with UMSU to identify at least five test cases for documenting wastage of resources.
- Plan and support the judges workshop on accountability and transparency

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

- The objective of the Study tour to Tanzania is learn from the Tanzania Media Council how to effectively and successfully run a sustainable media council through observation of best practices and sharing of knowledge and information. Media Council of Tanzania was selected because it is generally accepted as the model media council in East and Southern Africa and probably among the best in the continent. It is highly regarded as a result of its success in the arbitration of cases involving the media and the public, promotion of professionalism, media advocacy programmes, above all sustainability. The council therefore provides a rich arena for experiential learning.

The delegation consists of representatives from the various committees and the secretariat of the council as follows:

1. Mr. Al Osman (Ethics, Complaints and Disciplinary Committee)
2. Mrs. Edith Tzirizani (Membership and Accreditation)
3. Mr. Alfred Ntonga (Finance and Audit Committee)
4. Ms. Jennifer Mmodzi (Finance and Audit Committee)
5. Mr. Baldwin Chiyamwaka (Executive Director)
6. Mrs. Pilirani Semu Banda (media Specialists Casals and Associates)

On their return the delegates will be trainers of the other members of the committees. They will draw a training plan or schedule of training sessions to share their knowledge, skills and information obtained during the tour. This is part of the capacity development activities for MCM's constitutional committees as set in its strategic plan.

- Organize training for Media Council of Malawi secretariat and constitutional committee members.
- Provide technical support and training to the Media Council of Malawi Secretariat, to ensure that it is self-sustainable.
- Support lobbying for the tabling and passage of the Access to Information Act and amendments to laws which threaten media press in the country.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

- Coordinate a workshop for the Polytechnic and journalism stakeholders to ensure that lessons learned and journalistic best practices and standards developed and introduced through the course of the training sessions and seminars are implemented.

- Due to the demand and interest in the public debates on corruption, C&A has sponsored to date, subject to authorization from USAID, C&A will organize one more public debate in the Southern Region.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

Small Grants Program

C&A will maintain regular communication with the grantees on their activities and implementation to ensure any implementation challenges are overcome and the grantees proposed timelines are maintained.

- Conduct monitoring visits to all grantees, and assist with the implementation of their projects activities where needed.
- Attend the closing day of OCGAM's Anti-corruption Sports League.
- Participate and assist Communications to plan for their Open Forum in October.
- Transfer remaining grant funds to CSOs.
- Assist CSOs to complete close-out procedures and review final program and financial reports.
- Hold a one-day anti-corruption training course for CSOs in November.
- Request and review narrative and financial reports from grantees as their activities are successfully implemented.

Re-establishment of Transparency International in Malawi

- Provide support to the consultant to conduct a series of consultations with anti-corruption and governance stakeholders during October and November.
- Coordinate stakeholders' conference, where the consultations' report will be presented and an action plan will be developed and agreed upon, outlining the way forward to re-establish the Malawi Chapter.

Advisory and Technical Support to the ACB

- To kick-start activities, two C&A anti-corruption experts will provide a two-day training on corruption for the BRC and NISC. This training will equip the members with the basic knowledge they will require to develop the NACS.

Corruption Perceptions Survey

- Review survey implementation proposals with IFES
- Liaise with selected organization to ensure survey methodology is in accordance with IFES's requests
- Coordinate training session for C&A on survey methodology
- Carry out monitoring visits during survey implementation

Task 9 – Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

- Continue the preparation for the Fitch Rating visit in November 2007
- Support the finalization of the Sovereign Credit Rating Manual.
- Support the development of a public distribution strategy for the Sovereign Credit Rating information flyer.

13. PERFORMANCE MONITORING PLAN¹

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
IR 10.1 Systems for Preventing Corruption Established and Strengthened	10.1.1 – IFMIS <i>Adequate hardware and software are procured for IFMIS to be implemented at target user sites the Treasury, Accountant General's Office, three regional payment offices, and two read only sites, the NAO and parliament.</i>	None			Yes	Yes	Yes			
	10.1.2 – Procurement <i>Number of GOM procurement staff trained (Gender disaggregated)</i>	None ^{4 5}	3	10 ⁶	25	50	100	150 ⁷	175	200 ⁸
			2M/1F	2M/1F	2M/1F	64M/10F	130M/21F	130M/21F		

¹ Please see Annex 27 for the Performance Monitoring Framework

² Actual figures are disaggregated by gender where required (i.e. two males and 1 female = 2M/1F)

³ All procurement and installation has been completed, however, equipment will be installed in the three regional payment offices during the beginning of next quarter. Connectivity for the NAO, Parliament and regional payment centres will be completed next quarter.

⁴ Source: TCP for 2004/5

⁵ There are approx. 189 government institutions which in theory have IPCs with up to 7 members each.

⁶ TCP target for 2005/6 is 29

⁷ TCP target for 2006/7 is 32 (61 cumulative)

⁸ Source: C&A Task Order

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.1.3 – Procurement <i>Malawi institution offers high level professional procurement training</i>	None	0	0	0	1	In process	In process	2 ⁹	1
	10.1.4 – Procurement Percent of unqualified procurement audit reports increases	No procurement audits have been conducted yet ^{10 11}	0	0	1	2	3	4	4	4
IR 10.2 Oversight Institutions Effective and Independent	10.2.1 – NAO <i>Speedier submission by NAO of Annual audit report to National Assembly</i> ¹²	>24 months late (mainly due to late submission of reports by Accountant General's office)				12 months late ¹³	24 months late ¹⁴			12 months late

⁹ Bachelor of Science in Procurement and Logistics Management has been approved by the Senate of the University of Malawi and the Malawi Institute of Management is providing a Master of Science in Logistics and Supply Chain Management in collaboration with the University of Bolton, UK.

¹⁰ TCP baseline is 70 reports. C&A believes there is an error in the TCP as no procurement audits have apparently been conducted.

¹¹ ODPP intends to outsource these audits and has requested support from the World Bank for this activity.

¹² C&A to consult with NAO about what kind of reports are due to the NA within 6 months and what are they able to produce at the moment.

¹³ TCP Target for FY 2006/07: One.

¹⁴ As a result of the vacant Audit General's position, the submission of audit reports has been delayed.

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.2.2 – NAO <i>Number of staff trained (Gender disaggregated)</i>	No	15	18	200 ¹⁵	205	207	209	211	281 ¹⁷
			13M/2F	16M/2F	16M/2F	119M37F ¹⁶	191M/69F	195M/69F		
	10.2.4 – NAO <i>NAO on-line with IFMIS</i>	No			Yes	No	In process	In process	In process	
	10.2.5 – M&E <i>Number of GOM staff trained in M&E (Gender disaggregated)</i>	None								50
					35M/4F	123M/25F	128M/26F	128M/26F		
	10.2.6 – M&E <i>Number of public relations and outreach events supported (Gender disaggregated)</i>	None				2				2

¹⁵ 10 on procurement audit training, 20 interns on government procedures, 90 on computer training and 60 on audit sampling, 2 secondments

¹⁶ Figures from MCA Training, Intern Induction course and Crown Agents training.

¹⁷ C&A, working with its other development partners, e.g., SIDA, could train all 65-70 auditors currently on staff. Gender: 6 to 7 auditors are women and C&A will seek to train all of them. Source: Einar Gorrissen, SIDA LTTA. Note that TCP, page 49, suggested target for FY 2006/2007 is eight (8).

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2	
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.2.6 – Civil Society Increase in the number of Malawians participating in anti-corruption activities (<i>Gender disaggregated</i>)	Baseline to be developed as part of program			Develop baseline			722M/514F ¹⁸	¹⁹		
	10.2.7 – Civil Society CSOs integrated into the Civil Society Action Against Corruption Coalition ²⁰	No coalition at present			Formation of coalition	8	10	12	14	16	
	10.2.8–Media <i>Media Council established</i>	No ²¹	No	See ²²	Yes	Yes ²³					
						Yes					

¹⁸ The figures are comprised of the following:

- Numbers provided by CSOs in Monthly Report: YONECO's activities: 85M/52F, Communications' activities: 73M/16F, MBC's activities: 336M/347F, OCGAM's launch: 100M/50F (this is an estimate) and Montfort Media's activities: 80M/42F
- Corruption perception survey dissemination: 48M/7F

¹⁹ C&A are awaiting figures from the CSOs for FY07 Q4.

²⁰ No coalition formed. However, C&A are in consultation with Transparency International to discuss the revival of the TI Malawi Chapter. C&A have awarded eight grants to civil society organizations to conduct anti-corruption civic-education programs.

²¹ Source: TCP

²² Source: TCP target for FY 2005/6

²³ Source: TCP target for FY 2006/7

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL						
	10.2.9 Media <i>Number of journalists trained in thorough researched investigative reporting of a) fiscal mismanagement, b) anti-corruption issues (Gender disaggregated)</i>	None ²⁴	0		45	100	100	100	100	100
	10.2.10 – Media <i>Media Council establishes a system of accreditation for journalists</i>	No				Yes				
	10.2.11 – Media <i>Demonstrated advocacy EVENTS and articles by media in favor of AIB</i>	Zero	0	0	5	15	15	15	15	15
	10.2.12 – Media <i>Adoption of a Code of Ethics by journalists</i>	None					Yes			

²⁴ Source: TCP for 2004/5

²⁵ A Committee has been formed by the Council to establish an accreditation system for journalists.

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
IR 10.3 Systems of Enforcement and Deterrence in Place and Functioning Effectively	10.3.1 – Legal Skills <i>Number of GOM staff trained (Gender disaggregated)</i>	None ²⁶	0 ²⁷			25	50	75	100	100 ²⁹
	10.3.2 – Legal Skills <i>Number of law graduates and final year students on vocational placement in key GOM entities. (Gender disaggregated)</i>	6 ³⁰	0	0	16	16	26 ³²	26	26	26
	10.3.3 – Legal Skills <i>Legal precedents set standards for civil servants</i>	0					5	10	15	15
Cross-Cutting	10.4 – Cross-Cutting <i>Sovereign Credit Rating</i>	N/A		1				2		3 ³⁴
					1			33		

²⁶ Source: TCP for 2004/5

²⁷ TCP target for FY 2005/6: 50

²⁸ Legal skills training will be conducted next quarter.

²⁹ TCP target for FY 2006/7: 100 (cumulative)

³⁰ Source: TCP FY 2004/5

³¹ Please see Section 1 Task 5 point 6.

³² TCP Target for 2006/7: 30 (at a time)

³³ The second SCR rating will be conducted in FY08 Q1

³⁴ 3rd SCR rating optional and would be conducted after the TO Completion Date

13. ANNEX

Annex 1: PLANNING MEETING AGENDA, SEPTEMBER 2007

Casals & Associates

Strengthening Government Integrity in Malawi Project

Planning Workshop
September 27 to 28, 2007

Mount Soche Hotel, Blantyre

Agenda

Thursday Sep 27, 2007

- 8 a.m. **Departure Lilongwe**
- 12 p.m. **Arrival at Retreat Venue**
- 12- 1.30 p.m. **Check in and Lunch**
- 1.50 – 2 p.m. **Welcome Address, Thusitha Pilapitiya, Chief of Party, CASALS Malawi Purpose and Objectives of the Workshop**
- 2 – 2.10 a.m. **Introduction to the Agenda, Amanda Willett, Deputy Chief of Party**
- 2.10 – 2.30 **Introductions of Participants**
- Session Moderator: Victoria Nyirenda, Office Manager**
- 2.30 – 4 p.m. **Progress Report on the Tasks against what was agreed at the March Retreat**
- Task 1 - Ben Munthali/Victor Mallewa, Accountant General's Office**
- Task 2 - Silvester Tsokonombwe/Joseph Mhango, Office of the Director of Public Procurement**
- Task 3 - Jones Chikoko/Representative of NAO**
- Task 4 - Amanda Willett/Representative of MEPD**
- Task 5 - Rajula Atherton/Charles Mhango, Dean, Faculty of Law, Chancellor College of Law**
- Task 6 & 7- Pilirani Semu Banda/Patrick Semphere, Chairman, Media Council of Malawi**
- Task 8 - Jonathan Pound/CSO Representatives**
- Task 9 - Rajula Atherton/Mary Magaba, Reserve Bank**
- Session Moderator: Godwin Kaonongera, Finance Manager**
- 4 – 4.15 p.m. **Tea**
- 4.15 – 5.30 **Break Out groups by Task to discuss progress reports and lessons learnt (Identify two key achievements and two key lessons that will contribute to sustainability)**
Each group will select a Facilitator and a Rapporteur for presenting the next day

Friday Sep 28, 2007

8.30 – 9.30 **Presentation by each group of two key achievements and two key lessons under each Task that would contribute to sustainability**

Session Moderator: Tina Musicha, Secretary

9.30 – 9.45 **Introduction to developing the work plans for the final two quarters – Critical points for consideration**
Thusitha Pilapitiya, Chief of Party

9.45 – 10.00 **Corruption Perception Survey – 2007,**
Rakesh Sharma, IFES

10.00 – 10.15 **Tea**

10.15 – 11.30 **Break Out group discussions to develop action plans for the final six months**

11.30 – 12.45 **Presentation of action plans by each group**

12.45 – 1 p.m. **Closing Remarks, Paul Kaiser, Team Leader, MCCI**

1 – 2 p.m. **Lunch**

2.p.m. **Departure**

Annex 2: SUMMARY OF ACHIEVEMENTS AND LESSONS OUTLINED IN THE PLANNING MEETING

Casals & Associates
Strengthening Government Integrity in Malawi Project

Meeting with MCC/USAID evaluation team

October 4, 2007
Lilongwe, Malawi

Achievements

Task 1 - IFMIS

1. Purchase of equipment for NAO, NA, Treasury and IFMIS Regional Payment Centers; connecting central government and other key agencies; involves offices in capital hill and other places.
2. Disaster Recovery Solution; an important activity that has established a strong partnership between C&A and Accountant General's Office with mutual commitment from finance and programmatic aspects.

Task 2 – Office of the Director of Public Procurement

1. Introduction of Bachelor's degree at Polytechnic. During the taskforce visit to UK, they discussed the Malawi initiatives with Bolton University, and as a result Malawi Institute of Management (MIM) is starting a masters degree in supply management from this year.
2. Initiative to create opportunities for Small and Medium Enterprises in line with the provisions of the Public Procurement Act.

Task 3 – National Audit Office

1. Able to reach many of the clients due to enhanced skills through national and international training; use of computers; increase in audits - earlier coverage 20% of audit clients, now over 50%.
2. Clearance of audit backlog. 2, 3 years in arrears before, now 2005/06 audits for most of the major departments and agencies completed. Expenditure for 2006/07 of some ministries now being audited.

Task 4 – Ministry of Economic Planning and Development

1. Built capacity in project management, IT and budgeting at central and local assembly level enabling timely submission of periodic M&E reports.
2. Provision of IT equipment, expertise and protection software contributing to staff morale and performance.

Task 5 – Legal Skills

1. Emergence of Chanco lecturers as trainers outside the law school, of international standards. Training was conducted by these trainers for non-lawyers up to supreme court judges providing a forum for discussion of the constitution, as well as existing and draft laws.

2. Printing and distribution of excellent training material including a comprehensive administrative law manual that will serve as reference documents even after the project has closed.

Tasks 6 and 7

1. Setting up on media council of Malawi after a lapse of 6 years, following a rigorous process. This is critical to the media industry. Strategic plan for Media Council ready.
2. Training on investigative journalism. 100 journalists trained. 77 went through one week in-house training sessions held in different newsrooms and 23 went through an intensive three-week training course.

Task 8 – Support to Civil Society Organizations

1. Increased demand for transparency of development activities, and how resources are being used. People are now opening up to report corruption even against local leaders. Confident about reporting without fear and are sure about protection and confidentiality. Greater understanding of the operations of the ACB and it's reporting procedures
2. Civil Society is still weak in Malawi. Through this exercise a number of CSOs have received training on administrative, financial and program management skills through following the rigorous reporting requirements of USAID. This creates sustainability for the organizations as they are able to show capacity to manage funds to other donors as well.

Task 9 – Sovereign Credit Rating

1. Malawi has moved from CCC to B-. This has given Malawi international standing and recognition which has encouraged investment to the country.
2. Training provided at different levels: Sovereign Credit Rating Dissemination Conference held to educate stakeholders on Malawi data and the importance of data. Ongoing training in data analysis at the technical level to ensure authentic and quality data provision for future Credit ratings.

Summary of Lessons Learnt³⁵

1. Consultative process is important for achievement of results in a sustainable manner.

The development of the Threshold Country Plan (TCP) for Malawi was a highly consultative process involving partners and stakeholders from the Government of Malawi (GOM). C&A has continued this good practice and as a result has been able to recognize capacity levels leading to designing, selecting and carrying out training programs that are best suited to each organization in terms of improving performance. C&A has recognized in particular a lack of project management skills and have been able to transfer such skills to the respective institution enabling the institution to take leadership and ownership in each development activity.

³⁵ While these lessons are not new in the area of development studies, the C&A experience in Malawi reinforces their validity in the national context of this country.

2. Creating trust and good relationships all around can achieve results in excess of the value of monetary investment.

Many of the C&A partners in GOM have several donor partners whose financial assistance is much higher than the MCC contribution. Through close coordination with the GOM counterpart and other bilateral and multilateral donors, C&A has fitted successfully in to a broader context by ensuring there is no duplication and no 'competition'. By being flexible in approach, C&A has shifted resources and provided tools for the GOM stakeholder to maximize donor resources. An excellent relationship with USAID/MCC in Malawi of mutual trust has also been the key to C&A ability to respond to GOM needs efficiently and innovatively.

3. Using local institutions for training is effective and sustainable as this benefits the trainees as well as the training institution.

C&A has used national institutions such as the Staff Development Institute, Malawi University Colleges such as the Polytechnic and the Chancellor College of Law, Malawi College of Accountancy (MCA), and Malawi Institute of Management (MIM) for training programs. In addition, C&A has introduced new programs in procurement, supply management, and journalism at these institutions. This approach has created valuable relationships between the trainees and the trainer organizations and led to mutual respect and credibility between these two groups. Training of trainer programs have also institutionalized new areas and approaches to training in national institutions.

4. While we deal with institutions, the personalities who lead the institutions can have a big impact on project progress.

This has been a lesson specially with Task 5 – Building legal skills. A 'difficult' Dean at the Law School necessitated changing focus of the activity continuously. After changing primary focus to the Ministry of Justice (MOJ), the Secretary to the Ministry passed away. However, now both positions have been filled by new professionals who are interested and committed to fighting corruption and the activity is moving forward. Similarly, the leaders of National Audit Office and Office of the Director of Public Procurement in particular have had a direct role that has had a positive impact in the work with these organizations.

5. Activities have had several unexpected results.

Examples include the starting of the Masters program in Supply Management at MIM, a request to C&A by the Supreme Court to arrange a conference on Accountability and Transparency of the senior judiciary of Malawi, and creation of fora for discussing legislation pending before parliament such as the important Access to Information Act.

6. Fighting corruption is a journey, not a destination.

The C&A work to improve accountability and transparency in Malawi continues to be a process. There is no point at which any official can say that the process of fighting corruption is over. What has happened during the past 12 months is that systems have been put in place, institutions have been strengthened, capacity has been built throughout the country, to enable Malawi to move in the correct direction on their journey to fight corruption.

IFES Annual Report: October 1, 2006 – September 30, 2007

COUNTRY: Malawi

USAID Cooperative Agreement No.: DFD-I-07-03-00139-00 (3200-105)

Project Start and End dates: June 1, 2006 – March 31, 2008

Total budget: \$491,350 Expenses to date: \$241,570

I. SUMMARY

- Provided two trainings to journalists in Malawi on investigative techniques and corruption-reporting practices.
- Rakesh Sharma with a local survey firm has conducted a public opinion survey on corruption in select regions of Malawi.

II. BACKGROUND

IFES is working under a sub-contract with Casals & Associates, Inc (C&A). to design, implement, and report on two surveys addressing the attitudes of the public toward corruption in the country.

The data from the surveys is being used to address needs and evaluate performance for the civic education component of C&A's anti-corruption work in Malawi. The IFES Research Manager will work with personnel from Casals, the Anti-Corruption Bureau (ACB), USAID, DFID, and other donors on the design of the corruption perception survey. Data and findings from the survey are expected to be released in January 2008.

Moreover, IFES, C&A, , and USAID have partnered to create a series of media trainings in Malawi to boost the contribution that the national media can make toward fighting corruption.

The contracted media trainer, in concert with the project partners and a Malawian media coordinator/local trainer, designed these trainings to go beyond the passive, hotel conference center workshops of past media trainings in Malawi. These IFES/C&A/USAID trainings took place within working newsrooms to polish on the job skills , while troubleshooting the limitations present within the actual newsroom environment so that journalists may learn to stretch limited time and money resources, and sustain their investigative coverage into the future. The trainings tailor solutions to each newsroom, and provide direct feedback to individual reporters to improve their coverage and to help them surmount obstacles (such as lack of skills reading financial documents, handling reluctant sources, pitching newsroom gatekeepers with limited appetite and room for financial stories, etc..)

Corruption undermines democracy in Malawi , and the media are best equipped to shine a light on abuses of power to keep politicians accountable and voters informed. As one journalist taking part in the ongoing IFES trainings said, she wants to cover corruption because “it is evil, retards development and is dangerous to a young democratic country like Malawi.”

Malawi's media are emerging from a very recent history of dictatorial and colonial repression. It's only as of the mid-1990's that independent media have been able to start functioning. Journalists often continue to be barred from public meetings and regularly face threats and arrest by government officials in the absence of strong freedom of information laws to protect the media.

There are several newspapers that operate independently, though they are still subject to party politics and are not widely read outside the few main cities. Most Malawians receive their news from the radio, and in just the past few years, several independent radio stations have enlivened the airwaves. They are beginning to compete with the state-run Malawi Broadcasting Corporation, but the government-run radio network still has the largest reach into all the rural areas. Television remains dominated by the state-run station of TV Malawi.

This report will outline what the journalists from TV Malawi, the Malawi Broadcasting Corporation and Capital FM covered during the initial three trainings. The report includes the stories they produced, individual assessments of their preliminary knowledge and attitudes, followed by individual evaluations of the training and progress. The report analyzes the training results, and concludes with recommendations for making improved media coverage of corruption issues sustainable at news outlets in Malawi.

III. PROGRAM ACTIVITIES

Quarter 1: Anti-corruption Training Program for Television Malawi, Dec. 4-8, 2006

Training took place in a dark board room away from the newsroom until the trainer moved the proceedings later in the week. About half the reporters in the newsroom took part, plus sub-editors, with the training tailored around the regular news schedule.

The training schedule follows with explanations of the modules:

Monday

- Why Are We Doing This?

The trainer, Suzanne Marmion, led this module to emphasize that this training originally stemmed from government of Malawi's desire to improve its corruption rating under the Millennium Challenge Account criteria. The message was that Malawi is trying to help Malawi, with the assistance of IFES, C&A, and USAID. Another key message was that the Government of Malawi is INVITING them to improve accountability (so keep that in mind the next time the ministry won't take your calls!).

- Oversight Agencies in Malawi

The trainer presented an organizational chart of the way oversight is supposed to work in Malawi, from the judiciary, the Office of the Director of Public Procurement, to the media's role. Participants discussed improvements in process, which included the procurement office receiving more money to become more transparent, and the Ministry of Finance promising to provide budgets online, etc.. We segued to our first:

- Guest speaker:

James Chagona, chief investigative officer with the Anti-Corruption Bureau, spoke on the chain of accountability and resources for journalists. He gave a behind-the-scenes look at how major cases in the news were investigated and outlined challenges. For example, the bureau had to drop one case when the government official deliberately stayed out of the country when he was needed to sign off on moving the case forward, allowing the court deadline to run out. He was the old college roommate of the person being prosecuted. The journalists from Television Malawi used their lunch break to put Mr. Chagona on the air for a lively interview about corruption in Malawi.

- Corruption in Malawi

The trainer helped to define corruption, and put Malawi in a global context using Transparency International's index. The journalists marveled at Malawi's ranking below Mozambique, a neighbor that suffered civil war.

- **Your Legal Rights Covering Corruption Stories**

Guest speaker—Media Law Expert Chris Tukula spoke about how journalists may protect themselves from jail and lawsuits when covering corruption. He explained how to bulletproof reporting to avoid libel or defamation claims. He also went over article 536 of Malawi’s constitution, which promises freedom of press, as well as access to information and facilities. However, there is no implementing law in place. The trainer provided a written summary of Malawi’s media access to information act, so that reporters were informed of their pending rights. The reporters quizzed the attorney actively to be sure they knew what to do to stay out of jail in Malawi’s current unstable reporting climate.

- **Cultivating Anti-corruption Sources**

We discussed strong sourcing and balance to protect reporters from legal action, but also to make the journalists’ stories more credible. Due to the sensitive nature of anti-corruption reporting, the trainer also went over the ethics of revealing sources—when to aim for naming sources to increase a story’s credibility but also how to handle protecting whistleblower sources that need to remain anonymous.

Tuesday

- **Following the Money**

Participants discussed using documents to find stories, brainstormed story ideas to show how following the money could entail reporting on many aspects of life in Malawi (farming, football, medicine, uranium mining, schools, etc.). Each journalist then pitched a piece to cover, and we honed the sourcing, discussed ways to put a human face on the issues, and how to treat stories as a series to make the most of limited air time, while still staying on a topic to make it in-depth over time.

- **The Budget**

The local trainer Abel presented “Bringing an investigative edge to budget stories”, a module on how to make sense of the six-volume national budget, and ways to stay on the issues as a budget remains a “living document” going through constant changes, many worth reporting on.

- **Money laundering**

Guest Speaker—money laundering expert Jai Banda. Banda explained how money laundering works in Malawi, and cited a new law aimed at curbing the practice. He gave specific examples which could make for future stories for the participants, and offered his personal contacts as a source for analysis and comment on active cases.

- **Understanding the Numbers**

Local trainer Abel helped participants learn how to read financial statements and handle statistics with caution. He also emphasized finding ways to bring numbers to life, i.e. don’t say the education ministry lost x-million kwacha without saying that could have built eight new schools. The trainer, Suzanne, augmented with accuracy tips on fact-checking, when to state the source of numbers, and other editorial quality control issues.

- **Investigative Journalism**

The trainer demystified investigative journalism to show that it is a collection of solid journalism practices that can be put into use every day on a “beat” which results in investigative coverage. Even with limited air and research time, this can be done with weekly reports tracking a particular story for a sort of documentary in installments, or by putting in an hour a day on one deeper piece while continuing to work on daily breaking stories.

Wednesday

- Ethics and Standards

The trainer shared a sample newsroom ethics policy, and the journalists began drafting Television Malawi's first ethics policy (a gift/meals limit of 2,000 mk (\$16) maximum).

- Strengthening Stories

The trainer discussed that before sending reporters out on assignment it was important to consider team investigating, stretching resources, budgeting time, and putting a human face on a stories. .

- After Field Story honing, reporters set out in two teams to start lining up field interviews.

Thursday

- Field Reporting: the two teams divided up, with one heading out to a remote school and the other heading to Queen Elizabeth Central Hospital. Trainers accompanied them and tracked stories and pressed the reporters to push their government sources, suggesting ways to persist, and to persuade officials to cooperate.

- Story Writing; trainers continued to re-focus stories, suggest ways to take them deeper.

- Content Editing; the lead trainer, Suzanne, edited each script to discuss ways to check facts, explore angles , and bring numbers to life. Local trainer Abel provided tips for building contacts, and discussed the history of various financial issues in Malawi to beef up stories and provide leads for future reporting.

Friday

- Story Auditioning, the newsroom, including the news controller, reviewed stories for innovation, balance and thoroughness.

- Troubleshooting Obstacles: the journalists described the obstacles they faced, and the trainer helped provide solutions to ensure future success (e.g. sharing interview tape with key officials to avoid scheduling overlap ; collecting field tape for multiple stories to be unspooled later, and keeping a tape archive of their material collected from remote locations so that they can continue to use fresh segments of taped interviews to complement new information from officials as they continue to dig deeper on the stories).

- Quiz II

The journalists filled out an evaluation questionnaire to see if their knowledge and attitudes had changed by the end of the week-long training.

Quarter 2: The Second Training

Over the course of five days, Malawian reporters and editors participated in lectures and exercises on the following topics:

- The nature of corruption — its prevalence, the motives for involvement in corruption (greed or need), how to identify it and how to avoid being involved in it
- The Investigative Mindset — basic tips and reminders for investigative journalists and other problem solvers: JDLR (Just Doesn't Look Right), Who Would Know? Figure Out the System, Don't Embrace Obstacles, Look for Victims and Enemies, Follow the Money, Wear the Correct Lenses and Test all of the Possibilities
- The importance of source documents
- Interviewing the document
- Squeezing more information from a source document
- Developing sources from the most unlikely places

- Getting the cooperation of bureaucrats and other resisting parties
- Breaking and entering (how to dissect an organization or agency)
- Interview motivators (why would anyone want to talk to any reporter and why would he or she want to talk to you?)
- The no-questions-asked approach to interviews
- Loosening lips (how to get more on the record)
- How to read and understand a budget or financial report
- Turning the budget or financial report into an investigative story
- Personalizing the numbers
- Legal aspects of investigative reporting
- Using the Monroe Motivated Sequence Plan on your own editors
- Ethics — outside and within the newsroom
- Planning the story — constructing a definitive statement
- Power leads and billboard paragraphs (nut graphs)
- Attribution everywhere
- Selecting the most powerful and illustrative quotes and sound bites
- The three most important rules of reporting: accuracy, accuracy and accuracy
- Writing for the ear
- Identifying and “activating” passive voice sentences
- Putting legs on the story — follow-ups and multi-part series
- Identifying the obstacles in the newsroom to quality reporting

The reporters spent the entire first and second training days in a classroom setting. On the third and fourth days, the classroom training was limited to part of the morning. In the later mornings and early afternoons, depending upon the approval of their editors, the reporters worked on their assigned investigative projects.

Reporters returned to the training area by 4 p.m. each afternoon to discuss their stories, exchange strategies and receive specific direction from the consultants.

On the fifth day, the reporters worked on compiling and writing their stories. Those who were not able to gather all of the essential elements continued their newsgathering and research.

During the same quarter, the IFES Research Manager traveled to Malawi from March 9 to 22, 2007 to present the findings from the first survey under the Casals SGIM project in a series of briefings to USAID, other donors, the ACB and other government agencies, civil society organization, and the media. The briefings took place in Lilongwe, Blantyre and Mzuzu. Amanda Willett and Jonathan Pound from C&A accompanied all or most of the briefings.

At each briefing, the Research Manager detailed the key findings from the survey in a PowerPoint presentation. The key issues covered were:

- Perceived frequency of corruption in Malawi
- Citizen exposure to anti-corruption messages in media
- Citizens’ lack of confidence in their ability to fight corruption
- Citizens’ lack of information about how to report corruption to ACB
- Lack of recognition of costs associated with corruption
- General ambivalence toward corruption among citizens
- Awareness of government initiatives and ACB activities in fighting corruption
- Sources of information that should be utilized for civic education

After the presentation, and sometimes during, the participants were invited to discuss the findings, what they thought about them, and what implications the findings would have on their work.

USAID and the donors were generally receptive toward the findings from the research and wanted to know about C&A's plans to utilize the findings in the civic education program. The ACB was also generally accepting of the findings and there were good discussions with the ACB on why some of the findings may be as they were, and what ACB can do to address issues. These issues included the lack of information on how to report corruption to the ACB, and concerns about reporting such as a fear of retribution should one report corruption, or the concern that nothing would happen even if corruption is reported. Among the suggestions forwarded was one to make it easier to report corruption by establishing a drop box system in rural areas, or to establish toll-free lines so that people don't have to use their units to report corruption over the phone. The ACB was also urged to put in place a regular reporting mechanism that informs the public about the actions taken on reports of corruption to the ACB, so that the public can be confident that their reports will be acted upon by the ACB.

Similar issues were raised during the briefings with media and civil society organizations. Civil society organizations were especially receptive to the findings as it provided them with recommendations for issues on which to focus in their civic education and other activities. Among the recommendations made by IFES and C&A were for civil society organizations to inform citizens about ways in which they can play a role in fighting corruption. Citizens should also be informed about how they can report corruption to the ACB, and to work with the ACB to generate greater confidence among the public that the reports will be acted upon. Another point of emphasis made to CSOs was that large segments of the public are not aware of the costs that corruption indirectly places on society and citizens, and that the CSOs should make this an emphasis of their work. CSOs reiterated their desire to work with the ACB but also expressed concerns that the ACB is easily approachable. These concerns were relayed to the ACB in the debrief meeting.

The briefings received some media coverage in the print media, with articles in three leading newspapers. The Research Manager and Amanda Willett were also interviewed for a MBC-1 show originating from Mzuzu and for a private radio station in Blantyre.

Comments made during the various briefings also provided ideas for questions on the second survey. The Research Manager will discuss these with C&A personnel in preparation for the second survey.

During this trip, the Research Manager also provided guidance to MCG personnel on the drafting of a methodological report for the survey.

In addition to a report on key findings, USAID has also requested that IFES prepare charts for each question on the survey so that this can be distributed to donors, the ACB, and others interested in the data. IFES is currently working on this and anticipates sending this document to ACB by the end of April.

Quarter 3: Upon returning from Malawi where the Research Manager presented the survey findings to various audiences, the IFES Research Manager drafted a report with key findings and recommendations from the data. This report relied on the data analysis conducted by the Research Manager, as well as discussions he had in Malawi with various audiences. This report was presented to USAID with a picture of public opinion on corruption and the public role in fighting corruption, as well as concrete steps that can be taken to increase the public's engagement in the fight against corruption. This report was sent to C&A's Deputy Chief of Party, Amanda Willett in April, along with other materials from the survey presentations.

Quarter 4: The IFES Research Manager (RM) and C&A's Deputy Director Chief of Party/Malawi started discussions on the second survey in early July and planning a trip by the RM to Malawi during the pre-survey process. One key aspect of the pre-election work that was to be accomplished was the selection of a contractor for the fieldwork and data processing for the survey.

In preparation for this task, the Casals field office gathered information on organizations that could undertake fieldwork and data processing. The C&A field office also prepared for the pre-survey process by asking for comments on the questionnaire for the first survey under the project.

The RM traveled to Malawi from September 24 to October 6 to prepare for the survey. In order to select the contractor for the survey, the RM met with three groups to describe the survey to these groups and to gauge their capacity for the survey. He prepared a Request for Proposals (RFP) for the survey, and these three groups were sent this RFP on September 28 and asked to respond with a proposal by October 5.

The RM also worked on drafting a questionnaire for the second survey, and drafted an initial questionnaire that was distributed to donors for comments to donors, the Anti-Corruption Bureau (ACB), and civil society groups. The RM met with representatives of the ACB to discuss their comments on the questionnaire, and with representatives from USAID and local civil society groups to hear about their comments on the survey. Based on these comments, the questionnaire was revised by the RM and distributed for further comments.

The RM attended a planning meeting in Blantyre of all partners working on the Casals anti-corruption program to hear presentations on the work accomplished so far under the project and future plans. The RM made a brief presentation on the upcoming survey at this meeting, and solicited comments on the questionnaire. Two questions on the ODPP's public information campaign were developed as a result of deliberations after the meeting.

IV. FUTURE ACTIVITIES

IFES, in consultation with Casals & Associates, will select and contract with a contractor to undertake the fieldwork and data processing for the survey. The survey is expected to be implemented from late October to mid-November and the data is expected to be submitted to IFES by mid-December. IFES will commence data analysis and reporting upon receiving the data from the local contractor.

GOVERNMENT OF MALAWI DELEGATION'S REPORT
ON
THE INTERNATIONAL CONSORTIUM ON GOVERNMENTAL FINANCIAL
MANAGEMENT HELD IN MIAMI, FLORIDA, USA
MAY 2007

Submitted by:

Mr. R.A.Kampanje, Accountant General Department
Mrs. Mary Magaba, Reserve Bank of Malawi
Mr. Elliams Simwaka, National Audit Office
Mrs. Rajula Atherton, Casals and Associates

GOVERNMENT OF MALAWI DELEGATION'S REPORT

ON

THE INTERNATIONAL CONSORTIUM ON GOVERNMENTAL FINANCIAL

MANAGEMENT HELD IN MIAMI, FLORIDA, USA-21ST -25TH MAY 2007

Background

The Threshold Country Plan submitted to the Millennium Challenge Corporation (MCC) by the Malawi Government was designed to promote accountability and transparency, to attain sound fiscal management and to pursue good economic management practices. Under the theme “strengthening government integrity to support Malawi efforts to roll back corruption and encourage fiscal responsibility,” Casals and Associates, one of the implementing partners under MCC, has provided information systems and equipment, training and study tours for various government institutions. They sponsored the members of the office of the Accountant General, the office of the Auditor General and the Reserve Bank of Malawi to attend the International Consortium on Governmental Financial Management (ICGFM) in Miami, Florida, USA. This is an annual conference which provides participants an opportunity to learn from various speakers on challenges and opportunities facing governmental financial managers today and discuss strategies for addressing them.

Rationale

In the recent years international institutions, donors and the public have placed emphasis on the need for effective governmental financial management, control on corruption and a move towards financial accountability and transparency. In countries like Malawi that receive international aid and technical assistance, public expenditure and financial accountability laws, systems and procedures are assessed to determine how public and donated funds are collected and spent. The MCC program is one of such aid assistance programs which offer access to large amounts of funds to develop projects in wide range of sectors in return for achieving certain indicators. The program demands enactment of aggressive reforms to fight corruption. For about thirty years the ICGFM has been focused on improving financial management so that governments may serve their citizens better. It was therefore, desirable for representatives for the government institutions that are involved in achieving the indicators to attend the ICGFM in order for them to learn about current initiatives and systems that have been implemented in different parts of the world and how useful such systems are in combating corruption and improve transparency in the financial management sectors of the government.

The Conference

THE 21ST ICGFM'S THEME WAS "NEW DEVELOPMENTS IN GOVERNMENTAL FINANCIAL MANAGEMENT BRINGING TOGETHER THE TOOLS, TALENT AND TECHNOLOGY. THE FOCUS OF THE CONFERENCE WAS TO SHARE EXPERIENCES, LESSONS LEANT AND BEST PRACTICES APPLIED IN INTRODUCTION OF FINANCIAL MANAGEMENT IMPROVEMENTS. THE CONFERENCE LOOKED AT DIFFERENT INFORMATION TECHNOLOGIES (IT) SYSTEMS THAT CAN BE USED IN REDUCING FRAUD AND CORRUPTION AND BUILDING GREATER TRANSPARENCY IN GOVERNMENT. SPEAKERS FROM AROUND THE WORLD MADE PRESENTATIONS ON VARIOUS TOPICS.

This year's conference also provided an opportunity for countries that are under the MCC programs to have a roundtable discussion and share lessons learned, best practices and reforms that have emerged from implementing the MCC programs

1. Government On-line: Harnessing the Potential of IT (Ken Cochrane, Chief Information Officer, Canada)

e-Government, a short form of electronic government refers to government's use of information technology to exchange information and services with citizens (government-to-citizen), businesses (government to business) and other arms of government (government to government) in order to improve internal efficiency, the delivery of public services, and processes of democratic governance.

E-government is a key channel for the delivery of public services in Canada and many countries look at the Canadian experience as the source of inspiration, good practices and lessons learned when designing and implementing national e-government strategies in order to avoid obvious problems.

The speaker claimed that online services in Canada account for more than 30% of all government transactions. He highlighted the Canadian achievements in improving the quality, accessibility and responsiveness of public services, building trust and confidence in electronic transactions.

From the Canadian experience, most participants agreed that with e government a country can reduce corruption, increase transparency and access to government services and information.

From a developing country's view, however it was noted that there are certain minimum technical and institutional requirements without which e-government is not feasible. These include level of technological development, level of education of the citizenry and its access to information technology. Furthermore, although it may look that e government has been beneficial to Canada, the benefits have not resulted from the use of information communication technology solely but from broader reforms which have improved public sector performance, of which use of information communication technology is part and parcel.

2. PEMPAL Communities of Practice – Peer Tools for Public Finance (Richard Bartholomew, Senior Budget Advisor, US Treasury – Office of Technical Assistance and Nikola Vukicevic, Assistant Minister for Budget, Ministry of Finance of Montenegro)

Global networking offers governmental financial managers an opportunity to share ideas and experiences from all over the world. Videoconferencing and the Internet are some of the tools that

enable them to share their ideas and experiences. From use of such technology communities of common practice are formed. One of such communities for government budget officers is the Public Expenditure Management Peer Assisted Learning (PEMPAL). This is an initiative supported by World Bank, DFID, GTZ Swiss and US Treasury Offices of Technical Assistance. It aims at creating a network of public expenditure management professionals in various governments in the Europe and Central Asia (ECA) region. The members benchmark their public expenditure management systems against one another and pursue opportunities for learning. The World Bank provides videoconferencing facilities for PEMPAL members, where discussions of common themes, leadership meetings and preparations for site events take place.

Although video conferencing amongst public budget officers of PEMPAL seems an ideal situation in the sense that it does away with costs associated with physical conferencing, it seems far fetched for most common practicing communities in developing countries such as the SADC or COMESA communities because equipment to facilitate this kind of communication may be expensive. Even if institutions such as World Bank provided the equipment, the process seems to require a great deal of planning and preparation. Members generally need practice and training to be effective in this domain. Furthermore, most videoconferences are not spontaneous. Instead, they must be planned and the necessary resources must be scheduled. Therefore, while this idea of public financial managers communicating through video conferencing seems a better idea for experience and idea sharing, the costs associated with it are high for developing countries such as Malawi. However as technology is advancing everyday it is a worthwhile means of communication for governments to explore as a means of exploring communication and dialogue.

3. E-Government: What goes first? – The case in Paraguay (Miguel Garcia-Gosalvez, Manager, Whittmanhart)

As part of its USAID/MCC funded project, being implemented by Casals and Associates, Paraguay has been involved in enhancing its information communication technology and developing an e government in the public sector. The speaker was directly involved in this effort and shared his insights and observations. The most important observation he focused on is that implementing information communication technology projects in government depend on existing systems and procedures.

In Paraguay this project has faced many challenges because the existing government systems were not favorable. Different sections of the government were using multiple and diverse information systems, databases and connectivity levels that not only made interconnectivity difficult but also make day to day management expensive and hard to achieve. There was also unwillingness amongst government officials and entities to share information as many use information as a controlling power. There was also fear of sustainability of the project especially whenever there was change of government.

On a general note it was seen that the idea of using information communication technology in government and development of e government is an excellent one. However, technology is only one component in a transformation program. While governments strive to implement information communication technologies, it should not be at the expense of building and implementing capacity in good governance fundamentals. Technology should complement good governance fundamentals.

4. Sustainable Development and Government Capacity Building (Árpad Kovács, President of the State Audit Office of Hungary, Chairman of the INTOSAI Governing Board)

In order to meet the challenges of the convergence by the European Union members, Hungary has engaged its State Audit Office to come up with a convergence programme for regulating public finance and moving towards sustainable fiscal balance.

Based on audit experiences and the role it plays in the budget process, the Hungarian state audit office is exploring a new “Thesis of regulating public finances” and moving toward sustainable

fiscal balance. The main messages in the thesis are: Laying down basic principles for public sector, enforcing transparent, predictable and efficient management of public finance, encouraging better cooperation between the public and private sector, introducing the rule based budgeting and programme budgeting, modernizing public information technology systems and attaining long term financial sustainability.

It was said that the use of technology within the public sector in Hungary is still in the early stages of development. And there are positive signs for its future development. However, Hungary is focusing its efforts on laying down the fundamentals of public financial management by implementing sound financial controls systems and making sure the laws are also aligned with the changes. Hungary has redefined internal audit functions and structures according to international standards. The Ministry of Finance rewrote the relevant decree incorporating role of functionally independent internal audit services in an effort to achieve sustainable fiscal balance, implement reforms and promote sustainable development.

5. Enhancing Internal Auditing in the Public Sector (Linda Fealing, Inspector General – Organization of American States, Martin Guozden, Office of the Auditor General, Inter-American Development Bank, Colleen Waring, Institute of Internal Auditors)

Earlier this year, the Inter-American Development Bank, in partnership with the Organization of American States and the Institute of Internal Auditors, organized a workshop on internal auditing in Central America. The Institute of Internal Auditors Research Foundation is also developing a new global model for implementing effective internal auditing in the public sector. The three speakers explained the crucial role internal audit plays in combating corruption in public financial management.

It was stated that all the information communication technology being developed is an effort towards increasing accountability, transparency and efficiency in the use of resources administered by governments. However, the primary responsibility for prevention, detection and investigation of fraud should be with management while audit must provide independent, objective, assurance and consulting activity through systematic evaluations.

Internal auditors in public sector are well positioned to detect fraud because they are internal and contribute to overall corporate governance. Internal auditors must therefore continually be kept current on relevant developments for effective auditing and be provided with professional training to ensure that they attain and maintain proficiency. To this effect the Institute of Internal Auditors (IIA) is developing a new global model for implementing effective internal auditing in the public sector.

6. Auditing Disaster-related Assistance and Using Geographical Information in Audits (Ellen van Schoten, Audit Director, the Netherlands Court of Audit and Jacquelyn L. Williams-Bridgers, Managing Director, International Affairs and Trade, US Government Accountability Office)

Whenever there are natural disasters individuals institutions, communities and governments want to help each other. However, it is usually difficult for donors to ensure that the aid reached the aid recipients and that money is being spent as intended. The International Organization of Supreme Audit Institutions (INTOSAI) established a Task Force on Accountability and the Audit of Disaster-related Aid. This task force has developed lessons learned and best practices for audit strategies and developed a model for using geographic information in audits. The model was demonstrated at the ICGFM 2007.

