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QUARTERLY PROGRESS REPORT NO. 3

Period covering October 01, 2006 – December 31, 2006
(1st Quarter of FY 2007)

Millennium Challenge Corporation

Threshold Country Program

Strengthening Government Integrity to Support Malawian Efforts to
Roll Back Corruption and Encourage Fiscal Responsibility

CONTRACT NO.: DFD-I-00-04-00128-00

TASK ORDER NO.: DFD-I0-03-07-00139-00

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Submitted to:
ANNA SPARKS

ACTING **MCC INITIATIVE TEAM LEADER**
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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS

ACB	Anti-Corruption Bureau
AC/G	Accountant General
AFROSAI	African Organizations of Supreme Audit Institutions
AIB	Access to Information Bill
C&A	Casals & Associates, Inc.
CSO	Civil Society Organization
DFID	Department for International Development
EU	European Union
GOM	Government of Malawi
HRC	Human Rights Commission
IFES	(Formerly) International Foundation for Electoral Systems
IFMIS	Integrated Financial Management Information system
ILO	International Labour Organisation
IPC	Internal Procurement Committee
MBC	Malawi Broadcasting Corporation
MCC	Millennium Challenge Corporation
MCG	Millennium Consulting Group
MEPD	Ministry of Economic Planning and Development
MGDS	Malawi Growth and Development Strategy
MOF	Ministry of Finance
MOJ	Ministry of Justice
NAMISA	National Media Institute of Southern Africa
NAO	National Audit Office
NEFORM	National Editors Forum
NSO	National Statistical Office
ODPP	Office of the Director of Public Procurement
OTA	Office of Technical Assistance (U.S. Treasury)
PSIP	Public Sector Investment Program
RBM	Reserve Bank of Malawi
RIPA	(Formerly) Royal Institute for Public Administration
SCR	Sovereign Credit Rating
SGIM	Strengthening Government Integrity in Malawi
SME	Small and Medium Enterprise
SPU	Specialized Procurement Units
TCP	Threshold Country Plan
TVM	Television Malawi
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

1. TASK ORDER AWARD

On April 14, 2006, USAID/Malawi awarded C&A a Task Order for *Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and Encourage Fiscal Responsibility*. The Task Order includes nine of the 15 interventions contained in the Threshold Country Plan (TCP).

The Task Order Estimated Completion Date is March 31, 2008.

2. MOBILIZATION OF KEY PERSONNEL

In addition to Ms. Amanda Willett, Deputy Chief of Party, who arrived in Malawi on May 12, 2006 and Ms. Thusitha Pilapitiya, Chief of Party who arrived in Malawi on August 27, 2006, the third international position with the project was filled with the arrival of Ms. Rajula Atherton, Senior Program Specialist who assumed duties on October 20, 2007. Ms. Atherton has 30 years of national and international experience in project management, audit, finance and procurement. The international staffing of the project is now complete.

3. LOCAL STAFFING

The Local staffing structure of the project was further strengthened during the quarter. In addition to the staff who were already on board, Ms. Chanju Mwale, a lawyer working with the Malawi Defense Forces, was recruited as the Administrative Specialist to oversee activities involving the Ministry of Justice and Chancellor College of Law.

The position of IT Specialist was offered to Mr. Peter Mtema who unfortunately refused the position. This was re-advertised in the local newspapers and applications will close on January 15, 2007.

The position of Finance Manager that fell vacant due to the resignation of Alick Mtika was successfully filled with Mr. Godwin Kaonongera with effect from December 1, 2006. Godwin was also able to participate in the C&A Finance Managers conference held in Washington D.C. prior to his recruitment.

As earlier decided, the position of Monitoring and Evaluation Specialist is still kept pending. All other positions are now filled and the local staffing is complete except for the post of IT Specialist. In order to give the necessary IT support to the project until this position is filled, Mr. Roosevelt Tsewole, a US national living in Malawi was hired as a Consultant for three months.

4. WORK PLAN AND M&E PLAN

C&A submitted both Work Plans and M&E Plan to USAID. These were duly approved by USAID.

5. MCC TASK FORCE MEETINGS

The Deputy Chief of Party and the Senior Program Specialist attended the MCC Task Force Meeting December 7, 2006. C&A presented an overview of the activities completed during the quarter as part of the Threshold Country Plan and briefed the task force on future activities.

6. MCC IMPLEMENTING PARTNERS MONTHLY MEETINGS

The Chief of Party and Deputy Chief of Party attended the Implementing Partners' meeting on November 1, 2006 where C&A briefed the implementing partners on the progress it had made on project implementation.

7. ADMINISTRATION

A highlight of the quarter was an off-site project retreat held at Sun n Sand Resort in Mangochi for C&A staff from the Malawi field office and headquarters, project counterparts from GOM and the non-governmental sector, MCC partners and relevant USAID/Malawi staff. A total of 48 people participated in the two day retreat including eight stakeholders from non-governmental institutions, eleven partners from GOM, five persons representing MCC partners, two representatives from USAID, three representatives from C&A headquarters, and all C&A/Malawi staff.

The participants got an opportunity to collectively identify and validate the root causes, priorities and challenges to fight corruption and link it to what C&A is trying to achieve in Malawi. The main objective of the retreat was to develop a sense of ownership within Government of Malawi (GOM) for C&A's work, teambuilding and raising awareness on each of C&A's activities and its linkages to the overall objectives. The discussions were distributed over sessions for one and half days.

Day 1 was scheduled for the participants to map the root causes, challenges and priorities of fighting corruption in Malawi, as well as to build a sense of team by getting to know each other outside of the formal working environment. The participants worked within four predetermined groups to identify the above. During these discussions several interesting and important issues rose, pertaining to corruption in Malawi within groups. The plenary session reinforced the findings within each group in a larger setting. Day 1 sessions also included interactive group activity and introductions that helped strengthened partnerships within the groups. Day 2 was scheduled for interactive group activity wherein the four groups carried over the discussion from Day 1, by identifying the relevant role of each of the institutions they represent in dealing with the causes, challenges and priorities identified collectively. This was an extremely fruitful exercise as each member was forced to think outside the box and come up with innovative solutions to resolve a common issues, and it was evident that a common pattern was emerging and a sense that all the institutions represented needed to work together to achieve the common objectives. The groups also role played scenarios that were developed based on generic development challenges, which created a safe space to bring out issues that may have been sensitive to raise formally. The final session linked what was so far identified in abstract to the C&A activities. Participants got a chance to understand the linkages between the activities and what C&A was trying to achieve in Malawi.

The assessment of the retreat by the participants proved that the structure and content was overwhelmingly rated as excellent and very good. The C&A front office staff is to be especially commended for the outstanding arrangements made for a successful retreat.

A full report of the Retreat is annexed (please see Annex A).

8. PROGRESS ON IMPLEMENTATION OF ACTIVITIES BY TASK

First Quarter 2007 (October – December, 2006):

Task 1 - Integrated Financial Management Information System for the Government of Malawi

Activities during this quarter focused on finalizing the IT needs assessment and related procurement for the Government of Malawi's National Assembly, National Audit Office (NAO) offices of the Accountant General (AG), Ministry of Finance (MOF), Treasury–Budget Department and the Ministry of Justice (MOJ).

C&A issued an open tender in the press for the acquisition of IT equipment that includes a Hot Disaster Recovery Site for the IFMIS system. The tender was followed a comprehensive assessment of the IT hardware and software requirements for the Accountant General's Office and other partners conducted by an international consultant. Following the announcement of the public tender in the press, a bid evaluation Committee was formed to include representatives from the Accountant General's Office, the National Audit Office, USAID and C&A; this Committee is chaired by a representative from the Accountant General's Office. The Committee is in the process of finalizing the evaluation of the tenders. Tenders are expected to be awarded to the successful bidders in January 2007.

C&A received a report on the audit training of fifteen Auditors who were trained on the IFMIS EPICOR application software in Tanzania.

First Quarter 2007 (October – December, 2006):

No	Task 1 - Integrated Financial Management Information System for the Government of Malawi	Status
1	Assessing broader IFMIS software implementation needs, including purchase of complementary software for the system's operation—Windows OS, database engine, and anti-virus;	Completed
2	Providing training as needed with special emphasis on IT	Once IT equipment has been installed, C&A will review IT training needs.
3	Integrating training across government agencies, inclusive of demonstrating how the system makes different government functions interconnect.	Once IT equipment has been installed, C&A will review training needs.
4	Sponsoring study tours for personnel from pilot entities, particularly the AG and NAO, to Dar es Salaam for hands-on-training with both a fully functional system and experienced tutors.	Completed
5	Assessing hardware needs and support purchase of equipment requirements in pilot entities, but particularly in the AG, Treasury, NAO, and National Assembly.	Completed
6	Assessing equipment needs (e.g., hardware, software and other) of	Completed

	training labs and providing such;	
7	Assessing and determining, in consultation with USAID/Malawi, the feasibility of providing initial roll out and establishment of three regional payment centers.	Completed

Task 2 –Professionalizing Public Procurement in the GOM

The Office of the Director of Public Procurement (ODPP) created by the Public Procurement Act of 2003 supervises and monitors the procurement actions taken by the Specialized Procurement Units (SPUs) housed in the ministries. Some of the SPUs are occupied by officers with no training in procurement and supply chain management. The challenge now for the government is to fill all vacant positions under ODPP with professionals.

The strategy in the short-term is to offer intensive training to current officers in procurement basics and in the medium term create a sustainable training capacity for procurement professionals in Malawi, and in short-term C & A is already providing support to:

- three members of staff from ODPP who are pursuing 12 months Masters Degree programs in UK. Upon completion of their program, they are expected to strengthen ODPP oversight capacity in public procurement and also to anchor the Bachelor's degree program at Malawi Polytechnic.
- the training workshops for IPC members within the first half of 2007 and it is expected that C&A will train 120 members of IPC.
- the training of trainers workshops for procurement professionals, who are going to use training materials developed by ILO through support from UNDP. C&A intend to train 80 procurement professionals in the government.
- short courses for two members of staff from ODPP.
- study tour for senior members of ODPP to study and learn from other countries on procurement best practices and on how to involve SMEs in public procurement in accordance with Government policy to promote SMEs.

C&A assisted ODPP to develop a questionnaire for procurement survey which was undertaken by ODPP in November and December 2006. ODPP has so far received about 60% of responses from ministries and departments. ODPP is currently reviewing the responses and will share the outcome with C&A.

In long-term C&A is providing support to Malawi Polytechnic to establish Bachelor's degree program so that the government can have local capacity to train procurement professionals. In this regards C&A supported formation of a task force which is comprised of staff members from Malawi Polytechnic, ODPP and C & A. The task force has already drafted a curriculum and study tour to Makerere and Bolton Universities completed in December 2006 (please see Annex B for tour report). Using the lessons learnt from the tour the task force is yet to finalize the curriculum within the first quarter of 2007 for submission to university senate, for its approval. C&A will also support Polytechnic in procurement minimum number of library books.

First Quarter 2007 (October – December, 2006):

No	Activities in support of ODPP	Status
1	Support three members of staff from ODPP to pursue one year Masters Degree Program in the U.K..	(One candidate is at Robert Gordon University, Aberdeen, Scotland and two at University of Birmingham, England). They are expected to return in October/November 2007.

2	Assess and strengthen ODPP's capacity to train procurement professionals	<ol style="list-style-type: none"> 1) Training Materials for procurement professionals have been developed by ILO, through support from UNDP. 2) Training of trainers which will be supported by Casals by end of first half of 2007. 3) Three training workshops for IPC members will be supported by C&A within the second quarter (Jan-Mar 2007)
5	Strengthen the capacity of local training entities, such as the Polytechnic in Blantyre, to train procurement professionals.	<ol style="list-style-type: none"> 1) Task force formed 2) Draft curriculum developed 3) Study tour completed 4) It is expected that the program will be launched by mid 2007.
6	Provide continued assistance to the Polytechnic in Blantyre to establish a procurement sub-specialty within their existing or planned Commerce degree programs	
7	Provide study tours for senior staff to assess best practices elsewhere	
8	Acquire or design and operate, as needed, and in consultation with the donor community, the basic components of an e-procurement system fully compatible with the national IFMIS.	Pending at the moment.
9	Work with the Malawi branch of CIPS to establish a procurement accreditation system.	These activities are currently being funded by the World Bank. However ODPP will advise if additional support will be required from USAID
10	Work with ODPP and the Malawi branch of CIPS to form a procurement accreditation body	

Task 3 – Strengthening Capacity of the National Audit Office

In order to strengthen the capacity of NAO, C&A ran and initiated the following activities during the quarter; recruitment of intern auditors, signing of memorandum of understanding with the National Audit Office, study tour to South Africa and signing of a subcontract arrangement with Malawi College of Accountancy for Computer Training.

The recruitment of interns started with presentations that Mr. Jones Chikoko-Nkhoma of C&A and Mr. Einar Gorrissen of NAO made to the graduating students of the Bachelor of Accountancy at the Polytechnic, a constituent college of the University of Malawi, in September 2006. Following the presentations, over 80 students applied for the internship program, 58 were short-listed and 20 were selected after rigorous interviews that were conducted at the Polytechnic campus from October 11-13, 2006. Selection took into account gender issues, as such out of the 20 students who were selected for internship, 10 were women. They all have been offered work as interns for a period of one year starting from January 2, 2007 and there after they will be affiliated into NAO as permanent employees in line with the Memorandum of Understanding (MOU). The interns will be proceeding to Staff Training College (Government Training School) for an induction course from February 1, 2007.

To ensure clear delineation of roles and responsibilities of C&A and the National Audit Office a Memorandum of Understanding (MOU) was signed with the National Audit Office on 28th December 2006. This is the document that will govern the internship program.

A study tour to South Africa took place from November 26, 2006 to December 1, 2006. The delegation was comprised of the following people:

- The Chairperson of the Public Accounts Committee of Parliament
- Two members of Public Accounts Committee representing Government
- The Deputy Auditor General
- The Assistant Auditor General
- Long-term Advisor to National Audit Office
- The Audit & Financial Management Specialist from C&A Inc. and
- The Secretary to the Public Accounts Committee
- Due to urgent work priorities, regrets were received from:
- The Secretary to the Treasury, and
- The Solicitor General
- The objectives of the study were as follows:-
- How South Africa has structured an independent and effective National Audit Office
- How to improve Public audit reporting and responses from Public Accounts Committee of Parliament on NAO reports
- Public audit methodology, reporting and feedback from members of the Public Accounts Committee of the parliament
- Coordination between members of the Public Accounts Committee of Parliament, Ministry of Finance and the National Audit Office and
- How South Africa handles forensic, performance and environmental auditing.

