



Integrity Platform

INTEGRITY PLATFORM

STRATEGIC PLAN 2017 - 2022

**C/o Private Bag 382,
Capital City
LILONGWE 3**

FOREWORD BY INTEGRITY PLATFORM CHAIRPERSON

The level of corruption in Malawi has reached unprecedented levels. Malawians have, of late, experienced the negative effects of corruption as manifested in the delivery of essential services by both the public and private institutions. This therefore calls for individuals and institutions like the Integrity Platform to embark on initiatives that can help to reduce corruption at all levels of our society.

This Strategic Plan, therefore, reflects the invaluable contributions of many individuals and institutions that responded to that call by taking part in putting together systems and procedures as well as other related innovations on how best to curb the vice. The Integrity Platform, is therefore, so much appreciative and thankful to all those institutions and individuals that shared their assets being time and knowledge to contribute to such a process.

I would also like to thank the Board of Directors for the leadership that they provided during the establishment of the institution as well as the central role they played of guiding the direction of the Strategic Plan. The management or coordination office deserves special mention and appreciation for dedicating themselves towards the planning process and ensuring that the plan is supported. We hope implementation of this plan will take a similar approach and that it will be fully supported as well.

The Integrity Platform wish to thank the Consultant Mr. Orison Chaponda for facilitating the process.

Our various cooperating partners deserve special recognition for their contributions towards the establishment of the Platform as well as the production of this document. Some of such key institutions included GIZ (through the Strengthening Public Finance and Economic Management – PFEM program), DFID, Transparency International and all other partners who came to the consultation meetings.

Mr. Moses Mkandawire

Former Board Chairperson
Integrity Platform

STATEMENT BY DIRECTOR OF INTEGRITY PLATFORM

Integrity, may loosely be defined as *“the ability to do the right thing even when no one is watching”*.

At the launch of the 2013 National Integrity System Assessment report (in November, 2013), the former Vice President of Malawi Dr. Justin Malewezi talked about the growing scarcity of integrity in the country’s systems and also among the people. He bemoaned the fact that because of dwindling integrity our society has allowed a lot of social evils to creep in and one of such evils is corruption. Corruption has been allowed to grow such that it is tolerated in many instances or ignored in others.

Malawi’s National Anti-Corruption Strategy of 2008 emphasizes that integrity is key to fighting corruption. Further, Malawi has legislation and institutions for promoting transparency and accountability. Despite these frameworks, Malawi remains poorly rated in corruption indices.

The country needs to invest intensively in changing this negative image, not just for the purpose of retaining national pride but because Malawi’s sustainable socio-economic development squarely depends on how strategically and quickly the country can win back the confidence of its people and development partners in the management of public resources.

Therefore, as Integrity Platform we believe that while a lot of efforts exist to fight corruption our society should also invest in building a culture of integrity in people and institutions whereupon resisting corruption becomes more of a duty than an obligation. Government can increase budget allocation to anti-corruption law enforcement agencies but that alone will not stop corruption. Malawians can vote out suspected corrupt politicians many times. That too, will not conquer corruption. The anti-corruption war can only be won by people and institutions that believe in integrity and conduct themselves with integrity.

Integrity Platform therefore believes that this strategic plan will set the focus and pace for promoting integrity as a fundamental principle in fighting corruption in our country and beyond.

Jeff Kabondo – **IP DIRECTOR**

ACKNOWLEDGEMENTS

Integrity Platform is greatly indebted to GIZ through the strengthening Public Finance and Economic Management (PFEM) Program for the financial and technical support towards the development of this Strategic Plan. The Strategic Plan would also not be realized without the support from African Institute of Corporate Citizenship (AICC), the CEO of AICC Dr. Felix Lombe, Transparency International Secretariat and all partner organizations and individuals who spared their time and made valued contributions upon which this strategic plan has been developed. The success of this document will best be seen in the implementation of all proposed programs and we sincerely look forward to your continued support.

Mr. Orison Chaponda facilitated the process of developing this strategic plan and compiled the first draft of the plan. IP would like to acknowledge his skilled technical input and the vast information he provided towards this task.

ACRONYMS

| | |
|--------|---|
| AUCPCC | African Union Convention on Preventing and Combating Corruption |
| AICC | African Institute of Corporate Citizenship |
| APNAC | African Parliamentarians Network Against Corruption |
| BAAC | Business Action Against Corruption |
| COST | Construction Sector Transparency Initiative |
| CSAAC | Civil Society Action Against Corruption |
| CSOs | Civil Society Organisations |
| DFID | Department of For International Development |
| MEJN | Malawi Economic Justice Network |
| MGDS | Malawi Growth and Development Strategy |
| NAC s | National Anti-Corruption Strategy |
| NIS | National Integrity System |
| SPAC | SADC Protocol Against Corruption |
| TI | Transparency International |
| UNCAF | United Nations Convention against Corruption |

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SECTION 1: INTRODUCTION

1.1 Background and Context

Malawi became independent from British colonial rule in 1964 but soon turned into a one-party State until 1993 when a combination of forces resulted in a Referendum which opted for a multi-party democracy. During the one-party State time, among other things, there was limited space for the involvement of civil society organizations (CSOs) in matters of good governance, transparency and accountability for public resources. During this time, there was a perception that corruption was centralized i.e. the few in top leadership positions were immune from formal and public processes of accountability for public resources.¹ In this regard, there was a sense of impunity and lack of transparency in accounting for public resources which gave rise to a sense of discontentment among Malawians resulting in the call for regime change. In 1994, the first multi-party democratic elections were held under a strong call for the State to be more open and accountable and to respect human rights for all.² On account of this expectation, the new multi-party constitution provided for a number of provisions and institutions to promote the values of open, transparent, accountable and human rights friendly governance.

With the above shift, a new legal and policy framework with new institutions, including anti-corruption bodies and regulatory arrangements came to the fore and the role of CSOs, including the media, became more noticeable and accepted. Growing ‘investigative journalism’ in this new dispensation has resulted in many publicized cases of corruption in various sectors, public and private, that fight against corruption has become a strong electoral and political issue. In 2008, the National Anti-Corruption Strategy (NACS) was launched by the state president and provided for a number of structures at all levels of society for the fight against corruption and promotion of integrity. The role of CSOs, among others, was also emphasized. However, this remains weak as observed by the National Integrity Systems Report of 2013 and other commentators³.

1.2 State of Corruption and Interventions in Malawi

Corruption poses a serious challenge in the development of Malawi. The country suffers from various types of corruption – from high level political corruption to petty bribery that impedes service delivery and patronage and nepotism that exacerbates inequality and poverty in Malawi society. Corruption is seen to be emerging as a norm rather than an exception, particularly severe in public procurement and service institutions e.g. the police, registry and permit services, customs etc.⁴

¹ Key Informant Interview Notes with Former Speaker of Parliament; former Solicitor General; Former Attorney General and Retired Chief Secretary to the President and Cabinet (Unpublished, May 2017).

² See Matembo Mazunda et al;

³ Combating Corruption in Malawi, Mustafa Hussein, African Security Review 14:4, 2005, <http://www.iss.co.za/pubs/ASR/14No4/EHussein.htm>

⁴ Gerhard Anders, In the Shadow of Good Governance : An Ethnography of Civil Service Reform in Africa (2009)

A recent survey by Afrobarometer (May 2017) reports that most Malawians say that corruption in the country has increased over the past year, including two-thirds who say it has increased “a lot”. About half of Malawians think that “most” or “all” police officers, business executives, and officials in the Presidency are corrupt. Most respondents said that people risk retaliation if they report corruption and that the government is performing poorly in the fight against corruption. In this study, the following key findings are made:

- More than seven in 10 Malawians (72%) say corruption has increased over the past year, including two-thirds (66%) who say it has increased “a lot”.
- About half of respondents say that “most” or “all” police officers (54%), business executives (47%), and Presidency officials (47%) are involved in corruption. Religious leaders are seen as least corrupt (22%).
- About eight in 10 Malawians say that people risk retaliation or other negative consequences if they speak out about corruption (81%) and that the government is performing “fairly badly” or “very badly” in fighting corruption.