The speakers described the challenges facing government audit institutions. In order to audit disaster-related aid efficiently and effectively, an audit trail must be established to track the complex flow of humanitarian aid. Many factors-multiple national and international donors and recipients; the blending and division of aid flows; and a lack of coordination, cooperation, and harmonization-can hinder accountability and lead to waste, competition, fraud, and corruption.

INTOSAI has achieved a milestone in establishing this mechanism for the accountability and audit of disaster-related aid using geographical information. The system used is called Geographical Information System (GIS) which combines computer hardware, software, and geographic data to capture, manage, analyze, and display geographically referenced information. Such systems are already being used successfully for auditing purposes. Combining geographical information with other information on disaster aid makes it possible to better monitor and track the aid flows and visualize high-risk areas for waste, competition, fraud, and corruption. Visualizing these risks makes it possible for donors to ensure that aid reached the intended recipients more efficiently and effectively.

Several cases were cited where GIS applications have been used for audit purposes such as: Auditing Housing Subsidies in the City of Portland, Oregon, in the United States, used a GIS to help low-income residents find affordable housing and ensure the availability of housing for a growing population at all income levels; Disaster Response and Management in the United States, auditors effectively used a GIS to display the paths of destruction caused by Hurricanes Katrina and Rita and their effect on natural gas production, processing, and pipeline infrastructure in several states bordering the Gulf of Mexico. The use of a GIS enabled the auditors to present, in a compellingly visual way, the extensive network of pipelines layered with thousands of gas platforms and layered again with the paths of the hurricanes over time.

7. Improving Financial Planning and Management with On-line Distance Learning
(Chris Rowe, Business Operations Manager, International Management Consultants, Ltd; ▪ Mohamed Barre, UNDP; ▪ Samuel Lugumba, University of Fort Hare)

Somalia has a shortage of skilled human resources, fragile economic and financial base and inability to deliver basic services efficiently and effectively. This is because of the many years of war and conflict that the country has suffered. UNDP decided to take action to strengthen these areas by providing training in financial planning and management. With funding from World Bank, a consortium of providers developed a certification program encompassing face-to-face preparatory classes, video lectures, weekly tutorial sessions, on-line query boards, and computer based interactive sessions. This multi-faceted program has provided many leaning experiences for the developers who shared their experiences of using information technology to train Somalian financial managers using e learning facilities.

8. Financial Management Training for Local Government (John Hogan, Human Settlements Officer, Rating and Capacity Building Branch, UN-HABITAT)

The UN-HABITAT, the UN agency working with cities, developed a new tool to assist local governments in improving local government operations and financial management. A team working in Nairobi has published an internationally relevant, comprehensive training manual to address the needs of accountants, departmental heads, and elected leaders. They are testing the manuals in Rwanda, Fiji and Ghana and will report on its implementation.

9. Combating Fraud and Tackling Corruption – Learning from Canada’s Federal Accountability Act (The Honorable John H. Gomery, Judge – Superior Court of Quebec)

Judge Gomery addressed the Conference on his experience as an Inquiry Commissioner to investigate the Canadian Government “sponsorship scandal” between 2004 and 2006. The inquiry brought to light many sensational revelations, some of the most dramatic being that certain individuals had received kick-backs from sponsorship contracts and commissions, and some of the kick-backs had found their way into the hands of senior officers of the governing Party and had been used for electoral purposes. The adoption by the Canadian Parliament of the *Federal Accountability Act*, immediately after, in 2006 was a direct result of the Commission's work. The Federal Accountability Act whose full title is “An Act providing for conflict of interest rules, restrictions on election financing and measures

respecting administrative transparency, oversight and accountability.” The Act limits and reveals the funding of political parties, and enhances the power for the Auditor General to follow the money spent by the government. The Act also aims to increase transparency on government spending, and establish clearer links between approved expenditures and their outcomes. The presentation also touched on the importance of the independence of the media in fighting corruption.

10. Fostering Good Governance and Business Ethics in Panama (Temistocles Rosas, Director, Consulting Plus)

As part of the ongoing efforts to create a climate of social responsibility and prevent fraud and corruption, the US Commerce Department initiated a program to promote the application of business ethics principles. In Panama this is leading to the creation of an Ethics Pact for Businesses that is also being signed by government officials.

The business ethics program promotes transparent and ethical business and government practices and fosters private sector leadership in improving transparency and accountability in a particular country. The Good Governance Program has been working with business associations in Panama. The members have signed a pact that commits its signatories to promoting responsible business practices and fighting corruption in Panama and a version of the Business Ethic Manual for Latin American has been developed. The Business Ethics Manual is a practical guide for businesses interested in developing ethics programs. The Ethics Manual has been translated and adapted for the business communities in Russia and select countries in the Newly Independent States and Eastern Europe.

11. Promoting Public Sector Financial Management Reform in the Republic of Georgia (Roman Bokeria, Deputy Chairman, Chamber of Control of Georgia)

The Chamber of Control in the Republic of Georgia plays a key role in the implementation of the World Bank sponsored Public Sector Financial Management Reform Project. The speaker provided an update about the structural and organizational changes, accomplishments in enhancing transparency and accountability, and ongoing efforts to establish international standards.

12. Major Initiatives taken in India to enhance Transparency

E government is effected in India in line with the Right to Information Act passed by the Indian Parliament. The government of India has established an on line land registry called e-Bhoomi. 20 million manually managed land records are now digitalized and the government and the public are able to know who owns which piece of land. India has also established e-Chaupal for farmers of about 40 thousand villages. E chaupal provides ICT kiosks where farmers can obtain information on almost all government policies on farmers and other information about the market. India however, experiences challenges with these e-government initiatives. Challenges include poor infrastructure, low citizenry literacy, diverse language dialect and unfamiliarity with ICT among the citizenry.

13. New Technologies for Public Financial Management (Doug Hadden, Vice President, Marketing, FreeBalance)

This session examined technological trends in enterprise software and what impact these trends and the introduction of new technologies will have on international government financial management.

Current trends noted by the speaker related to consolidation in the software industry, more open systems, demand for systems that enable government decentralization, innovation through the use of the web and wireless government, integration of data that allows government performance management.

The general viewpoint of technology vendors is often much different from the viewpoint in government. Vendors want to talk about technology. Governments' focus is on reform hence IFMIS must support on-going PFM modernization. Technology enables the IFMIS, Technology is not government modernization.

The speaker concluded that the Government IFMIS of tomorrow will be:

modular, de-centralized, integrated, non-monolithic with multiple vendors, wired and wireless.

14. International Standards & Guidance for IFMIS Implementation (Andy Wynne, Head of Public Sector Technical Issues, Association of Chartered Certified Accountants (ACCA))

Mr. Andrew Wynne's presentation discussed the key standards and guidance for implementing an IFMIS. He proposes that these should be used to instruct the consultants/suppliers on the standards to be applied to an IFMIS implementation.

1. PEFA

Public Expenditure and Accountability Framework (PEFA) Program is a partnership between the World Bank, the International Monetary Fund (IMF), several national aid agencies and the Strategic Partnership with Africa. PEFA aims to support integrated and harmonised approaches to assessment and reform in the field of public expenditure, procurement and financial accountability.

The PEFA program has developed twenty eight PFM Performance Measurement Indicators to measure the operational performance of the key elements of a country's PFM systems, processes and institutions.

He highlighted the following indicators that should be key standards for an IFMIS implementation:

PI-5 Classification of the budget

The budget formulation and execution is based on administrative, economic and sub-functional classification, using GFS/COFOG standards

The international standard for classification systems is the Government Finance Statistics (GFS) which provides the framework for economic and functional classification of transactions.

GFS economic classifications are: Compensation of employees, Use of goods and services, Consumption of fixed capital, Interest, Subsidies, Grants, Social benefits and Other expenses

GFS uses the UN-supported Classification of Functions of Government (COFOG); there are ten main functions at the highest level and 69 functions at the second (sub-functional) level. At the highest level they are General public services, Defense, Public Order and Safety, Economic Affairs, Environmental Protection, Housing and Community amenities, Health, Recreation, culture and religion, Education and Social protection.

PI-6 Comprehensiveness of information included in budget documentation

The system and processes must make provision for meeting the following information benchmarks:

1. Macro-economic assumptions, including at least estimates of aggregate growth, inflation and exchange rate.
2. Fiscal deficit, defined according to GFS or other internationally recognized standard.

3. Deficit financing, describing anticipated composition.
4. Debt stock, including details at least for the beginning of the current year.
5. Financial Assets, including details at least for the beginning of the current year.
6. Prior year's budget outturn, presented in the same format as the budget proposal.
7. Current year's budget (either the revised budget or the estimated outturn), presented in the same format as the budget proposal.
8. Summarized budget data for both revenue and expenditure according to the main heads of the classifications used (ref. PI-5), including data for the current and previous year.
9. Explanation of budget implications of new policy initiatives, with estimates of the budgetary impact of all major revenue policy changes and/or some major changes to expenditure programs.

PI-24 Quality and timeliness of in-year budget reports

- (i) Classification of data allows direct comparison to the original budget. Information includes all items of budget estimates. Expenditure is covered at both commitment and payment stages.
- (ii) Reports are prepared quarterly or more frequently, and issued within 4 weeks of end of period.
- (iii) There are no material concerns regarding data accuracy.

PI-25 Quality and timeliness of annual financial statements

- (i) A consolidated government statement is prepared annually and includes full information on revenue, expenditure and financial assets/liabilities.
- (ii) The statement is submitted for external audit within 6 months of the end of the fiscal year.
- (iii) International Public Sector Accounting Standards (IPSAS) or corresponding national standards are applied for all statements

2. Code of Good Practices on Fiscal Transparency - IMF

- i) consolidated fiscal position of the central government should be published
- (ii) central government contingent liabilities and tax expenditures should be published
- (iii) full information on the level and composition of debt and financial assets

3. Government Financial Statistics (GFS)

The IMF GFS guides the collection of financial data on the whole of the public sector for each individual country. Furthermore, the GFS is based on its own version of accounting rules and concepts.

4. IPSAS

i) suite of standards for the accrual basis of accounting
ii) cash basis IPSAS

5. Consolidated Accounts

Consolidation of central government ministries, departments and agencies, parastatal organizations and local governments

Traditional model is to produce accounts for each budget entity. In UK whole of Government accounts are to be published for the first time for 2006/07.

6. Treasury Reference Model

The draft Treasury Reference Model (TRM), World Bank & IMF, is intended as a development tool for fiscal managers and system developers.

Treasury Reference Model' has a concept of core and non-core components:

- Core components include the general ledger, budget management, agency budget execution and cash management.
- Non-core components include budget preparation, debt management, payroll and tax administration, and a number of other possible areas.

7. Cobit

Control Objectives for Information and related Technology (COBIT) provides an IT governance framework and supporting tool set that allows managers to bridge the gap between control requirements, technical issues and business risks by looking at: strategic alignment, value delivery, resource management, risk management, performance management.

8. ISO 27001

ISO 27001 Information Security Management Systems

Specifies the requirements for effective information security. Risk management and continual improvement are at its core. Governments are applying this standard to good effect

The two international standards used today are COBIT and ISO 27001 complement one another. COBIT typically covers a broader area while ISO 27001 is deeply focused in the area of security.

The main message from Andrew Wynne was that there are great deal of standards and guidance. The main areas above need to be considered in the planning and preparation for the implementation of an IFMIS system.

But One should keep it simple.

This was a very useful and practical presentation which can be used to benchmark a government system.

15. Integrated Financial Management & Accounting System (IFMAS) in Kosovo (Lulzim Ismajli, Treasury Director, Ministry of Finance and Economy; Behxhet Brajshori, Deputy Minister, Ministry of Finance and Economy)

This session examined the role and success of the IFMAS in the Government of Kosovo's economic management program aimed at improving the public accounting system and enabling greater transparency in the management of country finances

16. Case Study – Integrated Financial Management in Panama (Fernando Lasso de la Vega, Deputy Presidential Secretary for Governmental Innovation)

The Government of Panama is extending the Integrated Financial Administration System (SIAFPA) to encompass decentralized agencies and municipalities. The Presidential Secretariat for Governmental Innovation is aligning these efforts to improve services to citizens and integrate government information. The integrated financial system is key to this process.

17. IFMIS Sustainability & Capacity Building (Dr. Michael Parry, Chairperson, International Management Consultants Limited (IMCL))

This was another excellent presentation covering the entire project management cycle of an IFMIS implementation:

- An IFMIS can lead to real benefits
- Implementation is challenging
 - Must be recognised as a major project impacting across government
 - Requires substantial resources
 - Do not underestimate time
- Sustainability issues must be addressed from the start
- IFMS benefits are not automatic
 - Must be a strategy to realise the benefits

18. Integrating Risk Management and Compliance into Financial Management Systems (James A. St. Clair, CISM, Senior Manager, Global Public Sector, Grant Thornton)

Over the past 5 years, there has been tremendous growth in the use of information technology and automation in global financial management. In the United States, this growth has occurred during the same time that the public and private sectors have incurred tremendous scrutiny in providing and managing adequate controls to manage risk and comply with new laws and regulations. This presentation discussed the growth of automated finance systems and automated controls, in conjunction with the impact of laws that are changing the role of technology and the IT organization to achieve effective enterprise wide processes in risk and compliance.

19. Regional Experiences in IFMIS implementation

The GOM delegation was part of the African Region. This session was facilitated by Mr. Haden of People Soft. The Malawi experience was noted as a good example of Government will and leadership when it took charge of the funding and implementation of the IFMIS system.

20. Financial Transformation/Reforms in Antigua and Barbuda – A Case Study (Dr. Errol Curt, Minister of Finance & Economy, Government of Antigua & Barbuda)

The government of Antigua and Barbuda embarked on financial transformation which would see the public sector use technology with the aim of rationalizing government resources, defining roles of entities in service delivery and public expenditure management.

The message from the Minister of Finance was that for this to happen there was the need to demonstrate political will and government leadership to achieve the required institutional reforms for fiscal restoration/ transformation.

21. Integrating Aid Management & Financial Management Systems (Gerhard Pohl, Ph.D., Senior Director, Operations, Development Gateway Foundation)

The presentation examined the benefits of integration between aid management and financial management systems to bring together national budgets and aid management for more effective, efficient and transparent aid coordination.

Sharing MCC Threshold Country Experience: Anti-Corruption Lessons from Around the World

ICGFM facilitated separate sessions of common interests be held after the Wednesday sessions. Malawi participated in the Millennium Challenge Corporation Session. Present at this session were representatives from Moldova, Paraguay and Malawi. Other participants were consultants from organisations that have been involved in implementation of MCC projects such as Casals and Associates and Free Balance.

The Malawi delegation made a presentation on how Malawi has been implementing about fifteen specific interventions over the two year period of MCC Country Threshold Program. The program's interventions are aiming at preventing corruption, enhancing oversight functions and building enforcement and deterrence capacity in fighting corruption. The interventions intend to create more effective financial, legislative and judicial branches of government, provide support for lead anti corruption agencies, and strengthen independent media coverage and expanding the work of civil society organizations.

The session was dominated with sharing of experiences as the countries are on different programmes of MCC. Paraguay never went through the Threshold Programme but was granted the Compact Status program and Moldova has just been granted MCC Threshold programme status.

Participants were concerned with the issue of sustainability of the projects. It was noted that the MCC was a Bush Administration initiative and participating countries were concerned about what will happen to the projects once the Bush Administration goes. To this an assurance was given that the Government of the United States funds projects that have been approved by the Senate. Therefore funding which has been approved by the Senate would continue to flow regardless of any changes in the presidency.

Lessons learnt from the Conference

The conference provided an opportunity for us to learn about different information communication technologies that are being implemented to effect change in public finance management. We learnt that with such technology in place a country is able to minimise corruption and increase transparency in government.

We observed, however, that most of the presentations made, focused on the experiences in designing and implementation of public sector financial systems. In many cases, the technical part of implementing systems is the easier part of implementing change. It would have benefited participants even more if the issues of sustainability were covered comprehensively. Furthermore, other issues need to be considered when effecting change in public sector financial management. Issues such as: political will, availability of resources, donor needs and demands, level of education of the citizens of the concerned country, existing systems and willingness to change by the public finance managers and the citizenry. Most of the presentations did not address the changes that need to take place as the foundation before technology takes its place in government financial management.

JOINT REPORT ON IDEPT

By

MEPD, MOF AND MLGRD

List of Acronyms:

AIDS	Acquired Immune Deficiency Syndrome
CCC	Community Citizen Card
CSC	Community Score Card
DA	District Assemblies.
ESHS	Environment, Social, Health and Safety Assessment
HIV	Human Immune Virus
IPDET	International Programme for Development Evaluation Training.
M&E	Monitoring and Evaluation
MEPD	Ministry of Economic Planning and Development.
MOF	Ministry of Finance
MOLGRD	Ministry of Local Government and Rural Development
PETS	Public Expenditure Tracking Survey
USAID	United States Aid for International Development.
WB	World Bank

Table of Content.

Acronyms and Abbreviations.....1

Executive Summary.....3

Introduction.....4

Objectives.....4

Methodology.....5

Facilitation.....5

Core Courses.....5

Workshops.....8

Conclusions.....11

Recommendations.....12

Annex.....15

Executive Summary

The Governments overarching development policies are contained in the Malawi Growth and Development Strategy (MGDS). However the sound implementation of this strategy will have a bearing on a robust and efficient monitoring and evaluation system.

The establishment of a sound monitoring and evaluation system has been derailed by capacity constraints both at the central and district level. Most sectors do not have functional monitoring and evaluation units. In addition the cadre of most of the M&E officer's currently in place lack the expertise to conduct sound monitoring and evaluation activities.

The International Programme for Development Evaluation Training (IPDET) provided an overview of developmental evaluations and also offered opportunities to interact with some top evaluation experts in the world. In addition, specific evaluation topics were discussed in greater depth.

It is therefore expected that the skills and knowledge acquired through this course will be a great catalyst in the establishment of a result based monitoring and evaluation both at the central and district level.

1.0 Introduction

The Government of Malawi realises that having an effective monitoring and evaluation system for the implementation of its strategies is key to the achievement of its goals. It was in this regard that in 2004, the Government developed the National Monitoring and Evaluation Master plan in order to implement the monitoring and evaluation system for its development strategies. In order to do this, the Government created the Roadmap Programme for M&E to ensure smooth capacity building for M&E Officers.

It was however observed that most M&E staff lacks sufficient expertise in more specialised tasks of monitoring and evaluation. This deficiency in technical skills limits their job performance.

It was therefore against this background that USAID through Casals and Associates Incorporation sponsored officials from the Ministry of Economic Planning and Development, Ministry of Finance and Ministry of Local Government and Rural Development to attend a workshop in International Programme for Development Evaluation Training (IPDET) which took place in Ottawa, Canada from 11th June, 2007 to 6th July, 2007. The workshop was designed to meet the needs of evaluation specialists and managers from different types of organizations involved in conducting significant evaluation of development interventions

2.0 Objectives:

The core objectives of the course were as follows:

- To develop basic knowledge of development evaluation concepts, processes and methods.
- To increase or upgrade current depth or level of evaluation knowledge and skills.
- To enhance specific skills in designing and conducting evaluations of development programmes.
- To develop networks for future collaboration and knowledge sharing.

3.0 Methodology

This comprehensive program was divided into two phases. Phase one covered the core course, which offered graduate level seminars that provided an overview of development evaluation. Phase two covered specialised workshops, which offered opportunities to interact with some of the top evaluation experts in the world and to study particular evaluation topics in greater depth. In addition, roundtable discussions were facilitated.

4.0 Facilitation:

Three highly qualified and experienced professors namely; Linda Morra-Imas, Ray Rist and Martin Abrahams facilitated the core course. Professor Linda Morra-Imas is the Chief Evaluation Officer and Head of Planning for the Independent Evaluation Group of the International Finance Corporation (World Bank). Professor Ray Rist is a retired Senior Evaluation Officer in the Independent Evaluation Group of the World Bank while as Professor Martin Abrahams is an adjunct Professor in the school of Public Administration at Carleton University.

5.0 Core Course.

The course content in the core course covered the following areas.

5.1 Module 1: Front-end analysis of the evaluation process.

This module discussed the organisation and planning process for evaluation. To this end, topics on front-end analysis of the project, policy and programme, stakeholder analysis, balancing cost and benefit and pitfalls of the evaluation were discussed. In addition topics on relationships

between programme stages and the broad evaluation question including the programme logic, programme theory and logical frameworks were highlighted.

5.2 Module 2: Building a result based monitoring and evaluation system.

This module highlighted the essence of building a performance or result-based approach to monitoring and evaluation. Ten steps in building this result based monitoring and evaluation system were discussed and they include: Conducting a readiness assessment, agreeing on performance outcomes to monitor and evaluate, selecting key indicators to monitor outcomes, gathering baseline data on indicators, planning for improvements-setting realistic targets, monitoring for results, the role of evaluation, reporting findings, using findings and sustaining the M&E systems within the organisation.

5.3 Module 3: Approaches to development evaluation.

As development has moved from a project-based approach to programmes and policies, there is a need for a change in evaluation of this variety of approaches to be used. These include evaluability assessment, prospective assessment, goal-free evaluations, multi-sites evaluation, participatory evaluation, rapid assessments, outcome mapping, evaluation synthesis, social assessment and Environment, Social, Health and Safety assessments. (ESHS)

5.4 Module 4: Data collection methods.

This module discussed the methodologies of collecting data. It highlighted data collection strategies, data collection general rules, key issues about measures, quantitative and qualitative data and common data collection approaches. This module also stressed on how data can answer evaluation questions.

5.5 Module 5: Evaluation Questions

This module introduced different types of evaluation questions, how to write good questions and how to structure questions for evaluating development particular programs, and policies. Knowing the type of questions is important for selecting an appropriate evaluation design that will answer the question. This module covered five topics and these are: source of questions; types of questions; identifying and selecting questions; keys for writing good questions; and suggestions for developing questions.

5.6 Module 6: Descriptive, Normative, and Cause-Effect Evaluation Design

Having determined evaluation questions, there is need to select evaluation design features or approaches that are most appropriate given each question and situation. This module presented some guidelines, along with strengths and weaknesses of various approaches. Five main topics were covered in this module and they include, defining evaluation design; connecting evaluation questions to design; design element; types of designs for cause-effect evaluation; and key points about design.

5.7 Module 7: Sampling

This module looked at sampling strategies to help in determining sample size and data collection.

5.8 Module 8: Data Analysis and Interpretation

This module discussed the various ways of analysing and interpreting data in order to answer the questions regarding the interventions or policies being evaluated. The module had two components namely, analysing of both qualitative and quantitative data, and linking quantitative data to qualitative data.

5.9 Module 9: Presenting Results

This module highlighted information presentation. Five topics were covered in this module, and these were; communication basics; writing evaluation report for your audience; using visual information; making oral presentations; and peer review.

5.10 Module 10: Managing for Quality and use.

The notion of managing evaluations, assessing the quality of an evaluation and how evaluation results can be used is crucial in development evaluation. This module therefore discussed various mechanisms to be used in order to achieve a result based monitoring and evaluation system. Topics covered in this module included; managing an evaluation, planning an

evaluation, project management, managing people, managing tasks, developing evaluation questions, management tips, assessing the quality of an evaluation, and using evaluation results.

5.11 Module 11: Complex Evaluations

This module focused on how to reorient the focus from the project level to country, thematic sector, or global levels. This module covered five topics and these are; big picture views, country assistance evaluations, thematic evaluations, sector program evaluations, and evaluating capacity development.

5.12 Module 12: Evaluation Ethics, Politics, Standards, and Guiding Principles

Apart from planning, designing, collecting data, analysing data, and presenting the results, evaluators have to deal with outside pressures. This module therefore, covered ethical issues and political consideration in evaluation and these included; ethical behaviour, political evaluation, and evaluation standards and guiding principles.

6.0 Workshops

The following workshops were covered:

6.1. Assessing Organizational Performance

This workshop articulated in depth the various parameters, which are essential for assessing the effectiveness, efficiency, relevance and financial viability of an organization. Further, some key concept to focus on when analyzing the organizations enabling environment, motivation, capacity and performance were also highlighted.

6.2 Developing and Using Program Logic Models.

This workshop articulated the benefits of developing and using logic models for describing programme theory.

6.3 Qualitative Methods and Analysis for Development Evaluation.

The focus of the workshop was on the credibility issue in qualitative methods, triangulation and mixed methods approaches and emerging and cutting edge issues in qualitative analysis.

6.4 Evaluating Community Development Initiatives

This workshop focused on evaluating community development initiatives, which are intended to foster decentralized, participatory and equitable development process in poor communities. The workshop helped to develop a shared understanding of basic principles and processes associated with CDI and how these are manifested in various institutions.

6.5 Designing and Conducting Surveys

This workshop addressed (a) the type of information that surveys can and cannot validly collect in development contexts, (b) the kind of resources needed to do surveys, and (c) ethical consideration. The workshop also focused on the steps required to develop surveys: crafting questions and response choices, ordering and laying out questions, developing strategies for securing high response rates, planning logistical procedures field testing, and coordinating data collecting procedure.

6.6 Using Surveillance, Monitoring and Evaluation to Improve HIV and AIDs Programming.

This course equipped participants with the knowledge and skills to implement comprehensive HIV and AIDS M&E system at national or sub national level. This workshop also helped participants to develop an M&E logical framework. In addition, issues on developing an M&E operational plan and budget, designing a functional M&E system for the institution/program, using M&E data to improve decision making, implementation and dissemination were discussed.

6.7 Designing and Building Result-Based Monitoring and Evaluation System

This workshop was based on ten steps in building result-based M&E system. The workshop helped planning, designing, and implementing M&E system by discussing the ten steps, the tasks needed to complete them, and the tools available.

6.8 Case Study Methods for Development Evaluations

In this workshop participants learnt how to brainstorm various methodologies for building a case. The three main categories of case studies thus explanatory, descriptive, and combined methodology were addressed. Participants discussed and applied considerations for choosing the type of case study to be developed, learn methods for obtaining and analyzing data in case studies, and gain an understanding of the skills required for producing a case study.

6.9 Designing Impact Evaluations under Constraints

This workshop provided guidelines for designing and implementing methodologically sound impact evaluations when operating with budget, time, data, and political constraints—the “real world evaluation” approach. The workshop looked at conducting evaluations when there is no baseline data and when it is difficult to identify a control group. The workshop presented guidelines for identifying and addressing the potential weaknesses of quantitative, qualitative, and mixed-method evaluations conducted under these circumstances and had some case studies from Africa, Asia, and Latin America.

6.10 Evaluation for Post-Conflict Situations

This workshop enhanced participant’s knowledge and skills in assessing and evaluating post-conflict programs. The overarching objectives of such evaluations are to improve the effectiveness of post-conflict interventions and increase institutional strategic planning, learning, and goal-focused evaluation partnerships. Methodologies include evaluation logic, baseline setting, and theory-based evaluation, quantitative and qualitative techniques for performance objectives, as well as values and standards for evaluation.

6.11 Conducting International Joint Evaluations

The workshop presented and discussed different modalities for joint evaluations namely; synthesis studies, global evaluations, country programs, and sector evaluations. It also gave an insight into horizontal issues arising in joint evaluations: selecting a theme or programmatic dimension and building the evaluation constituency; agreement on terms of reference; use of common evaluation standards; protection by agencies of special interests; how to determine (and build) ownership; addressing recommendations and follow ups.

6.12 Positioning Evaluation in Your Organization

Recognizing that although monitoring and evaluation are ideally an integral part of organizational management, program planning, and project implementation; organizations often encounter resistance when seeking to implement evaluation processes that help partners, staff, and senior managers fulfill their mandates, roles, and responsibilities. To be able to serve their purpose, even the most methodologically sound, well designed; high-quality evaluations require a supportive organizational context. This workshop therefore attempted to explore ways to help staff, management, and partners recognize and respond to these challenges.

6.13 Citizen Report Cards: Community monitoring and evaluations.

This workshop focused on the conceptual, technical, management and implementation aspect of the Citizen Report Card process. It was highlighted that the success of this process has a bearing on a strong lead institution, which has the ability to adapt and implement this dynamic tool to the local setting.

7.0 Conclusions

The International Programme for Development Evaluation Training is a fundamental mechanism in building capacity for monitoring and evaluation. The programme and its evolved content and scope respond to the growing demand in the development evaluation community for high quality, relevant and intensive training.

The skills and knowledge acquired through this course will be a great catalyst in the development of a result based monitoring and evaluation system both at the central and district level. In view of the decentralisation phenomenon, it is expected that the capacity build within this team will benefit not only the strengthening of M&E at the district level but will also trickle down to community level.

8.0 Recommendations

Basing on the lessons learnt from the training workshop, the following conclusions and recommendations are drawn.

- In an attempt to foster coordination, information sharing and strengthening working relationships among the implementing sectors, the following initiatives have been proposed.

- 1) Quarterly meetings among the Ministries of Economic Planning and Development, Finance, Local Government and Rural Development and the National Statistical Office should be encouraged. These meetings should be aimed at sharing information on the progress made in monitoring and evaluation of developmental projects concerned and the proposed activities planned for the forthcoming quarter.
 - 2) It has also been proposed that during monitoring and evaluation visits for various sectors concerned, members from the above mentioned institutions should be encouraged to participate.
 - 3) Sharing of divisional progress reports within the institutions and among the sectors mentioned should also be encouraged.
- In order to enhance transparency and accountability, the Principal Secretaries Committee which is chaired by the Chief Secretary for Civil Service as per outlined within the institutional framework of the National Monitoring and Evaluation Master plan should be mandated to take actions on sectors which miss appropriate or deliberatory reallocate public resources meant for developmental programmes.
 - A functional monitoring and evaluation system need to be rolled out at the district level as a way of operationalising the Monitoring and Evaluation Master plan. In this regard, Community Score Card or Citizen Report Card monitoring should be introduced as a way of providing the citizens and the government with qualitative and quantitative information about prevailing standards and gaps in service delivery. It is therefore proposed that the programme should initially be piloted to some districts before it is rolled out nation wide.
 - In view of the fiscal decentralisation, there is a requirement to revitalise the Public Expenditure Tracking Survey (PETS). This tool pose to be a very powerful public management tool that can be used to help policy makers and decision makers track the trend of financial resources and the impact of a given project, policy or programme. In order to operationalise this activity, proper coordination among the Ministry of Economic Planning and Development, Ministry of Finance, National Statistics Office and the Ministry of Local Government and Rural Development need to be strengthened.
 - The Monitoring and Evaluation section within the Ministry of Finance should be strengthened. It is envisaged that the tracking of funds disbursed, would assist in reducing financial bottlenecks in terms of misappropriations and reallocations.
 - In order to achieve a result based monitoring and evaluation system in the District Assemblies, quality data tends to be a fundamental prerequisite. However most of the M&E Officers at the District Assemblies lack sufficient capacity and expertise in result oriented thinking and managing as well as expertise in more specialised task of monitoring and

evaluation. It is therefore proposed that the Monitoring and Evaluation Officers at the District Assemblies should be oriented in Qualitative and Quantitative methods of analysing data, designing and conducting surveys and also developing logic models for monitoring and evaluating developmental programmes. This initiative will help in establishing sound and robust databases.

- Due to the significance of this course, the beneficiaries of 2007 IPDET training should be involved in both designing training manuals and conduct training for M&E officers in the sector ministries and district assemblies.
- The programme was an eye-opener to most of the Malawi delegates. It would therefore be important if more officers were sent annually to benefit from the similar initiative.
- There is need of exploring the possibility of establishing an Association of Evaluators at National Level to be affiliated to African Evaluators Association.

Annex 1.		
List of Participants to the Workshop (Malawi Delegation).		
Name	Designation	Institution.
Walusungu Kayira	Principal Economist	Ministry of Economic Planning and Development
Robert Msuku	Economist	Ministry of Economic Planning and Development
Angella Zeleza	Economist	Ministry of Economic Planning and Development
Hermers Mauwa	Principal Budget Officer	Ministry of Finance
Louis Loti	Principal Debt and Aid Officer	Ministry of Finance.
Francis Sakala	Senior M&E Officer	Ministry of Local Government.

Annex 2.		
List of Participants and the workshops attended.		
Name of Participant	Workshops attended.	
Mr Walusungu Kayira	1	Designing and Building Result-Based Monitoring and Evaluation Systems
	2	Assessing Organizational Performance
	3	Developing and Using Program Logic Model
	4	Qualitative Methods and Analysis for Development Evaluation and Designing and conducting Surveys.
	5	Citizen Report Cards: Community Evaluations and Civic Engagement.
Mr Robert Msuku	1	Designing and Building Result-Based Monitoring and Evaluation Systems
	2	Designing and Conducting Surveys
	3	Quantitative Data Analysis for Development Evaluation
	4	Case Study Methods for Development Evaluations
	5	Evaluating Community Development Initiatives
Ms. Angella Zeleza	1	Designing Impact Evaluations Under Constraints
	2	Evaluation for Post-Conflict Situations
	3	Conducting International Joint Evaluations
	4	Case Study Methods for Development Evaluations
	5	Positioning Evaluations in Organizations
Mr Hermes Mauwa	1	Designing and Building Result-Based Monitoring and Evaluation Systems
	2	Developing and Using Program Logic Model
	3	Option for Evaluating Environmental and social Sustainability
	4	Citizen Report Cards: Community Evaluations and Civic Engagement.
	5	Evaluating Community Development Initiatives
Mr. Louis Loti	1	Designing and Building Result-Based Monitoring and Evaluation Systems
	2	Qualitative Methods and Analysis for Development Evaluation
	3	Theory Based Evaluation Development
	4	Evaluating Community Development Initiatives
	5	
Mr Francis Sakala	1	Designing and Building Result-Based Monitoring and Evaluation Systems
	2	Theory-Based Evaluation in Development
	3	Quantitative Data Analysis for Development Evaluation
	4	Case Study Methods for Development Evaluations
	5	Assessing Organizational Performance



MINISTRY OF ECONOMIC PLANNING AND DEVELOPMENT

**JOINT PROGRAMME
SUPPORT FOR THE NATIONAL MONITORING AND
EVALUATION SYSTEMS IN MALAWI**

Quarterly Progress & Financial Report

April to June 2007

<p>JOINT PROGRAMME SUPPORT FOR THE NATIONAL MONITORING AND EVALUATION SYSTEMS IN MALAWI PROGRESS REPORT FOR APRIL TO JUNE 2007</p>
--

1.0 BACKGROUND

The JPSME Programme is a coordinated response to the national efforts to strengthen the national and sub-national capacities for monitoring and evaluating development policies, programmes and strategies. This is a three year Programme (2005 to 2008) that was endorsed in August 2005 by the Ministry of Finance, Ministry of Economic Planning & Development and UNDP. MEPD is the Executing Agency for the Joint Programme. Funding is provided through a basket fund with contributions from the UN System, EU and GTZ. In addition parallel funding is provided by the EU Capacity Building Programme, DFID, Millennium Challenge Corporation (MCC/USAID/C&A) and the Government of Norway. Government contributions are both in cash and in kind. UNDP is the Managing Agent of the basket fund.

2.0 PROGRESS IN THE PROGRAMME OUTPUTS

Output 1: Improved Capacity of M&E Division in the Ministry of Economic Planning and Development to coordinate the development and management of the national M&E systems.

- (a) **The Assistant Programme Manager Mr Kajumi was invited by the UNDP/AfDB Statistical Literacy Project to participate as a resource person in a workshop on ‘Building Capacity and Statistical Literacy’ in Zambia (May 2007), where he made a presentation on the Joint Programme Road Map as an example of a national M&E System. The major outcome of the workshop was sharing of experiences in development of national M&E systems based on example from Malawi and Zambia.**
- (b) **The PMU has participated in the preparation of draft terms of reference in collaboration with UNDP for the mid-term review of the Joint Programme Road Map.**
- (c) **The PMU continued to work with upcoming officers in the M&E Division with the assignment of Mr Soko, Mr Msuku and Ms Luhanga to the Joint Programme Road Map to build capacity that will ensure sustainability of the Programme beyond project life.**

Output 2: Enhanced advocacy for national programmes by addressing provision of quality information for planning and implementation.

- (a) **Provided resources for the preparation of the MGDS launch that included translation of the MGDS summary into different languages, procurement of T-shirts and caps and contribution to radio and television drama.**

Output 3: Improved M&E functions and systems at sectoral level.

- (a) **In April 2007, thirty M&E and Planning Officers from sector ministries participated in a one week training session in MASEDA User Interface version 3.0 in Salima. The training outcome was enhanced competence in evidence based planning and management of projects using the new features of MASEDA in mapping, graphing and tables. It was observed that there is need to build capacity of trainers in Malawi through training of trainers. The sector personnel requested for a follow up training in the Administrative Interface of MASEDA to enable them develop customized sector based MASEDA.**
- (b) **MGDS Indicator Definition Review and Annual Target Setting meetings with Thematic/Sector Groups were held during the week of 25 June, 2007. The main outcomes of these meetings were to develop a common understanding of the MGDS selected performance indicators in order to enhance their related data collection requirements and to Improve the ability of sectors in setting realistic annual performance targets for all the MGDS selected Indicators.**

Output 4: M&E systems developed and improved at the district level.

- (a) **During the months of May and June 2007 four training sessions in MASEDA for M&E Officers, Directors of Planning and Data Entry Clerks from Assemblies were conducted. The training sessions were conducted in Lilongwe, Blantyre, Mangochi and Mzuzu where 130 participants were exposed to the MASEDA User Interface version 3.0. These trainings main outcome was improved capacity among participants on data management and presentation at District level using mapping tools, graphing and tables. The participants expressed the need for the Administrative Interface of MASEDA that can allow them to carry out local data updates. The MASEDA Manager, IT expert from Local Government and IT expert from M&E Division are now devising avenues for linking the District Data Bank with MASEDA.**
- (b) **The Director and his team undertook a supervisory visit to assemblies during the week of 25th June, 2007 that was aimed at assessing the impact of the various training sessions on M&E management at Assembly level. The main outcome of the supervisory visits was the positive development at Assemblies through establishment of M&E Coordinating Committees, and the need to sensitize Assemblies on the importance of quality data for planning. There are disparities among Assemblies in the level of performance and management of M&E systems and this requires constant assistance to the weak Assemblies.**

- (c) **The computer printers that were acquired through UNDP were distributed to Assemblies during the period April to June, 2007.**

Output 5: Improved community managed M&E systems to enhance transparency and accountability.

- (a) **A framework for community based monitoring and evaluation has been developed and presented to senior management in MEPD, the focus of the framework is to use available tools like Community Score Card, Community Statistics Day, or the Citizens Report Card. The framework has clearly described the procedures and processes in the tools so that depending on the nature and location of the projects one or more of these tools could be used. The status of this activity is that there should be three pilot districts preferably distributed on regional levels.**

Output 6: **Improved capacity for the Ministry of Economic Planning and Development and line ministries to evaluate, and review national programmes and policies.**

- (a) Six officers (three from MEPD, one from MLGRD and two from Finance)) participated in the International Programme for Development Evaluation Training (IPDET) in Ottawa, Canada with financial sponsorship from the Millennium Challenge Corporation (MCC/USAID/C&A). The aim was to strengthen national capacity in conducting evaluations and explore the possibility of the officers training other colleagues in Government, research institutions and civil society

3. FINANCIAL STATUS

Basket Funding

Table 1 shows the financial status of the Joint M&E Programme Basket Fund as at 31 May 2007. The Financial Report for June 2007 is still being compiled by MEPD hence expenditures for this month are not yet reflected in the overview. The basket fund comprises resources from the UN, EU and GTZ. The total budget available in the basket fund as at 31 May 2007 amounted to US\$ 1,123,144. The total budget has slightly increased compared to the previous quarter due to additional contributions from UN Agencies and from the UNDP/AfDB Statistical Literacy Project. Considering the priorities in the annual work plan there has been some redistribution of budgets between the 6 Outputs as compared to the previous quarter.

Total basket fund expenditure from 1 January to 31 May 2007 was US\$ 444,106 corresponding to 40% delivery vis-à-vis the available budget. No expenditure was yet incurred for Output 5 on community-managed M&E systems; as of the next quarter funding is expected to be provided through the parallel funding modality.

**Table 1: Joint M&E Programme Basket Fund Budget and Expenditure (US\$),
1 January - 31 May 2007**

Outputs	Output Description	Basket Fund Budget *	Basket Fund Expenditure
1	Capacity Development of M&E Division at MEPD	515,000	213,739
2	Advocacy for M&E	122,858	62,606
3	Development of M&E at Sector Level	65,562	30,756
4	Development of M&E at District Level	343,919	111,743
5	Development of Community Managed M&E Systems	20,805	0
6	Reviews and Evaluations of Programmes and Policies	55,000	25,262
Total		1,123,144	444,106

* Note: Budget available in the Basket Fund as at 31 May 2007

Parallel Funding

During the April-June 2007 quarter parallel funding was provided as follows:

- US\$ 30,925 from UNICEF for developing the MASEDA 3.0 database version, replication of CD-ROMs, development of MASEDA advocacy materials and training.
- US\$ 40,000 from UNFPA for training sessions in MASEDA for M&E Officers, Directors of Planning & Development and Data Entry Clerks from Assemblies.
- US\$ 99,000 from the Millennium Challenge Corporation (MCC/USAID/C&A) for IT support and the IPDET Evaluation training.

4. PLANNED ACTIVITIES FOR NEXT QUARTER

The following activities will be undertaken during the 3rd quarter of 2007, July to September 2007:

- Conclusion of supervisory visits to Assemblies in the Central and Southern Region;
- Refresher training in the District Database and M&E for Assemblies

- Selection of pilot sites for the Community Based Monitoring and Evaluation;
- Conclusion of supervisory visits to the centre and southern regions;
- Consolidation of reporting formats for Assemblies;
- Finalization of MGDS indicator definitions and target setting;
- Thematic/sector performance evaluations;
- MASEDA User Interface training for CSOs;
- MASEDA Administrative training for sectors;
- MASEDA training of trainers;
- Finalization of the draft terms of reference for the mid-term review of the Joint Programme.

**MINISTRY OF ECONOMIC PLANNING AND
DEVELOPMENT**

**JOINT PROGRAMME SUPPORT FOR THE NATIONAL
MONITORING
AND EVALUATION SYSTEMS IN MALAWI**

**MINUTES OF THE PROGRAMME STEERING COMMITTEE
MEETING
HELD AT LILONGWE HOTEL ON 26th APRIL 2007**

1.0 Members Present

Patrick C. Kamwendo	MEPD Principal Secretary (Chair)
Charles Machinjili	NSO
Ben B. Botolo	MEPD
Prof. Z. Kasomekera	MEPD
Hannock Kumwenda	MEPD
Dr. Dennis Pain	DFID
Chance N. Mwabutwa	EU
Dr. Rosern Rwampororo	MEPD
Alwin Nijholt	UNDP
Joana Henseler	GTZ
G. Kapalamula	JICA
Amanda Willett	MCC/USAID/Casals & Associates
Jan Olav Pettersen	Norwegian Embassy
Harry Mwamlima	Department of Poverty & Disaster Management Affairs
Francis Lwanda	CARE
Vupe Kunkwenzu	Ministry of Transport, Public Works and Housing
T. Vedelo	World Bank
Adgi K. Edriss	Bunda College
Patrick Kamzati	DoPDMA
Tiyanjane Mwawichi Butao	Archanjelo Chinkunda
Rhoda Eliasi	MEPD
Clara Ndovie	NOVOC
Monica Chang'anamuno	NOVOC
Andrew Tench	EUCBPEMPC
Walusungu Kayira	MEPD
Howard Njewa	MEPD

2.0 Welcome Remarks.

The Chairperson welcomed all members to the meeting and recognised in a special way a representative from Casals & Associates, Contractor for USAID (United States Agency for International Development) who was attending the meeting for the first time. The chairperson then briefed the members, concerns that were raised by His Excellency the State President through the Minister of Finance regarding the slow progress on various development projects. He narrated that the Ministry of Irrigation and Water Development was supposed to construct 20 dams but to date nothing has been constructed. In the same vein, both the Ministry of Education and Vocational Training and the University of Mzuzu have not done enough with the financial resources that were allocated to them for various developmental projects.

The Chairperson reminded the members present that it is the mandate of the Ministry of Economic Planning and Development (MEPD) to monitor and evaluate various developmental projects. In addition, an understanding was reached that the Monitoring and Evaluation Division of MEPD and the Budget Division of the Ministry of Finance should intensify their involvement in monitoring project implementation. He therefore highlighted that the Monitoring and Evaluation Division will strengthen its capacity to monitor these projects by co-opting some members from the Population Section of the Development Division.

The chairperson then advised the members concerned that progress reports are supposed to be prepared and disseminated after every monitoring and evaluation exercise. He further directed that a summary progress report for JPSME should be prepared and disseminated to cabinet, the public sector, donors, and all stakeholders. He also highlighted that minutes of the Steering Committee Meeting should be circulated in good time before the next meeting.

3.0 Adoption of the agenda.

The agenda of the meeting was agreed upon by all members and was therefore adopted.

4.0 Approval of minutes for the meeting of 27th November 2006.

The minutes were approved by the members with proposals on the format and style of writing. It was observed that there were a lot of apologies and the Principal Secretary for Economic Planning and Development committed himself to remind these members to attend the next meeting.

5.0 Matters arising from the meeting of 27th November, 2006.

5.1 The meeting was informed that the Ministry of Economic Planning and Development should build up a mechanism to carry out the performance auditing in collaboration with National Audit Office (NAO)

Action Point.

MEPD to call for a meeting on performance auditing and NAO should be taken on board as a main player.