The trip was a success because the objectives were achieved as outlined in the study tour report (please see Annex C). What remains is for the Deputy Auditor General to write to the Auditor General South Africa on the possibility of secondments and African Organizations of Supreme Audit Institutions (AFROSAI) on specialized audit training.

In December 2006, C&A awarded Malawi College of Accountancy a subcontract to conduct training in computer application packages. Ninety members of the National Audit Office staff are expected to attend two courses each in elementary/intermediate and intermediate/advanced courses in Word, Excel and PowerPoint. The participants are also expected to receive training in the use of email/internet. The course will start mid-January 2007 and will run for two months in Blantyre, Lilongwe and Mzuzu simultaneously.

C&A has issued a tender for computer hardware and software for the NAO. Evaluations were done and what is remaining is to offer a successful bidder a supply contract, as detailed under Task 1. Delivery is expected in February 2007.

First Quarter 2007 (October – December, 2006):

No.	Task 3: Strengthening Capacity of the National Audit Office	Status
1	Provide on-the-job short-term and long-term training through seminars and workshops	Offer letter & subcontract to MCA sent for January 2007 training, planning for other activities ongoing, other activities to commence in January 2007
2	Provide in-country specialized short-term technical training in appropriate auditing areas: financial, project, forensic, environmental and fraud and corruption detection	Planning ongoing, activities to Commence in January 2007. Discussing with AFROSAI to offer 3 specialized training courses in

		Malawi in 2007.
3	Provide short and medium-term training abroad for selected promising auditors. The GAO in the United States and the National Audit Office in the UK, for example, provide excellent opportunities for foreign auditors in courses ranging in length from one month to a year.	Study tour to South Africa took place, planning for other activities ongoing, activities to commence in January 2007
4	Establish internship program for bachelor of accountancy degree holders	Interviews conducted, selection done, offer letters sent, internships to start January 2007.
5	Assess NAO hardware and software needs. Within the limits of the project, provide material and technical support to facilitate computer-based audits and utilization of IFMIS data.	Assessment completed, IT tender out, provision of support on going
6	Explore with the USAID's RIG and other donor representatives the feasibility of NAO auditing international donor programs for a fee	Ongoing

Task 4 – M&E of GOM Implemented Projects as a Deterrent to Corruption

Activities during the quarter focused on providing training opportunities to MEPD staff and its GOM partners to improve the M&E capacity of the government. To that end, C&A underwrote the costs for training both overseas and in Malawi and organized one cross-border exchange. A total of 45 people benefited from these training activities.

- Staff, including most directors of planning, from 39 of Malawi's 40 local assemblies attended a two-day training on how to develop their budgets in-line with the PSIP and the GOM's current development priorities as articulated in the MGDS. C&A co-financed this training with the EU Capacity Building Project (please see Annex D).
- Three GOM staff, one from MEDP, and two from the MOF's Debt and Aid and Budget Divisions, attended RIPA's one-month Project and Program Management Course in the U.K.
- Two GOM employees from the ACB and one member of civil society attended the 12th Annual International Anti-Corruption Conference in Guatemala. MEPD's Director of M&E was also slated to attend, but unfortunately fell ill.

C&A is working closely with other funding partners and related projects, including the EU, DFID, NORAD, and GTZ, as well as the UNDP-managed Joint Program Support for the National Monitoring and Evaluation Systems, engaged in technical support activities to assist the MEPD to implement its strategic plan and road map. C&A attends both formal and ad-hoc coordination forums and in December was appointed a member of the Steering Committee which oversees support to MEPD. This close coordination and regular communication has minimized the chances for overlap and created inter-project synergies. The co-funded training for staff from the local assemblies is a good example of MCC resources leveraging funds from other donors and vice-versa.

C&A has regularly engaged with GOM staff from other ministries, especially the MOF, and MCC Initiative partner staff including the U.S. Treasury's resident and intermittent advisors to avail relevant training opportunities to other GOM entities. An example of this was C&A's coordinating closely with the MOF to invite their participation in the RIPA course. C&A believes that these efforts will contribute toward improved coordination among the ministries responsible for M&E of GOM projects and will strengthen the close coordination required if the GOM is to effectively gather and analyze data.

C&A participated in a joint monitoring exercise with MEPD and the Ministry of Local Government to the Chikwawa District Assembly (please see Annex E). The field visit will inform a training request for local assembly M&E officers which is being developed by MEPD with input from C&A.

Challenges in starting activities with MEDP and other GOM partners who share the responsibility for M&E of GOM implemented projects were largely overcome during the quarter and C&A hopes to accelerate activities under this Task during the next quarter.

First Quarter 2007 (October – December, 2006):

No.	Task 4: M&E of GOM implemented projects as a deterrent to corruption	Status
1	Provide training on techniques to monitor and evaluate major development programs, and on financial and technical analysis of policies and projects.	Three people from MEPD and MOF attended RIPA's Project and Program Management Course.
2	Provide training on computer software, including the MS Access software application used for planning and tracking M&E data, with the goal of implementing a state-of-the-art performance monitoring system.	Training on MS Access will be provided to local assembly M&E officers next quarter.
3	Conduct an IT needs assessment and provide support in procuring appropriate hardware and software, including phones and computers	C&A hopes to use IT equipment being provided to the Accountant General for the regional payment offices to create connectivity for local assembly M&E officers, which will enable them to send data from the M&E database to MEPD in Lilongwe. C&A is in the process of recruiting an IT Specialist.
4	Modify and deliver "Detection and Investigation of Fraud" training courses that the Contractor has developed with USAID funding and applied in several other countries and that also will be offered to officials from the AG, ODPP and other entities with financial and oversight responsibilities	Activity is being conducted by U.S. Department of Justice
5	Provide technical assistance to improve project management, internal planning, record keeping, and report writing.	Three people from MEPD and MOF attended RIPA's Project and Program Management Course.
6	Support study tours and other cross-border exchange (perhaps using distance learning or Internet training methodologies) with countries that have government entities capable of carrying out effective M&E programs, such as Uganda and Mozambique or those in other regions of the world, such as Asia and Latin America.	Three people participated in a cross border exchange by attending the 12 th Annual Anti-corruption Conference in Guatemala.
7	Provide training and technical assistance to develop the capacity to engage in a wide range of public relations and outreach activities.	MEDP is currently in the process of finalizing a number of annual reports which it intends to disseminate. During the next quarter, C&A will discuss the possibility of C&A's engaging a consultant to help MEPD to develop and implement a

		communications strategy.
8	Develop organizational linkages (perhaps through a designated liaison) and working relationships with the GOM entities identified above, as well as with journalists and civil society organizations (CSOs).	C&A continually works to strengthen working relations between GOM entities, the media, and civil society receiving technical and material support as a part of the MCC Initiative.
9	Support implementation of aspects of the strategic plan currently being developed by M&E.	In consultation with UNDP and MEPS, C&A has identified two areas where it can support implementation of the strategic plan or the "road map," recruitment of an IT Specialist and training for local assembly M&E officers.

Task 5 – Building Legal Skills Capabilities

C&A successfully recruited an Administrative Specialist to coordinate C&A's work with the MOJ and Chanco. On behalf of the MCC Initiative and C&A, Chanco advertised for the internship program and received applications from interested recent law graduates. Following the short listing of the applications, the Dean of the Law School and C&A's Administrative Specialist and Chief of Party conducted joint interviews, selected candidates for the internship program, and identified placement institutions within the GOM. C&A has prepared an MOU which will be signed by the placement institutions.

In consultation with Chanco, C&A selected Dr. Edge Kanyongolo as the consultant who will be engaged to review the Administrative Justice manual and to develop training material for government officials. C&A is waiting for USAID approval to retain his services. C&A is in the process of establishing an office at MOJ for the Administrative Specialist. An office was identified which requires some refurbishment and will be furnished by C&A.

Several meetings were held at the Ministry of Justice and Chanco in order to accelerate activities during the next quarter.

First Quarter 2007 (October – December, 2006):

No	Task 5: Building Legal Skills Capabilities	Status
1	Establish an office within the Ministry of Justice to coordinate the activities of the faculty of law training	Pending - An office has been identified at MOJ but it needs some refurbishment. C&A is in the process of procuring office furniture and IT equipment.
2	In conjunction with the Chancellor College Faculty of Law, MCC and GOM Partners, develop a list of approximately 10 learning and skills development programs to be provided over the life of the project	Next quarter
3	Establish criteria for monitoring performance impact of personnel trained in the 10 learning and skills development programs.	Next quarter
4	Implement 10 learning and skills development programs for such groups as policy makers, GOM staff, members of the National Assembly's Public Accounts Committee, the public, and enforcement agencies.	Next quarter

5	Provide training to members of parliament, executive branch, and law enforcement personnel to support and inform deliberations upon implementation of the Money Laundering/Combating Financing of Terrorism Bill, the Declaration of Assets Bill, the Freedom of Information Act, Political Party Financing Act, and the amendment of the Parliamentary Service Act.	Next quarter
6	Support Chancellor College to establish a vocational training (internship) program which will place law students in key government entities.	(Completed – 16 graduating law students were interviewed and internship placements were identified for them at the MOJ (8), MRA (1), MPS (1), ACB (4), NAO (1), and RBM (1))
7	Support Chancellor College to develop test cases as part of clinical legal education and public interest litigation through civil law recovery of unjust benefits accruing from public resources.	Next quarter
8	Identify 15 cases, to establish principles for more prudent and administratively compliant decisions and actions to apply to other cases, conduct research to prepare for cases, working with students of Chancellor College, to file and conduct cases.	Next quarter

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

C&A organized meetings with the Media Council Task Force comprising of the heads of the Malawi's main media houses and media organizations such as the National Media Institute of Southern Africa (NAMISA) and the National Editors Forum (NEFORM) to rally support towards the reformation of the Media Council of Malawi.

C&A also facilitated several meetings between the Media Council Task Force and the British High Commission to solicit consolidated efforts for technical support towards the reformation process of the Media Council of Malawi.

Up to five meetings were conducted on the reformation process (please Annex F for details) and the Task Force was able to recruit legal consultants to carry out consultations on the resuscitation of the Media Council of Malawi. The consultants were able to hire two additional lawyers for the process and managed to do a literature review by getting hold of constitutions of media councils in other countries and published reports. They also communicated with some foreign contacts for their input and thereby linked international media councils to Malawi.

A tentative plan of action to reform the Media Council has been drawn and a stakeholders meeting has since been scheduled for February 15 -18, 2007 where the Media Council of Malawi is expected to be revived. This will be preceded by a mini-stakeholders meeting on January 19, 2007.

First Quarter 2007 (October – December, 2006):

No	Task 6: Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information	Status
1	Conduct Consultations and recruit consultants to help in the reformation of the Media Council of Malawi	Completed
2	Get feed-back from the consultants on the reformation of the Media Council of Malawi	On-going. Main meeting scheduled for January 19, 2007
3	Resuscitation of the Media Council of Malawi	Scheduled for February 15, 2007
4	Support the re-formation of the Media Council by facilitating discussions between the would-be members and leaders to assist them to identify their common goals and strengths and develop a strategic vision for the Council.	On-going. Main meeting scheduled for February 16 and 17, 2007.
5	Assist the Media Council in the design and conduct of a strategic planning process to support institutional development and strengthen the Council's mandate. This will include a strategic planning session to articulate and refine the Council's goals and develop a clear and time-bound implementation plan; establishment of an advisory group to support the process, comprised of representatives from NAMISA and the Editors' Forum; and the holding of focus groups of journalists, members of the public, and representatives of civil society and the political elite.	Next Quarter. To happen after a Media Council secretariat is formed following the meeting on February 16 th .
6	Support linkages between the Media Council of Malawi and other media councils in the sub-region through the involvement of a member of another media council(s) in the strategic planning process and provision of ongoing technical assistance to the Media Council.	Next Quarter. To happen after a Media Council secretariat is formed following the meeting on February 16 th . There are proposals to carry out study tours to other media councils that are doing well.
7	Support institutional development, provide targeted training to the Council's executive and staff in management, external relations and communications, information technology, program development and implementation, financial management and fund-raising.	Next Quarter. To happen after a Media Council secretariat is formed following the February 16 meeting. There are proposals to have secretariat staff trained at Malawi Institute of Management and Staff Development Institute. The secretariat will also learn from other media councils abroad.
8	Conduct a workshop for Council member organizations using a regional media expert to strengthen advocacy for an Access to Information Act that promotes press freedoms; support advocacy efforts before GOM officials and the National Assembly as the Act is under consideration.	Ongoing. This is being done in conjunction with Namisa who have already drawn up a program on lobbying for the Access to Information Act.
9	Support Council consultations with the Law Commission, building on current work to review and,	Next Quarter. After a Media Council Secretariat is formed.

	where needed, amend outdated laws such as the Communications Act that unduly restrict press freedoms, while also building media capacity to provide accurate, balanced and relevant news coverage.	This will be done in conjunction with Namisa who have already drawn up a program on lobbying for the Access to Information Act.
10	Provide a media development professional to guide the Council in developing, implementing and enforcing journalistic ethical and professional standards, including a program for the Council solicit, receive, evaluate and act upon reasonable public and private complaints regarding the media's conduct, use of sources, reporting fairness and the blurring of news, opinion and advertising.	Next Quarter. Soon after the Media Council is reformed.
11	Assist the Council in reporting to the public on complaints received, decisions made and actions taken.	Next Quarter. When a Media Council Secretariat is in place.
12	Advise the Council on developing, implementing and enforcing a journalist accreditation program that includes skills and ethics.	Next Quarter. Soon after the Media Council is reformed.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

C&A carried out training sessions in broadcast media houses, namely Capital Radio, MBC and TVM. Journalism trainers from IFES and the University of Malawi's Polytechnic, Suzanne Marmion and Abel Mwanyungwe respectively, were contracted to conduct week-long sessions in each media organization's newsroom. The training was in-house, an approach in Malawi that is giving the journalists an opportunity to use the training in a real life setting.

