



ACB Anti-Corruption
Bureau, Malawi

STRATEGIC PLAN

**“Enhancing Public Trust and
Participation in the Fight
Against Corruption”**

2020 - 2024

Vision

An institution that promotes integrity and good governance in attaining a corruption free Malawi

Mission

Spearheading the fight against corruption in Malawi through prevention, education and law enforcement

Core Values

In the execution of its mandate, the Bureau shall uphold and espouse the following core values:

INCLUSIVENESS

We shall at all times seek to promote open participation in our programming, partnerships and networking

QUALITY SERVICE DELIVERY

We shall deliver services to our clientele in an efficient, effective and independent manner.

PERSONAL AND PROFESSIONAL CONDUCT

We shall at all times perform our duties with the highest degree of integrity, honesty, competence, commitment, due diligence and without compromising on confidentiality

GOOD STEWARDSHIP

We shall be prudent in the use of resources and exemplary in the management of the institution

INNOVATION, LEARNING AND RESOURCEFULNESS

We shall aim at achieving much with less, ensuring value for money and striving for creativity and continuous improvement in the conduct of our business, always adapting to changing needs and circumstances

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Above all, the Director General is grateful to its stakeholders for their support of the strategic planning process. The stakeholders were generous with their time and technical inputs in the formulation of the Strategic Plan.

ABBREVIATIONS/ACRONYMS

ACB	Anti- Corruption Bureau
ACC	Anti- Corruption Clubs
ACHPR	African Charter on Human and People’s Rights
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CDF	Constituency Development Fund
CPA	Corrupt Practices Act
CPIA	Country Policy and Institutional Assessment
CRC	Civil and Political Rights
CSO	Civil Society Organisation
DDF	District Development Agency
DDG	Deputy Director General
DG	Director General
DFID	Department for International Development
GoM	Government of Malawi
FBO	Faith Based Organisation
FIA	Financial Intelligence Authority
HIV/AIDS	Human Immono Deficiency Virus/Acquired Immuno Syndrome
HQ	Headquarters
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICAR	International Centre for Asset Recovery
ICC	Institutional Integrity Committee
ICCPR	International Covenant on Civil and Political Rights
ICT	Information Communication Technology
IPOR	Institute of Public Opinion and Research
LAPA	Local Authority Performance Assessment
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MDAS	Ministries, Departments and Agencies
MGDS	Malawi Growth and Development Strategy
M&E	Monitoring and Evaluation

MMR	Maternal Mortality Rate
MoU	Memorandum of Understanding
MRA	Malawi Revenue Authority
NACS	National Anti-Corruption Strategy
NGOs	Non- Governmental Organisational
NMR	Neonatal Mortality Ratio
PESTEL	Political, Economical Social Technological, Ecological/Environmental Factors and Legal
PPDA	Public Procurement and Disposal of Assets Authority
PFP	Policy Framework Paper
PVN	Private Network
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SP	Strategic Plan
SONA	State of the Nation Address
SWOT	Strength, Weakness, Opportunity Threats
RBM	Reserve Bank of Malawi
TI	Transparency International
UDHR	Universal Declaration of Human Rights
UNCAC	United Nations Convention against Corruption
UN	United Nations
US	United States



STATEMENT BY THE DIRECTOR GENERAL

I am pleased to present the 2020 – 2024 Strategic Plan that will be implemented under the theme ‘Enhancing Public Trust and Participation in the fight against Corruption’. The Plan comes at a time when public trust in the Bureau is wavering and needs to be restored and sustained. The Plan also comes at a time when corruption is viewed by the majority of Malawians as a serious problem, which is undermining development endeavours of the country. The Plan is built on the successes and limitations of the 2012 – 2017 Strategic Plan of the Bureau and is aligned to the National Anti-Corruption Strategy II, Malawi Growth and Development Strategy III and the Sustainable Development Goals.

I note with satisfaction that the Plan was developed using a highly participatory process involving a cross section of the Bureau’s stakeholders. It also benefited from extensive literature review, which included drawing on the experiences, lessons and best practices from similar anti- corruption bodies around the world.

Moving forward, it is pleasing to note the commendable strides that the Bureau has made over the last five years. These strides include raising awareness on the nature and effects of corruption, forging partnerships with like-minded entities, establishing institutional integrity committees in various Government Ministries, Departments and Agencies, investigating and prosecuting high profile cases, and sustaining the commitment of a dedicated staff.

Over the years, the Bureau has learnt that it cannot win the fight against corruption on its own. Therefore, we will aim to forge sustainable and mutually beneficial partnerships with a cross section of stakeholders in every aspect of our work. This will ensure that the different aspects of our mandate are fully supported. Notwithstanding the involvement of various stakeholders in the execution of our work, I am mindful of the fact that as a Bureau, we are expected to drive the implementation of this Strategic Plan.

I am hopeful that the spirit of engagement which characterised the development of this Plan will continue during its implementation to ensure the success of the Bureau, and ultimately, advancing the well-being of all Malawians.

Reyneck MATEMBA
DIRECTOR GENERAL

EXECUTIVE SUMMARY

This 2020 – 2024 Strategic Plan has been developed following the expiry of the 2012 – 2017 Strategic Plan and is intended to guide the Bureau in implementing its mandate of fighting corruption. The Plan reflects the Bureau’s desire to remain relevant and effective in a rapidly changing operating environment.

The process of developing the Plan was conducted in a highly participatory manner, involving a cross section of stakeholders from the Executive, Parliament, Judiciary, Private Sector, Civil Society Organisations, Faith Based Organisations, Traditional Leaders and ACB staff. It entailed carrying out an evaluation of the 2012 – 2017 Strategic Plan to ascertain the extent to which its objectives were met. It also entailed carrying out an assessment of the operating environment to provide a basis for the strategic issues identified and to inform the Bureau’s strategic response.

In general, the Bureau has made some commendable strides since it began its operations in 1997. Despite well-intentioned efforts to fight corruption, the situation analysis undertaken to support the development of this Strategic Plan has confirmed that corruption remains a serious threat to the development agenda of the country, as significant resources continue to be diverted from their intended purposes.

Strategic Issues

The key strategic issues emanating from the assessment of the 2012 – 2017 ACB Strategic Plan and the environmental scan are as follows:

- 1. Public Service Delivery is generally of low quality and fairly limited in terms of access, creating opportunities for corruption.**
- 2. Weak enforcement of existing anti-corruption laws resulting in a culture of impunity.**
- 3. Increasing levels of dishonesty is a key driving force for corruption.**
- 4. Weak institutional capacity is limiting the Bureau’s ability to deal with issues of corruption.**
- 5. Inadequate monitoring and evaluation mechanisms are making it difficult to measure progress in the fight against corruption.**

Strategic Goals

The strategic goals to be pursued over the next five years are as follows:

- 1. Improved Public Service Delivery**
- 2. Strengthened enforcement of anti-corruption laws**
- 3. Increased intolerance to Corruption**
- 4. Strengthened Institutional capacity**
- 5. Strengthened monitoring and evaluation**

Overarching Goal

The strategic goals, will be pursued with an overarching goal of ‘reduced corruption levels in Malawi’, which has been retained from the Bureau’s 2012 – 2017 Strategic Plan, as it is still relevant and attainable. In this regard, the Bureau will seek to achieve a Transparency International (TI) index rating of 36¹ by the end of the Plan period.

¹ TI conducts country ratings on corruption annually. The ratings are out of 100. A rating of 100 means the country is clean in terms of corruption, while a rating of 0 means a country is extremely corrupt.

1.0 INTRODUCTION AND BACKGROUND

1.1 Origin of the Bureau

The Anti-Corruption Bureau was established under the Corrupt Practices Act (Cap 7:04 of the Laws of Malawi), as an independent body to lead efforts in the fight against corruption. It has its origins in the Republican Constitution adopted in 1995, which provided for the establishment of institutions that could promote accountability, transparency, personal integrity, financial probity, respect for the rule of law and human rights. Consequently, the Bureau was established under Section 4 (1) of the CPA. It consists of the Director and Deputy Director, hereafter referred to as the Director General and Deputy Director General respectively and other officers appointed under Section 9 of the Act.

1.2 Mandate and Institutional Set Up of the Bureau

The Bureau is mandated under the Corrupt Practices Act to perform four major functions of Corruption Prevention, Public Education, Corruption Investigations and Corruption Prosecutions. Corruption prevention entails working with public and private institutions in developing corruption prevention strategies to ensure corruption is fought from within institutions. Public education entails raising awareness on issues of corruption so as to garner support for the fight against corruption. The Bureau carries out investigations on alleged suspected offences and wherever it deems appropriate and subject to confirmation by the Director of Public Prosecutions prosecutes such individuals under the CPA, Financial Crimes Act, Criminal Procedure and Evidence Code and any other relevant laws.

The Bureau has an establishment of 286 positions. Attached, as Appendix 1 is the organogram for the Bureau.

1.3 Rationale for the Strategic Plan

The Bureau's Strategic Plan sets out strategic objectives and strategies for tackling corruption over the next 5 years up to 2024. It provides a framework for responding to the challenges and opportunities facing the Bureau, as well as identifying the priorities to be tackled in the short and medium term. The plan builds on the successes of the 2012 – 2017 ACB Strategic Plan. It will be monitored on a yearly basis to ensure that it continues to be up to date with current and future needs. In developing the plan, its interaction with national policy frameworks such as the National Anti-Corruption Strategy II and strategic plans of relevant bodies in the fight against corruption were considered. A detailed Implementation Plan is presented in Appendix 2.

1.4 Strategic Planning Process

The Strategic Plan was developed in a highly participatory manner to ensure relevance and ownership. The assessment process entailed consultations with management and staff of ACB to obtain their inputs on the extent to which objectives set in the 2012 – 2017 ACB Strategic Plan were met, as well as their inputs on the issues that need to be tackled in the 2020 – 2024 Strategic Plan. The inputs on the evaluation of the 2012 – 2017 ACB Strategic Plan were limited to ACB staff due to their knowledge of the contents of the document. The environmental scan included a cross section of stakeholders in all regions of Malawi identified using a purposive sample. It included Government Ministries, Departments and Agencies (MDAs), Local authorities, the Judiciary, Parliament, private sector, Non-Governmental Organisations (NGOs), Civil Society, Faith Based Organisations, Traditional Chiefs, and Anti-Corruption Clubs (ACC). The list of stakeholders consulted is attached as Appendix 3. The consultations were undertaken using Key Informant Interviews and Focus Group Discussions that were informed by Interview/Discussion Guides, as well as PESTEL (Political, Economical, Social, Technological, Ecological and Legal) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis tools. In addition, an extensive review of documents was undertaken that included online searches on corruption related issues, as well as to capture lessons of promising practices from similar agencies. The list of documents reviewed is attached as Appendix 4.

2.0 POLICY AND DEVELOPMENT CONTEXT

2.1 International Level

At international level, the 17 Sustainable Development Goals (SDGs) set by the United Nations remain the driving force for guiding the global development agenda. The goals are broad and interdependent, yet each has a separate list of targets to achieve. Goal 16 is “Peace, Justice and Strong Institutions” and it aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” The work of the Bureau is directly linked with SDG 16, which aims at promoting the rule of law. However, given the connection between corruption and development as reflected in the National Anti-Corruption Strategy (NACS II), the fight against corruption is viewed as a key tool for accelerating development.

Malawi has ratified the Universal Declaration of Human Rights (UDHR). It has also acceded or ratified: i) the International Covenant on Civil and political Rights (ICCPR); ii) the International Covenant on Economic, Social and Cultural Rights (ICESCR); iii) the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); iv) the Convention on the Rights of the Child (CRC); and v) the African Charter on Human and People’s Rights (ACHPR). Malawi is also party to the United Nations’ Convention Against Corruption (UNCAC) and the SADC Protocol Against Corruption. The dual obligations created by the Constitution and the applicable human rights instruments are core to Malawi’s human rights based approach to development² and to the fight against corruption.

2.2 National Policy and Legal Frameworks in Malawi

2.2.1 Constitution

In 1994, after 30 years of centralised one party rule, Malawi introduced multi-party democracy and adopted a new constitution. The Constitution, which embodies fundamental doctrines for democracy and governance and is the supreme law of the land, remains largely intact, although some gaps have been identified and they are reported cases of violation. The Constitution has a comprehensive bill of rights protecting political and civil rights and social and economic rights. With reference to economic rights, section 30 of the Constitution provides for the right to development; sections 25 and 29 provide for right to education and economic activity and section 30(2) protects the right to food, health and housing as means to achieving the right to development. The CPA and other relevant legislative instruments are a means to actualizing provisions of the Constitution.

2.2.2 Malawi Growth and Development Strategy III

The MGDS III aims at building a productive and resilient nation by consolidating achievements of the earlier strategies. While Malawi has posted some commendable achievements over the implementation periods of MGDS I and II, the growth has neither

² Malawi Democratic Governance Sector Strategy

been sustained nor inclusive. According to the Malawi National Human Development Report on inclusive Growth (2015), poverty has remained pervasive especially in rural areas, among women and other disadvantaged groups³.

One of the assumptions upon which MGDS III is premised is the entrenchment and institutionalization of good governance, which includes respect for the rule of law and pursuance of social justice.

2.2.3 Policy Framework Paper

The main purpose of the Policy Framework Paper (PFP) is to provide a conceptual platform, upon which governance sector institutions, which include ACB may harness their programmes, strategies and activities in order to forge a unity of purpose in their democratic governance reform agenda. The PFP responds to the need for sector institutions to evolve a common vision and mission, and to plan, prioritise, sequence, implement, monitor and evaluate their reform programmes in an integrated, coordinated and efficient and sustainable manner with a singular aim of realizing the policy goals stated in the PFP⁴. The PFP identifies eight (8) pillars for the Democratic Governance Sector, which are Rule of Law, Human Rights, Access to Justice, Public Safety and Security, Integrity, Accountability and Transparency, Public Participation, Free and Fair Elections, and Sector-wide Inter-Agency Coordination. The pillars are mutually reinforcing and complementary. To facilitate implementation of the PFP and respond to the MGDS II, Government developed the Democratic Governance Strategy for the period 2013 – 2017⁵. The Strategy is currently under review following its expiry.

2.2.4 Legal Framework

As a consequence of the Constitution of the Republic that embodied ideals such as good governance, the Government enacted the Corrupt Practices Act of 1995, to serve as the key legal instrument in the fight against corruption. The Corrupt Practices Act is complemented by several pieces of legislation such as the Public Finance Management Act of 2003, the Public Audit Act (2003), the Public Procurement and Disposal of Assets Act (2017), the Financial Crimes Act, 2017, the Public Officers (Declaration of Assets, Liabilities and Business Interests), 2013, and Access to Information Act, 2017. Other pieces of legislation have also been enacted to safeguard the rights of citizens and to facilitate improved delivery of services, such as the Local Government Act of 1998.

2.3 National Anti-Corruption Strategy II

Recognising the threat that corruption poses to national development efforts, GoM has developed a successor National Anti-Corruption Strategy II to provide a framework for tackling of corruption in all its forms. The strategy is designed to promote good governance and improved service delivery in Malawi through a coherent and effective

³ Malawi Growth and Development Strategy III p22

⁴ Policy Framework Paper, p12

⁵ The Strategy has just undergone review and the results of the exercise are still being processed.

approach to fighting corruption. This will be achieved by concentrating efforts in the pursuit of three mutually reinforcing strategic goals of promoting improved service delivery, strengthening the rule of law and promoting a culture of integrity. NACS II is a tool which is all-encompassing to allow all sectors of society to participate in the creation of a corruption-free Malawi. This strategy builds on the foundations laid by NACS of 2008 and has been developed on a robust evidence base. The ACB Strategic Plan is aligned to NACS II.

2.4 Socio-economic profile of Malawi

Malawi is one of the least developed countries. Agriculture remains the country's main foreign exchange earner with tobacco, sugar, tea, coffee and cotton as the major export products followed by manufacturing and tourism. Being agro-based, Malawi is vulnerable to weather-related shocks and declining natural resources. Efforts to diversify the economy to other sectors such as industry, mining and tourism have not been effective because of poor infrastructure.⁶

Although, the economy has been growing at a positive rate of 6% over the last decade, largely due to the good performance of MGDS I, this positive growth has not benefited the majority of Malawians, as evidenced by worsening poverty levels. The development interventions thus far have not been able to reduce poverty significantly such that 50.7% of the population is still living under the poverty line of below 1 US\$ a day. Between 2012 and 2017, the inflation rate was stable, but relatively high at 20%, but it is now in single-digit levels hovering around 9.6%⁷ as of October, 2019. The bank lending rates remain high at 22% making borrowing costly for small-scale businesses.⁸

Unemployment was at 5.4%⁹ in 2018. Unemployment is more common among females than males due to low levels of literacy, customs and religious values. Unemployment is also highest among the youths.

Substantial progress has been made by Malawi in addressing the health condition of its people. In this regard, there has been an improvement in health indicators. There is a steady decline in the maternal mortality ratio (MMR), which was estimated at 439/100,000 live births in 2016, down from 675/100,000 in 2010. Despite the progress, Malawi's MMR and neonatal mortality rate (NMR) are among the highest in Sub-Saharan Africa¹⁰.

Malawi achieved four out of eight Millennium Development Goals (MDGs). Two of the goals met were; reducing child mortality and combating HIV and AIDS, Malaria and other diseases. Despite making progress in addressing the health of its people, Malawi continues to hold a high burden of disease, including HIV/AIDS, respiratory infections,

⁶ Malawi Growth and Development Strategy III p35

⁷ National Statistics Office

⁸ Malawi Growth and Development Strategy III p35

⁹ National Statistics Office

¹⁰ Health Sector Strategic Plan (2017-2022) p6

malaria, diarrhea diseases and perinatal conditions. Furthermore, while Malawi continues to struggle with reducing its communicable diseases burden, it is now faced with growth in non-communicable diseases and its impact¹¹.

The high burden of disease responsible for the high premature loss of life arises largely because of the conditions in which people are born, grow, live, work and age. A significant proportion of Malawi's population suffers from extreme and persistent poverty. 68.8% of the population lives below the USD1.25 and 81.4% below USD2.00. Household income is not only low, but the distribution is also relatively flat with only a small proportion of households possessing significant spending power.

The challenge for institutions such as the ACB is how it can fulfill its mandate in a resource- constrained setting, where there is severe competition for resources.

2.5 Political Profile of Malawi

Malawi is one of sub-Saharan Africa most densely populated countries, with a population currently standing at 17 million. The country embraced multi-party democracy in June 1993, which was followed by elections in 1994. Malawi is a republic, with a president, who is both head of state and government and is directly elected for five years, and may be re-elected for one further five-year term. Malawi has a unicameral parliament, the National Assembly. Its 193 members are elected by popular vote from single member constituencies for a term of five years. It has a Judiciary, which is largely independent.