Popular perceptions of corruption across major public institutions are on the rise, including that the country is still marred by high levels of political corruption. Institutions created to fight corruption are perceived as being effective in only investigating and prosecuting lower level corruption cases compared to their treatment of politically significant persons and interests⁵. However, Malawi has in place anti-corruption laws, institutions and initiatives by the private sector to combat corruption. While there is no consensus on the causes of corruption in Malawi, research⁶ indicates that important drivers of corruption include - high levels of poverty and inequality, insufficiently funded and inefficient public sector, and extensive patronage networks. A growing culture of materialism in a society propelled by a prevailing get-rich-fast norm is also exacerbating growth of corruption in Malawi. A general lack of capacity in the judiciary (delays, loss of dockets, inadequately trained judicial officers) and prosecutorial services also is adding up to the challenges in the fight against corruption. The issue of lack of oversight by relevant bodies has also been noted as a contributor to corruption, especially in view of the fact that immense public resources are expended within the decentralised structures with minimal tracking.

A number of positive developments setting the scene for fight against corruption are also in place. For instance, the Malawi government adopted a Declaration on Zero Tolerance on Corruption in February 2007. In addition, the Malawi Growth and Development Strategy (MGDS) adopted by the government in 2006 included “Good Governance” as one of the five themes instrumental in Malawi’s economic growth. The National Anti-Corruption Strategy which was launched in 2008 expanded the anti-corruption mandate beyond the Anti- Corruption Bureau and identified areas and activities by which the executive, legislature, judiciary, private sector, civil society, faith based organisations, traditional leaders and the media can play a role in fighting corruption. The main

⁵ Dr Gerhard Anders, DFID Malawi Research Study: Impact Assessment of the Law Enforcement Response to Cashgate, 31st of March 2017 (unpublished)

⁶ Drivers of Change and Development in Malawi, the Overseas Development Institute, 2006
<http://www.odi.org.uk/resources/docs/1957.pdf>

focus of the strategy was the development of a National Integrity System which aimed to i) promote integrity, transparency and improve service delivery in all sectors; ii) promote public involvement in the fight against corruption; and iii) intensify prevention of corruption and promotion of integrity in all sectors. The Strategy also spelled out the role of the public in the fight against corruption. It encouraged the public, through awareness raising campaigns, to report corrupt practices and to demand accountability from service providers. Other anti-corruption initiatives include the creation of a number of sector specific anti-corruption strategies e.g. the Business Action Against Corruption (BAAC) by the private sector, the Civil Society Action Against Corruption (CSAAC) by civil society organisations and CoST for the construction industry. The Legislature has also established the Malawi Chapter of the African Parliamentarians Network Against Corruption (APNAC) to fight corruption within the Legislature.

Malawi has ratified the United Nations Convention against Corruption (UNCAC), the African Union Convention on Preventing and Combating Corruption (AUCPCC) and the SADC Protocol Against Corruption (SPAC). Malawi also has several pieces of legislation for fighting corruption such as the Corrupt Practices Act (which established the Anti-Corruption Bureau); Assets Declaration Bill; a Money Laundering, Proceeds of Serious Crime and Terrorist Financing Act and the 3 Ps legislation (the Public Procurement Act, the Public Audit Act, and the Public Finance Management Act). A number of codes of conduct guiding business enterprises to conduct honest and corruption-free business transactions have also been launched in various sectors while many governmental and semi-governmental organisations have developed corruption prevention policies and Service Charters to fight corruption from within. One aspect where Malawi's legal framework is seen to be inadequate is in the regulation of political financing. There are currently no laws limiting individual or corporate political contributions. Moreover, there is no requirement for disclosure of donations or audits of political parties or candidates. To that end, while there exists laws and policies for fighting corruption in the country, the following challenges⁷ still remain in the struggle against corruption:

- lack of a robust whistle blowing legislation; lack of recognition of integrity as a core social value;
- weak coordination of anti-corruption players, especially CSOs;
- eroded sense of patriotism and civic responsibilities;
- poor service delivery that is still giving room for opportunities for corruption;
- weak or inadequate enforcement mechanisms to fight corruption; politicisation of State activities and perceived protection of PEPS (politically exposed persons);
- poor state of the economy;
- inefficient oversight;
- low activism among citizenry where there is no critical mass of concerned people; and
- low political will to translate commitments into action.

What is obtaining now is that corruption in Malawi has reached a crisis level because while the framework of checks and balances and other penalizing mechanisms are in place in nominal terms, they have proven ineffective at checking corruption in practice. Similarly, the priority given to anti-corruption activities, policies promoting good governance, legal means of fighting impunity, abuse of authority, and non-transparency have been either marginalized or not consistently supported by

⁷ Summary notes of key informant interviews and stakeholder analysis, May, June and July 2017.

subsequent governments and entrenched in the public's psyche. In this situation, there is need for an entity to systematically approach the fight against corruption in the most effective manner by mobilising stakeholders, partners and publics to take up the fight against corruption as a priority in all spheres of life.

The domestic experience is supported by the new global realities characterised by the rapid advancements in communication and information technology over the last few decades with the world being transformed significantly in the process of "globalization". There has also been global financial crises that have attracted increasing focus on aid effectiveness and promotion of transparency in national and international development. The quest for good governance is broadening the role of civil society. Therefore, IP and other partner agencies working particularly on transparency and accountability have an increased role to play in fighting against corruption and promoting good governance locally and globally. The fight against corruption in Malawi has unprecedented opportunities today than ever before which require harnessing for efficiency and effectiveness.

1.3 History of Integrity Platform (IP)

The Integrity Platform (IP) was established as civil society anti-corruption initiative in Malawi. NIP was incorporated as a Company Limited by Guarantee under the Companies Act on July 8th, 2014 with Registration No 13745. The process of establishing IP however started way back in as early as 2012 and the aim was to make IP unique by having it approach issues of corruption from coordinated and concerted front that embraced private, faith-based, public and civil society organizations (CSOs). The initiative was a product of a joint project between African Institute of Corporate Citizenship (AICC) and Malawi Economic Justice Network (MEJN). At its inception in the period 2012 to 2014, IP was supported financially by Department of International Development (DFID) while technical support came from Transparency International (TI).

To achieve its broad aim of approaching corruption from a coordinated front involving all levels, IP set out to basically address three main objectives which are firstly ensuring a corrupt-free Malawi in all spheres of endeavor where people and institutions act with integrity, accountability and transparency. The second objective was promoting, protecting and preserving best socio-moral standards and practices in business and politics at both national and international levels. The third was taking actions to combat corruption and preventing criminal activities arising from corruption so as to help build a society in which government, politics, business civil society and daily lives of people are free of corruption. For IP to be incorporated, it required traceable members who were either natural persons or legal persons or a combination of natural and legal persons whose names would be entered into the organisation's membership register. These seven members who were then in the steering committee became founding members of IP and have continued serving IP up to now as Directors. IP has continued to operate under the auspices of AICC which hosts it. An Organisational Development (OD) assessment has been done recommending various aspects that need to be considered to improve the governance and management structures. So too has a legal opinion observed the areas that require attention to make IP a strong legal channel for fighting corruption in Malawi.