This type of training helped improve coordination and information sharing among journalists and various government entities as well as the civil society since guest speakers from the Anti-Corruption Bureau (ACB) and others were used in the training sessions. Trainees were also made aware of which organizations are partners with them in the fight against corruption. The training sessions were conducted at Capital Radio FM from November 20 - 24, 2006, at Television Malawi from December 4 to 8, 2006 and at the Malawi Broadcasting Corporation from December 11 to 15, 2006. Please see Annexes G and H for reports on Investigative Journalism Training.

The trainings produced immediate results, with 19 anti-corruption stories using 'sound' or images, airing nationally. Capital FM, for example, broke news with several of its pieces, including the revelation that the country's Privatization Commission had spent the majority of its considerable profits from selling public institutions on exorbitant salaries for its own staff. Another story on chiefs selling fertilizer coupons meant for the poor produced shockwaves throughout the country for weeks. And the public broadcaster MBC broke a story where they unearthed the cause to perpetual water shortages in Blantyre which is Malawi's commercial capital.

C&A is planning additional training sessions for other media houses and has solicited the support on another investigative journalist from the U.S., Don Ray who will work hand in hand with Abel Mwanyungwe, from the Malawi Polytechnic.

First Quarter 2007 (October – December, 2006):

No.	Tasks 7: Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight	Status
1	Conduct a series of small group training sessions throughout the country	Training for investigative journalism at Capital Radio, TVM and MBC completed. Training will be conducted at additional print and broadcast media houses next quarter.
2	Recruiting trainers for print journalism training	Completed
3	Conduct two larger seminars on covering corruption in public life. Each seminar will include representatives from government agencies, civil society organizations, and broadcast and print media.	On-going
4	Prepare for a conference with university journalism departments and private institutions to review existing course curricula and build on the short-term CIDA program in order to promote programs that are both more in line with internationally-recognized, professional standards.	Next Quarter. After the first round of training is finalized.

Task 8 Civil society integration into an Anti Corruption Campaign

This task is comprised of two distinct components, C&A's small grants program and the corruption perceptions survey. Activities during the quarter focused on providing training to CSOs on USAID regulations and how to develop small grant proposals and budgets; analyzing and evaluating the full proposals submitted following the training, and completing the USAID-required pre-award surveys. During the same period, Millennium Consulting Group (MCG), C&A's sub-contractor IFES local partner collected and compiled the data for a nation-wide corruption perceptions survey.

At the beginning of November, C&A organized and facilitated one-day training for the 10 potential grantees that were short-listed by the Grants Review Committee in mid-September. The training combined both a theoretical classroom style morning session, which outlined C&A's grant making process, provided a brief overview of USAID regulations, introduced C&A's standard forms, and explained to CSOs how to develop a strategic framework, proposal, and budget and a hands-on group work afternoon session. During the afternoon, participants were paired with a facilitator and received assistance to begin completing the forms. In addition to C&A staff, MCC Implementing Partner and USAID staff served as facilitators for the group work. A full report of the workshop is attached (please see Annex I).

By December 2006, C&A had received full proposals and budgets from all 10 short-listed CSOs. Unfortunately, many submissions did not provide all the information requested and many budgets were either not well developed or costs were not adequately explained. As such, C&A met one-on-one with each organization to review the budgets. C&A performed the pre-award surveys at the same time.

Based on the feedback CSOs were provided during the one-on-one meetings and by e-mail, budget and proposal revisions are being made and C&A has begun receiving revised submissions from the CSOs. C&A will submit requests for approvals to award grants to USAID during the next quarter. As soon as approval is received, grant documents will be prepared for signature by both parties and disbursement of advances to grantees and implementation will begin immediately.

C&A received approval for the sampling design from the NSO in late September 2006 and IFES sub-contractor, MCG began preparations for fieldwork in early October. MCG conducted this fieldwork from October 12 to 31, completing 1,200 interviews in Lilongwe, Mzuzu, Zomba, Blantyre and their surrounding rural districts according to the sampling design. No significant problems with the fieldwork were reported. MCG began processing the data upon completion of the fieldwork and the initial data file was ready by November 30, 2006. IFES received the final data file after the data was cleaned on December 14, 2006. IFES Research Manager Rakesh Sharma performed quality checks on the data, not finding any significant problems with the file. Using the data, IFES provided C&A with a document with preliminary survey findings on December 27, 2006.

Rakesh Sharma, IFES's survey expert, will travel to Malawi during the next quarter to present the findings of USAID, MCC Implementing Partners, other donors, the ACB, local media and CSOs in Lilongwe, Blantyre and Mzuzu.

First Quarter 2007 (October – December, 2006):

No.	Tasks 8: <i>Civil society integration into an Anti Corruption Campaign</i>	Status
1	Assess the feasibility of establishing a coalition of NGOs committed to fighting corruption.	Completed Civil Society Action Against Corruption Exists
2	If feasible, provide support to the establishment of NGO coalition.	On-going
3	Prepare and disseminate Annual Program Statement	Completed
4	Establish grant review committee.	Completed
5	Conduct training for potential civil society grantees on grant proposal preparation	Completed
6	Issue grants to support civic education/public outreach campaigns.	On-going
7	Baseline National Survey Implemented and Disseminated	On-going
8	Initial consultations with USAID and other stakeholders on design of research instrument	Completed
	Design of research instrument and sample (IFES and MCG)	Completed
9	Translation of questionnaire and pre-test; training of interviewers and supervisors (IFES Research Manager in Malawi) (IFES and MCG)	Completed
10	Fieldwork and data processing (MCG)	Completed
11	Data analysis and report	On-going
12	Consultations with USAID/Malawi on implications of findings for civic education program	To be completed in next quarter

Task 9 - Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

C&A, in conjunction with MCC OTA, has supported the Reserve Bank of Malawi, the principal GOM counterpart, to prepare for the 2006 SCR activities; the key activities included the Reserve Bank's provision of timely and complete analysis of financial and economic data to Fitch and preparation of public officials and informed stakeholders with knowledge of Malawi's financial and economic situation to be interviewed by Fitch.

In November 2007 Reserve Bank information specialists and technicians were given a one day intensive training and several briefings to fine tune the Malawi final data submission to Fitch Ratings (please see Annex J).

Meetings were held to brief and prepare government officials and senior staff of other Malawian and international institutions to be interviewed by Fitch Ratings.

Fitch conducted their field visit between December 4 and 8, 2006 and expects to issue the SCR by the end of February 2007.

First Quarter 2007 (October – December, 2006):

No	Task 9: Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success	Status
1	Review/refresh bids from qualified firms to execute Sovereign Credit Rating studies for two years, with an option for a third year.	Completed
2	Liaise with MCC OTA advisor regarding pre-credit rating operations	Completed
3	Identify GOM counterpart	Completed. Malawi Reserve Bank identified as partner
4	Make arrangements with GOM counterpart (the MOF) to prepare for the SCR	Completed
5	Subscribe for services of an SCR firm for two years, with an option for a third year	Completed
6	Execute the SCR for Year One	Fitch has completed Field work. Credit rating will be issued between Feb15-28,2007
7	Organize training conference to present the results and significance of the 2006 Ratings	Initial concept note developed for review with OTA. Dissemination Conference to be planned in February/March 2007.

9. ACHIEVEMENTS AND CHALLENGES

ACHIEVEMENTS

Task 1 – IFMIS for the GOM

The IT procurement was a major task that was initiated within very short timelines. This includes the Hot Disaster Recovery Site for the IFMIS system, a mission critical system for the Government of Malawi. The procurement is expected to be completed in the next quarter.

Task 2 – Professionalizing Public Procurement in the GOM

Three members of ODPP staff started Master's degree programs in the U.K..

The Task Force currently working with ODPP and the Polytechnic to establish the Bachelor's degree program in Supply Chain Management has just returned from a study tour to Uganda and the U.K. where important lessons were learnt and relationships built. As a result, Makerere University of Uganda will facilitate a workshop to complete the course outline and curriculum for this course of study, with the intention to launch a program in April 2007. This is a major milestone in the establishment of the program. In addition Bolton University is willing to assist in staff development for the Polytechnic. These initiatives will have long-term development benefits for Malawi. However there is an important caveat: to sustain what C&A have supported so far additional investments are required. These include ongoing training and staff development of Polytechnic staff, strengthening of departmental organization and staffing and up to date teaching and learning equipment and materials. In the short to medium term resources are required to support exchange programs between Makerere and Bolton Universities to build teaching capacity.

Task 3 – Strengthening the Capacity of the NAO

The tour to South Africa was a major achievement. It included high level participants from the Government of Malawi who interacted with their counterparts in South Africa. The discussions were very fruitful and expected to yield benefits to all of the actors involved in the audit oversight role in Malawi.

Task 4 – M&E of GOM implemented projects as a deterrent to corruption

Staff, including most directors of planning, from 39 of Malawi's 40 local assemblies attended a two-day training on how to develop their budgets in-line with the public sector investment program and the GOM's current development priorities as articulated in the MGDS.

Task 5 – Building Legal Skills Capabilities

Two MOJ staff completed a nine-week legislative drafting course at RIPA in the U.K. The GOM response to the internship program was overwhelming.

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

C&A's support towards the reformation of the Media Council created inspiration among media workers who want to see the country have a professional and vibrant media. C&A's efforts to engage the British High Commission to also support the initiative were well received.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

C&A/IFES training in investigative reporting had immediate results with journalists demonstrating their renewed commitment and ability to cover corruption stories.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

C&A organized and facilitated a one-day CSO workshop to train 10 potential grantees on proposal and budget development and USAID regulations.

Data collection for the corruption perceptions survey was completed and will be disseminated next quarter.

Task 9 – Credit Ratings as an Indicator of Malawi’s Fiscal Management and Anti-Corruption Success

C&A, in conjunction with MCC OTA, coordinated and supported the Malawi Fitch Ratings conduct of the Sovereign Credit Rating (SCR) of Malawi. Fitch Ratings is among the three top Sovereign Credit Rating agencies in the world. At the exit meeting the Fitch representatives praised the organization, commitment and preparation of all in the SCR process and noted that “it is as good as you can get anywhere”. The Sovereign Credit Rating is a significant event for the Government of Malawi

CHALLENGES

Task 1 – IFMIS for the GOM

The National IT specialist position was not filled during this critical phase of the IT procurement. The services of an offsite international consultant were utilized initially and then, in addition, an international consultant available locally was hired to assist with the procurement activities.

Task 2 – Professionalizing Public Procurement in the GOM

Internal Procurement Committee (IPC) training was to begin after completion of the Procurement Survey, which was to provide a training needs-assessment. The Procurement Survey has been delayed. It has been agreed with ODPP to begin the IPC training in January 2007 while ODPP looks into how the Procurement Survey might be expedited.

A study tour for the senior staff of ODPP planned for November was cancelled by the Uganda PPDA (Public Procurement Disposal Authority). This will be rescheduled in the first quarter of 2007.

Task 3 – Strengthening Capacity of the National Audit Office

No challenges to report.

Task 4 – M&E of GOM implemented projects as a deterrent to corruption

Coordination among funding partners providing similar technical and material support and the MEPD is challenging and has made it difficult for C&A to develop and carry out activities which are both effective and do not duplicate the efforts and priorities of other donor initiatives.

Task 5 – Building Legal Skills Capabilities

C&A has experienced delays in getting office space at the MOJ. This has, however, not affected the progress of activities. It is crucial that the office be set-up in the coming weeks to ensure that all activities planned for the next quarter will be achieved

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

Some activities in the reformation of the Media Council of Malawi, namely the stakeholders meeting, had to be postponed because the British High Commission did not release the funds they had committed to finance a series of for pre-Media Council stakeholders’ conference consultations on time.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

Logistics for training sessions were complicated at the commencement of C&A/IFES first round of investigative reporting training, due to confusion regarding the roles and responsibilities of C&A and IFES.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

Final proposal submissions received from CSOs during the quarter made it clear that the one-day CSO training provided to potential grantees was not sufficient. Many full proposal and budget submissions did not comply with C&A's standard forms. Furthermore many organizations submitted proposals with a more modest scope of activities or reduced area operation, based on the recommendations from the Grants Review Committee, but requested the maximum award amount of \$50,000. For the next round of grants, C&A will work with potential grantees on a one-on-one basis.

Task 9 – Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

No challenges to report.

10. PLANNED ACTIVITIES FOR 2nd Quarter 2007 (January-March, 2007)

Task 1 – IFMIS for the GOM

- Subject to Casals Washington and USAID approvals, C&A will award the tenders for the procurement of the IT equipment.
- C&A will oversee the procurement activities to ensure compliance with the contractual arrangements and approval of payments.
- C&A will support Treasury-Budget department in procuring and installation of equipment for the training lab.
- Complete recruitment of a National IT specialist.

Task 2 – Professionalizing Public Procurement in the GOM

- C&A will reschedule the previously cancelled study tour to Hong Kong and Uganda for senior staff of the ODPP.
- Four Internal Procurement Committee training workshops will be supported.
- Support curriculum development workshop for the degree program in supply chain management at the Malawi Polytechnic.
- Support a short course training for two ODPP staff in Turin.
- Support study tour for senior ODPP staff to learn best practices for SMEs (Small and Medium Enterprises) in public procurement.

Task 3 – Strengthening the Capacity of the NAO

- Recruitment of interns will be completed.
- An induction course for the interns will be conducted.
- Procurement audit training will be conducted by Crown Agents.
- Computer Application Packages training will be completed by Malawi College of Accountancy.
- Auditing sampling training will be conducted.
- Secondments of deserving auditors to South Africa and other Supreme Audit Institutions will be brokered and C&A will start sponsoring such Auditors for secondments.
- Arrangements for specialized audit training such as IT auditing, investigative auditing and performance auditing with African Organizations of Supreme Audit Institutions (AFROSAI) will be completed.
- Follow-up on obtaining bonding requirement for auditors who went on training to Tanzania. Out of the 15 Auditors, only four have been bonded to date. C&A Inc. will pursue the issue of bonding until all the auditors are bonded as required by the terms of the project.

Task 4 – M&E of GOM implemented projects as a deterrent to corruption

- Solicit a proposal from MEPD to provide training to build the capacity of local assembly M&E Officers.
- Provide financial and technical support to the MEPD for the training of local assembly M&E Officers.
- Engage with the MEPD regarding the types of technical assistance C&A might provide to help the ministry more effectively disseminate information and data it gathers.

Task 5 – Building Legal Skills Capabilities

- C&A, in liaison with Chanco, will conduct a training needs assessment for GOM personnel.
- C&A will support Chanco in designing training programs for GOM personnel.
- Trainings for new lawyers at MOJ will be designed and commenced.
- The Administrative Justice manual review will begin.
- Chanco will begin the Clinical Legal Education Program.
- Chanco will identify at least five test cases for documenting wastage of resources.