Malawi is divided into three administrative regions namely north, central and south, which are further divided into 29 districts. The districts are further subdivided into Traditional Authorities, each comprising groups of villages that constitute the smallest administrative units. Politically, districts are subdivided into constituencies, which are the smallest political administrative area, represented by Members of Parliament.

Malawi came up with a Decentralisation Policy and a Local Government Act (1998) to facilitate devolution of authority from central level Government Ministries to Local Councils who would then take charge of delivery of key services to the population. There are a total of 40 City, Municipal, Town and District Councils in the country. The Councils are divided into wards, each one with a councillor as the people's representative. The wards are further divided into areas managed by committees. The challenge with ACB is how to effectively tackle corruption spanning all levels of the stated political and administrative influence.

¹¹ Health Sector Strategic Plan, p8.

3.0 SITUATION ANALYSIS

3.1 Introduction

Corruption continues to be a national, regional and global challenge and a major factor undermining development efforts. In order to root out the cancer of corruption in Malawian society, GoM has adopted a 'zero tolerance stance' towards corruption. As Government's lead agency in the fight against corruption, the Bureau has over the years, developed and implemented a number of strategies designed to prevent and contain corruption. Despite well-intentioned efforts to fight corruption, the situation analysis undertaken to support the development of this Strategic Plan for ACB confirmed that it remains a serious threat to the development agenda of the country, as significant resources continue to be diverted from their intended purposes. The situation analysis considered surveys undertaken by ACB to assess the state of governance and corruption in Malawi in 2010 and 2013, and a survey undertaken in 2019 by the Institute of Public Opinion and Research (IPOR). It also considered results of surveys undertaken by Transparency International, World Bank and Afrobarometer, as well as views of a cross section of stakeholders consulted during the environmental scan.

3.2 The Status of the Fight against Corruption

The Bureau is aware that the fight against Corruption has yielded mixed results over the years, as shown in indices provided by Transparency International. The average from 2007 to 2018 out of 100¹² has been about 32. There has been a minimum of 27 points in 2007 and a maximum of 37 points in 2012 (refer to Table 1 below). This shows that Malawi's efforts to fight corruption have not yielded significant results. The stagnation in scores shows that corruption remains a major obstacle to the socio-economic development of the country.

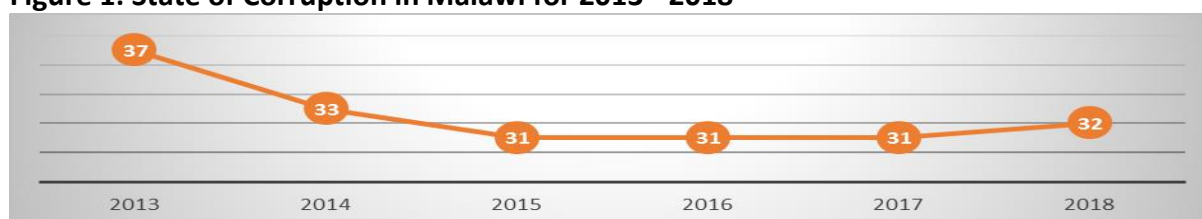
Table 1: Transparency Indices

DATE	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
VALUE	32	31	31	31	33	37	37	30	34	33	28	27

Source: Transparency International: 2018

Transparency indices for Malawi are depicted in Figure 1 below.

Figure 1: State of Corruption in Malawi for 2013 - 2018



Source: Transparency International, www.transparency.org

¹² 100 – Highly Clean; 0 – Highly Corrupt

3.3 Country Policy and Institutional Assessment (CPIA)

Based on the World Bank's Country Policy and Institutional Assessment (CPIA)¹³ Malawi is also rating poorly. During the period between 2013 and 2018, Malawi's CPIA on transparency, accountability and corruption has been below average: between 2013 and 2016, Malawi's CPIA on transparency, accountability and corruption stood at 2.9 and dropped to 2.8 in 2017 before falling even further to 2.5 in 2018 (Table 2 below).

Table 2: Country Policy and Institutional Assessment (CPIA) for Malawi on Corruption, 2013-2018

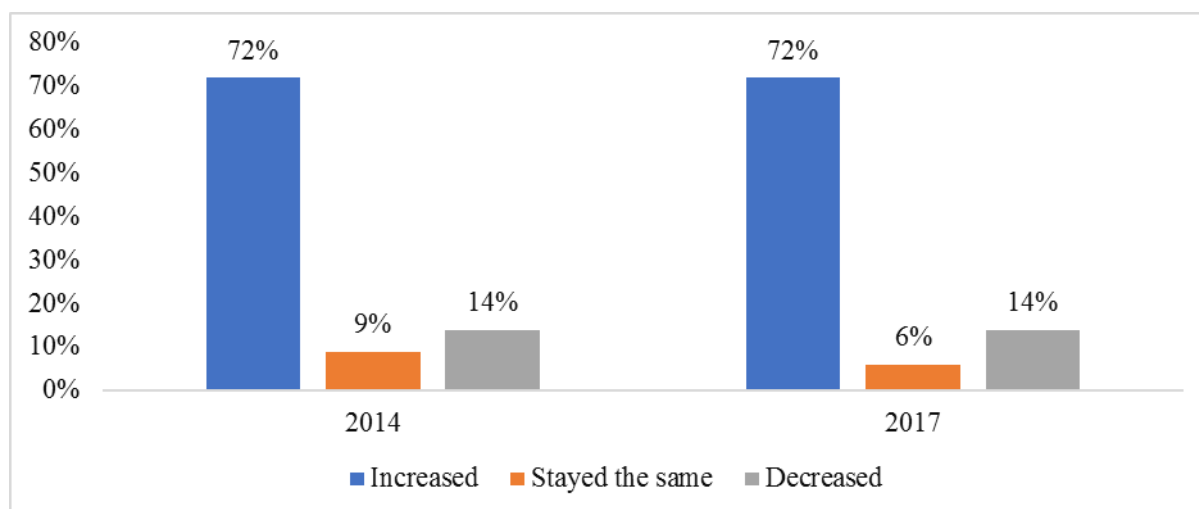
Year	2013	2014	2015	2016	2017	2018
CPIA Score	2.9	2.9	2.9	2.9	2.8	2.5

Source: World Bank, www.data.worldbank.org

3.4 Afrobarometer Survey

The Afrobarometer survey data, which assesses political, social and economic issues across Africa, has conducted two surveys in Malawi, during the period under review (2012-2018), the first in 2014 and a second one in 2017. Figure 2 shows that most Malawians hold the view that corruption was on the increase, both in 2014 and 2017¹⁴.

Figure 2: Public Perceptions of trends in Corruption in Malawi, 2014 and 2017



Source: Afrobarometer, www.afrobarometer.org

¹³ The CPIA assesses various issues, with corruption being measured together with transparency and accountability. CPIA rates countries on a scale of 0 to 6, 0 being worst and 6 indicating progress.

¹⁴ IPOR, State of Corruption in Malawi, 2019

3.5 Efficacy of the Government's Strategy in the Fight against Corruption

- 1. There is a strong belief that the overall efficacy of the government's anti-corruption strategy has dramatically declined. While in 2010, 59% of the respondents in a Corruption and Governance Survey said that it was effective, only 35.5% indicated as such in 2013. This is a substantial decline especially when one considers that in its 2006 baseline survey as many as 75% of the respondents deemed the government's anti-corruption strategy effective. The 2013 survey results clearly show that confidence in the government's anti-corruption strategy has been substantially eroded over the years.**
- 2. The 2019 Corruption Survey undertaken by IPOR found the same institutions to have performed well in the fight against corruption as in 2013. More Malawians (86%) think the media has been effective in fighting corruption followed by faith-based organizations (76%), civil society organizations (74%), Academics (63%), Malawi Defense Force (60%), Judiciary (58%) and the youth (56%). The results are similar to what was reported in 2013 when these same institutions were rated highly in combating corruption. The media was at (73.6%); churches/religious organisations (72.6%); Non-Governmental Organisations (61.1); academicians and teachers (60.9%). The results were also the same to those that were reported in 2010 when the media and the churches/religious organisations have more or less retained the levels of performance recorded in 2010 at 74% and 72% respectively.**
- 3. Although, the 2019 IPOR survey shows an improvement in the rating of ACB at 58% from 50.5% in 2013, it is still lower than 73% it had in 2010.**
- 4. The 2013 Corruption and Governance Survey showed that there is generally high levels of understanding among ordinary citizens and public officials about where to report corruption. There is however a challenge when it comes to the processes for reporting corruption. There is reluctance to report corruption for various reasons, the most notable being there would be no enforcement; investigations would not be made; process is too complex; and case may not be proved. The 2019 Corruption Survey undertaken by IPOR confirmed the same pattern with 76% of Malawians saying they fear risk of retaliation compared to 24% of Malawians who said they can report corruption without fear.**

3.6 Environmental Scan

To support our new strategic direction, the Bureau undertook an environmental scan using PESTEL and SWOT, which are acronyms which stand for Political, Economical, Social, Technological, Ecological/Environmental factors and Legal, and Strengths, Weaknesses, Opportunities and Threats respectively. PESTLE helped the Bureau capture trends in the operating environment, which could impact positively or negatively on the fight against corruption in general and on the Bureau in particular. As we define a new strategic direction for the next five years (2020-2024), we are mindful of our strengths and weaknesses as they are within control. We aim to make the most of our strengths and eliminate the weaknesses. On the other hand, we aim

to exploit our opportunities, while putting in place mitigating measures to address the impact of threats on the Bureau.

3.6.1 Results of PESTEL

CATEGORY	ISSUES	EFFECTS
Political	Independence of ACB continues to be a concern among many stakeholders	Reduces the ability of the Bureau to pursue cases rationally and objectively
	Low political will	- Laxity in dealing with staff involved in corruption - Negatively impacts on funding - Support for IICs is inadequate
	Party funding is not transparent	Could lead to state capture
	Political changes in key donor countries	Reduction in funding for Africa and less support for the cause of good governance
	Sustainable Development Goals (SDGs) and its effect on allocation of resources	- Increased support for good governance from UN agencies through SDGs - Improved impact on livelihoods of citizens from concerted actions directed by SDGs
	ACB is expected to contribute directly to SDG 16 and indirectly to all the other SDGs	Increased government commitment to issues of good governance and service delivery through MDGS III
	Lack of separation of state and party affairs	Leads to instances of misuse of public resources
Economic	Deepening levels of poverty	Crime may increase including corruption and fraud
	Poor economy	Low pay – increasing vulnerability of employees in public entities
	Weak financial controls, including ineffective governance systems in the public sector	Contributing to cashgate type corruption in the public sector
	High perceptions of corruption in the country	Declining confidence in the ACB
	Weak procurement procedures and systems in the public sector	Contributing to ‘maizegate’ and ‘police rations’ type corruption
	Fiscal constraints	ACB negatively affected by dwindling resources from the Treasury

CATEGORY	ISSUES	EFFECTS
	Lack of predictable and/or consistent funding for the ACB	Difficulty in planning affecting implementation of ACB programmes
Social	Rapid population growth	A threat to service delivery to the population given limited resources
	Collapsed moral fibre of the country	Increased cases of corruption
	Mandate of ACB not fully understood by some stakeholders	- Cases mis-reported to the Bureau - Contributing to poor image of the Bureau
	Culture of secrecy	Negatively impacts on reporting of cases
	Culture of nepotism	Difficult to discipline cronies
Technological	Advancement in technology – mobile, social media, increased access to information	Can enhance information dissemination and service delivery
	Availability of software to facilitate automation	Can enhance processing and storage of data and cases and management of human resources, inventory, and fleet
Ecological	Climate change	- Droughts and weather-related shocks resulting in increased vulnerability and poverty - Diversion of resources required for the Bureau's work
	Deforestation due to illegal logging	Permits dubiously awarded
Legal	Strong constitutional framework	- Enjoyment of rights/freedoms - Nurturing of responsible citizenship - Provides foundation for the establishment of the Bureau
	CPA review on independence of Bureau	More open recruitment of the Bureau's Director General, although there is room for further improvements
	Existence of strong accountability institutions – Malawi Human Rights Commission, Ombudsman, Public Officers Asset Declarations, Financial Intelligence Authority, Legal Aid Bureau, etc.	- Greater adherence to the rule of law - Enhanced enjoyment of rights/freedoms - Greater accountability by duty bearers, which could reduce

CATEGORY	ISSUES	EFFECTS
		corruption and fraud
	• Low and selective enforcement of laws	• Reduced confidence levels in the legal system
	• Disrespect of laws/impunity/abuse of legal system	• Social anarchy
	• Low legal literacy • Low understanding of the laws	• Failure to vindicate rights • Poor adherence to the rule of law
	• Low access to justice	• Failure to vindicate rights • Vulnerable members of society victimized by those with power and authority
	• High credibility of the Judiciary	• Facilitates access to justice

3.6.2 Results of SWOT

A. Strengths and Weaknesses

STRENGTHS	WEAKNESSES
1. Legislation a) Strong legislation to fight corruption (CPA, Financial Crimes, Asset Declaration, ATI, etc). The CPA also provides for investigation of cases incidental to corruption. b) CPA provides for competitive and transparent recruitment of the Director General. 2. Internal Policies and Procedures a) The Bureau has tools that regulates operations, such as internal policies, Code of Conduct, Bureau Standing Orders, Client Service Charter, Conditions of Service, etc. 3. Corruption Prevention Instruments a) The Bureau has a range of instruments that it uses to assist various institutions to combat corruption such as Corruption and Fraud Prevention Policies, Integrity Tests, etc. 4. Capacity a) The Bureau has well trained work force with relatively low staff turnover. For example, the Bureau was able to retain lawyers over the life of the SP and consequently it is able to handle big cases on its own. b) Carries investigations using a prioritization matrix, which has improved quality of investigations and usage of resources. c) Bureau has capacity for forensic investigations, as its Forensic Unit is now operational. d) Bureau has an e-library for access to electronic materials. e) ACB has Website, which informs the public on activities it is	1. Internal Policies, Procedures and Systems a) Although criteria for selecting cases for investigations is in line with best practices, the Bureau is not effectively tackling petty corruption, which is affecting a significant number of the citizens in the country. b) Bureau Standing Orders and Code of Conduct/Ethics are inadequate. c) Recruitment policy not aligned to the needs of the Bureau in the area of investigation, as it has been unable to attract finance and ICT cadres. d) Integrity tests on officers are not undertaken at recruitment or during probation. e) Risk management framework lacking to guide internal control efforts. 2. Capacity a) Although, the Forensic Unit is now operational, its maintenance is likely to be a challenge due to expensive licenses required for various gadgets and some staff such as Prosecutors not familiar with its processes. b) Staff in the Investigations Department and the Prosecutions lack specialized training, especially in ICT related financial crimes and development projects which take up huge sums of money. There is need for continued exposure to money laundering, asset recovery, property management, and forensics and advocacy skills. c) Rapid Response Team within the Bureau has not worked as envisaged. d) The Bureau has had a challenge financing its partners, in the areas of corruption prevention and public education. e) Capacity to undertake research on corruption issues is inadequate as well as targeted follow-up research in the wake of the 5-year Governance and Corruption Surveys.

STRENGTHS	WEAKNESSES
implementing. f) Current organogram has provided career mobility for staff and hence improved staff motivation. 5. <i>Geographical presence</i> a) The Bureau has offices in all four regions (Lilongwe, Mzuzu, Blantyre and Zomba).	3. <i>Monitoring and Evaluation</i> a) M&E Unit lacks the requisite tools such as the M&E Framework to undertake its work. b) Staff in the Unit lack the requisite capacity and numbers to address the demands of monitoring and evaluating NACS II and it's SP. 4. <i>Case Management</i> a) Electronic case management system within the Bureau has yet to be implemented making it difficult to track and report on cases. b) No powers to arrest without a warrant when there is probable cause slows down operations. c) Prioritisation of cases has brought about a disconnect between Public Education and Investigations, as the former is struggling to convince those affected by petty corruption on why their cases are not being prioritized. d) Various stakeholders have bemoaned that lack of feedback from ACB on complaints lodged or information provided. 5. <i>Infrastructure, Facilities and Equipment</i> a) Bureau does not have a purpose built office. b) Toll free line no longer functioning compromising reporting of cases. c) The Bureau does not have an adequate number of vehicles. A number of vehicles are old and costly to maintain. d) The Bureau has a challenge to keep seized assets. Current practices have led to degradation of the assets. 6. <i>Outreach Programmes</i> a) Bureau has not fully embraced social media for its interface with various stakeholders. 7. <i>Procurement</i> a) The PPDA provides for all single sourcing procurements to be scrutinized by ACB. There are however, issues of capacity within the Bureau to undertake

STRENGTHS	WEAKNESSES
	this task.

B. Opportunities and Threats

OPPORTUNITIES	THREATS
1. Legislation b) A range of Acts are available to facilitate the fight against corruption such as the PPDA, ATI, Public Officers Asset Declaration, Financial Crimes Act, Public Finance Management Act, etc. c) Scope to review the Public Finance Management Act, Chiefs Act, Companies Act and the Employment Law to incorporate aspects to addressing emerging issues in the fight against corruption. 2. Collaborations and Partnerships a) There is still scope to roll down IICs to cost centres below HQ. There is scope to establish full time Desk officers to support IICs. b) There is scope to mainstream corruption modules in the education sector at all levels. c) The inclusion of the youth, women, academia and local government as separate pillars in NACS II provide scope for more targeted programming of these pillars by the Bureau. d) Given that there are many institutions established under various statutes to fight corruption, which include ACB, FIA, Fiscal Police, Public Officer Asset Declaration, MRA, RBM, PPDA, Ombudsman, etc. There is scope to investigate all high crimes collaboratively. e) There is scope to popularize training on corruption issues in all sectors.	1. Legislation a) Amendment of the CPA on appointment of the DG has led to different appointment processes for the DG and DDG. Stakeholders see the appointment of the DDG by the President without following a competitive process as a minus. b) Low security of tenure of the Director General and Deputy Director General, resulting in high turnover, even though the CPA protects tenure of both. c) CPA not elaborate in the area of asset management. d) CPA definitions need to be expanded to include favouritism and nepotism. e) The requirement to obtain a warrant of arrest before proceeding to make an arrest is compromising the Bureaus operations. f) The law is lagging behind in terms of handling evidence from social media. g) Weaknesses in legal protection for whistle blowers h) No clear law on plea-bargaining. i) There are no mechanisms to sanction those that do not implement NACS related interventions. The CPA is not very clear in this regard. j) Protection of witnesses and informers is inadequate. 2. Judiciary a) No special court to handle corruption matters – delaying prosecution of cases. b) Judicial officers, especially at magistrate level not familiar with the CPA compromising delivery of justice. c) There is a deeply held public perception that justice is for sale. d) There are several corruption related cases that have stalled in the courts.

