

# **FINAL CONCEPT NOTE FOR THE COMMEMORATION OF ANTI-CORRUPTION WEEK, 2017**

## **1) EXECUTIVE SUMMARY**

In 2017, Uganda will yet again join the world in observing the UN designated International Anti-Corruption Day (IACD) which is commemorated on 9th December of every year. A communication campaign, composed of above the line mass awareness campaign, together with selected below-the-line stakeholder engagement activities will be organized under the theme; **“Restoring Integrity in Public Service; Regaining citizens’ trust in the Anti-Corruption Fight.”**

This theme is premised on the lessons drawn from research and the activities of Anti-Corruption Week (ACW) that were conducted in 2016 as well as a review of ACW 2016 and planning for ACW 2017 retreat that was attended by the Office of The Auditor General (OAG), Inspectorate of Government (IG), Public Procurement And Disposal of Public Assets Authority (PPDA), Directorate of Ethics & Integrity (DEI) and The Justice, Law and Order Sector (JLOS) at Laico Lake Victoria Hotel – Entebbe on 4th – 5th May 2017.

According to *The Uganda Youth Survey Report (August 2016)* by the Aga Khan University, it was observed that while most Ugandans were optimistic about the future and believe that hard work leads to success- at the same time, they believed that **corruption has become a way of life abetted by ‘big-fish’ who are untouchable**. They also believed that reporting or whistle-blowing on corruption is useless because they did not trust that Government was committed to ending corruption especially amongst the ‘big-fish’.

To bring alive the theme and to meaningfully get the support and participation of the citizens, to win-back the lost public confidence, the proposed campaign slogan/big idea will be: **“No One Is Untouchable: Report Corruption”**.

Besides restoring public confidence, the theme and the slogan will support the ACAs to communicate the importance of citizen participation in the fight against corruption, with emphasis that the

perceived ‘untouchables’ will remain untouchable if nobody reports them. The messages will also communicate directly to the ‘big-fish’.

The ACAs will also share their achievements to date especially in regard to the theme. Additionally, it is a call upon the public not to give up, but continue to support the ACAs in the fight against corruption and maladministration

## **2) CONTEXTUAL FRAMEWORK & BACKGROUND:**

The United Nations (UN) General Assembly by resolution 58/4 of 31st October 2003, designated 9th December as the International Anti-Corruption Day. a number of African countries including Uganda, ratified this day. Uganda signed and ratified two anti-corruption conventions; the United Nations Convention against Corruption (UNCAC), and the African Union Convention on Preventing and Combating Corruption (AUCPCC).

The day was designated for global observance to promote awareness about the dangers of corruption, and how to prevent and combat it. The International Anti-Corruption Day presents an opportunity for governments, political leaders, lobby and interest groups, CSOs, and the public to build partnerships in the fight against corruption by reflecting on its evils and seeking consensus on new measures to fight it. On this day anti-corruption advocates organize events to engage stakeholders and the general public to effectively fight corruption and fraud in communities.

For over a decade, anti-corruption agencies, organizations and individual actors in Uganda have commemorated the International Anti - corruption day through a series of activities. These activities have led to the emergence of the “Anti-Corruption Week” (ACW). During this week, various actors reflect on progress made in the fight against corruption and seek to address the challenges; raise awareness on the importance of the public to join the other stakeholders to eradicate the vice in the country. The weeklong events climax on the International Anti-Corruption Day designated on 9<sup>th</sup> December. Commemorating the ACW has proved to be an effective advocacy strategy mainly to call on various actors to demonstrate added commitment to the fight against corruption.

Despite the decade long anti-corruption fight as well as other supporting initiatives, enabling legislation and increased collaboration between the anti-corruption agencies and civil society, the war against corruption remains a very difficult one to fight because of its complex and mutative nature in form and manifestation.

As such Uganda's corruption perception indicators remain poor with slow progress. According to the Transparency International Corruption Index 2016 report, Uganda continues to be ranked among the 30 most corrupt countries.

According to 2014 Data Tracking Mechanism (DTM) Annual Report of IG, 97.9 % of Ugandans say corruption is still prevalent in the public sector (82% very much, 15.9% slight). Although urban dwellers reported more corruption than rural folks, generally there are no significant differences between gender, level of education or region.

This is reaffirmed by the (World Economic Forum, 2015-16) in which business executives said that corruption at 16.1% was the most problematic issue for doing business in Uganda followed by taxes at 14.5%.