1.4 Objectives and Functions of IP

The following are the objectives of IP:

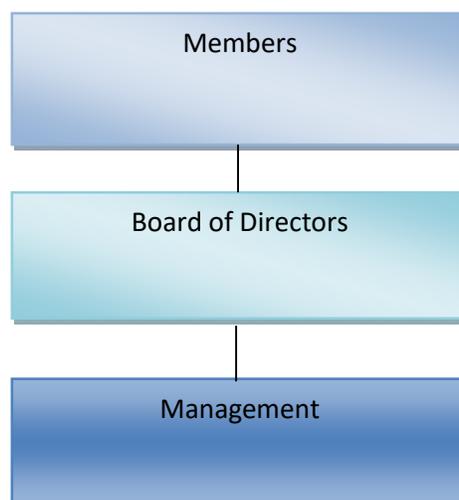
- a. Ensuring a corrupt-free Malawi in all spheres of endeavour where people and institutions act with integrity, accountability and transparency.
- b. Seeking to promoting, protecting and preserving best socio-moral standards and practices in business and politics at both national and international levels.
- c. Taking actions to combat and preventing criminal activities arising from corruption so as to help building a society in which Government, politics, business, civil society and daily lives of people are free of corruption.

Without limiting the foregoing, IP shall carry out these specific functions:

- i. Raising public awareness of the occurrence and impact of corruption;
- ii. Forming coalitions with key stakeholders to address corruption;
- iii. Developing and disseminating tools to curb corruption;
- iv. Promoting transparency and accountability in both politics and business in Malawi;
- v. Monitoring the implementation of anti – corruption programs;
- vi. Supporting institutions and mechanisms to combat corruption;
- vii. Educating the public on issues of civil rights, ethics and constitutionalism;
- viii. Performing any other function assigned to IP under its Articles and Memorandum and other enactment as may be considered desirable for; incidental or conducive to, the attainment of the object in clause 1 of the Articles.

1.5 Structure of IP

IP is a start-up organisation which has yet to put in place a fully-fledged governance and management structure in order for it to carry out its roles. It has a proposed structure as shown below:



IP has a proposed organogram which has not been finalised and filled. However, from the outset IP recognizes the importance of attracting and retaining Board members, network members, Champions and staff that are competent, motivated and committed to the challenging agenda that IP has taken on. It is expected that all these will display standards of integrity in their professional and personal lives and ‘live the talk’. In this regard, IP plans to review elements of the proposed organogram and put in place various policies that will insulate the organisation from political capture, loss of credibility and lack of professionalism. These will, among others, stipulate conduct for recruitment, conflict of interest, membership criteria, disclosure of information etc. IP will also support its members, Board and staff in improving their competencies and skills in order to fulfil their duties and obligations. IP will promote results-based performance management for its staff and members. It will also tighten its administrative and Standing Operational Procedures to ensure that the highest standards of transparency and accountability are entrenched in its internal management and accountability structures. To that end, publicizing of annual work plans and budgets will form part of its standard reporting. So too sound procurement systems will be put in place.

IP has updated its Memorandum and Articles of Association in order to strengthen the governance arrangements, especially those relating to recruitment of members and appointment to the Board. Rules promoting subsidiarity and co-responsibility in the IP structures.

1.6 Rationale for this Strategic Plan

This Strategic Plan is developed to provide a clear strategic direction for IP from 2017 to 2021. It will ensure that IP’s work is well coordinated, efficient, effective, and takes a consultative approach. This strategy document provides both the programmatic and organizational framework for IP’s anti-corruption and integrity consolidation interventions in the country. Using this Strategic Plan, IP will pursue its goals and objectives systematically and all stakeholders involved will be able to follow what is happening. This document also enables monitoring of progress and evaluation of activities to be done properly. As a roadmap guiding IP’s work in the next five years, this document underpins IP’s role in promoting integrity and anti-corruption practices in all affairs of the country and at all levels.

1.7 Strategic Planning Process

The development of this Strategic Plan took a participatory approach. The process was inclusive and targeted many key stakeholders in the area of anti-corruption in Malawi who engage with the IP, including all the pillars under the National Integrity System (NIS) Assessment framework. Following the dissemination of the results of the Malawi National Integrity System Assessment report, the IP held stakeholder consultation meetings with all the pillar representatives except traditional leadership to confirm the report finding and also to get further feedback from the stakeholders on their respective challenges and plans to address their noted challenges. This process produced a wealth of information that has been used liberally in this process. Also, IP engaged with TI chapters in the region (such as those of Zambia and Zimbabwe) and beyond via formal and informal arrangements to benefit from their experiences. Various literature was also reviewed to inform aspects of this plan (see section 7 for references). The facilitator for the process also held interviews with key informants from senior public service, academia, private sector and various human rights advocates. The

information used in this Strategic Plan was sourced from the references in Section 7 (published and unpublished) and in one-on-one meetings, emails exchanges, questionnaires and telephone interviews with various stakeholders. The experience of the facilitator as a practitioner in this sector for many years also added to the content and context analysis, especially as presented and discussed at a multi-stakeholder working session that was held over three days in Mangochi. A select Technical Reference Group also commented on the initial drafts and shaped the Strategic Plan.

The drafting process commenced with a kick-off meeting with IP team followed by submission of an Inception Report by the facilitator. He held two working sessions with the IP Coordinator and the GIZ Development Advisor to IP where he collected various reports and documents that informed the literature review and conducted in-depth discussions on a number of salient issues related to the strategic planning process. The facilitator researched too on the work of civil society organisations in Malawi and identified their focus, strategies and activities. The facilitator reviewed all the reports the IP secretariat produced in their engagement meetings with the various pillars of the National Integrity System assessment following the launch of the report. These reports and the engagement meetings were rich and invaluable as they provided the setting for anti-corruption sector in the country, the various stakeholders and their roles (including challenges), missing information gaps and an initial bird's eye SWOT and PESTEL analysis of the sector in which the IP strategic plan has to be developed. The desk review also benefitted from online information for TI chapters globally.

The multi-stakeholder Reference Group that guided this process had members from State institutions, private sector, media and academia involved in the fight against corruption. The roles of this group included serving as key technical informants for the process; considering and commenting in-depth on the various drafts of the Strategic Plan; assisting and directing in the development of the plan; advising on persons and documents the facilitator should refer to and facilitating their access; and generally supporting the process to ensure quality deliverables that reflect the consensus of the majority of the stakeholders. Following a 1.5 day consultative workshop with a broad range of stakeholders, the Reference Group met for another two days in a working session that resulted in the first draft of the SP. A validation workshop was also held with representatives drawn from CSOs, academia, State agencies, government ministries and departments and development partners.

1.8 Structure of the Strategic Plan

This Strategic Plan has been structured in eight main sections. The first one gives a contextual background, brief history and objectives of IP, and the rationale for this strategic plan. Section two provides a situation analysis, specifically looking at SWOT, PESTEL and Stakeholder analyses and the strategic issues forming the basis of this Strategic Plan. Then section three presents the strategic model under which there is a Vision, Mission, Core Values, Guiding Principles and the Strategy Model followed in this Plan (including the pillars of intervention, strategic objectives, strategic activities and the expected outcomes). Section four presents details of funding or resource requirements and plans for resource mobilization. Section five outlines the monitoring and evaluation plan for IP. Section six will include the Strategic Plan Matrix which will provide for an implementation work plan spread over the five years and the associated budget. Two other sections

deal with the References used in drawing up this Strategic Plan and individuals consulted in the process.

SECTION 2: SITUATION ANALYSIS

2.1 Background

An analysis of the impact of both internal and external environment on IP's operations was undertaken in order to assess its readiness to effectively execute this Strategic Plan. The internal assessment focuses on the potential strengths and weaknesses of IP, while the external environment provides opportunities available and the threats which might impact negatively on the IP's undertakings. The environment was further examined using PESTEL analysis, and stakeholders, both current and potential, were also analyzed.

