A COMMUNICATIONS STRATEGY

FOR THE GOVERNMENT OF MALAWI’S ANTI-CORRUPTION BUREAU

2007-2010

23 August 2007
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1. INTRODUCTION

Corruption in Malawi is a significant impediment to the government’s ability to meet the needs of its citizens and develop the economy. Transparency International’s headquarters office, in fact, estimates that Malawi loses one third of its annual revenue through waste, fraud, bribery and corruption. Both grand and administrative corruption are rife, particularly in the public service, affecting both the welfare of Malawi’s citizens and the country’s ability to recruit external funding and investment.

Corruption in Malawi occurs at numerous levels and for a myriad of reasons. Some of the conditions that contribute to its prevalence include economic factors, particularly poverty; sociological norms such as cultural practices; political entitlement by bureaucrats and politicians; and administrative inefficiencies.

In recent years, however, Malawi has begun to take important policy and institutional action against corruption. The current President, Dr. Bingu wa Mutharika, has declared a zero-tolerance policy against it. The Corrupt Practices Act was passed in 1995 and amended with additional strengthening mechanisms and protection for whistleblowers in 2004. Over the last five years, watchdog and enforcement agencies have become more active in taking measures to tackle corruption. Civil society and the media have become more vocal in their opposition to corrupt practices.

Founded in 1996 after the Corrupt Practices Act was passed into law in 1995, the Anti-Corruption Bureau has emerged as the Government of Malawi’s most direct institutional weapon in the fight against corruption. The ACB is responsible for both prosecuting and preventing corruption in Malawi, and as such its mandate spans the breeding grounds for corruption at numerous societal and institutional levels.

The Anti Corruption Bureau has committed to a proactive and strategic approach to preventing corruption and strengthening public trust in the organization’s work. This communications strategy has been developed by ACB staff and will serve as a road map for the Bureau’s Communications Strategy from 2007-2010, aligning with the ACB’s overall Strategy 2007-2011. It is based directly on Malawi’s specific experience with corruption and intends to maximize its scope by linking the ACB’s communications initiatives to existing anti-corruption research, processes and initiatives underway within Malawi.

As such, this strategy is relevant not only to the ACB and its staff, but also to all of its partners – government, donors, business, media and civil society – that are fighting to reduce corruption in Malawi.

1 Transparency International, Independent Anti-Corruption Agencies, TI Source Book, 2002; TICPI, 2004; TICPI, 2005
2. THE ANTI-CORRUPTION BUREAU: BACKGROUND AND COMMUNICATIONS CAPACITY

2.1. BACKGROUND OF THE BUREAU

The Anti-Corruption Bureau began its operations in 1998 to enforce the Corrupt Practices Act, which had been passed in 1995. Founded as a result of Malawi’s new constitution, which took measures to “guarantee accountability, transparency, personal integrity and financial probity…[to]…strengthen confidence in public institutions,” the organization is mandated by the Corrupt Practices Act to:

- Take necessary measures for the prevention of corruption
- Receive any complaint, report or other information of any alleged or suspected corrupt practice or offence under the Corrupt Practices Act
- Investigate complaints of alleged or suspected corrupt practices and all other offences under any law discovered in the course of such investigation
- Prosecute offences under the Corrupt Practices Act
- Investigate and report on the conduct of any public officer which is connected or conducive to corrupt practices

The ACB’s vision is the elimination of corruption in all its forms in order to enhance the socio-economic well being of all the people of Malawi. Its mission is to contribute significantly to the prevention and reduction of corrupt practices in Malawi.3

Since 1998, the ACB has received more than 6,000 complaints and investigated hundreds of cases. Since 2004, it has taken 35 cases to court and seen 13 convictions. (Eighteen cases are still within the court system.)4 Its Prevention and Public Education sections have worked with numerous public institutions to strengthen their systems and accountability, carried out public education programs in nearly all of Malawi’s 29 districts, and developed various partnerships with NGOs, like-minded government bodies, and CSOs in both urban and rural areas. Funding for the ACB’s activities comes from both government and external donor sources.