The Uganda Youth Survey Report (August 2016) by the Aga Khan University, which surveyed 1,854 youth aged between 18-35 years found that 45% believed there would be more corruption in Uganda and 56% believed Uganda would be poorer in ethics and values.

### **ANTI-CORRUPTION WEEK 2017**

Based on the above background and with reference to research that has been conducted, the 5 Anti-Corruption agencies preparing for the Anti-Corruption Week 2017, conducted a SWOT analysis with support from GIZ and SUGAR Facility; on the previous ACW engagements. The purpose was to find out how best the activities of the ACW 2017 would be revitalized to create the sought for impact.

Under a new theme; **“Restoring Integrity in Public Service; Regaining citizens’ Trust in the Anti-Corruption Fight ”**the 2017

campaign will focus on restoring public confidence that government is committed to fighting corruption and maladministration and improve service delivery to the lowest level.

This theme seeks to address both the internal deficiencies in government service delivery and the perceiving declining levels of integrity in public service. This will be a call on the citizenry to have confidence on the public institutions to end corruption and ensuring access to services in the country.

Besides restoring public confidence, this theme will allow anti-corruption agencies to further communicate the importance of citizen participation in the fight against corruption through collaborating with government and also reporting corruption. This is anticipated to ultimately result into public support and participation in the fight against the vice.

### a) Objectives

The specific objectives will therefore be;

- **EMPOWER:** Increase citizens knowledge and capacity to detect, deter, disrupt and defeat corruption
- **BUILD TRUST:** restore citizens’ confidence in government’s commitment to fighting corruption
- **REPORT:** Increase the number of corruption-related incidences being reported to all the anti-corruption agencies
- **UNITY OF PURPOSE:** Improve cooperation and coordination among state and non-state actors in the fight against corruption
- **SERVICE DELIVERY:** Improve institutional efficiency, transparency and accountability amongst government MDAs.

### b) Stakeholder Mapping & Strategic Objectives

**Stakeholder & Audience Mapping & Prioritizing**

		LOW INTEREST	MEDIUM INTEREST	HIGH INTEREST
IMPACT IN OUR OBJECTIVES	High	<ul style="list-style-type: none"> <li>• Public Sector</li> <li>• Political Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens</li> <li>• Parliament</li> <li>• Accountability Sector (Anti-Corruption Agencies)</li> </ul>	<ul style="list-style-type: none"> <li>• The Presidency</li> <li>• Media/Social Media</li> <li>• CSOs</li> </ul>
	MODERATE IMPACT		<ul style="list-style-type: none"> <li>• Religious Leaders &amp; Faith Based Organisations</li> <li>• Cultural Leaders</li> <li>• Institutions of Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Development Partners</li> <li>• Professional Groups</li> <li>• Private Sector</li> <li>• Service Commissions</li> </ul>
	Low		<ul style="list-style-type: none"> <li>• Academia</li> </ul>	<ul style="list-style-type: none"> <li>• The Youth</li> </ul>

The activities will seek to engage the above stakeholders in the fight against corruption, with the following two strategic objectives:

- Address the MDAs (internal government campaign) through ensuring that the key audiences in government agencies who we describe as high impact but not interested audiences in the analysis, are having high interest.
- Leverage the high impact and medium interest stakeholders as change agents. These include: the Public Officials, Citizens, Media and CSOs.

**c) Campaign Slogan/The Big Campaign Idea**

To achieve the above objective and to mitigate the identified weaknesses and threats, of the MDAs it is important that the tone of our campaign is strong and with a strong call to action that directly addresses the identified gaps.

The greatest barrier to the success of this campaign and largely the anti-corruption fight remains the fact that despite the average Ugandan being hardworking and largely optimistic and positive about life, they believe that corruption remains rampant and nothing is being done about it, and so they end up doing nothing about it. They do not believe that reporting or whistle-blowing on corruption is very helpful because their perception is that Government is not committed to ending corruption and will only go after ‘small fish’ for ‘public show’ purposes.

To counter the above, we therefore propose a solid campaign slogan with a strong call to action. Our proposed campaign big idea/slogan is:

## **No One Is Untouchable: Report Corruption**

This slogan will allow us to face head-on our biggest challenge- 'restoring public confidence'. It also allows us to communicate the importance of citizen participation in the fight against corruption **i.e. the untouchable will remain untouchable if citizens do not report; therefore the public should stop** complaining about the untouchables, but should report to the appropriate agencies.