Task 6 – Professionalized Media as a Tool of Aggregation of Opinion, Analysis, and Dissemination of Information

- A stakeholders meeting to reform the Media Council of Malawi will be held.
- C&A will provide technical support and training to the Media Council of Malawi secretariat to ensure that it is self-sustainable.
- C&A will support lobbying for the passage of the Access to Information Act and changes in other media-unfriendly laws.

Task 7 – Journalists and Media Professionals Better Prepared to Report on and Analyze Corruption and Exercise Oversight

- C&A will coordinate training for journalists at The Nation, Blantyre Newspapers Limited, Zodiac, the Guardian and Ministry of Information.
- C&A will hold two major meetings on the consolidated efforts by the media and other stakeholders against corruption.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

- Grants will be awarded.
- CSOs will commence implementation.
- C&A will provide regular monitoring of CSO project implementation.
- C&A will regularly monitor that CSOs are complying with USAID regulations and where necessary will provide training for how CSOs can establish compliant finance and administrative systems.
- Results of the C&A/IFES/MCG corruption perceptions survey will be released and disseminated.

Task 9 – Credit Ratings as an Indicator of Malawi’s Fiscal Management and Anti-Corruption Success

- C&A will coordinate closely with the U.S. Department of Treasury to design and support a conference to disseminate the 2006 Fitch Credit Rating.
- C&A will continue to support the Reserve Bank of Malawi in preparing for the 2007 Fitch credit rating visit

4. PERFORMANCE MONITORING PLAN¹

QUARTERLY UPDATE

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2	
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
IR 10.1 Systems for Preventing Corruption Established and Strengthened	10.1.1 – IFMIS <i>Adequate hardware and software are procured for IFMIS to be implemented at target user sites the Treasury, Accountant General's Office, three regional payment offices, and two read only sites, the NAO and parliament.</i>	None			Yes	Yes					
	10.1.2 – Procurement <i>Number of GOM procurement staff trained (Gender disaggregated)</i>	None ^{3 4}	3	10 ⁵	In process	25	50	100	150 ⁶	175	200 ⁷
	10.1.3 – Procurement <i>Malawi institution offers high level professional procurement training</i>	None	0	0	0	1	1	1	1	1	

¹ Please see Annex K for the Performance Monitoring Framework

² Actual figures are disaggregated by gender where required (i.e. two males and 1 female = 2M/1F)

³ Source: TCP for 2004/5

⁴ There are approx. 189 government institutions which in theory have IPCs with up to 7 members each.

⁵ TCP target for 2005/6 is 29

⁶ TCP target for 2006/7 is 32 (61 cumulative)

⁷ Source: C&A Task Order

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.1.4 – Procurement Percent of unqualified procurement audit reports increases	No procurement audits have been conducted yet ^{8 9}	0	0	1	2	3	4	4	4
IR 10.2 Oversight Institutions Effective and Independent	10.2.1 – NAO <i>Speedier submission by NAO of Annual audit report to National Assembly</i> ¹⁰	>24 months late (mainly due to late submission of reports by Accountant General's office)				12 months late ¹¹				12 months late
	10.2.2 – NAO <i>Number of staff trained (Gender disaggregated)</i>	No	15 13M/2F	18 16M/2F	200 ¹² 16M/2F	205	207	209	211	281 ¹³
	10.2.4 – NAO <i>NAO on-line with IFMIS</i>	No			Yes No					

⁸ TCP baseline is 70 reports. C&A believes there is an error in the TCP as no procurement audits have apparently been conducted.

⁹ C&A proposes to work with NAO to conduct procurement audits in a number of entities to be identified as soon as possible to establish baseline. C&A will provide training to entities and have NAO conduct a procurement audit 6 months after the completion of the training. This proposal will be refined following discussions with ODPP.

¹⁰ C&A to consult with NAO about what kind of reports are due to the NA within 6 months and what are they able to produce at the moment.

¹¹ TCP Target for FY 2006/07: One.

¹² 10 on procurement audit training, 20 interns on government procedures, 90 on computer training and 60 on audit sampling, 2 secondments

¹³ C&A, working with its other development partners, e.g., SIDA, could train all 65-70 auditors currently on staff. Gender: 6 to 7 auditors are women and C&A will seek to train all of them. Source: Einar Gorrissen, SIDA LTTA. Note that TCP, page 49, suggested target for FY 2006/2007 is eight (8).

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.2.5 – M&E <i>Number of GOM staff trained in M&E (Gender disaggregated)</i>	None			35M/4F					50
	10.2.6 – M&E <i>Number of public relations and outreach events supported (Gender disaggregated)</i>	None				2				2
	10.2.6 – Civil Society <i>Increase in the number of Malawians participating in anti-corruption activities (Gender disaggregated)</i>	Baseline to be developed as part of program.			Develop baseline					
	10.2.7 – Civil Society <i>CSOs integrated into the Civil Society Action Against Corruption Coalition</i>	No coalition at present			Formation of coalition	8	10	12	14	16
	10.2.8–Media <i>Media Council established</i>	No ¹⁴	No	See ¹⁵	Yes	Yes ¹⁶				

¹⁴ Source: TCP

¹⁵ Source: TCP target for FY 2005/6

¹⁶ Source: TCP target for FY 2006/7

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL						
	10.2.9 Media <i>Number of journalists trained in thorough researched investigative reporting of a) fiscal mismanagement, b) anti-corruption issues (Gender disaggregated)</i>	None ¹⁷	0		45 17M/13F	100	100	100	100	100
	10.2.10 – Media <i>Media Council establishes a system of accreditation for journalists</i>	No				Yes				
	10.2.11 – Media <i>Demonstrated advocacy EVENTS and articles by media in favor of AIB</i>	Zero	0	0	5	15	15	15	15	15
	10.2.12 – Media <i>Adoption of a Code of Ethics by journalists</i>	None					Yes			
IR 10.3 Systems of Enforcement and Deterrence in Place and Functioning Effectively	10.3.1 – Legal Skills <i>Number of GOM staff trained (Gender disaggregated)</i>	None ¹⁸	0 ¹⁹			25 2M/1F	50	75	100	100 ²⁰

¹⁷ Source: TCP for 2004/5

¹⁸ Source: TCP for 2004/5

¹⁹ TCP target for FY 2005/6: 50

²⁰ TCP target for FY 2006/7: 100 (cumulative)

EXPECTED RESULTS	PERFORMANCE INDICATOR	BASELINE VALUE	TARGET FY06 Q3	TARGET FY06 Q4	TARGET FY07 Q1	TARGET FY07 Q2	TARGET FY07 Q3	TARGET FY07 Q4	TARGET FY08 Q1	TARGET FY08 Q2
			ACTUAL ²	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	10.3.2 – Legal Skills <i>Number of law graduates and final year students on vocational placement in key GOM entities. (Gender disaggregated)</i>	6 ²¹	0	0	16	16	26 ²³	26	26	26
	10.3.3 – Legal Skills <i>Legal precedents set standards for civil servants</i>	0					5	10	15	15
Cross-Cutting	10.4 – Cross-Cutting <i>Sovereign Credit Rating</i>	N/A		1				2		3 ²⁴

²¹ Source: TCP FY 2004/5

²² Please see Section 1 Task 5 point 6.

²³ TCP Target for 2006/7: 30 (at a time)

²⁴ 3rd SCR rating optional and would be conducted after the TO Completion Date

ANNEX A: Project Retreat Report

Strengthening Government Integrity in Malawi Project Retreat

Sun & Sand, Mangochi, Malawi

October, 2006

Millennium Challenge Corporation
Threshold Country Program

Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and
Encourage Fiscal Responsibility

CONTRACT NO.: DFD-I-00-04-00128-00
TASK ORDER NO.: DFD-I0-03-07-00139-00



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Disclaimer

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS

ACB	Anti Corruption Bureau
AC/G	Accountant General
C&A	Casals & Associates, Inc.
DFID	Department for International Development
HRC	Human Rights Commission
GOM	Government of Malawi
IFES	(Formerly) International Foundation for Electoral Systems
MCC	Millennium Challenge Compact
MOJ	Ministry of Justice
NAO	National Audit Office
NSO	National Statistical Office
ODPP	Office of the Director of Public Procurement
RB	Reserve Bank
RIPA	Royal Institute for Public Administration
SGIM	Strengthening Government Integrity in Malawi
TCP	Threshold Country Plan
USAID	United States Agency for International Development

Executive Summary

The retreat for the project Strengthening Government Integrity in Malawi (SGIM) was organized by C&A on October 26 – 27, 2006 at the Sun & Sand Resort in Mangochi, Malawi. The retreat brought together participants from C&A Malawi and C&A head quarters, local MCC partners, government counterparts and civil society. The participation was well balanced with representation from various ministries, government departments and civil society that was directly associated with the project. The participants got an opportunity to collectively identify and validate the root causes, priorities and challenges to fight corruption and link it to what C&A is trying to achieve in Malawi. The main objective of the retreat was to develop a sense of ownership within Government of Malawi (GOM) for Casals' work, teambuilding and awareness raising on each of Casals' activities and its linkages to the overall objectives. The discussions were distributed over sessions for one and half days.

Day 1 was scheduled for the participants to map the root causes, challenges and priorities of fighting corruption in Malawi, as well as to build a sense of team by getting to know each other outside of the formal working environment. The participants worked within four predetermined groups to identify the above. During these discussions several interesting and important issues rose, pertaining to corruption in Malawi within groups. The plenary session reinforced the findings within each group in a larger setting. Day 1 sessions also included interactive group activity and introductions that helped developed a sense of team within groups.

Day 2 was scheduled for interactive group activity wherein the four groups carried over the discussion from Day 1, by identifying the relevant role of each of the institutions they represent in dealing with the causes, challenges and priorities identified collectively. This was an extremely fruitful exercise as each member was forced to think outside the box and come up with innovative solutions to resolve a common issues, and it was evident that a common pattern was emerging and a sense that all the institutions represented needed to work together to achieve the common objectives. The groups also role played scenarios that were developed based on generic development challenges, which created a safe space to bring out issues that may have been sensitive to raise formally. The final session linked what was so far identified in abstract to the C&A activities. Participants got a chance to understand the linkages between the activities and what C&A was trying to achieve in Malawi.

Altogether 48 members participated in the retreat and the assessment of the retreat by the participants proved that the structure and content was overwhelmingly rated as excellent and very good.

Introduction

The United States Agency for International Development and Casals & Associates entered in to a Contract on April 14, 2006 for 'Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and Encourage Fiscal Responsibility'. The contract includes 9 tasks with a period of 24 months up to end of March 2008 for completion of project activities. The tasks are to be completed in close coordination with diverse counterparts in the Malawi government including a number of Ministries, government departments, and educational institutions. In addition, IFES has received a sub grant for implementing activities in relation to Civil Society and Media.

The SGIM Project has now completed 6 months of operation. During this time the project has focused on recruiting the staff, discussions with stakeholders and counterparts, and starting some training activities. At present there is a functioning office with 12 positions filled, and 3 more professionals to be recruited within the next few weeks. A detailed IT requirement analysis has been completed based upon which computer hardware and software will be procured. Three Masters Programmes have been finalized and the participants are scheduled leave during the month of September. Four persons have left for a short-term training programme at RIPA in London and three more will be leaving shortly. A number of Study Tours and training programmes are being finalized. Proposals for a small grants programme have been received and are in the process of being evaluated.

The project has completed 6 months with another 18 months of the contract period pending. It is imperative that the Team comes together in the most efficient manner to face the challenge of completing these diverse sets of activities in this limited time frame.

Workshop Objectives and Methodology

The objectives of the Retreat were threefold; first to develop a sense of ownership to the C&A activities from the government counterparts and civil society. This was to be done by the different stakeholders endorsing the causes, challenges and priorities in fighting corruption in Malawi. Second, was raising awareness on C&A activities and identifying the synergies between C&A activities. Third, to build a strong team, this can facilitate the working together in the future.

- To understand who we all are, our hopes, dreams and aspirations as individuals and as a team;
- To understand the need for approaching the Tasks as a joint undertaking between the Casals team, USAID, and all key partners in the Government of Malawi;
- To secure commitment of all of the above actors to bring about necessary changes and improvements of attitude to achieve results through building horizontal linkages between all partners;
- To enable Government of Malawi counterparts to identify with the tasks to be carried out by each other;
- Build team spirit towards a common goal;

The intended outcomes of the Retreat are efficient attitudinal change/mind set about working in teams including colleagues from the Headquarters, USAID and Government of Malawi; improved decision making and action orientation; enhanced individual/team spirit; and an orientation towards service delivery in the day to day work of the team leading to better achievement of results through improved performance and efficiency.

An external facilitator was to be selected to lead the proceedings, with a co facilitator appointed locally. However, due to the inability to get a local facilitator the whole retreat was facilitated by the external facilitator. Discussions, were held in breakout groups, which was carefully put together to have a representative crowd. Each group selected its own facilitator and a rapporteur from among the participants and the findings or recommendations were discussed in a plenary.

The workshop was divided into four stages or levels of discussions as follows:

- **Stage A** – Identification of causes, priorities and challenges in fighting corruption
- **Stage B** – Identification of institutional role and synergies in fighting corruption
- **Stage C** – Understanding of operational challenges in implementing programmes
- **Stage D** - Linking C&A activities to the fight against corruption

DAY I

Opening of the workshop

The workshop began with the registration of participants, followed by welcome remarks from Thusitha Pilapitiya, Chief of Party, C&A. In her remarks she alluded to the three key objectives of the retreat and recognized the presence of the various stakeholders and in particular the government counterparts. She further added that teambuilding across the various level would be a key objective. She also stated that she looked forward for the proceedings and to get to know the participants individually. These remarks were followed by David Cohen, Vice President of C&A. He too welcomed the participants and commended the team for putting together the retreat. In his remarks he stated that corruption is a world wide problem and alluded to the strong link between development and corruption. He added that eradicating corruption would act as a 'gateway' to development, which in itself is a challenge. In order for the project to succeed in contributing this cause, the team needs to succeed.

Following the welcome remarks, the facilitator gave a brief introduction to the agenda and flagged few ground ruled that would help the proceedings. The facilitator also pointed to the workshop material given to each participants and explained the relevance of the documents.