2.2 SWOT Analysis

A SWOT analysis is critical in strategic planning. It enables plans and strategies to be made with a clear eye on the organization's internal and external contextual situations. In the case of IP, the SWOT is a result of literature reviewed relating to the organisation and the CSO sector; expert information given by key informants consulted; and propositions from the multi-stakeholder consultations done in the course of preparing this document.

2.2.1 Internal Analysis

This analysis was undertaken to uncover the strengths and weaknesses of IP this far. In this effort, attributes that can be helpful to achieve the objectives of IP were unearthed, so too those that could be harmful to IP. Knowledge of the strengths will make IP sustain the same and leverage on this to succeed in its pursuit of planned activities in this Strategic Plan. With regard to the weaknesses, it is important to unravel them so that they can be addressed, as otherwise they would impinge on the implementation of this SP. Below are the internal strengths and weaknesses that could affect IP in its work:

Table 1: Strengths and Weaknesses of IP

| Strengths | Weaknesses |
|---|--|
| i. Progressive steps taken so far by IP to established a strong foundation for its launch. | i. IP is not independent financially and has no full time staff. |
| ii. IP initiatives already recognized by important stakeholders e.g. government, DPs, CSOs. | ii. IP has very little linkages with the grassroots. |
| iii. IP initiative being championed by two national level institutions with credibility on anti-corruption matters. | iii. Unclear membership and governance structure. |
| v. IP has good links with global partners. | v. Low commitment of members to the initiative. |
| | v. Lack of clearly defined milestones and SP for the IP resulting in no strategic focus. |
| | vi. Poor technological infrastructure to use in |

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| v. The IP is already a legally recognized entity. | reaching out to the wider populace, especially the youth. |
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2.2.2 External Analysis

Analysis of the opportunities and threats afforded by the external context was also undertaken. This is equally important to uncover the existing external positive and harmful variables that would influence the success or failure of activities which IP has planned. It must be stated that IP will endeavor to utilize available opportunities to enable it successfully achieve its strategic objectives, and will come up with ways of addressing the probable threats or challenges.

Table 2: Opportunities and Threats for IP

| Opportunities | Threats |
|--|---|
| i. There is available space for IP to come in with its programmes and activities. | i. Unpredictable political attitude towards the initiative. |
| ii. Existence of parliamentary oversight committees on corruption gives strong basis for development of a viable strategy. | ii. Anti-corruption issues not treated holistically and mainstreamed but as isolated interventions. |
| iii. There exists literature for IP to design evidence-based programs and interventions e.g. national integrity assessment report, anti-corruption surveys, Afrobarometer. | iii. Lack of whistle blowing legislation and incentives. |
| iv. IP enjoys public interest and goodwill from donors, government etc. | iv. Lack of public recognition of integrity. |
| v. Existing international protocols committing government to creating good working environment for CSOs in fighting corruption e.g. UNCAC, SADC | v. Inadequate capacity by agencies to effectively respond to reported cases of corruption. |
| vi. Existence of enabling domestic legislation e.g. Assets Declaration Act, Access to information, Procurement Act, Public Audit Act etc. | vi. Lack of protection of anti-corruption advocates. |
| vii. Malawi has a National Anti-Corruption Strategy with a National Integrity Committee. | vii. Unconsolidated legal framework for the protection of whistle-blowers and journalists. |
| viii. Strong public support for anti-corruption initiatives. | viii. The status of the economy which acts as a push-pull factor for corruption to thrive. |
| ix. Presence of a vibrant and critical media platform willing to expose corruption. | ix. A strong endemic culture of corruption across the board, |
| x. Existence of a global movement against corruption | x. Inefficiencies in service delivery which drive corrupt practices. |
| | xi. Perceived lack of independence by agencies mandated to fight corruption. |
| | xii. Lack of CSO body to coordinate anti-corruption drive. |
| | xiii. A growing culture of opportunism within various levels of society. |
| | xiv. Inadequate resources to sustain anti-corruption initiatives. |

| | |
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| | <ul style="list-style-type: none"> xv. Pressure to deliver; huge public expectations. xvi. Potential for another organisation to register as TI Malawi. xvii. Wrong association of the IP initiative with the failed past initiative. xviii. Low levels of education in the country xix. Inadequate civic education that focuses on citizen responsibilities. xx. A sense of growing distrust of CSOs as credible actors |
|--|--|

2.3 PESTEL Analysis

Using the various consultative methods outlined above, a PESTEL analysis was done. This identified the Political, Economic, Social-cultural, Technological, Environmental and Legal factors that have a bearing on corruption in Malawi and which IP has to recognise in designing its approaches and strategies. The following are the findings of context analysis

Table 3: PESTEL Analysis

| CATEGORY | ISSUE |
|------------------|--|
| Political | <ul style="list-style-type: none"> • There is a government elected through an open democratic process and has publicly committed to fighting corruption. • There is no visible actions to support political will on zero tolerance to corruption. • Unclear funding sources for political parties as there is no political party funding legislation. • Increasing number of political agents associated with corrupt practices. • Perceived impunity and unfairness in decisions relating to corrupt practices. • Existing political space which allows for civil society to participate in anti-corruption initiatives. • Existence of a strong voice among DPs calling for strong political leadership to address weak legislation, systems and policies contributing to corruption. |
| Economic | <ul style="list-style-type: none"> • Macroeconomic instability in the country (i.e. high inflation rate, depreciation of the local currency, etc.). • Increased reported cases of mismanagement of public and donor funds by the Government and some CSOs (<i>‘Cashgates’</i>). • High unemployment rates among youth. • Discovery/ exploration of mineral resources resulting in more areas to focus on with limited resource and capacities. • The international financial crisis which has the potential to diminish funding to anti-corruption initiatives |

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|------------------------|---|
| Social-cultural | <ul style="list-style-type: none"> • Prevalence of petty and grand corruption and fraud as a culture. • High illiteracy levels. • Growing disparity between the rich and poor resulting in entrenched paternalism and reduced citizen actions. • Continued gender disparities affecting women and youth. • Culture of too much respect for age and leadership and not questioning actions of the elderly and leaders. • Growing public dissatisfaction with poor services and hard economic challenges. • A vibrant media that is increasingly flashing out corruption in public circles and calling for more accountability. • Projected population increase putting more pressure on social |
| Technological | <ul style="list-style-type: none"> • There is continued growth and advances in technology. • Limited internet and mobile phones penetration in the country but increased use of technology by the people. • Growing reported cases of social media abuse and cyber-crimes. • Growing numbers of community based radios. |
| Environmental | <ul style="list-style-type: none"> • Harsh climatic conditions producing new areas to focus in fight against corruption e.g. humanitarian assistance. • Growing discovery of minerals and other extractive resources and lack of public information. • Depletion of natural resources resulting in new social demands for energy. • Booming population exerting more pressures on limited natural resources such as land. |
| Legal | <ul style="list-style-type: none"> • Prevalence of laws that can be used for fighting corruption in many fields but low level implementation. • Lack of legislation on whistle blowing. • Delays and/or resistance to reform or implement important legislation e.g. access to information • Technical procedures and rigidity in the judiciary system. • Majority of citizens are illiterate on legal aspects. |

2.4 Stakeholder Analysis

It must be stated that IP's understanding of all its stakeholders and their level of power and interest is important. Following a participatory consultative process, the following key stakeholders were identified as critical to IP in implementing this Strategic Plan.