5.2 A concern was raised regarding lack of information from the Ministry of Finance and need for collaboration in monitoring and evaluation between MEPD and MOF. The meeting was informed that the Budget Section of MOF hasn't done much in monitoring the funds they disburse. However it was stressed that M&E Division should be pro-active in monitoring and evaluating all the development projects.

Action Point.

MEPD to call for a strategic meeting to strategise on monitoring of implementation of development projects. All key players should be invited and a task force should be formed to follow up on such issues of implementation and reporting.

5.3 The meeting was informed that preliminary discussions with DISTMIS and District Assemblies revealed that it was difficult to install internet to District Assemblies due to lack of landlines which have either been disconnected or not installed. However a mechanism has been proposed to set up regional servers to facilitate the channelling of all data to the MEPD server.

5.4 The members wanted to know how the District M&E Officers will be managed after 18 months of expiry of the project support. The members were informed that the Ministry of Local Government and Rural Development will take up the responsibility of paying the M&E Officer's salaries. However there is need for the Memorandum of Understanding (MOU) between MEPD and MLGRD.

Action Point.

MEPD M&E Division to take the lead in drafting the Memorandum of Understanding. If the draft MOU is already there, then there is need to revisit it.

5.5 The meeting was informed that recruitment of the IT Officer who will be supported through the Millennium Challenge Account is in the advanced stage.

5.6 The issue of Public Expenditure Tracking Survey (PETS) was also highlighted. It was suggested that PETS should be mainstreamed within the activities of MEPD and should be considered in the next budget. However, the implementation of the activities should be done in collaboration with the Ministry of Finance and the National Statistical Office.

Action Point.

The meeting on performance auditing should also take on board the issue of PETS as an item on the agenda.

6.0 Presentation of the JPSME Progress Report.

Members made comments on some outputs and outcomes that were presented in the JPSME progress report:

- On outcome 1 it was noted that a sub-committee had been formed to harmonise the different databases.
- On outcome 4 it was mentioned that 36 Assembly M&E Officers are now in place.
- On outcome No 5 which strategizes the implementation of Community Based Monitoring using existing MASAF projects M&E systems, it was highlighted

that the recruitment of the Assistant Manager will assist in the implementation of this activity.

Regarding training on MASEDA and a follow up course on Microsoft Access for M&E Officers for District Assemblies, the meeting was informed that both trainings on MASEDA Version 3.0 and negotiations with MCC/USAID/C&A on follow up trainings in MS Access for District M&E Officers were in progress.

It was also proposed that there is need to improve some of the indicators in the Malawi Growth and Development Strategy (MGDS) especially governance indicators which have a lot of gaps with no targets.

The Steering Committee agreed to plan a mid-term review of the programme in July/August 2007. The Programme Document originally envisaged a review in November 2006, but the rationale for postponing this was that most of the programme activities only started early 2006 since systems had to be put in place first. The objectives of the mid-term review would be to assess progress, identify lessons learned and advise on the possible need for a follow-up programme.

Action Points:

- Ministry of Economic Planning and Development should take up the issue of indicators with the sectors concerned.
- Draft Terms of Reference for the mid-term review.

7.0 Presentation of the JPSME Financial Report.

The general overview of the Financial Report presented showed that as at 31 December 2006 total expenditure from the basket fund and parallel funding combined was 74% of the Year 1 budget as planned in the original Programme Document. Members were therefore informed that this was due to a slow start of the implementation of the programme since systems had to be put in place first.

However, the latest Quarterly Financial Report showed that from 1 January to 31 March 2007 about 23% of the budget available in the basket fund for the period 1 January – 31 December 2007 was spent. Parallel funding was provided in this quarter by MCC/USAID/C&A for four hands-on training sessions on the District Database and MS Access for M&E staff from all Assemblies.

The meeting agreed that the issue of 'developing a community managed M&E system' will be considered starting in the second half of 2007. It was also proposed that the contribution from the EU Capacity Building Project under parallel funding should also be included in the budget.

Regarding the remaining funding gap, members agreed that the Fund Manager should continue liaising with different partners in mobilising financial resources.

Action point.

The Fund Manager should reconcile all the financial transactions from all the funding partners before the next Steering Committee Meeting.

8.0 Any Other Business.

It was suggested that members should include their e-mail addresses when completing the registration forms. Regarding the requested Road Map report summary format, it was agreed that the report need to be comprehensive enough and members were drawn to the Millennium Challenge Account report as a good example. It was also proposed that there may be need to have a programme as a successor to the current one as this programme is ending on 30 June 2008 amidst the implementation of the MGDS.

9.0 Closing remarks.

The Chairperson thanked all members for attending the meeting and noted that the meeting was very useful. He also echoed that there has been tremendous progress in the Road Map Programme since the last Steering Committee meeting. The next meeting has been scheduled for the 19th July 2007.

P.C Kamwendo

W.Kayira

Chairperson.

Secretary.

JOINT PROGRAMME SUPPORT FOR THE NATIONAL MONITORING AND EVALUATION
SYSTEMS IN MALAWI

Matters arising from the meeting of 26th April 2007

Minute 5.1: *MEPD to call for a meeting on performance auditing and NAO should be taken on board as a main player:* MEPD has initiated various coordinated meetings within the realm of annual MGDS review.

Minute 5.2: *MEPD to call for a strategic meeting to strategise on monitoring of implementation of development projects. All key players should be invited and a task force should be formed to follow up on such issues of implementation and reporting.* This has been effected through the annual review of the MGDS where all stakeholders have been divided into various thematic groups.

Minute 5.4: *MEPD M&E Division to take the lead in drafting the Memorandum of Understanding. If the draft MOU is already there, then there is need to revisit it.* The MOU is awaiting the mid-term review in order to incorporate pertinent recommendations on the future of the Road Map beyond June 2007.

Minute 5.6: *The meeting on performance auditing should also take on board the issue of PETS as an item on the agenda.* The ministry has now embarked on PETS using resources from DFID, which will cover performance auditing.

Minute 6.0: *Ministry of Economic Planning and Development should take up the issue of indicators with the sectors concerned. Draft Terms of Reference for the mid-term review.* Follow ups with sectors have been undertake, draft TORs have also been completed.

Minute 7.0: *The Fund Manager should reconcile all the financial transactions from all the funding partners before the next Steering Committee Meeting.* Reconciliation of financial transactions has been done.

**Joint Programme Support for
The National Monitoring and Evaluation Systems
In Malawi**

**AGENDA FOR STEERING COMMITTEE MEETING
LILONGWE HOTEL, LILONGWE AT 0900 HOURS
13th September, 2007**

Item	Description	Responsible
1	Welcome Remarks	Chair, MEPD
2	Self Introductions	All
3	Adoption of the Agenda	All
4	Review of Minutes of Meeting held on 26 th April, 2007	All
5	Matters arising from the minutes of the Meeting of 26th April, 2007	Chair, MEPD
6	JPSME Progress and Financial Report Main Outputs and Impacts MASEDA Financial Report	Director M&E, MLGRD, NSO, PMU
7	Any Other Business	All
8	Date of the next meeting	13 th Dec 2007
9	Closing Remarks	Chair

Annex 8: MINUTES FROM THE TWC MEETING FOR THE JOINT PROGRAMME SUPPORT FOR THE NATIONAL MONITORING AND EVALUATION SYSTEMS IN MALAWI MEETING MARCH, 2007, MATTERS ARISING FROM MARCH MINUTES AND AGENDA FOR SEPTEMBER MEETING

MINUTES OF THE FIFTH TWC MEETING OF THE JOINT PROGRAM SUPPORT FOR THE NATIONAL MONITORING AND EVALUATION SYSTEMS IN MALAWI HELD AT CAPITAL HOTEL ON 22ND MARCH 2007

MEMBERS PRESENT	INSTITUTION
Ben Botolo	MEPD (Chairperson)
Reinford Manda	JICA
Hopeson Kabvala	OPC
Girmay Haile	UNICEF
Noel G. Lihiku	Min of Women & Children Development
Chris Manyamba	Min of Justice
Dr B. Kalende	UNFPA
Faith Kachimera	CBPEMPC
Mercy Kanyuka	NSO
Mphatso C. Mlia	Care International
Alwin Nijholt	UNDP
Amanda Willett	Casals & Associate
Bernabe Sanchez	DFID
Richard N. Kachule	Agricultural Policy Research Unit
Thusitha Pilapitita	Casals & Associates
Kelvin Banda	E.C Delegation
Blessings Botha	CIDA/PEG
Murphy Kajumi	MEPD/JPSME
Chandra Sekhar	UNICEF
Simeon Yosefe	NSO
Zachary M. Kasomekera	JPSME/MEPD
Kudonda F. Nseula	NRCM
Dr Seshu Babu	Min of Health
Steve Zulu	MLGRD
Charity Kaunda	MASAF
Dr R Rwampororo	MEPD
Yohane Soko	MEPD
Jean Chiwaka	JPSME/MEPD

1.0 Welcome Remarks

The meeting was called to order at 9.44 am. The Chairperson welcomed all members of the TWC and a special welcome was made to Mr Murphy Kajumi who was attending the meeting for the first time after joining the PMU of JPSME as Assistant Manager. The Chairman then invited the rest of the members to self-introduce themselves.

2.0 Adoption of the Agenda

The agenda was adopted without amendments.

3.0 Review of Previous Minutes

There was no amendment to the previous minutes.

4.0 Matters Arising from the Previous Minutes

4.1 **Mapping of Water points:** NSO explained to the meeting that MaGIC was under Physical Planning in the Ministry of Lands, Housing and Surveys. The Board that was the overseer was mandated to operate for three years. The idea was to bring together all maps and it was envisaged that at the end of the 3 years the operation would be commercialized but unfortunately funds run out before the plans were realized. There were suggestions that all stakeholders needed to be coordinated in the production of digitized maps to capture investments, not only in the water sector, but in the other sectors as well.

4.2 **Vacant posts of M&E Officers:** Progress on the M&E officers is still outstanding because the responsible official(s) from Ministry of Local Government and Rural Development did not attend the meeting.

4.3 **MASEDA:** It was reported that NSO is planning to launch MASEDA version 3.0 on 19th April 2007.

Comments/Observations

- On the availability of CDs for the launch, NSO clarified that MASEDA had all the CDs in the country and the launch will take place at Capital Hotel or at any other Hotel in Lilongwe and will be sponsored by UNFPA.
- Furthermore, NSO explained to the meeting that MASEDA is a customized data base derived from DevInfo, and that Version 3.0 of MASEDA is different from version 2.0 in the sense that mapping features have been enhanced to the extent that each district has a map.
- A need was expressed to ensure that the district database is directly linked to MASEDA database. Ensuring data quality, consolidation and timeliness of data update were highlighted as issues that still needed to be addressed

4.3 **Translation of the MGDS Into Local Languages:** The meeting was informed that translation of Malawi Growth and Development Strategy brief into different local languages has been completed by Economic Planning Division of MEPD, furthermore, Caps and T-shirts have been procured together with radio and TV scripts in readiness for the launch of the MGDS.

5.0 Presentation of JPSME Progress Report

The progress report up to March 2007 was presented along the six Programme outcomes, where it was observed that considerable progress has been made in all the six outcomes.

5.1 The meeting learnt that before decentralization, data entry clerks were the ones who collected the data in the districts, but now, M&E officers in the districts, employed by Ministry of Local Government and Rural Development are doing data collection. It was, however, established

that district M&E officers are being overworked as they do the job that was previously done by the sectors in the districts. MEPD noted that the situation is so because NGOs are also utilizing the services of M&E officers. In view of this, MEPD emphasized that the M&E officers needed to work within their TORs and should only coordinate the information system in the Assemblies to facilitate reporting on the local assembly wide development trends and programs in the district.

- 5.2 The meeting observed that connectivity between districts and Ministry of Local Government and Rural Development and Ministry of Economic Planning and Development was necessary to facilitate good flow of data from districts to MEPD and NSO.
- 5.3 MEPD reported that an IT specialist will be recruited for the M&E division through Millennium Challenge Account within April 2007, who will assist with district database supervision and district computers maintenance.
- 5.4 It was reported that the welfare monitoring survey would be launched by NSO. The proposed date for the launch is mid April 2007. NORAD will provide funds for the launch. NSO also reported that NORAD is funding a National Census on Agriculture and Livestock (NACAL) this year. The data collection process will be through by October this year. Preliminary results of the census are expected to be out in December 2007. UNICEF sponsored Multiple Cluster Survey, and the final report for the survey will be out in April 2007.
- 5.5 NSO informed the meeting that Malawi government is preparing to conduct a population and housing census in 2008. The maps for the census are almost ready for the exercise. Malawi government has already set aside about 1.2 billion Malawi Kwacha for the exercise and the donors were asked to contribute resources amounting to at least 16 million United States Dollars.
- 5.6 MEPD reported that six training sessions in basic Monitoring and Evaluation for District M&E officers were done in 2006 and four training sessions in Ms Access for the same District M&E officers were conducted in February, 2007. In addition, training for sectors in M&E and statistical literacy was done in February, 2007. Preparation for the training in basic M&E for the Police Service was at advanced stage as materials for the training had already been developed and the proposed dates for the training were from 26th March to 30th March, 2007 at Bunda College. It was reported that the training for NGOs in M&E, will be coordinated through CONGOMA where identification of the NGOs to participate in the training will be done.

6.0 Presentation of Financial Status

Financial progress report for JPSME for the period 1 January –31 December 2006 was presented. The budget showed expenditures from the UNDP contribution to the basket fund for the year 2006 and the amount contributed by DFID, EU, and UNDP towards six training workshops for the Assembly M&E officers. A contribution agreement between the EU and UNDP for the basket fund (800,000 Euros) was signed in September 2006 and the contribution was transferred into the basket fund in November 2006. A contribution agreement between GTZ and UNDP for the basket fund (100,000 Euros) was signed in November 2006 and the contribution was transferred in December 2006.

Comments/Observations

- 6.1 Casals and Associates are in the process of training Audit officers and are ready to include officers from MEPD and the training will be conducted in May 2007. They also expressed willingness to support MEPD financially in areas such as training.
- 6.2 MEDP was called upon to call for a meeting with donors where issues regarding parallel funding are to be discussed. The Director of M&E assured the meeting that he would soon call for the meeting.
- 6.3 An issue regarding whether financial support to the JPSME should only be through the basket funding arrangement was raised. This was in light of the fact that currently, some stakeholders could only provide such support through parallel funding. It was explained that resources may be made available either through a basket or parallel funding arrangement, although it was much easier to handle the basket fund.

7.0 Closing Remarks

The chairman thanked all the members for their continued support to the Road Map Programme manifested through the resources they provide and by sparing their precious time to participate in the TWC meeting. He closed the meeting at 12.23hours.

Ben. B. Botolo
Chairman

Yohane Soko
Secretary

MATTERS ARISING FROM THE MINUTES OF 22 MARCH 2007

4.2 Vacant posts of M&E Officers: Progress on the M&E officers is still outstanding awaiting follow up from Ministry of Local Government and Rural Development who have promised to coordinate recruitment to fill the vacant posts using the reserve list of those applicants that were interviewed.

4.3 MASEDA: A need was expressed to ensure that the district database is directly linked to MASEDA database. Ensuring data quality, consolidation and timeliness of data update were highlighted as issues that still needed to be addressed.

Action: This is addressed in the agenda.

5.1 M&E Officers duties: MEPD noted that the situation is so because NGOs are also utilizing the services of M&E officers. In view of this, MEPD emphasized that the M&E officers needed to work within their TORs and should only coordinate the information system in the Assemblies to facilitate reporting on the local assembly wide development trends and programs in the district.

Action: The supervisory visits covered this issue and will also be covered in the planned refresher workshops on M&E.

5.4 Welfare Monitoring Survey Launch: It was reported that the welfare monitoring survey would be launched by NSO. The proposed date for the launch is mid April 2007. NORAD will provide funds for the launch. NSO also reported that NORAD is funding a National Census on Agriculture and Livestock (NACAL) this year.

Action: This is part of the briefing in the main agenda by NSO.

6.1 Training support: Casals and Associates are in the process of training Audit officers and are ready to include officers from MEPD and the training will be conducted in May 2007. They also expressed willingness to support MEPD financially in areas such as training.

Action: Work plans and training budgets have been prepared in consultations with Casals and Associates and this will form part of the M&E refresher training for M&E officers and their DPDs.

**Joint Programme Support for
The National Monitoring and Evaluation Systems
In Malawi**

**AGENDA FOR TWC MEETING
CAPITAL HOTEL, LILONGWE AT 1400 HOURS
19th July, 2007**

Item	Description	Responsible
1	Welcome Remarks	Chair, MEPD
2	Self Introductions	All
3	Adoption of the Agenda	All
4	Review of Minutes of Meeting held on 22 March, 2007	All
5	Matters arising from the minutes of the Meeting of 22 March, 2007	Chair, MEPD
6	Quarterly Progress and Financial Report April to June 2007	Chair, PMU
7	Supervisory Visits Briefing	Chair MEPD
8	MASEDA Briefing	NSO
9	AOB	All
10	Date of next meeting	All
11	Closing Remarks	Chair

Annex 9: INDEPENDENT REVIEW OF M&E DATABASE BY JIMMY BISESE

This “Assembly Monitoring Application System” (also known as the “District Databank”) attempts to provide a application for entering and producing reports for all the data collected by Districts to record the operation of the Assemblies and extension workers who report directly to line ministries. Through my work with the Ministry of Irrigation and Water Development and the Clinton-Hunter Development Initiative I was asked to review the database to determine how to include information about rural water supplies. The MoIWD is supporting a separate database (the “Improved Community Water Point (ICWP) Database”) of over 50,000 water points in rural areas, and would like to utilize the existing Monitoring and Evaluation structures to support the regular update of the water point database.

I met with Steve Zulu and his colleague from GTZ last year to discuss the District Databank, the process being used to add functionality, the method used to distribute new versions, and processes used to merge existing data from the districts into a national system.

The results of my discussion lead me to believe that the development process is entirely being handled by Steve. He is given a task to add a new data type, and he copies existing menus and tables and changes the field names. For the copy of the database I have there are 417 tables, 930 forms and 209 reports.

Any database with this many types of data, and this many forms and reports is going to be complicated. There is no simple way to get around that. Steve’s solution has been to create just a few switchboard menus where user have a range of labeled buttons leading to forms for each type of data. For instance “Vehicle Inventory”, “Education”, “Prison”, “Marine”, “Youth Clubs”, “Water sources”, etc.

Assuming that users can be trained to navigate this complicated switchboard, which is debatable, the first major roadblock to using the database becomes apparent. Almost all of the forms in the database are very simple menus with one or more submenus that look like datasheets (like rows and columns in Excel Spreadsheets). Unfortunately, only two or at most rows of the datasheet are viewable at one time, and 4 or 5 columns. Some of the datasheets have 10-30 columns of data so it is very difficult to use the datasheets for input or review. If the database is actually populated with data, users would have to scroll around through a tiny window onto the datasheet.

As far as improving the database, this could be fixed with some effort using some standard resizing routines and adding the resizing code to each form. (Simple but time consuming with 930 forms, probably 1/3 to 1/2 of which need to be fixed. The others are the sub forms themselves and they would not need to be changed.)

The consistent menu and report design is the simplest and probably the only way anyone could have made 930 forms and 209 reports for a single database. Unfortunately, it is not practical for data input and review.

Each type of data that can be recorded into the database comes from different sources, in different formats. M&E officers are tasked with compiling and inputting all of this data, but they are not ultimately responsible for collecting or utilizing it for planning purposes. If the database is going to be practical and useful, the data input forms must resemble the data collection forms, and there has to be some way for data input people to print out reports with all the input data in a recognizable format so that quality control and quality checks can be made. This functionality is not found in the database.

The other major problem with the interface, again reflecting the huge task that Steve has tried to accomplish, is that there is no input checking. Almost every field can be edited with any text or number. Although there are a defined number of districts in Malawi, there is no constraint on users

entering any text for a district. This is a problem for compilation, but it could be argued not a major one. The real problem is that often these same unconstrained fields are then used elsewhere in the database for connecting information. Accidental input, like misspellings, mean that some data becomes inaccessible after it is input. There is no logic checking, for example year fields can be recorded as 2007, 7, 07, or any random number. Reports then include these random numbers and summarize data incorrectly.

All of the user interface problems could be ignored or minimized by claiming that with enough education, and by limiting the users entering data to only well trained users, the interface can be used. It might be that input speeds are terrible, and errors rates are high, but an M&E officer with enough time and energy to review things carefully, could use the database.

But the District Databanks more serious problem is the lack of a systematic logic model in the design of tables, queries, and fields. Like the menus, there are few if any table fields that restrict input to logical values. Where there are relationships between fields in tables, they are almost no referential tests. The database can contain one table where Madzi Primary School uses an ID number of 1, and another Madzi Primary School uses an ID number of 2932. This means that although a user puts information into a table in one menu, for example number of school blocks, and then puts information into a second table, for example number of pupils, the database can't be relied on to put the two things together for instance in a report.

Internally, in one instance of the database, if no users do anything wrong, they might be able to work without recognizing this problem. As long as the number of tables with data is low, and the amount of data per table is low, problems will only occur randomly. It will be likely that users will report that data is missing. They input it, but it doesn't show up on the report, and when they go back to the menu they can't find it.

But when data is brought together, even when it is imported to newer versions of the database, the lack of referential integrity will make it impossible to create a single merged database. Even two copies of the database in a single district will not be able to be merged. If each users copy of the database assigns ID 1 to the first school entered into the database, each copy will conflict with the others when the merge is attempted. Since there is no referential integrity, if users try to change the ID, it will not propagate to the related tables. The data will be stranded.

The way forward with this database is to have someone with a good understanding of database design review the existing database, and make a proposal to upgrade it and fix the structural problems, and then the user interface problems. If there is interest in being able to merge all the data into a single copy somewhere, this must be a critical decision used in the upgrade. Also, many of the tables and information collected in the database are also primary data for other users that MoLG. Many of these other users already have database, and defined reference lists, that this database should incorporate. Without using these reference lists it will not be likely that the other users can make best use of the information collected by the M&E officers.

Ref. No. EPD/HRM/4/2/1/198

17th September, 2007

FROM: THE SECRETARY FOR ECONOMIC PLANNING AND DEVELOPMENT, P.O. BOX 30136, LILONGWE 3.

TO : THE SECRETARY TO THE TREASURY, P.O. BOX 30049, LILONGWE 3.

INVITATION TO THE NATIONAL WORKSHOP ON CAPACITY BUILDING FOR LOCAL ASSEMBLY PLANNING OFFICERS

I am pleased to invite you to the above named workshop that is being funded by EU Capacity Building Project (in MEPD) and USAID (through Casals and Associates) to be held at Mzuzu Hotel from 9th October to 13th October, 2007 starting from 8: 00 a.m.

The objective of the training workshops is to re-orient district planning and monitoring officers to national and local planning budgeting concepts and other policies such as the Malawi growth and Development Strategies. It has been observed that planning and budgeting at district level has gone done due to a number of capacity constraints hence the workshops will suffice in those endeavours and benefit not only the participants but also the local Assembly as a whole.

The training will be offered by officers from the Ministry of Finance, Local Assembly and Rural Development, Accountant General and Economic Planning and Development and the training materials will be transformed later into a Manual for district planning and budgeting.

We therefore request your good office to release the following Officials to attend this very important Workshop;

1. Director of Finance
2. Director of Planning
3. M&E Officer

For more information on transport and accommodation arrangements, please contact Mr. C.S.J. Mchenga on 08 853 888

Your approval to our request will be greatly appreciated.

Cliff Chiunda

For: SECRETARY FOR ECONOMIC PLANNING AND DEVELOPMENT



The Government of the Republic of Malawi

CAPACITY BUILDING FOR LOCAL ASSEMBLY PLANNING OFFICERS:

**DIRECTOR OF PLANNING
DIRECTOR OF FINANCE
MONITORING & EVALUATION OFFICER**

MZUZU HOTEL

9TH TO 13TH OCTOBER, 2007

Supported by EU Capacity Building Project and USAID (Through Casals and Associates)

9th October, 2007

TIME (a.m.)	ACTIVITY	RESPONSIBLE PERSON
8:00 – 8:30	Registration	HRMD
8:30 – 9:00	Welcome Remarks	DIRECTOR OF DEVELOPMENT (EP&D)
9:00 – 9:15	Remarks by Partners	EU CAPACITY BUILDING/ USAID
9:15 – 9:30	Official Opening by Guest of Honour	DEPUTY MINISTER Hon. R. Chizimba
9:30 – 10:00	Group Photograph	ALL

CAPACITY BUILDING FOR LOCAL ASSEMBLY PLANNING OFFICERS
9th TO 13th OCTOBER, 2007

TIME	9th TUESDAY	10th WEDNESDAY	11th THURSDAY	12th FRIDAY	13th SATURDAY
08:30 – 10:00	Opening Ceremony	The Public Sector Investment Programme Framework	Budgeting Process	Basics of Monitoring and Evaluation	Presentation on District Development Planning System & Plenary
10:00 – 10:30	TEA/COFFEE BREAK				
10:30 – 12:00	Understanding the Policy Framework and Planning processes	Project definition and birth	Budgeting Process	The National Monitoring and Evaluation Masterplan	Presentation on Linking Ministry and Assembly Planning & Plenary
12:00 – 13:30	LUNCH BREAK				
13:30 – 14:30	Policy Agenda of the Government of Malawi (MGDS)	Project formulation and stages of a project Cycle	Budgeting Process	Contextualizing monitoring and evaluation in the MGDS	Demonstration of the Ministry of Local Government Strategic Plan
14:30 – 15:30	TEA/COFFEE BREAK				
15:30 – 16:30	Alignment of strategies, activities to MGDS	PSIP formulation	Budgeting Process	The MGDS Policy Cycle	Practice on Assignment of Responsibilities in the Strategic Plan

FACILITATORS	H. CHAVULA EP&D(PLANNING)	W. KAMALA EP&D (PSIP)	Mr. NJATI MOF (BUDGET)	W. KAYIRA EP&D (M&E)	R.H. CHAKHAME MOLGRD
---------------------	--	--	---	---	---------------------------------------

Annex 11: CONCEPT NOTE: CONFERENCE ON TRANSPARENCY AND ACCOUNTABILITY FOR SENIOR JUDGES OF THE MALAWI JUDICIARY

Casals & Associates
STRENGTHENING GOVERNMENT INTEGRITY IN MALAWI (SGIM) PROJECT

CONCEPT NOTE

Conference on Transparency and Accountability for Senior Judges of the Malawi Judiciary

Background

The United States Agency for International Development and Casals & Associates entered in to an agreement on April 14, 2006 for 'Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and Encourage Fiscal Responsibility'. The agreement includes 9 tasks one of which is building legal skills among Government of Malawi officials.

Under this component, C&A, in partnership with the Chancellor College of Law of the University of Malawi, has conducted a number of legal skills training programmes focusing on administrative law, constitutional principles and practices, Public Resources Management, Money Laundering, Anti-Corruption Law, and proposed legislation on Declaration of Assets and Access to Information. The programmes were held in Lilongwe, Blantyre, Zomba, and Mzuzu. While most of the programmes were for government officials from the Anti Corruption Bureau, National Audit Office, and Malawi Police Service, who are not lawyers, there have also been continuing professional development seminars on these subjects for Magistrates and Judges of the superior courts.

During a conference for judges of superior courts held on August 17 – 18, 2007, a request was made by the Supreme Court to conduct a separate conference on judicial transparency and accountability for Judges of the superior courts. This concept note is in response to the request made by the senior judiciary.

Rationale

Independence of the judiciary is fundamental to a democratic political system such as Malawi and a free market economy. Judicial freedom from political and external interference is a precondition for the integrity of any judicial system. The basic principles on the independence of the judiciary were adopted by the United Nations³⁶ and include strong basic standards for judicial independence including freedom of expression and association; qualifications, selection and training; conditions of service and tenure; professional secrecy and immunity; discipline, and, suspension and removal.

Independence also carries a heavy burden on the judges to be accountable and transparent in all their functions, whether it is in or out of the public eye. Establishing a balance between the twin necessities of judicial independence and accountability is a challenge achievable only with the active participation of interested parties inside and outside the judiciary. It has been argued that the responsibility for achieving a proper balance between these two lies in the hands of the judges themselves.

³⁶ Adopted by the seventh United Nations congress on the Prevention of Crime and the Treatment of Offenders held at Milan in Aug/Sep, 1985 and endorsed by General Assembly resolutions 40/32 and 40/146 of Nov/Dec 1985.

The Government of Malawi is well aware of the dismal stigma of corruption, and has taken a number of steps to fight corruption including close cooperation with donor funded initiatives, establishment of laws such as the Anti Corruption Law and the Money Laundering Act, setting up new institutions such as the Anti Corruption Bureau, and prosecuting officials accused of corruption. The Malawi judiciary as the third arm of government and with a long tradition of supporting the rule of law in this country, has a key role to support the overall efforts taken by the country to fight corruption. The ability of the judiciary to wage a successful fight against corruption in its ranks and more broadly in society is a useful gauge on the extent to which the judiciary has taken its proper role in the creation of the rule of law.

Further, a well functioning judiciary is also essential for development. Neither the fundamental rights of citizens, nor the application of laws can be guaranteed without an effective, independent, accountable, and competent judicial branch.

It is for these reasons of independence, accountability, transparency, as well as assisting the government in its fight against corruption, and fight for development, that a conference on these themes is critical at the present time.

Objectives

The purpose of this conference is to provide a platform to discuss and agree on what is meant by the independence of the judiciary; what constitutes independence of the judiciary and accountability of the judiciary; to highlight the competing causes and factors between the two and how these interests can be balanced; and the extent to which the judiciary is accountable or ought to be accountable to the public and to other members of the judiciary.

In addition, from their earliest history, judges are punished based on their judicial demeanour and work habits. The questions of how to deal with the judges who misbehave in office is a question universal to the justice system. One of the main objectives of the conference therefore, is also to provide an opportunity for judges to discuss the upgrading of the Malawi code of ethics, and the actions to be followed when there is a breach.

The specific objectives of the conference are:

- To provide a platform for rigorous discussion with extensive participation from the members of the senior judiciary to develop realistic tools that can be used to improve transparency and accountability in the judiciary
- To promote a dialogue among participants that contribute to consensus building regarding specific measures that will increase the transparency of disciplinary action against judges
- To understand what constitutes independence of the judiciary and the corresponding levels of accountability required of judges
- To create consensus on a strategy to be applied by the judiciary to improve transparency and accountability including self monitoring and policing systems
- To update the Malawi Code of Ethics for judges and determine a forum for lodging complaints and clear adjudication regulations
- To strengthen the judiciary in establishing mutual support and common norms for adjudicating on corruption cases

The expected outcomes are:

- An updated code of ethics for judges including a forum for lodging and resolution of complaints

- A strategy for increasing accountability and transparency in the judiciary accompanied by an Action Plan for donor funding
- A uniform approach to handling corruption cases

Methodology

The participants at the conference will include Judges of the Supreme Court and High Court, and Registrars of the Supreme Court and High Court, and Senior Magistrates totaling around 30 participants. The conference will be planned and conducted in full participation with the judiciary.

The sessions will be clustered around the issues of judicial independence, accountability and transparency as well as the role that the judiciary can play in the fight against corruption. Each session will be led by a panel of three persons, including a senior Judge of the Supreme Court, and an international expert on anti-corruption from Casals & Associates.

A brief description of what each session will entail is briefly described in the agenda. The purpose is to empower all participants to fully take part in all discussions in a meaningful manner. The conference will be held over two and a half day, possibly on a Friday and Saturday, and half day on Sunday.

The conference will target the completion of three products; an updated code of ethics for Judges including a strengthened platform for lodging and resolution of complaints against the judiciary, and overall strategy for increasing accountability and transparency accompanied by an action plan for training and technical assistance that can be presented for donor support, and a uniform approach for handling of corruption cases.

The resource persons will be invited to submit a brief 5 – 10 page paper on the assigned subject to C&A. C&A will arrange to copy and distribute the concept paper one week before the conference so that participants can be fully prepared for the discussion. The resource persons will present the main points of the research paper at the conference.

Draft Agenda³⁷

DAY ONE

Judicial Independence

9 a.m. 10.30 a.m. Session 1:

Discussion: What is judicial independence? What are the essential elements to be in place before a judiciary can be said to be independent? How much judicial immunity should there be? What are the provisions in the constitution of Malawi to ensure judicial independence? How far are these principles applied in reality? What can be done to improve and maintain judicial independence?

Resource Persons:

1. Acting Chief Justice J. Kalaila SC, Malawi Supreme Court of Appeal
2. Justice E. Singini SC, High Court, Lilongwe, Former Law Commissioner of Malawi (more than ten years)
3. Hon. Anthony Kamanga, Solicitor General and Secretary, Ministry of Justice

³⁷ This agenda is based on a World Bank Institute distance learning course on Judicial Reform: Improving Performance and Accountability in Asia, for Bangladesh, Indonesia, Sri Lanka, the Philippines and Thailand from April 24 – June 5, 2001

4. Dr. F.Kanyongolo, Senior Lecturer, Chancellor College of Law,
University of Malawi

Judicial Accountability

11 a.m. to 12.30 p.m.

Discussion: Judicial independence must be balanced by accountability. Who is the judiciary accountable to? What is the judiciary accountable for? What are the dangers of judicial independence without judicial accountability? Can judicial accountability work without the participation of court staff in such efforts? Besides judges and other judicial staff, who else plays a role in monitoring judicial performance? What is the current situation in Malawi and how can it be improved?

Resource Persons:

1. Justice H.Potani, Judge of the High Court of Malawi, Blantyre (Former Registrar of the High Court of Malawi and Malawi Supreme Court of Appeal)
2. Mr. Modesai Msisha, Senior Counsel, Senior Member of the Malawi Law Society and partner in the legal firm of Nyirenda & Msisha
3. Justice Dr. J.Ansah, Attorney General of Malawi and previously Judge of the High Court of Malawi

Judicial Transparency

2 p.m. to 3.30 p.m.

Discussion: What can be done if the judiciary is not transparent and judges do not appear to monitor or police themselves? What are the indicators that should be monitored to evaluate overall judicial performance, including the area of corruption? What are the keys to building an effective strategy to increase transparency within the judiciary? What are the keys to building an effective strategy to reduce corruption with the judiciary?

Resource Persons:

1. Justice H.M.Mtegha SC, Retired Justice of the Supreme Court and Retired Director, Anti Corruption Bureau of Malawi
2. Acting Chief Justice J. Kalaile SC, Malawi Supreme Court of Appeal
3. Mr. Charles Mhango, Dean, Faculty of Law, Chancellor College of

Malawi

4 p.m. to 5.30 p.m.

Discussion: What is the role of a code of judicial ethics and what are the essential elements of an effective code? How does the Malawi Code of Ethics take into account the current developmental situation in the country? How should complaints against judges be handled? Who should review the complaints? Should a synopsis of complaints be published? How can the public participate in the process? Should engaging in corrupt behaviour be dealt with differently than other types of judicial behaviour?

Resource Persons: (Same as the previous session)

DAY TWO

Judges as Supervisors

9 a.m. to 10.30 a.m.

Discussion: Does judicial accountability provide for adequate guidance and supervision of judicial personnel? How does a Judge control corruption among its staff? How does a Judge

handle cases of corruption against the staff in his courthouse? What are the recommendations for disciplinary action against such staff? Should there be a separate panel, or should these be treated as normal cases of corruption by public officials?

- Resource Persons:
1. Justice D.Tambala SC, Malawi Supreme Court of Appeal
 2. Justice A.Nyirenda, High Court, Lilongwe, Member of the Judicial Services Commission
 3. His Honour S.Kalembera, Registrar, High Court of Malawi and Malawi Supreme Court of Appeal

Handling of corruption cases

11 a.m. to 12.30 p.m.

Discussion: What can be done to increase the effectiveness of the judiciary in handling corruption cases? Is there sufficient protection for judges under the constitution to independently adjudicate cases on corruption? What would be the main elements in a strategy to increase the effectiveness of the judiciary in handling corruption cases?

- Resource Persons:
1. Justice F.Kapanda, High Court, Head of Commercial Division
 2. Acting Chief Justice James Kalale SC, Former member of the UN committee on crime prevention (1990-1995)
 3. Mr. Wezi Kayira, Director of Public Prosecutions

Learning from Each Other

2 p.m. to 3.30 p.m.

Discussion: How can the judicial branch be a model for other state institutions to improve their performance and transparency? How can the judiciary adapt the lessons of other state institutions to improve its performance and transparency?

- Resource Persons:
1. Mr. Alex Nampota, former Deputy Director, Anti Corruption Bureau
 2. Justice Tembo SC, Malawi Supreme Court of Appeal
 3. Ms. Yemille Mizrahi, Anti-Corruption Expert, Casals & Associates
 4. Mr. Joe Balcer, Anti-Corruption Expert, Casals & Associates

Development of Strategic Plan and Code of Ethics

4 p.m. to 5.30 p.m.

Break out groups of two.

Group 1: Development of a Strategy for continued transparency and accountability within the Malawi Judiciary Strategic Plan and an Action Plan for one year

Group 2: Updating of the Code of Ethics with implementation mechanisms

DAY THREE

Presentation and Adaptation

9 a.m. to 10.30 a.m.

Presentation, discussion and adaptation of Strategy and Action Plan

11 a.m. 12.30 p.m.

Presentation, discussion and adaptation of Code of Ethics

12.30 to 1 p.m.

Follow up action on Strategy for continued transparency and accountability within the MOJ strategic plan, and the updated Code of Ethics

How should these be published? What is necessary to establish any fora recommended for hearing breaches of the code? Who will be responsible for presenting plans to donors if external support is deemed necessary? Who will be responsible follow up actions?

Annex 12: IN-KIND GRANT BUDGET FOR THE MEDIAL COUNCIL

**C&A Small Grants Program
Standard Budget Form**

Name of Applicant Organization : Media Council of Malawi
 Applicant Organization Contact Person: Baldwin Chiyamwaka
 Job Title of Contact Person: Executive Director
 Address: Bata Building, Old Town, Lilongwe
 Date: 1 July 2007

PROJECT/EVENT FINANCING

<i>Cost Category</i>	<i>Details</i>	<i>Months</i>	<i>Cost per Month</i>	<i>C&A Contribution</i>	<i>Grantee Contribution</i>	<i>Other Donor Contribution</i>	<i>Total</i>	<i>Description</i>
I. PERSONNEL	1 Programme Manager (Director)	6	250,000	1,500,000			1,500,000	
	2 Project Officer	6	100,000	600,000			600,000	
	3 Secretary	6	55,000	330,000			330,000	
	4 Office Assistant (Messenger)	6	15,000	90,000			90,000	
	Subtotal				2,520,000	-	-	2,520,000
<i>Cost Category</i>	<i>Details</i>	<i># Hours</i>	<i>Cost per Hour</i>				<i>Total</i>	<i>Description</i>
II. CONSULTANTS	1 Name of Consultant						-	
	2 Name of Consultant						-	
	Subtotal						-	
<i>Cost Category</i>	<i>Details</i>	<i>Unit Cost</i>	<i># of Units</i>				<i>Total</i>	<i>Description</i>
III. TRAVEL & TRANSPORTATION	1 Fuel			-			-	
	2 Local Transport for Programme Manager	5600	6	33,600			33,600	
	3 Local Transport for Project Officer	5600	12	67,200			67,200	
	4 Local Transport for Messenger	400	48	19,200			19,200	
	5 Travel	35000	5	175,000			175,000	
	6 Per diem	40000	5	200,000			200,000	
	7 Accommodation & Meals	36000	5	180,000			180,000	
	Subtotal				675,000	-	-	675,000
<i>Cost Category</i>	<i>Details</i>	<i>Unit Cost</i>	<i># of Units</i>				<i>Total</i>	<i>Description</i>
IV. OTHER DIRECT COSTS	1 Accommodation Allowance	5	15,000	75,000			75,000	
	2 Subsistence Allowances	5	15,000	75,000			75,000	
	3 Recruitment Costs	2	41,000	82,000			82,000	
	4 Materials and Office Supplies	1	121,500	121,500			121,500	
	5 Office Rent	4	90,000	360,000			360,000	
	6 Office Assets	1	1,115,833	1,115,833			1,115,833	
	7 Telephone & Fax	6	45,000	270,000			270,000	
	8 E-mail and Internet	6	10,000	60,000			60,000	
	9 Utilities	6	6,000	36,000			36,000	
	10 Refreshments for Staff	6	8,000	48,000			48,000	
	Audit fees	1	150,000	150,000			150,000	
Accounting fees	6	10,000	60,000			60,000		
Subtotal				2,453,333	-	-	2,453,333	
<i>Cost Category</i>	<i>Details</i>	<i>Unit Cost</i>	<i># of Units</i>				<i>Total</i>	<i>Description</i>
V. PROJECT ACTIVITIES	1 Venue hire for NGC & Committee Meetings	15000	3	45,000			45,000	
	Subtotal			45,000	-	-	45,000	
GRAND TOTAL				5,693,333	0	0	5693333.2	

Annex 13: IN-KIND GRANT AGREEMENT LETTER FOR THE MEDIA COUNCIL

26th July, 2007

Baldwin Chiyamwaka
The Executive Director
Media Council of Malawi
Lilongwe
Malawi

RE: Grant to Media Council of Malawi

Dear Mr. Chiyamwaka,

Casals & Associates, Inc. (C&A) is pleased to inform you that it has received approval from USAID to award the Media Council of Malawi with an in-kind grant that will support the setting up of the secretariat. The total value of the grant is MK5,693,333. As this is an in-kind grant, C&A will pay all the costs included in budget directly to the staff members and service providers. No cash will be transferred to the secretariat.

C&A will pay salaries for four members of the secretariat's staff, office and computer equipment, internal travel and transportation costs to support the day-to-day operations of the secretariat, running costs for the secretariat including recruitment costs, communication, and accounting and audit fees for a period of six months. C&A will also pay for the secretariat to hire a venue for national governing council and committee meetings during the same period of time.

The detailed breakdown of the costs to be covered by this grant is provided in the enclosed annex. We would like to again congratulate you on your appointment as the Media Council's Executive Director and wish you the best of luck in establishing the secretariat.

Very truly yours,

Amanda Willett
Deputy Chief of Party/Training & Capacity Building Specialist

Baldwin Chiyamwaka
Executive Director, Media Council of Malawi

Enclosure

MEDIA COUNCIL OF MALAWI

STRATEGIC PLAN (FORMATIVE)

2007 TO 2010

PROCESS FINANCIALLY SUPPORTED
BY CASALS & ASSOCIATES

under the
Strengthening Government Integrity in Malawi Project

Facilitated by:
Mavuto Kapyepye
Mlambe Consulting Firm (MCF)
Plot CC 846 Limbe
Eber House – Room 18
Limbe Cathedral Avenue
Off Zomba Road

Email: mlambe@africa-online.net

Web: www.mlambe.com

MCF is International Star Award for Quality (ISAQ) recipient in 2007

1.0 Introduction

This document outlines a strategic plan for the Media Council of Malawi (MCM). The time frame for the strategic plan is three years (mid 2007 to mid 2010) with a mechanism for

annual strategic reviews. MCM was established in November 1996. Due to some problems, which are well documented, the MCM ceased to function and later died a natural death some time around 2001-2. MCM was resurrected in February 2007 opening hope for a new era in the media profession. This was a result of rigorous work done by the interested stakeholders in the media industry through a task force that was mandated under the Ku Chawe Declaration that emanated from a meeting organised by Media Institute of Southern Africa (MISA) Malawi in September 2005.

With the election of the National Governing Council (NGC) in February 2007, the Media Council went further to set up a secretariat with support from Casals and Associates under Strengthening Government Integrity in Malawi Project. Mlambe Consulting Firm (www.mlambe.com) of Blantyre, Malawi was engaged to facilitate the strategic planning process in order to come up with a framework that would guide the organisation for the first three years of its existence.

2.0 Vision Statement

A vibrant media that is professional and accountable to the public

This vision has a horizon period of ten years

3.0 Mission Statement

We are a self regulatory body for the media aimed at promoting professionalism by setting standards in the interest of the public in Malawi

4.0 Values Statement

We are an independent council that upholds the values of accountability, integrity and excellence

5.0 Objectives of the organisation

- i. Uphold and maintain the freedom of the media in Malawi, including the freedom of expression and the public right to freely receive and impart information and opinion, and to defend/protect the media from undue pressure from any source;**
- ii. Update, maintain and promote the Code of Ethics and professional standards for media practitioners, journalists and media organizations;**
- iii. Assist in ensuring that proprietors, publishers, journalists, broadcasters and other media stakeholders adhere to the highest possible standards by strict compliance with the Code of Ethics;**
- iv. Provide alternative dispute resolution mechanism on matters involving the media and the public.**
- v. Accredite local and foreign journalists in Malawi in conjunction with the relevant government Agency.**
- vi. Conduct professional development activities for the media in Malawi.**
- vii. Encourage an ongoing dialogue between the media, government and the public through conferences, seminars, symposia and other fora;**

- viii. **Maintain and promote the status of journalism as a profession;**
- ix. **Promote public awareness of the Council through publication of its activities and operations.**
- x. **Promote and safeguard the interests of its members and the public in all matters affecting the profession;**
- xi. **Establish and operate an audit bureau of circulation and provide independent consultancy services to publishers, broadcasters, media associations and relevant organizations in the interest of developing an independent and effective media;**
- xii. **Carry out any activities necessary and incidental to achieving its objectives.**

6.0 Scenario Planning

Scenario planning is a tool used in strategic planning to promote organisational learning. It based on the fundamental principle that the future is unpredictable. Despite having a desired future, an organisation has no control of what will happen in the future since the future is likely to be highly uncertain, subject to high levels of non-linear relationships and increasingly high levels of causal ambiguity. Scenario planning is therefore designed to assist decision makers to deal with ambiguity and uncertainty in the environment. Managers and decision makers must therefore develop abilities to sniff signals in the environment by way of accepting that as long as we are in the present, several futures are possible. This is done by way of assessing the trends and forces in the environment to present pictures of the possibilities in the future.