These proceedings were followed by introductions, which also served as an ice breaker to the rest of the sessions. Each participant got five minutes to get to know the neighboring participant, who they had the task of introducing to the plenary. The participants were encouraged to focus more on the personal and fun aspects of the person they were introducing than the official affiliations and qualifications. This exercise provided an opportunity for people to loosen up and get to know the members of their group as well as the larger group better.

Session 1

Martha Myers, MCC Initiatives Team Leader, USAID/Malawi gave the opening presentation for session one which provided an overview of the TCP and linked the TCP to the fight against corruption. This presentation served as the framework for the ensuing discussions. In her presentation she made the following points:

- The TCP came about as a result of the proposal submitted by the GoM to the MCC. The TCP is composed of 15 components, with the main themes relating to anti-corruption and fiscal management
- The aim of the initiative is prevention and enforcement. It is pertinent to build systems and processes to stop the siphoning of resources from Malawi.
- Corruption kills people, as it affects every facet of life, food security, medicine supplies etc. For example if driving licenses are issued after taking bribes to people who cannot drive, it kills people. A study done in India shows that 60% of the people who get a license by bribing officials cannot drive vehicles.
- Corruption also leads to a failure to invest in the population, as money is spent elsewhere, this will have long-term repercussion, as there will be a short supply of skilled workers.
- The credit rating that the initiative hopes to achieve is extremely important for the development of Malawi. It will not only open the door for more grants and funding from donor governments and international organizations, but will also serve as an indicator for the private investors that they are able to invest in Malawi with minimal financial risk.

- The current funding to Malawi under MCC is approximately 21 million dollars. But if Malawi passes the corruption indicators it will become eligible for the Compact Grant, which opens the door for bigger funding. Therefore, it is important to implement the project and eradicate corruption in Malawi.

Further to the presentation, the four working groups discussed within the groups the root causes, priorities and challenges of fighting corruption in Malawi. The discussions were facilitated by a group member. The summary of the discussions were captured in index cards and was presented to the plenary. The following issues were discussed by each group:

1. What is the problem we are trying to solve in other words why are we trying to support the Government of Malawi to reduce corruption, increase fiscal accountability and improve credit ratings?
2. What are we trying to achieve?
3. What are our priorities?
4. What are the challenges?

The participants discussed the purpose of supporting the government of Malawi and what at the end of the day they wanted to achieve. One of the key points that came up in many groups was the correlation between corruption and economic growth. They felt that corruption resulted in increasing the cost of doing business, increasing the price people pay for goods and services and reducing the revenue to the government. Another point that came out was the lack of systems and process to combat corruption and the need to develop them, such as good public resource management. There was general consensus that all were working to improve the welfare of the people of Malawi and to build effective leadership and locally sustainable processes for fighting corruption.

The main priorities that came out of the discussion were, empowering oversight institutions at corporate level, ensuring information dissemination to the grass root level and building capacities of institutions that generate information, and improving the general law and order situation of the country through support to the police service. Strengthening the ACB was a targeted priority that emerged. Most participants felt that there needs to be a collective effort to prosecute at least one big time offender, which can serve as a symbolic deterrence to corruption.

The challenges that came out of the discussion can be divided into two key areas, a) habitual b) capacities. It was felt that there was a culture of acceptance when it came to corruption, which was a worrisome factor. People were also resisting change, which is related to the culture of acceptance. Another challenge, which was partly habitual, was the lack of commitment at the political level. It was felt party politics often gained priority over other governance issues, particularly corruption. This situation is further exacerbated, as there is lack of leadership commitment both within the civil service and other systems outside the political leadership. The infighting between the people within departments, ministries and civil society was also cited as big challenge, which was alluded to by some participants as the PhD syndrome (pull her/him down).

Lack of capacities and systems were another generic challenge that was identified. It was felt that there was lack of coordination among the multifaceted actors, who need to work together to fight corruption. There were capacity constraints due to a dearth in good human resources, which became a big challenge in combating corruption. Low literacy levels were also identified as another challenge in raising awareness and getting the general public to rise against corruption. Lack of capacities of oversight institutions such as the ACB was also another challenge that was flagged by the participants. An interesting point that came across was the feeling that rampant corruption may increase the support for dictatorship, because of the disillusionment with democracy.

After the discussions, there was a competition held between the four groups on dropping an egg from eight feet into a cup, without breaking it, using the limited resources that were available. The game was a team building activity that emphasized factors such as the need for planning, delegation of tasks and using resources wisely and keeping to deadline. The winning team was awarded a gift from the organizers.

Session II

Session two began with a presentation by the facilitator of the challenges, priorities and the reasons for supporting the anti corruption initiatives. The presentation was a summary of the group work done by the participants the pervious day. A handout listing all these was also distributed to the groups, which was to serve as the basis for the group work. Following the overview, each group was requested to discuss the following questions, taking into consideration the priorities and challenges identified in the previous session. The following guiding questions were discussed:

1. What is the role your institution can play in contributing to the factors identified in the previous session?
2. What is the support your institution needs in order to contribute effectively?

The presentations that followed the group work generally categorized the institutions that were present at the workshop into the following: a.) Oversight Mechanisms and Government Ministries b.) Media c.) Academia e.) Donors

Oversight mechanisms and government Ministries

All the groups identified the key role of oversight institutions in the fight against corruption. These institutions could have a major impact in promoting transparency and accountability as well as enforcement. The example of providing financial statements for the government in a timely manner was cited by one group. There were several weaknesses that were identified in these institutions that need to be tackled in order for them to perform their tasks effectively. One recurring theme in all institutions was the lack of capacities, which includes human resources, technical know how and financial resources. The lack of autonomy and independence of these institutions were also another factor that affected their functioning. For instance it was pointed out that while there was a degree of independence in the ACB, there were changes needed in the act to allow the unhindered investigations into cases. Some participants did not agree on ACB having independence and pointed out that as long as ACB reported to the executive it was problematic. Lack of coordination was another issues flagged, there were even suggestions to co locate institutions such as ACB, HRC, and ODPP to improve coordination. It was identified that these institutions need to collaborate with the civil society in order to increase their impact. There were certain suggestions that came out, for instance to deal with the lack of financial resources it was pointed out that each of these institutions should have their own budgets. It was suggested that ODPP should improve and strengthen procurement and audits, carry out civic education programs and raise awareness on procurement.

Media

All groups alluded to the media as the one group that could play a strong role in addressing almost all challenges identified in the previous session. One workshop group mapped the role that media can play in addressing the challenges identified, which clearly indicated the cross cutting role of media in the fight against corruption. It was felt that media has a moral responsibility to educate people and raise awareness. Capacity development of the media was a need that was identified by the participants, same as the other institutions. It was felt there was a need to strengthen media ethics and increase the professional standard of reporting, which could include more analytical reporting. There were some concrete suggestions which included introducing a corruption supplement in the papers and the media playing a proactive role in advocating for a freedom of information bill. It was pointed out by some participants that the advocacy role for a freedom of information bill went beyond media. Many felt that media should highlight both positive and negative stories when it comes to the fight against corruption. Media needs to go into detail about corrupt incidents at all levels, without only focusing on the politicians

Academia

It was identified that the cross cutting capacity constraint for human resources was one key area that the academia can make an impact, by improving the quality of education. The education should move away from paper qualifications and produce critical thinkers as it was a pertinent need. One group felt that the higher institutions of learning could become a seedbed to inculcate a sense of proactive activism against corruption in the minds of the future generation. An example was cited on how the students stood up against the back door entry of a student into an institution of higher learning and thereby prevented an unethical practice. There were some concrete suggestions that came out, which included introducing a course on investigative journalism, corruption and supply chain management. The groups agreed that Institutions such as the polytechnic could be the best place to host some of these courses.

Donors

The group agreed that the donors had a key role to play in the fight against corruption. It was felt that the donors brought to the table financial resources, technical expertise and knowledge about setting up systems and processes in other countries. For example, C&A had capacities and expertise in the fields of media, finance, audit, procurement etc. Other MCC partners had their own expertise such as strengthening the legislature and law enforcement. However, the challenge was for the local counterparts to make use of these available resources and technical expertise in a coordinated manner, so that it can have a sustainable impact.

The facilitator explained after the end of the plenary session that having identified the challenges and priorities and the role that each institution can play and the support needed to make the institution more effective, the final session would take a closer look at what C&A was doing in some of these identified areas and how every one present can become an active partner in taking those activities forward

Mapping of institutional roles

Challenges	AC/G	RB	MOJ	Academia	media	MCC
Culture of acceptance	x			x	x	x
Lack of coordination			x		x	x
Systems breakdown					x	x
Reversing of democracy	x			x	x	
Lack of leadership commitments		x		x	x	
Literacy level				x	x	
Lack of autonomy of ACB			x		x	x
Political Chemistry					x	
Lack of commitment at political level			x	x	x	
Lack of HR and education		x		x		
Resistance to change		x		x	x	x
Weak oversight institutions				x		x
PhD Syndrome (infighting, ego etc.)				x	x	

Session III

Session III was formulated to open up discussions in groups with regard to the implementation challenges that institutions face in achieving their goals. The four groups were provided with a

different case study that could generate discussion if the following areas; a.) delegation of authority b.) civil society participation c.) coordination d.) Changes in external environment (politics, donors etc.). See annex III

The case studies generated very interesting group discussion. The participants at one level were able to relate the scenario given to them with real issues that they themselves faced and at another level develop options and solutions to deal with the case study which could conceptually be applied to their situation. The strategizing of options in dealing with situations also provided an interesting insight into attitudinal changes needed.

The findings of the case study were presented to the plenary through role plays, with the participants acting out the different roles. It was interesting to note the participants getting into their role and through improvisation and humor challenging some of the existing norms. The planning of the role play and the actual role play also contributed towards teambuilding in the process.

Session IV

The facilitator summarized again for the participants the sequencing of the sessions. He explained that having identified the challenges and priorities and having identified the role of each institution and need of each institution, this session would provide the participants with an opportunity to move away from the abstract and see what they can actually contribute through the C&A project.

Thusitha Pilapitya, Chief of Party gave a brief overview of the 9 tasks that C&A were contracted to perform. She emphasized that all the tasks were interconnected in achieving the larger objectives. With regard to the output expected from the working group sessions, she pointed out that the 'what' has already been established and the 'when' too has been decided upon, even though there was flexibility in adjusting the timeline as long as it was within the lifespan of the project. But the key tasks of the working group would be to finalize the 'how' and the 'who', in consultations with the partners present in the working group. The final output of these working groups would be the basis on which the project would proceed and furthermore, the relevant external partners will also become aware of their role in achieving the task. The tasks were as follows:

1. Integrated Financial Management Information System for the Government of Malawi
2. Professionalizing Public Procurement in Government of Malawi
3. Strengthening Capacity of the National Audit Office
4. Monitoring and Evaluation of GOM implemented projects as a deterrent to Corruption
5. Building Legal Skills Capabilities
6. Professionalized Media a Tool of Aggregation of Opinion, Analysis and Dissemination of Information
7. Journalists and Media Professional Better Prepared to Report on and Analyze Corruption and Exercise Oversight
8. Civil Society Integration into an Anti-Corruption Campaign
9. Credit Ratings as an Indicator of Malawi's Fiscal Management and Anti-Corruption Success

Further to the presentation the participants were asked to divide into five groups each chaired by a C&A staff member based on the tasks. Some tasks were clubbed together as they were interrelated.

- Group I Task 1,3 & 9 (Rajula Atherton)
- Group II Task 5 (Thusitha Pilapitya)
- Group III Task 2 (Silvester Tsokonombwe)
- Group IV Task 4 & 8 (Amanda Willett)
- Group V Task 6 & 7 (Pilirani Semu-Banda)

The task groups were requested to do the following:

- Explain to the members of the group the tasks in detail
- Consult the group on the process developed to achieve the tasks

- Identify 'who' and 'how' the task would be done based on the consultation
- Identify the linkages

Following the group discussions each task group updated the activity plan to reflect the process by which the task would be achieved and the responsible partners in achieving the tasks, which was presented to the plenary for general comments.

Group II – Task 5 (Thusitha Pilapitiya)

Group five presented the updated task list (see annex IV), further to which the following linkages were identified by the group. In presenting the linkages it was pointed out that task 5 had many linkages with civil society and media.

- Hold a joint conference on investigative journalism with the media and prosecutors and use that opportunity to identify Public Interest litigation cases.
- Train civil society and media on legal skills to act as watchdogs
- Legal skills training to be provided for ODPP, NAO and ACB
- Sit-down session or a joint consultation to resolve lack of communication problem in relation to legal skills among all stakeholders
- Programs for Reserve Bank on Money Laundering Bill and Declaration of Assets Bill to help improve the credit rating
- Disseminate information on new laws and ordinances passed

Questions:

- **Building legal skills for Media practitioners is good, but ordinary people do not have capacity/skills to demand their rights? How do we build this into the project?**

It was indicated that the issue raised is more to do with access to justice and was not within the scope of the TCP. The MCC initiatives focused more on the supply side of things, while the issues raised in the question was focused on the demand side, which is equally important. It was also pointed out that other donors were implementing projects to address the access to justice issues such as DFID.

Comments:

- There needs to be a deeper discussion with regard to the sequencing of the public interest litigation. The question is whether to go ahead with civil or criminal litigation first.

Group V – Task 6 & 7 (Pilirani Semu)

See annex IV for the revised activity plans of tasks 6 & 7. Further to the presentation of the activity plan the following linkages were identified.

- All the tasks that C&A is implementing are linked to the media and has a cross cutting role in the project, which was also identified in earlier sessions.
- Media bosses stated they are very willing and available to assist with the project.
- Parliamentary Committees need to be available to talk to the Media

Questions:

- **What information does NSO provides to the media Houses?**

They provide data and indicators, however it needs to be broken down so it is manageable for the media to analyze

Comments:

- It seems there is too much reliance on study tours to external countries; there are local resources available that needs to be also used. When trainings are conducted it needs to be coupled with local resources to build capacity.
- A document on media ethics already exists and there is no need to reinvent the wheel. However, it needs revision and that can be done with external support.

Group III – Task 2 (Silvester Tsokonombwe)

The following linkages were identified.

- The activities of the ODPP and Accountant General are closely linked and there is a need to work together.
- Support the National Audit Office, when they are carrying out audits to check if the procurement is in compliance with government rules and regulations.
- Media and ODPP working together to train journalists about the regulations and procedures of GoM procurement activities.