OPPORTUNITIES	THREATS
f) Scope to undertake mandatory risk assessments in institutions seen to be more prone to corruption. g) Scope to influence introduction of integrity testing and life style audits in public institutions. h) The inclusion of corruption issues in the Performance Contracts is a useful platform to monitor and evaluate effectiveness of anti-corruption efforts in the public service as independent evaluators are engaged to assess performance of such entities. i) Scope to use various tools in the public service to enhance the fight against corruption i.e. service charters, codes of conduct, rights based programming, etc. j) There is scope to use NICE structures to engage the public in the fight against corruption as it has structures at grassroot level. k) There is scope for ACB to accredit CSOs to take on a greater role in public education, while it focuses on quality control, monitoring, and message development. l) The ACB can exploit regulatory bodies in terms of harnessing their expertise to identify potential corrupt elements in their sphere of influence, e.g. National Construction Industry Council, Malawi Energy Regulatory Authority, etc. m) Scope for the ACB to harness data from service user committees established in various service delivery entities such as public hospitals, education, judiciary, etc. n) The Ministry of Justice and Constitutional Affairs has established an Asset Forfeiture Unit that will assist in asset recovery. o) ACB has signed MoUs with several institutions, which it can exploit fully to combat corruption 3. Case Management a) The Electronic Case Management System installed by the Judiciary has potential to expedite trial of corruption related	Time limits may be required. 3. Funding of the ACB and National Integrity Pillars a) Funding modality not in sync with the operations of the Bureau. This has had a negative impact on sting operations and leakages of operational details. In addition, funding is erratic. The Bureau would like to retain at least 50% of the Budget for operations. b) There is inadequate funding to IICs in the public sector, notwithstanding 1% allocation for Government MDAs. c) ACB did not have budget arrangements for activities to implement the NACS, including the National Integrity Committee. This entails that the financial support towards fighting corruption is inadequate. 4. Political Interference a) Political pressure from the Executive, Parliament and opposition. 5. Coordination Mechanisms a) Poor coordination between the Bureau and entities that are fighting corruption. 6. Public Perception on Corruption Issues a) Corruption and perception of corruption is perceived as getting worse by the general public. b) Public trust in the Bureau has been in decline due to time it takes to conclude a case and due to policy to prioritise high value cases. c) Bureau viewed as being ineffective. d) Pressure from civil society and the media. e) The public is generally of the view that the Bureau focuses on 'small fish'. Where prosecution of high profile cases has commenced such endeavors have not yielded the intended results. f) There is a perception among stakeholders consulted that there is selective application of the law in matters dealing with investigations or prosecution

OPPORTUNITIES	THREATS
cases at High Court level. b) Scope to extend forensic orientation to the Judiciary. 4. <i>Development Partners</i> a) The Bureau has regained donor confidence. b) Donors willing to provide training to Bureau staff. 5. <i>Judiciary</i> a) Government plans to establish a Corruption Court as announced in the 2019 State of the Nation Address (SONA). However, stakeholders see a Financial Crimes Court as a more feasible option. 6. <i>Arbitration Mechanisms</i> a) There is scope for use of Alternative Dispute Resolution mechanisms (ADR) including administrative arrangements and local courts to address petty corruption. There is also scope for ACB to collaborate with the police to handle petty corruption cases as it has geographical presence in all districts. 7. <i>Research and Best Practices</i> a) There is scope for academia to undertake research on corruption issues, as more evidence-based initiatives are required to win the fight against corruption. This will also entail learning from countries that are doing well. 8. <i>Public Engagement/Awareness</i> a) Scope to incentivize people to report corruption. b) Tip-off anonymous by Deloitte 9. <i>Decentralised Structures</i> a) Scope to have Anti-Corruption Club (ACC) facilitated by district	of corruption. 7. <i>Misunderstanding of the role of ACB</i> a) The fight against corruption seen as the responsibility of the Bureau alone. b) Misunderstanding of the role of the ACB by various stakeholders leading to unrealistic expectations. 8. <i>Decentralised/Community Structures</i> a) ACC not well equipped and not properly linked to decentralized structures. Not known by the District Executive Committee. b) Local council officials not fully accountable to the general public leading to a culture of impunity in resource utilization on public projects. c) The lack of collective leadership among Traditional leaders has led to political manipulation and corrupt tendencies. 9. <i>Public Engagement</i> a) The public has a challenge on how to report corruption. b) Malawi does not have a reading culture, which necessitates face-to-face engagements, which are often expensive. c) Number of corruption complaints from rural people has declined. 10. <i>Asset Registration/Management of seized Assets</i> b) Weaknesses in asset registration compromising the fight against corruption. 11. <i>Institutional Integrity Committees</i> a) A large number of IICs are largely dysfunctional for various reasons, which include low capacity, poor composition, low funding, and transfer of IICs members. b) IICs taken as an extra curriculum activity. c) There is no institution that is providing oversight on functionality of IICs. 12. <i>Private Sector</i>

OPPORTUNITIES	THREATS
councils through IICs and not directly by ACB and aligned to decentralized structures. ACC should tap into resources at district level for its work (DDF, CDF etc). b) There is scope for ACB to continue engaging with the Media to improve the quality of reporting on corruption related issues. c) Decentralisation is providing scope for strengthening citizen participation in governance in general at local level and in holding duty bearers accountable, especially in the award of contracts for construction works in various development projects. d) There is scope to introduce life style audits and integrity tests for staff in procurement, internal audit, finance, management, and other key personnel at Council level. e) There is scope for the Local Authority Performance Assessment (LAPA) to specifically measure efforts in curbing corruption and to introduce Service Charters, Corruption Prevention Policies, etc at local authority level. f) There is need to mainstream Corruption related measures in the entire development cycle at local authority level. g) Scope to use decentralized structures to fight corruption, given the large amounts of public funds being channeled to the local authorities. 10. Civil Society/NGOs a) There is also scope to establish IICs in the private and civil society sectors, as uptake from the CSOs and private sector pillars was generally poor during NACS. b) Scope for Training of Trainers for various stakeholders in areas related to corruption prevention and public education. This is more so that there are many stakeholders willing to work with the Bureau especially CSOs. 11. Faith Based Organisations	a) The lack of proper governance arrangements in some private sector companies' fuels corruption. This has been exacerbated by weaknesses in entities such as the Institute of Directors. 13. Regulatory Agencies/Professional Bodies a) Some professionals such as accountants, auditors etc are practicing without being registered. b) Weaknesses in internal controls in the banking system are seen to have abetted cash gate. 14. Integrity a) Moral decay contributing to rise in corruption. 15. Internal Controls a) Internal mechanisms aimed at curbing fraud and corruption are weak in various public sector entities, i.e. IIC, internal audit, compliance unit, etc. In addition, these are currently working in silos b) Given abuse of resources in the public sector, Government has yet to introduce as a matter of policy, such tools as Enterprise Risk Management frameworks in all public agencies. This could have complemented the risk based audits adopted by all public agencies 16. Crisis of Confidence b) Due to challenges emanating from cash gate a lot of resources are being channeled to NGOs and CSOs who are also viewed as corrupt. 17. Security a) Threats to personal security of Bureau staff, given the sensitive nature of their work.

OPPORTUNITIES	THREATS
a) Scope to work with FBOs to build a culture of integrity in all sectors of Malawian society. 12. Private Sector/Professional Bodies a) Scope for ACB to collaborate with private sector entities such as MCCCCI on corruption related issues such as the conduct of surveys/research affecting the private sector. b) Scope for the ACB to collaborate with the private sector on corruption prevention activities, which would include development of corruption prevention policies, codes of conduct, etc. c) Malawi Law Society eager to collaborate with the Bureau on provision of a range of legal services including research, prosecutorial support, etc. 13. Political Parties a) There is scope to engage political parties in the fight against corruption given their influence and public pronouncements made in this area. b) Scope to work with the Registrar of Political parties to address corruption related to funding of political parties. 14. Membership in International Bodies a) Membership in international bodies by the Bureau should be exploited to its benefit, especially in terms of capacity building. b) ACB should champion the development of tools and systems across the sectors that increase the chances of detecting corrupt activities.	

3.6.3 Results of the Assessment of the 2012 – 2017 ACB Strategic Plan

The overall goal of the 2012-2017 ACB Strategic Plan was to “reduce corruption levels in Malawi”. Attainment of this goal was expected to positively contribute towards the vision of the Bureau, which was ‘attainment of a corrupt-free Malawi’.

The overall goal of the 2012-2017 ACB SP was to be attained through the following strategic goals:

1. Increased understanding of the nature and procedures for reporting corruption;
2. Increased public confidence in the fight against corruption;
3. Enhanced Integrity, transparency and accountability;
4. Enhanced efficiency and effectiveness of investigations of corruption cases;
5. Enhanced efficiency and effectiveness of prosecution of corruption cases;
6. Strengthened administrative and financial capacity of the Bureau; and
7. Improved measurement of results.

Shown below is a summary of the performance of the Bureau on each outcome indicator for goals # 1 to 5, for which data is available.

Figures 3: Performance in relation to understanding the causes and effects Corruption by Households and Public officials

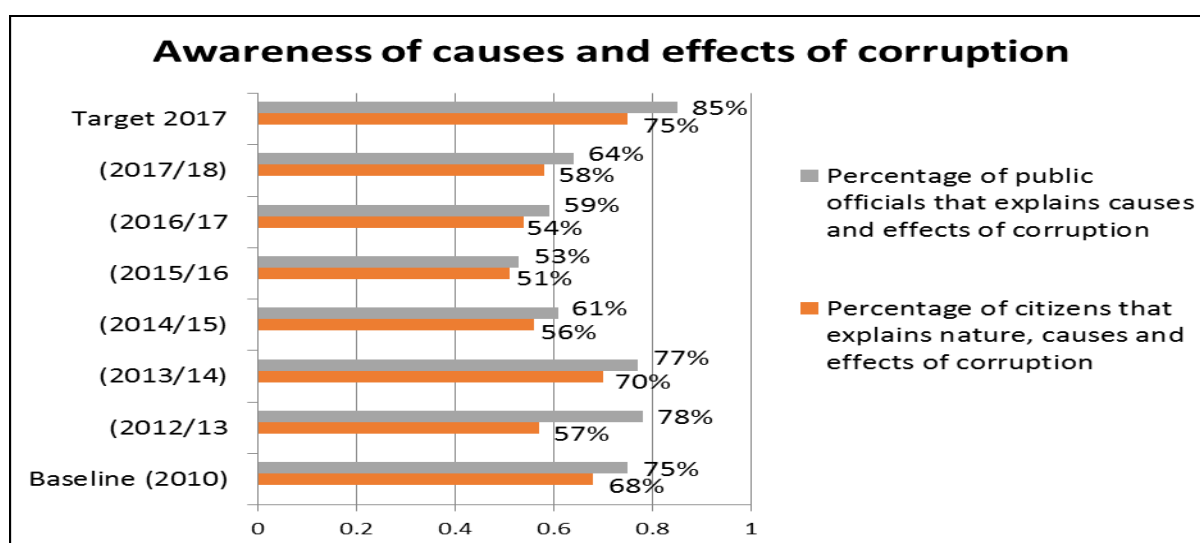


Figure 4: Performance in relation to understanding of the procedures for reporting corruption by officials

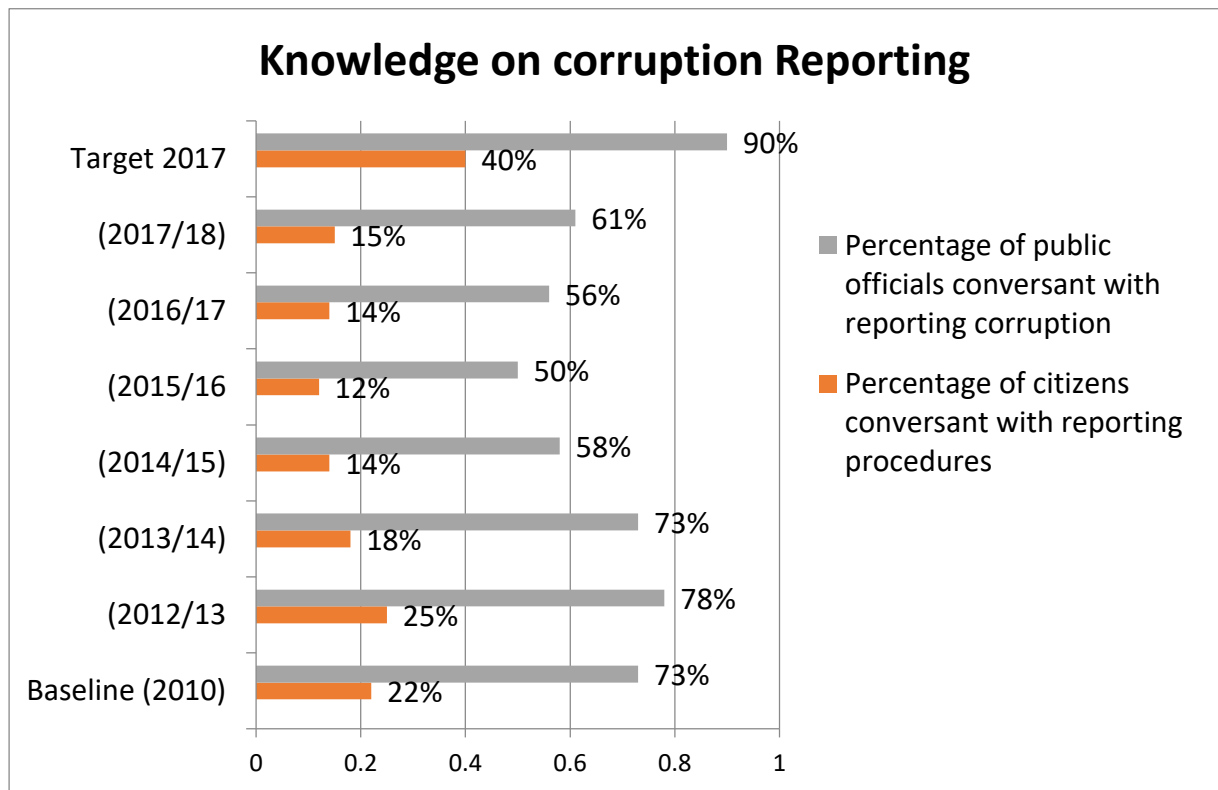


Figure 5: Percentage that perceive the Bureau is effective

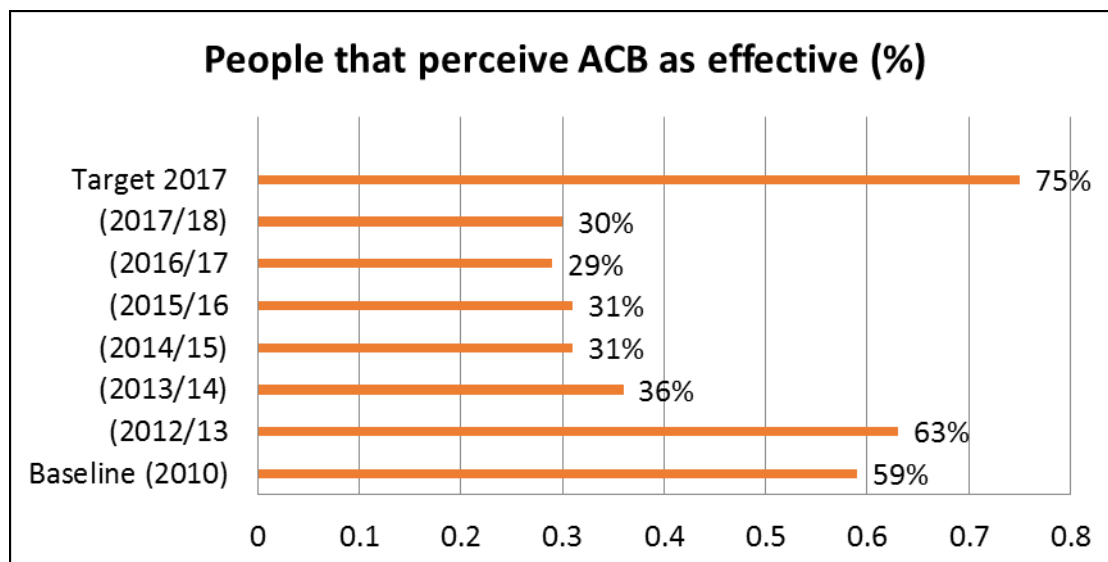


Figure 6: Percentage of Institutions perceived as honest and having integrity

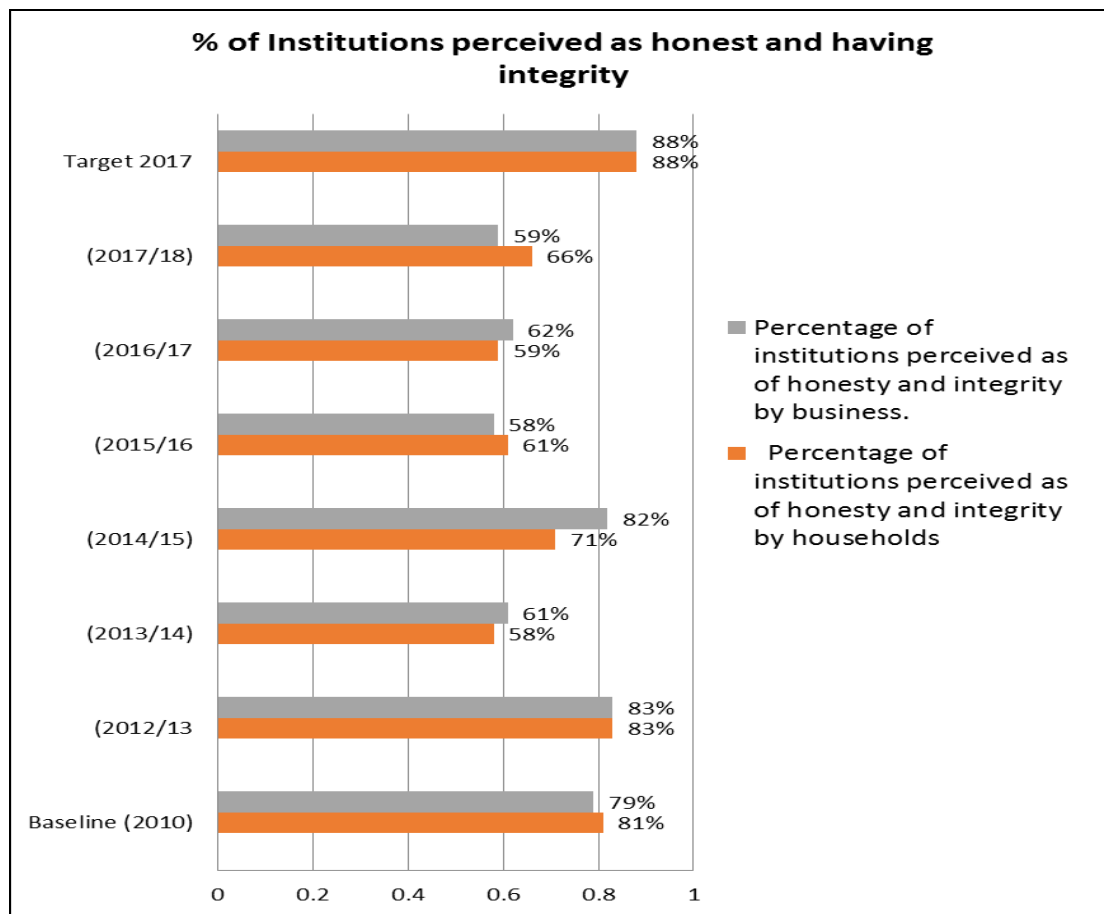


Figure 7: Performance of the Investigative Department of the Bureau based on Qualitative Indicators