Media Council of Malawi faces several environmental forces in its formative and consolidation processes. However the following variables have been identified as “make or break” in nature for the success of the Council:

- i. **Political/Corporate manipulation**
- ii. **Sustainability of funding**

<p>UNSTABLE</p> <p>Behaviour of politicians, the corporate world and the donors is unfavourable but the impact is low and MCM moves on because it has built strong public and membership support</p>	<p>HOSTILE</p> <p>Unfavourable behaviour of politicians, the corporate world and donors has huge impact on MCM. There is no strong membership and public support. MCM collapses</p>
--	---

PERFECT	FRAGILE
<p>MCM has commanded strong public and membership support. The political, corporate and donor behaviour is favourable and their impact is low</p> <p>MCM flourishes</p>	<p>The behaviour of donors, the corporate world and politicians is favourable but their decisions have high impact on the MCM. Public and membership support is lukewarm. MCM moves on a tight rope</p>

6.1 Scenario narratives

Scenario narratives are a description of possible future histories.

Scenario 1: Unstable

The behaviour of politicians, the corporate world and donors is unfavourable. Politicians and the corporate world pounce on every opportunity to influence the conduct of media practitioners in their favour or against opponents, while donors are not providing adequate support or assurances for medium to long term support. However their influence is limited because MCM is able to generate considerable income internally and has created a high sense of ethical awareness and integrity among the membership and individual practitioners and has also created a high level of public goodwill. With this situation MCM commands a lot of respect and support. The work of MCM is being effective because of strong public and membership legitimacy and financial autonomy. MCM moves on but the behaviour of the other key stakeholders is of great concern.

Scenario 2: Hostile

The behaviour of politicians, the corporate world and the donors is unfavourable. Politicians and the corporate world influence the media to act unethically in their favour or against opponents while donors are not showing signs of committing to long term funding. MCM on the other hand has not been able to mobilise support from membership or the general public. The situation is that of dire straits as MCM is unable to generate its own income. It lose the trust of stakeholders and with such a hostile environment, it collapses.

Scenario 3: Fragile

MCM faces a favourable environment in terms of donor funding, support from the politicians and cooperation from the corporate world. Despite this goodwill and resource endowment, MCM remains vulnerable because it fails to generate legitimacy from membership and media practitioners. There is mistrust in the institution from the general public and it has not been able to develop a mechanism to generate its own revenue for sustainability. This leaves MCM vulnerable since any shift in the conduct of donors, politicians and the corporate world would have serious repercussions on the organisation. MCM moves on a tight rope.

Scenario 4: Perfect

MCM has commanded strong membership and public support, the behaviour of politicians, the corporate world and donors is favourable. The organisation is able to have commitments for long term funding and successfully advocate for favourable policy environment with the corporate world promoting professional behaviour among

practitioners. MCM has strong internal revenue base to ensure financial sustainability. In the event of unfavourable behaviour by politicians, corporate world and donors, MCM may not be seriously disrupted. MCM flourishes as a professional body for the media.

7.0 Strategic Objectives for MCM in the next three years

The strategic objects are categorised under a framework of looking at an organisation as a three sided entity namely internal, external linkages and programme delivery.

7.1 Internal aspects

7.1.1 Strategic objective

Develop the human resource capacity for the secretariat and NGC in terms of skills acquisition and development

7.1.2 Strategic objective

Develop physical resource capacity for the secretariat in terms of acquisition of appropriate equipment and maintenance

7.1.3 Strategic objective

Develop financial resource capacity to enable MCM achieve financial sustainability

7.1.4 Strategic objective

Develop technological capacity of MCM to enable it deliver its services efficiently and effectively

7.1.5 Strategic objective

Develop infrastructural capacity for MCM so that it acquires its own landed property

7.1.6 Strategic objective

Develop administration and personnel policies to guide the secretariat in the way it conducts its day to day activities

7.2 External Linkages

7.2.1 Strategic objective

Organise for MCM to get affiliated to national, regional & international bodies with similar interests or whose works relate to the interests of MCM.

7.2.2 Strategic objective

Develop a collaboration framework with key national, regional and international institutions to facilitate effective delivery of services.

7.2.3 Strategic objective

Establish a unique identity for MCM that sets it apart from the rest in terms of its niche, public perceptions among others

7.3 Programme Delivery

7.3.1 Strategic objective

Development of Human resource capacity for three constitutional committees and any other support structures required for MCM to discharge its duties effectively

7.3.2 Strategic objective

Develop an effective and use friendly accreditation framework for media practitioners and journalism training institutions

7.3.3 Strategic objective

Devise a publicity, education & marketing framework to enhance awareness of the public, media practitioners and institutions on their role, rights and responsibilities.

7.3.4 Strategic objective

Establish a mediation and arbitration mechanism that promotes fairness in all cases involving the public and the media profession

7.3.5 Strategic objective

Establish an effective membership structure that promotes ownership and sustainability of MCM.

7.3.6 Strategic objective

Develop an advocacy and lobbying strategy that would facilitate the realisation of MCM objectives by championing and/or joining hands with other institutions.

7.3.7 Strategic objective

Develop a research, monitoring, evaluation and publications structure that would enhance the development of the profession

7.4 Cross-cutting strategies

7.4.1 Strategic objective

Devise a monitoring and evaluation framework of the strategic plan

7.4.2 Strategic objective

Devise a framework that would enhance MCM's ability to be a learning organisation

Environmental Trends and Events in the last three years

	Political Trends and Events	Social Trends and Events
National Level	<p>Political issues played out in the media Defections Protests Political tension Budget impasse Muluzi's possible comeback Clergy/civil society mediation and engagement State President Vs Vice President relations Leadership succession crises in political parties 2004 general elections President leaves the UDF Budget/Section 65 impasse Madonna/David adoption Constitutional conferences Access to information Bill campaign MACRA directive on licenses and live broadcasts First Lady's death Redeployment and removal of public officers Rejection of public officers by parliament</p>	<p>Increase in witchcraft cases Increase in domestic violence cases Increase in cases of Satanism Child trafficking and child abuse cases Trade in human body parts Drug trafficking HIV/AIDS and orphans Illegal immigrants Loss of moral values among the clergy Increasing inter-tribal marriages Gulewamkulu promoting education (Dowa) Ladies being appointed to big public positions Community involvement in activism on Kayelekera project Religious conflicts Proliferation of churches Increased questioning of certain cultural norms Increased social events for women Increased adolescent prostitution Improved positive interaction between public and media</p>
Regional Level	<p>Crisis in Zimbabwe/DRC ANC leadership troubles SADC summit in Zambia (2007) Chiluba /Mwanawasa relationship Presidential elections in Tanzania, Mozambique New Prime Minister in Namibia South Africa's stand on Zimbabwe</p>	<p>Human body parts trade Increased divorce cases Illegal immigrants HIV/AIDS and orphans</p>
Global Level	<p>Calls for United States of America Global terrorism New British and Japanese Prime Ministers Execution of Saddam Hussein Islam and world relations US election campaign German, Liberia, Chile elect women leaders Kidnapping of BBC journalist Darfur crisis Tsunami</p>	<p>Human trafficking Illegal immigrants HIV/AIDS and orphans Child soldiers</p>

	Economical Trends and Events	Technological Trends and Events
National Level	<p>Commercialisation of media – consultancies and adverts</p> <p>Privatisation</p> <p>National commitments/economic and trade policies e.g. MGDS</p> <p>National lotto</p> <p>Inflation gone down currently 7.4%</p> <p>Interest rates gone down currently 17.5%</p> <p>Debt cancellation</p> <p>Commodity price rise</p> <p>Budget stalled in 2007</p> <p>Maize surplus</p> <p>Shire-Zambezi Waterway project</p> <p>HIV & AIDS impact</p> <p>Zero tolerance and corruption campaign</p> <p>Tobacco market prices favourable in 2007</p> <p>Kayelekera Uranium Project and other mining investments</p> <p>Appointment of new Reserve Bank Governor</p> <p>Aquaculture project launch</p> <p>Increased honoraria for traditional leaders</p>	<p>Increased access to KU band</p> <p>Increased usage of internet</p> <p>Emergence of E-ticketing</p> <p>Introduction of optic fibre grid</p> <p>Introduction of Voice Over Internet Protocol</p> <p>Influx of laptop, G 3 Mobile phones</p> <p>Introduction of satellite digital broadcasting</p> <p>Broadband internet</p> <p>Web to phone SMS</p> <p>E-book</p> <p>Digital cameras</p> <p>Mobile phones used as Dictaphones</p>
Regional Level	<p>Trade agreements</p> <p>Regional economic groupings</p> <p>Bilateral agreements: Malawi – Zimbabwe & Malawi – South Africa</p> <p>Zimbabwe crisis</p> <p>Drought in SADC</p> <p>2010 World Cup</p>	<p>Wireless communication</p> <p>Satellite broadcasting</p> <p>Free to air TV</p> <p>Blogging</p> <p>E-ticketing (ATM, VISA CARD)</p> <p>E-commerce</p> <p>Voice Over Internet Protocol</p> <p>KU – Band</p> <p>Satellite Printing</p> <p>Tele-conferencing</p> <p>Digital cameras</p> <p>Mobile phones used as Dictaphones</p>
Global Level	<p>Globalisation impacting on Malawi economy</p> <p>Global partnerships/commitments</p> <p>International trade agreements</p> <p>Tsunami</p> <p>Hurricane</p> <p>Chinese and Indian economic boom</p>	<p>Wireless communication</p> <p>Satellite broadcasting</p> <p>Free to air TV</p> <p>Blogging</p> <p>E-ticketing (ATM, VISA CARD)</p> <p>E-commerce</p> <p>Voice Over Internet Protocol</p> <p>KU – Band</p> <p>Satellite Printing</p> <p>Tele-conferencing</p> <p>Digital cameras</p>

		Bill Gates steps down as Microsoft CEO Mobile phones used as Dictaphones
--	--	---

SWOT Analysis

Strengths	Weaknesses
Qualified and Committed Leadership Secured funding for start up phase Presence of secretariat (Staff and equipment) Commissioning of consultancies (strategic plan, constitutional development and conditions of service) Appointment of trustees and NGC Ownership by membership e.g. free adverts Diversity of participants in decision making processes Winning back donor confidence Secretariat location is strategic Unique mandate as a professional body for journalists	Staffing levels are low at the moment (only director) Pessimism by media practitioners Secretariat located far from many major media players Lack of reliable transport means MCM not yet registered

Opportunities	Threats
Goodwill from donors Commitment from government Political support enhanced by presence of parliamentarians Potential to partner with the corporate world	Increased demand for services may result in heavy workload Political interference Funding may run low Non compliance by members

<p>Potential to partner with like-minded organisations</p> <p>Potential to provide consultancy services</p> <p>Sale of media products e.g. monitoring</p>	<p>Hostile legal environment</p> <p>Media wars may affect image of MCM and its operations</p> <p>Identity confusion e.g. MCM and NAMISA</p> <p>Rivalry (funding sources, visibility)</p> <p>Technological changes may impact ethical practice e.g. online publications and MCM jurisdiction; accreditation cards may be pirated by crooks</p> <p>Corporate manipulation of the media houses and practitioners</p> <p>Donor priority areas may change including foreign government policies e.g. elections in UK, USA</p> <p>Political environment may be unstable</p>
--	---

Annex 15: MEDIA COUNCIL OPERATIONAL PLAN

OPERATIONAL PLAN FOR MEDIA COUNCIL OF MALAWI – 2007 to 2010

INTERNAL CAPACITY

Strategic Area	Broad Activity	Specific Activities	Time Frame	Responsible	Budget
Develop the human resource capacity	Recruit staff with appropriate skills	Identify key human resource gaps			
		Advertise for the positions and recruit the suitable staff			
	Develop a staff orientation strategy	Conduct in house orientation			
		Conduct study national and/or international study tours where necessary			
	Develop a training programme for staff	Conduct a training needs assessment for staff and NGC			
		Develop a training plan and identify training institutions			
		Train staff in house or at institutions			
		Assess and review effectiveness of training programme			
	Develop staff retention strategy	Assess the labour market on staff motivation			
		Put in place incentives for staff based on trends in the labour market			
Development of physical resource capacity	Engage in procurement of required physical resources	Conduct a resource audit for the secretariat and identify gaps			
		Mobilise finances and procure equipment			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Responsible	Budget
		Set use and maintenance guidelines for equipment			
		Set a maintenance schedule for equipment			
Development of financial resource capacity	Develop proper accounting procedures	Procure and install an appropriate accounting software			
		Design appropriate and user friendly book keeping documents e.g. payment vouchers, receipts etc			
		Prepare timely reports for NGC, donors, management and relevant stakeholders			
	Develop a resource mobilisation and sustainability strategy	Conduct a financial sustainability assessment			
		Identify potential sources of sustainable income for MCM			
		Explore potential investments in which MCM can embark			
		Establish medium to long term funding agreements with donors – including basket funding model			
Development of Technological capacity	Install internet	Access reliable internet services and orient all key staff			
	Develop website	Design a use friendly website to enhance MCM visibility			
		Install interactive features to accommodate issues such as complaints submission			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Responsible	Budget
	Conduct technology needs assessment	Assess technological needs as and when need arises to keep abreast of new developments			
Development of infrastructural capacity	Explore acquisition of office complex	Explore possibilities to acquire land from government and others sources			
		Develop preliminary plans for developing the land			
		Begin to explore opportunities for funding the development			
Administration and Personnel Policies	Develop conditions of service	Conduct a labour market survey to compare existing practice			
		Align conditions of service to labour related legislation			
		Set up the conditions of service			
		Seek staff members input			
		Sensitise and distribute copies to members			
		Conduct reviews of conditions of services periodically			
	Develop performance management system	Procure relevant skills (consultant) to develop the system			
		Design a participatory system of appraisal			
		Orient staff on the system			
		Set schedules for appraisals			
		Conduct appraisals on scheduled times			
		Review the system periodically			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Responsible	Budget
	Develop administrative procedures	Identify all administrative areas requiring procedures e.g. stationery, records management, procurement, vehicle usage, security etc			
		Identify a consultant or internal skills			
		Compile the procedures with staff			
		Orient staff on the procedures			

EXTERNAL LINKAGES

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
Affiliations to national, regional & international bodies	Get affiliated to appropriate bodies such as COSOMA, CONGOMA, HRCC, AMARC Africa, SABA, GEMSA, SAEF, Commonwealth Press Association etc.	Identify relevant bodies at various levels			
		Estimate the annual budget for affiliation			
		Approach and assess the value for affiliation			
		Apply for affiliation with the valuable institutions			
		Make periodic reviews on the affiliations			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
Collaboration with key institutions	Establish collaborative relationship with government and non governmental institutions such Ministry of Information, Ministry of Education, NAMISA, Audit Bureau of Circulation, Journalism training institutions and the corporate world	Identify key areas for collaboration with other institutions Identify key institutions for collaboration in the key areas Establish strategic collaborative frameworks including MoUs with the identified institutions Establish a structured working schedule for meetings and reviews with respective stakeholders			
Establish a unique identity for MCM	Identify logo and colours for MCM	Make wide consultations with stakeholders on logo and colours			
		Call for entries from general public in form of competition			
Set up a taskforce to look at entries and decide on the fitting colour(s) and logo					
	Publish publication to promote MCM identity	Set up an editorial team			
		Identify key targets for readership			
		Identify issues and themes to be disseminated			
		Decide on sources of contribution			
		Design the publication, its circulation and its frequency			
Decide on financial policy e.g. for sale/free; with adverts or without					

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
		Decide on formats e.g. hard copy, electronic			

PROGRAMME DELIVERY

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
Development of Human resource capacity for constitutional committees	Set up the three constitutional committees	Devise a motivational mechanism for committee members			
		Identify suitable personalities for membership to the committees			
		Make informal and formal approaches to the individuals			
	The three constitutional committees to develop their own rules & regulations	Provide resources for the committees to develop the rules and regulations			
Develop and implement a human resource development program for committee members		Arrange for an orientation session for all committee members			
		Embark on a development program for committee members			
Accreditation of practitioners and training institutions	Membership and accreditation committee to set up clear accreditation procedures	Draw an inventory of journalism training institutions and media practitioners			
		Develop criteria for accreditation following guidelines in the constitution and in consultation with Ministry of Information and NGC			
		Prescribe conditions for card use			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
		Set up the fees and validity period for the card			
	Identify appropriate technology and design for accreditation cards	Redesign the current accreditation card to give a new face and status. To be done in collaboration of with Ministry of Information and NGC.			
		Identify reliable suppliers through an open tender process			
		Embark on an accreditation process for institutions and practitioners			
Publicity, education & marketing	Develop an awareness strategy	Identify key targets for general awareness			
		Identify appropriate communication channels			
		Develop key messages for dissemination			
	Educate practitioners on the code of ethics	Identify various categories and levels of practitioners for targeted education			
		Identify existing gaps in ethical knowledge and practice			
		Organise a series of workshops for ethics education			
		Facilitate public debate on ethical practice			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
		Introduce newspaper column and radio programme on media ethics education			
	Educate the public and politicians on the code of ethics	Identify various categories and levels of practitioners for targeted education			
		Identify existing gaps in ethical knowledge and practice			
		Organise a series of workshops for ethics education			
		Facilitate public debate on ethical practice			
		Introduce newspaper column and radio programme on media ethics education			
Mediation and arbitration	Ethics, Complaints and Disciplinary Committee to set up clear mediation and arbitration procedures	Consult with other institutions doing similar work for learning			
		Compile mediation and arbitration procedures in collaboration with NGC and other relevant stakeholders			
	Ethics, Complaints and Disciplinary Committee to set up clear complaints procedures	Consult with other institutions doing similar work for learning			
		Compile complaints procedures in collaboration with NGC and other relevant stakeholders			
Membership	Membership and Accreditation Committee to define clear membership	Operationalise criteria for membership with guidance from constitution			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
	define clear membership procedures	Draw a catalogue of potential full and associate members			
		Send invitations for eligible institutions to apply for membership			
	Review the code of ethics for members/practitioners	Assess the existing code of ethics and make improvements if need be			
Advocacy and lobbying	Develop an advocacy and awareness strategy	Identify a consultant or exploit internal skills to develop the strategy			
		Identify relevant areas that need advocacy by MCM and develop the strategy			
		Exploit existing opportunities with other institutions on advocacy and lobbying			
		Regularly review the strategy			
Research, Monitoring Evaluation and publications	Develop a programme on research, publication, monitoring & evaluation	Build research skills within MCM through training and /or recruitment of staff			
		Conduct research on various themes of interest			
	Publish a periodic publication	Disseminate local and international research results			
	Establish a working relationship with the Audit Bureau of Circulation	Get an awareness and orientation of the concept of bureau of circulation			

Strategic Area	Broad Activity	Specific Activities	Time Frame	Person Responsible	Budget
	Bureau of Circulation (ABC)	Establish formal links with ABC			
		Jointly plan and implement the monitoring circulation with ABC			
		Disseminate regularly the circulation trends			

CROSS CUTTING STRATEGIES

Strategic Area	Broad Activity	Specific Activities	Time Frame	Responsible	Budget
Monitoring and evaluation of strategic plan	Establish monitoring & evaluation framework for strategic plan	Schedule NGC meetings			
		Schedule Trustee meetings			
		Schedule annual strategic review meetings with stakeholders			
Learning processes	Establish a knowledge management system at NGC, Committee and secretariat level	Orient staff on the concept of learning organisation			
		Organise regular meetings for sharing of experiences and knowledge			
		Identify an appropriate system for documentation and storage and utilisation of knowledge and learning acquired			

Annex 16: LIST OF JOURNALIST TRAINED UNDER THE SGIM PROJECT

1	Geoffrey Kapusa	TVM	December, 2007
2	Wadza Otomani	TVM	December, 2007
3	Morton Kalefya	TVM	December, 2007
4	Dalitso Chimwala	TVM	December, 2007
5	Beatrice Juma	TVM	December, 2007
6	Janet Mwamadi	TVM	December, 2007
7	Gladys Nthenda	TVM	December, 2007
8	Mgeme Kalilani	TVM	December, 2007
9	Emmanuel Thuwala	TVM	December, 2007
10	Doreen Sonani	MBC	December, 2007
11	Baxter Nkhoma	MBC	December, 2007
12	Ackim Kaingana	MBC	December, 2007
13	John Banda	MBC	December, 2007
14	Isaac Jali	MBC	December, 2007
15	Siphath Msusa	MBC	December, 2007
16	Elita Nkalo	MBC	December, 2007
17	Brian Banda	MBC	December, 2007
18	Josephine Semu	MBC	December, 2007
19	Burnet Mpuwe	MBC	December, 2007
20	Eunice Ndhlovu	MBC	December, 2007
21	Arthur Chokhotho	MBC	December, 2007
22	Patrick Khomani	MBC	December, 2007
23	Hilda Ngomano	MBC	December, 2007
24	Chimbizga Msimuko	MBC	December, 2007
25	Macdonald Bamusi	The Guardian	February, 2007
26	Hopkins Nyirenda	The Guardian	February, 2007
27	Levison Mwase	The Guardian	February, 2007
28	Arnold Mnelemba	The Guardian	February, 2007
29	Ellen Mitole	The Guardian	February, 2007
30	Esnarth Chilinda	The Guardian	February, 2007
31	Telephorus Chigwenembe	Zodiak	February, 2007
32	Gregory Gondwe	Zodiak	February, 2007
33	Steve Zimba	Zodiak	February, 2007
34	Priscilla Mateyu	Zodiak	February, 2007
35	Priscilla Zikapanda	Zodiak	February, 2007
36	Angela Mkandawire	Zodiak	February, 2007
37	Noel Mkubwi	Zodiak	February, 2007
38	Teresa Chirwa	Zodiak	February, 2007
39	Joab Chakhaza	Zodiak	February, 2007
40	Pilirani Tambala	Zodiak	February, 2007
41	Maria Chidzanja-Nkhoma	Zodiak	February, 2007
42	Suzgo Khunga	BNL	February, 2007
43	Rex Chikoko	BNL	February, 2007
44	Caroline Somanje	BNL	February, 2007

45	Henry Mchazime	BNL	February, 2007
46	Emmanuel Luciano	BNL	February, 2007
47	Joy Ndovi	BNL	February, 2007
48	Deogratius Mmana	BNL	February, 2007
49	Clifton Kawanga	BNL	February, 2007
50	Sintha Mkuziwaduka	BNL	February, 2007
51	Sellina Mkowani	BNL	February, 2007
52	Maxwell Nkawihe	BNL	February, 2007
53	Otuli Munlo	BNL	February, 2007
54	Marcus Muhariwa	BNL	February, 2007
55	Patrick Msowoya	BNL	February, 2007
56	Elizabeth Lisuntha-Banda	NPL	February, 2007
57	Edyth Betha	NPL	February, 2007
58	Oris Chimenya	NPL	February, 2007
59	Taonga Sabola	NPL	February, 2007
60	George Kasakula	NPL	February, 2007
61	Prince Shonga	NPL	February, 2007
62	Rebecca Theu	NPL	February, 2007
63	Michael Mmeya	NPL	February, 2007
64	Edwin Nyirongo	NPL	February, 2007
65	Felix Malamula	NPL	February, 2007
66	Juliet Chimwaga	NPL	February, 2007
67	Vincent Phiri	Capital Radio	November, 2006
68	Jayne Kaonga	Capital Radio	November, 2006
69	Theresa Kasawala	Capital Radio	November, 2006
70	Timothy Kateta	Capital Radio	November, 2006
71	Cecilia Kuyewa	Capital Radio	November, 2006
72	Chikondi Juma	Capital Radio	November, 2006
73	George Mhango	Capital Radio	November, 2006
74	Augustine Mulomole	Capital Radio	November, 2006
75	Tiwonge Chikafa	MANA	June, 2007
76	George Mkandawire	MANA	June, 2007
77	Cosmas Chimaliro	MANA	June, 2007
78	Trouble Ziba	MANA	June, 2007
79	Henry Nkhata	MANA	June, 2007
80	George Bulomobola	MANA	June, 2007
81	Sam Makaka	MANA	June, 2007
82	Dalitso Chikwembani	MANA	June, 2007
83	Ed-Grant Ndoza	MANA	June, 2007
84	Edson Mwamvani	MANA	June, 2007
85	Montgomery Phimba	TVM	July/August,2007
86	Arnold Mnelemba	The Guardian	July/August,2007
87	Theresa Kasawala	Capital Radio	July/August,2007
88	Mundango Nyirenda	The Guardian	July/August,2007
89	Angela Mkandawire	Zodiak	July/August,2007
90	Jayne Kaonga	Capital Radio	July/August,2007

91	Kayira Kazembe	Monfort Media	July/August,2007
92	Chaliwa Katola	TVM	July/August,2007
93	Pilirani Tambala	Zodiak	July/August,2007
94	Rex Chikoko	BNL	July/August,2007
95	Noel Mkubwi	Zodiak	July/August,2007
96	Rebecca Theu	NPL	July/August,2007
97	Doreen Sonani	MBC	July/August,2007
98	Edith Mkwaila	Joy Radio	July/August,2007
99	Maston Kaiya	MANA	July/August,2007
100	Dorothy Kachitsa	MBC	July/August,2007
101	Penelope Kamanga	Freelancer	July/August,2007
102	Deogratius Mmana	BNL	July/August,2007
103	Josephine Chinere	MANA	July/August,2007
104	George Mhango	Capital Radio	July/August,2007
105	Emmanuel Luciano	BNL	July/August,2007
106	Rebecca Chimjeka	Joy Radio	July/August,2007
107	Ed-Grant Ndoza	MANA	July/August,2007

Don Ray CV

Journalism Experience

- 2004 to 2006** **Staff Writer**, Judicial Profiles, *Los Angeles Daily Journal*
- 2000 to 2001** **Editor**, *The Daily Press*, *The Desert Dispatch*, *La Prensa del Mojave*.
- 1994 to Present** **Freelance Segment Producer**, *Dateline NBC*, *Inside Edition*, *The Crusaders*.
- 1975 to Present** **Freelance Writer/Contributing Editor**, *Tables Magazine*, Whittle Communications, (1983-86) **Writer/photographer**, *PC World*, *Omni*, *L.A. Magazine*, *Rebel Magazine*, *Tampa Bay Monthly*, *Valley*, *L.A. Times*, *O.C. Register*, *Tulsa Tribune*, *Arkansas Press Democrat*, *S.F. Bay Guardian*, Syndicated in dozens of papers.
- 1983 to 1994** **Exclusive News Group** (Formerly Southwest News Service) -- **Founder and Owner** of multi-media investigative news service providing video productions, broadcast video, photos, information, stories and/or documentation to scores of clients worldwide including ABC, NBC, CBS, CNN, PBS, Fox, BBC, KNBC, KCBS, KTTV, WRC-TV, *Los Angeles Times*, *Orange County Register*, *Long Beach Press-Telegram*, *Newsday*, *Tulsa Tribune*, *Arizona Republic*, *Fresno Bee*, and many more.
- 1987 to 1989** KCBS-TV -- **Investigative Producer**, *Channel 2 Investigations*. Produced stories for Ross Becker, Harvey Levin and Jim Lampley.
- 1983** **KHJ-TV** (now KCAL)-- **Investigative Producer** (freelance).
- 1982** **KNXT-TV** (now KCBS) -- **per diem Writer** *CBS Morning News* Insert Producer
- 1980 to 1982** **KAET-TV, Phoenix** -- **Investigative Reporter/Producer** for *Arizona Weekly* news magazine and later Capitol Reporter for *Horizon*. Produced *Close-up Buscaglia*, *The Mind of a Murderer* and *One Cloudy Day*.
- 1978 to 1980** **KNBC-TV, Newswriter, Assignment Editor, Today Show Insert Producer** (1980).
I-Team Researcher (1978-80).

Training and Lectures

- 1997 to 2006** **Training foreign journalists** – in Bosnia, Ukraine, Poland, Armenia, Serbia, Nigeria.
- 1986 to 2001** **Investigative Reporters & Editors**, New York, Chicago, Miami and more.
- 1985 to Present** Lecture to 1000s of journalists & police each year in 15 states on information gathering, interviewing, developing sources—including IRE, SPJ, & numerous newsrooms.
- 1994 to Present** **Part-time and/or Contract Instructor**, *Information Resources*. CSU San Jose, Regional Training Center in San Diego, UC Riverside Extension.

Teaching

- 1979 to 1991** **UCLA Extension** -- **Senior Journalism Instructor**, *Investigative Journalism*, *Interviewing for Television*, *TV Reporting and Production*, *Writing for Broadcast*, Broadcast Internship Coordinator.

1983 **California State University, Los Angeles** -- Journalism Teacher, *Writing for Broadcast*.

Awards & Grants

Distinguished Service to Journalism Education, Journ. Assn. of So. Calif., 2003
Fund for Constitutional Government — Vietnam Nuclear Policy, Washington, D.C., 1993.
Fund for Investigative Journalism — Vietnam Nuclear Policy, Washington, D.C., 1992.
Best In-Depth Newspaper Story – SPI, 2001, *Homeless in the High Desert*, Daily Press
Best Investigative Reporting — Los Angeles Press Club, 1988, *Yuppie Panhandlers*, KCBS-TV.
Best News Writing — Los Angeles Press Club, 1988, *ZZZZ Best Restoration Scam*, KCBS-TV.
Best In Depth Story— L.A. Press Club, 1980, *Oil Price Fixing Conspiracy*, KNBC (Researcher).
Best Radio News Documentary — Calif. Intercollegiate Press Assoc., 1979, KCSN (2nd place).

Education

California State University, Northridge — B.A., Journalism, Political Science Minor, 1980.
University of Southern California — Television Reporting, 1980.
UCLA Extension — Spanish, 1983-86 (Reported from **Cuba, Nicaragua, El Salvador, Mexico**).

Publications

Checking Out Lawyers, MIE, *California Investigator's Handbook*, ENG, *Diggin' Up Gold on the Old Paper Trail; A Workbook for Investigatin' Folks*, ENG, *No questions Asked; An Investigative Reporter's Guide to Perfect Interviews*, ENG, *Say it in writing*, ENG, *Find Anyone Fast*, (Ghostwriter).

Of Note

Documentary Producer — *Captured Memories, An Oral History of the Santo Tomás and Los Baños Internees* (Philippines), 1942-1945. Work in progress.
Mail Fraud Analyst — U.S. Postal Inspection Service, 1973-1977 (also, NCIC Operator).
U.S. Army — 212th Combat M.P. Sentry Dogs, Soc Trang, **Vietnam**

CURRICULUM VITAE - Abel Mwanyungwe

1. PERSONAL INFORMATION

Surname : Mwanyungwe
Other names : Abel Chauncy
Sex : Male
Date of Birth : [REDACTED]
Marital Status: Married
Nationality : Malawian
Contact Address: Polytechnic
Department of Journalism and Media Studies
Private Bag 303
Blantyre 3
amwanyungwe@poly.ac.mw

2. EDUCATIONAL QUALIFICATIONS

BACHELOR OF SOCIAL SCIENCES (ECONOMICS)

COLLEGE ATTENDED: CHANCELLOR COLLEGE

COURSES COVERED

- A. YEAR FOUR: ECONOMETRICS**
INTERNATIONAL ECONOMICS
ECONOMIC DEVELOPMENT AND PLANNING
ORGANISATIONAL DEVELOPMENT
- B. YEAR THREE: INTERMEDIATE MACROECONOMICS**
INTEMEDATE MICROECONOMICS
MONEY AND BANKING
ORGANISATIONAL THEORY
STATISTICAL METHODS
- C. YEAR TWO: ELEMENTARY MACROECONOMICS**
THE ECONOMY OF MALAWI
APPLIED STATISTICS
ORGANISATIONAL THEORY
- D. YEAR ONE: ELEMENTARY MICROECONOMICS**
GENERAL ENGLISH
INTRODUCTORY MATHEMATICS
FOUNDATIONS OF PSYCHOLOGY
PUBLIC ADMINSTRATION

3. PROFESSIONAL QUALIFICATIONS/TRAINING

**(A) ADVANCED DIPLOMA JOURNALISM
HARARE POLYTECHNIC (HARARE) 1999**

**(B) DIPLOMA IN FINANCIAL JOURNALISM
WORLD BANK INSTITUTE (1996-1998)**

**(C) TRAINING IN BUSINESS/FINANCIAL IN JOURNALISM
WORLD BANK sponsored training: 1997**

**(D) TRAINING IN INVESTIGATIVE JOURNALISM:
WORLD BANK PROAGRAMME 2000**

**(E) TRAINING IN POLICY ANALYSIS
UNIVERSITY OF WESTERN CAPE/WORLD BANK JOINT
PROGRAMME (2002)**

4. CURRENT EMPLOYEMENT DETAILS

Employer: University of Malawi

Domicile : The Polytechnic

Position : Assistant Lecturer

Department of Journalism and Media Studies

Nature of Job: Teaching economics and media statistics

Conducting research in related field

Conducting consultancies

Date of Appointment: March 4, 2003

5. PREVIOUS EMPLOYMENT DETAILS

a. Employer: Nation Publication Limited

Position Held: Business/Economics Writer/Editor

Dates of Appointment: January 1 1996-February 2003

11. Employer: Blantyre Newspapers Limited (BNL)

Position Held: Business/ Economics Writer

Dates of Appointment: July 10, 1994- December 1995

6. RESEARCH EXPERIENCE

**a. Research principal investigator: The state of financial journalism in Malawi
(a joint research work with Rhodes University, RSA. 2003, unpublished**

**b. Research investigator: Censorship in business reports: The role of corporate
business in Malawi (2004, unpublished)**

7. RELATED CONSULTANCIES

- a. **Coordinator: Cida-sponsored Programme on Economic Governance for media**
- b. **Trainer: Conducted training for journalists and media workers on budget reporting, economic and financial journalism)**
- c. **Media trainer: Communicating research via media (Pansos Institute of Southern Africa)**

8. REFEREES

- a. **Mr. Grey Mang'anda**
Dean of Faculty
Education and Media Studies
Polytechnic
Blantyre 3.

- b. **Dr. Exley Silumbu**
Economics Department
Chancellor College
P.O. Box 280
Zomba

- c. **Michael Nyirenda**
Programme Manager
Programme on Economic Governance (PEG)
Cida Malawi
Lilongwe

**REPORT ON INTENSIVE
INVESTIGATIVE JOURNALISM
TRAINING WORKSHOPS
HELD IN BLANTYRE AND LILONGWE**

AUGUST 2007

As submitted to: Casals and Associates
Mwai House
Capital City
Lilongwe 3
Malawi

By: Abel Mwanyungwe
The Polytechnic
Journalism and Media Studies Department
Private Bag 303
Chichiri, Blantyre 3
Malawi

Contact: amwanyungwe@poly.ac.mw
(265) 08 894 830

INTRODUCTION

Casals and Associates organised a three-week intensive training workshop for print and electronic editorial staff from July 30 to August 18, 2007. The workshop was the follow-up intervention following a number of earlier training workshops held early this year and end last year.

The training was part of the training intervention as part of the overall government initiative to improve governance and the capacity of oversight agencies, including the media so as to fight corruption in the country. The overall goal was to improve ratings on the governance index so that the country can qualify for funding under the Millennium Challenge Account of the US government.

The three-week training was conducted by an international trainer, Don Roy, an American-based investigative reporter and trainer and Abel Mwanyungwe, a journalism lecturer at the Malawi Polytechnic of the University of Malawi.

The objective of the trainings was to develop the capacity of Malawian journalists to understand, research, investigate and report on corruption with the view of connecting the general public to issues of governance and accountability in the management of public resources.

Specifically, the training's objectives were:

- (a) Provide training in investigative reporting and reporting corruption and deepening the understanding of the media's oversight function or watchdog role
- (b) Deepen understanding of types of corruptions, legal instruments, government structure and responsibilities of oversight institutions
- (c) Building journalists' advanced skills in investigative reporting

So this report reflects the day-to-day framework and contents of the training modules as delivered by the trainers.

DAY ONE (July 30, 2007)

The session started with the introductions about the objectives of the training workshop. Casals & Associates Chief of Party..... welcomed the trainees. She expressed the hope that the training will help journalists acquire skills which will benefit their media houses.

Casals & Associates Deputy Chief of Party (training and capacity building) Amanda Willet gave the background to the training project and initiative. She said the training was part of the wider project under the Millennium Challenge Corporation initiative of the USA government. She said the Malawi government, through the MCC programme, seeks to improve its governance institutions as the overall project to fight corruption and improve transparency and accountability in government institutions.

She said Malawi will be able to access more financial support from the USA government if it meets specific targets that show improvements in governance and a reduction in corruption.

After the official briefings, Don Ray, the lead consultant explained the course objectives and structure for the three weeks. He then talked about the investigative mindset of a successful investigative journalist. The trainer then listed 5 pointers or tips of an investigative mind.

These included;

- (a) Being curious to note something being peculiar or abnormal from daily observations. He christened this as the JDLR tip. Just Doesn't look right.
- (b) Who else might know? This becomes helpful when officials are reluctant to provide information
- (c) Following the money trail
- (d) Looking for enemies and victims
- (e) Study and figuring out the system that reporters are in a better position to report on an issue.

DAY TWO (July 31, 2007)

The participants began the day by outlining the ethical guidelines to improve investigative journalistic standards in Malawi.

These included:

- (a) Balanced reporting. This will help promote fairness in news coverage. All parties involved in a dispute should be heard.
- (b) Accuracy
- (c) Simplicity for achieving understandability
- (d) Unbiasedness and objectivity
- (e) Strive for attribution to information
- (f) Being sensitive to issues of privacy
- (g) Refusing gratification

The participants were also taken through a session on interviewing techniques. The lead consultant highlighted effective techniques in soliciting usable quotes from news sources. These include the need to avoid asking questions but rather give gentle commands.

The techniques also include the need to avoid the what, when, how, where questions. There is also need to list the topics for an interview rather than questions.

DAY THREE (AUGUST 1, 2007)

The day started with trainees reviewing stories from other publications to look at strengths, weaknesses and opportunities for improvements. The objective was to challenge the trainees to look at their own shortfalls and single out workable tips that can be applied in local media houses. Issues that came up as highlights were: the need to carry out exhaustive research to enrich the story; looking at the wider angle to a story, the need to have a supportive infrastructure in newsroom that will sustain overdrawn and time consuming investigative stories.

Trainees then came up with specific topics on stories to be followed:

These include:

- (a) Govt drugs find their way into open market
- (b) The problems associated with drug procurement
- (c) The causes of the high rate of mortality in Malawi
- (d) The status of nutrition in Malawi
- (e) The brain drain of medical staff

The afternoon session was dedicated to two sessions. The first presentation was on understanding the Malawi budget documents. The objective was to make the participants understand: the type of budget documents government publishes on an annual basis; what the finance minister talks about in the annual budget statement

-how the information in the financial statement is categorized and described as expenditure and revenue; the way in which the budget information is presented in the Draft Estimates; highlight the contents of all budget documents and practise on analysing the budget

Later, the trainees continued brainstorming on the story outlines and structures.

DAY FOUR (AUGUST 2, 2007)

This day was reserved for a presentation on issues of decentralisation and local government. It was sponsored by the Malawi German Programme on Decentralisation and Democracy (MGPDD). It was handled by Blessings Chinsinga from the Department of Political and Administrative Studies.

Issues covered included:

Defining decentralisation and forms of decentralisation

Stages and justification of decentralisation

The nature and structure of local government

DAY FIVE (AUGUST 3, 2007)

This was the last day of the first week in Lilongwe.

The trainees were taken through the motivations of sources:

The reasons include: settle old scores

Manipulate the reporters

Confidence and integrity

Public interest

Share common interests

The trainees then continued brainstorming on specific story lines to follow up in Blantyre.

DAY SIX (AUGUST 6, 2007)

This was the first day in Blantyre. The team members continued with story ideas for mentoring and source mapping.

The specific stories were centred around the major themes that were identified in Lilongwe.

DAY SEVEN-DAY 10 (AUGUST 7-10)

During this period reporters were sent into the field to have a 'feel' of the peculiar situations poor people live under. The exercise was meant to help reporters or the trainees have a bottom-up approach to stories.

The technique was for the trainees identify potential signals for corruption from the beneficiaries of government and NGOs programmes.

The exercises proved eye-openers to many trainees as avenues of deficiencies or grey areas of corruption were pointed out by the poor people themselves.

The afternoon sessions were debriefings sessions where the trainees would report back their findings to the trainers. Areas of further digging or improvements would be cited during these debriefing and coaching sessions.

The last day of the training in Blantyre was dedicated to reporters searching the missing links in their story lines. The trainees notched up a step further by identifying sources in the second line of command. These were the people who had information that connected the story lines to corruption in service delivery as identified by poor people in earlier interviews.

DAY 11-12 (AUGUST 13-14)

These were the first days for the second session in Lilongwe. The trainees continued gathering information from second-tier sources to beef information gathered during the Blantyre session. The trainees were also mentored on story development and writing style.

Emphasis was put on the following aspect of the writing style:

- (a) The need to avoid passive voices in sentences
- (b) The attributions should use says or said
- (c) The story needs to offer the promise to the reader within the first four paragraphs.

The trainees were then sent into the field for information gathering. They convened in the afternoon for debriefing and mentoring.

DAY 13-14 (AUGUST 15-16)

On Wednesday, the trainees divided their time on two things. The morning session was devoted to a presentation on the budget process in Malawi. These phases include:

- (a) Preparation or formulation
- (b) Approval or enactment
- (c) Implementation
- (d) Monitoring and evaluation
- (e) Audit and review

The presentation highlighted some general areas for improvement in the whole budget process. Among others, there is need to improve the level of participation in the budget formulation. Secondary, watchdog institutions should more be involved in scrutinising the budget before it is approved in Parliament. More importantly, there is need to focus more on output monitoring rather than the process itself to see if the budget is achieving the desired outcomes.

The trainees spent the Wednesday afternoon and the whole Thursday engaged in hardball interviews. The sessions involved the trainees interviewing senior government officials and ministers on corruption related information gathered in Blantyre. The objective was to confirm or confront the officials about corruption in service delivery. This was meant to give balance to the news reports of the project.

DAY 15 (AUGUST 18)

The final day was dedicated to finalising the stories and editing the final copy as submitted by the trainees.

Final copy was identified ready for publication. The final objective was to turn the stories into a magazine publication for circulation to the wider public.

OPERATIONAL CHALLENGES

The workshop, although largely successful, had its own challenges. One of the major challenges was to keep the spirit burning on the part of the trainees especially after an apparent show of lack of planning and coordination on the part of the trainers.

There was very little planning between the two trainers and this made it difficult to harmonise each other's expectations and expertise. This, in my personal view, was a because of lack of clear definition and mandate of each trainer.

Secondly, the training did not have a specific timetable of what to be done o a particular day. Sentiments from the trainees suggested that they wanted a concrete and well spell out framework of work on a particular day. This resulted in shifting goalposts and objectives as and when it suited the trainers.

However, Casals and its staff proved very flexible to accommodate the many demands placed on them by the trainers.

The venue also was ideal for the training as the trainees were all kept together and this made it easier to monitor and control their input and output.

RECOMMENDATIONS

The output analysis from the training shows that reporters in general are aware of the various forms of corruption and its impact on the poor people. The reporters also show some general skills in writing and interviewing skills.

However, it will be important for the project to monitor progress being made in the newsroom. The monitoring should involve tracking the number and quality of stories on corruption and whether authorities are taking corrective actions based on such news reports.

Ethics and professional standards remain a challenge to most newsrooms. Reporters express fear that in the absence of logistical and material support from the publishers, corruption and unethical journalistic work will remain in Malawi's media. Hence there is need for donors to offer practical support to newsrooms to achieve a certain degree of independence.

While reporters have been exposed to such training on corruption and investigative skills, there is still a challenge on buying editors and publishers support. There is, therefore, need to organise a sensitisation workshop or forum which should group together editors and media managers.

For future organisation and successful execution of similar training, deliberate efforts and energies should be spared towards planning and collaboration between the trainers and the financiers to avoid unnecessary pressures on budget at the last hour.

Final Report

Strengthening Government Integrity in Malawi Project

Task 7

Building journalists' skills for better, more factual And analytical reporting on corruption

Don Ray
Consultant

July 27, 2007 – August 21, 2007
Lilongwe and Blantyre, Malawi, Africa

Don Ray, 1314 W. Verdugo Ave., Burbank, CA 91506, USA
818.237-3728 — donray@donray.com

Introduction

The small African nation of Malawi is one of the poorest on the continent. The poverty in this young democracy is exacerbated by corruption at all levels of society and government. Despite the existence of an active Anti-Corruption Bureau, the graft is so ingrained that almost nobody is immune from it. Those who are not participating in it for their own gain (bribes of greed) often find themselves in the position of making illegal payments so that they can get access to necessary supplies and services (bribes of need).

Even the news media are willing participants in “gratification” whereby reporters accept bribes from news makers and politicians in the form of “reimbursement” for travel, meals and telephone expenses. Some of the publishers and broadcast owners not only tolerate their reporters accepting the bribes, they encourage it. They use the bribes as a subsidy. Why should they pay for their reporters’ expenses if the news makers are willing.

Hence, the task of limiting or curbing corruption in Malawi is a daunting one. Under the auspices of the Millennium Challenge Corporation and with funding from the United States Agency for International Development, the firm of Casals & Associates invited Don Ray to Malawi for the second time to advance the objectives of improving the news media’s skills at uncovering and reporting on corruption.