Questions:

- **What are the steps taken to ensure that people trained overseas are retained for the relevant ministry?**

Need attractive incentives to stay at the ODPP. "But even if they leave the GoM and still work in Malawi, then Malawi will benefit". It was pointed out that people sent abroad for training by C&A had a six year bond to work in Malawi.

Comments:

- Need to think carefully before developing a specialist Supply Chain Management/Procurement course; it may be useful to add modules to existing commerce degrees for instance.
- Polytechnic used to have a Business Studies degree, which got cancelled in between, therefore the students who were in their third year was enrolled for a Procurement degree.
- Professional qualifications in procurement are important, as the procurement officers in each ministry has varying degree of qualification and experience.

Group I – Task 1, 3 & 9 (Rajula Atherton)

The following linkages were identified.

- Task 9 is connected to all the other tasks and ultimately will be the final indicator that can testify to the success of all the other tasks.

Group IV – Task 4 & 8 (Amanda Willett)

Due to the absence of sufficient external stakeholders for tasks 4 & 8, the group did not formulate the process by which activities would be achieved and the responsible person. Instead there was a general briefing of the tasks for the plenary. It was explained that the civil society grant recipients were already selected, with the proposals received going through an elaborate review process before being selected and the grants were given for activities and projects.

Questions:

- **What is the size of the small grants:**

Maximum grant is 50,000 US\$, however, these amounts of funds are not given upfront. In cases of big grants only a proportion is given to assess the capacity to manage and report on the grant based on which the balance would be given.

Conclusions

There was a short discussion on the next steps and the facilitator pointed out that the two pending activities that came out of the retreat, was for a workshop of this nature which would also include the parliament and a joint press communiqué from the retreat against corruption. The facilitator also suggested that each of the working groups for the tasks can continue to function as a virtual peer support group that can advice and guide each of the tasks. It was left to the C&A activity focal points to determine the viability and utility of such a function and to do the necessary.

Martha Meyers thanked the facilitator and the participants following which Mr. Sam Gomani, Deputy Auditor General, spoke on behalf of the Government of Malawi. He thanked C&A for putting together the retreat and deeply appreciated the opportunity for all the relevant partners to discuss very pressing issues in an open and friendly manner. He further stated that there was a clearer understanding of the activities of C&A. Commending the retreat, he said that he will convey to the government his positive impression of the retreat

Evaluation summary (Refer annex 10 for the questionnaire)

At the conclusion of the retreat an evaluation was conducted from the participants. The following is a summary of the responses to the evaluation questionnaire. 57% of the participants fully agreed and 43% mostly agreed that the workshop was very relevant to their own work.. 61% fully agreed that the structure of the workshop facilitated learning while 32% mostly agreed and 7% neither agreed nor disagreed. 54% felt that the presentations were fully effective, with 39% saying it was mostly effective and 7% neither agreeing nor disagreeing. When the respondents were asked about the case studies, 46% felt it was fully effective, 43% felt is was mostly effective and 11% neither agreed or disagreed. On the teambuilding 57% felt that the objectives were fully achieved, 36% felt it was mostly achieved and 7% neither agreed nor disagreed. 68% of the respondents said that they would totally make use of what they learnt in their work, 29% said they will mostly use it in their work and 3% neither agreed nor disagreed. 86% of the participants fully agreed that the retreat created a safe environment for them to speak with 11% mostly agreeing and 3% neither disagreeing not agreeing. The final question, which was on understanding the linkages between the C&A tasks and the overall objectives of C&A, 71% said that the objective was fully understood and 25% said that it was mostly and 4% neither agreed nor disagreed.

Most of the suggestions on how to improve the workshop revolved around the accommodation and the meeting venue, with some participants preferring an alternative location. Other suggestions for improvements included, communicating clearly to the participants the agenda and objective of the workshop prior to the workshop, having local facilitation when possible and increasing the time limit of the workshop. There were also remarks, which suggested that workshop was too long and there should have been more time for relaxation. There were suggestions to continue this type of consultation in the future and to include the national assembly.

The participants felt that the teambuilding exercises were fun and it helped them belong to the group quickly, and they also felt that the interface between different stakeholders were welcome. The participants also appreciated the opportunity to get to know the different people and understand the tasks.

29% of the participants rated the overall facilitation as excellent, and 51% rated it as very good. 7% of the participants rated the overall facilitation as good, with 13% rating it as fair.

Annex 1

**CASALS & ASSOCIATES, INC. PROJECT RETREAT
OCTOBER 26-27, 2006
PARTICIPANT LIST**

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Annex 2

Agenda

Time	Agenda Item
DAY 1	
02.20 – 02.30 p.m.	Welcome Address Ms. Thusitha Pilapitiya , Chief of Party, Casals, Malawi
02.30 – 02.45 p.m.	Introduction to the Agenda & ground rules
02.45 - 03.30 p.m.	Introductions & Ice Breaker
03.30 – 03.45 p.m.	Break
03.45 – 04.45 p.m.	The Purpose of Our Work - Introduction to Threshold Country Program by Ms. Martha Myers, CTO, USAID
04.45 – 05.30 p.m.	Team building exercise I
05.30 – 05.40 p.m.	Wrap up
DAY 2	
08.40 – 09.00 a.m.	Overview of Day 1
09.00 – 10.00 a.m.	Our Specific Roles - Summary of priorities and challenges by facilitator
10.00 – 10.30 a.m.	Bringing together our specific roles in achieving the Country Plan
10.30 – 11.00	Break
11.00 – 12.30 p.m.	Bringing together our specific roles in achieving the Country Plan
12.30 – 02.00 p.m.	Lunch
02.00 – 03.30 p.m.	Review of Activity Plans
03.30 – 04.00 p.m.	Break
04.00 – 05.30 p.m.	Revision and presentation of Activity Plans
05.30 – 06.00 p.m.	Where do we go from here?
06.00 – 06.15 p.m.	Closing Remarks, Martha Myers, CTO, USAID/Malawi, Government Representative Malawi

Annex 3

Scenario I

Global Bank is implementing a project to develop the capacities of country X to implement the Paris Declaration on Aid Effectiveness. Two of the Bank's main partners are the Ministry of Budget (MOB) and the Ministry of Planning (MOP). MOB is responsible for reporting to the donors on the output of development projects, while it is the role of the MOP to monitor the progress of development projects. There is tension between both the Ministries partly because of overlap in mandates and partly due to ego problems between the Secretaries of the Ministries, which has resulted in lack of coordination between the two Ministries. This lack of coordination between the Ministries has resulted in both Ministries publishing its own annual reports on development projects that give different account of the financial data and results, which has created embarrassment to the Government of X. Furthermore, this has also created confusion among the donors with regard to the spending and results, and can have an impact on subsequent donor funding.

You are the Chief Secretary of the MOB, and have been aware of the problem and have been waiting for an opportunity to change this situation. You also recollect that the Director of Budget, from your Ministry responsible for the publication predicting that this issue may arise. Now you and the MOP Secretary have been invited for a meeting on aid effectiveness and coordination chaired by the Head of Global Bank, where you are sure this subject will come up. The meeting is two weeks away and you would prefer to go to the meeting with a clear strategy fleshed out to deal with the issue. How would you approach the situation?

Scenario II

Country X is facing a problem with timely and accurate reporting of Annual Accounts, which has affected the credit ratings of the country and has increased the perception of corruption to the outside world, affecting donor funding. This is in spite of the government having a history of well trained civil service, and strong accounting systems in most of the Ministries. In order to deal with the situation the Ministry of Finance (MOF) commissioned a study to identify the root cause of the problem. The report submitted by the local university that carried out the study has identified, delegation of authority within Ministries and Government departments as a key factor contributing to the situation. The study has discovered that there are bottlenecks in terms of processing of expenditures, which in turn has made it difficult to monitor real time expenditures and has also delayed the final accounting. The study further reveals that staff do not have delegated authority to sign off on payments and are depended on senior officers who themselves are busy to sign off on payments. This sometimes creates delays up to months, which affects relationships with suppliers and creates the impression of corruption.

You are the Chief Secretary of the Ministry of Health, and because of delayed accounting from your Ministry a key donor has withheld substantial amount of funding which is needed for an important malaria eradication program. As a result of the MOF study, you have been given a free hand by the Minister of Health to take any necessary steps to fix the problem. You have one Deputy Secretary and five Directors in your Ministry, but have confidence in only one of them. What are the challenges in delegation and how will you address the issue?

Scenario III

Country A has been transitioning into a democratic system, which has resulted in a vibrant civil society. In this country the Auditor General's office, as the oversight body of the parliament has developed a strategy to work with the Media and civil society. Part of the strategy is the involvement of the Auditor General's office in training the media in interpreting technical issues contained in their reports, and in partnership with donors conducting training in investigative journalism. On an ongoing basis the Auditor General's office also issues a media release and entertains questions from the media on its reports. At a cabinet meeting, the President has noted

the positive relationship between the Auditor Generals office and civil society and has asked the other Miniseries to develop an appropriate strategy to engage the media and civil society.

You are the Chief Secretary of the Ministry of Agriculture and the media has been very critical of your Ministry accusing of it of siphoning off funds, which was given for Research & Development of a new breed of rice that can grow with less water. The situation has been further exacerbated by Citizens Against Corruption (CAC) a non governmental organization also accusing the Ministry of corruption on the same issue. Your staff in the Ministry know that these funds were well accounted for and was utilized for R & D as allocated, but the research was a failure, which is not unusual in scientific research. You want to develop a strategy to deal with the media and civil society, but are also aware that part of your senior staff is opposed to engaging with CSOs. You have requested your director of communication to convene a close door consultation with the relevant stakeholders and make a recommendation to develop a strategy to engage civil society. You are also contemplating inviting the Executive Director of CAC and the Editor of A Times, the most critical news paper of your ministry. How will you go ahead with this and what will be the likely challenges and opportunities?

Scenario IV

County B has developed a 5 year development plan with the support of the Continental Development Bank (CDB). The plan was formulated in close consultations with the government and civil society of the country, which resulted in an agreement between the governments of B and CDB on implementing the development plan, which has clear outputs and tasks. Six months after the signing of the agreement, there was a change in government due to general elections, as a result of which there were also some key changes in some pertinent Ministries. The new government which came into power, while never explicitly rejecting the 5 year plan was articulating policies which sometimes were not in line with the 5 year plan.

You are the Chief Secretary of the Ministry of Education, and are tasked with implementing a key component of the 5 year plan. However, you feel that with the new priorities of the government, this particular component of the 5 year plan may not be relevant in its current conceptualization for the government. At the same time you are convinced that the implementation of the plan would benefit the younger generation of B in a profound manner and is in the best interest of the country. You are also aware that the education component got very strong support from the most respected educational professionals in the country during formulation.

You keep getting pressure from the donor to go forward with the implementation, if you are to receive the next installment of the funding. You also get a hint from the Minster of Education that he is not thrilled with implementing something formulated by the previous government. You understand that the donor is frustrated because the donor is accountable to its citizens for funds committed. The donor counterpart understands part of your frustrations but feels that the government has a legal obligation to implement the plan, which would result in better education to millions of its citizen. The donor counterpart is also under pressure from the bosses in head quarters to implement the activities as scheduled. This situation has resulted in an impasse in the implementation and has also strained relationships between you and the donor counterpart. Keeping the best interest of the citizens in mind, you have decided to find an amicable solution, which would not compromise your government's beliefs but at the same time would also take into consideration the practical issues that the donor faces. How would you go about dealing with the situation?

Annex 4

Task 1 – Integrated Financial Management System for the Government of Malawi

What: Integrated Financial Management System for the Government of Malawi	How	Who	When
1. Identify and purchase IFMIS software implementation needs, including purchase of complementary software for system's operation, e.g. Windows OS, database engine, and anti-virus.	Consult with AGO to identify needs	Casals and AGO	October-November 2006
2. Identify and purchase hardware needs and support purchase of needed equipment in five IFMIS user sites, Treasury, AGO, MOE, MOH, MOA, and three IFMIS read-only sites NAO, ODPP, and NABFC	2.1 Consult with AGO, Treasury, NAO and NABFC to confirm priorities	Casals, AGO,NAO, Treasury and NAFBC	October-November 2006
	2.2 Procure equipment	Casals	November 2006-February 2007
3. Provide training as needed with special emphasis on IT;	Per the Accountant General's request, C&A will not be providing accounting training	N/A	N/A
4. Integrate training across government agencies, inclusive of demonstrating how the system makes different government functions fit together;	Per the Accountant General's request, C&A will not be providing accounting training	N/A	N/A
5. Sponsor study tours for personnel from pilot entities, particularly the AG and NAO, to Dar es Salaam for hands-on-training with a fully functional system with experienced tutors;	In consultation with AGO and NAO identify candidates for training	Casals, AGO and NAO	October 2006
Assess equipment needs (e.g., hardware, software and other) of training labs and providing such;	In consultation with AGO, Treasury, NAO and NABFC confirm needs and priorities	Casals, AGO,NAO, Treasury and NAFBC	October-November 2006
7.. Assess and determine, in consultation with USAID/Malawi, the feasibility of providing initial roll out and establishment of three regional payment centers.	In consultation with AGO identify needs	Casals and AGO	October-November 2006

Annex 5

Task 2 – Professionalizing Public Procurement in Government of Malawi

What: Professionalizing Public Procurement in Government of Malawi	How	Who	When
1. Three Master's applicants travel to U.K. and do one year Master's	1) secure places in the UK Universities	ODPP/CASALS	By August 2006
	2) obtain study visas British Embassy	ODPP	Sept 2006
	3) paying tuition fees and accommodation	CASALS	Sept 2006
	4) air tickets are purchased	CASALS	Sept 2006
	5) students depart	Students	Sept 2006
	6) Monitor performance	ODPP	Every quarterly
	7) Complete study program and return to Malawi	Students/ODPP	Sept 2007
2. Assess and strengthen ODPP's capacity to train procurement professionals (and increase capacity of procurement professionals in government)	1) conducting procurement survey	ODPP	November 2006
	2) conduct IPC training	ODPP	November 2006
	3) Conduct training for procurement cadre	ODPP	Feb/March 007
3. Strengthen the capacity of Polytechnic in Blantyre to train procurement professionals	1) to introduce Bachelor's degree <i>Business Administration supply chain management</i> at Poly	ODDP/Poly	On going
	2) develop draft curriculum	Poly	Nov 2006