2.2 ORGANIZATIONAL STRUCTURE AND CAPACITY

The ACB has three offices: the Headquarters in Lilongwe, and branch offices in Blantyre and Mzuzu. The principal functions of the Bureau are:

- Corruption Prevention, through support and advice to organisations on systems and procedures, including research and intelligence; and Public Education, through raising awareness of corruption and its effects on society
- Law Enforcement, through the investigation and prosecution of persons engaged in corrupt practices and related offences;

At present, the total staff strength in the ACB is 96. Of these, 49 are employed in the Operations Department, which is directly involved in discharging the above two principal functions. The remaining 47 officers are in the Support Services Department.

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3 ACB Strategy 2007-2011, v.11, Section 3
4 ACB internal statistics
2.3. COMMUNICATIONS STRUCTURE AND CAPACITY

The ACB relies heavily on communications activities for carrying out both its Public Relations and Corruption Prevention & Education work.

The Public Relations Section is located in the Directorate Department, working closely with the Director to handle the public image of the agency. The departments of Public Education and Corruption Prevention are closely associated within the Operations Department and liaise on prevention activities. The Corruption Prevention section focuses primarily on institutional corruption, while the Public Education section provides broader outreach to, and collaborates with, civil society and grassroots targets.

Staffing in both the Prevention and Public Education section are functioning at less than capacity, and staff turnover and skill building remain challenges. Total establishment for Corruption Prevention Research and Intelligence Section is six. Currently there are four officers in the Section, and two positions are vacant. Staffing needs include a Senior Corruption Prevention Officer and one Corruption Prevention Officer.

Total establishment for the Public Education Section is six. Currently, there are three officers in the Public Education Section, while three positions are vacant.

A Lilongwe-based Public Education Officer serves as both Public Relations Officer (PRO) and Public Education Officer (PEO).

3. BACKGROUND OF THE COMMUNICATIONS STRATEGY

3.1. THE ROLE OF COMMUNICATION IN FIGHTING CORRUPTION

Corruption is a complex phenomenon, but its results are unambiguous. Where corruption persists, particularly in a developing country like Malawi, everyone pays. The government pays in its inability to account for resources, attract investment, stabilize the economy and engender donor confidence. Citizens pay the heaviest price – in lack of basic services like hospitals, roads, fertilizer, water and education. They also pay in a loss of confidence in their government; when citizens lose faith in the systems created to support them, corruption breeds itself in a vicious cycle.

Communications is not an antidote for corruption. However, when paired with other necessary initiatives such as strengthening systems, improving law enforcement and bolstering prosecution, it can play a crucial role in creating necessary conditions for corruption prevention – including intensifying public participation, building public trust in institutions, and increasing access to information.

Within the realm of prevention, communications tactics may be the most useful approach in shifting public attitudes away from ambivalence and towards active resistance. Public relations can help build the image and accessibility of organizations like the ACB and its partners. Advocacy techniques and campaigns can encourage transparency by providing greater access to public information. Grassroots outreach and partnerships...
understand the laws relating to corruption and the implications that corruption has for their
day-to-day lives.

Communications activities can also leverage the success of other initiatives, such as
increasing the effectiveness of enforcement initiatives by increasing awareness or pressuring
perpetrators by focusing on the negative personal consequences of corruption.

3.2. GUIDING DOCUMENTS AND ONGOING PROCESSES FOR THE STRATEGY

In order to be effective, the ACB’s communications activities must be based in research and
rooted in local experience of corruption. Interventions will only be as successful as they are
well tailored to current anti-corruption initiatives and public attitudes towards corruption
and the ACB.

The ACB communications strategy has been directly informed by the following recent and
ongoing key processes and research related to corruption in Malawi.