The Trainers

Don Ray was the lead trainer and consultant. He is a 30-year veteran investigative journalist who has worked in television and radio and for newspapers and magazines. He has taught thousands of journalists in the United States as well in Nigeria, Nicaragua, Serbia, Bosnia-Herzegovina, Armenia, The Ukraine and in other countries.

Abel Mwangyungwe was the local trainer and consultant. The veteran investigative reporter is now a professor at the Polytechnic University in Blantyre. He is one of the nation’s leading experts on the budgetary process and on budgetary analysis. He has participated in numerous training programs in cooperation with international journalists.

The Participants

The trainers and Casals & Associates selected 23 working journalists to participate in the month-long training program. Almost all of these reporters and editors had received at least a week of earlier training this year and had performed well.

They are:

Montgomery Phimba, Arnold Mnelemba, Theresa Kasawala, Mundango Nyirenda, Angela Mkandawire, Jayne Kaonga, Kazembe Kayira, Chaliwa Katola, Rex Chikoko, Pilirani Tambala, Noel Mkubwi, Rebecca Theu, Doreen Sonani, Edith Mkwaila, Maston Kaiya, Dorothy Kachitsa, Penelope P. Kamanga, Deogratias Mmana, Josephine Chinele, George Mhango, Emmanuel Luciano, Rebecca Chimjeka and Ed-Grant Ndoza.

The Original Course Outline

Below is the course outline that the reporters received at the beginning of the training. The trainers told them that, depending upon the difficulty of their investigations, the actual training was subject to change. As it turned out, the training for the first two weeks was as the outline promised. But because of the complexity of the investigative stories, the instruction focused on more refined investigative techniques:

A Journalistic Assault on Corruption A three-week investigative reporting project in Malawi July 30 through August 17, 2007 Instructors: Don Ray and Abel Mwangyungwe

This in-depth training project is a follow-up program to the one-week program in which some of the participants participated in February 2007. These journalists will work as associate instructors and coaches to assist the remaining participants. The following schedule is very tentative and certainly subject to change. The make-up and experience of the participating journalists will affect the focus of the training. The group members will decide on the number of teams and projects. We will adapt the training and the logistics to accommodate the investigative projects(s).

Monday, July 30th – Lilongwe

- Getting to know each other
- Investigative Reporting Defined
- Investigative Reporting – International Standards
- Developing an Investigative Mindset
- The Plague of Corruption in Developing States
- Gratification: The Plague of Corruption in Your Own Organization
- Dissecting Investigative Reporting Projects Abroad
- Designating teams, team leaders and coaches

Tuesday, July 31st – Lilongwe

- Dissecting Local Investigative Projects
- The People Factor
- Developing Sources
- No Questions Asked
- Eric Nalder’s “Loosening Lips”
- Discussion of potential team projects

Wednesday, August 1st – Lilongwe

- Interview the Document
- The documents behind the budget
- Online Research Strategies and Resources
- Breaking and Entering – The Eric Nalder Way
- Presentation of team project proposals

Thursday, August 2nd – Lilongwe

Defining the Story or Project
Gathering the Elements
Understanding the budget process
Going Back for More and More and More
Revising the budget numbers
Preliminary project research (field, phone, online)

Friday, August 3rd – Lilongwe

The Legal Stuff Every Reporter Must Know
Organizing the Materials in Advance
Proving the Facts by Disproving the Fallacies
Project research (field, phone, online)

Monday, August 6th – Blantyre

Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Tuesday, August 7th – Blantyre

Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Wednesday, August 8th – Blantyre

Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Thursday, August 9th – Blantyre

Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Friday, August 10th – Blantyre

Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Monday, August 13th – Lilongwe

Culling Through the Mountains of Materials
Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Tuesday, August 14th – Lilongwe

The Definitive Statement – Defining the story before you write it
Structure – Writing magnetic leads
Structure – The billboard paragraph
Structure – Proving the story through facts, quotes, examples, documents and graphics
Writing for the ear – typing for the eye
Writing -- Striving for 100% active voice
Project work – Investigative reporting in the field, by phone and online
Ongoing consultations with journalists
Afternoon status conferences

Wednesday, August 15th – Lilongwe

Tearing your own story to shreds – before their lawyers do it
Last-minute course corrections
Rough drafts
Story conferences

Thursday, August 16th – Lilongwe

Polishing the final story
Story conferences and peer review

Friday, August 17th -- Lilongwe

Copy editing and proofreading
Planning for follow-ups
Course critique
Staying connected
Graduation Ceremonies

The Investigative Projects

During the first week of the training, the journalists came up with ideas for possible investigative reports. For the most part, the ideas involved topics that they had worked on in the past or they believed to be “sitting ducks” for investigations. In the process of teaching the required elements of an investigative project, some of the ideas did not make the grade. Others were overly broad or lacked the specific focus required. Of course, there was a requirement that all of the stories fit into the theme of the training — corruption.

As is the case in many developing democracies, the Malawi reporters tended to look to the elite or the powerful as targets of their investigations. It’s almost a cliché that reporters consider a lone statement by an off-the-record official or a single, leaked document to be an investigative reporting story. When it was clear to the trainers that many of the participants were falling into that trap, the trainers instituted a plan that would force the journalists to look for investigative stories where they seldom look — at the bottom rungs of society.

On Monday, August 6th, all of the reporters faced the task of hitting the streets of Blantyre in search of someone “on the fringes of society.” The assignment was to engage in conversation someone they and others might normally ignore. The trainers told the reporters to learn how that beggar, prostitute, homeless person or street vendor lives. Where do they sleep? Who comprises their family? What’s their daily or weekly income? How many calories per day do they consume? What are the most daunting challenges they face on a daily basis? And, most importantly, what goods or services should they be receiving that they’re not receiving? And why not? Whose responsibility is it to provide those goods or services?

The reporters’ response to the assignment was predictably underwhelming. In fact, some of the journalists protested out loud with what appeared to be an outright hatred for the poor and the underprivileged. There was a chorus among the reporters that almost unanimously blamed the poor for being poor.

When the journalists returned that Monday afternoon, they were, without exception, shocked at what they had discovered. If there was any blame or bias in the morning, it was gone by the afternoon. They talked with beggars and hawkers and with people selling fruits and nuts. They got to know young, homeless children and old, forgotten citizens who had lost their families. They met handicapped people who struggled to earn at measly 300 Kwacha each day. That’s the equivalent of less than two U.S. dollars.

The reporters wrote up brief accounts of their encounters, but, again, without exception, they had failed to get answers to all of the questions the trainers demanded they get. So on Tuesday, August 7th, the journalists returned to the streets with added courage and a bit more empathy and continued their interviews.

When the reporters returned to the classroom that afternoon, their shock from the day before had turned to anger. They were angry when they learned how difficult life was for the people they had met and they were angry that the people were not receiving the goods and services that the government was obliged to provide or that non-government organizations (NGOs) had promised to provide.

It was on Wednesday, August 8th that the reporters pooled their experiences and came up with investigative story ideas. They ultimately decided to break up into teams and investigate these topics:

- The obstacles that HIV-positive people were facing in trying to get treatment and medicine
- The inability of many of the poor people to obtain prescription medication from government clinics and hospitals
- The causes for the astoundingly high mortality rate of mothers during and shortly after childbirth
- The reasons that the poor people were having to pay exorbitant prices for daily drinking water
- The reason that so many poor children were suffering from malnutrition at a time when the government claims there's more than enough food for everyone
- The reason that so many would-be entrepreneurs were unable to repay small business loans with inflated interest rates
- The reasons that public school students have to attend classes under trees instead of in actual classrooms

In the early stages of their investigations, the reporters seemed content returning with what seemed like lame responses from government officials. In time, however, each reporter returned, sometimes three or four times, to get the answers to tough questions.

The trainers sent the reporters back again and again until they were able to cite the specific law that government officials were violating or until they were able to follow the money and responsibility trail from the bottom up. Again, without exception, the reporters were fleshing out corruption in places they had never known to look before.

And the more they learned, the angrier and more motivated they were.

The information gathering process was more time-consuming than most of the reporters had anticipated. They were no longer allowed to use a single quote from a single source to justify the facts of their stories. They were no longer allowed to inject their own opinions into the pieces they would be writing.

Because they spent so much time doing the investigative part of investigative reporting, they were left with little time to hone their writing and fact-checking skills. As a result, the training period ended at a time they were submitting their first story drafts to the trainers.

There had been a plan in place to publish their completed stories in a magazine format and offer the publication to the daily newspapers in Malawi for distribution. However, that plan changed after the trainers had returned home and the reporters had returned to their jobs.

To ensure that the excellent work of the reporters did not evaporate into the air, Don Ray purchased a Web domain, <http://www.MalawiObserver.com> and hired a California Webmaster to help build the site. He edited the first drafts of the investigative stories for style and for critical content. Anywhere he found something that had the potential of triggering a lawsuit, he removed the identifiable information. If a fact did not have adequate attribution or proof, he deleted it.

The final versions of the stories are now finding their way to the Internet at <http://www.MalawiObserver.com>. All of the edited stories should be online by November 1, 2007.

On the following pages, you will be able to read the final, edited stories that are earmarked for the Malawi Observer Website.

License to steal

Poorest of poor are being gouged at the water kiosks

By Maston Kaiya and Rebecca Chimjeka

Every morning, 19-year old Chimwemwe Nkolokosa wakes up to face the daily challenges of life. Her first daily routine chore demands that she pick up an empty pail to draw water at a nearby kiosk in her poor neighbourhood in Ndirande township in Blantyre City.

Chimwemwe says she has to struggle to raise the K5 she must pay for a pail of water. She says she has to spend K25 per day on water alone for the five pails she buys at Chitsime Water Kiosk.

Lennie Chikaonda runs the water kiosk on behalf of the local communities.

Chimwemwe says that her parents pay less than K5,000 for rent. Paying so much for water in Malawi is not normal — especially when, for some, the price of water can exceed the price of rent.

Just like her neighbours, Chimwemwe has to wake up early in the morning to avoid the long queues that are common at almost the 300 water kiosks run by the Blantyre Water Board (BWB), the Blantyre City Assembly and community-based organisations in Blantyre.

Water is life.

Chimwemwe and her town folks know that they cannot do without it. But what most people don't know is that other unscrupulous people in the communities — including members of political parties — are taking advantage of the people's desperation and poverty to milk them out of their meager, but hard-earned incomes. Corruption has taken centre stage in the water distribution in many kiosks in the country such that poor people end up being ripped off. Malawi Observer has learned that the agencies that distribute the water are unable to collect much of the money from the operators of the kiosks.

Chikaonda says communities own and manage the kiosks as cooperatives. She says the community, however, is yet to form an association that will run the kiosk.

The Blantyre Water Board is the sole supplier of piped water in Blantyre. The board sells the water to the kiosks at .44 tambala per cubic metre. But the kiosks resell the water at K5 per pail.

That's a mark-up of more than 1,000 percent.

Every Friday, Chikaonda says, she deposits the revenue she collects from the sales into a pool account. She says the communities pay the water board the total bills accrued at the agreed fee of K0.44 tambala per cubic metre.

Chikaonda, however, says the officials managing the community's water account do not remit the money to the water board.

She says failure to remit the money to the board has resulted in the BWB disconnecting water from communities.

Alex Longwe lives in Mbayani township in Blantyre. He says poor communities have become the victims of other people's greed and corruption.

“K5 per pail is quite a lot for this neighbourhood to pay,” he says. “Yet other areas pay K2 for the same amount of water.”

Longwe says the committees managing the water accounts abuse the money they collect.

He says they also don't pay the water board.

Chikaonda says political parties also interfere in the management of water kiosks.

She says that nobody accounts for the revenue and that the kiosks do not issue water tickets to show the amount of water the community consumes.

This, she says, is open to abuse by the party officials and by those managing the kiosks on behalf of the communities.

“On good days the kiosk makes more than K10, 000,” she said, “but then recently, political party members came to demand for money to go to a football game — despite a recent warning to party supporters against such practices by a Member of Parliament for the area recently.”

BWB Public Relations Officer Flonie Musasa says the board runs about 30 kiosks out of the 350 water kiosks within the city of Blantyre.

He says that Malawi Social Action Fund (MASAF), the United Nations Children's Fund (UNICEF) and the Blantyre City Assembly (BCA) built some of these kiosks.

Musasa says the kiosks owners are overcharging poor communities.

She says local politics are affecting water kiosks operations because officials abuse the revenue collected.

Musasa says the kiosks within the city have not paid about K16 million due to the board.

“Thousands of innocent poor people suffered from the disconnections,” said Musasa.

According to BWB Annual Report and Statement of Accounts for the year ending 30 June 2005, the cash flow remained poor during the year mainly because of unwillingness to pay back by some customers and government institutions.

Moffatt Disi is the administrator for the BCA. He says the assembly is overseeing about 200 kiosks and it only gives advice to BWB kiosk operators on how to run them.

He says conflict between the DPP and UDF has aggravated the water problems in some townships of Blantyre.

BWB disconnected many kiosks because the operators owed the BWB more than K60 million in water bills. Acting Chief Executive Owen Kankhulungo says that most kiosks in Blantyre are failing to remit water bills. He also told Capital Radio that there are meter validation reports that show some corrupt practices whereby ex-employees and current employees are conniving to steal poor people's money through incorrect meter reading.

The problems affecting the operations of kiosks are not unique to Blantyre. Harry Jeweta is a committee member of Kauma Water Association in Lilongwe, he says his new committee is servicing a K2-million bill which the previous committee accumulated last year.

He says the committee is paying K150,000 every month on the accumulated bills and K250,000 for all the current bills that are under the association.

Jeweta says the committee has 15 committee members. The committee pays each member K1, 700 as monthly allowances.

Jeweta said the committee opened an account at the National Bank Lilongwe where the money is kept.

“We don’t have a specific person who goes to the bank to bank our collections,” Jeweta says. “Anybody is free to go and bank the money.”

Jeweta says other committee members abuse the collected revenue and that has resulted in the suspension of committees.

He also says there is political interference and that chiefs are claiming ownership of the kiosks because the kiosks are within their premises.

Jeweta blamed someone in the previous committee, whose chairperson is Jackson Kaupa, for vandalising the kiosks.

But Kaupa denied that anyone in the committee did anything wrong. Actually, he said, he was instrumental in bringing water to Kauma township.

He says his committee lost control of kiosks when Democratic Progressive Party (DPP) came into power.

Kaupa says UDF committees that have been selling water more than 10 years are now complaining about the DPP, which has taken over the kiosks, because they say that they are now in government.

The group Water Aid has been working in partnership with Lilongwe Water Board to improve management of water services in unplanned low-income neighbourhoods.

Amos Chigwenembe, the media specialist at Water Aid, says the organization got involved in response to a request from the local Catholic Church who noted a drop in church attendance — particularly by female members of the community.

He said the reason given to his organisation for female poor attendance was lack of water to launder their Sunday clothes and to use for bathing.

Chigwenembe said that the initial role of Water Aid was to support the area by partnering with the church. But he said the issue is more complex. He said the management structures were inadequate, there was a lack of coherence within the community and that there was political interference. He said there was a need for a more strategic approach.

He says poor communities pay double and that in other cases communities paid 15 times more than those people living low-density, areas.

Chigwenembe said that Water Aid found that the utility’s computerised billing system was inefficient and could not reconcile current consumption with arrears.

He says transparency in the billing process was difficult to discern because nobody made routine checks on the database to identify and correct anomalies.

In some cases, it took more than a year to read water meters, and communities were billed on estimated readings.

He said more than K 30.8 million are in arrears from the kiosks.

Lilongwe Water Board (LWB) Revenue Accountant Zakalia Ngoma says the board oversees 460 kiosks within Lilongwe.

He says LWB owns 88 kiosks while the local communities run the rest.

Ngoma said the Board charges K0.40 per cubic metre. Jeweta of Kauma Water Users Committee says kiosks in Kauma pay K0.70 for the same amount of water.

Spot checks reveal local community of Chinsapo 1 and 2 in Lilongwe pay K2 per pail of water while restaurant operators at the Lilongwe Flea market pay K10 for the same amount of water.

Operators of many of the kiosks, do not issue receipt. In some cases, the assembly issues tickets meant for toilets.

Ngoma says the board collects about K2.5million a month, but communities owe the board K12 million through unpaid water bills.

He says politicians are interfering in the efficient running of water kiosks in the city.

Public Relations Officer for Mzuzu Water Board Edwin Nyirongo said the Board charges 27.29 per cubic litres for the kiosks and revealed that kiosks sell water K2.00.

He says there is a great concern that Mzuzu residents think water is supposed to be free.

Critics say that unless the government forms a regulatory body to look after water management and water policy, abuse of poor will continue.

Medicine gone awry

Stolen government drugs sold in illegal underground market

By Mundango Nyirenda, Rex Chikoko, Arnold Mnelemba and Edith Mkwaila

There's a drug crisis in Malawi. No, not the illegal kinds of drugs. It's a drug shortage — a shortage of prescription medications at government hospitals and clinics.

There would be enough of a supply for everyone, that is, if staff members weren't stealing it.

Government employees are conspiring to steal the very drugs that poor Malawi patients should be getting for free. The drugs either end up for sale at private clinics or they end up for sale in market places in poor neighborhoods.

Either way, those least able to pay — the low income residents of Malawi — face the choice of lining the pockets of the corrupt or of risking death by going without essential medications.

At the age of 20, Eluby Tipoti is a guardian to her five siblings. Since the deaths of their parents and their elder sister, the six of them have constituted a complete family. They live in a two-bedroom, rented house in Blantyre's populous Ndirande Township.

Tipoti's mother and father died at Queen Elizabeth Central Hospital of tuberculosis and meningitis in 1996 and 2002 respectively. Her sister died shortly thereafter. She was only 15 years old when her father died and, at that time, she was in form two.

After the death of her father, Tipoti dropped out of school for lack of school fees. She was also left to assume the role of a parent to her late sister's two youngest children. The children are always sick, she says.

"Life has been hard for me and the little ones; it is actually a nightmare that I have to fend for five kids at my age," Tipoti says. "My biggest challenge is to take care of the young children when they are sick. I can't find drugs at hospitals."

She said early this year the two youngest children got sick and were weak.

She took them to a nearby government clinic, Ndirande Health Centre, but when they went there clinic officials told them that there were no drugs.

She says that her only alternative is to buy them on the streets.

"Vendors sell drugs at high prices I can not afford," she said.

The government medical drugs that are supposed to be free, indeed, are finding their way into private clinics and, even worse, into the hands of street vendors, Malawi Observer has learned.

Later Tipoli said she received assistance, in the form of drugs, from a neighbour who works at Queen Elizabeth Central Hospital as a labourer.

Even though she knew the man was not qualified in medicine, she says she accepted the medical help from him anyway. He was the only person available with medicine at a price she could afford.

“We paid K1,000 for the drugs,” she said.

Living in Blantyre, the commercial city, can be a nightmare for the poor. Too often, they do not have inexpensive access to safe drinking water, to basic health services or to nutritious food, and therefore, they are prone to catch most of the communicable diseases — diseases such as cholera, diarrhea and dysentery, health experts say.

John Karonga, 17, is a resident of Ndirande Township in the city of Blantyre, but hails from Mulanje District, 100 kilometers to the southeast. He earns a living selling strawberries.

Karonga is married and has three children. He says he makes about K135 as profit (less than US\$1) per day and rents a grass thatched muddy house for K800.

The house is without electricity, so they use paraffin as a source of energy. He says that their lives are in danger. The biggest challenge in the city is accessing medicine from government hospitals, he says. The government clinics are experiencing drug shortages, but he cannot go to private clinics because the drugs there are too expensive.

“Sometimes we are told to buy medicine from pharmacies,” he said, “but with limited resources, it becomes a difficult process for a poor person like me to access medical treatment — even at government referral hospitals.”

The problems affecting his nearby hospital range from lack of medicine because of distribution hiccups, inadequate resources and drug theft perpetrated by top hospital staff to poor selection and identification of much needed drugs.

Joseph Chingale is a resident of Zomba. He says it becomes difficult to access medication at the hospital because of shortage of essential drugs.

A nurse working at the hospital confirmed that it is true. She says that they have to tell some patients to purchase drugs from private clinics and commercial pharmacies because of drug shortage at the hospital. She, however, stressed the fact that, mostly, only the most needed drugs are available. For some serious ailments, getting medication can be a problem.

“Malaria drugs, pain killers and other drugs are readily available but if you talk of asthma, hypertension, diabetes and other diseases of that sort are difficult to find in hospitals,” she said.

She said some medical personnel get drugs from the hospitals and give them to their relatives. Unscrupulous medical staff steal medicine from the hospital pharmacies and sell them, she said.

“Some hospital staff steal the medicine from hospital pharmacies and sell the drugs to vendors because of greed,” she said.

A snap survey at one of the popular market in Zomba, Ndola, revealed that some vendors sell medical drugs without clear prescription. Some of the drugs have government sign “MG” or “GoM”.

Radolfo, a labourer at one government facility admitted to the Malawi Observer that he steals drugs from the government medical facility where he works. He agreed to talk on the condition of anonymity.

Radolfo is not his real name.

He says he cannot depend on only his job for his livelihood. When he gets off work at his government job, he goes to work as a drug dealer.

“I get drugs from where I work and sell them to my neighbors and some private clinics,” Radolfo said.

He says he has two main ways of siphoning drugs from the hospital — practically for free.

“I connive with guys from the pharmacy and stores who gives me the drugs,” he said. “After selling I give them their share of the money.”

Radolfo says facility security officers do not search him when he is leaving after knocking off. Everyday he gets small consignments of drugs in his bag, he said.

He said neighbors know that he sells drugs at a low price, hence neighbours always go to him to buy medicines. Nevertheless, he is not a qualified medical practitioner.

“I also sell the medicine to private clinics and vendors. They pay me upfront,” he said.

Radolfo said he provides drugs for different ailments including malaria, cough and even reproductive health services.

An official at Wazi Private Clinic in Ndirande says that many people simply prefer going to private clinics in the area.

Clinical officer Jeffrey Moto said his clinic offers treatment to about 60 patients every day. Many, he says, prefer to go to private clinics in the township because they are guaranteed of fast medical treatment.

Moto says the clinic offers general medical prescriptions and administration, reproductive health services, which includes pills distribution and removing Norplant.

“We buy our drugs from several pharmacies in town” he said.

He says they make about K30, 000 every day. The actual cost of drugs administered to patients in a day is about K5, 000.

Investigations by Malawi Observer reporters in Ndirande Township in Blantyre, and Area 23 market in Lilongwe revealed that some government medicines with government's label are available at open markets.

Reporters found a variety of drugs and medications available, including contraceptives, bacterium and pain killers.

For most of the drugs, it would be impossible to know if they are dangerous — that they may have come from packages that show expired dates. One package of birth control pills displayed the name of the United States manufacturer as well the manufacturer's control number.

When Malawi Observer reporters contacted the U.S. manufacturer, the company's vice president said that the particular control number was for a product that they no longer produce — even though the product name was that of their current product. It suggests that either someone outside the company is repackaging obsolete medications to make them appear to be a different medication or that the manufacturer is “dumping” outdated products into African markets. The company spokesperson would not provide further details. Malawi Observer reporters are hoping they will receive additional funding so that they may continue the investigation.

Michael David Chidyera, Likuni Hospital's chief dental therapist and its former procurement officer confirmed that doctors tell patients to buy drugs from private pharmacies.

Eriko Sasaki, a pharmacist and procurement officer at Likuni Hospital said the hospital has, for the past eight months, failed to provide medicine to all patients at the hospital.

“We had a drug shortage at the hospital because we purchase our medicine from Europe –IDA (International Dispensary Association). Unfortunately, the ship carrying our drug consignment sank and so we had a problem,” Sasaki said.

“Some hospitals face theft,” Chidyera said, “but we do not have cases of theft here.”

Likuni Hospital is a mission hospital funded by the Catholic Church but receives some medicine from the government, including antiretroviral therapy (ARVs), contraceptives, and tuberculosis (TB) drugs.

Both Chidyera and Sasaki could not explain how government drugs are stored and administered.

The involvement of government hospital personnel in the opening of private clinics is also believed to increase the theft of drugs in the government hospitals

A government worker, who owns a private clinic in the poor area of a large Malawi city, said government drugs also find their way out of government hands through government clinics which deal with people on outpatient basis.

“There is no accountability. It is easy to request more drugs, some of which find their way to private clinics,” he said.

He said there was no mechanism to monitor the use of drugs in the outpatient government clinics because there are no static figures of patients who seek the services of the clinic.

“Controlling officers of these clinics would be selling government drugs to private clinics. That is where I get my drugs. These are the people we were at school together,” he said.

The Medical Council of Malawi’s acting registrar, Pongolani Nsakambewa, said that although there are no specific laws restricting moonlighting, doctors are allowed to apply to the Ministry of Health to establish a private clinic as long as they would operate their clinics outside government working hours.

However, he said, the government, through the Ministry of Health, is expected to monitor whether medical personnel are adhering to the specification in the agreement with the doctors on moonlighting. He said he does not know if the government actually was monitoring.

Nsakambewa said that he knew of one physician who works at a government hospital but also runs a private clinic on the side.

Nsakambewa said the problem of drugs in the country’s hospitals is compounded by a lack of facilities, a lack of resources and outright drug theft.

"Doctors have given out their best, but the conditions in hospitals are tough," Nsakambewa said. "There is also general lack of awareness on health issues in the country. When do people visit the hospitals?"

He said Malawians only visit hospitals when they are ill. People in this country do not go to the hospital for check ups, he says. People always think that if feeling no pain is a sign of good health then they must be in good health. Many Malawians, he said, are not healthy.

"Imagine a hospital having one resuscitating machine and yet the having more than five people to resuscitate. Obviously they will die," he said.

Nsakambewa said the main culprits in the drug theft syndicate in the country are people who work in the pharmacies.

“They are into drug theft,” he said. “A doctor only writes the prescription. He is nowhere near the drugs.”

He said the Council has no cases involving disciplining any doctor for being caught in drug theft.

Nurses Association of Malawi public relations officer Ben Phiri also said nurses have nothing to do with drug theft in the country.

“People in procurement and pharmacies are the main culprits,” he said.

Phiri said nurses would be allowed to collect some drugs for home use but that they have to undergo the normal process of diagnosis and prescription.

“They benefit in a small way. They are allowed to take some few drugs for home use. Those who involved in massive theft are isolated incidences,” he said.

Phiri, however, said his association recognizes that there have been massive thefts of drugs in government hospitals, but said they have not yet established how the theft is done.

Meanwhile, Thom Makiwa, the principal accountant at the country's biggest referral hospital, Queen Elizabeth Central Hospital, says the government's adoption of a new system — direct injection — in the procurement of drugs in country's central hospitals has improved the drug situation.

Makiwa said that the new system enables the hospital to purchase drugs directly from Central Medical Store (CMS) or private pharmacies averting the bureaucracy that has been hampering the procurement of drugs in the country.

“We do not have any problem with drugs,” he said.

Makiwa said government pumps in about K16 million every month for the procurement and that the hospital endeavours to exhaust the amount for the intended purpose.

“There have not been any complaints of drug shortage at this hospital,” he said. We have all the needed essential drugs and, with the new format, we cannot over or under spend — meaning we have the required amount of drugs.”

He said that some doctors prefer treating patients with particular drugs of their doctors' preference and that that accounts for what he calls the stories of drug shortages.

However, the hospital's principal procurement officer, William Rapken, said that hospital security is the main challenge the administration is facing.

Rapken said the hospital — at any time of the day — has more than 3,000 people, including patients, workers and guardians. But there are only about 12 security guards.

That, he says, renders the security system useless.

“A lot of things are missing from this hospital,” Rapken said. “Last months we lost 500 mattresses.”

Central Medical Stores (CMS) Senior Manager/Team Leader Charles Abondo said there were serious problems at the Central Stores.

“This place had a lot of theft, pilferage of drug leakage was rampant, and there were lots of corrupt practices here, you must be aware,” he said.

Abondo said the institution is currently undergoing reforms and about 70 percent of employees were kicked out of their respective jobs because of corruption.

Recently, Abondo said police apprehended a former CMS employee based in Mzuzu City, north of Malawi.

He says that police arrested Mkandawire for conniving with Mzuzu Central Hospital pharmacist to siphon out K500, 000 worthy drugs from the central medical stores.

“You can find corruption taking place when drugs are in transit to their respective destinations,” Abondo said. “Because of that, we have started sending two people to accompany a driver during delivery.”

He said the system requires the receiving institution to place an order to CMS who scrutinize and authorize the requisition.

“Sometimes goods are not recorded in official books,” he said. “and two people from both ends connive.”.

He said a pharmacist at Mzuzu Central Hospital is at large following revelations that he and that former employee, who is currently under police custody, destroyed documents so that they could siphon K500, 000 worth of drugs.

Abondo said two officials have the mandate to authorize delivery of goods to a particular hospital upon request. However, a third official had the authorization sign in absence of the two top officials.

The former employee, Abondo said, developed a habit of colluding with pharmacists in the absence of the two directors.

One day, in April of this year, the now-former employee conspired with a pharmacist at Mzuzu Central Hospital to bring an order that he was to sign immediately.

When the order was placed, Abondo said CMS official processed the consignment of goods and the pharmacist collected the drugs.

Unfortunately, the consignment did not reach Mzuzu Central Hospital. Both the employee and the pharmacist destroyed the documentation.

They were unable, however, to destroy the record of the consignment that was recorded at the gate.

A whistle blower informed the CMS’s national office. Officials there started investigating the matter. Police arrested the employee after they discovered that someone diverted the consignments to other destinations.

Abondo emphasized that the government is trying all level best to curb the corrupt practices taking place at CMS. He said that the former employee’s case is an example of corrupt practices that happened at the CMS in the past.

This, he said resulted, in the drug shortage in government hospitals and the need for reform.

In the past, he said, the institution operated without a strategic plan. Now the administration is in the final stages of drafting the strategic plan.

Surgical supplies go awry

Expectant mothers must provide surgical supplies before delivery at government hospitals, clinics

By Pilirani Tambala, Deogratias Mmana, Dorothy Kachitsa and Doreen Sonani

Hana Adamson was born at Bwaila Hospital. She was born in the hallway of Bwaila Hospital. She was born on the floor

The story that Hana's mother, Charity Adamson, tells is more common than most people would imagine. Malawi Observer has learned that, despite their nightmare at the hospital, Adamson and her daughter are among the lucky. In reality, women in Malawi are dying shortly after giving birth due to factors such as poverty, post-birth, loss of blood during delivery and poorly equipped medical staff in hospitals. At least one clinic, Malawi Observer learned, is requiring expectant mothers to provide their own surgical tools and protective plastic sheets at the time of delivery. If they don't, clinic officials tell them, they could die.

Many maternity patients told Malawi Observer reporters that staff members at various government clinics and hospitals told them that they must provide scissors or razor blades to cut the umbilical cords after deliver as well as black thread the attendants would use to tie the cord. In most cases, the patients told of having to provide their own plastic sheets.

That was the case with Charity Adamson. This is the story that she told to Malawi Observer reporters:

It is a bright sunny morning and Adamson, 33, of Falls township in Lilongwe is about to give her second birth. She goes to Bwaila hospital in Lilongwe to deliver.

She is shocked when midwives tell her that they will not help her during delivery because she has not brought a plastic sheet. They gave her an option to buy one from a ward attendant at K30.00 but she did not buy either. They ignored her outside the maternity ward where, in no time, she gave birth.

On the floor. In the hallway.

"I almost died. Nobody helped me. I gave birth on my own," Adamson said.

She has sworn that she will never again go to a government hospital for labour. She says she now understands why most women prefer delivering at home or at private clinics rather than government hospitals. She says that one of her friends also went through the same ordeal four months ago at the same hospital.

Adamson says many expectant mothers die at hospitals because of the negligence of staff. She said she wondered why the midwives almost sacrificed her life because of a plastic sheet.

"No wonder this country has high maternal mortality," she said.

Icele Medi is a matron at Bwaila hospital. She says that 25 expectant mothers died last year after delivery.

The 2004 MDHS says factors that contribute to the high maternal mortality include heavy bleeding, stroke or convulsions, infection or fever, long distances to health facilities, post partum depression and poorly equipped hospital staff.

Deputy director of Nutrition HIV and AIDS Catherine Mkwangama said expectant mothers in Malawi are in big trouble because of inadequate facilities at health centres. Mkwangama said that, even where a health facility is available, maternal problems require the services of a qualified doctor.

And most of the clinics, she says, do not have doctors.

“Malawi is one of the worst countries in the Southern Africa Development Community with regard to maternal mortality,” Mkwangama said. She said many expectant mothers in rural areas have little or no access to health facilities.

“Some important tests are not done where they have such access because they require a doctor,” she said. She said that, although attendance at antenatal clinics is high, most mothers get low comprehensive care because they start going for antenatal care late.

Long distance to health facilities is another problem killing Malawian mothers at child birth. Blantyre is one city in Malawi where officials decided to establish antenatal clinics to solve the problem of long distance for mothers going to the hospital to deliver.

Despite the establishment of more antenatal clinics, mothers are still dying at childbirth due to infection after delivery. Hospital officials tell mothers to bring their own plastic sheets to be spread on the delivery bed. The trend has grown wide in the past years.

Medi said that officials tell women to bring their own plastic sheets or face the risk of getting infections — and even dying.

“The Hospital no longer provides the plastics, known as mackintoshes, to mothers at delivery,” she said. “Hence, they tell them to bring their own.”

The trend appears to be similar in many health facilities, Malawi Observer discovered.

Medi said midwives use one mackintosh more than once.

“For instance at Bwaila there are a lot of mothers delivering babies against little availability of mackintosh,” she said.

Malawi Observer reporters talked to experts and officials at all levels to find out who is responsible for providing the basic supplies clinics and hospitals need to ensure quality healthcare. There was no definitive answer, however.

Lennie Kamwendo is the president of the Association of Midwives in Malawi. She says that patients at government hospitals should not have to provide their own surgical and sanitary supplies.

"That is not a ministry of health policy," she said. "Hospitals need to provide that to the mothers."

However, Central Medical Stores senior manager Charles Abondo said his office has enough stock of the plastics ready for supply to hospitals. He says that, every Monday, his institution sends a bulletin to all hospitals that advises them on the available medical supplies in stock. He blames district hospital administrators for not ordering for the equipment.

"Hospital administration have their own reasons for not ordering the supplies," he said. "We have them in stock."

Kamuzu Central Hospital Director Haji Juma said he is surprised to learn that some hospitals ask women to bring plastics when they are going for delivery at government hospitals. However, Director of Reproductive Health Unit Dr. Chisale Mhango conceded hospitals are, indeed, asking expectant mothers to bring plastics.

"Hospitals do ask expectant mothers to bring plastics when going to deliver in some government hospitals," he said, "but this is just an infection prevention measure."

Mhango said it is the responsibility of District Assemblies to ensure that health facilities within their districts have adequate supplies, this since the government decentralised the procurement system.

District Health Officer for Blantyre Amos Nyaka also said it's true that hospitals ask women to bring plastics.

"We ask them to bring plastics because the health centres cannot sterilise the mackintosh," he said.

District Health Officer for Lilongwe Dr. Maida said she has no responsibility on what hospitals under her jurisdiction order from the Central Medical Stores.

"I cannot comment on whether we ask women to bring plastics to hospitals or not. That is not my responsibility," Maida said.

Gratification delays delivery of AIDS medication to those who cannot afford the bribes

By Theresa Kasawala Penelope Paliani Kamanga and Emmanuel Luciano

The life of 23-year-old Alice Maganga is at risk. Doctors diagnosed her as HIV-positive in January, but she says she is not sure whether she will get access in time to the life-saving Anti-Retroviral Therapy (ART).

Maganga says she fears for her life because she is on waiting list for the CD 4 count test. CD 4 count refers to the number of blood cells that provide protection to the human body.

She says she's already suffering from opportunistic diseases. A week, she says, doesn't go by that she doesn't get sick.

"I might die any time because I don't know what the future holds for me," she says.

Temwa Khumba says she lucky that she's alive today. Most of her friends, she says, died without getting any treatment. The 34 year old Blantyre resident says her experience was different from others.

Khumba says she owes her life to a health worker she 'palm-oiled' to access Anti Retroviral Therapy Treatment.

Corruption is preventing deserving people from accessing Anti Retroviral Therapy. Maganga and Temwa's cases are contradicting the government's policy on ART. According to Policy on Equity in Access to Antiretroviral Therapy in Malawi, ART is "free-of charge at the point of delivery in the public health sector."

The policy also says access to ART enrollment is "on an open first-come, first-served basis".

Maganga says a doctor at the Dream Centre Clinic in Blantyre told her to go for the CD 4 count test on September 25. She went to Dream Centre because the service is free, she says. But she says Dream Centre put her on the waiting list for CD count because the hospital has no specific number of people it handles per day.

Temwa Khumba says she was on the verge of death before she bribed a health worker.

"I owe my status today to the little favour I gave to hospital personnel. He made sure that I was put on the Anti-retroviral-therapy receiving list," she says.

Temwa says a health worker put her on a waiting list six months later than her due date.

“Six months was just too long I was very sick and frail,” she said. “It pained me that I could die while a chance of living longer was available.”

Khumba says she is a “bubbly, ambitious young woman, planning to study medicine one day.”

John Kambalame says he was also in the same predicament. He says he struggled to get access treatment to a clinic near his home in Ndirande Township in Blantyre. His brother, he says, paid K2500 at Queen Elizabeth Central Hospital (QECH) for the CD 4 count. Kambalame says he paid because he was a referral patient from a non-governmental organization called the National Association of People Living with HIV/AIDS in Malawi (NAPHAM).

After waiting for the CD 4 count, Kambalame then found himself waiting again, he said. This time he was on a waiting list for ART. Kambalame says he waited for six months to start treatment. He says he finally started treatment in April this year.

"I am now a healthy person," he says.

Dan Mulule of Ntcheu says he's a victim of the same ordeal. The Doctor diagnosed him three years ago.

"I waited for a year before getting treatment," Mulule said. "A nurse told me to wait for more than six months before getting treatment. When I went back to the hospital six months later my name was missing.

“This was not good enough. I had to do something," he says.

Mulule says he informed his uncle, who knew someone at the Hospital. He says his uncle convinced one of the hospital personnel at Ntcheu to facilitate his nephew's inclusion on the receiving list.

"I know my uncle did not give any money but I was included on the list because he knew somebody," Mulule said. "I can imagine what would have happened had I not known anyone."

.A member of Malawi Network of People Living with HIV/Aids (Manet +) support group remembers how hard it was for her to access treatment at Queens.

“I was very sick because my CD4 count was 50,” she said. “The doctors recommended that I should start the therapy, but I had no access.”

She says that her help came when her sister smuggled some ARVs' from South Africa.

“After taking the drugs for three months I was introduced to Partners in Hope, who have since been providing me with the ARVs,” the woman said. “I am happy to say that I am well because of them.”

The experiences of the people on record are common stories in Malawi for people wishing to get ART treatment. The patients have to endure long spells of waiting either to have their CD count done or to receive ART treatment.

Experts say the problem of access to ART treatment in Malawi is compounded by a number of factors.

National Association for People Living with HIV and Aids in Malawi Councillor James Misi says his organisation received reports of people dying on the waiting list for drugs. He did not give statistics.

He says Malawi should do a lot to win the fight against HIV/AIDS.

" Malawi is doing fine on prevention as compared to the care for the people living with the virus," Misi says.

He says people face many challenges to have access to drugs in the public hospitals. Misi says there is need for an open system to help people access treatment once they become eligible. Many patients, he says, prefer private service providers over public hospitals because public hospitals are too slow to attend to clients.

He says there is need for public hospitals to review their systems to enrol many people. Misi says QUECH registers only 200 patients per month.

The few people the organization knows that died on the waiting list represent thousands of Malawians who die of AIDS while on the treatment waiting list.

The ART Officer in the Ministry of Health, Amon NKhata, says that more than 110,000 people are receiving treatment.

The National Aids Commission (NAC) report shows that about a million Malawians are living with HIV, the virus that causes AIDS.

Nkhata says that the government will establish 144 ART centres in the country by the end of this year. He says eligible patients will access treatment in their respective districts.

The Ministry of Health procures drugs to match the number of patients, he says. However, he says the hospital is flexible enough to adjust the number of drugs depending on the need at any particular time.

He says that more than 70 percent of patients on ART have survived. These figures conform to the World Health Organisation (WHO) guidelines on the survival rate for people on ART treatment.

Nkhata says some people die while on treatment because they do not adhere to treatment guidelines. Others are drug resistant.

According to information provided by the Department for International Development, The World Bank has lent \$35 million to Malawi as part of its Multi-Sector AIDS programme.

The Global Fund has, so far, approved grants of \$228 million to Malawi to allow the Malawi Government to implement its ARV treatment programme, the DFID report says.

The report also says donors and the Malawi government committed a total of US\$ 724 million to finance the National HIV/ AIDS Action Framework up to 2009 as follows: Government: 27 percent, United Nations including World Bank: 22 percent, Global Fund: 37 percent, and bilateral donors: 14 percent.

The report says that HIV/AIDS Pool Funding Partners will provide \$72 million between 2003 and 2008 directly to the National Aids Commission, including \$7.2 million from DFID. The Global Fund, which DFID contributes to has committed US\$ 262 million until 2009.

Malawi still faces challenges in the fight against HIV/Aids, despite receiving millions in funding. According to the DFID report, lack of human resources remains a challenge in the implementation of HIV/AIDS programme.

“Malawi has just one doctor per 100,000 people – one of the lowest levels in the world. Although funding for healthcare has increased, there are simply not enough trained staff available,” the DFID report says.

Minister of Health Marjorie Ngaunje says she is not aware that some health personnel receive bribes to access treatment.

"ART is free in Malawi. I am not aware of any health personnel taking bribes," she said. This is something that my office has to investigate."

Ngaunje says the Ministry has allocated K36 million to purchase ART drugs this year. She says the ministry will also buy 20 additional CD 4 count machines.

For now, however, the only way for some to get past the waiting lists and other obstacles is a dab of palm oil on the hands of the corrupt providers.

Promises of free education evaporate as students pay for outdoor classes

By George Mhango, Noel Mkubwi and Angela Mkandawire.

Six years after a national scandal shook the foundations of education in Malawi, students are still paying the price for corruption. Thousands of students lack the basic materials they need — including classrooms with walls, floors and ceilings.

What begins like a normal day to Aubrey Adamson, 13, ends up being a dull day due to the learning environment at his school. He attends his education at the Catholic institute primary school in Blantyre.

The school has an enrolment of 7,000 pupils out of which at least 2,000 learn under trees as a result of inadequate classrooms.

"We learn under trees during hot, rainy and cold seasons," the standard five student said. "This becomes worse during the hot season or summer where we are forced to knock off from school early."

There are 25 classrooms, but 98 normal class sessions.

The school committee requires every pupil to pay K20 as part of a development fund. Many students and their families are questioning the government's promise of a free education has any meaning at all.

The headmaster of the school, MacArthur Khumbanyiwa, justifies K20 payment. Khumbanyiwa says the school development committee collects monthly the funds to pay for electricity, water and teacher salaries.

"At the end of the school calendar, the funds collected add up to K126,000," he said, "which is not enough to cater for construction of school blocks."

Malawi Observer reporters learned that most of the public primary schools in the country lack adequate classrooms.

Chinsapo primary school in Lilongwe, has only 14 classroom to accommodate an enrollment of more than 5,000 pupils. Teachers there have improvised chalkboards on a brick-walled fence for teaching the students.

Grace Katopola is the headmaster of the school. She says the school management thought of improvising the brick fence as classes by erecting blackboards on the walls to provide more classroom space.

George Jobe is an education activist. He says that most primary schools across the country do not have enough school blocks due to loss of confidence by donor partners in providing development funds to government due to corruption.

Jobe cites the 2001 Ministry of Education corruption scandal in which a total of K18 million went down the drain to contractors who were assigned to construct school blocks, but never finished the job.

"Over K187 million was lost in 2001 after some government officials connived with contractors to defraud the government of the money that was meant for construction and rehabilitation of school blocks in the country." Jobe says.

The Anti-Corruption Bureau arrested top government officials and other contractors in 2002.

Anti Corruption Bureau records show that says part one of the case was concluded in 2006 where those found guilty were convicted by the court.

ACBs investigations officer Lezita Kumitengo wrote in ABC's newsletter that the four accused include Sam Safuli, former Principal Secretary in the Ministry of Education; Esther Kathumba, Managing Director of Tapempha Building Contractors; her husband and they Managing Director of Khristunafe Building contractors.

"Others were Elson Snowden Jiya, Quantity Surveyor at Education Physical Facilities and Development Unit, and Richard Thombozi, Education Methods Advisor," Kumitengo says. She said that Thombozi passed away before the trial was concluded.

She says Safuli was sentenced to two years imprisonment with hard labour for aiding and abetting Hendrick Kathumba to falsely obtain 100, 000 from the Ministry of Education for no work done. Safuli appealed he conviction and sentence after he spent months in jail. He is now a free man.

Until now, some people feel funds channeled to the ministry of education are being misused. However, Olive Masanza, the current Deputy Minister of Education Science and Technology, downplayed reports that her ministry is still corrupt despite the war against the vice by the current Dr Bingu wa Mutharika administration.

"I have to investigate first,' Masanzasaid. "Otherwise I haven't smelled any corrupt act."

She says the government will construct new school blocks across the country with funding from international development partners.

"World Bank and GTZ have pledged support to construct new school blocks across the country." Masanza says. "Parliament is yet to approve K21 billion kwacha in 2007-2008 budget for payment of salaries procurement of learning materials and construction of school blocks.

