



Supporting the Development of a Social Marketing Strategy to Advance Ethics in the Public Service of Tanzania

BY MARY GUSELLA

Social marketing, a branch of marketing aimed at changing attitudes and behaviours, is a field in which Canada has been a long-standing leader. Public sector social marketing programs have been successfully used in areas such as smoking cessation, drinking and driving reduction, and seatbelt usage. When the Ethics Division in the Office of the President - Public Service Management (PO-PSM) in Tanzania began searching for a way to improve the ethical conduct of public servants, Canada's expertise in social marketing was sought.

As project leader, I am working with members of the Centre of Excellence for Public Sector Marketing, a firm that works exclusively with public and not-for-profit organizations and is dedicated to advancing the field of marketing in these sectors.

Funded through CIDA's Deployment for Democratic Development program and still in an early stage, this initiative is breaking ground in a number of areas since it represents the first known initiative to use the social marketing approach to help achieve positive change in ethical conduct. In collaboration with the Ethics Division, a social marketing strategy is being developed for a pilot project in a large ministry to monitor and measure the results that can be achieved by the strategy in terms of ethics' attitudinal and behavioural change.

Designed to incorporate several innovative aspects, the initiative focuses on "learning by doing" and on integrating staff performing ethics-related activities in other public service institutions in order to build local capacity, synergies and sustainability. An "Introduction to Social Marketing" program was delivered to staff of the Ethics Division to lay the groundwork for the collaborative plan-



Members of the social marketing strategy team in Dar es Salaam

ning of the strategy that they are developing with the guidance and assistance of the social marketing team. Staff from the Ethics Secretariat (an independent agency that enforces leaders' conflict of interest and ethics legislation), the Public Service College (who deliver ethics training), and the PO-PSM team participated. The interactive three-day program was guided by a social marketing workbook specifically prepared for the group and engaged participants in activities that had them critically assess the ethics environment in the Tanzanian Public Service from a behaviour change perspective. The workbook and all presentation materials were provided to each participant on a memory stick at the conclusion of the session, a "green" and very well received innovation. Furthermore, the collaboration and involvement of various departments in this program has led to a "grass-roots" movement to form a social marketing network within the public service in Tanzania.

A comprehensive situational assessment – the first phase of the social marketing strategy development – identified key trends, opportunities and challenges in the Tanzanian public service. These included, but were not limited to, international support for ethics and transparency, insufficient human and financial resourc-

es, poor utilization of feedback where ethical issues are identified, poverty and economic instability, and lack of supportive social norms and competing values. Additionally, the planning documents that underpin the audience research that must now be done to ground the social marketing strategy were produced.

While it is too early to discuss results, it should be noted that social marketing is by nature a results-oriented process so that monitoring and having a measurement framework are integral to the initiative.

Ethical conduct within a public service is crucial to the efficiency and effectiveness of service delivery and the proper functioning of public organizations; the importance of ethical conduct on the part of individual public servants cannot be overstated, whether it is from the perspective of governance, democratic legitimacy, trade or economic development. If the pilot demonstrates that the social marketing strategy has helped improve ethical conduct, social marketing could become a valuable new tool for governments everywhere seeking to raise the level of ethical behaviour within their public services. **M**

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