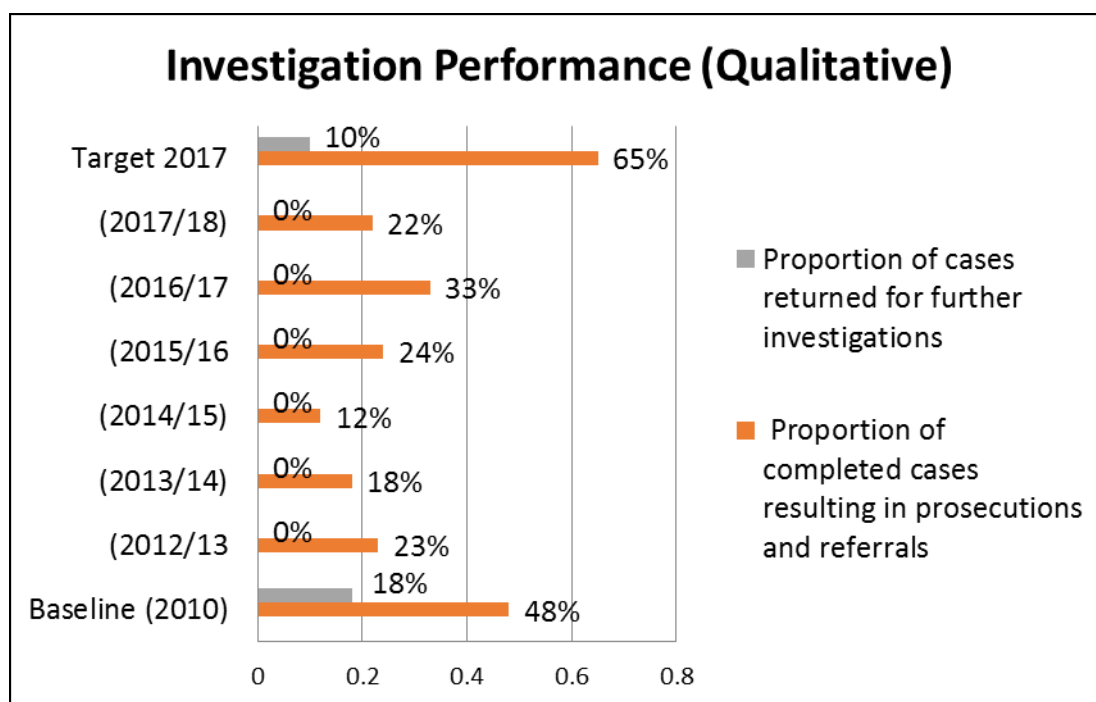


Figure 8: Performance of the Investigative Department of the Bureau based on Quantitative Indicators

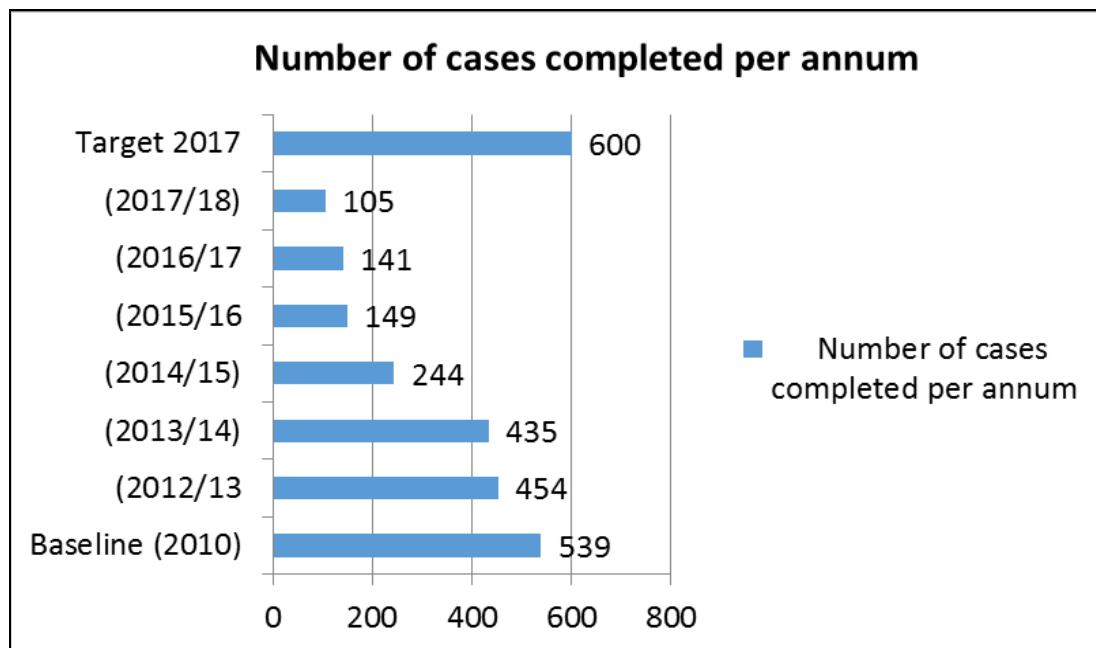


Figure 9: Performance of the Investigation Department of the Bureau in terms average time it takes to commence and complete cases

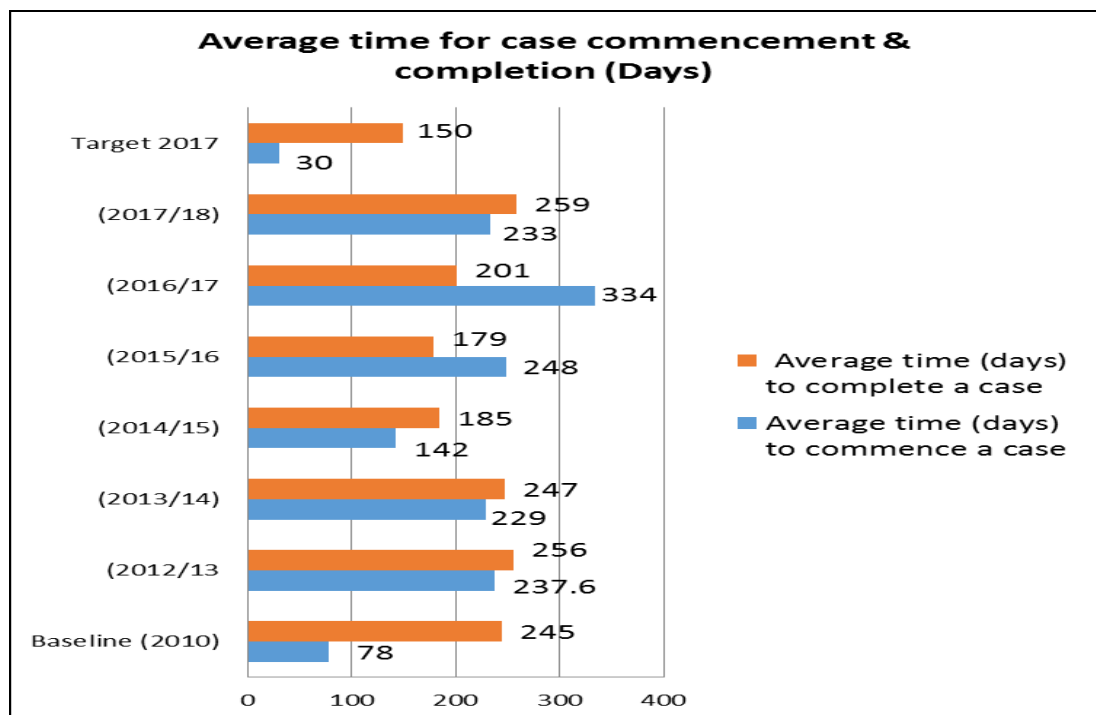


Figure 10: Performance of the Prosecution Department on proportion of cases resulting in convictions

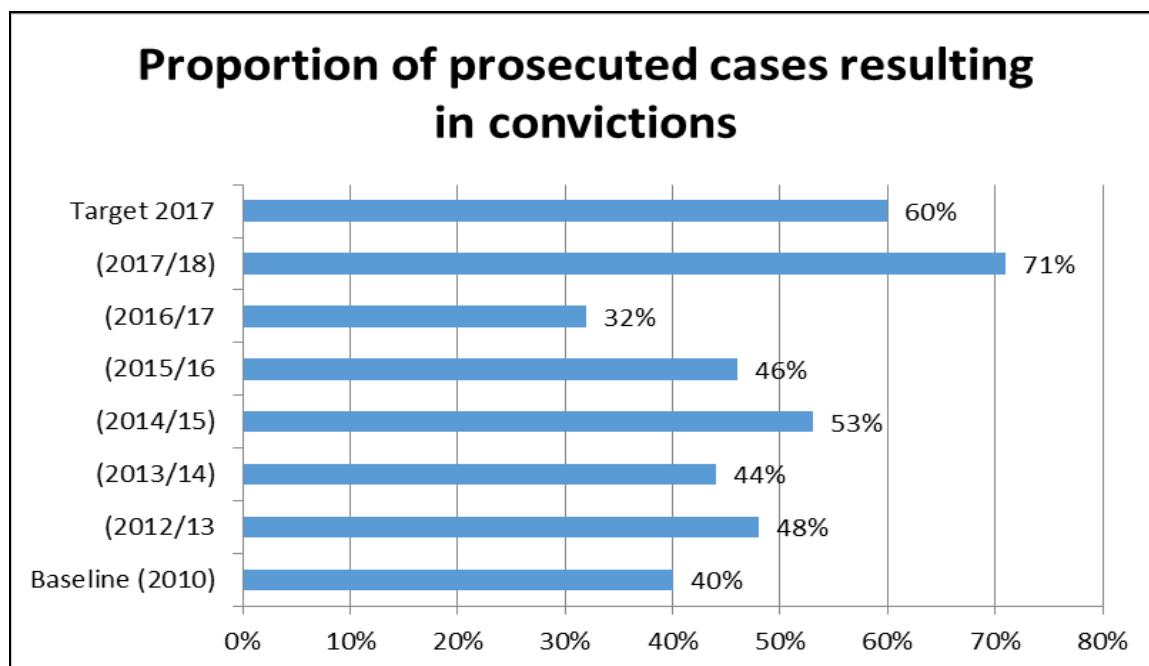
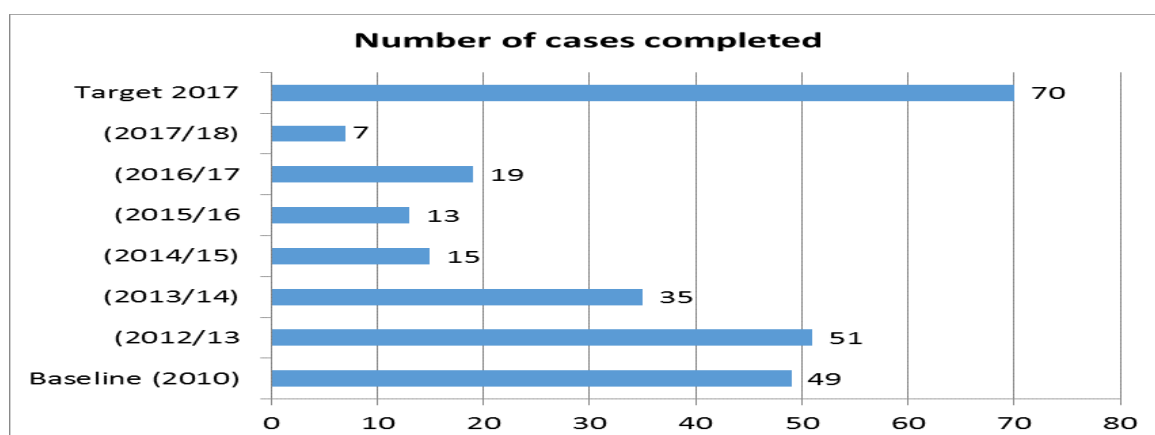
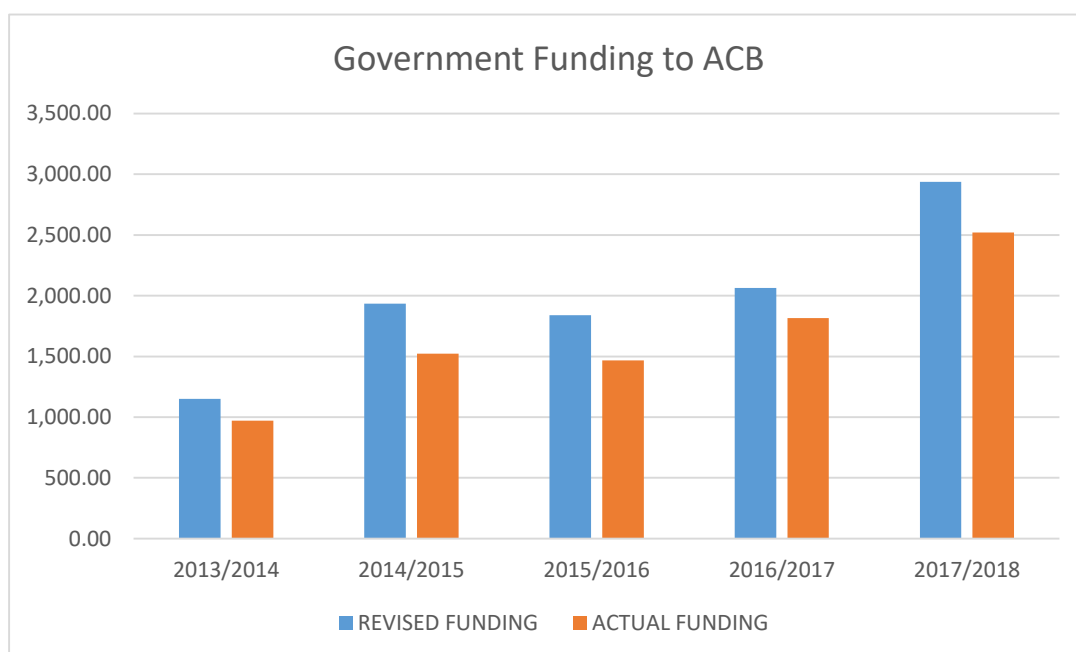


Figure 11: Performance of the Prosecution Department in terms of number of cases completed



In relation to goal # 6, which was about strengthening the administrative and financial capacity of the Bureau, indications are that Government was not able to fully support its budget as shown in Figure 12 below.

Figure 12: ACB Budget Trends



During the report period, the Bureau did not enjoy much donor support due to the effects of 'cash gate'. However, the Bureau did manage to accomplish some of the planned activities as follows.

1. Implemented a new organization structure with new directorates of investigations, legal, prosecutions, corruption prevention, and public education, which has improved the career structure for staff.
2. Implemented Virtual Private Network (PVN), which led in improvements in accessing mail regardless of geographical location. It was also able to develop data recovery systems, integrated its client server systems, and developed a power back-up system.
3. Developed and implemented a centralized database system.
4. Re-designed its website and increased the hosting space. The public also uses the site as a platform for reporting complaints. During the reporting period, there were regular updates of the website.
5. Facilitated a review of its Conditions of Service, which has had a positive impact on staff. The Legal and Prosecutions Department, which has experienced high staff turnover in the past has begun to retain lawyers longer than before.
6. Reviewed the Bureau's ICT Policy in the light of changes in the operating environment.
7. Reviewed its Client Service Charter and Corruption Prevention and Fraud Policy, as well as provided ethics and integrity training to all Bureau staff.
8. Procured and installed an electronic library system. The system is web-based and meant to complement the physical library services in the Bureau.
9. The Bureau managed to review architectural designs for its offices and to have its proposal for funding from Government included in the Public Sector Investment Programme for the 2019/20 fiscal year.

10. Decentralized its accounts to the regions.

A number of activities in relation to goal # 6 not implemented, but necessary are as follows.

- 1. Review and documentation of systems and procedures for procurement, stores and fleet management reviewed.**
- 2. Capacity Development Strategy.**
- 3. Health and safety policy.**

In relation to goal # 7, which was about improved measurement of results, achievements were limited as follows.

- 1. The Bureau developed a Monitoring and Evaluation system. In this connection, an M&E Capacity Development Plan was developed based on a capacity assessment. The M&E system has yet to be fully operationalized.**
- 2. The structure and operations of the M&E Unit has been strengthened as it has an expanded structure that includes planning and research. A number of capacity development initiatives to strengthen the capacity of the officers was undertaken in various areas including project management.**

3.6.4 Implications of the National Anti-Corruption Strategy II on the ACB Strategic Plan

The GoM through the Bureau has with support of DFID through the ICAR and the Basel Institute on Governance developed a successor National Anti-Corruption Strategy, intended to provide a comprehensive set of measures aimed at attaining a corrupt free Malawi. This new strategy adopts clear goals and a multi-sectoral and bottom-up approach that calls upon all citizens to join the battle against corruption and build a nation where all citizens shall benefit from efficient and effective service delivery. Furthermore, NACS II will facilitate an efficient and effective utilization of resources in support of the implementation of the country's development agenda¹⁵.