However, George Jobe, who works for Creative Center for Community Mobilization said the government should follow the right procedures of procuring learning materials and awarding of contracts.

"The procurement system and awards had some loopholes in the past," Jobe says. He says that the government had no procurement institution.

"With the office of the Director of Public Procurement in place some of the anomalies reduced." Jobe says.

Deputy Minister of Education Olive Masanza says the system will be unique because the Canadian international development agency (CIDA) will procure learning materials for schools on behalf of government.

But until that time – if, indeed, it ever comes – dirty little knees and elbows will be embracing the cold, wet ground while the birds above look for the best targets before the rains come to wash them clean.

Macro finance lending institutions milk the poor

High rates, hidden fees make repayment difficult

By Kazembe Kayira, Rabeca Theu and Josephine Chinele

Maria Lester says poverty spiced with unemployment and illiteracy is a terrible combination. It's that combination, she says, that has caused her five-member family struggle to obtain basic life necessities.

It was her family's struggles that led the 37-year-old to the decision to take out a K10, 000-business loan. But when she couldn't repay the loan with four months — including the 50-percent interest charges — it nearly plunged her family into dire poverty.

She had no an idea that the loan agreement form she signed authorised the lending institution to grab her property if she failed to pay back the debt. She first learned about the clause when her fellow debtors stormed her house one afternoon and threatened to take away everything the already needy family owned.

There are thousands of illiterate Malawians who have fallen into similar traps. They ignorantly obtain loans from micro-finance lending institutions — institutions that employed hidden lending procedures and charged unreasonably high interest rates. The borrowers were unable to understand the terms because they were unable to read and understand the contracts they signed.

Malawi Observer has investigated these practices and found that some lenders are victimising poor entrepreneurs by giving outrageous loans interest rates and hidden charges. And those who fail to pay back run the risk of losing everything — sometimes at the hands of their own neighbours. And until the law changes, it's not a crime.

Banks peg their interest rates at between 17 and 22 percent. However, micro finance lending institution regularly charge interest rates of between 35 and 50 percent.

In most cases, Malawi Observer reporters found, the institutions don't tell the borrowers the actual cost of the loan. The institutions also deduct some amounts of money from the loans granted to the customers in the name of processing or application fees.

Lester says she was one of a group of her friends and neighbors who obtained a group loan from the Foundation for International Community Assistance (FINCA).

She says every group member went home with K10, 000. The agreement was to settle the loan in four months. She would pay back K3, 750 every month.

"The loan officer told me that I would be paying an interest of 5 percent per month. I thought it was little money but it wasn't," she says. Lester's second-hand clothes business failed to pick up. As a result, she says, she missed the first two months' payment deadline.

"Hell broke loose," Lester said. "The fourteen group members, with whom I obtained the loan, ambushed my house and demanded that I give up some property in my house.

"My husband rescued me by borrowing money from his friends," she says.

Malawi Observer reporters tracked down FINCA documents that show that loans go out to either individuals or groups of 15 people. Lenders offer up contracts that are written in English, which is the second language to many borrowers.

The institutions don't allow borrowers to keep copies of loan agreement contracts.

Andrews Katuya is a Blantyre-based legal practitioner. He says that, though there is no provision in law that says borrowers should have a contract agreement copy, borrowers should insist on leaving with a copy of the contract for their records.

"If they don't have a copy it could be manipulated by micro-finance lending institutions," Lester says, "They're in business to make profits."

The documents also say the borrower must pay K1, 500 up front as loan processing fee as well as a 1.5 percent establishment fee and .5 percent insurance fee — all of which are non-refundable.

The base loan for group loans is K20, 000 and repayment period is four months with an interest of 5 percent a month.

Despite Lester's nasty experience with FINCA, she obtained another K15, 000 loan from the same institution last month.

"I had to survive and another loan was the only option. It is pressurizing because I have to pay back about K1, 500 per week," she said. "Sometimes I feel like I am doing the business for FINCA." She says that she has had to go back into the second hand clothes business.

At the end of four months Lester must pay back K24, 000. That represents a 60 percent interest rate.

Lester's experience is not very different from that of Josephine Kwizombe, who obtained a K50, 000 loan from Pride Malawi.

Pride Malawi gave Kwizombe K41, 500 instead of the K50,000 she applied for. The loan officer, Clara Mhone, said that Pride Malawi used the the K8, 500 difference as processing and insurance fees.

However, Mhone's explanation differs from that of the institution's General Manager, Cornelius Majawa. He says that, from every loan that a client gets from Pride Malawi, the organization deducts two percent as processing and insurance fees.

Interest rates, he said, differ depending on the amount of the individual loan.

"Others may be charged 2.5 percent while others may be charged 3 percent per month," Majawa said. Kwizombe's K8,500 fees are impossible, he said.

"Pride Malawi cannot get K8, 000 as processing and insurance fees," he said. "That person did not get the loan from Pride Malawi."

However, Mhone said that, despite the organisation telling its customers that it deducts two percent for processing and insurance fees, there are fixed amounts of money that they deduct from different amounts of loans.

"From K5, 000 to K9, 000, we deduct K3, 000 plus one percent insurance fee." Mhone said. "K20, 000 to K30, 000 loans have a processing fee of K5, 000 plus one percent processing fee while K49, 000 to K60, 000 loans attract an K8, 000 processing fee and one percent insurance.

"That's how we make money," he said. "As you know, this is a profit making organization."

Information sourced by The Observer show that Pride Malawi's customers are paying back the borrowed money at a rate of more than 27 percent.

For instance, Evans Makawa of Blantyre District Assembly says he applied for a K30, 000 loan and got K24, 700. The difference, he said, was a loan processing and insurance fees. He must pay back K3, 183.50 per month for a year, Makawa said.

Lameck Killi, applied for K90, 000 loan and received K8, 900 less. The monthly payments are K9, 562.50.

The processing and insurance fees deducted for the three people above were recorded and signed for on receipt number 94557 dated July 23, 2007.

Albert Thindwa, Vice Chairman of Malawi Micro-finance Network (MAMN), says that micro-finance lending institutions charge high interests rates as compared to banks because it is expensive to serve the poor.

"Their transactions costs are high," he says. "We pay for reaching out to the poor. The risk involved in lending the poor is very high.

"It looks very unfair. The poor have to pay our costs," he says.

Katuya says many people applying for these loans do not understand the legal language that's written on the bill of sale documents — documents they have to sign before they can get a loan.

"People sign loan documents ignorantly and many lawyers sign the documents without explaining the contents to the borrowers," Katuya said. "They assume that they already know the legal implications of the document."

He also says law firms charge between the ranges of K200 to K500 depending on the size of the document.

On average, law firms receive 20 forms from people, which lawyers have to sign. This then becomes legally binding, which means failure to pay back the money would make property confiscation legal, Katuya says.

"If they borrowers don't have a copy, it could be manipulated because business people are unpredictable," he says.

Executive Director of Bankers Association of Malawi, Faniel Kumdana, says these micro-finance lending institutions operate outside the Banking Act and, therefore, are not regulated.

"At present there are no laws or regulations that control the micro finance lending institutions," he said. "We are in a free economy whereby anybody could engage in any business which could help him earn a living. He says that most of the institutions are profit-making organizations that survive on the interests they get from customers.

The Reserve Bank recently reduced its bank rate from 20% to 17.5% to encourage private sector investment and boost economic growth. Nevertheless, Thindwa says that the Bank of Malawi, the Malawi Micro-finance Network (MAMN) and the Ministry of Trade are working on a policy to regulate the sector. Kumdana admits the sector could be prone to corruption and fraud in the absence of the regulation policy.

"Fraud takes place anywhere," he says, "not only in financial lending institutions and banks but even in churches".

Thindwa is also Chairman of Southern Africa Micro-enterprise Capacity Advancement Facility (SAMCAF). He says he's optimistic that the proposed Finance Bill, which awaits cabinet approval, becomes law, there would be professionalism and transparency in the micro finance lending sector.

But until that time, it's borrower beware.

Corruption plays an unwelcome role in the nutritional needs of children

By Ed-Grant Ndoza

James Matitami is too young to appreciate his mother's struggle to provide for her family — he's only three.

Because of the rampant corruption that finds its way down to her poor neighborhood, his mother, Ellen Matitami, is already paying more than her fair share for necessities — necessities such as water, healthcare and even basic medicines. When James is a little older, his mother will have to pay to enroll him in what's supposed to be a completely free public school.

However, because of corruption, she's going to have to supplement that "free" education. At least she shouldn't have to worry about his nutrition — the Supplementary Feeding Program has enough funding and enough food on hand, officials say, to ensure that no child in Malawi goes hungry.

Then why is James suffering from malnutrition?

Medical professionals say he's stunted and he's weak. His face, legs and arms are swollen. His hair is withered and his stomach is protruding.

Diagnosis, malnutrition.

That's what happens, they say, when you feed an infant on a diet of only porridge made from maize.

Matitami's case is just a tip of the iceberg. There are hundreds and hundreds of children who are severely hit by malnutrition at this area.

Their mothers who queue at the Health Centre to seek assistance told the Malawi Observer that all that their children receive at the clinic are tablets of Bactrim and vitamin which they say are sufficient to ensure health of the babies without nutritious food.

These parents, however, are struggling to find supplementary food at a time when the government, in total collaboration with World Food Program (WFP) and UNICEF, is implementing a supplementary feeding program in government hospitals and health centres to provide food supplements to children under five, the elderly and patients on ARV therapy.

Despite claims by the government and international organizations that they are distributing the abundant supplies throughout the country, the vital supplements are not making it to James or to thousands of other hungry children.

Someone is stealing it, officials say. In fact, a lot of "someones" are stealing it.

World Food Program (WFP) and UNICEF have teamed up with the Malawi government to implement the Supplementary Feeding Program. They have injected more than a million Kwacha into the program.

“We have enough supplies of likuni phala, peanut butter and vegetable oil,” Agnes Malamula says. She’s the Sister In-Charge of the Nutrition and Rehabilitation Unit (NRU) at Queen Elizabeth Central Hospital.

In fact, she says, Government hospitals and clinics, as well as Christian Health Association of Malawi (CHAM) hospitals, now have more than enough stocks of food supplements because of this funding.

She says that the food stocks at hospitals don’t run out because there’s a constant supply — it mostly comes from the hospitals’ main donor, UNICEF.

But despite all this support, some children still don’t have access to nutritious foods.

After WFP and UNICEF conducted a survey in 2003 to assess the impact of malnutrition in the country, WFP injected \$1.406, which translates to K202.4 million while UNICEF pumped K112 million into the ambitious programme.

However, some of donors suspect that not all food supplies benefit the intended beneficiaries.

The food distribution exercise is rocked with serious anomalies that frustrate efforts to ensure that malnourished children have access to the food items.

Abigail Bakali lives at Likuni Township. She says she fears for the lives of her malnourished, nine-month-old twins. She says she finds it tough to get the food supplements at Likuni Health Centre.

“If I’m lucky, they give me one type of the food items,” she says.

Officials at WFP and UNICEF say they are concerned that children are going hungry because the distribution system is fouled up.

WFP and UNICEF officials agree. They say that some of the donated food ends up in the hands of people who aren’t at all hungry. They say the distributors of the food are irresponsible and there’s poor accountability — and that much of the food simply vanishes.

Lazarous Gonani is a WFP programme. He cites a case in which a judge ordered sent some officials to jail for stealing supplementary food stuffs in Thyolo and Machinga Districts

“There are a number of cases of theft in Health Centres,” Gonani said, “but most of them go unreported as officials opt for out-of-court settlements, in fear of destroying the image of the clinics.

He also said there is also a growing tendency among those who oversee food distribution to exaggerate the number of beneficiaries.

“This tendency hampers our efforts to reach out to as many needy children as possible,” he said.

Stanley Chitekwe is a UNICEF project officer. He says that clinics which are supported by UNICEF fail to account for the food supplies the organization gives them and that they don’t submit their monthly reports.

“Only thirty out of 95 clinics have, so far, submitted the reports,” he said. “This brings suspicion.”

Gonani and Chitekwe agree that officials in health centres are not sufficiently transparent or accountable in the manner in which they handle food supplies.

Minister of Health and Population Minister Majorie Ngunje says that the Malawi government’s policy on nutrition is to ensure that malnourished children, the elderly and patients on ARV therapy have access to nutritious foods.

She said that this is why her ministry works in collaboration with donors in mobilizing resources to ensure successful implementation of the program.

The minister said supplementary food stuffs are crucial in that they boost immunity in people on ARV therapy and that they prolonging their lives.

Nutrition is a very important component she says, not only for nutrition and rehabilitation programme, but also for ARV therapy.

“Putting patients on ARV therapy will be meaningless if the patients have no access to nutritious foods,” Ngunje said.

Malnutrition is a big threat to the health of children because it causes stunted growth, a retarded brain and abnormality, and it shortens the victims’ life span.

Price of investigative reporting

Four journalists detained at Central Medical Stores

By Arnold Mnelemba

The phone rings and then a shocker: “Four reporters have been detained at Central Medical Store (CMS)”. Their crime was that they were trespassing.

In reality, they were investigating allegations of theft of drugs at the hands of government and hospital employees.

The four reporters were among the 23 journalists from print and electronic media across the country who were undergoing intensive training of investigative journalism and reporting corruption.

The trainer, an American-based investigative journalist Don Ray had just introduced a new formula of approach to stories in investigative reporting. He codenamed the approach “bottom-up reporting.” Each of the 23 reporters, was out in the field trying to see how the new system would work.

A journalistic assault on corruption — a three week intensive reporting project in Malawi — was organized by Casals and Associates under the Millennium Challenge Corporation initiative to impart more investigative skills in Malawian journalists from all media houses in the country.

As it has always been the case, reporters went out enthusiastically — but at the same time knowing the fact that bureaucracy is the most worrisome challenge that makes journalists in the country fail to exercise their duties to the fullest.

Media practitioners and the civil society have been singing about an Access to Information Bill in the country. Journalists in the country find it difficult to access public information in absence of an Access to Information Bill.

As part of training, journalists from different media institutions combined their forces to produce an investigative publication using newly attained skills.

There is a price for every endeavor. Central Medical Store (CMS) detained four reporters Chaliwa Katola and Montgomarly Phimba- both of Malawi Television (TVM), Jayne Kaonga-Capital Radio, and Ed-Grant Ndoza- Ministry of Information (Malawi News Agency) Chitipa. They were in the course of investigating possible fraud in the drug procurement and distribution system.

Charles Abondo CMS Senior Manager/Team Leader under the Reform Project confirmed the detention of reporters.

Abondo said the reporters were arrested for trespassing and were suspected of planning to steal drugs.

“We detained the reporters because they did not tell us they were coming. Above all, they were found in a restricted area taking pictures,” he said.

CMS called on the Malawi Police Services 997 Rapid Response officers to apprehend the journalists.

However, police officers refused to arrest the journalists on understanding that the case was minor and could be resolved without the police.

Chaliwa Katola, one of the reporters confirmed the detention saying they were found to be at a restricted area because of the directions they were given by the gatekeeper.

“There was no sign indicating that the place is a restricted area. The gatekeeper gave us directions to get to the director’s office and we were simply following those directions. In fact, we went there to book an appointment,” Katola said.

Casals and Associates Information Specialist Pilirani Semu Banda also confirmed the development but expressed gratitude that the matter was resolved amicably.

National Media Institute of Southern Africa (NAMISA) is currently holding a series of meetings sensitizing media practitioners on formulation and implementation of an Access to Information bill.

Twenty-three journalists underwent this training that ended on Friday, August 17. An American consultant trainer, a master in investigative reporting Don Ray facilitated the course together with University of Malawi (Polytechnic) lecturer Abel Manyungwe.

Editorial

Bribes of ‘greed’ force the poor to come up with bribes of ‘need’

The silent, under-privileged are bearing the biggest burden of corruption

Many people in Malawi believe that corruption only involves people in positions of higher authority, and those with a lot of money. This is not necessarily true.

Greed — other than need — motivates the rich and the powerful to engage in corruption.

The authorities become corrupt because they want to consolidate their power — the rich want to amass more wealth.

But, it is “corruption of need” that is the worst form of corruption because it affects people at the lowest rung of the ladder of society — the poor masses.

Corruption of need exists on a much larger scale than corruption of greed.

The poor masses have no choice but to involve themselves in corruption of need because they want to access basic services — services that they should otherwise get for free.

As these *Malawi Observer* stories reveal, desperation to access essential services drives poor people to engage in corruption of need.

It is sad that the people in lower levels of institutional strata — the service providers — take advantage of the circumstances of the underprivileged to make a buck.

Too often, this worst form of corruption goes unreported in the media because we, the journalists, concentrate too much on the ‘high profile’ cases of corruption.

The top-to-bottom kind of reporting is derailing the fight against corruption. In truth, reporters seldom follow the story down to the lower levels of society. Stories that often parrot officials lack depth and do not necessarily tackle the root of the problem.

There is need, therefore, for Malawian journalists to engage a bottom-to-top approach in investigating issues relating to corruption.

However, if Malawi is to win the battle against corruption, officials also need to change their attitude of refusing to talk to reporters. We call on all public officials to admit to themselves that they’re wearing dirty laundry and urge them to publicly denounce the bribery that has become a way of life here.

And we call on our fellow journalists to air their dirty laundry.

Journalists must also stop the tendency of receiving kickbacks. We are guilty of lying to ourselves by referring them as ‘gifts’ or as compensation for our travel or our meals. We fool ourselves into thinking these “gratuities” are acceptable because some of our employers will not pay for the expense we incur in the course of reporting.

Are the owners of media outlets unable or unwilling to treat these expenses as “the cost of doing business” or do some of them see the bribes reporters receive as a subsidy? Why pay the reporters’ expenses if the newsmakers will pay for them?

How can the news media expose corruption if they, themselves, are knowing participants?

It is our hope at *The Malawi Observer* that this publication marks the beginning of change in investigating corruption and any other related issue.

Recommendations

By any measure, this corruption reporting training was a resounding success. The reporters who went through the training say that they left the experience with a new set of eyes and a new passion for what they're calling "bottom-up reporting".

They would be the perfect instructors for the other reporters in Malawi, that is if they could receive the proper training. A "train the trainers" class made up of the cream of the crop in this recent class would help spread the techniques, tips and philosophies throughout the various newsrooms. It would be best if the top trainer trainees could spend at least two weeks in the United States or the United Kingdom so that they could see that the new techniques they have recently learned are, indeed, everyday tasks for most international reporters.

This class should be repeated, but as a six-week course. The additional two weeks would allow the trainers to work with the reporters on how to construct a story, how to verify facts and attribute everything, how to write for the ear and how to conduct follow-ups and get more mileage out of the stories.

Finally, it's now time for the editors, publishers and reporters to come together in a weekend or weeklong seminar that would tackle the ethical dilemmas that all three groups are facing daily. It would require a strategic plan to separate, educate and then re-assemble the three groups and allow them to use their newly acquired knowledge to come up with possible plans for improving the ethical stance of all three groups.

Kawanenezeni anthu ochita mchitidwe wa ziphuphu ku bungwe la Anti-Corruption Bureau (ACB).

Chitetezeni Chuma Campaign

MLANDU WA ZIPHUPHU

Lamulo lokhudza mchitidwe wa ziphuphu kapena katangale lili ndi milandu yambiri yomwe munthu amatha kumuzenga

Munthu amakhala kundende ndi kugwira ukaidi mpaka zaka khumi ndi mphambu ziwili (12) molingana ndi kulakwa kwake.

NDINGAKANENE KUTI ZA MCHITIDWE WA ZIPHUPHU?

Kaneneni za mchitidwe wa ziphuphu ku Anti-Corruption Bureau (ACB) popita nokha, kuimba lamy (telefoni), kulemba kalata muchinenero chilichonse.

Muli ndi ufulu kubisa dzina lanu kapena kulitchula. Chofunika ndi kulongosola zonse zofunika komanso zothandiza kufufuza nkhani yanu ku Anti-Corruption Bureau. Anti-Corruption Bureau idzasunga zonse mwachinsinsi.

Muthanso kukanena za mchitidwe wa ziphuphu ku anti-corruption committee ya mudera lanu kapena ku ofesi ya NICE ya mudera lanu ndipo adzadziwitsa a Anti-Corruption Bureau (ACB).

Khalani m'modzi wobweletsa kusintha

Dziwani za mchitidwe waziphuphu

Kodi mchitidwe waziphuphu kapena kuti katangale ndi nchiyani?

Ziphuphu kapena katangale ndi mchitidwe opereka kapena kulandira ngakhale kupempha phindu ndi cholinga choti munthu amene akugwira nchito m'boma, kubungwe kapena mamfumu asagwire ntchito yawo moyenera koma mokomera wopereka kapena wopemphayo.

Ziphuphu kapena katangale zimakhudzanso;

Kugwilitsa ntchito udindo kapena kudziwika - zitanthauza kupeza phindu pogwiritsa ntchito mwanseli mphamvu za udindo, kapena kudziwika ngakhale zolinga zitakwanilitsidwa kapena ayi

Liwu loti phindu litanthauzira chabwino chilichonse chomwe munthu akhoza kulandira , ntchito ena angakugwilire mwa ulere, chisangalalo chomwe munthu atha kupeza kapena kukhutitsidwa mwa njira iliyonse, kuphatikizapo malipiro a ndalama zomwe munthu ayenera kulipira kaya ngongole ndi china chilichonse chochititsa kuti gulu lina la anthu ziyayendere bwino kuposa anzawo.

Chifukwa chiyani anthu amachita ziphuphu

Zifukwa zina zomwe zimachititsa anthu kupanga ziphuphu ndi izi:

- Dyera ndi kusowa chilungamo. Ngakhale achuma amachita ziphuphu kapena ka tangale.
- Kusowa khalidwe labwino ndi ndondomeko zothandiza unthu kuchita chilungamo.
- Ganizo loti sangandimange kapena kuti akatimanga chilango chake chikhala chochepa.
- Umphawi komanso mwayi ochita ziphuphu uphuzo
- Kulimbilana katundu ndi zinthu zochepa kapena zoperewela mdziko.
- Kusatsata ziphunzitso za uzimu kwa anthu opemphera.

Mafumu nawonso akutenga mbali kuthetsa ziphuphu
Ziphuphu zimasokoneza tsogolo la ana pamaphunziro.

Musalole kukhala paumphawi Chifukwa cha anthu ochepa aziphuphu

Kaneneni za mchitidwe wa ziphuphu ku:

Anti-Corruption Bureau
Mulanje House
P.O. Box 2437,
Lilongwe.
Tel: 01 770 370 kapena 01 770 153
Fax: 01 770 108
Email: anti-corruption@sdpn.org.mw

kapena

Private Bag 170
CDL House
Blantyre
Tel: 01 820 305 kapena 01 820 416
Fax: 01 823 105
E-mail: acbbt@sdpn.org.mw

kapena

P.O. Box 230
Mzuzu
Tel: 01 331 770 kapena 01 331 774
Fax: 01 331 770

Email: acbmzuzu@sdpn.org.mw

Mothandizidwa ndi:

Zotsatira za ziphuphu kapena katangale

- Ndalama za misonkho ndi kasitomu zomwe boma limayenera kutolera zothandiza pachitukuko cha dziko lino monga kumanga misewu, mankhwala muzipatala zimasowa kotero kuti Chitukuko chimabwelera m'mbuyo.
- Dziko la Malawi lidzakhala ndi mbiri yoipa ku nchito zokopa alendo ndi malonda Chifukwa cha ziphuphu choncho lidzataya Mwayi wopeza ndalama kuchokerea kumaiko ena.
- Omwe angathe kupereka ziphuphu okha amakhala ndi Mwayi okhala ndi zinthu kapena katundu m'dziko.

PAC PLANNING WORKSHOP ON MOBILISING AGAINST CORRUPTION

SUMMARY OF WORKSHOP RECOMMENDATIONS/OUTCOMES

GROUP WORK

Group One

ISSUES	WHY/ & Effects	Channels	ACTIVITIES	RECOMMENDATIONS
Land Distribution/Acquisition	<ul style="list-style-type: none"> • Unfair distribution by chiefs, DCs, Lands Department 	<ul style="list-style-type: none"> • Preaching • Churches, mosques • Media (radio, newsletters etc • Program meetings 	<ul style="list-style-type: none"> • Training Programmes • Youth/UMANYO/DAWAH • Drama/Poems • Songs, QASWIDAH 	<ul style="list-style-type: none"> • Promotion of transparent and accountable religious leaders • Civic Education on corruption: <i>corruption education is a sin</i> • Refusal to participate in corrupt practices
Nepotism	<ul style="list-style-type: none"> • Employment out of merit- • poor production • low output • Low morale 			
Distribution of divided/deceased estate property	<ul style="list-style-type: none"> • Victimises the dependants 			

Group Two

ISSUES	SIGNIFICANCE/effects	CHANNELS	ACTIVITIES	RECOMMENDATIONS
Land Distribution/Acquisition/Land Inheritance	<ul style="list-style-type: none"> ✓ Affects food security. ✓ Denies people of shelter ✓ Denies people of economic right. (cause economic instability) 	<ul style="list-style-type: none"> ✓ Teaching/Preaching {sermons/KHUTBAS ✓ Drama ✓ Hymns/zikiri, ✓ Literature (IEC materials) ✓ Seminars 	<ul style="list-style-type: none"> ✓ Civic Education ✓ Conduct Youth seminars ✓ Orientation of religious leaders/traditional leaders on corruption 	<ul style="list-style-type: none"> ✓ Institute National Week of corruption for churches/mosques ✓ Discipline corrupt persons in the church/mosques ✓ Facilitate poverty reduction strategies at the church or mosque levels
Flouting of Procedures in the church and mosques	<ul style="list-style-type: none"> ✓ Immorality ✓ Distrust and loss of dignity of leaders ✓ Causes divisions/quarrels 			
Employment and awarding of contracts	<ul style="list-style-type: none"> ✓ Poor quality ✓ Conflicts {loss of self esteem, demonstrations} ✓ Human degradation 			

IMMEDIATE ACTIVITY

ASSIGNMENTS ON SERMONS:

Christian Community:

- i. Rev. Makata**
- ii. Fr. Kapiri**
- iii. Rev. Kuthyola**

Muslim Community

- i. Sh. Therere**
- ii. Sh. Kangoma**

Time Frame Given

Two weeks – Submission of draft sermons to PAC secretariat {3rd September, 2007}

Email: pac@pacmw.org

Email : gdambula@yahoo.com

Message Development Workshop
On
Fighting Corruption
For
Casals and Associates, Inc.



Conducted by: Malawi BRIDGE Project
Johns Hopkins Center for Communication Programs
Lilongwe Hotel, 6th – 10th August 2007

Report compiled by:
Glory Mkandawire, BCI Manager
Benjamin Kaneka, Local Consultant
Tinkhani Chisala



Contents

Introduction	3
Opening Remarks.....	3
Setting up ground rules.....	4
Workshop objectives.....	4
Workshop Content and Methodology.....	4
Message Harmonization.....	5
Presentations from organizations.....	5
Literature review and research findings.....	6
Know your Anticorruption Bureau.....	6
Identification of key issues.....	6
The overarching theme.....	7
Introduction to the creative brief.....	8
Painting the portrait of the primary audience.....	9
Consistent and strategic messages (the 7 Cs) and Creativity.....	10
Pretesting the messages and materials.....	10
Workshop evaluation.....	11
Appendices.....	13
Workshop Timetable	
Creative Briefs	
List of participants	

1. Introduction

Corruption is one of the evils that retard development. It is capable of derailing the economic development and deepens poverty levels in any country. One of the core strategies for fighting corruption is the clear messages and materials that would inform, educate and communicate to different audiences. In this way people would be provided with adequate and consistent information that would result in positive behavioural change and be motivated to take action in rejecting and reporting corrupt practices.

In this respect, Casals and Associates organised a weeklong workshop on development and harmonisation of messages that would assist in the fight against corruption in Malawi. Corruption related message development and harmonisation workshop drew from representatives from six organisations that are currently implementing various projects pertaining to corruption fight in Malawi. The projects are funded by the United States Agency for International Development through Casals and Associates, Inc. The workshop was facilitated by Ms



Workshop participants & Facilitators

Glory Mkandawire, Behavioural Change Interventions Manager at Malawi BRIDGE Project of the John Hopkins Center for Communication Programs and Benjamin Kaneka, an IEC and Advocacy Consultant, Chancellor College of the University of Malawi. A representative from Anti Corruption Bureau (ACB), Bright Chimatiro, made a presentation on the functions of the bureau.

2. Opening Remarks

The workshop was officially opened by the Country Director for Casals and Associates, Inc, Ms Thusitha Pilapitiya. In her remarks, she emphasized the need for the organisations represented at the workshop to have the requisite knowledge and skills that would enable them produce IEC messages and materials that would engender behavioural change in matters of corruption among various target groups in the country.

The Director said that when powerful messages are sent to people in ways that they show that they are also affected as people and that they can do something about it, the people tend to be jolted into action as individuals as well as collectively. On this she called upon both the facilitators and participants to craft the messages and materials in such a way that people will easily get attracted to and remember.

She also reiterated the point that it is only messages that attract attention and are credible that can have an impact. She encouraged the various organisations represented to take the workshop seriously and show keen interest to develop powerful messages. She therefore wished all an enjoyable and fruitful discussions.

3. Setting up Ground Rules

It was felt pertinent among the workshop participants and facilitators to have some ground rules to guide the conduct of all during the course of the workshop. The following were agreed upon as the ground rules:

- Participants from the same organizations should not sit together
- Switch our cell phones or put them on silent mode
- Observe time
- Respect each other's views and share experiences

4. Workshop Objectives

The workshop was organised to meet the following objectives:

- Identify priority anti corruption actions at all levels (individual, community, nation) and develop a series of draft messages pertaining to these actions
- Develop corruption message guide that will strengthen anti corruption education efforts in the country
- Facilitate a shift in emphasis in anti corruption from awareness creation to action orientation
- Engage in message harmonization process that will lead to strengthened impact of anti corruption education activities

5. Workshop Content & Methodology

The workshop focused on use of the creative brief to develop messages. Participants were divided into groups work through the steps on the creative brief to develop messages. Each group discussion was preceded by a presentation and followed by presentations from the group discussions.



Participant making a presentation



Discussion groups



6. Message Harmonisation

The workshop's emphasis was placed on message harmonization because of the following inherent advantages:

- Starting point for strengthened collaboration
- Avoids confusion among audiences
- Ensures memorability through repetitions
- To act as a reference guide that will reinforce the efforts of various organizations in anti corruption fight
- To facilitate mass media support of community activities

7. Presentations from the Partner Organizations

Six Casals and Associates partner organisations were represented at the workshop. These are organisations that have received funding from the USAID through Casals and Associates to implement various projects pertaining to fighting corruption under the Strengthening Government Integrity Project. Representatives of the organisations made brief presentations about their projects.

Youth Net and Counselling

Youth Net and Counselling (YONECO) is implementing a community sensitization and action project called “Chitetezeni Chuma”: Promoting Transparency and Accountability through Citizen Participation. The project is being implementing in Rumphi and Blantyre Districts is aimed at increasing the capacity of citizen groups to respond to the ever increasing challenges of corruption.

Communications

Communications Section of Chakwawa Diocese is implementing a project on the socio-economic awareness campaign of the effects of corruption in the livestock sector in Chikwawa.

Malawi Broadcasting Corporation, Kaning’ina Studio

The Malawi Broadcasting Cooperation, Kaning’ina Studio in Mzuzu is implementing a project in the Northern region called Vyamcindindi, whereby the voices and views on the issue of corruption are aired out on the national radio.

Montfort Media

Montfort Media produces a radio programme called Siyani Katangale (Stop Corruption) that is aired on Radio Maria targeting people in the rural areas of Southern and Central regions.

The Olympic and Commonwealth Games Association of Malawi

The Olympic and Commonwealth Games Association of Malawi is implementing an anti corruption campaign involving the youth in secondary schools in Dedza and Ntcheu Districts of Central Region.

Public Affairs Committee

The Public Affairs Committee is implementing a project aimed at mobilising the people of different faiths to utilise their faith based principles in the fight against corruption.

8. Literature Review and Research Findings

Mr Kaneka made a presentation on the research findings from a research that was conducted by Casals and Associates, Inc entitled “Public Opinion on Corruption in Selected Regions of Malawi”. The research brought to the fore a number of interesting issues pertaining to the diverse dimensions the public views corruption in Malawi. The following were the core issues:

- People in the country think that corruption is common in Malawi and that it has a negative impact on economic development of the country.
- People place a greater share of blame for corruption on the public officials rather than citizens or businesses.
- Ordinary Malawians lack the means to fight corruption.
- Awareness about government anti corruption fight is low but those who are aware of the efforts are satisfied with them.
- People feel that corruption sometimes becomes inevitable when there is no way out.
- The majority of people do not have much information about the ACB, but among the majority of those who have the information, they are satisfied with the ACBs work.
- Only less than 20 percent of the participants are aware of the ACB corruption reporting procedures.
- Exposure to anti corruption messages has little impact on the perceived ability of citizens to fight corruption.
- Radio is the primary source of information on many issues particularly on political and economic developments.

9. Know Your Anti Corruption Bureau

In order to put the participants in perspective of the issues pertaining to the Anti Corruption Bureau’s mandate and operations, Bright Chimatiro, the Public Relations Officer at the ACB made a presentation entitled “Know Your ACB”

It was mentioned in his presentation that the ACB was established to fight corruption in the country. He outlined the district functions of the Bureau as stipulated in the Corrupt Practices. The PRO distributed copies of the Corrupt Practices Act to the facilitators and participants for their reference. He also highlighted the achievements and challenges faced by the Bureau in its quest to fight corruption in the country. Prominent among its challenges was the resource (human and financial) constraints.

10. Identification of Key Issues

The participants went into a plenary session of identifying the key issues pertaining to corruption in Malawi. Their discussions and subsequent identification of issues were informed and guided by the presentations that were made by various organisations represented at the workshop, the research from the survey by Casals and Associates, Inc, the presentation by the ACB Public Relations Officer and from their own experiences and observations. The following were identified as the key issues:

1. Limited awareness on various issues pertaining to corruption

- Lack of knowledge on how the ACB works
- Limited ways on reporting corruption cases
- Limited awareness on what corruption really is
- Many are not aware of corruption reporting mechanisms
- People are just aware about corruption but not knowledgeable enough to isolate corruption related issues for reporting and to take action

- Lack of knowledge on penalties pertaining to corrupt practices
 - Ignorance on reporting
 - Limited awareness of ACB reporting procedures
 - Lack of knowledge of their rights
2. *Lack of or limited ACB structures at Grassroots Level for Corruption Fight and Reporting*
 - Access to Anti-corruption structures is problematic
 - ACB has no physical presence in the rural areas/villages
 3. *Fear of retribution*
 - Fear of facing reprisals from their actions
 - Fear by communities to report corrupt officials due to unpleasant consequences from their colleagues
 4. *Low individual and collective efficacy*
 - Helplessness
 - Lack of will to report
 - Inability to identify oneself with the problem so as to take action
 - Inability to tackle a problem as a group
 - Limited community based activities on corruption
 - Lack of openness
 - Lack of community mobilization for direct check on corrupt practices
 - Limited community options for community action
 5. *Low moral obligation to fight corruption*
 - Low salaries in Government departments that make it difficult to resist corruption
 - Long stay at the same working post and tend to be corrupt

11. The Overarching Theme

The participants were taken through the process of identifying an overarching theme for the anti corruption IEC efforts to be carried out both individually as organizations or collectively as a nation. This acts as a rallying point that is embedded into every message communicated to audiences in all communication channels. The overarching themes' power lies in ensuring harmony of the efforts by aligning the singing of everyone to a familiar tune. The core attributes of having an overarching theme is that:

- It sets the tone for all communication efforts
- It helps to identify the campaign and distinguishes the particular efforts/campaigns from any other efforts
- It supports individual efforts by making them appear familiar
- It usually includes a benefit for the audience
- It is clear, concise, catchy and memorable

The participants were presented with samples of overarching themes from other countries on issues of corruption. This was intended to stimulate their thinking into considering what can be a possible overarching theme for the anti corruption fight in the country. The participants were then divided into groups to come up with possible themes.

12. Introduction to the Creative Brief

The participants were introduced to the concept of having a creative brief as a guide to the process of designing and developing IEC messages. It was highlighted that it informs and inspires the creative team in as much as it serves as a roadmap for the creative team to develop ideas and materials that are well targeted at a particular audience. The participants were introduced to the outline of a creative brief. The outline is divided into two broad parts of strategy and creative as follows:

A: Strategy

- Purpose: why creating the communication
- Objectives: what is the audience being asked to do, think or feel
- Competition : what behaviors, attitudes and situations compete with our communication efforts
- Audience : who is the communication intended

B: Creative

- Key Issue or Fact: This spells out the key issue or fact that needs to be communicated
- Key Promise: It spells out the single most important benefit to the audience that would motivate them to adopt the behavior
- Support : why should the audience believe the key promise
- Message Statement: These are the doable actions expected of the audience having been exposed to the messages

The creative brief outline formed the basis of all the subsequent presentations and group work sessions as they were being tackled individually (see appendix 2).

13. Know Your Audience

The participants had isolated the key issues that bear on the issues pertaining to corruption in Malawi. However, it is a fact that the issues identified do not affect every body in the same way and at the same time. In this regard, the participants worked in groups to isolate the various audiences that are affected by the identified issues. Prior to that, a presentation was made on how to identify the key audiences. It was mentioned that key audiences can be identified on the basis of the review of the available research findings, consultations with competent authorities, observations (anecdotal evidence) and own experiences. The participants were told to look for the following in identifying the audiences:

- People who are at risk of succumbing to corrupt practices either way
- People who are bound to suffer from the effects of corruption
- People who need to be reached first and most quickly
- People who are the most important from the point of view of a particular program or project objectives

The participants identified and prioritized the following groups of people as the key audiences in the fight against corruption in Malawi.

- Youth
- Police Officers
- Traditional Leaders
- Religious Leaders
- Business people
- Politicians
- Immigration Officers
- Judicial Officials
- Community members
- Public Officials
- Media Practitioners
- Sports Officials

14. Painting a Portrait of the Primary Audience

When the key audiences critical to the corruption fight were identified, the participants were taken through the process of painting the portrait of the primary audience. A presentation was made on what constitutes painting of a portrait of a primary audience. In brief, painting of a portrait of an audience entails:

- Bring the audience to life
- Focus on that one person in the portrait rather than an invisible mass of people
- Present the characteristics of the audience member
- Paint a mental picture of a person that best represents that audience
- Develop a description of the targeted audience
- Fully understand and depict the desires, wants and hopes of the intended audience
- Compose a profile of the audience that is realistic and vivid, marital status, location, what he/she does and his /her information preferences.
- Develop a story about the character.
- Describe his/her behavior and key attitudes.

To better develop the messages that would be audience specific, the participants were taken through the process of painting a portrait of each of the identified key audiences. The exercise was meant to set the pace for the development of the messages using the creative brief.

Consistent, Strategic Messages (the 7Cs) and Creativity

The participants were taken through a presentation on how to come up with effective messages. There are seven other experts say eight salient features of a good message. The messages should:

- **Command attention** and stand out in a cluster
- Be **Clear**, simple and direct to maximize memorability
- **Communicate a benefit** that is truthful and relevant
- Be **consistent** in that every element of a campaign should support one central key promise to a single prime prospect
- **Cater to the heart and the head**
- **Create** trust
- **Call for action**
- Then **calculate** the results

In addition, the participants were taken through a presentation on creativity. It was emphasized that project officials can only be effective in their communication if they understand what creativity involves so that they better understand and be able to comment on creative work. As the world is getting smaller, people are being exposed to more sophisticated entertainment and commercial sector messages; it is pertinent that a lot of effort needs to be invested in being creative so that the messages should stand out. It was emphasized that for one to be creative, there was need to know one's audience, develop a relationship, gain insight, make a commitment to the audience.

15. Know Your Channels

Once the messages have been designed and developed, the channels through which the messages are passed on to the audience is of critical importance to the success of any communication campaign. To ensure that the participants were familiar with various channels of communicating, informing and educating the audience, they were taken through a presentation on know your channels of communication. It was mentioned that channels fall into two broad categories:

- Interpersonal channels that include one to one communication such as peer to peer.
- Community based channels that reach a community (group of people) of our interest.
- It was also highlighted that communication channels can take the form of:
 - Community based media such as newspapers, radio stations , posters, billboards, murals
 - Community based activities such as open days, rallies, dramas , parades
 - Mass media that reach large audiences such as television, national radios, newspapers and internet, leaflets, booklets, bus advertising

16. Pretesting the Messages and Materials

The participants were taken through the whole process of developing a creative brief for the messages they had developed targeting particular audiences. They were taken through the process of coming out with a visual representation of the developed messages for some of the selected audiences. In IEC messages development, pre testing is a very vital step in coming up with messages and materials that would be received and understood by the target audience. It is the process of interviewing representatives of the target audience once the first draft of messages with the aim of ensuring that the messages are in a way that the audience endorses. Pre- testing is intended to:

- Prevent misinterpretation of illustrations and text by the target audience.
- Assist officers know whether the messages are understood by the intended audience.
- Make appropriate and timely changes to the messages before large investments on unpalatable messages have been made.
- Procedurally, pre-testing looks at the following issues in the messages and materials:
 - Comprehension i.e. clarity of content and presentation
 - Attractiveness
 - Acceptance
 - Involvement whereby the audience identifies with the message
 - Inducement to action

The participants were divided into three groups to develop visual presentation of their messages targeting particular audiences. They came up with two radio spots and one poster that they took out for pre-testing.

17. Workshop Evaluation

Two methods were used to evaluate the workshop. In the first method, the participants were told on the first day to write their own objectives and expectations of the workshop alongside those prepared by the workshop organizers and facilitators on a Bingo Chart. When both their own expectations and those of the organizers were met at any point in the course of the workshop, the participants would shout Bingo to signal satisfaction with that the workshop has met their expectations.

The second method of evaluation involved asking the participants to anonymously fill an evaluation form on their feelings and assessment of particular elements of the workshop. Most participants expressed great satisfaction with the workshop in its entirety. For example on an assessment scale of 1 to 10 , most participants were satisfied with the overall lay out of the work (average of 9), workshop objectives (average of 9), content of the workshop presentations (average of 8) and the presentation and facilitation skills (average of 9).

The participants made some specific comments pertaining to some of the salient features of the workshop. Below are the comments that participants made:

When the participants were asked if the workshop had helped them in developing knowledge and skills in message development that would influence behavioral change, the majority of the participants affirmatively asserted that they have acquired the knowledge and skills. The following quotes summarize those sentiments:

- Yes, I will improve much in my already existing program and activities I have in fighting corruption.
- Yes, from this message development workshop I am able to realize my role in bringing a change to the society as well as influencing others too.
- Yes, it has helped me a lot because I have known the audience and the effect of corruption and I now know where to report issues of corruption.
- Yes, since we have learnt the procedures/stages of developing a message, I will assist my colleagues at work to develop ours.
- Yes, very much first time to be introduced to pre-testing tools and the 7C's.
- Yes, because as I will be going back home, I will be able to bring change to some doable things.
- Yes, the workshop content had principles that I never knew need to be followed in addressing an issue through a message.
- Yes, the presentations were good and well applicable.
- Yes, we have covered all the steps in message development both in theory and practical.
- Yes, the things that have been learnt are really helpful and as to the skills acquired I am ready to develop message.

The participants were also asked if they had any general comments regarding the workshop. There were indications that the participants had really gained a lot from the workshop and were appreciative of the played by the facilitators and Casuals and Associates in organizing the workshop. These feelings are summarized below:

- The facilitators were very clear and good and the venue was also perfect
- The workshop was very fine in terms of facilitation and content. The environment was very free and friendly.
- We should have another time to learn more from the ACB.
- We should have another workshop of this nature.
- Should put same rules so that whoever has been called to the workshop should participate fully.
- It's been very participative and at least the main objective of message developing has been fully met. Everyone's views were respected throughout the workshop
- The workshop has been an eye opener in the sense that we will be able to communicate and develop messages effectively
- The workshop was very good because every participants took part in the discussions and that the facilitators were free and fair
- It was well conducted most of my expectations and the workshop's expectations were met
- The training covered the most critical parts of message development and it has responded to the needs of not only participants but also organizations. It was presented lively and these were effective ways of imparting knowledge and skills
- It was well organized and I believe the skills I have acquired here will help me in developing messages for other projects.

However, some participants highlighted some areas that needed to be improved upon. Some of the concerns are summarized below:

- The workshop was too compacted on its program which made me loose participation here and there
- I learnt more about developing the media messages on the fight against corrupt practices but the problem was that we were not given enough time for pre-testing
- I felt it was a bit fast for me being my first time. We were doing things fast to match with the time

It was the general feeling of most participants that the workshop was a worthwhile experience that was only betrayed by limited time. As can be discerned from the comments, one week was not adequate enough for the participants to gain both the knowledge and the skills.