This slogan is also meant to warn the 'big-fish' that they are no exception when it comes to the law. It also allows for a celebration of the successes made thus-far in the fight against corruption and showcasing the 'big-fish' brought to book. Finally, it is commitment that the fight will continue and the war is not lost.

### **d) Key Messages**

To emphasize both the theme and the campaign big idea, we shall seek to drive the following key messages:

- **No more impunity:** No one is untouchable, reject and report all persons involved in corruption
- **Collective Responsibility:** The fight against corruption is a collective responsibility and should not be left to Government agencies alone; citizens too have a role to play especially in identifying the corrupt, monitoring and inspecting, as well as reporting corruption acts and officials.
- **Confidentiality: the agencies will protect the identity of those reporting or whistle blowing cases of** corruption. The persons reporting will also not disclose their own identity.
- **Accessibility:** Anti-corruption agencies are accessible and there are various platforms for reporting corruption. Know where and how to report.
- **Asset Recovery:** Corruption is more risky than ever; on top of imprisonment and payment of fines, all proceeds of corruption will be recovered.

### **e) Proposed Activities**

The above objectives shall be met through the implementation of the various activities listed below.

i) **Campaign on Integrity in Government agencies and Service Delivery ( Internal Government Service Delivery & Integrity Campaign)**

As observed in earlier reviews, there is need to address integrity and service quality gaps in the anti-corruption agencies themselves as well as in all the other government MDAs. It is also important to note that for this campaign to bear fruit, government personnel, must be prepared to deliver on their part and stop corruption from flourishing in their agencies.

To create buy-in and rally all anti-corruption agencies, the Uganda Police, the Office of the Directorate of Public Prosecutions as well as all government MDAs, an internal intra-government campaign to drive the importance of integrity and service delivery will be conducted. In this campaign, agents of change will actively participate. These include heads of the anti-corruption institutions, the police, DPP, the prime minister, etc...

Several key messages (audio, robocalls, video & visual) exalting the importance of integrity and quality service delivery, will be developed with the heads of the ACAs and the Prime Minister endorsing them. These will be disseminated using various channels including staff emails, intranet, snapper frames in office corridors, office WhatsApp groups as well as robocalls (recorded mass audio messages broadcast over GSM networks). Specifically, at least one 1-minute robocall shall be recorded with a message from the Prime Minister and it will be broadcast to as many senior civil servants as possible calling upon them to be of high integrity and urging them to ensure effective and quality service delivery. A 1-minute video message will also be recorded with another message from the Prime Minister to be broadcast on various government platforms as well the Prime Minister's social media platforms. This will be tagged to key government agencies that are big on social media, including the presidency. This is expected to have a big outreach and create

bigger impact as the endorsement is by the Prime Minister who is the head of government business.

Similarly, the heads of the anti-corruption agencies, the police and DPP will record a similar video & audio message that will also be shared on social media and with staff of the respective agencies.

For effective buy-in from the various MDAs, the police and heads of selected MDAs as well as the DPP will be asked to nominate some exemplary staff that shall be used to endorse the campaign by use of social media frames, for use in photo pauses and subsequent social media sharing. Short videos will also be recorded to be shared on the respective social media platforms of the various participating organizations.

To create huge impact for the internal campaign, it shall be officially unveiled by Prime-Minister, who is the head of government business, who will be engaged to invite all cabinet ministers, heads of government MDAs, civil society organizations and development partners to attend. We propose a launch to be held at the Office of the Prime Minister on a Wednesday, just before the weekly Cabinet meeting so as to enhance attendance by the political heads.

ii) **Official Campaign Launch Press Conference**

To announce the campaign to the media and the public, there shall be an official launch press conference- to be held in November 2017. The press conference will be addressed by the Prime Minister and the heads of the anti-corruption agencies.

The Prime Minister will make a statement on government efforts in fighting corruption and enhancing service delivery and make a commitment of government to fight corruption.

iii) Meeting with Cabinet

To bring the executive to be part of the campaign, a one hour meeting is being organized with the members of the cabinet, chaired by the Prime Minister. The Minister of State for Ethics and Integrity together with the heads of the ACAs will attend the meeting and make a statement with a call on members of



cabinet to be exemplary in the fight against corruption. DE I will take the lead on this initiative.

Selected media will be invited to be part of the meeting or as advised by the Prime Minister's Office.

#### **iv) Above The Line (ATL) Campaign**

The ATL campaign is aimed at executing a national **paid for and non-paid** editorial support. Whereas paid for advertising will largely consist of recorded spots and presenter mentions, non-paid for coverage will include by-line stories, features & analyses, interviews, thought leadership opinions and letters to the editor.