Annex 6

Task 3-Strengthening the Capacity of the National Audit Office

What: Strengthening the Capacity of the National Audit Office	<i>How</i>	Who	When
1. Provide on-the-job short-term and long-term training through seminars and workshops	1.1 Consult with NAO on training needs and other donors in NAO 1.2 Arrange appropriate training workshops	Casals, NAO Casals, NAO	Jan –Dec 2007
2. Provide in-country specialized short-term technical training in appropriate auditing areas: financial, project, forensic, environmental and fraud and corruption detection	Source local suppliers of training	Casals Casals/Local Firms	
3. Provide short- and medium-term training abroad for selected promising auditors. The GAO in the United States and the National Audit Office in Britain, for example, provide excellent opportunities for foreign auditors in courses ranging in length from one month to a year.	Investigate suitable opportunities in the Region or abroad	Casals, NAO and regional and international institutions	Jan –Dec 2007
4. Establish internship program for bachelor of accountancy degree holders	4.1 Support NAO in establishing program 4.2 Liaise with School of Accountancy to recruit new graduates 4.3 Recruit new graduates for internship program 4.4 Finalise Memorandum of understanding with NAO on the internship program	Casals, NAO, Civil Service Commission	October-January 2007
5. Assess NAO hardware and software needs. Within the limits of the project, provide material and technical support to facilitate computer-based audits and utilization of IFMIS data.	5.1 Consult with NAO on IT requirements 5.2 Identify training institute for IT training 5.4 Identify Audit software in consultation with NAO including discussions with regional and international audit organizations	Casals, NAO Casals, NAO, Other audit organizations	October-Nov/06 Nov/06 Nov06-December 07
6. Explore with the USAID’s RIG and other donor representatives the feasibility of NAO auditing international donor programs for a fee	6.1 Assess with NOA readiness to undertake this activity 6.2 Approach Donors to carry out a pilot		July07-Dec07

Annex 7

Task 5 - Building Legal Skills Capabilities

What: Building Legal Skills Capabilities	How	Who	When
1. Establish an office within the Ministry of Justice to coordinate the activities of the faculty of law training	1.1. Set aside office space	Ministry of Justice	Nov 1, 2006
	1.2. Buy office furniture and equipment	Casals	Nov 15, 2006
	1.3. Assign senior lawyer from Ministry to oversee interns	Ministry of Justice	Nov 15, 2006
	1.4. Appoint a Administrative Specialist to coordinate all activities under Task 5	Casals	Nov 15, 2006
2. In conjunction with the Chancellor College Faculty of Law, MCC and GOM Partners, develop a list of approximately 10 learning and skills development programs to be provided over the life of the project	2.1. Develop TOR for a Consultant from Chanco for activities 2 and 3 and send to Dean, Law Faculty	Casals	Nov 3, 2006
	2.2. Consult with and confirm Consultant	Chanco	Nov 15, 2006
	2.3. Get USAID approvals for Consultant	Casals	Nov 20, 2006
	2.4. Complete and submit report to Casals	Chanco Consultant	Dec 15, 2006
3. Establish criteria for monitoring performance impact of personnel trained in the 10 learning and skills development programs	Same as activity 3		
4. Implement 10 learning and skills development programs for such groups as policy makers, GOM staff, members of the National Assembly's Public Accounts Committee, the public, and enforcement agencies.	4.1. In consultation with MOJ and Chanco, develop training schedule	Casals	Dec 1, 2006
	4.2. Contact trainee agencies to confirm dates and list of participants	Casals	Dec 10, 2006
	4.3. In consultation with MOJ and Chanco, select trainers for all training programmes	Casals	Dec 10, 2006
	4.4. Get USAID approval for trainers	Casals	Dec 20, 2006
	4.4. Organize implementation of training programmes	Casals	From January 1, 2007 to Dec 31, 2007
5. Provide training to members of parliament, executive branch, and law enforcement personnel to support and inform deliberations upon implementation of the Money	5.1. In consultation with SUNY, and Department of Justice, develop a training schedule	Casals	Jan 15, 2007
	5.2. In consultation with Chanco and other partners, select trainers	Casals	Jan 31, 2007

Laundering/Combating Financing of Terrorism Bill, the Declaration of Assets Bill, the Freedom of Information Act, Political Party Financing Act, and the amendment of the Parliamentary Service Act.	5.3. Together present programme to trainee institutions for approval	Casals	Feb 15, 2007
	5.4. Get USAID approval for trainers	Casals	Feb 20, 2007
	5.5. Commence training programmes	Casals	Mar 1 – Dec 31, 2007
6. Support Chancellor College to establish a vocational training (internship) program which will place law students in key government entities.	6.1. Advertise for interns	Chanco Conusltant	Nov 1, 2006
	6.2. Interview and select interns	Chanco, MOJ, Casals	Dec 1, 2006
	6.3. Finalize salaries and recruitment procedures	MOJ, Casals	Dec 15, 2006
	6.4. Get USAID approval	Casals	Dec 20, 2006
	6.5. Appoint interns	MOJ	Jan 1, 2007
7. Support Chancellor College to develop test cases as part of clinical legal education and public interest litigation through civil law recovery of unjust benefits accruing from public resources.	7.1. In consultation with media, select test cases	Chanco Conusltant	Jan 1, 2007
	7.2. Identify senior faculty members to lead process	Chanco Conusltant	Jan 15, 2007
	7.3. Identify international consultants with experience in public interest litigation	Chanco, Department of Justice	Jan 31, 2007
	7.4. Commence litigation	Chanco, Casals	Mar 1, 2007 to Dec 31, 2007
	7.5. Get USAID approval for national and international consultants	Casals	Feb 10, 2007
8. Identify 15 cases, to establish principles for more prudent and administratively compliant decisions and actions to apply to other cases, conduct research to prepare for cases, working with students of	8.1. Identify 15 cases	Chanco Conusltant	Mar 1, 2007
	8.2. Select Professor to supervise students	Chanco Conusltant	Feb 15, 2007
	8.3. Commence research	Chanco Conusltant	Mar 15, 2007 to Sep 15, 2007
	8.4. Obtain USAID approval and print cases	Casals	Oct 15, 2007
	8.5. Arrange dissemination workshops	Casals and Chanco	Nov 1, 2007 to Dec 31, 2007

Annex 8

Task 6 - Professionalized Media a Tool of Aggregation of Opinion, Analysis and Dissemination of Information

What: Professionalized Media a Tool of Aggregation of Opinion, Analysis and Dissemination of Information What	How	Who	When
1. Assist the Media Council in the design and conduct of a strategic planning process to support institutional development and strengthen the council's mandate	Strategise with the Media Council Task Force	1.1 Patrick Semphere – Chair Media Council Task Force 1.2 Casals and Associates	Oct, 2006 to Jan, 2007
2. Support linkages between the Media Council of Malawi and other Media Councils in the sub-region through involvement of a member of another media council(s) in the strategic planning process and provision of ongoing technical assistance	Strategise with the Media Council Task Force	2.1 Casals	Oct, 2006 to Jan, 2007
3. Support institutional development, provide targeted training to the Council's executive and staff in management, external relations and communications, information technology, program development and implementation, financial management and fund-raising;	Through the Malawi Institute of Management and the Staff Development Institute	3.1 Media Council Secretariat 3.2 Casals	Jan - Mar, 2007
4. Conduct a workshop for Council member organizations using a regional media expert to strengthen advocacy for an Access to Information Act that promotes press freedoms; support advocacy efforts before GOM officials and the National	Through Namisa and Media Council Secretariat	4.1 Media Bosses 4.2 Casals	Jan – Jun, 2007

Assembly as the Act is under consideration;			
5. Support Council consultations with the Law Commission, building on current work to review and, where needed, amend outdated laws such as the Communications Act that unduly restrict press freedoms, while also building media capacity to provide accurate, balanced and relevant news coverage;	Through Namisa and Media Council Secretariat	5.1 Media Council of Malawi Secretariat 5.2. Casals	Jul, 2007 – Mar, 2008
6. Provide a media development professional to guide the Council in developing, implementing and enforcing journalistic ethics and professional standards, including a program for the Council solicit, receive, evaluate and act upon reasonable public and private complaints regarding the media's conduct, use of sources, reporting fairness and the blurring of news, opinion and advertising	Improving on the existing one which is with the Media Council Task Force	6.1 Media Council of Malawi Secretariat 6.2. Casals	January – June, 2007
Assist the Council in reporting to the public on complaints received, decisions made and actions taken regarding the media's conduct, use of sources, reporting fairness and the blurring of news, opinion and advertising	With the involvement of international media councils	7.1 Media Council of Malawi Secretariat 7.2 Media Houses 7.3 Casals	April – September, 2007
8. Advise the Council on developing, implementing and enforcing a journalist accreditation program.	With the involvement of international media councils	7.1 Media Council of Malawi Secretariat 7.2 Media Houses 7.3 Casals	Jul – Dec, 2007

Annex 9

Task 7: Journalists and Media Professional Better Prepared to Report on and Analyze Corruption and Exercise Oversight

What: Journalists and Media Professional Better Prepared to Report on and Analyze Corruption and Exercise Oversight	How	Who	When
1. Conduct a series of small group training sessions throughout the country, in collaboration with the Media Council, Editors Forum and others;	Through newsrooms and training institutions	1.1 Media Managers 1.2 Casals	Apr – Jun, 2007 Oct – Dec, 2007
2. Conduct two larger seminars on covering corruption in public life. Each seminar will include representatives from government agencies, civil society organizations, and broadcast and print media;	Through press clubs and other media organisations	2.1 ACB 2.2 Journalism experts 2.3 Media Houses	Apr, 2007 Jan, 2008
3. In cooperation with the Media Council, Editors Forum and others, work directly with editors and electronic-media producers to ensure that lessons learned and journalistic best practices and standards developed and introduced through the course of the training sessions and seminars are implemented.	By following up on the quality and quantity of investigative stories in the media	3.1 Casals 3.2 Casals trainer 3.3 Media managers	Nov, 2006 – Sep, 2007
4. Prepare for a conference with university journalism departments and private institutions to review existing course curricula and build on the short-term CIDA program in order to promote programs that are both more in line with internationally-recognized, professional standards.	Through a wide audience from different sectors i.e. the media, academia and the government	3.1 Casals 3.2 The Polytechnic 3.3 the University Council 3.4 Media Houses	Mar, 2007

Annex 10

EVALUATION AND FEEDBACK FORM

Strengthening Government Integrity in Malawi (SGIM) Project- Retreat

(26th – 27th October 2006, Sun & Sand, Mangochi)

**1 = Disagree; 2 = Mostly Disagree; 3 = Neither Agree or Disagree; 4 = Mostly Agree; 5
Agree**

Please rate the following:

Overall Retreat

1. The content of this retreat is relevant to my work (choose a number):

1 2 3 4 5

2. The structure of the retreat facilitated my learning (choose a number):

1 2 3 4 5

3. The presentations were effective (choose a number):

1 2 3 4 5

4. The case studies and group exercises were effective (choose a number):

1 2 3 4 5

5. The team building objectives were achieved (choose a number):

1 2 3 4 5

6. I will use what I learned in the retreat in my own work (choose a number):

1 2 3 4 5

7. The retreat created a safe environment for me to speak openly (choose a number):

1 2 3 4 5

8. The retreat created a better understanding of the linkages between the tasks and the overall objective of Casals (choose a number):

1 2 3 4 5

Please rate the following:

Facilitation

Excellent	V. Good	Good	Fair	Poor
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1. The quality of the agenda

<input type="checkbox"/>				
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2. Timekeeping

<input type="checkbox"/>				
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3. Visuals

<input type="checkbox"/>				
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4. Meeting space

<input type="checkbox"/>				
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5. Acoustics

<input type="checkbox"/>				
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6. Hotel and accommodation

<input type="checkbox"/>				
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7. The overall facilitation

<input type="checkbox"/>				
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COMMENTS

What worked best?

What worked worst?

Suggestions for improvement:

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Introduction

Background

During the first meeting on establishment of Bachelor of Supply Chain Management Degree within the faculty of Commerce at the Polytechnic on 26th

September 2006, it was agreed that a task force be formed. The suggestion came at a point when the meeting realized that a great deal of work needs to be done for the proposed program to be introduced, for example development of curriculum through benchmarking from other institutions providing similar courses within Africa, establishment of resources needed, SWOT analysis, and action plan.

It was unanimously agreed during the meeting that the task force should comprise of members from Polytechnic, ODPP and Casals & Associates Inc. The full membership of the task force is as follows:

Mr. A. Mussa-Mbewe (ODPP) Convener/Chairperson
Mr. A. Chirwa, ODPP
Mr. E. Chimpesa, Polytechnic
Mr. B. Mkwara Polytechnic (Secretary)
Mr. A. Kamanga, Polytechnic
Ms M. Mussa, Polytechnic
Mr. S. Tsokonombwe, Casals & Associates Inc.

Scope Of The Assignment

The major objective of the task force is to assist the Polytechnic establish a Bachelor of Supply and Chain Management degree in the existing faculty of Commerce.

The assignment will involve;

- Identifying and contacting some universities offering similar program and develop Curriculum for the program.
- Identifying resources required to run the programme e.g. Human, Financial and Material resources.
- Preparing draft proposal of the program for review by the Steering Committee before submission to the Senate for approval.
- Developing an Action Plan
- SWOT Analysis

Measurable Key Indicators

- Curriculum developed by February 2007.
- Required resources for the program identified by March 2007.
- Universities identified and visited by end of November 2006.
- Action Plan prepared by mid October 2006.
- SWOT analysis completed by November 2006.

Abstract

In pursuant to the above assignments, two universities were chosen for understudying. These are Makerere University Business School in Uganda and Bolton University in the United Kingdom. The two institutions offer procurement course up to PhD level. Their degree courses are for three years for full time students. The course outlines are relatively similar and includes common courses such as:

Level 1

Business & Information Systems, Elements of Marketing, Financial Aspects of Business, Introduction to HRM, Supply Chain Operations, Resource Control Systems, IT and Data Analysis.

Level 2

Work Experience, Research Methods, Supply Chain Management, Building Business Applications, Implementing E-Business Applications, Transport Operations Management, Transport Engineering, Financial Reporting, Planning and Control.

Level 3

Project (compulsory double module), Contemporary Management Issues, Supply Chain Strategy, Project Management and Control Systems, Customer Relationship Management, Logistics and Operations Management, ICT for Competitive Advantage, Transport Studies.

Both Universities operate a modular semester system.