ACB’s Organizational Strategy 2007-2011:
The ACB has developed a five-year overall organizational strategy to guide its work from
2007-2011. Five strategic pillars, or objectives, frame the strategy, which is an overall
“statement of intent” on the ACB’s way forward for the next five years.

Two of those five pillars depend heavily on communications:

- Pillar 2: To proactively prevent corrupt practices in public and private sector bodies
- Pillar 4: Enhance public awareness of corruption and of the Anti-Corruption Bureau’s
  work

These two directives will provide the broad basis for the two major aims of the
Communications Strategy5.

Development of the National Anti-Corruption Strategy:
The ACB is currently working with donors, government and civil society to develop a
National Anti-Corruption Strategy. This strategy is due to be completed by the beginning of
2008, and its content will include strategies and plans for communications and public
awareness initiatives. The ACB’s communications staff will work hand-in-hand with the
developers of the NACS to ensure that the ACB’s Communications Strategy and the NACS’
communications activities are complementary and work jointly to reach target groups.

Research Findings on Public Perception:
Recent research data has encouraged the ACB to develop a communications strategy. Since
2005, two major studies have provided the ACB with crucial information that provide the
starting point for its communications work. These two studies – the “Governance and
Corruption Baseline Survey”6 and “Attitudes Toward Corruption in Select Regions of
Malawi”7 survey (carried out jointly by IFES and the Millennium Consulting Group, with
funding from the Millennium Challenge Corporation through USAID and Casals &

5 For more information, see ACB Strategy 2007-2011, Sections 6.4 and 6.6
6 See “Governance and Corruption Baseline Survey,” IFES and Millennium Consulting (flo
7 See “Attitudes Towards Corruption in Select Regions of Malawi; IFES-MCG, April 2007
Associates, Inc.) – both present valuable data on attitudes and perceptions of corruption in the country, as well as the ACB as an institution.

The following is a summary of the most relevant public perception findings for the ACB’s communications strategy. These findings are excerpted from summary data for the two aforementioned surveys:

- **Malawians name corruption as a serious problem.** Nearly 90% of Malawians rate corruption as serious or somewhat serious; nearly half say it is the most serious factor affecting the economy in Malawi. Both businesses and public officials say gratification is common. 25% of businesses say it is common to pay gratification, and on average, public officials say gratification represents nearly 25% of salaries for those within their organizations.

- **People perceive public agencies as corrupt.** Most citizens surveyed gave low integrity and performance scores to key public agencies responsible for administering basic services (See Figure below). Some of the lowest ranking agencies were Immigration, Health, Education, Traffic Police, Road Traffic, Customs and Local Assemblies. Procurement within government was also cited as a major problem.

- **People cite corruption as affecting the economy, but most don’t feel that systemic corruption affects them personally.** Despite the fact that about half of respondents say that corruption affects the economy, nearly 50% believe that corruption only affects those who pay bribes.
• People do not believe they have the power to fight corruption.\footnote{7} While the majority of those surveyed disagree that Malawians accept corruption as a fact of life, a much higher percentage of those surveyed than not agree that Malawians lack the means to fight corruption. Even among those who disagree that Malawians accept corruption as a fact of life, a majority agrees that Malawians lack the means to fight corruption.

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure1.png}
\caption{Malawians Lack Means to Fight Corruption?}
\end{figure}

• People are not aware of how to report corruption, and they say they are afraid of retribution if they were to do so.\footnote{7} According to the survey data, less than 20\% of respondents were aware of the procedures to report a corrupt act to the ACB. In deciding whether to report corruption, most respondents find the possibility of retribution to be a significant concern in reporting corruption. A majority also may not report corruption because they express concern that no action will be taken by the authorities.

• Most people are not aware of any government anti-corruption efforts in Malawi.\footnote{7} Most respondents are not aware of any anti-corruption initiatives in the country. While most of those surveyed credit the President with a major role in fighting corruption, they are more likely to say that institutions such as the ACB and NGOs only play a moderate role in fighting corruption.