- **Radio:** This will be the anchor platform because of its wide reach- up to 95% of the target audience. Radio offers great opportunity to maximize frequency at lower costs. We will partner with stations to deliver both paid for and non-paid for coverage (editorial support)
- **Digital:** The internet and mobile phone are the fastest growing medium (21%) of communication reaching out to over 14 million Ugandans. The very nature of internet audiences will deliver influential and economically active audiences who make use of government services on a daily basis. It also offers flexible and affordable ways of communication and the lowest cost per 1,000. Since all the 5 implementing agencies and almost every other government MDA has a website and social media presence, this will offer us, greater residual value and engagement rates. Whereas we shall use all radio stations in the country for non-paid for coverage, for paid-for coverage (advertising), we propose to use: the following radio stations: Capital FM (National), CBS (Central), Etop FM (East), Mega FM (North), Radio West (West) and Radio Pacis (West Nile) whose outreach is commendable based on media surveys.
- **Television:** TV is well-placed to deliver visual cues and show-case the campaign especially to drive endorsements and communication of our achievements and case studies. The 2 biggest TVs in terms of audience share shall be used i.e. NTV Uganda (national English) and Bukedde TV (national Luganda)

- **Print (Newspapers):** Print will be ideal in creating endorsement and credibility. It will also be a major medium for reaching out to major decision makers and opinion leaders. Print as a medium, also delivers visual cues and non-paid for coverage. There will be no advertising spent on TV. However agencies will leverage the news value of the various engagements in the campaign, to secure coverage.

**v) Below The Line (BTL) Campaign & Road show**

To support the ATL campaign, a 7-day anti-corruption road show shall be carried out. The purpose of the road show is to take the anti-corruption campaign to specific regions in the country. This will be an avenue for engaging various stakeholders in the areas where the road show will be conducted. This will be an opportunity to share experiences, achievements, lessons and also to get feedback from the communities that the team will interact with during the drive. The campaign will be in collaboration with the civil society organizations. It will be an exciting integrated stakeholder engagement campaign that focuses on telling the anti-corruption fight story from the stakeholders' perspective.

- The road show will be led by some of the chief executives of the 5 agencies.
- The road show will be launched on 27<sup>th</sup> November 2017 to coincide with the procession and will return on December 9<sup>th</sup>, coinciding with the National Celebration of the International Anticorruption Day.

To raise the necessary media and social media attention, the following activities shall be conducted:

- **Flag-off ceremony/Press Conference:** The road show will be flagged off by the Prime Minister- after the procession and press conference that will kick start the activities of the anti-corruption week attended by all the heads of the 5 anti-corruption agencies as well as members of the public, media, selected social media influencers and civil society.
- **Random Service Quality Checks:** Working with the heads of the 5 anti-corruption agencies, random service-delivery spot-checks at selected government service centres such as schools, health centers, prisons, police stations,

courts etc. will be conducted, allowing for spontaneous engagement and feedback sessions with both users of government services as well as government workers. The spontaneity of these engagements will not only enhance believability but also drives news value much better than the seemingly ‘choreographed’ barazas. This will also allow us to identify, document and benchmark some successes that will also be covered by press, but also relayed live on the respective social media channels of the 5 anti-corruption agencies.

- **Regional Press Conferences/Engagements:** At the end of each regional tour, a media engagement session will be held for local and national journalists, featuring as many relevant government agencies, civil society and local governments to address key corruption issues in the area. To guide factual reporting and bring to the fore the issues in the region, a joint press statement will be issued for all national media at the end of every regional tour.

All the above activities will be robustly broadcast on the social media platforms of the participating anti-corruption agencies as well as tap into the networks of other respective government MDAs for sharing and endorsement on their networks.

#### **vi) The International Anti-Corruption Day 2017**

- The climax of the road show will coincide with December 9<sup>th</sup> 2017- the official International Anti-Corruption Day. Since December 9<sup>th</sup> 2017, falls on a Saturday, instead of a physical face-to-face event as has been the norm in the past, a syndicated broadcast studio dialogue will be held. This is because of the potential high reach opportunities presented by mass media platforms.
- It is therefore proposed that a debate, featuring the principle anti-corruption agencies i.e. DEI, IG, OAG, PPDA, DEI, and JLOS together with the head of the Parliamentary Committee on Accountability (PAC), 2 members from at least 2 leading anti-corruption civil society organizations such as Anti-Corruption Coalition Uganda (ACCU) and Civil Society Budget Advocacy Group (CSBAG) and the Prime Minister be held on Capital Gang-

Capital FM flagship current affairs debate. Instead of the ordinary 2 hours, an additional 1 or 2 hours will be negotiated and secured- to allow for more time to discuss the issues and get feedback from the public through call-ins.