Table 4: Stakeholder Analysis

| Stakeholder | What they can do for IP? | What IP can do for them? |
|-----------------------------|--|---|
| Government ministries – and | <ul style="list-style-type: none"> ▪ Provide information on processes on specific legislation and how to review or draft. | <ul style="list-style-type: none"> ▪ Sharing and collecting information on pertinent issues. |

| | | |
|---|---|--|
| departments | <ul style="list-style-type: none"> ▪ Entry point for anti-corruption initiatives in government. | <ul style="list-style-type: none"> ▪ Spearheading lobbying drafting of key legislation |
| Parliament | <ul style="list-style-type: none"> ▪ Relevant parliamentary committees should avail themselves when needs arises e.g. on political party legislation. | <ul style="list-style-type: none"> ▪ Support legislation process with tailor made studies to improve drafting and application. |
| Ministry of Justice | <ul style="list-style-type: none"> ▪ Provide guidance on legal matters ▪ Support on drafting required Bills | <ul style="list-style-type: none"> ▪ Provide necessary information |
| Academia | <ul style="list-style-type: none"> ▪ Make themselves available to IP when there are issues to discuss or resolve ▪ Be involved in IP platforms | <ul style="list-style-type: none"> ▪ Support in research and training – monitors, ▪ Providing capacity assistance to IP |
| Development partners and diplomatic missions | <ul style="list-style-type: none"> ▪ Provide financial and technical support ▪ Facilitate networking | <ul style="list-style-type: none"> ▪ Accounts for the funds received ▪ Share reports and information on funding received |
| Governance focused CSOs (national and international) and various networks e.g. Global Witness, parliamentary forum, | <ul style="list-style-type: none"> ▪ Partner with IP for outreach activities ▪ Sharing information – reports from the ground ▪ Channel for lobbying legislation ▪ Capacity building | <ul style="list-style-type: none"> ▪ Capacity Building ▪ Championing issues from CSOs ▪ Supporting networking |
| General Public | <ul style="list-style-type: none"> ▪ Embrace and support activities of IP ▪ Provide feedback on IP activities | <ul style="list-style-type: none"> ▪ Champion issues of public importance ▪ Civic education |
| Research institutions | <ul style="list-style-type: none"> ▪ Conduct tailor made research to inform policy and advocacy work. ▪ To partner in information dissemination. | <ul style="list-style-type: none"> ▪ Commission theme or/and sector specific studies. |
| Political parties – through governance institutions such as CMD | <ul style="list-style-type: none"> ▪ Lobby for Bill on political party funding. ▪ Popularize anti-corruption messages. | <ul style="list-style-type: none"> ▪ Capacity building on budget tracking and reporting |
| State bodies e.g. NAO, ODPP, ACB, FIA, Office of Director of Assets Declaration | <ul style="list-style-type: none"> ▪ Prepare standardized training materials together. ▪ Share information, approaches and strategies. ▪ Join hands in lobbying for legal reforms. | <ul style="list-style-type: none"> ▪ Conduct joint research. |
| Media | <ul style="list-style-type: none"> ▪ Provide quality investigations to corruption issues. ▪ Publicize findings of IP | <ul style="list-style-type: none"> ▪ Capacity building |
| Private sector | <ul style="list-style-type: none"> ▪ Support initiatives of IP financially ▪ Advise IP on resource mobilisation and marketing strategies that work ▪ Championing anti-corruption practices | <ul style="list-style-type: none"> ▪ Capacity building ▪ Providing a forum for them to raise their issues related to corruption. |
| Parliament | <ul style="list-style-type: none"> ▪ Support compliance on State Party obligations under various instruments | <ul style="list-style-type: none"> ▪ Capacity building |

2.5 Strategic Issues Identified

Based on assessments and consultations held with several stakeholders, the following key strategic issues were identified as critical to address through this new Strategic Plan. The success of the mission and vision of IP will depend on the effective implementation of activities that address these key issues:

- i. Lack of a credible CSO entity to spearhead coordination of like-minded organisations fighting corruption and promoting integrity.
- ii. Inadequate legal, policy and practice frameworks for managing whistle blowing.
- iii. Implementation of anti-corruption initiatives by CSOs on *ad hoc* basis.
- iv. Lack of strategic focus for fighting corruption and promoting integrity among CSOs.
- v. Lack of evidence-based CSO approaches and strategies to fighting corruption and promoting a culture of integrity among citizenry.
- vi. Low level focus on corruption in the decentralised structures.
- vii. Too much focus on corruption by political personalities which has left out other equally important perpetrators and enclaves of corruption.
- viii. Abstraction of consequences of corruption i.e. no entity capable of presenting causal relationships between corruption and failure of service delivery or development.
- ix. Obsolete strategies for combatting corruption that are not evidence based and linking awareness raising and action.
- x. Sense of impunity: There is a perception that there is little chance to be punished for corrupt behaviour.
- xi. The mind-set of accepting corruption: There is a feeling s that there is a culture of corruption in Malawi, that corruption is accepted as part of life and that people do not see the stolen money as their money, but as money from government.
- xii. Inadequate of civic education and a low level of awareness amongst the population on reporting corruption which has created a culture of not speaking out. This is possibly caused by ‘hangover from the one party system’, which has affected the ability to question and to be engaged.
- xiii. Growing poverty among the populace making people to accept bribes out of desperation.
- xiv. Lack of binding character of anti-corruption measures: there is often no obligation to adhere to anti-corruption initiatives, no punishment for those who don’t and no sufficient incentive to participate. Institutions that are playing a role in the fight against corruption are seen as a stumbling block. Sometimes, anti-corruption initiatives are not adhered to because of the costs involved.
- xv. Limited financial resources among agencies entrusted with fighting corruption.
- xvi. Lack of human resources for several institutions that need highly skilled people. There also seems to be a trend where highly skilled people are ‘stolen away’ by the government. For government institutions, freezes on recruitment are a recurrent problem.
- xvii. Gaps in existing legislation, particularly regarding the mining bill, proof of burden in the laws on corruption and the lack of legal protection of whistle-blowers.
- xviii. Lack of security for people engaged in anti-corruption work.

3.0 INTEGRITY PLATFORM CORPORATE CULTURE

3.1 Vision:

We envision a thriving Malawi society inspired by high integrity.

3.2 Mission:

We work together with individuals and institutions at all levels of the Malawi society and beyond to promote integrity through evidence-based advocacy and citizen empowerment.

3.3 Core Values

IP is driven by the following core values in order to realize its mission and vision:

| | |
|-----------------------|--|
| Integrity | We believe that the anti-corruption war will be won by promoting strong moral principles in our society |
| Transparency | We believe in being open about our intentions and actions by freely making all relevant information accessible |
| Accountability | We will act in the interest of those we serve and promote a culture of taking responsibility for our actions |
| Humanity | We believe in being compassionate and acting in the interest of the common good |
| Honesty | We will behave and act in a truthful manner at all times |
| Impartiality | We pursue non-partisan and objective approaches to anti-corruption |

3.4 Guiding Principles

As an aspiring member of the global anti-corruption movement, IP is committed to the guiding principles of Transparency International which are as follows⁸:

- ✓ As coalition builders, we will work cooperatively with all individuals and groups, with for profit and not for profit corporations and organizations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
- ✓ We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other.
- ✓ We will be democratic, politically nonpartisan and non-sectarian in our work.
- ✓ We will condemn bribery and corruption vigorously and courageously wherever it has been reliably identified.
- ✓ The positions we take will be based on sound, objective and professional analysis and high standards of research.
- ✓ We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
- ✓ We will provide accurate and timely reports of our activities to our stakeholders.
- ✓ We will encourage the respect for fundamental human rights and freedoms.