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure2.png}
\caption{Awareness of Government Initiatives to Fight Corruption}
\end{figure}
4. THE ACB’S CURRENT COMMUNICATIONS AIMS & ACTIVITIES

4.1. CURRENT AIMS OF ACB’S COMMUNICATIONS

The ACB’s communications aims serve two overall purposes, which align with the two relevant pillars in the ACB’s Strategy 2007-2011. Implementation of communications activities under each pillar is delegated to various staff within the Public Relations, Prevention, or Public Education sections.

- **Aim 1: Enhance public awareness of corruption and the Anti-Corruption Bureau’s work**
  
  Implementation: Activities to meet this goal are carried out through its Public Relations Officer and his/her designees.

- **Aim 2: To proactively prevent corrupt practices in public and private sector bodies**
  
  Implementation: Activities to meet this goal are carried out primarily by the Public Education and Prevention sections

Each of these communications aims requires different strategies, but both are essential to the ACB’s mandate and must be strategically prioritised over the next 3 years in order for the ACB to reach its goals.

4.2. CURRENT COMMUNICATIONS ACTIVITIES

Outreach and communications activities have long been an important function of the ACB. Current primary activities for the ACB’s Public Relations include press releases and press conferences, ongoing media relations, public statements to the press (especially on high-profile cases or breaking corruption stories), events (such as Anti-Corruption Day and the International Trade Fair) and stakeholders meetings.

Communications activities carried out by the Corruption Prevention & Public Education sections have included workshops for public departments aimed at strengthening systems and skill building, a quarterly newsletter, partnerships/MOUs with NGOs and CBOs (primarily the National Institute for Civic Education), formation and training of Anti-Corruption Clubs, and trainings for community groups.

Additional achievements of the ACB’s communications team includes establishment of the Public Relations Office, creation of IEC materials, development of coalitions and meetings to disseminate information on corruption, and media relations.
5. THE STRATEGY

5.1. OVERVIEW

The ACB three-year communications strategy is a tactical framework intended to provide clear guidance for the ACB’s communications work from 2007-2010. The plan was created through staff work sessions, consultations with ACB staff and stakeholders, and a review of anti-corruption resources and ongoing national processes. It aims to guide staff decision making by utilizing a strategic approach that will allow the ACB to build public support and contribute significantly and visibly to fighting corruption in Malawi.

For clarity, the various sections of the strategy are divided into two categories: Corruption Prevention & Education and Public Relations. This division acknowledges the differing audiences and tactics necessary to meet the ACB’s two communications needs; however, it should be noted that both staff and systems should work together across audiences and activities to maximize the impact of the various communications campaigns.

5.2. KEY OBJECTIVES

Using research findings and experience from their work, ACB staff identified the following measurable objectives for the strategy. These objectives will guide and focus the communications strategy, and its work plans, for the next three years. They will serve as a touchstone for all activity development, as well as help to identify the correct office or department to undertake leadership on various activities. Every activity the Bureau implements should be designed to advance one or more specific objectives.

**Corruption Prevention & Education Key Objectives:**
- Increase knowledge among target groups about anti-corruption laws
- Increase perception among target groups that corruption affects their lives
- Increase access to information as a tool for corruption prevention
- Contribute to a decrease in corruption among key groups, particularly public officials
- Increase accessibility to the ACB’s services and reporting mechanisms
- Get ongoing feedback from target groups on how the scope and success of ACB initiatives

**Public Relations Key Objectives:**
- Improve image of the bureau
- Increase awareness of the ACB’s accomplishments, particularly recent successes
- Increase accessibility to, and responsiveness of, the ACB
- Increase awareness of services provided by the ACB (particularly in Prevention section)

5.3. STRATEGIC COMMUNICATIONS PRINCIPLES

Strategic Communications Principles lay out the tactical underpinnings that will guide ACB’s communications activities and planning. These principles set forward a limited number of strategic approaches that should be considered as key drivers for developing activities and campaigns over the next three years. They have been iden
response to both public perception research and lessons learned from previous communications activities.