APPENDICES

APPENDIX 1: WORKSHOP TIMETABLE

Time	Monday: 6/8/07	Tuesday: 7/8/07	Wednesday: 8/8/07	Thursday: 9/8/07
8.30 am – 8.45	Introductions	Eyes & Ears: presentation	Eyes & Ears: presentation	Eyes & Ears: presentation
8.45 – 9.00	Official Opening	Painting a portrait of the primary audience - Group work	Creativity	Pretesting
9.00- 9.15	Logistics, workshop program & expectations			
9.15 – 10.15	Purpose of the workshop & Message Harmonization			
10.15- 10.30	Brief presentations from organizations	Gallery Walk: Presentation and discussion	Key promise – Group Work	Developing creative concepts
10.30 -11.30	Research Findings	BREAK	BREAK	BREAK
11..30 – 12.30	Get to know your ACB	The 7Cs	Key promise -Group presentations	Developing a pretesting to
12.30 – 1.30	Key Issues: From the literature review & research findings	Key actions: Group Work	Support statements	
1.30 – 2.00	Overarching theme	LUNCH	LUNCH	LUNCH
2.00 – 3.00	The creative brief- Introduction	Key action: Group Presentations.	Putting it all together : take home message - Group work	Field work: Pretesting messages & creative concepts
3.00 – 3.15	Purpose for developing messages	Competition	The take home message – Groups presentations	
3.15 – 4. 00	Key audiences	BREAK	BREAK	BREAK
4.00 – 4.30	Know your audience	Key Issues -Group Work	The take home message – Groups presentations	Field work: Pretesting messages & creative concepts
		Key issues/facts - Group presentations	How to deliver the messages - The medium	

APPENDIX 2: CREATIVE BRIEFS

Creative Brief- Community Members

I. Strategy

Purpose

(Why are we creating the communication?)

To increase knowledge on corruption and encourage community members to take action against corrupt practices

Objectives

(What are we asking the audience to do/think/ or feel?)

- Seek information on how fertilizer coupons are supposed to be distributed.
- Seek information on how to get a passport.
- Seek information on how to apply for a police bail.
- Encourage one another to report corrupt practices.
- Seek information on corrupt practices.
- Find out where to report corrupt practices.
- Speak out on suspicious activities.
- Report corruption.
- Refuse corruption.

Competition

(What behaviors/attitudes are competing with ours?)

- Peer pressure
- Scarcity of resources and services
- The culture of exploiting good cultural practice of gift giving
- Poverty
- Culture of silence
- Lack of knowledge on corrupt practices and benefits of reporting
- Limited reporting and information structures
- Concentration of many issues in the media
- Lack of transparency in many public offices
- Perception that it is okay to palm oil for things to move
- Rigid bureaucracy

Audience

(To whom do we wish to speak?)

Middle aged men and women, aged 25 to 45 who aspire for better lives. Some of them are married and have children. They earn their income through subsistence farming and some work in companies and government institutions. Some live in rural areas while some live in semi-urban areas. Their education level is very low. They are disgruntled and voiceless – lacks motivation to claim for their rights. Their main needs are food security, health and fresh water. Some of them want to take part to fight corruption but don't know how.

Creative

Key Issue or Fact

(What is the key issue/fact that we must communicate?)

Corrupt free society upholds the right to services such as health, schools, food, fertilizer, clean water and police by everyone

Corrupt free communities protect lives and promote social and economic development.

Corrupt free individuals have peace of mind because they avoid jail, prevent loss of money through bribes and protect themselves and their families from embarrassment.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

If you seek information on how fertilizer coupons are supposed to be distributed you will know the right people to receive coupons.

If you seek information on how to get a passport you will get it without paying extra money.

If you seek information on how to apply for a police bail you will avoid paying for a free service.

If you encourage one another to report corrupt practices you will protect community resources.

If you seek information on corrupt practices you will know what to report and be an agent of change.

If you find out where to report corrupt practices you will know where to report and be an agent of change.

If you speak out on suspicious activities you will be recognized by your community.

If you speak out on suspicious activities you will prevent harm on you and your community.

If you report corrupt acts you will be recognized as a change agent by your community.

If you refuse corruption you will avoid jail and save your family from embarrassment.

C. Support

(Why should the audience believe the key promise?)

1. Communities are empowered
2. People are free to talk and expose corrupt practices
3. There is economic growth and development of communities and country
4. Saves money
5. Donor confidence and debt relief

D. Message Statements

(Having been exposed to the message, what is the doable action that the audience should take?)

1. Seek information on how fertilizer coupons are supposed to be distributed so as to know the right people to receive coupons.
2. Seek information on how to get a passport so as to get it without paying extra money.
3. Seek information on how to apply for a police bail to avoid paying for a free service.
4. Encourage one another to report corrupt practices so that you protect community resources.
5. Seek information on corrupt practices so that you know what to report and be an agent of change.
6. Find out where to report corrupt practices so that you know where to report and be an agent of change.
7. Speak out on suspicious activities to be recognized by your community.
8. Speak out on suspicious activities to prevent harm on you and your community.
9. Report corrupt acts so that you are recognized as a change agent by your community.
10. Refuse corruption to avoid jail and save your family from embarrassment.

Creative Brief- Judiciary

I. Strategy

A. Purpose

(Why are we creating the communication?)

To promote a sense of responsibility among Judicial officials in the fight against corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Outline procedures for various services.
2. Inform people about procedures.
3. Outline the code of conduct.
4. Refuse bribes.
5. Report corrupt acts.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. Peer pressure
2. Availability of opportunities to carryout corrupt acts
3. The culture of exploiting good cultural of gift giving
4. Culture of silence within the judiciary
5. Lack of transparency in many public offices
6. Perception that it is okay to palm oil for things to move
7. Rigid bureaucracy
8. Taking advantage of illiteracy of the clients

D. Audience

(To whom do we wish to speak?)

Middle aged men and women (25year of age and above). Value their profession and respected by their community members. They are entrusted with decision making on various issues that affect their clients. They are knowledgeable about corruption but fall into temptation of getting bribes. Some judicial officials take advantage of their client's ignorance.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

Corrupt free judicial system upholds the right to judicial services by everyone

Corrupt free judicial system protects lives and promotes social and economic development.

Corrupt free judicial individuals have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.

Corrupt free judicial individuals are respected and gain peoples' confidence

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you outline procedures for various services you will make your work easier.
2. If you inform people about procedures you will earn trust and respect from people.
3. If you outline the code of conduct you will win clients' confidence.
4. If you refuse bribes you will avoid jail and embarrassment.
5. If you report corrupt acts you will be recognized professionally.

C. Support

(Why should the audience believe the key promise?)

1. Clients will understand what they are required of
2. Accountability earns respect
3. There is economic growth and development of communities and country at large
4. Saves money
5. Professionalism is maintained
6. Donor and investors confidence is promoted

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Outline procedures for legal services to make your work easier.
2. Display legal procedures so that you earn people's trust and respect.
3. Display the code of conduct to win people's confidence.
4. Report to gain professional recognition
5. Refuse bribes to avoid jail and embarrassment

Creative Brief - Media Practitioners

I. Strategy

A. Purpose

(Why are we creating the communication?)

To promote a sense of responsibility among Judicial officials in the fight against corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Write stories to expose social ills.
2. Take action on Journalists who are unethical.
3. Write success stories about corruption.
4. Write guidelines on what constitutes acceptable conduct.
5. Advocate for access to information.
6. Refuse bribes.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. Peer pressure
2. Availability of opportunities to carryout corrupt acts
3. The culture of exploiting good cultural practices of gift giving
4. Lack of transparency in many public offices
5. Inadequate realization of the benefits
6. Perception that it is okay to receive bribes to gain more money
7. Rigid bureaucracy

D. Audience

(To whom do we wish to speak?)

Twenty years and above old men and women who aspire to grow professionally. They are patient, friendly and resourceful. Some are married and have families while others are single. Most of them stay in urban areas. Their income is medium. They are literate and communicate in English and local languages. They see themselves and agents of change.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free journalists upholds the right to information by everyone
2. Corrupt free journalists protect lives and promote social and economic development.
3. Corrupt free journalists have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free journalist are respected and gain peoples' confidence
5. Corrupt free journalists uphold professional conduct and gain recognition

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you expose social ills you will earn trust from the community.
2. If you take action on journalists who are corrupt you will create a good image of yourself.
3. If you write success stories about fighting corruption you will be role model.
4. If you display your acceptable code of conduct you will win people's confidence.
5. If you advocate for access to information you will make your work of obtaining information easier.
6. If you refuse bribes you will enhance your professionalism and be recognized.

C. Support

(Why should the audience believe the key promise?)

1. Accountability earns respect
2. Communities are empowered
3. Good stories attract more readership
4. There is economic growth and development of communities and country at large
5. Saves money

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Expose social ills to earn trust from the community.
2. Take action on journalists who are corrupt to create a good image of your profession.
3. Write success stories about fighting corruption to be role model.
4. Display your code of conduct to win people's confidence.
5. Advocate for access to information to make your work of obtaining information easier.
6. Refuse bribes to enhance your professionalism.
7. Refuse bribes to avoid jail and embarrassment.

Creative Brief – Malawi Revenue Authority (MRA) Officers

I. Strategy

Purpose

(Why are we creating the communication?)

To promote a sense of responsibility among MRA officers in the fight against corruption

Objectives

(What are we asking the audience to do/think/ or feel?)

1. Publicize guidelines and procedures
2. Have a complaint office in place
3. Refuse bribes from tax payers
4. Publicize procedures for complaints
5. Report corruption

Competition

(What behaviors/attitudes are competing with ours?)

9. Peer pressure
10. Availability of opportunities to carryout corrupt acts
11. The culture of exploiting good cultural of gift giving
12. Culture of silence among the MRA officials
13. Lack of transparency in many public offices
14. Perception that it is okay to get bribes
15. Rigid bureaucracy
16. Taking advantage of illiteracy of the clients

Audience

(To whom do we wish to speak?)

Middle aged men and women who have families. They have undergone training in relation to their job. Aspire to grow professionally and economically. Some engage in bribes to gain access to money.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free MRA officials upholds the right to services by everyone
2. Corrupt free MRA officials promote social and economic development.
3. Corrupt free MRA officials have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free MRA officials are respected and gain peoples' confidence

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you publicize guidelines and procedures you will simplify your work
2. If you have a complaint office in place you will uphold people's right to complain and information
3. If you refuse bribes from tax payers you will avoid imprisonment and embarrassment
4. If you publicize procedures for complaints you will gain people's trust
5. If you report corruption to ACB you will gain trust and respect on your job

C. Support

(Why should the audience believe the key promise?)

1. Clients will understand what they are required of
2. Accountability earns respect
3. There is economic growth and development of communities and country at large
4. Saves money
5. Professionalism is maintained
6. Donor and investors confidence is promoted

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

Publicize guidelines and procedures to simplify your work.
Have a complaint office in place to uphold people's right to complain and information.
Refuse bribes from tax payers to avoid imprisonment.
Publicize procedures for complaints to gain people's trust.
Report corrupt practices to ACB to gain trust and respect on your job.

Creative Brief – People Engaged in Sports

I. Strategy

A. Purpose

(Why are we creating the communication?)

To increase their knowledge on the effects of corruption on sports development and highlight the small actions they can take to fight corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Disseminate selection procedures or guidelines.
2. Talk about impact of corruption during sports activities.
3. Organize anti-corruption sports activities.
4. Be open to ACB officials to talk about corruption in your institution.
5. Find out where to report corrupt acts.
6. Question any corrupt act.
7. Report corrupt activities to ACB.
8. Refuse bribes.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. Peer pressure
2. Availability of opportunities to carryout corrupt acts
3. The culture of exploiting good cultural of gift giving
4. Culture of silence among sporting people
5. Lack of transparency
6. Perception that it is okay to get bribes
7. Rigid bureaucracy
8. Taking advantage of illiteracy of the people

D. Audience

(To whom do we wish to speak?)

Men and women aged between 18 and 45 years engaged in sports. Some are sports officials and some take part in sporting activities. Knowledge levels regarding the effects of corruption and what constitute corruption is relatively low. Take advantage of gifts to gain favors. They aspire to be recognized in sports fraternity.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free sports institutions uphold the right to sports by everyone.
2. Corrupt free sports officials promote social and economic development.
3. Corrupt free sports officials have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free sporting people have peace of mind and are winners.
5. Corrupt free sport officials are respected and gain peoples' confidence.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you disseminate selection procedures or guidelines you will gain peoples' trust.
2. If you talk about the impact of corruption during sports activities you will create a good image about yourself.
3. If you organize anti-corruption sports activities you will increase peoples' awareness on corruption and be an agent of change.
4. If you are open to ACB officials to talk about corruption in your institution you will be recognized as a change agent.
5. If you find out on where to report corrupt act you will know where to report and be an agent of change.
6. If you question a corrupt act in sports you will have equal opportunities to sports.
7. If you report corrupt activities to ACB you will be recognized as an agent of change
8. If you refuse bribes you will avoid jail and embarrassment.
9. If you refuse bribes you will attract companies to invest in your sports activities.
10. If you refuse bribes you will have peace of mind and be a winner in sports.

C. Support

(Why should the audience believe the key promise?)

1. *People will understand what they are required of*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Professionalism is maintained*
6. *Donor and investors confidence is promoted*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Disseminate selection procedures or guidelines to gain peoples' trust.
2. Talk about impact of corruption during sports activities to create a good image about yourself.
3. Organize anti corruption sports activities to increase peoples' awareness on corruption and be an agent of change.
4. Be open to ACB officials to talk about corruption in your institution so that you are recognized as a change agent.
5. Find out on where to report corrupt practices so that you know where to report and be an agent of change.
6. Question a corrupt act in sports so that have equal opportunity to sports.
7. Report corrupt activities to ACB so that you are recognized as a change agent.
8. Refuse bribes to avoid jail and embarrassment.
9. Refuse bribes to attract companies to invest in your sports activities.
10. Refuse bribes so that you have peace of mind and be a winner in sports.

Creative Brief – Police Officers

I. Strategy

A. Purpose

(Why are we creating the communication?)

To build a sense of responsibility among Police officers in the fight against corruption and

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Inform people about their right to police service
2. Arrest corrupt officers
3. Refuse a bribe from criminals
4. Refuse a bribe from motorists
5. Report corruption to ACB
6. Refuse bribes

C. Competition

(What behaviors/attitudes are competing with ours?)

1. *Peer pressure*
2. *Availability of opportunities to carryout corrupt acts*
3. *The culture of exploiting good cultural of gift giving*
4. *Culture of silence among the police officials*
5. *Lack of transparency in many public offices*
6. *Perception that it is okay to get bribes*
7. *Rigid bureaucracy*
8. *Taking advantage of illiteracy of the clients*

D. Audience

(To whom do we wish to speak?)

Police officers with low to middle income levels. Some have families and live in urban and semi-urban areas. They have knowledge regarding corruption but some still engage in corrupt practices.

III. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free Police officers prevent loss of lives and uphold the right to services by everyone.
2. Corrupt free Police officers promote social and economic development.
3. Corrupt free Police officers have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.

4. Corrupt free Police officers are respected and gain peoples' confidence.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you inform people about their right to police service you will increase their knowledge and you will be recognized by the people.
2. If you arrest officers involved in corrupt practice you will be recognized for bringing change.
3. If you refuse bribes from criminals you will avoid being targeted by them and violent death.
4. If you refuse bribes from road users you will save lives on the road.
5. If you refuse bribes you will avoid jail and loss of job.
6. If you report any corrupt acts to ACB you will be recognized by your supervisor as a good police officer.

C. Support

(Why should the audience believe the key promise?)

1. *Clients will understand what they are required of*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Professionalism is maintained*
6. *Donor and investors confidence is promoted*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Inform people about their right to police service to promote understanding and be recognized by the people.
2. Arrest officers involved in corrupt practice you will be recognized for bringing change.
3. Refuse bribes from criminals so that you avoid being targeted by criminals and violent death.
4. Refuse bribes from road users so that you save lives on the road.
5. Refuse bribes so that you avoid jail and loss of your job.
6. Report any corrupt acts to ACB so that you are recognized by your supervisor as a good police officer.

Creative Brief- Politicians

I. Strategy

A. Purpose

(Why are we creating the communication?)

To promote a sense of responsibility among politicians in the fight against corruption and highlight the small actions that they can take to fight corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Seek information about the corrupt practices.
2. Talk about the effects of corruption during political meetings.
3. Outline activities that you are supposed.
4. Report corrupt practices to ACB.
5. Refuse corruption.
6. Organize public debates on corruption.
7. Check on Government expenditure.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. Peer pressure
2. Fear of intimidation- for those who try to report
3. Scarcity of resources and services
4. Availability of opportunities to corruption
5. Poverty
6. Culture of silence
7. Lack of knowledge on corrupt practices
8. Lack of transparency in many public offices
9. Inadequate realization of the benefits of being corrupt free
10. The perception that it is okay to palm oil for things to move
11. Rigid bureaucracy

D. Audience

(To whom do we wish to speak?)

Forty years old and above politicians who live in an urban or rural set up. They have access to newspaper, television, internet and radio. Their needs are political support and fame. They have access to information about projects by government and can inform contractors before it is known publicly. Some are aware of corrupt practices.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free politicians uphold the human right to services by everyone in their constituency.
2. Corrupt free politicians promote social and economic development for their constituencies.
3. Corrupt free politicians have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free politicians are respected and gain peoples' confidence.
5. Corruption free societies experience and accelerate development.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you seek information about the corrupt practices act you gain knowledge on what corruption is.
2. If you talk about the effects of corruption during political meetings you will create a good image about yourself and your party and to get support from your constituents.
3. If you outline activities that you are supposed to do you will have support from your constituents for being transparent and accountable.
4. If you report corrupt practices to ACB you will gain peoples' trust.
5. If you refuse corruption you will avoid jail and losing your parliamentary seat.
6. If you organize public debates on corruption you will promote understanding of corrupt issues among your constituents.
7. If you check Government on expenditure and award of contractors you will have more development in your areas.

C. Support

(Why should the audience believe the key promise?)

1. *People in your constituent will understand the effects of corruption*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Professionalism is maintained*
6. *Donor and investors confidence is promoted*
7. *Debt relief*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Seek information about the corrupt practices act to avoid getting jailed.
2. Talk about the effects of corruption during political meetings to create a good image about yourself and your party or to get support from your constituents.
3. Outline activities that you are supposed to do to have support from your constituents for being transparent and accountable.
4. Report corrupt practices to ACB to gain peoples' trust.
5. Refuse corruption to avoid jail and losing your parliamentary seat.
6. Organize public debates on corruption to promote understanding of corrupt issues among people.
7. Check Government expenditure and award of contracts to have more development in our areas.

Creative Brief – Religious Leaders

I. Strategy

A. Purpose

(Why are we creating the communication?)

To increase knowledge on the effects of corruption and participation of Religious leaders in the fight against corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Seek information on corruption.
2. Advocate for action against corrupt acts.
3. Preach about effects of corruption to your congregation.
4. Speak out against any corrupt act in your congregation.
5. Form anti- corruption church committees.
6. Refuse bribes from wayward members.
7. Refuse bribes.
8. Refuse bribes from politicians.
9. Report any corrupt act to ACB.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. *Peer pressure*
2. *Availability of opportunities to carryout corrupt acts within religious institutions*
3. *The culture of exploiting good cultural of gift giving*
4. *Culture of silence among religious leaders and their congregation.*
5. *Lack of transparency in many religious institutions*
6. *Perception that it is okay to get bribes*
7. *Rigid bureaucracy within church or mosque*
8. *Taking advantage of illiteracy of the congregation*

D. Audience

(To whom do we wish to speak?)

Aged 25 years and above, married with children and taking a leading role in church/mosque activities. Very supportive, trusted and respected by their congregation and community members. Some take advantage of the culture of gift giving. Some are aware of corrupt act.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free religious institutions protect human rights
2. Corrupt free religious leaders promote social and economic development.
3. Corrupt free religious leaders have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free religious leaders are respected and gain peoples' confidence

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you seek information on corruption you will increase your knowledge and be an agent of change.
2. If you advocate for action against corrupt acts you will be recognized and respected in your community.
3. If you preach about effects of corruption to your congregation you will protect your members from destruction.
4. If you speak out against any corrupt act in your congregation you will recognized as a change agent.
5. If you form anti- corruption church committees you will be a role model.
6. If you refuse bribes from wayward members you will be a role model in your congregation.
7. If you refuse bribes you will avoid jail and embarrassment.
8. If you refuse bribes from politicians you will gain people's trust.
9. If you report any corrupt act to ACB you will be recognized as an agent of change.

C. Support

(Why should the audience believe the key promise?)

1. *Congregation will understand the effect of corruption*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Professionalism is maintained within the religious setting*
6. *Donor and investors confidence is promoted*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Seek information on corruption to increase your knowledge and be an agent of change.
2. Advocate for action against corrupt acts so that you are recognized and respected in your community.
3. Preach about effects of corruption to your congregation to protect your members from destruction.
4. Speak out against any corrupt act in your congregation so that you are recognized as a change agent.
5. Form anti- corruption church committees to be a role model and to develop church communities.
6. Refuse bribes from wayward members to be a role model in your congregation.
7. Refuse bribes to avoid jail and embarrassment.
8. Refuse bribes from politicians to gain people's trust.
9. Report any corrupt act to ACB so that you are recognized as an agent of change.

Creative Briefs – Traditional Leaders

I. Strategy

A. Purpose

(Why are we creating the communication?)

To highlight the small doable actions that traditional leaders can take in the fight against corruption in their communities.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Invite the ABC officials to talk about corruption issues in your community.
2. Form village monitoring committees for better access to health and police services.
3. Inform communities on corruption reporting procedures.
4. Speak out against corruption.
5. Outline procedures for fair distribution of public resources.
6. Encourage your subjects to report corrupt practices.
7. Organize public activities to discuss corruption issues.
8. Refuse bribes.
9. Report corrupt acts.

C. Competition

(What behaviors/attitudes are competing with ours?)

1. *Peer pressure*
2. *Availability of opportunities to carryout corrupt acts*
3. *The culture of exploiting good cultural of gift giving*
4. *Culture of silence*
5. *Lack of transparency in many public offices*
6. *Perception that it is okay to get bribes*
7. *Rigid bureaucracy*
8. *Taking advantage of illiteracy of people in the community*

D. Audience

(To whom do we wish to speak?)

Thirty years old and above well respected in their communities. They are decision makers in the community. They are also responsible or oversea a lot of development activities in their communities. Some have very little knowledge about corruption and take advantage of gift giving.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free Traditional leaders uphold the right to services by everyone.
2. Corrupt free Traditional leaders promote social and economic development.
3. Corrupt free Traditional leaders have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free Traditional leaders are respected and gain peoples' confidence.
5. Corrupt free communities celebrate success and development.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you invite the ACB officials to talk about corruption issues in your community you will be recognized by your subjects.
2. If you form village monitoring committees for better access to health and police services in your community you will uphold peoples' rights to those services.
3. If you inform communities on corruption reporting procedures you will enhance your reputation.
4. If you speak out against corruption you will earn trust from your subjects.
5. If you outline procedures for fair distribution of public resources you will earn respect from your subjects and make your work easier.
6. If you encourage your subjects to report corrupt practices you will be recognized as a change agent.
7. If you organize public activities to discuss corruption issues you will increase knowledge among your subjects.
8. If you refuse bribes you will avoid jail and embarrassment.
9. If you report corrupt acts to ACB you will be a role model.

C. Support

(Why should the audience believe the key promise?)

1. *Community members will understand what they are required of*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Donor and investors confidence is promoted*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Invite the ACB officials to talk about corruption issues in your community to earn recognition from your community members
2. Form village monitoring committees for better access to health and police services so that you uphold the right to services for your subjects.
3. Inform communities on corruption reporting procedures to enhance your reputation.
4. Speak out against corruption to earn trust from your subjects.
5. Outline procedures for fair distribution of public resources to earn respect from your subjects and make your work easier.
6. Encourage your subjects to report corrupt practices to earn their respect.
7. Organize public activities to discuss corruption issues so that you increase knowledge among your subjects.
8. Refuse bribes to avoid jail and embarrassment.
9. Report corrupt acts to ACB to be a role model.

Creative Brief – Immigration officers

I. Strategy

A. Purpose

(Why are we creating the communication?)

To promote a sense of responsibility among immigration officers in the fight against corruption and benefits of being corrupt free for themselves, their families and society

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Publicize guidelines and procedures
2. Refuse bribes from passport applicants
3. Reject bribes from passport applicants
4. Report corrupt practices to ACB
5. Refuse bribes from passport applicants

C. Competition

(What behaviors/attitudes are competing with ours?)

1. *Peer pressure*
2. *Availability of opportunities to carryout corrupt acts*
3. *The culture of exploiting good cultural of gift giving*
4. *Culture of silence among the MRA officials*
5. *Lack of transparency in many public offices*
6. *Perception that it is okay to get bribes*
7. *Rigid bureaucracy*
8. *Taking advantage of illiteracy of the clients*

D. Audience

(To whom do we wish to speak?)

Middle aged men and women (25 to 45) who have families. They have undergone training in relation to their job. Aspire to grow professionally and economically. Have knowledge about corruption. Some engage in bribes to gain access to money.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. A corrupt free immigration officer upholds the right to services by everyone.
2. Corrupt free immigration officer promote social and economic development.
3. Corrupt free immigration officers have peace of mind because they avoid jail, prevent loss of money, and protect themselves and their families from embarrassment.
4. Corrupt free immigration officers are respected and gain peoples' confidence.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you publicize guidelines and procedures you will ease your work and to promote trust in the public.
2. If you refuse bribes from passport applicants you will be free from guilty feelings.
3. If you reject bribes from passport applicants you will avoid jail.
4. If you report corrupt practices to ACB you will uphold your image and increase people's trust.
5. If you refuse bribes from passport applicants you will uphold the good image and to secure your job.

C. Support

(Why should the audience believe the key promise?)

1. *Clients will understand what they are required of*
2. *Accountability earns respect*
3. *There is economic growth and development of communities and country at large*
4. *Saves money*
5. *Professionalism is maintained*
6. *Donor and investors confidence is promoted*

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Publicize guidelines and procedures to ease your work and to promote trust in the public.
2. Refuse bribes from passport applicants to be free from guilty feelings.
3. Reject bribes from passport applicants to avoid jail.
4. Report corrupt practices to ACB to uphold your image and increase people's trust.
5. Refuse bribes from passport applicants to uphold the good image and to secure your job.

Creative Brief- Youths

I. Strategy

A. Purpose

(Why are we creating the communication?)

To promote action by the youth against corruption in society

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Seek information about corruption
2. Form Anti-corruption clubs
3. Question corrupt acts
4. Find out where you can report corrupt practices in your community
5. Organize public activities (drama, discussion forums) on corruption in your community
6. Refuse bribes
7. Report any corrupt practice

C. Competition

(What behaviors/attitudes are competing with ours?)

1. *Peer pressure*
2. *Availability of opportunities for youth to indulge in corruption*
3. *The culture of exploiting good cultural practices of gift giving*
4. *Poverty*
5. *Culture of silence*
6. *Lack of knowledge on corrupt practices*
7. *Limited reporting and information structures*
8. *Lack of transparency in many public offices*
9. *Inadequate realization of the benefits for fighting corruption*
10. *Perception that it is okay to palm oil for things to move*
11. *Rigid bureaucracy*

D. Audience

(To whom do we wish to speak?)

Youths below 25 years, who are aspire for good education, good health and seek good role models. Some of the youth are engaged in corrupt practices unknowingly. Have limited knowledge of what corruption constitutes and where to report corruption. They are energetic, adapt to change, love fun activities and being agents of change.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free society upholds the right to services such as health, schools, food, fertilizer, clean water and police by everyone.
2. Corrupt free communities protect lives and promote social and economic development.
3. Corrupt free individuals have peace of mind because they avoid jail, prevent loss of money through bribes and protect themselves and their families from embarrassment.
4. Young people can act as change agents in the fight against corruption within their communities.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you seek information about corruption you will increase your knowledge on what corruption is and be able to defend your rights violated by corruption.
2. If you form Anti-corruption clubs your concerns will support each other and speak with one voice against corruption.
3. If you question a corrupt act in schools you will have equal education opportunities.
4. If you organize public activities (drama and community discussions), you will increase knowledge on corruption among the communities and be a change agent.
5. If you report corrupt acts you will be recognized as a change agent.
6. If you find out on where to report corrupt act you will know where to report and be an agent of change.
7. If you refuse bribes you will skip jail and avoid embarrassment.
8. If you refuse bribes you will skip jail and protect your future.

C. Support

(Why should the audience believe the key promise?)

- Clients will understand what they are required of
- Accountability earns respect
- Communities are empowered
- There is economic growth and development of communities and country at large
- Prevents loss of money
- Donor confidence
- Debt relief
- One avoids jail

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Seek information on corruption to increase your knowledge on corrupt practices and prevent violation of your rights
2. Form Anti-corruption clubs to support one another and speak with one voice against corruption.
3. Question a corrupt act in schools so that you have equal education opportunities.
4. Organize public activities (drama, debates) on corruption to increase knowledge on corruption among the communities and be a change agent.
5. Find out on where to report corrupt acts, you will know where to report and be an agent of change
6. Report corrupt acts, you will be recognized as a change agent.
7. Refuse bribes to avoid jail.
8. Refuse bribes to skip jail and protect your future

Creative Brief- Business people

I. Strategy

A. Purpose

(Why are we creating the communication?)

To increase knowledge on the effects of corruption and build their confidence to stop corruption.

B. Objectives

(What are we asking the audience to do/think/ or feel?)

1. Publicize pricelist of commodities
2. Display business certificates
3. Pay tax
4. Report corrupt acts
5. Refuse bribes

C. Competition

(What behaviors/attitudes are competing with ours?)

1. Fear of intimidation- for those who try to report
2. Peer pressure
3. Scarcity of resources and services
4. Availability of opportunities to corruptions
5. Poverty
6. Culture of silence
7. Lack of knowledge on corrupt practices
8. Limited reporting and information structures
9. Lack of transparency in many public offices
10. Inadequate realization of the benefits of being corrupt free
11. The perception that it is okay to palm oil for things to move
12. Rigid bureaucracy

D. Audience

(To whom do we wish to speak?)

Middle aged (35 to 45 years) men, women and families involved in small, medium and large scale businesses. Some are married while some are single. Believes that for things to move in business they have to offer bribes. Some are aware of the consequences but still engage in corrupt practices. Avoids tax from Malawi Revenue Authority (MRA) hence bribes the MRA officials. Has the ambition to increase her business profits and to win contracts with government and civil society institutions. Also wants to be recognized in the society.

II. Creative

A. Key Issue or Fact

(What is the key issue/fact that we must communicate?)

1. Corrupt free business individuals have peace of mind because they avoid jail, prevent loss of money through bribes and protect themselves and their families from embarrassment.
2. Corrupt free business individuals avoid loss of money, business license and earn trust of their customers
3. Corrupt free society upholds the right to services such as health, schools, food, fertilizer, clean water and police by everyone
4. Corrupt free communities protect lives and promote social and economic development.

B. Key Promise

(What is the single most important benefit to the audience so that they will adopt the behavior?)

1. If you publicize pricelist of commodities you will gain customers' trust in your business/increase sales because of consumers' trust.
2. If you display business certificates you will increase sales to institutions who need registered business
3. If you pay tax you will avoid losing money through heavy fines.
4. If you pay tax you will avoid business license revocation.
5. If you refuse bribes you will be an agent of change and earn customers' trust.
6. If you report corrupt acts you will be recognized and earn trust of your customers.
7. If you refuse bribes you will avoid jail and embarrassment.

C. Support

(Why should the audience believe the key promise?)

1. Clients will understand what they are required of
2. Accountability earns respect
3. There is economic growth and development of communities and country at large
4. Saves money
5. Donor confidence
6. Debt relief

D. Message Statements

(Having been exposed to the message, what is the do able action that the audience should take?)

1. Publicize price list of commodities to gain consumers trust in business and increase sales.
2. Display business certificates to increase sales to institutions that need registered business.
3. Pay tax to avoid jail and loss in your business.
4. Pay tax to avoid business license revocation.
5. Report corrupt act to ACB to be an agents of change and gain customer's trust.
6. Refuse bribes to avoid jail and embarrassment.
7. Pay tax to avoid loss of money through heavy fines.

APPENDIX 3: LIST OF PARTICIPANTS

Name	Organization	E-mail address	Contact number
Emmanuel Kanike	Youth Net and Counseling (YONECO)	kanikemaa@yahoo.co.uk	08 398 688
Wesley Kumwenda	Malawi Broadcasting Cooperation (MBC) Kaning'ina Studio	nasuzgi@yahoo.com	08 311 078
Williams Kaponda	Malawi Broadcasting Cooperation (MBC) Kaning'ina Studio	nasuzgi@yahoo.com	08 696 149
Aaron Chigwenembe	Malawi Broadcasting Cooperation (MBC) Kaning'ina Studio	nasuzgi@yahoo.com	01 334 221
Helen Mpinganjira	Olympic and Commonwealth Games Association of Malawi (OCGAM)	helen@africa-online.net	09 956 526 08 956 526
Cecelia Magombo	Youth Net and Counseling (YONECO)	ceceliamagombo@yahoo.co.uk	08 626 761
Bright Chimatiro	Anti Corruption Bureau	bchimatiro@sdp.org.mw bchimatiro@yahoo.com	09 311 911 08 828 397
Magdalene Philipo	Montfort Media	Magada05@yahoo.com	08 529 263 01 545 267
Fostino Ngabu	Communications Section Chikwawa Catholic Diocese	Dammiedallas04@yahoo.com	08 453 201
Eunice Kutsata	Youth Net and Counseling (YONECO)	eunicekutsata@yonecomh.org eunicekutsata@yahoo.com	01 594 189 08 389 756
Gift Mwamlima	Youth Net and Counseling (YONECO)	basilekemwamlima@yahoo.com giftmwamlima@yoneco.org.mw	09 233 344
Montfort Misunje	Montfort Media	together@sdp.org.mw	08 5t87 894
Ernest Mahwayo	Montfort Media	emahwayo@yahoo.co.uk	09 814 183
Vitima Ndovi	Public Affairs Committee (PAC)	vndovi@hotmail.com	08 858 601

A COMMUNICATIONS STRATEGY

FOR THE
GOVERNMENT OF MALAWI'S
ANTI-CORRUPTION BUREAU

2007-2010



FINAL VERSION
September 2007

TABLE OF CONTENTS

1. INTRODUCTION	3
2. THE ANTI-CORRUPTION BUREAU: BACKGROUND & COMMUNICATIONS CAPACITY	3
3. BACKGROUND OF THE COMMUNICATIONS STRATEGY	5
4. THE ACB'S CURRENT COMMUNICATIONS AIMS & ACTIVITIES	9
5. THE STRATEGY	10
6. CONCLUSION	20

1. INTRODUCTION

Corruption in Malawi is a significant impediment to the government's ability to meet the needs of its citizens and develop the economy. Transparency International's headquarters office, in fact, estimates that Malawi loses one third of its annual revenue through waste, fraud, bribery and corruption³⁸. Both grand and administrative corruption are rife, particularly in the public service, affecting both the welfare of Malawi's citizens and the country's ability to recruit external funding and investment.

Corruption in Malawi occurs at numerous levels and for a myriad of reasons. Some of the conditions that contribute to its prevalence include economic factors, particularly poverty; sociological norms such as cultural practices; political entitlement by bureaucrats and politicians; and administrative inefficiencies.³⁹

In recent years, however, Malawi has begun to take important policy and institutional action against corruption. The current President, Dr. Bingu wa Mutharika, has declared a zero-tolerance policy against it. The Corrupt Practices Act was passed in 1995 and amended with additional strengthening mechanisms and protection for whistleblowers in 2004. Over the last five years, watchdog and enforcement agencies have become more active in taking measures to tackle corruption. Civil society and the media have become more vocal in their opposition to corrupt practices.

Founded in 1996 after the Corrupt Practices Act was passed into law in 1995, the Anti-Corruption Bureau has emerged as the Government of Malawi's most direct institutional weapon in the fight against corruption. The ACB is responsible for both prosecuting and preventing corruption in Malawi, and as such its mandate spans the breeding grounds for corruption at numerous societal and institutional levels.

The Anti Corruption Bureau has committed to a proactive and strategic approach to preventing corruption and strengthening public trust in the organization's work. This communications strategy has been developed by ACB staff and will serve as a road map for the Bureau's Communications Strategy from 2007-2010, aligning with the ACB's overall Strategy 2007-2011. It is based directly on Malawi's specific experience with corruption and intends to maximize its scope by linking the ACB's communications initiatives to existing anti-corruption research, processes and initiatives underway within Malawi.

³⁸ Transparency International, *Independent Anti-Corruption Agencies, TI Source Book*, 2002; TICPI, 2004; TICPI, 2005

³⁹ Informed by ACB Strategy 2007-2011, v.11, Section 5 AND Hussein, Mustafa, "Combating Corruption in Malawi," *African Security Review*, Vol 14, No. 4, 2005

As such, this strategy is relevant not only to the ACB and its staff, but also to all of its partners – government, donors, business, media and civil society – that are fighting to reduce corruption in Malawi.

2. THE ANTI-CORRUPTION BUREAU: BACKGROUND AND COMMUNICATIONS CAPACITY

2.1. BACKGROUND OF THE BUREAU

The Anti-Corruption Bureau began its operations in 1998 to enforce the Corrupt Practices Act, which had been passed in 1995. Founded as a result of Malawi’s new constitution, which took measures to “guarantee accountability, transparency, personal integrity and financial probity...[to]...strengthen confidence in public institutions,” the organization is mandated by the Corrupt Practices Act to:

- Take necessary measures for the prevention of corruption
- Receive any complaint, report or other information of any alleged or suspected corrupt practice or offence under the Corrupt Practices Act
- Investigate complaints of alleged or suspected corrupt practices and all other offences under any law discovered in the course of such investigation
- Prosecute offences under the Corrupt Practices Act
- Investigate and report on the conduct of any public officer which is connected or conducive to corrupt practices

The ACB’s vision is the elimination of corruption in all its forms in order to enhance the socio-economic well being of all the people of Malawi. Its mission is to contribute significantly to the prevention and reduction of corrupt practices in Malawi.⁴⁰

Since 1998, the ACB has received more than 6,000 complaints and investigated hundreds of cases. Since 2004, it has taken 35 cases to court and seen 13 convictions. (Eighteen cases are still within the court system.)⁴¹ Its Prevention and Public Education sections have worked with numerous public institutions to strengthen their systems and accountability, carried out public education programs in nearly all of Malawi’s 29 districts, and developed various partnerships with NGOs, like-minded government bodies, and CSOs in both urban and rural areas. Funding for the ACB’s activities comes from both government and external donor sources.

⁴⁰ ACB Strategy 2007-2011, v.11, Section 3

⁴¹ ACB internal statistics

2.2 ORGANIZATIONAL STRUCTURE AND CAPACITY

The ACB has three offices: the Headquarters in Lilongwe, and branch offices in Blantyre and Mzuzu. The principal functions of the Bureau are:

- Corruption Prevention, through support and advice to organisations on systems and procedures, including research and intelligence; and Public Education, through raising awareness of corruption and its effects on society
- Law Enforcement, through the investigation and prosecution of persons engaged in corrupt practices and related offences;

At present, the total staff strength in the ACB is 96. Of these, 49 are employed in the Operations Department, which is directly involved in discharging the above two principal functions. The remaining 47 officers are in the Support Services Department.

2.3. COMMUNICATIONS STRUCTURE AND CAPACITY

The ACB relies heavily on communications activities for carrying out both its Public Relations and Corruption Prevention & Education work.

The Public Relations Section is located in the Directorate Department, working closely with the Director to handle the public image of the agency. The departments of Public Education and Corruption Prevention are closely associated within the Operations Department and liaise on prevention activities. The Corruption Prevention section focuses primarily on institutional corruption, while the Public Education section provides broader outreach to, and collaborates with, civil society and grassroots targets.

Staffing in both the Prevention and Public Education section are functioning at less than capacity, and staff turnover and skill building remain challenges. Total establishment for Corruption Prevention Research and Intelligence Section is six. Currently there are four officers in the Section, and two positions are vacant. Staffing needs include a Senior Corruption Prevention Officer and one Corruption Prevention Officer.

Total establishment for the Public Education Section is six. Currently, there are three officers in the Public Education Section, while three positions are vacant.

A Lilongwe-based Public Education Officer serves as both Public Relations Officer (PRO) and Public Education Officer (PEO).

3. BACKGROUND OF THE COMMUNICATIONS STRATEGY

3.1. THE ROLE OF COMMUNICATION IN FIGHTING CORRUPTION

Corruption is a complex phenomenon, but its results are unambiguous. Where corruption persists, particularly in a developing country like Malawi, everyone pays. The government pays in its inability to account for resources, attract investment, stabilize the economy and engender donor confidence. Citizens pay the heaviest price – in lack of basic services like hospitals, roads, fertilizer, water and education. They also pay in a loss of confidence in their government; when citizens lose faith in the systems created to support them, corruption breeds itself in a vicious cycle.

Communications is not an antidote for corruption. However, when paired with other necessary initiatives such as strengthening systems, improving law enforcement and bolstering prosecution, it can play a crucial role in creating necessary conditions for corruption prevention – including intensifying public participation, building public trust in institutions, and increasing access to information.

Within the realm of prevention, communications tactics may be the most useful approach in shifting public attitudes away from ambivalence and towards active resistance. Public relations can help build the image and accessibility of organizations like the ACB and its partners. Advocacy techniques and campaigns can encourage transparency by providing greater access to public information. Grassroots outreach and partnerships can help people understand the laws relating to corruption and the implications that corruption has for their day-to-day lives.

Communications activities can also leverage the success of other initiatives, such as increasing the effectiveness of enforcement initiatives by increasing awareness or pressuring perpetrators by focusing on the negative personal consequences of corruption.

3.2. GUIDING DOCUMENTS AND ONGOING PROCESSES FOR THE STRATEGY

In order to be effective, the ACB's communications activities must be based in research and rooted in local experience of corruption. Interventions will only be as successful as they are well tailored to current anti-corruption initiatives and public attitudes towards corruption and the ACB.

The ACB communications strategy has been directly informed by the following recent and ongoing key processes and research related to corruption in Malawi.

ACB's Organizational Strategy 2007-2011:

The ACB has developed a five-year overall organizational strategy to guide its work from 2007-2011. Five strategic pillars, or objectives, frame the strategy, which is an overall "statement of intent" on the ACB's way forward for the next five years.

Two of those five pillars depend heavily on communications:

- Pillar 2: To proactively prevent corrupt practices in public and private sector bodies
- Pillar 4: Enhance public awareness of corruption and of the Anti-Corruption Bureau's work

These two directives will provide the broad basis for the two major aims of the Communications Strategy⁴².

Development of the National Anti-Corruption Strategy:

The ACB is currently working with donors, government and civil society to develop a National Anti-Corruption Strategy. This strategy is due to be completed by the beginning of 2008, and its content will include strategies and plans for communications and public awareness initiatives. The ACB's communications staff will work hand-in-hand with the developers of the NACS to ensure that the ACB's Communications Strategy and the NACS' communications activities are complementary and work jointly to reach target groups.

Research Findings on Public Perception:

Recent research data has encouraged the ACB to develop a communications strategy. Since 2005, two major studies have provided the ACB with crucial information that provide the starting point for its communications work. These two studies – the “Governance and Corruption Baseline Survey”⁴³ and “Attitudes Toward Corruption in Select Regions of Malawi”⁴⁴ survey (carried out jointly by IFES and the Millennium Consulting Group, with funding from the Millennium Challenge Corporation through USAID and Casals & Associates, Inc.) – both present valuable data on attitudes and perceptions of corruption in the country, as well as the ACB as an institution.

The following is a summary of the most relevant public perception findings for the ACB's communications strategy. These findings are excerpted from summary data for the two aforementioned surveys:

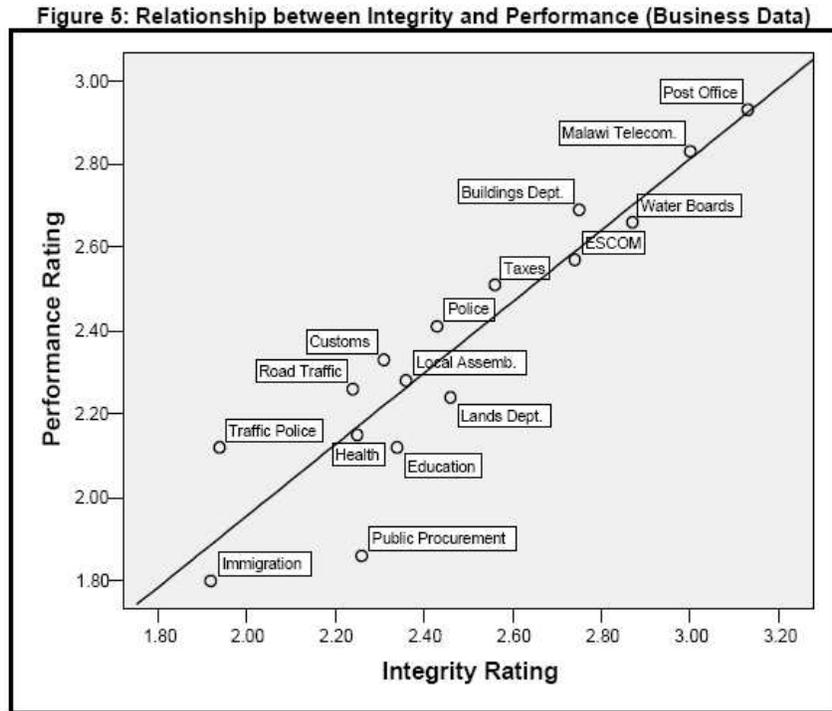
- **Malawians name corruption as a serious problem.**⁶ Nearly 90% of Malawians rate corruption as serious or somewhat serious; nearly half say it is the most serious factor affecting the economy in Malawi. Both businesses and public officials say gratification is common. 25% of businesses say it is common to pay gratification, and on average, public officials say gratification represents nearly 25% of salaries for those within their organizations.