There are three strategic goals around which NACS II is grounded and which provide the focus that will guide concerted efforts on the part of all stakeholders in Malawian society. The three strategic goals of NACS II are:

- 1. To improve the quality and accessibility of public services for the benefit of all Malawians.**
- 2. To strengthen the rule of law in order to ensure that crimes of corruption are effectively detected, investigated and ultimately punished.**
- 3. To promote a culture of integrity where corruption is widely repudiated and denounced in the interest of the common good.**

¹⁵ NACSII, p19

The Vision of NACS II is 'the attainment of a corrupt free Malawi', while its mission is 'Creation of a Corrupt free Malawi' through implementation of corruption eradication programmes driven by improved service delivery, rule of law and a culture of integrity¹⁶.

The NACS II is a point of departure and reference for the Bureau's SP, in that the Bureau's SP is to contribute towards its attainment. Through its corruption prevention programmes, the Bureau will contribute to the improvement of quality and accessibility of public services. Through its investigations and prosecutions functions, the Bureau will contribute towards the strengthening of rule of law in the country. Through its public education programmes, the Bureau will contribute towards a culture of integrity. Based on NACS II, the Bureau has developed strategies that contribute towards the attainment of the strategic goals in NACS II.

As a consequence of NACS II, the Bureau has had to re-cast its vision and mission statements as both have been adopted by NACS II in its entirety and in part respectively. The vision particularly is more suited to the whole country and not an institution, as the Bureau is one of the contributors to its fulfillment, which is a 'corrupt free Malawi', while the current mission statement of the Bureau does not bring out clearly its leadership role in coordinating the fight against corruption.

¹⁶ NACSII, P19

4.0 STRATEGIC FRAMEWORK

4.1 Introduction

The preceding situation analysis of the Bureau's operations reveal that there are weaknesses and threats that it should address moving forward, whilst building on its strengths. There are also opportunities that have been identified to be exploited as the Bureau seeks to fulfil its mandate. The strategic direction set out in this section therefore is the Bureau's response to the key challenges and issues that require adequate attention over the 5 years Strategic Plan (SP) life span in a focused and action oriented manner. The strategic direction outlines the priorities of the Bureau, strategic themes, strategic goals and objectives, and implementation strategies. The priorities in the Bureau's Strategic Plan are aligned to NACS II in that they reflect its contribution to the achievement of the strategic goals set in the national anti-corruption strategy.

4.2 Strategic Issues

The key priorities of the Bureau, reflected as strategic issues are as follows:

1. **Public Service Delivery is generally of low quality and fairly limited in terms of access creating opportunities for corruption.**
2. **Weak enforcement of existing anti-corruption laws resulting in a culture of impunity.**
3. **Increasing levels of dishonesty is a key driving force for corruption.**
4. **Weak institutional capacity is limiting the Bureau's ability to deal with issues of corruption.**
5. **Inadequate monitoring and evaluation mechanisms are making it difficult to measure progress in the fight against corruption.**

4.3 Strategic Goals

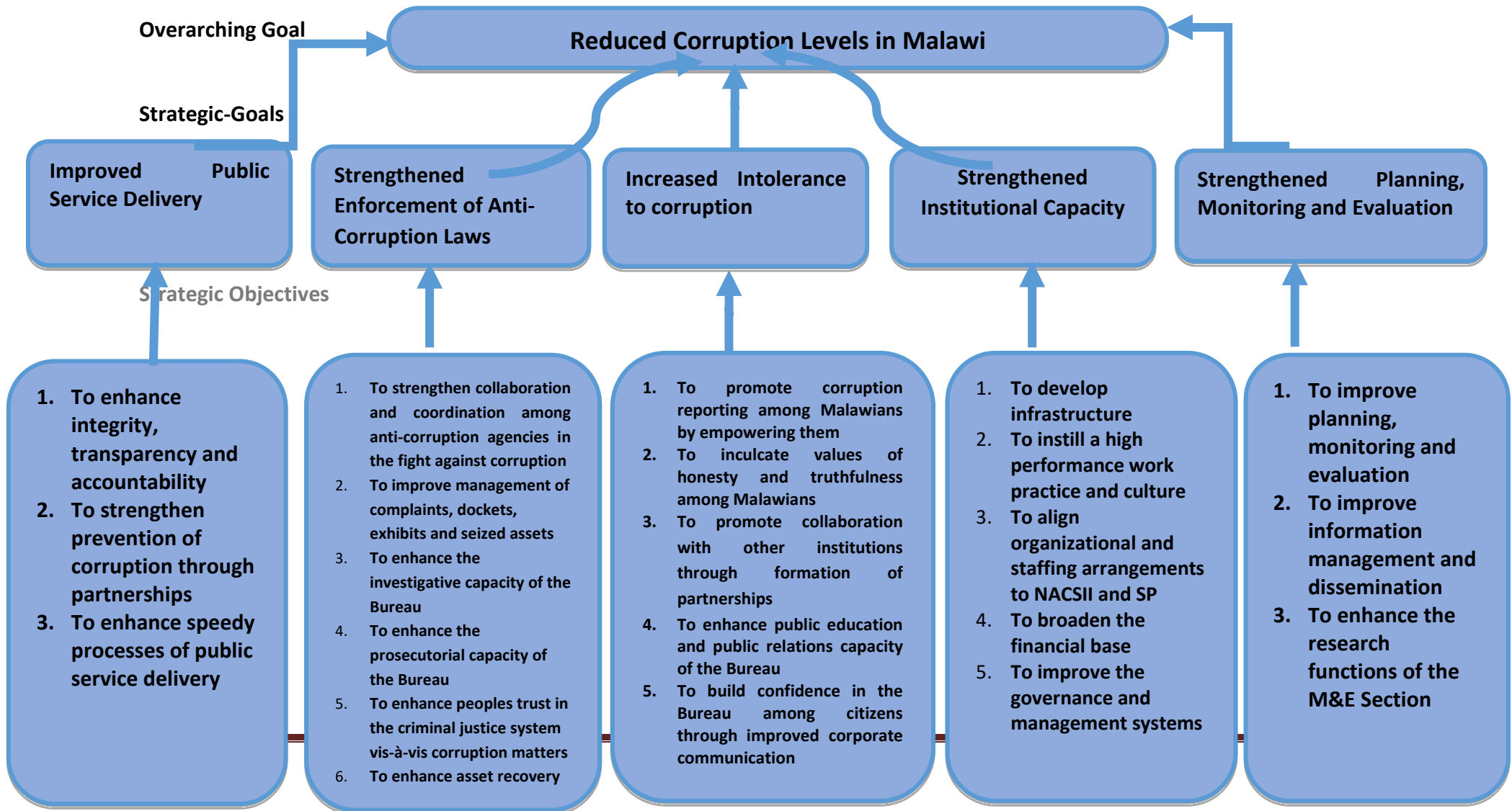
To address the strategic issues highlighted above, the Bureau will work to achieve the following goals in the next five years:

1. **Improved Public Service Delivery**
2. **Strengthened enforcement of anti-corruption laws**
3. **Increased intolerance to corruption**
4. **Strengthened Institutional capacity**
5. **Strengthened monitoring and evaluation**

These strategic goals, will be pursued with an overarching goal of 'reduced corruption levels in Malawi', which has been retained from the Bureau's 2012 – 2017 Strategic Plan, as it is still relevant and attainable. In this connection, we will seek to achieve a TI index¹⁷ rating of 36 by the end of the planned five-year period.

¹⁷ TI index is critical as many investors and Development Partners regard it highly.

4.4 The Bureau's Theory of Change



4.5 Strategic Themes, Goals and Objectives

STRATEGIC THEME # 1: PUBLIC SERVICE DELIVERY

Strategic Goal # 1: Improved Public Service Delivery

Whilst the Malawi Government has made significant progress through the Public Sector Reform Programme to improve the quality and access to public services, a lot more needs to be done. Key public services such as health, education, agriculture, housing, security, road network, and social amenities are not reaching a significant number of the populace. The systems and procedures for offering such services are generally prone to abuse and provide opportunities for corruption. In short, there is little adherence to policies and standards.

Although, the Bureau has contributed towards improvements in service delivery in a number of key MDAs by influencing and facilitating the development of policies and review of systems and procedures, such as the introduction of automated service delivery processes, there is a lot more such agencies can benefit from its interventions.

Over the next five years, the Bureau will act within the framework of NACS II, to facilitate the identification of systemic bottlenecks in the public service delivery mechanisms to reduce opportunities for corruption and to advise on the anti-corruption prevention measures required to address such gaps. The objective is to improve quality and accessibility of public services, especially for the most vulnerable members of society.

Specifically, the strategic goal shall be achieved through the following objectives.

1. To enhance integrity, transparency and accountability
2. To strengthen prevention of corruption through partnerships
3. To enhance speedy processes of public service delivery

In order to achieve these objectives, the Bureau shall implement various strategies as follows.

Objectives	Strategies
1. To enhance integrity, transparency and accountability	1. Undertake corruption risk assessment in high-risk institutions. 2. Conduct integrity tests in high-risk institutions. 3. Provide technical support to IICs in various institutions. 4. Develop capacity of corruption prevention section. 5. Conduct awareness programmes. 6. Facilitate development of corruption reporting mechanisms in various

Objectives	Strategies
	institutions.
2. To strengthen prevention of corruption through partnerships	1. Partner with non-state actors to undertake budget tracking in the councils. 2. Partner with state and non-state actors in corruption prevention. 3. Develop partnerships with training institutions to provide capacity building on ethics and integrity.
3. To enhance speedy processes of public service delivery	1. Monitor effectiveness of e-procurement systems. 2. Conduct monitoring on adherence to standard operating procedures in selected public services. 3. Undertake review of systems and procedures in selected institutions.

Objectives, Key Outcomes and Indicators

Objectives	Outcomes	Indicators	Baseline	Target
To enhance integrity, transparency and accountability	Improved detection and prevention of corruption	Proportion of public entities that publish service standards	75%	95%
		Proportion of public entities that have a complaints management system	20%	50%
		Amount of funds used as per budget	70%	95%
		Number of institutions perceived as honest and integrity	20%	50%

Objectives	Outcomes	Indicators	Baseline	Target
To strengthen prevention of corruption through partnerships	Functional Partnerships	Number of signed MoUs	9	20
		Number of institutions formally linked and networked with the Bureau	9	20
To enhance speedy processes of public service delivery	Improved quality of services	Percentage of citizens satisfied with level public service delivery	50%	65%
		Proportion of public service providers adhering to procurement and operating standards	50%	65%

STRATEGIC THEME # 2: LAW ENFORCEMENT

Strategic Goal # 2: Strengthened Enforcement of Anti-Corruption Laws

There has generally been weak enforcement of existing anti-corruption laws resulting in a culture of impunity and weak public perceptions of the Bureau's capacity to deliver as expected. This state of affairs has been due mainly to poor coordination among institutions expected to work together in the fight against corruption and low capacities of investigations and prosecutions functions of the Bureau, as well as delays by the courts to handle corruption related cases.

Over the next five years, the Bureau will ensure that crimes of corruption are effectively detected, investigated and ultimately prosecuted. To keep in tandem with the increasing complexity and sophistication of corruption issues in the country, the Bureau will effectively collaborate with like-minded agencies, as well as enhance the capacity of its investigations and prosecutions functions. It will also motivate for the establishment of a Financial Crimes Court with relevant authorities. In addition, the Bureau will make concerted efforts to recover property obtained through corrupt means.

Specifically, the strategic goal shall be achieved through the following objectives.

1. To strengthen collaboration and coordination among anti-corruption agencies in the fight against corruption
2. To improve management of complaints, dockets, exhibits and seized assets
3. To enhance the investigative capacity of the Bureau
4. To enhance the prosecutorial capacity of the Bureau
5. To enhance peoples trust in the criminal justice system vis-à-vis corruption matters
6. To enhance asset recovery

In order to achieve these objectives, the Bureau shall implement various strategies as follows:

Objectives	Strategies
1. To strengthen collaboration and coordination of anti-corruption agencies in the fight against corruption	1. Improve Coordination Mechanisms among anti-corruption agencies
2. To improve management of complaints, dockets, exhibits and seized assets	1. Review the structure, operations and standards for report centre. 2. Build the capacity of report centre officers. 3. Operationalise the Toll-Free line. 4. Conduct record management reviews. 5. Build capacity of records management

Objectives	Strategies
	officers in handling dockets and exhibits. 6. Enhance the security of exhibits and dockets. 7. Develop an asset management system. 8. Build capacity of officers in management of seized assets.
3. To enhance the investigative capacity of the Bureau	1. Build capacity of investigations. 2. Review the criteria for prioritising cases. 3. Review the criteria for recruitment of investigators. 4. Strengthen the supervision of cases.
4. To enhance the prosecutorial capacity of the Bureau	1. Review the criteria for prioritising prosecution cases. 2. Build the capacity of prosecutions.
5. To enhance peoples trust in the criminal justice system vis-à-vis corruption matters	1. Orient judicial officers in corruption laws 2. Motivate for the establishment of a Financial Crimes Court.
6. To enhance asset recovery	1. Intensify asset recovery efforts. 2. Build capacity of investigators and prosecutors in asset recovery, parallel financial investigations, money laundering, and management of recovered assets.

Objectives, Key Outcomes and Indicators

Objectives	Outcomes	Indicators	Baseline	Targets
To strengthen collaboration and coordination among anti-corruption agencies in the fight against corruption	Increased collaboration and coordination amongst anti-corruption agencies	Regular platform that facilitates quarterly meetings for policy and operational discourse and data sharing	Adhoc arrangements	Formalised arrangements
To improve	Improved management of	Number of complainants	0	2000

Objectives	Outcomes	Indicators	Baseline	Targets
management of complaints, dockets, exhibits and seized assets	complaints	provided with feedback Number of complainants accessing the Bureau Percentage of complainants satisfied with complaint mechanism	4025 0	4500 50%
	Improved management of dockets	Percentage of dockets that are accounted for	98%	100%
	Improved management of exhibits	Percentage of exhibits damaged Number of exhibits lost	0% 0%	0% 0%
	Improved management of seized assets	Value of assets at disposal Proportion of assets damaged in custody Proportion of assets missing from custody	95% 0% 0%	100% 0% 0%
To enhance the investigative capacity of the Bureau	Improved investigation performance qualitatively	Proportion of completed cases resulting in prosecution and referral Proportion of cases returned for further investigations	45% 5%	55% 3%
	Improved investigation performance quantitatively	Number of cases completed per annum Average time taken to commence a case Average time taken to complete a case	92 178 days 191	105 168 days 175

Objectives	Outcomes	Indicators	Baseline	Targets
To enhance the prosecutorial capacity of the Bureau	Improved quality of prosecuted cases	Proportion of completed cases resulting in conviction Value of assets recovered on convicted cases	45%	50%
	Improved quantity of prosecuted cases	Number of cases completed	40	60
To enhance peoples trust in the criminal justice system vis-à-vis corruption matters	Increased confidence in the criminal justice system vis-a-vis corruption cases	Proportion of judicial officers conversant with the CPA Speedy trials		
To enhance asset recovery	Improved recovery of corruptly acquired assets	Number of assets recovered per annum Value of assets recovered	1 0	8 MK3 billion per year
	Improved management of assets	Maintain the value of recovered assets	80%	100%

STRATEGIC THEME # 3: CULTURE OF INTEGRITY

Strategic Goal # 3: Increased Intolerance to Corruption

The looting of state resources on a massive scale epitomized by cash gate brought to light in 2012 reflects the low level of integrity in the country. The low culture of integrity, as noted in NACS II, is due to greed and moral decay and is characterised by public sector actors that show a lack of empathy for their fellow citizens that expect to benefit equally from public resources. There is entrenchment of norms that either accept or fail to condemn corrupt practices. The public is apathetic to corruption as it is reluctant and unwilling to play a role in reporting or stopping corruption. There is also a culture of secrecy, lack of information and unwillingness of the public to take action against corruption because of fear of retaliation or simply unwillingness to act on corruption based on the belief that public resources are not the business of private citizens. In addition, there are social norms and expectations that generate social acceptability of corruption reflected in behavioural drivers of corruption that view corruption as a way of life such that one cannot survive without it.

Efforts by the Bureau to raise public awareness jointly with its stakeholders to address incidences of corruption have had limited success. The Bureau, has largely undertaken public education efforts largely on its own, since the partners it has engaged, have expected it to provide resources for public education activities. The Bureau has provided financial support to a very limited extent because it too is financially constrained. It has also been unable to sustain programmes on a wide range of media platforms due to resource constraints. In addition, the Bureau's public education initiatives are largely not in tandem with current social media trends.

Public confidence in the Bureau's ability to fight corruption has been declining over the years. There is a need therefore for the Bureau to regain the lost public trust. The most commonly reported reason for the Bureau's perceived ineffectiveness in fighting corruption is its perceived lack of independence from the Executive pressure and some misunderstanding on the role of the Bureau.

Over the next five years, the strategic goal shall be achieved through the following objectives.

1. To promote corruption reporting among Malawians by empowering them
2. To inculcate values of honesty, truthfulness and patriotism among Malawians
3. To promote collaboration with other institutions through formation of partnerships
4. To enhance public education and public relations capacity of the Bureau
5. To build confidence in the Bureau among citizens through improved corporate communication

In order to achieve these objectives, the Bureau shall implement various strategies as follows.

Objectives	Strategies
1. To promote corruption reporting among Malawians by empowering them	1. Popularise procedure for reporting corruption. 2. Mobilise communities to take action against corruption 3. Conduct awareness campaigns in ethics and integrity among the youth. 4. Partner with youth networks against corruption
2. To inculcate values of honesty, truthfulness and patriotism among Malawians	1. Sensitise public officials in ethics and integrity. 2. Conduct a Corruption Literacy Month.
3. To promote collaboration with other institutions through formation of partnerships.	1. Train CSOs that deal with governance issues and ACCs to mainstream anti-corruption issues.
4. To enhance public education and public relations capacity of the Bureau	1. Build the capacity of Public Education and Public Relations
5. To build public confidence in the Bureau among citizens through improved corporate communication (Including use of social media platforms)	1. Raise public awareness on Bureau achievements and clarify its mandate 2. Proactively engage the press. 3. Maximise use of social media platforms. 4. Organise public lectures/debates.