**Corruption Prevention & Education Principles:**

- **Go to the source of corruption.** ACB staff identified two key social interactions -- the chief-villager relationship and the public official-citizen relationship -- where corruption is common while the possibility to empower citizens is high. Campaigns based on this principle will focus on implementing two-pronged activities that reach perpetrators and victims. Go to the Source campaigns will pressure perpetrators by reminding them of negative consequences of corruption, while simultaneously educating and encouraging their “clients” on how and why to report it. Targeted messages and campaign vehicles will reach a substantial number of people at the place where corruption happens – in their everyday lives.

- **Make it personal.** In a related way, all campaigns must prioritize communications messages that make direct appeals to target groups – such as villagers, citizens receiving public services, etc – about how corruption affects their daily lives. These activities are designed to combat the ambivalence and disconnect indicated by data in public perceptions surveys. Messages and campaigns will focus on daily life where the “trickle-down” effects of corruption are most acutely felt but often unrecognized.

- **Universal message: REPORT CORRUPTION. HERE’S HOW.** Reporting corruption must be consistently positioned as easy and safe. All messages and materials must include – and in fact prioritise – a message similar to, “Report Corruption and you will be protected. Contact the Anti-Corruption Bureau by calling 01 770 130/166/167, emailing anti-corruption@sdnp.org.mw (OR INSERT CORRECT ADDRESS IF THIS ONE CHANGES) or visiting offices in Mzuzu, Lilongwe or Blantyre.”

- **Prioritize maximum reach and cost effectiveness.** Awareness is a prerequisite for action. Because most people are not aware of anti-corruption efforts, activities should prioritize maximum reach of activities, while still delivering high-quality messages. Priority should be given to cost-effective interventions (i.e. relatively low cost per person reached) that focus on specific targets. In some cases – for example, trainings by the Prevention Section for government departments – cost per person will justifiably remain higher; however, the overall goal for the next three years should be to expand numbers touched by campaigns.

- **Utilize partnerships.** Whenever possible, strategically utilize partnerships – with media, civil society, faith-based groups, and other government agencies – to bring attention and increase scope to help meet objectives and reach target audiences with specific, priority messages.

**Public Relations Key Principles:**

- **Be proactive on success stories.** The ACB should be proactive in sharing ACB’s successes with the media and other stakeholders. These efforts will make significant headway in addressing the lack of knowledge of the ACB’s efforts among the general population. In addition, a proactive stance will help to alleviate the in
communications” within the ACB.

- **Manage the media through systematic information sharing.** Sharing information on current non-classified cases under review by the courts can bring additional attention to the efforts of the ACB; additionally, it can serve to “distract” the media from leaks or unverified stories. The ACB should consider forming an internal multi-sectoral Media Committee to review what information might be considered acceptable to share, while recognizing the limits of confidentiality required by ongoing investigations.

- **Target all PR materials directly to concerns and experience of target groups.** All PR materials should be written directly to meet the interests of target groups. Research should be conducted if needs or interests are unclear. Avoid a “one-size-fits-all” approach.

- **Brand the ACB as strong, responsive, and independent.** Some misconceptions of the public about the image of the ACB can be overcome by a branding campaign that focuses on major attributes of the ACB: strong, responsive and independent. This campaign should be hard-hitting and pervasive and must utilize the media, civil society and government to tell positive, “real-life” stories about the ACB and its accomplishments.

### 5.4. Audiences, Messages and Activities

The ACB has identified specific audiences, direct messages, and appropriate activities to guide the specifics of its communications plan. In addition, each activity is tied directly to key objectives, with monitoring and evaluation indicators designated for each.

The process for developing this logic framework was based on the initial step of identifying priority target audiences. Key audiences were chosen based on an overall assessment of public perception research, lessons learned, an understanding of where and why corruption happens, and an evaluation of where communications activities can be most constructive.