⁸ Adopted by the Transparency International Annual Membership Meeting in Prague, 06 October 2001 and updated by the Transparency International Annual Membership Meeting in Bali, 28 October 2007 and the Transparency International Annual Membership Meeting in Berlin, 16 October 2011. www.transparency.org

- ✓ We are committed to building, working with and working through national chapters.
- ✓ We will strive for balanced and diverse representation on our governing bodies.
- ✓ We stand in solidarity with each other and we will not act in ways that may adversely affect other transparency initiatives

3.5 The Strategy



3.5.1 Strategic Directions

IP has identified four major strategic directions as part of its institutional roadmap for this upcoming strategic plan period (2017-2022). These five components are:

- Evidence-based Advocacy,
- Citizen Conscientisation and Empowerment,
- Coalitions/Collaborations Building,
- Organizational Development and

All four components in the strategy seek to respond to the role IP could address issues concerned with public contracting, asset recovery, police and judicial systems, the extractive industries and the role of the media in reporting on corruption and access to basic services needs of society. Details of these five themes are presented below.

The concept and practice of transparency and accountability are dynamic in that they undergo changes over time in varied contexts. A well thought and developed model combining various strategies to implement activities that can help achieve the objectives of the strategic directions above necessary for supporting transparency, integrity and accountability in various contexts is proposed in this Strategic Plan. This Plan has, therefore, worked out specific areas, including: transparency in political party funding, and accountability in anti-corruption agencies, judiciary and legislature for intervention, that will support these aims. The tools developed for achieving these purposes represent a blend of design and/or review, dissemination of knowledge for awareness, engagement of stakeholders, role identification, and transfer of skills through trainings in the areas concerned. The programmes will accomplish a number of things: developing innovative ways of addressing issues in discretionary authority, encouraging reflection that leads to action among the

citizenry and increasing compliance with various codes of conduct in governance structures. These programmes would also enhance understanding and knowledge of all concerned particularly the stakeholders. Doing so will enable IP advocacy and interventions to further transparency and accountability in Malawi.

1. Evidence-Based Advocacy

Evidence-based advocacy could be dubbed "the flag ship" programme of IP. The focus will be on identifying selected topical issues or sectoral concerns and conducting research on them with the aim of coming up with evidence for use in advocacy. IP will work towards being a 'think-tank' on corruption and integrity issues in the country. It is through this front that IP will be identifying programmes for addressing the issues noted in this Strategic Plan, especially those dealing with enforcement, policy application, performance of duties and delivery of services to the people. Prominent sectoral areas that IP seeks to concentrate on include public service delivery. The overall objective of this focus is to introduce and strengthen a new culture of combating corruption that is premised not on hearsay, but tangible evidence acquired through transparent and participatory investigative methods and tools. The findings of such research will make available a corps of information which should make stakeholders more conscious of efficiencies in public service delivery, encourage sincerity in public communication, procurement and accountability and make everyone more aware of what is happening.

These objectives will be achieved by focusing on the issues that include perceptions of corruption in selected public agencies such as the police; performance of agencies entrusted with combatting corruption; research leading to advocacy on whistle-blowing mechanisms and strengthening of asset recovery arrangements and financial management within the local government structures. Public procurement is another area to which IP's strategy will give appropriate priority. IP will work to promote procurement watch on selected public institutions especially those related to huge public expenditure. Reviewing the current status of procurement is one strategy that IP will stress and contributing towards reviewing and/or refining legal provisions, guides, manuals and M&E system is another. Furthermore, the sectoral focus provides sufficient room for promoting dissemination of research, information and publications. This will enable the flow of information to be smooth and ensure that the research findings reach all the stakeholders. Raising public awareness on various aspects of good governance, rule of law, integrity, and anti-corruption measures is another strategy that IP will adopt with a high sense of sincerity. These activities would be instrumental in improving understanding of existing policies and procedures of public service delivery and promoting awareness of transparency and anti-corruption measures. A system of public watch on procurement would also emerge out of the activities. Similarly, a mechanism and platform of sharing the findings of research will be introduced after the activities are implemented.

| Theme/Pillar 1 | Evidence-Based Advocacy to promote policies and practices conducive for the fight against corruption | |
|----------------------|--|--|
| Strategic Objectives | To prepare and review sectoral policy documents on making public service delivery system more responsive and accountable | |
| Intervention Areas | Major Activities | Expected Outcomes |
| Public Procurement | Research and Review of existing policies/ regulations/acts/guides/ | Improved understanding of existing policies/ |

| | | |
|---|---|---|
| | manuals on public procurement and influence policy for improvement | regulations/acts/guides/ manuals on PP and influence policy for improvement |
| | Procurement watch on selected public institutions | Case studies on procurement watch on selected public institutions with recommendations for improvement |
| Public service delivery | Addressing identified ‘hot spots’ of public grievances through awareness, citizen charters, social audit, lobbying etc. | Awareness raised among service receivers and improved public service delivery system |
| | Develop and popularise public relevant information e.g. service fees | Making accessible critical information in accessible formats for use by the public in demanding services in an open and transparent manner. |
| Research, information Dissemination and publication | Research on work procedures and methods of various constitutional and governmental offices working on issues of anti-corruption | Better understanding of current work procedures and methods of various constitutional and governmental offices resulting in lobbying for improvement or change. |
| | Research on the current national integrity arrangements and recommend new approaches | Better understanding by policy makers on loopholes of current policies and initiatives to improve them. |
| Public awareness raising | Media campaign on research findings and platform creation for dissemination of results via diverse electronic and Print media. | Public awareness level raised of issues identified from research through media campaigns |
| | Training in corruption investigation by the media. | Capacity of key media persons enhanced in investigative journalism |
| | Establishment of IP hub for information and knowledge on corruption in Malawi | Establishment of a one-stop hub for sourcing and dissemination of credible information on corruption in Malawi. |

2. Citizen Conscientisation and Empowerment for Action

One notable feature for the continued proliferation of corruption in Malawi and the erosion of integrity is the lack of citizen consciousness to abhor corrupt practices within their location and challenge unexplained wealth. Corruption is an activity that takes place between and among people and the same people should be at the centre of fighting it. In view of the pervasive new norm created to extol unexplained riches and ‘share’ some of it with one’s social friends, fighting

corruption must be done in the same arena where a critical mass of individuals and groups are raised to begin constantly raising uncomfortable questions. This will also require providing skills to individuals and groups on how to identify corrupt practices, various strategies for raising alarm bells and methods for engaging with responsible offices to act on raised issues. In this case, matters of integrity and values will be tackled by IP in order to popularise a new counter norm against materialism, promoting celebration of ethical behaviour and recognising integrity. As such, IP will run programmes promoting citizen empowerment to acquire knowledge, attitudes, practices and skills for acting against corruption as experienced within their respective experiences, individual or collective.

The strategic plan has proposed mechanisms for the promotion of ethical and moral values. Inspired by the notion that transmission of such values to citizens is a prerequisite for creating a sincere commitment to integrity and zero tolerance for corruption, the strategy has advanced ways to create awareness about values through various interventions. Such efforts are essential in contemporary Malawi where forces of materialism and consumerism have eroded traditional values of truth, morality and integrity. Values such as: respect for a code of conduct, rule of law, anti-corruption mind-set, non-abuse of authority, regard for rules and regulations of institutions, individuals sense of service to the public, performance of one's duty and owning up to one's actions should be explained clearly to individuals in an interesting manner. Similarly ethical values on professions, duty to self, family, community, society, country, profession and loyalty towards institutions are to be conveyed to the individuals through various ways and means.

The arenas where individuals learn ethical values and become internalized with concepts and practices of morality are the institutions through which IP seeks to transmit ethical values. Prominent among them are institutions such as: schools, colleges, universities, civil society groups, professional organizations, and government agencies. Various programmes will be developed for inculcating individuals on ethical and moral values in public life. Efforts will be made for inclusion of anti-corruption values in formal education curriculum. All sectors related to governance such as the executive, judiciary, constitutional bodies, legislators, civil service, private sector and professional bodies would be approached with a message of compliance of code of conduct and ethical values. Only a comprehensive strategy can help individuals develop a sense of moral and ethical values enabling them to differentiate between right and wrong, and inspire them to apply it to life, work, their profession, dealings in public and other walks of national life.