Objectives, Key Outcomes and Indicators

Objectives	Outcomes	Indicators	Baseline	Target
To promote corruption reporting among Malawians by empowering them	Increased knowledge of reporting procedures	Percentage of citizens aware of reporting procedures for corruption	46%	75%
		Percentage of public officials aware of reporting procedures for corruption	73%	90%
		Percentage of citizens reporting corruption after observing	10%	20%

Objectives	Outcomes	Indicators	Baseline	Target
		corruption act Percentage of public officials reporting corruption after observing corruption act	28%	45%
To inculcate values of honesty, truthfulness and patriotism among Malawians	Improved integrity among Malawians (youth, citizens and non-state actors)	Percentage of citizens that have experienced corruption in non-state institutions	53%	30%
		Percentage of citizens reporting corruption in non-state institutions	12%	20%
		Percentage of youths being investigated for corruption	20%	12%
		Percentage of youths being prosecuted for corruption	29%	16%
		Percentage of youths convicted of corruption	19%	10%
		Percentage of youths active in anti-corruption initiatives	Na	Na
To promote collaboration with other institutions through formation of partnerships.	Improved collaboration and partnerships formed with other institutions	Number of signed MoUs with other institutions	10	20
		Number of functional partnerships	80	130
To enhance public education and public relations	Enhanced capacity of Public Education and Public Relations	# of officers recruited	11	20
		# of officers trained in various skills	5	18

Objectives	Outcomes	Indicators	Baseline	Target
capacity of the Bureau				
To build public confidence in the Bureau among citizens through improved corporate communication (Including use of social media platforms)	Increased public confidence in the Bureau	% of people that perceive the Bureau as effective in the fight against corruption % of people that perceive the Bureau as independent of executive control in the fight against corruption	60 43%	90 60%
	Increased interaction between the Bureau and various stakeholders	Number of platforms for stakeholder engagement Number of people engaged with the Bureau on various media platforms	1 45,000	5 75000

STRATEGIC THEME # 4: INSTITUTIONAL CAPACITY

Strategic Goal # 4: Strengthened Institutional Capacity

The Bureau is mandated to lead and coordinate the fight against corruption in Malawi. However, as noted above, the Bureau has not performed as expected, partly due to inadequate financial support, as well as disbursement procedures that tend to undermine its operations. The Bureau is also aware of other debilitating weaknesses it is experiencing such as the lack of adequate office accommodation and high workloads. It also suffers from a low revenue base, inadequate internal control systems, and inadequate office systems and procedures, as well as ICT systems that are not in harmony with the demands placed upon it.

Over the next 5 years, the Bureau aims to strengthen its institutional capacity to be able to be a reliable vehicle for execution of its mandate, especially given the direction provided by NACS II and this SP. Specifically, the Bureau will achieve the goal through the following objectives.

1. To develop infrastructure
2. To instill a high performance work practice and culture
3. To align organizational and staffing arrangements to NACS II and SP
4. To broaden the financial base
5. To improve the governance and management systems

In order to achieve these objectives, the Bureau shall implement various strategies as follows.

Objectives	Strategies
1. To develop infrastructure	1. Construct purpose built offices. 2. Rehabilitate regional offices.
2. To instill a high performance work practice and culture	1. Re-organise work processes and procedures. 2. Align the performance management system to work processes and procedures.
3. To align organizational and staffing arrangements to NACS II and SP	1. Implement approved functional review. 2. Review organisational structure and staffing levels.
4. To broaden the financial base	1. Develop and submit project proposals. 2. Introduce cost recovery measures.
5. To improve the governance and management systems	1. Strengthen the systems and procedures. 2. Strengthen record management. 3. Update the ICT Policy and systems.

Objectives, Key Outcomes and Indicators

Objectives	Outcomes	Indicators	Baseline	Target
To develop infrastructure	Infrastructure that meets the needs of the Bureau	Construction of purpose built office Current regional offices rehabilitated	0 0	1 3
To instill a high performance work practice and culture	Improved performance of Bureau staff	Availability of a customized performance management system Number of targets met	0 1	1 1
To align organizational and staffing arrangements to NACS II and SP	Improved organisational and staffing arrangements	Percentage of vacancies Staff turn over Structure and staffing levels aligned to NACS II and new SP	45% 5% 0	30% 2% 1
To broaden the financial base	Increased financial base	Number of project proposals developed Number of projects secured Proportion of Donor funds visa viz Treasury funds Proportion of funds from clients being investigated Proportion of funds from seized assets	5 3 5% 0 5%	10 5 10% 5% 10%
To improve the governance and management systems	Improved governance and management systems in the Bureau	Systems and procedures updated and functioning optimally (internal control systems, record management system, ICT Policy/domain forest, integrated	0	1

		information management system, capabilities for social media) Number of audit queries		
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STRATEGIC THEME # 5: PLANNING, MONITORING AND EVALUATION

Strategic Goal # 5: Strengthened Planning, Monitoring and Evaluation

The Bureau has had a challenge measuring its performance. Although, it has done a lot of good work, it has not effectively communicated the same to its key stakeholders. A monitoring and evaluation framework with indicators was developed. It requires updating in light of NACS II and the current Strategic Plan. The Bureau has also not been able to conduct regular Corruption and Governance Survey, as well as annual surveys to update data on progress made on a year-to-year basis due to cost. Its M&E section generally lacks capacity and does not have the requisite tools for its work. In addition, the Bureau has not had a centralized planning and research function since inception. It now has one. However, planning and research tools are required, as well as capacity enhancement for staff if it is to perform as intended.

Over the next five years, the Bureau will achieve the goal through the following objectives.

1. To improve planning, monitoring and evaluation
2. To improve information management and dissemination
3. To enhance the research functions of the M&E Section

In order to achieve these objectives, the Bureau shall implement various strategies as follows.

Objectives	Strategies
1. To improve planning, monitoring and evaluation	1. Mainstreaming Planning, Monitoring and Evaluation in Bureau operations 2. Build capacity of M&E personnel. 3. Review PM&E Framework. 4. Acquire relevant tools and software.
2. To improve information management and dissemination	1. Publish PM&E reports using a variety of media outlets.
3. To enhance the research functions of the M&E Section	1. Develop a Research Policy and Strategy with Implementation Plan.

Objectives, Key Outcomes and Indicators

Objectives	Outcomes	Indicators	Baseline	Target
To improve planning, monitoring and evaluation	Improved planning and measurement of results	Availability of Annual Plans for each Department/Section in the Bureau	100%	100%
		Availability of Quarterly/Annual M&E Reports	100%	100%
		Availability of Mid-Term Evaluation Report	0%	100%
		Availability of End Term Evaluation Report	0%	100%
To improve information management and dissemination	Improved information management and dissemination	# of publications # of stakeholders reached	0 0	20 56 Institutions)
To enhance the research functions of the M&E Section	Improved responsiveness to issues	# of research publications Relevance of Bureau interventions	0 0%	5 50%

4.6 Key Success Factors

Factors that are key to the successful implementation of the Bureau's Strategic Plan for 2020 – 2024 are set out below:

1. Sustained political will;
2. An independent judiciary;
3. Strong financial and technical support from Development Partners;
4. Goodwill and cooperation from the public and stakeholders;
5. Committed and qualified staff; and
6. Adequate Government funding and other resources.

5.0 IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

This section provides the framework that will enable the Bureau execute its mandate through the strategic goals, objectives and strategies set out in this Plan. It outlines the roles that key stakeholders are expected to play in the implementation of the Plan, as well as the financing strategy. The section also provides a framework through which the Bureau will monitor, evaluate and report on progress in the implementation of the Plan.

5.2 Implementation

To facilitate implementation of the Strategic Plan, a number of activities will be undertaken to raise its profile, which will include a launch and development of a clear communication strategy for the plan. The Director General through the leadership team will drive the implementation of the Plan. Each Head of Department is expected to develop annual work plans and budgets to operationalize the Plan.

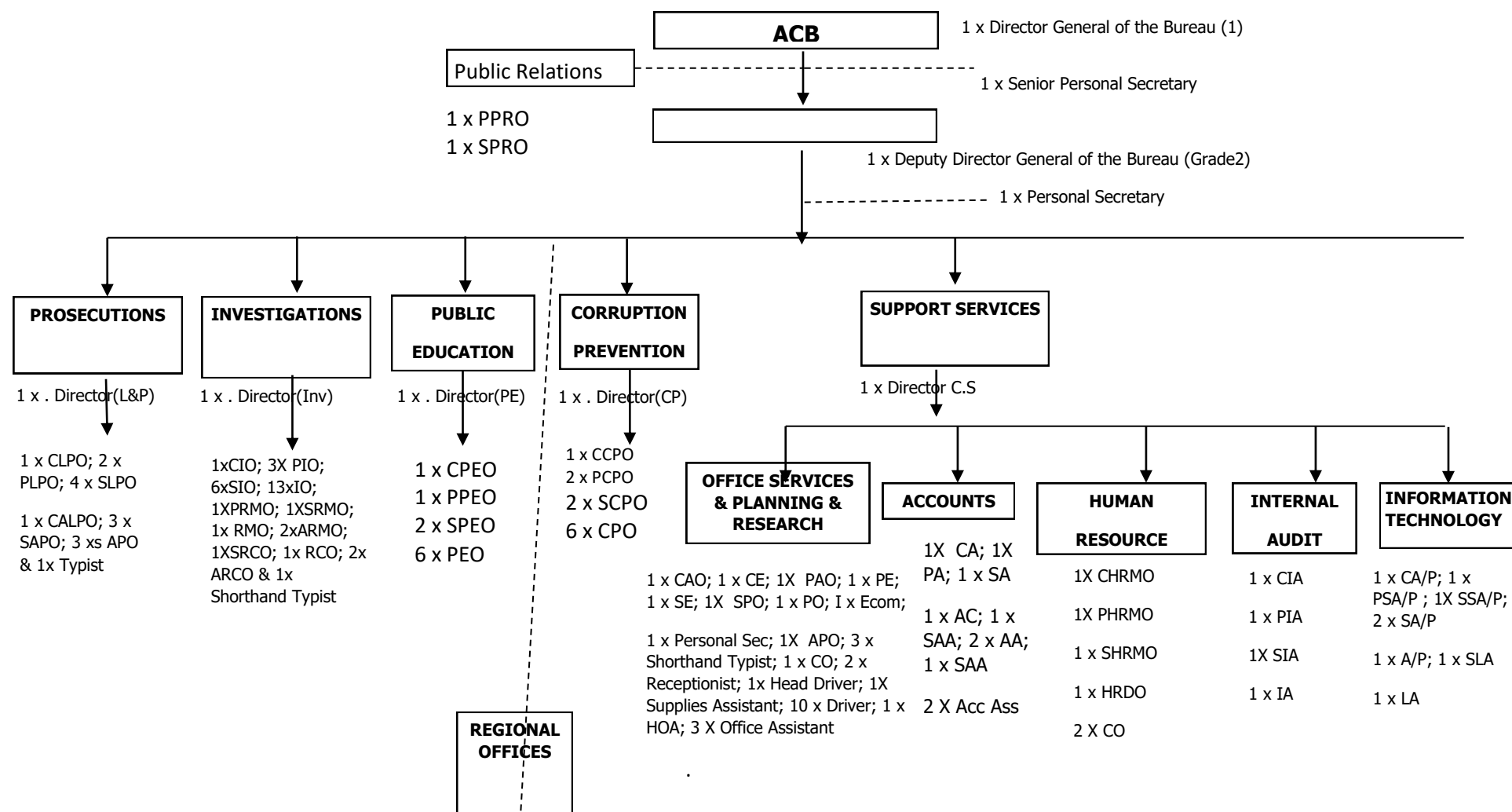
5.3 Financing Strategy

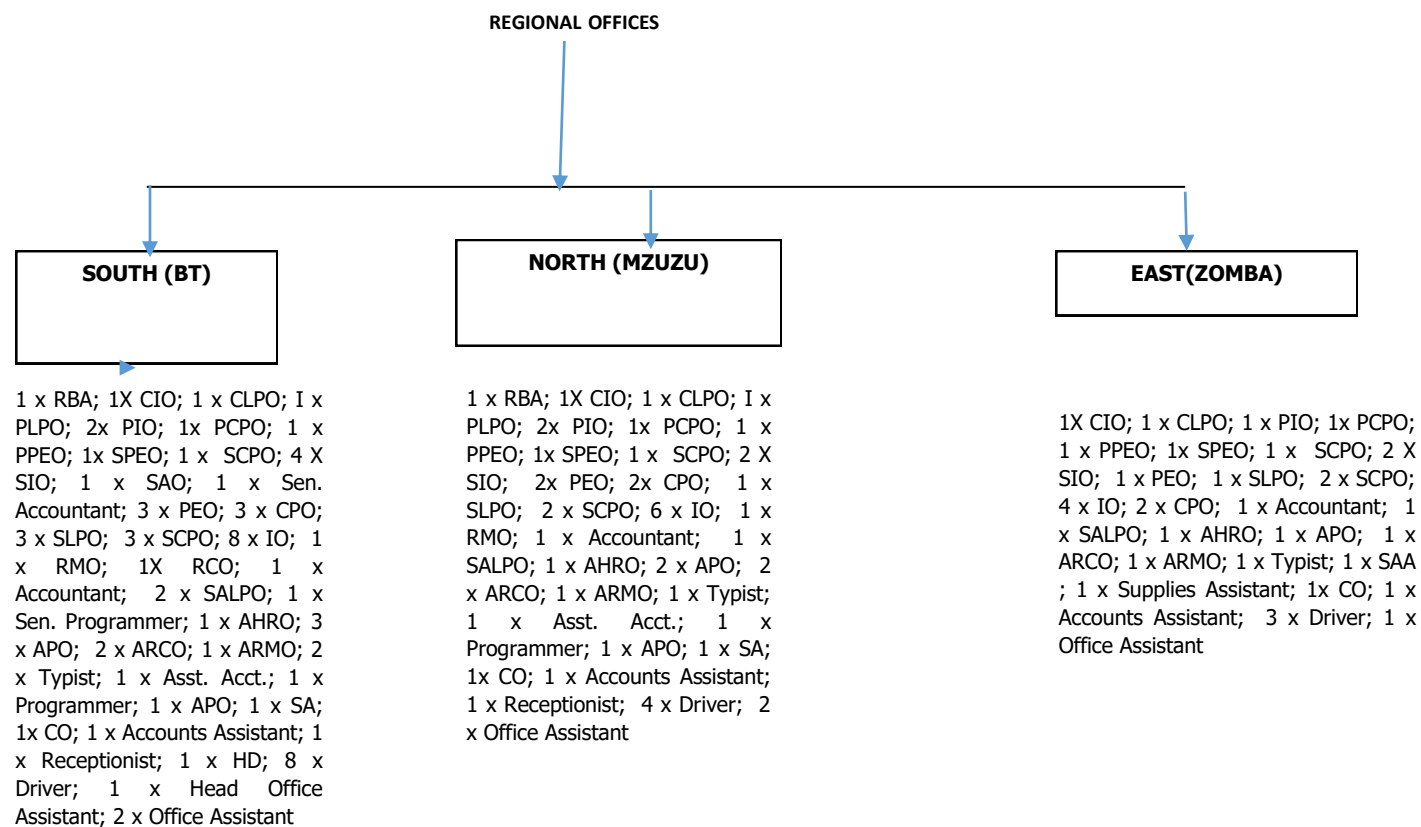
The Malawi Government through Treasury will largely finance the implementation of the Bureau's Strategic Plan. It is however, envisaged that Development Partners will supplement funding by Government.

5.4 Monitoring and Evaluation

On a Quarterly basis, Heads of Department shall submit reports to the Director General for discussion at Quarterly Senior Leadership meetings. The Director General shall on an annual basis consolidate the reports for the attention of the President, Minister of Justice and Constitutional Affairs, and Parliament. Implementation of the Strategic Plan shall be monitored annually by the Bureau, while Mid-Term and End Evaluations shall be conducted by an independent evaluator. It is also envisaged that the Government through the Performance Contract Unit will monitor the performance of the Bureau on an annual basis.

APPENDIX 1: EXISTING ORGANOGRAM OF THE BUREAU





APPENDIX 2: IMPLEMENTATION PLAN

STRATEGIC GOAL # 1: IMPROVED QUALITY AND ACCESSIBILITY OF PUBLIC SERVICES

Objectives	Strategies	Expected Outputs	Activities	Baseline Indicator	Overall Target	Annual Targets	Responsible Personnel	Output Indicator(s)	Means of Verification	Time Frame				
1. To enhance integrity, transparency and accountability	Undertake corruption risk assessment in selected institutions	Risk assessment conducted	Conduct corruption risk assessment	4	16	Y1-2 Y2-3 Y3-3 Y4-4 Y5-4	SCPOs	Percentage of selected institutions were assessed	Report Risk register Treatment plan					
			Monitor the implementation of corruption risk assessment recommendations	8	32	Y1-5 Y2-5 Y3-6 Y4-8 Y5-8	SCPOs	Percentage of recommendations implemented Number of monitoring visits conducted	Reports					
	Conduct integrity tests in selected institutions	Integrity tests conducted	Vet service providers	0	10	Y1-1 Y2-1 Y3-2 Y4-3 Y5-3	PCPOs	Number of service providers vetted	Report					

			Undertake integrity tests in high risk institutions	1	30	Y1-5 Y2-5 Y3-5 Y4-7 Y5-8	CCPOs	Number of institutions tested	Report					
			Monitor implementations of recommendations on integrity tests	0	60	Y1-6 Y2-8 Y3-10 Y4-12 Y5-24	SCPOs	Number of monitoring exercises	Report					
	Provide support to IICs in various institutions	Support to IICs provided	Conduct ethics and integrity trainings	20	40	Y1-4 Y2-6 Y3-8 Y4-10 Y5-12	SCPOs	Number of trainings conducted	Reports					
			Facilitate development and review of ethical tools	5	7	Y1-1 Y2-1 Y3-2 Y4-2 Y5-1	SCPOs	Number of ethical tools developed/reviewed	Copies of Ethical tools					
	Develop capacity of corruption prevention	Officers trained	Undertake capacity building in specific skills	3	12	Y1-2 Y2-2	DCP	Number of officers trained	Reports					

	section					Y3-3 Y4-3 Y5-2								
	Conduct awareness programmes	Awareness programmes conducted	Conduct NACS awareness	12	75	Y1-8 Y2-10 Y3-12 Y4-20 Y5-23	CPOs	Number of awareness programmes conducted	Report					
			Conduct Systems and procedure awareness	10	30	Y1-3 Y2-3 Y3-6 Y4-8 Y5-10	CPOs	Number of systems and procedure awareness conducted	Report					
	Facilitate development of corruption reporting mechanisms	Whistle-blower guidelines developed	Develop whistle-blower guidelines	4	15	Y1-1 Y2-2 Y3-3 Y4-3 Y5-6	SCPOs	Number of guidelines developed	Guidelines documents					