Because each target audience has its own perspective, issues and concerns around anti-corruption, messages were subsequently developed to reach each target group specifically. Some groups, for example, will not be motivated by civic duty but may respond to messages. Once target groups and messages were developed, activities for each category were assigned. These activities can remain fluid but are a good guide for designing campaigns and developing messages to most effectively reach target groups.

Below are tables that show the primary target groups, messages, and most suitable activities for each group. Each is also linked to its key communications activities, as well as suggested M&E indicators for tracking progress of activities target at that particular group.

From these matrices, the ACB staff can easily design workplans and budgets for its upcoming activities. In addition, the matrices itself should be reviewed each year to make sure that directions still reflect on-the-ground realities.
5.5 Measurement and Evaluation

The M&E function of the Communications Strategy will be crucial to the success of its implementation. Collecting regular and consistent M&E data will allow the ACB to track activities, numbers reached, responses of target groups, and results of implementation of the communications strategy. Most importantly, it will allow staff and management to change and adjust activities based on feedback.

Key indicators for communications activities may include the following, based on activity/campaign being implemented, as well as their related objectives:

**Corruption Prevention & Education**
- How many of target group were reached by messages/campaigns?
- How many workshops were held, particularly with new audiences?
- What methods/activities were used to reach target audiences with specified messages?
- # of reports of corruption from public servants
- How many people reported increased knowledge?
- What feedback was collected from target audience?
- What was the kind/quantity of media coverage?
- What follow-up actions were reported by campaign participants?
- # of people who report that corruption affects their lives as compared to baseline
- # of partner groups provided with key messages
- What activities did partner groups do? How many people did they reach?
- How many radio programs were run? What was estimated audience?
- #/content of audience feedback letters from radio

**Public Relations:**
- Amount/Type of press coverage (#, positive or negative, case-related or general info re: ACB)
- # of people who have positive opinions about ACB as compared to baseline
- # of people who say they have regularly heard about the ACB as compared to baseline
- # of reports of corruption
- Staff feedback on media training
- # of hits on website/pages visited

The M&E plan will collect data based on each campaign in order to track progress. Indicators should be matched, as indicated in the preceding matrices, with specific objectives and activities. Development of the Communications M&E framework, which should consist of a few simple tools for collecting data that is stored in one central location, will be a key part of the Year 1 workplan for the Communications Strategy.
## 5.4.1. CORRUPTION PREVENTION & EDUCATION: TARGET GROUPS, MESSAGES, ACTIVITIES MATRIX

### Target Group 1: Public Service Officials, District Commissioners and their Staff

<table>
<thead>
<tr>
<th>Primary Target Group</th>
<th>Communications Objectives</th>
<th>Key Messages</th>
<th>Activities To Reach Target Group</th>
<th>Measurement Indicators</th>
</tr>
</thead>
</table>
| Public Service Officials, particularly the following groups:  
- Immigration Department Officials  
- Police, particularly traffic police  
- Road Traffic Officials  
- MRA customs officials  
District Commissioners and their Staff | 1. Contribute to decrease in corruption among target groups, particularly public service  
2. Increase accessibility to ACB’s services and reporting mechanisms  
3. Get ongoing feedback from target groups on how the ACB is doing  
4. Increase knowledge about anti-corruption laws among target groups | Corruption laws apply to you.  
Engage in corruption and you will face negative personal consequences.  
Corruption makes organizations weak. Report corruption to help strengthen your organization.  
Report corruption, and you will be protected. | Tailor-made prevention workshops/training  
Newsletter content  
Brochures  
Posters  
Stickers/buttons  
Provide info to anti-corruption liaisons when provided by NACS | How many of target group were reached by messages?  
How many workshops were held, particularly with new audiences?  
What methods/activities were used to reach target audiences with specified messages?  
# of reports of corruption from public servants |
## Target Group 2: Urban Citizens Who Interact with Public/District Officials