⁴² For more information, see ACB Strategy 2007-2011, Sections 6.4 and 6.6

⁴³ See “Governance and Corruption Baseline Survey,” IFES and Millennium Consulting Group, February 2006

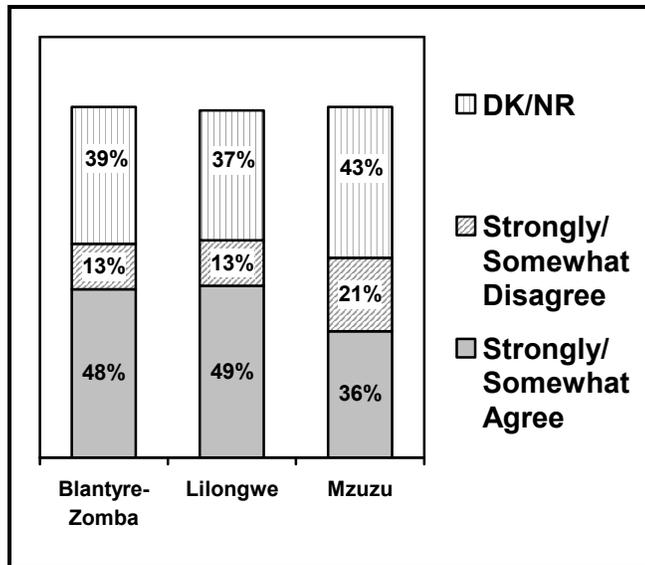
⁴⁴ See “Attitudes Towards Corruption in Select Regions of Malawi; IFES-MCG, April 2007

- **People perceive public agencies as corrupt.**⁶ Most citizens surveyed gave low integrity and performance scores to key public agencies responsible for administering basic services (See Figure below). Some of the lowest ranking agencies were Immigration, Health, Education, Traffic Police, Road Traffic, Customs and Local Assemblies. Procurement within government was also cited as a major problem.



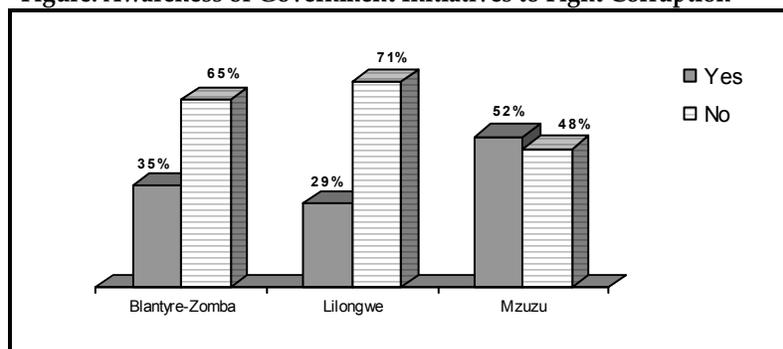
- **People cite corruption as affecting the economy, but most don't feel that systemic corruption affects them personally.**⁷ Despite the fact that about half of respondents say that corruption affects the economy, nearly 50% believe that corruption only affects those who pay bribes.
- **People do not believe they have the power to fight corruption.**⁷ While the majority of those surveyed disagree that Malawians accept corruption as a fact of life, a much higher percentage of those surveyed than not agree that Malawians lack the means to fight corruption. Even among those who disagree that Malawians accept corruption as a fact of life, a majority agrees that Malawians lack the means to fight corruption.

Figure: Malawians Lack Means to Fight Corruption?



- **People are not aware of how to report corruption, and they say they are afraid of retribution if they were to do so.**⁷ According to the survey data, less than 20% of respondents were aware of the procedures to report a corrupt act to the ACB. In deciding whether to report corruption, most respondents find the possibility of retribution to be a significant concern in reporting corruption. A majority also may not report corruption because they express concern that no action will be taken by the authorities.
- **Most people are not aware of any government anti-corruption efforts in Malawi.**⁷ Most respondents are not aware of any anti-corruption initiatives in the country. While most of those surveyed credit the President with a major role in fighting corruption, they are more likely to say that institutions such as the ACB and NGOs only play a moderate role in fighting corruption.

Figure: Awareness of Government Initiatives to Fight Corruption



4. THE ACB'S CURRENT COMMUNICATIONS AIMS & ACTIVITIES

4.1. CURRENT AIMS OF ACB'S COMMUNICATIONS

The ACB's communications aims serve two overall purposes, which align with the two relevant pillars in the ACB's Strategy 2007-2011. Implementation of communications activities under each pillar is delegated to various staff within the Public Relations, Prevention, or Public Education sections.

- *Aim 1: Enhance public awareness of corruption and the Anti-Corruption Bureau's work*
Implementation: Activities to meet this goal are carried out through its Public Relations Officer and his/her designees.
- *Aim 2: To proactively prevent corrupt practices in public and private sector bodies*
Implementation: Activities to meet this goal are carried out primarily by the Public Education and Prevention sections

Each of these communications aims requires different strategies, but both are essential to the ACB's mandate and must be strategically prioritised over the next 3 years in order for the ACB to reach its goals.

4.2. CURRENT COMMUNICATIONS ACTIVITIES

Outreach and communications activities have long been an important function of the ACB. Current primary activities for the ACB's Public Relations include press releases and press conferences, ongoing media relations, public statements to the press (especially on high-profile cases or breaking corruption stories), events (such as Anti-Corruption Day and the International Trade Fair) and stakeholders meetings.

Communications activities carried out by the Corruption Prevention & Public Education sections have included workshops for public departments aimed at strengthening systems and skill building, a quarterly newsletter, partnerships/MOUs with NGOs and CBOs (primarily the National Institute for Civic Education), formation and training of Anti-Corruption Clubs, and trainings for community groups.

Additional achievements of the ACB's communications team includes establishment of the Public Relations Office, creation of IEC materials, development of coalitions and meetings to disseminate information on corruption, and media relations.

5. THE STRATEGY

5.1. OVERVIEW

The ACB three-year communications strategy is a tactical framework intended to provide clear guidance for the ACB's communications work from 2007-2010. The plan was created through staff work sessions, consultations with ACB staff and stakeholders, and a review of anti-corruption resources and ongoing national processes. It aims to guide staff decision making by utilizing a strategic approach that will allow the ACB to build public support and contribute significantly and visibly to fighting corruption in Malawi.

For clarity, the various sections of the strategy are divided into two categories: Corruption Prevention & Education and Public Relations. This division acknowledges the differing audiences and tactics necessary to meet the ACB's two communications needs; however, it should be noted that both staff and systems should work together across audiences and activities to maximize the impact of the various communications campaigns.

5.2. KEY OBJECTIVES

Using research findings and experience from their work, ACB staff identified the following measurable objectives for the strategy. These objectives will guide and focus the communications strategy, and its work plans, for the next three years. They will serve as a touchstone for all activity development, as well as help to identify the correct office or department to undertake leadership on various activities. Every activity the Bureau implements should be designed to advance one or more specific objectives.

Corruption Prevention & Education Key Objectives:

- Increase knowledge among target groups about anti-corruption laws
- Increase perception among target groups that corruption affects their lives
- Increase access to information as a tool for corruption prevention
- Contribute to a decrease in corruption among key groups, particularly public officials
- Increase accessibility to the ACB's services and reporting mechanisms
- Get ongoing feedback from target groups on how the scope and success of ACB initiatives

Public Relations Key Objectives:

- Improve image of the bureau
- Increase awareness of the ACB's accomplishments, particularly recent successes
- Increase accessibility to, and responsiveness of, the ACB
- Increase awareness of services provided by the ACB (particularly in Prevention section)

5.3. STRATEGIC COMMUNICATIONS PRINCIPLES

Strategic Communications Principles lay out the tactical underpinnings that will guide ACB's communications activities and planning. These principles set forward a limited number of strategic approaches that should be considered as key drivers for developing activities and campaigns over the next three years. They have been identified as a pertinent response to both public perception research and lessons learned from previous communications activities.

Corruption Prevention & Education Principles:

- **Go to the source of corruption.** ACB staff identified two key social interactions -- the chief-villager relationship and the public official-citizen relationship -- where corruption is common while the possibility to empower citizens is high. Campaigns based on this principle will focus on implementing two-pronged activities that reach perpetrators and victims. Go to the Source campaigns will pressure perpetrators by reminding them of negative consequences of corruption, while simultaneously educating and encouraging their "clients" on how and why to report it. Targeted messages and campaign vehicles will reach a substantial number of people at the place where corruption happens -- in their everyday lives.
- **Make it personal.** In a related way, all campaigns must prioritize communications messages that make direct appeals to target groups -- such as villagers, citizens receiving public services, etc -- about how corruption affects their daily lives. These activities are designed to combat the ambivalence and disconnect indicated by data in public perceptions surveys. Messages and campaigns will focus on daily life where the "trickle-down" effects of corruption are most acutely felt but often unrecognized.
- **Universal message: REPORT CORRUPTION. HERE'S HOW.** Reporting corruption must be consistently positioned as easy and safe. All messages and materials must include -- and in fact prioritise -- a message similar to, "Report Corruption and you will be protected. Contact the Anti-Corruption Bureau by calling 01 770 130/166/167, emailing anti-corruption@sdpn.org.mw (OR INSERT CORRECT ADDRESS IF THIS ONE CHANGES) or visiting offices in Mzuzu, Lilongwe or Blantyre."
- **Prioritize maximum reach and cost effectiveness.** Awareness is a prerequisite for action. Because most people are not aware of anti-corruption efforts, activities should prioritize maximum reach of activities, while still delivering high-quality messages. Priority should be given to cost-effective interventions (i.e. relatively low cost per person reached) that focus on specific targets. In some cases -- for example, trainings by the Prevention Section for government departments -- cost per person will justifiably remain higher; however, the overall goal for the next three years

should be to expand numbers touched by campaigns.

- **Utilize partnerships.** Whenever possible, strategically utilize partnerships – with media, civil society, faith-based groups, and other government agencies – to bring attention and increase scope to help meet objectives and reach target audiences with specific, priority messages.

Public Relations Key Principles:

- **Be proactive on success stories.** The ACB should be proactive in sharing ACB’s successes with the media and other stakeholders. These efforts will make significant headway in addressing the lack of knowledge of the ACB’s efforts among the general population. In addition, a proactive stance will help to alleviate the impact of “crisis communications” within the ACB.
- **Manage the media through systematic information sharing.** Sharing information on current non-classified cases under review by the courts can bring additional attention to the efforts of the ACB; additionally, it can serve to “distract” the media from leaks or unverified stories. The ACB should consider forming an internal multi-sectoral Media Committee to review what information might be considered acceptable to share, while recognizing the limits of confidentiality required by ongoing investigations.
- **Target all PR materials directly to concerns and experience of target groups.** All PR materials should be written directly to meet the interests of target groups. Research should be conducted if needs or interests are unclear. Avoid a “one-size-fits-all” approach.
- **Brand the ACB as strong, responsive, and independent.** Some misconceptions of the public about the image of the ACB can be overcome by a branding campaign that focuses on major attributes of the ACB: strong, responsive and independent. This campaign should be hard-hitting and pervasive and must utilize the media, civil society and government to tell positive, “real-life” stories about the ACB and its accomplishments

5.4. AUDIENCES, MESSAGES AND ACTIVITIES

The ACB has identified specific audiences, direct messages, and appropriate activities to guide the specifics of its communications plan. In addition, each activity is tied directly to key objectives, with monitoring and evaluation indicators designated for each.

The process for developing this logic framework was based on the initial step of identifying priority target audiences. Key audiences were chosen based on an overall assessment of public perception research, lessons learned, an understanding of where

and why corruption happens, and an evaluation of where communications activities can be most constructive.

Because each target audience has its own perspective, issues and concerns around anti-corruption, messages were subsequently developed to reach each target group specifically. Some groups, for example, will not be motivated by civic duty but may respond to messages. Once target groups and messages were developed, activities for each category were assigned. These activities can remain fluid but are a good guide for designing campaigns and developing messages to most effectively reach target groups.

Below are tables that show the primary target groups, messages, and most suitable activities for each group. Each is also linked to its key communications activities, as well as suggested M&E indicators for tracking progress of activities target at that particular group.

From these matrices, the ACB staff can easily design workplans and budgets for its upcoming activities. In addition, the matrices itself should be reviewed each year to make sure that directions still reflect on-the-ground realities.

5.5 MEASUREMENT AND EVALUATION

The M&E function of the Communications Strategy will be crucial to the success of its implementation. Collecting regular and consistent M&E data will allow the ACB to track activities, numbers reached, responses of target groups, and results of implementation of the communications strategy. Most importantly, it will allow staff and management to change and adjust activities based on feedback.

Key indicators for communications activities may include the following, based on activity/campaign being implemented, as well as their related objectives:

Corruption Prevention & Education

- How many of target group were reached by messages/campaigns?
- How many workshops were held, particularly with new audiences?
- What methods/activities were used to reach target audiences with specified messages?
- # of reports of corruption from public servants
- How many people reported increased knowledge?
- What feedback was collected from target audience?
- What was the kind/quantity of media coverage?
- What follow-up actions were reported by campaign participants?
- # of people who report that corruption affects their lives as compared to baseline
- # of partner groups provided with key messages
- What activities did partner groups do? How many people did they reach?

- How many radio programs were run? What was estimated audience?
- #/content of audience feedback letters from radio

Public Relations:

- Amount/Type of press coverage (#, positive or negative, case-related or general info re: ACB)
- # of people who have positive opinions about ACB as compared to baseline
- # of people who say they have regularly heard about the ACB as compared to baseline
- # of reports of corruption
- Staff feedback on media training
- # of hits on website/pages visited

The M&E plan will collect data based on each campaign in order to track progress. Indicators should be matched, as indicated in the preceding matrices, with specific objectives and activities. Development of the Communications M&E framework, which should consist of a few simple tools for collecting data that is stored in one central location, will be a key part of the Year 1 workplan for the Communications Strategy.

5.4.1. CORRUPTION PREVENTION & EDUCATION: TARGET GROUPS, MESSAGES, ACTIVITIES MATRIX

TARGET GROUP 1: PUBLIC SERVICE OFFICIALS, DISTRICT COMMISSIONERS AND THEIR STAFF

Primary Target Group	Communications Objectives	Key Messages <i>NOTE: ALL MESSAGES MUST INCLUDE,</i> " Report corruption today to the ACB. [Here's how/where.] If you report corruption you will be protected.	Activities To Reach Target Group	Measurement Indicators
Public Service Officials, particularly the following groups: <ul style="list-style-type: none"> • Immigration Department Officials • Police, particularly traffic police • Road Traffic Officials • MRA customs officials District Commissioners and their Staff	<ol style="list-style-type: none"> 1. Contribute to decrease in corruption among target groups, particularly public service 2. Increase accessibility to ACB's services and reporting mechanisms 3. Get ongoing feedback from target groups on how the ACB is doing 4. Increase knowledge about anti-corruption laws among target groups 	<p>Corruption laws apply to you.</p> <p>Engage in corruption and you will face negative personal consequences.</p> <p>Corruption makes organizations weak. Report corruption to help strengthen your organization.</p> <p>Report corruption, and you will be protected.</p>	<p>Tailor-made prevention workshops/training</p> <p>Newsletter content</p> <p>Brochures</p> <p>Posters</p> <p>Stickers/buttons</p> <p>Provide info to anti-corruption liaisons when provided by NACS</p>	<p>How many of target group were reached by messages?</p> <p>How many workshops were held, particularly with new audiences?</p> <p>What methods/activities were used to reach target audiences with specified messages?</p> <p># of reports of corruption from public servants</p>

TARGET GROUP 2: URBAN CITIZENS WHO INTERACT WITH PUBLIC/DISTRICT OFFICIALS

Primary Target Group	Objectives	Key Messages <i>NOTE: ALL MESSAGES MUST INCLUDE,</i> " Report corruption today to the ACB. [Here's how/where.] If you report corruption you will be protected.	Activities To Reach Target Group	Measurement Indicators
Urban citizens who interact with public officials, particularly those in the following agencies: <ul style="list-style-type: none"> • Immigration Department Officials • Police, particularly traffic police • Road Traffic Officials • MRA customs officials 	<ol style="list-style-type: none"> 1. Prevent corruption among key target groups, particularly in public service 2. Increase access to information as a tool to prevent corruption 3. Increase accessibility to ACB's services and reporting mechanisms 4. Get ongoing feedback from target groups on how the ACB is doing 	<p>Don't pay a kwacha more than the official price for a government service.</p> <p>Here's what to expect of the rules/procedures when you seek the following government service...</p> <p>Offering a bribe is a legal offence and you can be arrested if caught.</p> <p>When you see corruption, report to the ACB immediately.</p>	<p>Government services access to information campaign at public offices to include:</p> <ul style="list-style-type: none"> • Distribution of leaflets/handouts on proper procedures for obtaining gov't services • Posters (posted at government offices) • Stickers • Media awareness campaign 	<p>How many of target group were reached by the campaign?</p> <p>How many people reported increased knowledge?</p> <p>What feedback was collected from target audience?</p> <p>What was the kind/quantity of media coverage?</p>

TARGET GROUP 3: CHIEFS OF VILLAGES WITHIN 50KM OF URBAN AREAS OR DISTRICT CENTERS

Primary Target Group	Objectives	Key Messages <i>NOTE: ALL MESSAGES MUST INCLUDE,</i> " Report corruption today to the ACB. [Here's how/where.] If you report corruption you will be protected.	Activities To Reach Target Group	Departments Responsible	Measurement Indicators
Chiefs of villages within a 50km radius of urban areas	<ol style="list-style-type: none"> 1. Increase access to information as a tool to prevent corruption 2. Contribute to decrease in corruption among key target groups, particularly in public service 	<p>Anti-corruption laws have been made by the people. They apply to you.</p> <p>A bribe is a gift with a price tag. Do not attach favors or prices to any service. If you do, you will be punished for corruption.</p> <p>Serve your people. Obey the law.</p>	<p>Forums for all chiefs in high-population areas to discuss laws/cultural practices</p> <p>Media campaign focused on ACB's current/past conviction of chiefs</p>	<p>Public Education (lead) With Prosecution/ Legal in supporting role</p>	<p>How many chiefs attended?</p> <p>What feedback was collected from target audience?</p> <p>How many people reported increased knowledge?</p> <p>What follow-up actions by chiefs were reported ny anti-corruption clubs or villagers?</p>

TARGET GROUP 4: VILLAGERS WITHIN 50KM OF URBAN AREAS OR DISTRICT CENTERS

Primary Target Group	Objectives	Key Messages <i>NOTE: ALL MESSAGES MUST INCLUDE,</i> " Report corruption today to the ACB. [Here's how/where.] If you report corruption you will be protected.	Activities To Reach Target Group	Measurement Indicators
Rural Villagers, within 50km radius of urban areas	<ol style="list-style-type: none"> 1. Increase knowledge about anti-corruption laws among target groups 2. Increase perception among target groups that corruption affects their lives 3. Increase access to information as a tool for contributing to corruption prevention 4. Contribute to a decrease in corruption among key target groups, particularly in public service 5. Increase accessibility to ACB's services and reporting mechanisms 6. Get ongoing feedback from target groups on how 	<p>Corruption violates your human rights, so report every instance to the ACB. (Additional human rights messages include:)</p> <ul style="list-style-type: none"> • A healthy family is your human right. Report any corruption you see at your health clinic. • You have a right to property and security. Don't pay bribes for them. • A gift with a favor attached is a bribe to the chief. Paying bribes is illegal. • Development projects belong to you, and you have a right to speak up if they are not completed. • You have a legal right to a fair trial before the chief. <p><i>Examples of personal messages include:</i></p> <p>Corruption affects you personally. It may be reaching your home today in the following ways:</p> <ul style="list-style-type: none"> • Illegal land grabbing • Unfair distribution of fertilizer coupons • Access to medicine, nutritional supplements or other health services • Receiving a fair trial • Entrance to school for your children • Access to development projects 	<p>Partner with religious bodies/commissions to train village-based religious leaders on corruption messages for public addresses</p> <p>Work with religious leaders to issue statements/sermons simultaneously on corruption and publicize through media campaign</p> <p>Provide key priority messages to all anti-corruption clubs, CBOs working with ACB, and NICE</p> <p>Radio (consider drama; jingles if drama too costly)</p>	<p># of people who report that corruption affects their lives as compared to baseline</p> <p># of target group reached by messages</p> <p>How many religious leaders were reached?</p> <p>How many held public addresses on corruption? How many were in attendance?</p> <p># of partner groups provided with key messages</p> <p>What activities did ACC do? How many people did they reach?</p>

Primary Target Group	Objectives	Key Messages <i>NOTE: ALL MESSAGES MUST INCLUDE,</i> " Report corruption today to the ACB. [Here's how/where.] If you report corruption you will be protected.	Activities To Reach Target Group	Measurement Indicators
	from target groups on how the ACB is doing			# of reports of corruption from public servants How many radio programs were run? What was estimated audience? #/content of audience feedback letters from radio

5.4.2. PUBLIC RELATIONS: TARGET GROUPS, MESSAGES, ACTIVITIES MATRIX

PRIMARY TARGET GROUPS: OPINION MAKERS, URBAN POPULATIONS

Target Group	Objectives	Key Messages	Activities	Measurements
<p>Opinion makers, including:</p> <ul style="list-style-type: none"> • Journalists/ Media Editors • NGO leaders • MPs • Faith-based orgs • Businesspeople • Donors <p>Urban populations</p>	<ol style="list-style-type: none"> 1. Improve image of the Bureau 2. Increase awareness of the ACB's accomplishments 3. Increase accessibility to, and responsiveness of, the ACB 4. Increase awareness of services provided by the ACB (particularly in Prevention section) 	<p>The ACB is strong, active, independent, and responsive.</p> <p>The ACB is your partner in providing access to information on corruption.</p> <p>The ACB offers valuable services to organizations and individuals looking to improve accountability and transparency.</p> <p>The ABC has many accomplishments, including regular prosecution of officials and authorities involved in numerous types of corruption.</p>	<p>Create written, internal media guidelines for dealing with the press – should include review of current information limits</p> <p>Press releases on current prosecutions</p> <p>Press conferences once high-level cases are concluded</p> <p>Media “get-to-know-you” profiles of ACB officials and staff</p> <p>Redesign and publicize ACB website; include info about activities, cases, relevant laws, partners, etc</p> <p>Review of investigations reports and sharing certain non-sensitive information</p> <p>Media training for staff to make message consistent and control leaks</p>	<p>Amount/Type of press coverage (#, positive or negative, case-related or general info re: ACB)</p> <p># of people who have positive opinions about ACB as compared to baseline</p> <p># of people who say they have regularly heard about the ACB as compared to baseline</p> <p># of reports of corruption</p> <p>Staff feedback on media training</p> <p># of hits on website/pages visited</p>

VI. CONCLUSION

Communications is a crucial strategic tool in the ACB's fight against corruption. Refining and targeting its communications activities can maximize the effectiveness of advocacy, education and public outreach by building public participation in the fight against corruption and public trust in the organization's work. By using strategic principles combined with targeted messaging, which are aimed at the specific groups identified by the ACB's communications team, the organization can focus its efforts while increasing effectiveness and public awareness. The specifics of this plan may change over time, but the format can be used to ensure that all activities contribute to the overall objectives and are reaching the right people.

Influencing public opinion and stimulating increased public involvement on complex issues like corruption takes time. Making change takes consistency and commitment. Major impact will require increased resources and staff. But the ACB's communications initiatives can return their investments many-fold by helping people see how corruption impacts their lives, giving them the tools they need to fight corruption, and providing them with reasons to believe in organizations like the ACB who can hold those in power responsible for their actions.

This strategy is the one important step towards reaching that goal in Malawi.

Annex 24: ACB COMMUNICATIONS STRATEGY WORKPLAN

OVERALL ANNUAL ACB COMM PLAN WITH CAMPAIGNS AND TASKS BY MONTH													
Campaigns & Tasks/ Month	Responsible	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
URBAN HOW-TO ACCESS SERVICES CAMPAIGN													
Coordination													
Brief ACB internal management on campaign	PE/Prevention			x									
Develop campaign budget	PE			x									
Meet with FAM, Min of Ag, Immigration, Police for buy-in	Prevention/PE/Mgmt				x								
Sign MOU (or make other written understanding) with partners	Prevention/PE/Mgmt				x								
Campaign Development & Implementation													
Create production and implementation schedule for entire campaign	PE			x									
Create and implement campaign M&E plan	PE/Prevention			x				x	x	x	x	x	x
Develop tag lines and calls to action for each campaign area	PE/Prevention (with				x	x							
Create how-to leaflets for distribution	Prevention/PE					x	x						
Produce all media with specific messages and calls to action for each of 4	PE					x	x						
Roll out/implement media campaign								x	x	x	x	x	x
Media													
Inform media of campaign through contacts and press releases	PE/PR						x	x	x	x	x	x	x
Mobilize media to cover campaign	PE/PR						x	x	x	x	x	x	x
Schedule follow-up visits with media to campaign sites for feature/investigative reports	PE								x	x	x	x	x
RURAL CHIEF-VILLAGER CAMPAIGN													
Coordination													
Brief internal mgmt on campaign	PE/Prevention			x									
Determine 6 focus areas	PE			x									
Develop budget	PE			x									
Develop and implement M&E	PE			x									
Meet with ACCs, NICE, other leaders as necessary for planning and	PE				x	x	x						
Campaign Development & Implementation													
Determine media/comm tools necessary for campaign	PE				x								
Contract with media/communications providers (radio, theatre, print	PE				x								
Produce comm materials	PE					x	x						
Invite and organize leaders to attend one-day sessions	PE						x	x	x				
Make arrangements for public rallies/road shows in each area	PE						x	x	x				
Conduct events	PE						x	x	x	x	x	x	
Media													
Invite media to attend each 2-day event	PE/PR					x		x		x			
Provide support for media to cover	PE/PR						x		x		x		
Schedule follow-up visits with media to campaign sites for feature/investigative reports	PE											x	x

ADDITIONAL PREVENTION & ED ACTIVITIES														
MANEB Prevention and Press Campaign	Prevention/PE/PR				x	x								
Ongoing Support for Anti-Corruption Clubs	PE				x	x	x	x	x	x	x	x	x	x
Continued partnerships with other groups working to reduce corruption		x	x	x	x	x	x	x	x	x	x	x	x	x
Establishment of Toll-Free Hotline for Reporting Corruption	PE/Prevention with Management				x	x								
Creation and dissemination of PR materials that "advertise" ACB's Prevention services for organizations and public agencies	Prevention/PE/PR					x	x	x	x	x	x	x	x	x
PR ONGOING ACTIVITIES														
Develop annual PR budget	PR				x									
Develop M&E Plan for PR	PR				x									
Create internal guidelines for dealing with the press – should include review of current information limits	PR/Management							x						
Press releases/conferences on current prosecutions (as needed basis)	PR/Director													
Press conferences once high-level cases are concluded (as needed)	PR/Director													
Ongoing press relations and responses to press inquiries	PR/Director		x	x	x	x	x	x	x	x	x	x	x	x
Media "get-to-know-you" profiles of ACB officials and staff published in newsletter and on website	PR							x			x			x
Redesign and publicize ACB website; include info about activities, cases, relevant laws, partners, etc	PR/Consultant								x	x	x	x		
Success story campaign: Review of investigations reports and sharing certain non-sensitive information. Release "stories" of success in prosecutions, capacity building of organizations committed to fighting corruption, etc	PR/PE/Management							x	x	x	x	x	x	x
Media training for staff to ensure messages are consistent and control leaks	PR								x					
Representation at events (as needed)	PR/PE													
BRANDING CAMPAIGN														
Develop budget and gain approvals	PR/PE				x									
Draft TOR and creative brief	PR/PE/Prevention/Other ACB mgmt				x									
Search for and hire creative consultant/firm	PR/PE					x								
Brainstorm Concepts	PR/PE/Consultant							x						
Develop Designs and Ideas	Consultant													
Review Designs and Ideas, including pre-testing	Consultant/PR/PE								x					
Choose final designs and concepts, including pre-testing	PR/PE/Prevention/Other									x				
Print or produce pre-determined materials	PR/PE									x				
Incorporate look and feel into other campaigns and activities	PR/PE/Prevention								x	x	x	x	x	x
Officially Launch Campaign at Anti-Corruption Day	PR/PE										x			
INTERNAL COMMUNICATIONS SUPPORT ACTIVITIES														
M&E Systems Development	PR/Prevention				x	x	x							
Training for staff, particularly public relations	Management/PR													
Internal sharing/review mechanism for Communications Strategy	Management/ALL OR				x		x		x		x			x

URBAN "HOW-TO ACCESS PUBLIC SERVICES" CAMPAIGN													
Tasks/ Month	Responsible	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Coordination													
Brief ACB internal management on campaign	PE/Prevention			X									
Develop campaign budget	PE			X									
Meet with FAM, Min of Ag, Immigration, Police for buy-in	Prevention/PE/Mgmt as necessary				X								
Sign MOU (or make other written understanding) with partners	Prevention/PE/Mgmt				X								
Campaign Development & Implementation													
Create production and implementation schedule for entire campaign	PE			X									
Create and implement campaign M&E plan	PE/Prevention			X				X	X	X	X	X	X
Develop tag lines and calls to action for each campaign area	PE/Prevention (with creative consultant or partners as				X	X							
Create how-to leaflets for distribution	Prevention/PE				X	X							
Produce all media with specific messages and calls to action for each of 4 areas	PE				X	X							
Roll out/implement media campaign								X	X	X	X	X	X
Media													
Inform media of campaign through contacts and press releases	PE/PR						X	X	X	X	X	X	
Mobilize media to cover campaign	PE/PR						X	X	X	X	X	X	X
Schedule follow-up visits with media to campaign sites for feature/investigative reports	PE								X	X	X	X	X

RURAL CHIEF-VILLAGER CAMPAIGN													
Tasks/ Month	Responsible	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Coordination													
Brief internal mgmt on campaign	PE/Prevention			X									
Determine 6 focus areas	PE			X									
Develop budget	PE			X									
Develop and implement M&E	PE			X									
Meet with ACCs, NICE, other leaders as necessary for planning and support	PE				X	X	X						
Campaign Development & Implementation													
Determine media/comm tools necessary for campaign	PE				X								
Contract with media/communications providers (radio, theatre, print production)	PE				X								
Produce comm materials	PE					X	X						
Invite and organize leaders to attend one-day sessions	PE						X	X	X				
Make arrangements for public rallies/road shows in each area	PE						X	X	X				
Conduct events	PE						X	X	X	X	X	X	
Media													
Invite media to attend each 2-day event	PE/PR					X		X		X			
Provide support for media to cover	PE/PR						X		X		X		
Schedule follow-up visits with media to campaign sites for feature/investigative reports	PE											X	X

ADDITIONAL PREV&ED COMM ACTIVITIES													
Tasks/ Month	Responsible	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
MANEB Prevention and Press Campaign	Prevention/PE/PR			X	X								
Ongoing Support for Anti-Corruption Clubs	PE				X	X	X	X	X	X	X	X	X
Continued partnerships with other groups working to reduce corruption		X	X	X	X	X	X	X	X	X	X	X	X
Establishment of Toll-Free Hotline for Reporting Corruption	PE/Prevention with Management			X	X								
Creation and dissemination of PR materials that "advertise" ACB's Prevention services for organizations and public agencies	Prevention/PE/PR						X	X	X	X	X	X	X

PUBLIC RELATIONS ONGOING ACTIVITIES													
Tasks/ Month	Responsible	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Develop annual PR budget	PR			X									
Develop M&E Plan for PR	PR			X									
Create internal guidelines for dealing with the press – should include review of current information limits	PR/Management					X							
Press releases/conferences on current prosecutions (as needed basis)	PR/Director												
Press conferences once high-level cases are concluded (as needed)	PR/Director												
Ongoing press relations and responses to press inquiries	PR/Director		X	X	X	X	X	X	X	X	X	X	X
Media "get-to-know-you" profiles of ACB officials and staff published in newsletter and on website	PR						X			X			X
Redesign and publicize ACB website; include info about activities, cases, relevant laws, partners, etc	PR/Consultant						X	X	X	X			
Success story campaign: Review of investigations reports and sharing certain non-sensitive information. Release "stories" of success in prosecutions, capacity building of organizations committed to fighting corruption, etc	PR/PE/Management						X	X	X	X	X	X	X
Media training for staff to ensure messages are consistent and to control leaks	PR							X					
Representation at events (as needed)	PR/PE												

BRANDING CAMPAIGN													
Tasks/ Month	Responsible	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Develop budget and gain approvals	PR/PE			X									
Draft TOR and creative brief	PR/PE/Prevention/Other ACB mgmt			X									
Search for and hire creative consultant/firm	PR/PE				X								
Brainstorm Concepts	PR/PE/Consultant					X							
Develop Designs and Ideas	Consultant					X							
Review Designs and Ideas, including pre-testing	Consultant/PR/PE						X						
Choose final designs and concepts,	PR/PE/Prevention/						X						
Print or produce pre-determined materials	PR/PE							X					
Incorporate look and feel into other campaigns and activities	PR/PE/Prevention							X	X	X	X	X	X
Officially Launch Campaign at Anti-Corruption Day	PR/PE								X				

INTERNAL COMMUNICATIONS ACTIVITIES											
Tasks/Month	Responsible	Augu		Oct	Nov	Dec	Jan	Feb	Marc	April	May
		July	st								
M&E Systems Development	PR/Prevention			x	x	x					
Training for staff, particularly public relations	Management/PR										
Internal sharing/review mechanism for Communications Strategy	Management/ALL OR Management PR/PE				x	x		x		x	



**MSc Supply Chain Management Programme
(BLIS Centre, Bolton Business School, University of Bolton)**

**At the
Malawi Institute of Management**

The University of Bolton in collaboration with the Malawi Institute of Management (MIM) is pleased to offer a new Masters program: **MSc Supply Chain Management**. The course will be based on assisted distant learning framework.

This MSc programme is accredited by the Chartered Institute of Logistics and Transport (CILT). The programme aims at addressing the need for highly educated people who can contribute to business success and competitiveness in the new economy, global market, and at the interface between logistics and business management.

Duration: 18 months

Delivery of modules:

- The normal delivery of each of the modules on this programme comprises:
 - a. Module pre-reading via WebCT
 - b. Two days workshop by the University of Bolton Tutors
 - c. 1.5 days workshop by local tutors with ongoing WebCT support

Target student numbers per cohort: 30 only

Admission Requirements:

- The entry requirement for the MSc programme in Supply Chain Management is normally a relevant university undergraduate degree or the equivalent qualification. Examples of relevant degree topics would be Business Administration, Information Systems or Technology, Accountancy, Operations Management, Human Resources Management.
- The following applicants will also will also be eligible to join the programme.
 - Holders of CIPS Graduate Diploma

Programme content and structure

Modules

Physical Supply Chain Management
Supply Chain Strategy
Procurement and Operations Management
Research Skills for Business and Management
Finance for Managers
E-business Strategy and Models
Dissertation

Assessment procedures

- Assessments reflect the wide range of approaches to teaching and learning used in the programmes.
Each module (20 credits) is assessed using different forms of coursework (eg, an essay of about 3500 words), research paper (5000 words), presentation(30 minutes including 5minutes of questions) and/or an examination (duration of 2 hours). The type of assessment components and their weightage depends on the module.
- The coursework assignment will be issued two weeks prior to the Bolton Workshop for each module. During the workshop module tutors will inform the students of the assignment criteria, and this information is also available in writing to all learners in the assignment brief. All assignments will have pre-arranged submission dates.

Resources:

- The core teaching for all the modules in this programme will be delivered by the academics from the University of Bolton. Each course module has a carefully thought through package of learning material, and study is guided via lectures, work sheets, reading lists and tutorials.
- The teaching staff from the Malawi Institute of Management will provide tutoring, laboratory and other local support needed by the students.
- WebCT, the virtual learning environment at the University of Bolton will be used extensively as the supporting e-learning technology infrastructure for this programme. WebCT is an online environment housing learning material, exercises and administrative details for the course. Students on this programme will make extensive use of the system and will be introduced to it at induction. WebCT will also serve as a communication channel (Discussion and email systems) between the students and staff at MIM and the University of Bolton.
- Students will be provided with a package of learning material for each of the modules in the MSc programme. The University of the Bolton will have final authority in the recruitment and overall management of the programme including the operation and delivery.

Fees: An equivalent of USD 9,000.00

Method of Application

Further information and application forms can be obtained from MIM using the following contact details.

1. The Executive Director
Tel: 01 710 866/ 552/017
Fax: 01 710 866
E-mail: mimexecutive@mim.co.mw

2. Hendrina Msosa (Ms)
Tel: 01 710 866/ 552/017
Fax: 01 710 866
E-mail: msosah@mim.co.mw

Completed application forms with attached **copies (Not originals)** of certificates and CVs must be received at the Institute not later than 5th **October 2007** through the following address:

The Executive Director
Malawi Institute of Management
P.O. Box 30801
LILONGWE 3

OCGAM:

Schools hail ACB for sponsorship

MEMORY MAMBA

Participating secondary schools in the ongoing Anti Corruption Bureau (ACB) football and netball trophies and quiz competition have hailed the bureau for the sponsorship.

The competition involves schools from Dedza and Ntcheu districts.

Livulezi Community Day Secondary School sports teacher Daniel Chitsulo said his school was happy that the bureau has taken its campaign to secondary schools, a thing which will help to develop the country if the students have all the necessary information concerning the effects of corruption.

"ACB should take this project to all schools in other districts of the country and I will assure you that the main aim of this campaign will be achieved," said Chitsulo.

William Nyirenda, ACB

To page 19

Schools hail ACB for sponsorship

back

Project organization sports quiz through which to sens youth corruption because a lot of attention from participants.

"The only to corruption in involve the youths ought sports would as more watch the games.

Nyirenda

As one way of fighting corruption in the country are also distributing t-shirts and golf shirt containing graft messages, said

On Saturday Ntcheu CDSS netball beat Gowa CDSS basket to 5 while in 0-0

quiz CD proceeded to the semifinals after beating Livulezi by ten points against three

the official of the offic

44 balls to participating 20 netball 20 football teams.

Two teams will qualify for inter district finals category at district will be played at the Dedza community centre ground in Dedza.

The whole project is pegged over K3.4m and is expected to end by October this year. The project is being supported by the USAID and the Malawi Olympic Committee (Moc).

Villagers say ACB inactive

by Edwin Nyirongo

The people of Hewe in T/A Katumbi in Rumphi say the Anti-Corruption Bureau (ACB) is demoralising them, accusing the anti-graft body of failure to report progress on cases they are handling.

The concern was expressed over the weekend at Hewe trading centre during activities Youth Net and Counselling (Yoneco) organised to sensitise people on the evils of corruption.

Senior principal group village headman Mteweta said the conduct of ACB was demoralising.

"When people report cases to ACB they never get feedback. People are not told about the progress of those cases and how they finish. This deters them from reporting to the institution more corruption allegations," he said.

The traditional leader said there was a lot of corruption taking place in his area because it bor-

ders with Zambia.

He said many goods enter and leave the country through dubious ways and that if the ACB bothered to inform the public on progress of the cases reported to them, people would be encouraged to report more.

"Unfortunately once the ACB gets information, it is over. They never come back to the people so how do you expect them to report more cases? ACB need to change their attitude," he said.

Yoneco project officer

Gift Mwamlima said she was pleased that people in rural areas understand evils of corruption, adding, however that there is need for more campaigns in rural areas so that corruption is completely eradicated.

She said with many development projects taking place in rural areas, there was need to make sure that messages of anti-corruption penetrate even the remotest of rural areas to sensitise the masses at grassroots level.

Annex 26: PERFORMANCE MONITORING FRAMEWORK

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
IR 10.1 Systems for Preventing Corruption Established and Strengthened	10.1.1 – IFMIS <i>Adequate hardware and software are procured for IFMIS to be implemented at target user sites the Treasury, Accountant General's Office, three regional payment offices, and two read only sites, the NAO and parliament.</i>	Approved list of equipment is procured and delivered. (Yes or No)	C&A reports	Quarterly, upon selection of successful bidders and delivery of equipment.	Accountant General approves the procurement of hardware and software.
	10.1.2 – Procurement <i>Number of GOM procurement staff trained</i>	Number of GOM employees who attend self-standing course on procurement	C&A and ODPP Training reports	Quarterly	

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.1.3 – Procurement <i>Malawi institution offers high level professional procurement training</i>	At least one institution is formally offering a sub-specialty in procurement in their official program.	Polytechnic Blantyre Course Enrollment Official university program	Quarterly	An established Malawian institution(s) of higher learning accepts to establish a sub-specialty.
	10.1.4 Procurement <i>Percent of unqualified procurement audit reports increases</i>	Procurement audits of selected procuring entities (having received C&A training) return positive findings ⁴⁵	C&A monitoring & reporting ODPP monitoring & reporting	Quarterly Bi-Annually Intermittent	NAO hires and retains adequate trained staff to conduct procurement audits
IR 10.2 Oversight Institutions Effective and Independent	10.2.1 – NAO <i>Speedier submission by NAO of Annual audit report to National Assembly</i>	NAO will complete Government Audit Reports for FY2004, FY 2005, and FY2006 before the end of the Task Order. ⁴⁶	NAO and National Assembly Budget & Finance Committee Review of reports available at NAO and National Assembly	Annually	NAO has the will and capacity to produce timely audit reports. AG submits financial reports to NAO in timely manner.
	10.2.2 – NAO <i>Number of staff trained</i>	Actual number of auditors that followed a self-standing training program in audit techniques, computer training and/or IFMIS	NAO and C&A trainers & subcontractors Training reports	Quarterly	Appropriate NAO staff are available for training

⁴⁵ The NAO does financial audits of Ministries and includes procurement units. But this is not sufficient to serve as a source for the indicator. C&A would have to ask the NAO to focus on procurement units. Source: Einar Gorrissen, SIDA LTTA

⁴⁶ By law, the Annual Report is to be submitted to the National Assembly within 6 months after end of GOM FY

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.2.3 – NAO <i>NAO on-line with IFMIS</i>	NAO is on-line with IFMIS and has read-only access to government financial reports. Unit of Measure: Yes or No	NAO and Accountant General's Office Observation of C&A Technical Staff	Quarterly-upon installation of equipment at NAO	AGO allows NAO to have read-only access to IFMIS financial reports.
	10.2.4 – M&E <i>Number of GOM staff trained in M&E</i>	Actual number of GOM employees who attend a self-standing course in M&E	M&E and C&A trainers & subcontractors	Quarterly	Appropriate M&E staff are available for training
	10.2.5 – M&E <i>Number of public relations and outreach events supported</i>	Events include Website development, hearings, press conferences, publications, television, radio spots	MEPD Data	Quarterly	M&E staff has the will and capacity to produce public relations and outreach data and willing to report on its findings.
	10.2.6 – Civil Society Increase in the number of Malawians participating in anti-corruption activities	AC Activities: participation in advocacy campaigns, testifying before parliamentary committees, writing letters to the editor or decision-makers, attending civic education	C&A monitoring & reporting Corruption surveys Surveys by civil society organizations funded under the small grants program SUNY monitoring & reporting	Quarterly Annual Quarterly	Data is available from Afrobarometer and IFES surveys.
	10.2.7 – Civil Society CSOs integrated into Civil Society Action Against Corruption Coalition	Coalition is registered with GOM Unit of measure: Yes or No	Minutes and reports from Civil Society Action Against Corruption Meetings Observation of C&A Technical Staff	Quarterly	CSOs are interested in forming and actively engaged in an anti-corruption coalition.

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.2.8–Media <i>Media Council established</i>	The Media Council is officially registered with GOM Constituent Assembly records. Unit of measure: Yes or No	C&A Media/newspaper reports US Embassy PAO monitoring	Quarterly Intermittently	Media Council stakeholders agree to revive the council.
	10.2.9 Media <i>Number of journalists trained in thorough researched investigative reporting of a) fiscal mismanagement, b) anti-corruption issues</i>	Number of broadcast journalists and producers and print journalists and editors	IFES & C&A Training reports	Quarterly	Media houses allow their journalists to attend training.
	10.2.10 – Media <i>Media Council establishes a system of accreditation for journalists</i>	Accreditation system is developed and agreed upon by Media Council Unit of measure: Yes or No	C&A Reports Media Council Reports	Quarterly intermittently	Media Council is established
	10.2.11 – Media <i>Demonstrated advocacy by media in favor of AIB</i>	Number of events, articles sponsored or placed by media associations supporting AIB	C&A Reports	Quarterly	
	10.2.12 – Media <i>Adoption of a Code of Ethics by journalists</i>	Code of Ethics formally agreed to by journalists Unit of measure: Yes or No	IFES & C&A Training Reports	Quarterly	Journalists receiving training agree to adopt a code of ethics

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
IR 10.3 Systems of Enforcement and Deterrence in Place and Functioning Effectively	10.3.1 – Legal Skills <i>Number of GOM staff trained</i>	Number of GOM agency personnel, including senior- and middle-level management	Chancellor College Faculty of Law Number of certificates awarded; training records	Quarterly	C&A and Chancellor College Faculty of Law identify a consultant to conduct the training. C&A and the consultant sign a consulting agreement.
	10.3.2 – Legal Skills <i>Number of law students on vocational placement in key GOM entities.</i>	Number of law graduate interns applying for and being accepted by selected GOM entities	C&A Monitoring Reports	Quarterly	Law students interested in internships. GOM entities interested in having interns.
	10.3.3 - Legal Skills <i>Legal precedents set standards for civil servants</i>	Test cases filed challenging administrative law decision-making	C&A/Chancellor College Reports	Quarterly	Chancellor College identifies 15 test cases
Cross-Cutting	10.4 – Cross-Cutting <i>Sovereign Credit Rating</i>	SCR mission implemented	Ratings agency to be sub-contracted by C&A	Annually	GOM demonstrates its commitment to having an SCR by designating and empowering adequate leadership for the process. C&A negotiates and signs a sub-contract with a SCR Agency.