- To enhance reach, discussions will be held with selected radio stations to simultaneously broadcast the talk show, for example on CBSFM, NTV & Bukedde TV the other 3 largest media platforms with a national or near-to-national reach.
- For wider coverage, the show will be relayed live on the social media platforms of participating agencies as well as media houses. Additionally, other media houses will be mobilized to cover the show on their respective media platforms. To guide message uniformity and factual reporting, both a press release and a transcribed edition of the show will be provided to all media houses and uploaded on the various digital platforms of the 5 anti-corruption agencies.
- Some radio stations will be identified to run similar programmes on their stations at the same time and will host officials from within their regions.

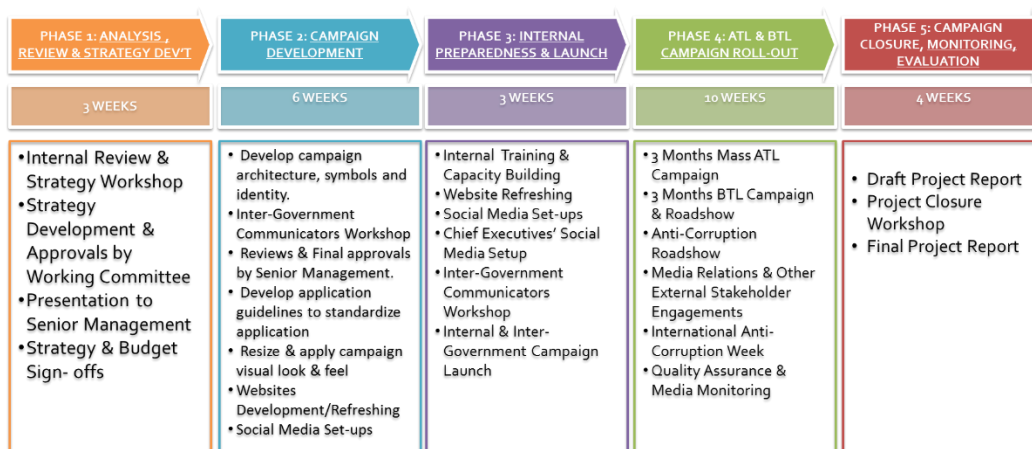
**vii) Measurement & Evaluation: Key Performance Indicators**

Although our objectives are both medium-term and long-term in nature, to be able to measure if we are on the right track, this campaign must be able to achieve the following:

- **50% growth in traffic to all websites** of the anti-corruption agencies
- **50% growth** in Twitter followers for **IG, PPDA and JLOS**
- **50% growth in Facebook** followers for **IG, PPDA and JLOS**
- Ensure coverage **in the top-tier media houses**
- Ensure positive coverage of the campaign- **minimizing negative coverage to below 5%**
- Media and Guest attendance: **Ensure 70% attendance** of all invited media and guests
- At least 20 radio stations to cover the activities of the campaign country wide.

- Reach and engage not less **than 6 million people on social & traditional media**. This is a deliverable by Uganda Radio Network.
- Coverage Prominence: Ensure at least **5 prominent stories appear in the leading dailies**
- **80% attendance of technical officials in the Local Government for the boardroom sessions.**
- **100% identified areas of inspections leading to recommendations on how to improve service delivery.**
- **Ensure cross section of participants at the barazas that will be conducted in the regions.**
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### viii) Work Plan Summary



### ix) Conclusion

In conclusion, the 2017 ACW events will once again present an opportunity for anti-corruption actors and non-state actors to converge and re-invigorate their shared resolve against corruption. Discussions, constructive criticism and taking stock of achievements realized over the past year will characterize the activities of the week.

The Anti-Corruption agencies re-affirm their commitment to enhance efforts in the fight against corruption and unanimously appreciate the constructive partnership and support of the GIZ in

this cause. The development partners' technical and financial support to the commemoration events and other conventional anti-corruption activities is a fundamental contribution to Uganda's development and transformation.

The success of the ACW events shall be determined by the effectiveness of the various activities implemented in winning hearts and minds in the battle against corruption. This standard goes beyond organizing an activity or event but calls for a deeper focus on the content of discussion, level of communication, resolution of doubts, and satisfaction of the different expectations.