<table>
<thead>
<tr>
<th>Primary Target Group</th>
<th>Objectives</th>
<th>Key Messages</th>
<th>Activities To Reach Target Group</th>
<th>Measurement Indicators</th>
</tr>
</thead>
</table>
| Urban citizens who interact with public officials, particularly those in the following agencies:  
  - Immigration Department Officials  
  - Police, particularly traffic police  
  - Road Traffic Officials  
  - MRA customs officials | 1. Prevent corruption among key target groups, particularly in public service  
  2. Increase access to information as a tool to prevent corruption  
  3. Increase accessibility to ACB’s services and reporting mechanisms  
  4. Get ongoing feedback from target groups on how the ACB is doing | NOTE: ALL MESSAGES MUST INCLUDE, “Report corruption today to the ACB. [Here’s how/where.] If you report corruption you will be protected. Don’t pay a kwacha more than the official price for a government service. Here’s what to expect of the rules/procedures when you seek the following government service… Offering a bribe is a legal offence and you can be arrested if caught. When you see corruption, report to the ACB immediately. | Government services access to information campaign at public offices to include:  
  - Distribution of leaflets/handouts on proper procedures for obtaining gov’t services  
  - Posters (posted at government offices)  
  - Stickers  
  - Media awareness campaign | How many of target group were reached by the campaign?  
How many people reported increased knowledge?  
What feedback was collected from target audience?  
What was the kind/quantity of media coverage? |
## Target Group 3: Chiefs of villages within 50km of urban areas or district centers

<table>
<thead>
<tr>
<th>Primary Target Group</th>
<th>Objectives</th>
<th>Key Messages</th>
<th>Activities To Reach Target Group</th>
<th>Departments Responsible</th>
<th>Measurement Indicators</th>
</tr>
</thead>
</table>
| Chiefs of villages within a 50km radius of urban areas | 1. Increase access to information as a tool to prevent corruption  
2. Contribute to decrease in corruption among key target groups, particularly in public service | **NOTE: ALL MESSAGES MUST INCLUDE,** “Report corruption today to the ACB. [Here’s how/where.] If you report corruption you will be protected.  
Anti-corruption laws have been made by the people. They apply to you.  
A bribe is a gift with a price tag. Do not attach favors or prices to any service. If you do, you will be punished for corruption.  
Serve your people. Obey the law. | Forums for all chiefs in high-population areas to discuss laws/cultural practices  
Media campaign focused on ACB’s current/past conviction of chiefs | Public Education (lead)  
With Prosecution/Legal in supporting role | How many chiefs attended?  
What feedback was collected from target audience?  
How many people reported increased knowledge?  
What follow-up actions by chiefs were reported by anti-corruption clubs or villagers? |
### Target Group 4: Villagers within 50km of Urban Areas or District Centers