			Facilitate capacity building for IICs in complaints handling and basic investigation skills	10	30	Y1-3 Y2-3 Y3-6 Y4-8 Y5-10	SCPOs	Number of IICs trained	Report					
2. To strengthen prevention of corruption through partnerships	Partner with non-state actors to undertake budget tracking in the councils	Partnerships undertaken	Identify non -state partners in corruption prevention in councils	0	10	Y1-1 Y2-2 Y3-2 Y4-2 Y5-3	CCPO	Number of partnerships agreement	MOU/correspondences					
			Build capacity of non-state partner institutions in budget tracking	0	10	Y1-1 Y2-2 Y3-2 Y4-2 Y5-3	PCPOs	number trainings conducted	Reports					
			Monitor budget tracking activities	0	20	Y1-2 Y2-4 Y3-4 Y4-6 Y5-8	PCPOs	Number of monitoring activities conducted	Reports					
	Partner with state and non-state actors in	Partnerships established	Facilitate corruption prevention initiatives	5	15	Y1-1 Y2-2	PCPOs	Number of partnerships established	MOU					

	corruption prevention					Y3-3 Y4-3 Y5-6								
	Develop partnerships with training institutions to provide capacity building on ethics and integrity	Partnerships established	Facilitate mandatory induction of public officials	0	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	PCPOs	Number of mandatory induction sessions conducted	MOU Report					
			Facilitate the development of training modules in corruption prevention	0	2	Y1-0 Y2-1 Y3-1 Y4-0 Y5-0	SCPOs	number of modules developed	Copies of modules					
3. To enhance speedy processes of public service delivery	Monitor effectiveness of e-procurement systems	e-procurement system monitored	Establish a partnership with DISTMS in monitoring of the effectiveness of e-procurement	0	1	Y1-0 Y2-0 Y3-1 Y4-0 Y5-0	PCPOs	Number of monitoring exercise conducted	MOU					
	Conduct monitoring on adherence to standard operating procedures on	Adherence to standard operating procedures monitored	conduct spot-checking in selected services	0	2	Y1-0 Y2-0 Y3-1 Y4-1	PCPOs	number of spot-checks conducted	Report					

	selected public services					Y5-0								
			Conducts system and procedure audits	0	2	Y1-0	SCPOs	Number of systems and procedures audits conducted	Reports					
						Y2-1								
						Y3-0								
						Y4-1								
						Y5-0								
			Facilitate procurement audits	5	10	Y1-1	SCPOs	Number of procurement audits conducted	Reports					
						Y2-1								
						Y3-2								
						Y4-2								
						Y5-4								
			Monitor national programs	2	10	Y1-1	SCPOs	Number of national programmes conducted	Reports					
						Y2-1								
						Y3-2								
						Y4-2								
						Y5-4								
	Undertake review of systems and procedures in selected institutions	Systems and procedures reviewed	Facilitate review of standard operating procedures in service delivery	4	10	Y1-1	PCPOs	%age of selected institutions reviewed	Reports					
						Y2-1								
						Y3-2								
						Y4-2								
						Y5-4								

			Facilitate review of systems in service delivery	1	2	Y1-0 Y2-0 Y3-1 Y4-1 Y5-0	PCPOs	Number of systems reviewed	Report					
			Monitor the implementation of the reviewed standard operating procedures on the recommendations	4	20	Y1-2 Y2-4 Y3-4 Y4-6 Y5-8	PCPOs	%age of recommendations implemented Number of monitoring activities conducted	Reports					

STRATEGIC GOAL # 2: STRENGTHENED ENFORCEMENT OF ANTI-CORRUPTION LAWS

Objectives	Strategies	Expected Outputs	Activities	Baseline Indicator	Overall Target	Annual Targets	Responsible Personnel	Output Indicator(s)	Means of Verification	TIME FRAME (years)				
										1	2	3	4	5
1. To strengthen collaboration and coordination among anti-corruption agencies in the fight against corruption	1. Improve Coordination Mechanisms among anti-corruption agencies	Improved collaboration and coordination among anti-corruption agencies	1. Establishing a platform to coordinate the anti-corruption fight by all law enforcement and regulatory agencies	0	20	Y1-4 Y2-4 Y3-4 Y4-4 Y5-4	DG	Quarterly meetings	Minutes of the meetings					
			2. Operationalise MoUs and operational protocols for law enforcement and regulatory agencies.		All existing MoUs operationalised-	Na	DG	Number of MoUs operationalised	Activity Reports					

			3. Promoting development of integrated information systems that will facilitate information sharing among law enforcement and regulatory agencies institutions	0	All information systems among anti-corruption agencies integrated	Na	DG	Number of systems integrated	Activity Reports					
2. To improve management of complaints, dockets, exhibits and seized assets	Review the structure, operations and standards for report center	Structure Reviewed	Conduct Structure review meetings	1	2	Y1 – 0 Y2-1 Y3-0 Y4-1 Y5-0	DI	Improved standards of Report Centre	Activity report					
		ACB offices established	Establishment of ACB offices in one stop centers in high risk districts	0	4	Y1-0 Y2-2 Y3-2 Y4-0 Y5-0	DCS	Number of offices established	Activity report					
	Build the capacity of report center officers	Report center officers trained	-Customer service training and Basic training in law	4	4	Y1-2 Y2-2 Y3-0 Y4-0 Y5-0	DCS / DI	4 officers trained	Activity report					
	Operationalize the call	toll-free lines	Make provision in the budget for a	0	1	Y1-0 Y2-1	DI	Toll free line	Activity report					

	centre	establishe d	toll free line			Y3-0 Y4-0 Y5-0								
	Conduct record management reviews	Reviews conducted	Docket Review Meetings	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DI	Number of dockets reviewed	Activity report					
	Build capacity of records management officers in handling dockets and exhibits	Records manageme nt officers trained	Records management trainings	4	8	Y1-4 Y2-4 Y3-0 Y4-0 Y5-0	DCS /DI	Number of Officers trained	Activity report					
	Enhance the safety and security of exhibits and records	Re-design and reconstruc t the records manage offices.	Relocation of records management offices. Procurement of fire proof cabinets and equipment	0	4	Y1-0 Y2-1 Y3-1 Y4-1 Y5-1	DI	Procuremen t of equipment that enhances safety and security of dockets	Activity report					
	Developmen t of an asset management system / program	Asset manageme nt system / program procured	Procurement of an asset management system / program for seized assets	0	1	Y1-0 Y2-0 Y3-1 Y4-0 Y5-0	DLP/DI	Efficiency in the managemen t of assets	Annual Reports					
	Build capacity of officers in management of seized	Officers Trained	Train officers in asset management	6	10	Y1-0 Y2-5 Y3-5 Y4-0 Y5-0	DLP/DI	No of officers trained	Training reports					

	assets													
3. To enhance the investigative capacity of the bureau	Build capacity of investigators	Officers trained	Training of investigation officers in digital forensic investigation,	2	4	Y1-2 Y2-2 Y3-0 Y4-0 Y5-0	DI	No of officers trained	Training Reports					
			Training in financial Investigations, Money Laundering, Asset tracking and recovery trainings	5	10	Y1-5 Y2-5 Y3-0 Y4-0 Y5-0	DI	No of Officers trained	Training reports					
			Training of investigation officers in cyber-crime cases	0	4	Y1-0 Y2-2 Y3-2 Y4-0 Y5-5	DI	No of officers trained	Training Reports					
	Review the criteria for prioritising cases	criteria for prioritization of cases reviewed	Conduct Prioritisation Workshop	1	2	Y1-1 Y2-0 Y3-0 Y4-0 Y5-1	DI	Criteria reviewed	reports					
	Review criteria for recruitment of investigators	Recruitment of investigators with specialized skills (i.e accountants, auditors, engineers)	Review criteria for recruitment of investigators	0	1	Y1-0 Y2-1 Y3-0 Y4-0 Y5-0	DCS / DI	Recruitment Policy development	Activity report					
	Strengthen supervision of investigation	Supervision Meetings conducted	Conduct Case management meetings	0	10	Y1-2 Y2-2 Y3-2 Y4-2	DI	Number of meetings	Activity reports					

	s of cases					Y5-2								
4. To strengthen the prosecutorial capacity	Review the criteria for prioritising cases	criteria for prioritization of cases developed	Conduct case management meetings	1	2	Y1-1 Y2-0 Y3-0 Y4-0 Y5-1	DLP	-criteria reviewed	reports					
	Build capacity of prosecutors	Prosecution Officers trained	Train prosecutors in advocacy, financial investigations, money laundering, asset tracking and recovery	2	10	Y1-2 Y2-2 Y3-2 Y4-2 Y5-2	DLP	Number of prosecutors trained	Activity reports					
5. To enhance peoples trust in the criminal justice system vis-à-vis on corruption matters	Develop capacity building of Judicial officers	Judicial Officers Trained in corruption laws	Conduct training of lay magistrates on the CPA	0	12	Y1-0 Y2-3 Y3-3 Y4-3 Y5-3	DLP	No of magistrates trained	Activity reports					

	Motivate for the establishment of a Financial Crimes Court	Financial Crimes Court established	Deploy position paper on the establishment of a Financial Crimes Act to Ministry of Justice and Constitutional Affairs and Parliament	0	1	Y1-0 Y2-1 Y3-1 Y4-1 Y5-1	DG	Court established	Annual Report					
	Strengthen CPA in areas such as the protection of whistle blowers and witnesses	CPA reviewed	Review and propose amendments to the CPA	0	1	Y1-1 Y2-1 Y3-0 Y4-0 Y5-0	DG	Amendments to the CPA	Annual Report					

6. To enhance asset recovery	Intensify asset recovery efforts	Asset Management Policy developed	Develop an Asset Management Policy for asset recovery	0	1	Y1-1 Y2-0 Y3-0 Y4-0 Y5-0	DG/DOP	Asset recovery policy,	Annual Report					
		Asset management Manual developed	Develop asset recovery processes and procedures	0	1	Y1-1 Y2-0 Y3-0 Y4-0 Y5-0	DOP	Asset Recovery Processes and Procedures	Annual Report					
		Assets traced and recovered	Conduct asset tracing	0	30	Y1-6 Y2-6 Y3-6 Y4-6 Y5-6	DoP	Number of files completed	Annual Report					
			File and prosecute applications for preservations	0	35	Y1-7 Y2-7 Y3-7 Y4-7 Y5-7	DoP	Number of preservation files filed	Annual Report					

			Prosecute suits for recovery	0	35	Y1-7 Y2-7 Y3-7 Y4-7 Y5-7	DoP	Number of suits prosecuted	Annual Report					
			Undertake Alternative Dispute Resolutions (ADR)	0	14	Y1-2 Y2-3 Y3-3 Y4-3 Y5-3	DoP	Number of cases settled	Annual Report					
	Build capacity of investigators and prosecutors in asset recovery, parallel financial investigations, money laundering, management	Officers trained	Train investigators and prosecutors in asset recovery, parallel financial investigations, money laundering, and management of recovered assets.	5	25	DI/DLP	Improved asset recovery and management	Training reports						

	ent of recovered assets.													
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STRATEGIC GOAL # 3: INCREASED INTOLERANCE TO CORRUPTION

Objectives	Strategies	Expected Outputs	Activities	Baseline Indicator	Overall Target	Annual Targets	Responsible Personnel	Output Indicator(s)	Means of Verification	Time Frame				
1. To empower and promote corruption reporting among Malawians	Popularize procedures of reporting corruption	Electronic Media programs aired	Recording and Airing Electronic Media programs	36	276	Y1-46 Y2-50 Y3-55 Y4-60 Y5-65	DPE	Number of programs conducted	Program recordings and Broadcasting Schedule					
	Mobilise communities to take action against corruption	Workshops conducted	Facilitate Awareness workshops	16	125	Y1-15 Y2-20 Y3-25 Y4-30 Y5-35		- Number of awareness workshops -Number of participants	Activity reports					
			Developing IEC Materials	4000	30,000	Y1-5,000 Y2-5500 Y3-6000 Y4-6500 Y5-7000	DPE	Number of leaflets printed	Sample Leaflet, and Leaflet distribution record					

2. To Inculcate values of honesty and truthfulness among Malawians	Sensitise public officials in ethics and integrity	Workshops conducted	Facilitate Training workshops for Council officials	4	45	Y1-9 Y2-9 Y3-9 Y4-9 Y5-9	DPE	- Number of workshops -Number of participants	Activity reports					
	Conduct awareness campaigns in ethics and integrity among the youth	Motivational talks to secondary students conducted	Motivational talks	160	1,500	Y1-200 Y2-250 Y3-300 Y4-350 Y5-400	DPE	-Number of motivational talks -Number of participants	Activity reports					
		Sports Bonanza conducted	Sports bonanza	8	40	Y1-8 Y2-8 Y3-8 Y4-8 Y5-8	DPE	Number of sports bonanza	Activity reports					
	Conduct a Corruption Literacy Month	Anti-corruption awareness month observed	Recording and airing Electronic Media Programs	0	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	-Number of slots aired	-Jingle recordings and Broadcasting Schedule					
			Corporate Social responsibility activities	1	2	Y1-0 Y2-1 Y3-0 Y4-0 Y5-1	DPE	-Number of activities carried out	-Activity reports					

			Surprise visits to various public institutions	0	50	Y1-10 Y2-10 Y3-10 Y4-10 Y5-10	DPE	-Number of Visits conducted	- Memo Reports					
3. To promote collaboration with other institutions through partnerships	Train CSOs and ACC that deal in governance issues to mainstream anti-corruption activities	TOT conducted	Trainings conducted	1	25	Y1-5 Y2-5 Y3-5 Y4-5 Y5-5	DPE	-Number of awareness meetings -Number of participants	- Activity reports -MOUs Signed					
		Anti-corruption Youth forum established	Youth forum members meeting conducted	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	-Number of consultative meeting -Number of participants	Activity reports					
		Anti-corruption clubs trained	Trainings conducted	8	80	Y1-16 Y2-16 Y3-16 Y4-16 Y5-16	DPE	-Number of training workshops -Number of participants	Activity reports					

	Mobilise communities to take action against corruption	Workshops conducted	Facilitate awareness workshops	16	100	Y1-20 Y2-20 Y3-20 Y4-20 Y5-20		-Number of training workshops -Number of participants	Activity reports					
4. To enhance the capacity of Public Education	-Recruit new officers	Advertise		3	15	Y1-3 Y2-3 Y3-3 Y4-3 Y5-3	DPE	No. of new officers recruited	Reports certificates					
	-Train officers			12	12	Y1-3 Y2-3 Y3-3 Y4-3 Y5-0		No. of old officers attend refresher training	Activity reports					
5. To build confidence in the Bureau among the citizenry through improved corporate communication	Conduct press briefings	Press briefings conducted	Press briefing	4	20	Y1-5 Y2-5 Y3-5 Y4-5 Y5-5	DPE	-Number of Press briefings -Number of participants	Activity reports					
	Prepare Press Releases	Press Releases prepared	Press Release	12	60	Y1-12 Y2-12 Y3-12 Y4-12	DPE	Number of Press releases	Press release					

						Y5-12								
	Prepare News Bulletin	News Bulletin prepared	News Bulletin	12	60	Y1-12 Y2-12 Y3-12 Y4-12 Y5-12	DPE	Number of News bulletins	News Bulletins					
	Prepare Annual News letter	Newsletter prepared	Newsletter	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	Number of Newsletters	Newsletters					
	Raise public awareness on the role and mandate of the Bureau	Media workshops conducted	Conduct Media workshops	2	15	Y1-3 Y2-3 Y3-3 Y4-3 Y5-3	DPE	-Number of Media workshops -Number of participants	Activity reports					
		Media awards sponsored	Sponsor media awards	0	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	Number of Awards Sponsored	Activity reports					
		Panel discussions conducted	Conduct panel discussions	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	Number of Panel discussions conducted	Activity reports					
		Public lectures conducted	Conduct Public lectures	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	-Number of Public lecture conducted	Activity reports					

								-Number of participants						
	Conduct public Debates	Public debates conducted	Public debates	1	5	Y1-1 Y2-1 Y3-1 Y4-1 Y5-1	DPE	Number of debates conducted	Activity reports					

STRATEGIC GOAL # 4: STRENGTHENED INSTITUTIONAL CAPACITY

Objectives	Strategies	Expected Outputs	Activities	Baseline Indicator	Overall Target	Annual Targets	Responsible Personnel	Performance Indicator(s)	Means of Verification	Time Frame				
1. To develop infrastructure.	Construct purpose-built office	Purpose offices built	Lobbying and engaging Planning and Economic Development Unit to have project in PSIP	0	1	Y1-1	Director of Corporate Services	Number of Lobbying meetings/Correspondence done.	Correspondence, /Minutes/Report					
		Funds sourced	Sourcing of funds	0	25%	Y2-25%	Director of Corporate Services	Percentage of funds received.	Funding receipts/Financial Report					
		Office built	Start construction	0	1	Y3-Phase 1 Y4-Phase 1 Y5-Phase 1	Director of Corporate Services	Office built	Progress report/Certificate of Completion					
	Rehabilitate regional offices	Improve working environment	Review office conditions	0	3	Y1-1 Y2-1 Y3-1 Y4-1	Principal Administrative Officer	Number of review exercises done	Assessment reports					
		Improve working environment	Do maintenance.	0	3	Y1-1 Y2-1 Y3-1 Y4-1 Y5-0	Principal Administrative Officer	Number of times offices maintained	Maintenance reports					
2. To instil a high performance work practices and culture	Re-organise work	Improved organisational performance	Research on High Performance Work	0	1	Y1-1 Y2-0 Y3-0 Y4-0	Senior Economist	Number of researches conducted	Research report					

	processes and procedures	ce	Practices.			Y5-0								
		Improved organisational performance	Conduct gap analysis	0	1	Y1-0 Y2-1 Y3-0 Y4-0 Y5-0	Senior Economist	Number of reviews done	Minutes/Review reports					
		Improved organisational performance	Engage partners and stakeholders.	0	1	Y1-0 Y2-1 Y3-0 Y4-0 Y5-0	Senior Economist	Number of meeting	Minutes					
	Improve work environment	Improved work environment	Develop Occupational Health Policy Implement Occupational Health Policy to address work environmental issues	0	1 Ongoing	Y1-1 Y2-Y5	DCS DCS	Policy developed Environmental issues addressed	Activity report Activity reports					
3. To align organisational arrangements to NACS II and SP	Implement approved functional	Improved organisational performance	Develop and implement HPWP strategy	0	1	Y3-Y5	Senior Economist	HPWP Strategy developed and implemented	Implementation plan/Report					
	Implement approved functional review	Improved performance	Fill the vacant positions.	1	1	Y1	CHRMDO	Number of positions filled	Recruitment reports					
	Review organisational Structure	Improved performance	Conduct review of positions in line with changed	1	1	Y3-5	CHRMDO	Structure review done	Review report					

			processes.											
4. To broaden the financial base	Explore alternative financing sources	Improved financing streams	Produce and submit project proposals to donors	1	1	Y1-Y5	Director of Corporate Services	Number of proposals submitted	Project proposals					
	Introduce cost recovery measures	Cost recovery measures introduced	Identify areas of wastage Investigate how to secure pre-finance from entities being assisted	0 0	1 All entities	Y1-Y5	Director of Corporate Services DCS	Number of measures Number of entities assisted with investigations	Financial Reports Financial Reports					
5. To improve the governance and management systems	Strengthen the systems and procedures	Improved systems and procedures	Conduct governance, risk assessments and audits	4	20	Y1-4 Y2-4 Y3-4 Y4-4 Y5-4	Chief Internal Auditor	Number of reports	Audit Reports/ Recommendations implemented.					
			Prepare monthly, quarterly and annual reports	60	80	Y1-16 Y2-16 Y3-16 Y4-16 Y5-16	Chief Accountant	Number of Reports	Monthly, quarterly & annual reports					
	Strengthen record management	Improve records management system	Acquire M&E, Internal Audit, Finance, Procurement, Stores and Registry systems.	0	2	Y1-0 Y2-1 Y3-0 Y4-0 Y5-1	DCS/PSAP	Systems developed	Reports					
	Update and enforce ICT policy and systems	Implement domain forest	Acquire and configure domain forest	0	1	Y1-Y3 Y4-0 Y5-0	DCS/PSAP	Domain forest implemented	Report					
			Create modern media	2	4	Y1-Y5	DCS/PSAP/SPRO	Number of media platforms.	Reports					

			platforms											
			Forensic – Capacitate the unit including licenses,	0	1	Y1-Y5	DCS/PSAP	Licence fee paid	License certificate					
			Recruit hardware expert	0	1	Y3-Y5	DCS/CHRMDO	Hardware expert recruited	Recruitment report					