In order to pursue this agenda, IP will do the following:

| | | |
|--|--|---|
| Theme/Pillar 2 | Citizen Conscientisation and Empowerment for Action | |
| Strategic Objectives | To create awareness and inculcate in individuals, civil society, government agencies and academic institutions a sense of moral and ethical values | |
| Intervention Areas | Major Activities | Expected Outcomes |
| Concept and Strategy for promotion of values | Program development (for formal and non-formal education systems / structures) | Concept and strategy paper for promotion of values developed and implemented. |

| | | |
|---|--|---|
| Integration of anti-corruption values in formal education | Advocacy for incorporation of moral and ethical values in both school and higher Education | Understanding of moral and ethical values among school students |
| | Coordinate with government line agencies and academic institutions | Better relationship with government line agencies and academic institutions |
| Promotion of a code of conduct mechanism. | Moral education program for the executive, judiciary, constitutional bodies, legislators, civil services, private sector and professional bodies | Increased understanding and compliance with the code of conduct |
| Collaboration with social accountability structures | Capacity building of individuals and organised groups on social accountability tools. | Supporting individuals and groups to acquire knowledge, skills and tools for engaging in action against corruption. |

3. Coalitions and Collaborations Building

IP, already in its short life span, has been working together with institutions and stakeholders dedicated to the cause of transparency, good governance through rule of law, eradication of corruption and the enhancement of accountability. Collaborating with partners and developing effective coalitions has been its central ambition which IP wants to turn into its *modus operandi*. IP understands that the best way of achieving the optimum outcome is through joint efforts, based on equal partnership and shared responsibilities. It is also committed to methodological approaches that avoid duplication, and confusion in its goals and directives. IP wants to introduce and strengthen a coalition culture and make this a hallmark of its work in order to encourage mutual learning and cross-fertilisation of ideas pursuing best practices of like-minded institutions, and constructing a coalition network against corruption that is sustainable. Moving forward, IP seeks to promote a functionally effective coalition and collaborate with various constitutional bodies, anti-corruption agencies, government ministries/agencies, civil society organisations, individuals, professional bodies and donor agencies. To accomplish these objectives various programmes covering the areas of transparency, accountability, governance, integrity and legal regime for public affairs will be explored. These activities would consolidate IP's position in the anti-corruption network in Malawi, the region and globally. It would enhance its capacity of working through joint efforts for the common cause of eradicating corruption in the country. The model of IP-functioning through an environment of sharing and partnership will be introduced and strengthened.

| Theme/Pillar 3 | Coalitions and Collaborations Building | |
|---------------------|---|---|
| Strategic Objective | To build effective coalitions and collaborate with various government agencies, civil society organisations, professional bodies and donor agencies | |
| Intervention Areas | Major Activities | Expected Outcomes |
| Constitutional and | A coalition with state agencies on | An improved institutional relationship with |

| | | |
|--|---|---|
| governmental anti-corruption Agencies | issues of control of corruption | state agencies and other relevant agencies involved in anti-corruption. |
| Civil society organizations, professional bodies and Media | Coalition with relevant CSOs, professional organisations, political parties and the media on contemporary corruption issues | An increased number of coalition partners with national, district and community level agencies and improved relationship with them. |
| | Coalition with IP Affiliated Organisations | Improved institutional relationship with IP affiliated organizations |
| International organizations | Coalition with international and regional organisations working on transparency and accountability e.g. TI | Improved institutional relationship with international and regional organisations working on transparency and accountability |

4. Organizational Development

Organisational development is key for efficient performance. It is the framework through which organizations realize their mission and the vision of a corruption free Malawi characterised by integrity. The strategic plan has realized the need for creating and upgrading the present IP structure and providing for its separate offices and identity. It has, therefore, proposed the organizational development of IP with appropriate emphasis on providing for various resources: human, technical, financial and managerial. It has taken into consideration the need for establishing IP to enable it to cope with the ever increasing demands of society for good governance, integrity, transparency, and rule of law. IP will be able to more effectively challenge corruption, abuse of authority and bribery with a robust, functional and effective governance structure. The strategy has stressed the need to retain institutional memory and capitalize on it. Doing so will help ensure the sustainability of both the institution and its programmes. In the process it has outlined the process of revisiting or updating the constitution and policies of IP to address any gaps. The strategy has adopted five-dimensional activities to ensure healthy development of the organization. It has made sustainability the main point for making IP institutionally viable. Developing and updating the constitution, policies and other provisions that are crucial legally and socially for its continued existence is one of the priorities in the strategy. Restructuring the organogram, particularly the organizational structures and tailoring the work procedures to its present and future needs is another priority. The strategy has proposed the need for constituting the thematic sub-committees of the board of directors for focus and efficiency in various sectors. Developing the Secretariat as the main hub to focus various programmes has been stressed in the strategy, more so because this is a new organisation. Making provision for more physical facilities, recruitment of staff, capacity building of the institution, and Board and staff has also been mentioned in the strategic plan. The five dimensional activities under the Strategic Plan would transform IP into a capable institution to oversee anti-corruption movement and efficient mechanisms to ensure the rule of law, accountability and transparency in public offices.

| Theme/Pillar 4 | Organisational Development |
|---------------------|--|
| Strategic Objective | To build a vibrant organisation with sound systems and governance structures that enhance the internal organizational capacity of IP and |

| Intervention Areas | Major Activities | Expected Outcomes |
|---|---|---|
| | amend existing policy documents for sustainability. | |
| Review, revisit and update IP constitution and policies | Revisit Constitution (scope and membership), Operational Manual, IP affiliated organization's directives, code of conduct for members | Policy and strategy documents prepared and implemented. |
| Organizational restructuring and work procedures | Review Membership criteria, fees, category, role, mobilization | Policy document on organizational structure reviewed and amended |
| Constitute thematic sub committees of members | Member mobilization, Resource Mobilization, M&E | Sub committees constituted and made functional |
| Strengthen IP Secretariat to be independent and run quality programmes. | Identify office space and equip it | Improved physical facilities of IP Office |
| | Engage in a recruitment drive for IP staff to fill organogram positions | Professional staff recruited in a transparent manner and an effective IP structure operationalised. |
| | HR requirements, benefits, capacity and roles/ responsibilities | Policy documents on benefits prepared and implemented to attract and retain competent IP staff |
| | Capacity Building of IP structures, including the Secretariat | Enhanced skills and knowledge of IP Board, staff and membership. |
| Proper monitoring, evaluation and learning (MEL) system in IP | Institutional Policy on MEL | Adequate policy documents on MEL developed and enhanced |
| | Capacity building (training) on MEL for board, staff and members of IP | Skills and knowledge of IP staff, board and members enhanced. |
| Sustainability of IP | Institutional capacity assessment and plan for sustainability (develop sustainable programs) | Enhanced institutional capacity through the implementation of a sustainability plan |
| | Review organizational structure | Organization restructured and efficiency increased |

SECTION 4: RESOURCE REQUIREMENTS AND MOBILIZATION

IP will, in the areas of resource mobilization and management, develop a framework focusing on its thematic priorities and strategic objectives. It will map IP's resource needs in view of its overall programmes as well as helping it to seek donor funds as per needs and priorities. Moreover, it will specifically spell out areas where a resource gap has to be filled. The framework would help IP avoid difficulties usually caused by the unavailability of donor funds. Doing so will replace the tendency of responding to calls for proposals and tailoring programmes to those calls. This should, however, not

be taken as an attempt to ignore the importance of development partners in IP programmes. IP understands the importance of development partners' support in its activities and is aware that such resources will substantially enhance its performance and build its capacity to fight corruption. In this strategy, IP will seek to create a good reputation in financial management and prudence so that it attracts and retains funding from different cooperating partners. Besides raising funds for programmes, there is also a need to offset a large percentage of the central costs that will be catered for through program budgets. Growing funding for transparency and accountability would provide some relief, as it is fundamental for the central office to attain funding sustainability.