<table>
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<tr>
<th>Primary Target Group</th>
<th>Objectives</th>
<th>Key Messages</th>
<th>Activities to Reach Target Group</th>
<th>Measurement Indicators</th>
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</thead>
</table>
| Rural Villagers, within 50km radius of urban areas | 1. Increase knowledge about anti-corruption laws among target groups  
2. Increase perception among target groups that corruption affects their lives  
3. Increase access to information as a tool for contributing to corruption prevention  
4. Contribute to a decrease in corruption among key target groups, particularly in public service  
5. Increase accessibility to ACB’s services and reporting mechanisms  
6. Get ongoing feedback | Corruption violates your human rights, so report every instance to the ACB. (Additional human rights messages include:)  
- A healthy family is your human right. Report any corruption you see at your health clinic.  
- You have a right to property and security. Don’t pay bribes for them.  
- A gift with a favor attached is a bribe to the chief. Paying bribes is illegal.  
- Development projects belong to you, and you have a right to speak up if they are not completed.  
- You have a legal right to a fair trial before the chief.  
*Examples of personal messages include:*  
Corruption affects you personally. It may be reaching your home today in the following ways:  
- Illegal land grabbing  
- Unfair distribution of fertilizer coupons  
- Access to medicine, nutritional supplements or other health services  
- Receiving a fair trial  
- Entrance to school for your children  
- Access to development projects | Partner with religious bodies/commissions to train village-based religious leaders on corruption messages for public addresses  
Work with religious leaders to issue statements/sermons simultaneously on corruption and publicize through media campaign  
Provide key priority messages to all anti-corruption clubs, CBOs working with ACB, and NICE  
Radio (consider drama; jingles if drama too costly) | # of people who report that corruption affects their lives as compared to baseline  
# of target group reached by messages  
How many religious leaders were reached?  
How many held public addresses on corruption? How many were in attendance?  
# of partner groups provided with key messages  
What activities did ACC do? How many people did they reach? |
| Primary Target Group | Objectives | Key Messages
NOTE: ALL MESSAGES MUST INCLUDE, ” Report corruption today to the ACB. [Here’s how/where.] If you report corruption you will be protected. | Activities To Reach Target Group | Measurement Indicators |
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<td>from target groups on how the ACB is doing</td>
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### 5.4.2. PUBLIC RELATIONS: TARGET GROUPS, MESSAGES, ACTIVITIES MATRIX

**Primary Target Groups: Opinion makers, Urban populations**

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<th>Target Group</th>
<th>Objectives</th>
<th>Key Messages</th>
<th>Activities</th>
<th>Measurements</th>
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| Opinion makers, including:  
  - Journalists/Media Editors  
  - NGO leaders  
  - MPs  
  - Faith-based orgs  
  - Businesspeople  
  - Donors  
Urban populations | 1. Improve image of the Bureau  
2. Increase awareness of the ACB’s accomplishments  
3. Increase accessibility to, and responsiveness of, the ACB  
4. Increase awareness of services provided by the ACB (particularly in Prevention section) | The ACB is strong, active, independent, and responsive.  
The ACB is your partner in providing access to information on corruption.  
The ACB offers valuable services to organizations and individuals looking to improve accountability and transparency.  
The ABC has many accomplishments, including regular prosecution of officials and authorities involved in numerous types of corruption. | Create written, internal media guidelines for dealing with the press – should include review of current information limits  
Press releases on current prosecutions  
Press conferences once high-level cases are concluded  
Media “get-to-know-you” profiles of ACB officials and staff  
Redesign and publicize ACB website; include info about activities, cases, relevant laws, partners, etc  
Review of investigations reports and sharing certain non-sensitive information  
Media training for staff to make message consistent and control leaks | Amount/Type of press coverage (#, positive or negative, case-related or general info re: ACB)  
# of people who have positive opinions about ACB as compared to baseline  
# of people who say they have regularly heard about the ACB as compared to baseline  
# of reports of corruption  
Staff feedback on media training  
# of hits on website/pages visited |
VI. CONCLUSION

Communications is a crucial strategic tool in the ACB’s fight against corruption. Refining and targeting its communications activities can maximize the effectiveness of advocacy, education and public outreach by building public participation in the fight against corruption and public trust in the organization’s work. By using strategic principles combined with targeted messaging, which are aimed at the specific groups identified by the ACB’s communications team, the organization can focus its efforts while increasing effectiveness and public awareness. The specifics of this plan may change over time, but the format can be used to ensure that all activities contribute to the overall objectives and are reaching the right people.

Influencing public opinion and stimulating increased public involvement on complex issues like corruption takes time. Making change takes consistency and commitment. Major impact will require increased resources and staff. But the ACB’s communications initiatives can return their investments many-fold by helping people see how corruption impacts their lives, giving them the tools they need to fight corruption, and providing them with reasons to believe in organizations like the ACB who can hold those in power responsible for their actions.

This strategy is the one important step towards reaching that goal in Malawi.