STRATEGIC GOAL # 5: STRENGTHEN PLANNING MONITORING AND EVALUATION

Objectives	Strategies	Expected Outputs	Activities	Baseline Indicator	Overall Target	Annual Targets	Responsible Personnel	Output Indicator(s)	Means of Verification	Time Frame				
1. To improve Planning, Monitoring and Evaluation.	Mainstream Planning, Monitoring and Evaluation in Bureau operations	PME mainstreamed in Bureau activities	Training of Managers in M&E concepts	0	2	Y1-1 Y2-0 Y3-1 Y4-0 Y5-0	Director of corporate services	Number of trainings undertaken	Training reports					
			Establish key performance indicator for each pillar of the NACS II	Draft Indicators	Refine the indicators	Updated each year	Director of corporate services	Refined indicators	M&E Framework document					
	Build capacity of M&E personnel.	Skilled M&E personnel	Training M&E personnel in result-based monitoring	0	2	Y1-1 Y2-0 Y3-1 Y4-0 Y5-0	Senior Economist	Number of trainings conducted	Activity reports					
	Update PM&E Framework	Reviewed PM&E framework	Review the M&E Framework	Draft Framework	Refined M&E Framework	Updated each year	Senior Economist	Number of M&E frameworks reviewed	M&E framework, Monitoring and evaluation tools					
			Implement the reviewed PM&E framework	0	1	Y2-Y5	Senior Economist	Framework implemented	Activity reports					
	Publish PM&E reports	Reports published	1. Publish periodic reports on	0	20	Y1-4 Y2-4 Y3-4	Senior Economist	1. Number of published	Published reports; distributed					

and dissemination	using a range of media outlets		ACB website and other platforms 2. Distribute annual reports to all relevant stakeholder		5	Y4-4 Y5-4 Y1-1 Y2-1 Y3-1 Y4-1 Y5-1		reports 2. Number of annual reports distributed to stakeholders	reports					
3. To enhance the research function of the monitoring and evaluation section	Develop a Research Policy and Strategy with Implementation Plan	Governance and corruption survey and all internal surveys conducted annually	Conduct governance and corruption survey	0	1	Y1-1 Y2-0 Y3-0 Y4-0 Y5-0	Senior Economist	No. of surveys conducted	Survey reports					
			Develop customized tools for the governance and corruption survey	0	1	Y1-1 Y2-0 Y3-0 Y4-0 Y5-0	Senior Economist	No. of tools developed	Survey tools					
			Conduct internal research (client satisfaction surveys, work environment survey and employee satisfaction surveys, integrity assessment survey)	3	15	Y1-5 Y2-0 Y3-5 Y4-0 Y5-5	Senior Economist	No of internal surveys conducted	Survey reports conducted					

APPENDIX 3: LIST OF STAKEHOLDERS CONSULTED

NAME	DESIGNATION	ORGANISATION
Mr R. Matemba	Director General	ACB
Mrs M Phombeya	Director for Corruption Prevention	ACB
Mr A. Mwale	Director of Corporate Services	ACB
Mr Khunga	Director of Prosecutions	ACB
Mr D. Mponda	Director of Investigations	ACB
Mrs C. Mphande	Director of Public Education	ACB
Ms C. Nkhoma	Senior Public Education Officer	ACB
Mr J. Chisale	Public Education Officer	ACB
Mr V. Liwonde	Chief Investigations Officer	ACB
Ms M. Kambalu	Senior Investigations Officer	ACB
Mr R. Mkandawire	Senior Investigations Officer	ACB
Mr H. Banda	Assistant Report Centre Officer	ACB
Ms G. Banda	Investigations Officer	ACB
Mr G. Ngulube	Assistant Documentation Officer	ACB
Mr I. Nkhoma	Senior Investigations Officer	ACB
Ms F. Phiri	Principal Investigations Officer	ACB
Mr I. Saidi	Principal Prosecutions Officer	ACB
Mr P. Mfune	Senior Report Centre Officer	ACB
Mr W. Nyasulu	Documentation Officer	ACB
Ms Kadongola	Corruption Prevention Officer	ACB
Mr E. Kasoka	Corruption Prevention Officer	ACB
Mr G. Makawa	Corruption Prevention Officer	ACB

NAME	DESIGNATION	ORGANISATION
Mr P. Mogha	Senior Corruption Prevention Officer	ACB
Mr M. Siyame	Senior Monitoring and Evaluation Officer	ACB
Mr G Kadammanja	Senior Internal Auditor	ACB
Mr C. Tukula	Director	Office of the Director of Public Declarations of Assets
Mr. D. Nungu	Executive Secretary	Malawi Human Rights Commission
Mr W. Msiska	Chief Law Reform Officer	Malawi Law Commission
Mr. O. Mwalubunju	Executive Director	National Initiative for Civic Education
Mr N. Phiri	Secretary for Agriculture, Irrigation and Water Development	Ministry of Agriculture, Irrigation and Water Development
Hon M. Chizuma	Ombudsman	Office of the Ombudsman
Mr. E. Lodzeni	Executive Secretary	Office of the Ombudsman
Mrs C. Mangulama	Deputy Director of Legal Services	Office of the Ombudsman
Mrs G. Namonde	Director of Legal & Investigations	Office of the Ombudsman
Mrs M. Kachale	Director of Public Prosecutions	Office of the Director of Public Prosecutions – Ministry of Justice and Constitutional Affairs
Ms Y. Botie	Programme Officer	Action Aid
Mr. Robert White	Chief Executive Officer	Tilitonse Foundation
Mr F. Gondwe	Director	Road Traffic Directorate
Mr. A. Chikungwa	National Director	NAMISA
Ms L. Phiri	Chief Executive Officer	National Construction Industry Council

NAME	DESIGNATION	ORGANISATION
Mrs A. Mankhambo	Director CAP	Financial intelligence Authority
Mr V. Chipeta	Director MNA	Financial intelligence Authority
Mr E. Mtonga	Director Legal & CS	Financial intelligence Authority
Dr A. Ziba	Director ICT	Financial intelligence Authority
Mr R. Mtonga	Executive Director	CONGOMA
Mr. N. Staite	Senior Asset Recovery Specialist	ICAR
Mr V. Mhone	Chief Executive Officer	NGO Board
Ms Culomba Odowd		Irish AID
Ms Matevu	Acting Head of Governance	UNDP
Mr C. Alfazema	Programme Analyst	UNDP
Mr J. Munthali	Programme Manager - Governance	EU Delegation
Mr L. Palani	District Commissioner	Lilongwe District Council
Mr H. Chimota	Secretary for Human Resource Management and Development	Department of Human Resource Management and Development - OPC
Mr. M. Nyirenda	Senior Programme Officer	Royal Norwegian Embassy
Mr B. Bakken	Secretary	Royal Norwegian Embassy
Mr C. Kajoloweka	Executive Director	Youth and Society
Mr P. Kantsitsi	Director of Planning and Development	Mbelwa District Council
Mr M. Chamkakala	Director	Legal AID Bureau
Mr G. Mchoma	Deputy Director for Physical Planning – Chair ICC	Ministry of Lands and Physical Planning
Mr A. Bowden	Governance Adviser	DFID

NAME	DESIGNATION	ORGANISATION
HH T. Masoamphambe	Deputy Registrar	Malawi Judiciary
HH A. Banda	Assistant Registrar	Malawi Judiciary
HH T. Soko	Assistant Registrar	Malawi Judiciary
Justice Chirwa	High Court Judge	Malawi Judiciary
Dr F. Gondwe	Chief Executive Officer	ICAM
Mr B. Chitsonga	Director of Finance and Administration	MACRA
Mr A. Mbwana	Chief Audit Manager	TNM
Mr D. T. Banda	Director of Legal Services	Malawi Electoral Commission
Ms T. Kuwali	President	Institute of Internal Auditors
Mr T. Kayira	Executive Director	Malawi Law Society
Ms C. Kandondo	Lecturer - Governance	Catholic University
Ms M. Kaleso	District Commissioner	Phalombe District Council
Mr E. Kenamu	Director of Planning and Development	Phalombe District Council
Mr J. Ntiza	Director of Finance	Phalombe District Council
Mr O. Bwanali	Director of Administration	Phalombe District Council
Mr C. Neba	Acting Director of Corporate Service Services	Malawi National Examination Board
Pro. W. Chirwa	Chairperson	Media Council of Malawi
Mr B. Theu	Lecturer – Law Faculty	Chancellor College
Paramount Chief Kawinga	Paramount Chief	
Mr C. Kalembe	Secretary for Local Government and Rural Development	Ministry of Local Government and Rural Development
Mr A. Banda	Acting Executive Director	Local Development Fund
Mr D. Pangani	Deputy Director – Local Government	Ministry of Local Government and Rural Development

NAME	DESIGNATION	ORGANISATION
Father H. Saindi	Head of Catholic Secretariat	Catholic Secretariat
Mr C. Mulume	Director of Social Development	Catholic Secretariat
Mr. O Mumba	Director of Finance	Catholic Secretariat
Rev Dr Chifungo	Committee Member	Evangelical Association of Malawi
Mr A. Kayuni	Controller of Internal Audit Unit	Ministry of Finance
Mr M. Mkandawire	Executive Director	YONECO

NAME	INSTITUTION	DESIGNATION
Hope Chavula	MCCCI	Head, Real Sector & Macro Economic Policy
Madalitso Kazombe	MCCCI	Director, Business Environment
Paramount Chief Lundu	Chikwawa	Paramount Chief
T/A Ngowe	Chikwawa/ Nsanje	Chief
Mada S.G.V.V	Chikwawa	Chief
Mangulenje SGVH	Chikwawa	Chief
H.B. Moyo	Clerk Chikwawa	Clerk

BLANTYRE

NAME	INSTITUTION	DESIGNATION
Joseph B. Ngalawa	MACRA	Head, of Procurement
Ruth Sewerengera	MACRA	Management Accountant
Isaac Norman	FISCAL POLICE	Head of Fiscal & Fraud Section
Peth Msiska	MACRA	Internal Auditor
Scoti Watch	MAM	Executive Director
BH.A.R Kangomba	MAM	Ed, Coordinator

ACB- BLANTYRE

NAME	INSTITUTION	DESIGNATION
Kenneth Namijingo	ACB	Accounts Ass

Beatrice Chikusa	ACB	Assistant Programmer
Martha P. Mbewe	ACB	Senior Store
Brighton S. Banda	ACB	Messenger
A. Beka	ACB	Messenger
Edson Kananji	ACB	Receptionist
U. Mwanyongo	ACB	Stenographer
Funny Mwanza	ACB	Stenographer
M Chiwaca	ACB	Asst Acct
Tenson Billiant	ACB	AO DOCI Officer
J. Namajagali	ACB	Driver
Moses Mchacha	ACB	SAPO
William Kamvaseke	ACB	Senior Accountant

ACB OFFICES - BLANTYRE

NAME	INSTITUTION	DESIGNATION
Peter Beza	ACB	I.O
Gladwell Chawale	ACB	S.I.O
Richard Malikebu	ACB	I.O
Cedric Nachamba	ACB	I.O
F. Nkhata	ACB	I.O
Gift Mhone	ACB	PEO
Leah Mwagomba	ACB	I.O
Chisomo Ndala Kondowe	ACB	I.O
Diana Singano	ACB	SAO
Grant Nkosi	ACB	PIO
V. Chiwala	ACB	CL&PO
Wishes Kapusa	ACB	I.O

ZOMBA ACB OFFICE

NAME	INSTITUTION	DESIGNATION
Lydia kawiya	ACB	CPO

Joseph	ACB	SALPO
Charles Duwa	ACB	Admin
Harold Chadza	ACB	ADMIN
Modester Kuleti	ACB	ARCO
Vitumbiko Gwambaike	ACB	CPO

ZOMBA ACB SENIOR STAFF

NAME	INSTITUTION	DESIGNATION
Mrs Agnes Mweta	ACB	PPEO
Andrew Ussi	ACB	SPEO
Anafi Likwanya	ACB	CL&PO
Fidelis Chinsakaso	ACB	S.I.O
Sam Kambani	ACB	SCPO

CHIRINGA

NAME	INSTITUTION	DESIGNATION
Wilson Mulaliki	Chiringa ACC	Chair
Kemmeth Namuru	Chiringa ACC	Sec.
Vilot Ligomba	Chiringa ACC	Member
Lidia Malango	Chiringa ACC	Member
Eluby Chiwindo	Chiringa ACC	Member
Fane Mose	Chiringa ACC	Member
Loveness Wavala	Chiringa ACC	Member
Alfred Remse	Chiringa ACC	Member
Hangboy Mahere	Chiringa ACC	Member
Madalitso Makupe	Chiringa ACC	
Gloria Naphazi	Chiringa ACC	Vice Chair
Biziweck Matepawe	Chiringa ACC	Member

MIE STAFF

NAME	INSTITUTION	DESIGNATION
Luke Eliya	MIE	Director- DCD
Deborah T. Banda	MIE	Curr. Specialist
Loyce Chisale	MIE	Ass Curr. Specialist
Willard Namsongole	MIE	Register Clerk

ZOMBA

NAME	INSTITUTION	DESIGNATION
Walter Chikuni	Zomba DC	DPD
Linice Sanga	CRECCOM	PM

KARONGA

NAME	INSTITUTION	DESIGNATION
Paramount Chief Kyungu		Paramount Chief

ACB CLUB- MALINGUNDE

NAME	INSTITUTION	DESIGNATION
Timothy Mwenifumbo	ACB Club	Chairman
Bester Chimawu	ACB Club	Member
Grace Malenga	ACB Club	Member
Esther Peterson	ACB Club	Member

ACB – MZUZU OFFICE

NAME	INSTITUTION	DESIGNATION
A. Nyirenda	ACB	Investigation Officer
Boniface Ngoma	ACB	Public Education Officer
Hardwick Singo	ACB	Assistant Report Officer

Ipyana Ngonga	ACB	Driver
Kondwani Mtika	ACB	Driver

ACB CLUB JENDA

NAME	INSTITUTION	DESIGNATION
S. Chirwa	ACB Club	Member
R. Chirwa	ACB Club	Member
Moster Mkandawire	ACB Club	Member
Micheal Soko	ACB Club	Secretary General
Maureen Jere	ACB Club	Member
Richarcha Sundagi	ACB Club	Forum Chairman
Efrida Lutuka	ACB Club	Member

APPENDIX 4: LIST OF DOCUMENTS REVIEWED

1. ACB Strategic Plan, 2012 – 2017
2. National Anti-Corruption Strategy, Malawi
3. The Malawi Business Climate Report, 2018
4. ACB Monitoring and Evaluation Framework, 2013
5. Report on Benchmarking Visit to Tanzania conducted by MACRA, 2017
6. Best Practices for Anti-Corruption Commissions/Transparency International
7. Combating Corruption in Singapore – What can be learnt?
8. Ethics and Anti-Corruption Commission Report – Kenya/2017/18
9. Ethics and Anti-Corruption Act, 2011
10. Ethics and Anti-Corruption Strategic Plan, 2018 – 2023
11. Financial Crimes Act, 2016
12. National Anti-Corruption Strategy, Malawi
13. National Access to Information Policy, 2014
14. Combating Corruption: Challenges in the Malawi Legal System – Ivy Kamanga, JHC
15. Concept Note on the Office and Operations of the Office of the Director of Public Officers declarations (ODPOD)
16. Public Officers' (Declarations of Assets, Liabilities and Business Interest) Act, 2013
17. Overview of Corruption and Anti-Corruption in Malawi – TI
18. Guidelines for Performance Contracting in the Public Sector
19. Report on CFTC Benchmarking Exercise to Kenya, 2017
20. Client Service Charter for the ACB, 2018
21. Systematic Approach to Building Anti-Corruption Capacity
22. National Youth Forum, 2018
23. The Local Government System in Malawi
24. ACB Annual Reports from 2013/14 – 2017/18
25. ACB Annual Budgets 2014/15 – 2017/18
26. End of Project Report – Irish AID Project
27. End of Project – RNE Project
28. SADC Protocol Against Corruption, 2001
29. United Nations Convention Against Corruption, 2004
30. Web reviews on Kenya, Hong-kong and South Africa Anti-Corruption Initiatives
31. Malawi National Integrity Assessment Report, 2013
32. National Consultation Workshops for the Review of the National Anti-Corruption Survey
33. Desk Instruction Manual for Institutional Integrity Committees, 2016
34. Report on the Private Sector Stakeholder Consultations
35. Report on the Progress on the Implementation of the National Anti-Corruption Strategy – 2009 to Date, June 2001
36. A Political Economy of the State of Corruption, April 2019
37. State of Corruption in Malawi (2013 – 2018), May 2019
38. National Anti-Corruption Action Plan, 2012 – 2021 (Republic of Ghana), December 2011