4.1 Funding Means

IP will ensure financial independence and sustainability of its activities by exploring the following activities:

- i. Writing funding proposals for various calls for applications (e.g. Tilitonse Foundation, private foundations)
- ii. Membership fees
- iii. Research grants
- iv. Crowd-funding
- v. Hire a dedicated person with experience on fundraising
- vi. Involve the private sector: organize roundtables, tap into funds for Corporate Social Responsibility
- vii. Explore basket funding model, where different donors put resources together
- viii. Investments

In order to ensure that the resource pool is well managed, IP will popularise this strategic plan as a rallying point for further access to funds. IP will also ensure that there is a proper balance between donors and that there is more focus on programmatic rather than activity funding. The modalities of cost sharing with partners will also be explored (e.g. sharing office space). In order to attract and retain support from a diverse funding group, IP will ensure to have good systems for reporting and accounting (as financial integrity is key to receiving donor support), make sure that only people with integrity are associated with the IP and ensure political objectivity to win public trust and attract support from stakeholders

4.2 Funding Requirements

It is well known that resources also underpin the successful implementation of this Strategic Plan. However, considering that most programs will be funded based on individual project proposals IP will develop tentative budgets based on annual program plans in line with the direction of this strategic plan. These budgets will be presented separately in line with yearly plans.

SECTION 5: MONITORING AND EVALUATION PLAN

All anti-corruption players across the globe have long recognised the critical need for better data in the effort to eradicate corruption. Most impact in the anti-corruption field is achieved against a backdrop of complex socio-economic contexts and enabled through dynamic and fast-paced processes involving a range of stakeholders. It can be challenging to measure the impact of anti-corruption as the results of interventions can be unpredictable, and sometimes they take long periods of time to come about. Progress can also be subject to occasional reversals that need to be understood and explained. In 2014 Transparency International developed and adopted a new approach to monitoring the impact of anti-corruption work. This approach aims to build a more robust body of evidence regarding what works in the stopping corruption, as well as why and how it works. The Impact Monitoring Approach is designed to be sufficiently flexible in order to capture the different change processes that the Transparency International movement and the broader anti-corruption community are contributing to and achieving. It consists of two complementary elements:

- **Impact matrix:** an analytical lens that is used regularly and systematically in projects and initiatives to monitor their progress in achieving change that leads to a reduction in corruption, in order to understand how effectiveness of interventions can be increased and impact maximised.
- **Impact reviews:** in-depth impact assessments that zoom in on relevant trends and correlations identified through ongoing monitoring using the impact matrix. These impact reviews focus on particular areas and capture lessons that are not identified by the monitoring. Impact reviews, which are few in number and detailed in their scope, apply a rigorous methodology to the subject area in order to test assumptions made by the intervention initiator with regard to anti-corruption changes and impacts.

IP will explore ways of adopting monitoring and evaluation approaches that follow this model in the implementation of this Strategic Plan.

5.1 Monitoring Progress and Reporting

Monitoring of progress is a key and integral part of implementation of projects. The head of IP, in close collaboration with the responsible Project Officer/ M&E Specialist, will coordinate and execute project monitoring activities in-line with this Strategic Plan. The team will be mandated to meet on a regular basis to review progress being made in the implementation of this Strategic Plan, discuss challenges being faced, and decide on way forward. Mechanisms for monitoring will include, but not limited to, weekly or bi-weekly project team update meetings, field visits, monthly progress updates, and quarterly reviews and reports. The guiding document for all these undertakings will be the strategic matrix presented in the foregoing.

5.2 Evaluation and Reporting

It is undeniable that a robust and effective M&E system contributes significantly to the success of a project or programme. In this respect, IP will endeavor to create and sustain an effective monitoring and evaluation system, which is linked to all activities planned in this Strategic Plan. On an annual basis, the mid-year review and end of year evaluation will be conducted throughout the 5 year SP period. This will involve both internal and external stakeholders which assist in determining the level of performance towards attainment of planned targets for a period under review. Products from

these will be Semi-Annual and Annual Review reports. Furthermore, mid-way the Strategic Plan (2.5 years), as well as at the end (5 years), a comprehensive evaluation shall be conducted by an external consultant to judge the extent to which expected deliverables have been met or not i.e. measuring performance against planned targets, in order to draw informed conclusions. The final report from this exercise will be shared with all key stakeholders.

5.3 Dissemination of Findings and Reports

It must be underscored that information sharing with all stakeholders is essential in order to make progress in any undertakings. In this spirit, therefore, findings and reports from M&E activities will be shared with all key stakeholders for their knowledge and action. This will be done on a regular basis. The reports will be written in a structured format and disseminated through the medium agreed upon by senior management of IP, such as workshops, review meetings, news or press release.

5.4 M&E Linked to Performance Management

During this SP period, IP will tie the overall implementation plan to technical departments. The departmental head will assign specific activities to individuals or project teams. This is a level at which the expected deliverables will be linked to individual/ staff appraisal system. The HR section together with M&E lead person will create and monitor the performance management framework within this context, as it is critical for the successful implementation of this Strategic Plan.

SECTION 6: IMPLEMENTATION MATRIX

An Implementation Matrix will be developed as an attachment to this Strategic Plan and will operationalize the implementation of the planned activities for the various strategic objectives.

SECTION 7: REFERENCES

The following literature has informed the development of this Strategic Plan and inspired the various sections and strategies proposed in this document

1. Together Against Corruption, Transparency International Strategy 2020
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SECTION 8: APPENDICES

Appendix 1: Individuals consulted during formulation of the strategic Plan

| No | Name | Institution | Position |
|----|------------------------|---|--|
| 1 | Joe Ching'ani | CoST Malawi | MSG Chair |
| 2 | Prof. Jonathan Nkhoma | Integrity Platform | Board Member |
| 3 | Karen Del Biondo | GIZ/Integrity Platform | Technical Advisor |
| 4 | Godfrey Pumbwa | Integrity Platform | Intern |
| 5 | Pearson Nkhoma | CMD | Programme Manager |
| 6 | Cliff Kawanga | MISA Malawi | Vice Chairperson |
| 7 | Ipyana Musopole | ACB | CCPO |
| 8 | Mathias Burton Kafunda | OXFAM | HPL |
| 9 | Edwin M. Mtonga | FIA | Director for Legal |
| 10 | Vales Machila | Media Council of Malawi | Executive Director |
| 11 | Charles Banda | YONECO | Innovations Manager |
| 12 | David Odali | IP | Board Member |
| 13 | Thomas Makiwa | NAO | Deputy Auditor General |
| 14 | June Mtila | MESN | Director of Programmes |
| 15 | Boniface Dulani | Chancel | Lecturer |
| 16 | Jeff Kabondo | IP | National Coordinator |
| 17 | Grey Kalindekafe | NICE | National Programmes Manager |
| 18 | Wisdom Chingwede | CONCOM PR | Media Expert |
| 19 | Henry Kachaje | Economist | Independent Consultant |
| 20 | Dr. H. Chingaipe | Political Economy Analysis Group member - Tilitonse Programme | Academia |
| 21 | Dr. Justin Malewezi | Citizen | Former Vice President and long serving public servant |
| 22 | Mr. B. Namasasu | National Assembly | Member of Parliament |
| 23 | Patrick Siwinda | NICE | District Civic Education Officer, Dedza |
| 24 | Dr. Gerhard Anders | University of Edinburgh | Legal anthropologist, researcher and author of corruption papers and books on Malawi |
| 25 | Dr. Edge Kanyongolo | Chancellor College, Faculty of Law | Democratic Governance Expert |