The two universities are very much willing to work with University of Malawi using flying faculties as long as concrete monetary agreements are reached.

Their libraries are well stocked with modern books. They also use e-library system for some reference material.

Makerere University Business School is assisted by the Norwegian Government in sourcing and paying for books for the program.

Aims and Objectives of the Study Tour

- To learn about the Procurement degree program as offered by the Makerere University Business School and Bolton University.
- To compare the draft curriculum developed by the task force with that of Makerere University and Bolton University.
- Establish working relationship between the Malawi Polytechnic, Bolton University and Makerere University Business School.

Members of the Study Tour

The members were as follows:

1. **Mr A Mussa-Mbewe, ODPP - Chairman**
2. Mr B Mkwara, HOD Business Administration, Polytechnic - Secretary
3. Mr S Tsokonombwe, USAID/Casals & Associates
4. Mr E Chimpesa, Acting Dean of Commerce, Polytechnic

5. Ms M Mussa, HOD Accountancy, Polytechnic
6. Mr A Kamanga, Polytechnic

Introduction of Institutions visited

Makerere University Business School(MUBS).

Makerere University Business School is one of the most popular universities in Uganda and has a good reputation in provision of knowledge and innovative research. The University encourages and enables qualities of students in a business and non business setting, in an effort to make them world class competitors at the different intellectual levels.

Areas of study

At the heart of Makerere University Business School are a number of outstanding academic programs.

The Bachelor programs are offered in various areas of study and are designed in a way to enable students achieve their career goals. These study areas give the students thorough and comprehensive knowledge of their professional field. Some programs include:

Academic Programs:

- o Bachelor of Business Administration
- o Bachelor of Business Administration – external
- o Bachelor of Business Computing
- o Bachelor of Business Economics
- o Bachelor of Business Statistics
- o Bachelor of Catering and Hotel Management
- o Bachelor of Commerce
- o Bachelor of Entrepreneurship and Small Business Management
- o Bachelor of Human Resource Management
- o Bachelor of Human Resource Management – external
- o Bachelor of International Business
- o Bachelor of Law and Economics
- o Bachelor of Leisure and Hospitality Management
- o Bachelor of Office & Information Management
- o Bachelor of Procurement and Supply Chain Management
- o Bachelor of Procurement and Supply Chain Management – external
- o Bachelor of Real Estate Finance & Management
- o Bachelor of Science in Accounting
- o Bachelor of Science in Finance
- o Bachelor of Science in Marketing
- o Bachelor in Transport & Logistics Management

MUBS Vision

MUBS intends to be:

- The leading business and management education and training institution that supports the growth of business in the country at the different levels by providing knowledge and managerial competencies in both business and non-business areas.
- An Institution that supports the growth of business in the country at the different levels, micro, small and large providing knowledge, skills to people to start and/or manage a growing business sector.
- **An institution that will provide managerial competencies in both business and non-business areas building on different cultural values.**
- **An institution that is a regional benchmark for academic and non-academic training, research and publications in business and management areas.**

MUBS Mission

"To enable the future of our Students, Clients and staff and make them world-class competitors through the provision of ideas, knowledge and skills at the different levels in business and non-business."

The University of Bolton

The University of Bolton is a community of professionals committed to developing students for their professional lives. The University has a student body of around 9,000. Bolton is a university where no one feels anonymous, in a thriving town close to the big cities of Manchester and Liverpool.

Their teaching quality has consistently won the highest ratings possible from the Government's quality control agency and we have professional accreditation for more than 30 of our teaching programmes.

Key Facts about Bolton University

The University of Bolton is one of Britain's fastest-growing universities, with an increase in student applications of 34% in 2004/05.

It has around 8,000 students, including international students from more than 70 countries. Around 80% of students come from Bolton and the North West, and around 8% come from countries outside the UK.

Almost 50% of their students are part-time, and more than 60% of their first-year, full-time undergraduate students are mature-age students.

The University has a higher-than-average proportion of disabled students, and is one of the leading universities in the country for supporting students with additional needs.

The University also has one of the country's most ethnically diverse student populations, with around 13% of home students from ethnic minority communities.

Content

Actual activities carried out to meet the Objectives

DAY ONE: 11.12.06 – MEETING WITH KEY MANAGEMENT

Flow of Events

The team from Malawi was welcomed by Elvis Khisa, Head of Procurement and Logistic Management Department at the Makerere University Business School at around 10 o'clock. At 10.30, the team was met with the Deputy Vice Chancellor of the Business School, Julius Kakuru, who formally welcomed the team to the school. Various brief meetings followed this with key people at the University including the Registrar.

DAY TWO: 12.12.06 – MEETING WITH DEANS, HEADS AND MANAGERS

Meeting with the Dean of Business Computing – Dr. Ntaye

Date: 11.12.2006

Time: 11.30 am

Comments by the Dean

Overview

Makerere University Business School has four faculties, namely

(a) The faculty of Business Computing and Management Science

Departments:

Business Computing
Management Studies
Procurement and Logistic Management

(b) The faculty of Management

Departments:

Human Resource Management
Business Administration
Entrepreneurship
Leadership and Governance

(c) The faculty of Marketing and Hospitality Management

Departments:

Marketing and International Business
Leisure and Hospitality Management
Vocational and Professional Management

(d) The faculty of Commerce

Departments:

Accountancy
Finance
Law and Economics

Note:

The programs offered by these departments range from certificate level, professional, undergraduate to PhD. Short time training courses are also offered.

Other issues raised:

The Dean pointed out that Makerere University Business School was willing to work with Malawi on various fronts including training of staff, joint research works, staff exchange and curriculum review. "We however need to develop a MOU to govern our relationship."

Already Makerere has several working relationships with Universities in Africa and overseas.

Remarks by the Dean of Commerce

His remarks pointed towards commending the Makerere University Business School for their warm reception accorded to the visiting team and echoed the need to develop strong relationship between the two Universities.

Remarks by the chairman of the task force

The chairman (just like the dean) expressed gratitude for a warm welcome by the University management and staff. He also pointed out that it would afford him great pleasure in having some Malawians come to Makerere University to do Master of Arts degree programs in various fields including Procurement.

The Dean of Business Computing and the chairman of the task force shared with members the websites (as indicated hereunder) where some important information could be accessed.

Website: www.odpp.gov.mw

Website: www.ppda.go.ug

Meeting with heads of department

The team also met with various heads of department and shared information particularly on areas of joint research, joint programs and industrial collaborations. The issue of MOU was highly pronounced.

Meeting with the manager of Entrepreneurship Centre – Audrey Kahara-Kawuki

The manager pointed out that the centre was established in 1998 as a small business centre offering free services to small-scale entrepreneurs. The aim was to provide training and counseling. After some time, the centre started attaching fees to the services offered and this led to seriousness on the part of attendants. However, the centre continues to offer business clinics for free.

To ensure good participation, the training takes place between three o'clock and six o'clock in the afternoon. In addition to the training, the centre conducts research activities, undertakes recruitment for companies, develops training materials for companies, do consultancy works and run entrepreneurship conferences (on monthly basis).

DAY THREE: 13.12.06 – MEETING WITH PROCUREMENT LECTURERS

This meeting marked the climax of the visit. It basically involved a brainstorming exercise through which a curriculum could be developed. The exercise revolved around the following questions:

- ✓ What do students want?
- ✓ What are the entry requirements?
- ✓ What should students know at the end of the course?
- ✓ Where do we place the graduates?
- ✓ What do you want graduates to come out as (specialized or general)?

Levels of training

Diploma

At diploma stage, the overall goal is to teach general operational courses

Bachelors Degree

At this level, there is need to become more practical as the goal is to train potential officers. These trained people should be able to become strategists; people that can be able to answer questions such as: what, how and why.

Masters

At Masters level, we are supposed to give situational analyses and let students develop and provide their understanding on the issues. In addition, there is need to provide scenario planning and problem solving environment.

Brainstorming the course outline – Bachelor of Procurement degree

First step involved spelling out courses that participants thought would be included in the Procurement degree program.

Second step revolved around grouping of those proposed courses. Finally, the courses were designed along side the 4-year (8-semester) program categorized into essential, relevant and desirable.

Essential	Relevant	Desirable
1. -Cost And Management Accounting -Public Sector accounting -Supplier Management	1. -Financial Accounting 2. -Business Law -Risk Management	1. -Taxation 6. -General Principles -Human Resource Management
2. -Ethics -Project and Contract Management	6. -Communication -Strategic Management	10. -Operations Management
3. -Stores and Inventory -Supply Chain Management -Value Chain Management	7. -IT 11. -Quantitative Methods 10. -Research Methods	
4. -International Procurement	1. -Economics	
5. -Public Procurement	13. -Marketing	
6. -E-Procurement	14. -Financial Management	
7. -Specification	15. Business Statistics	
8.		

-strategic Procedures		
9. -Project		
10 -Logistics		
11. -Purchasing (Transport Economics)		

Year 1	Year 2	Year 3	Year 4
-Economics -Introduction to Purchasing -Communication -Financial Accounting -General Principles of Marketing -Business Mathematics -IT -Business Law	-Cost and Marketing Accounting -Business Statistics -Taxation -Stores and Inventory -Marketing -Purchasing Economics -International Procurement -Specific Evaluation -Supply Management	-Public Sector Accounting -Business Mathematics -Research Methodology -Value Chain Management -E-Procurement -Logistics -Financial Management -Quantitative Methods -Public Procurement -Marketing	-Ethics -Risk Management -Human Resource -Operational Management -Strategic Management -Project

DAY FOUR: 14.12.06 – MEETING WITH THE ACTING DEAN OF COMMERCE, LIBRARIAN AND REGISTRAR

Remarks by the Dean of Commerce

The Acting Dean of Commerce who is also head of Accountancy focused on Accounting courses and how we can make them more relevant to African set-up. He also highlighted the importance of research not only in accounting but other commerce courses.

Remarks by the Librarian

The Librarian pointed out that at this stage, the university is not very well modernized as far as the library is concerned. Amongst the major problems sighted, she pointed out that space is a problem. As far as procurement courses are concerned, she indicated that books are generally expensive. In their case, however, procurement books were sourced by financiers from Netherlands. In addition, they are using CIPS books.

Remarks by the Registrar

On her part, the registrar commented on the MOU and gave the visiting a sample MOU for consideration. She also explained various issues ranging from admission requirements, the assessment system which is credit-unit based to grading system.

DAY FIVE: 15.12.06 – TASK FORCE MEETING AND WRAP-UP

There was a task force meeting to review and share experiences from Makerere University and develop a write-up. Later in the afternoon, the team had a wrap-up meeting with the officials from Makerere University which culminated into a farewell dinner at Grand Imperial Hotel.

Activities and Discussions at Bolton University

Prof. Stan Oliver (Head of Department of Logistics and Supply Chain Management) led all the discussions for all the days. Julian Coleman assisted the Professor in some days. Their first-degree curriculum was extensively scrutinized to understand why some courses were there. The degree curriculum was presented as follows:

Bolton University Procurement Course Outline

BSc (Hons) Logistics & Supply Chain Management

Duration

3 years full-time.

4.5 years part-time.

ABOUT THE COURSE

Studying Logistics & Supply Chain Management (LSCM) at Bolton gives students an excellent start on the career ladder in this fast growing field. Many local employers promote themselves there to assist graduates in obtaining employment. The course is all about how to develop, manage and improve all aspects of supply chains, from the transportation and storage side, to the latest computer applications to track and control products in supply chains.

WHAT STUDENTS LEARN

Students learn about the application of a critical and analytical approach to problem solving and the investigation of LSCM-related issues. Students are able to select optional modules to specialise in: Information Systems for Logistics and SCM, Physical Logistics and SCM or General Management and SCM. The course provides opportunities for one to become practiced in the application of LSCM in a vocational setting.

WHAT STUDENTS STUDY

At Level 1 they are expected to acquire a good understanding of the basic principles underlying the theories and methods of LSCM, and be able to communicate clearly about those basic principles. At Level 2 they are expected to develop and adopt a critical stance towards the theories and methods of LSCM. An emphasis is placed on analysis and evaluation of theories and methods. At Level 3, they are expected to consolidate their understanding of and further develop their critical orientation to the theories and methods. Each successive level involves more independent academic activity on the part of the student.

Level 1

Business & Information Systems, Elements of Marketing, Financial Aspects of Business, Professional Skills Development 1, Introduction to HRM, Foreign Language, Supply Chain Operations, Resource Control Systems, IT and Data Analysis.

Level 2

Work Experience, Research Methods, Supply Chain Management, Building Business Applications, Business Web Sites, Implementing E-Business Applications, Transport Operations Management, Transport Engineering, Financial Reporting, Planning and Control.

Level 3

Project (compulsory double module), Contemporary Management Issues, Supply Chain Strategy, Project Management and Control Systems, Customer Relationship Management, Logistics and Operations Management, ICT for Competitive Advantage, Transport Studies.

HOW DOES THE COURSE HELP GRADUATES GET JOBS?

The Work Experience module helps students gain experience in the field of LSCM. Many guest lectures are arranged to give students a real-world understanding of the current practices used. Students gain employment in a trainee manager's role in many large companies, join a local firm or proceed to further study.

SPECIAL FEATURES

- Work experience period to gain a real world understanding in the area of LSCM.
- Many links with local and national employers.
- Current software applications and facilities.
- Excellent departmental research record in the area of LSCM, and the opportunity to continue your studies at Masters and Doctoral level.

Conclusion (S) and Recommendations

Based on the above activities carried out at Makerere University and Bolton University it can be concluded that our aims and objectives of the study tour had been met. The following recommendations are therefore drawn:

- ✓ Draw a final curriculum for presentation to Senate, which will involve holding a workshop and inviting program facilitators from Makerere University.
- ✓ Given the current immediate demand for Procurement specialists from the government, it is recommended that we pilot the program by:
 - ❖ Running a one-year crash program with the seed students coming from DBSA3.

- ❖ Wooing interest from the second and first year Accountancy and BBA students for the second year and third year intake, respectively.
- ❖ Ensure Polytechnic staffs to handle the program are properly trained where possible in the field of procurement.
- ✓ We should establish a stand alone Procurement Degree Program without electives after three years.

APPENDIX 1

LIST OF STAFF AND THEIR CONTACT DETAILS MET WITH THE TASKFORCE

Makerere University Business School

No	Name & Designation	Tel No.	E-mail
1	Elvis Khisa, Head of Procurement and Logistic Management		ekhisa@mubs.ac.ug elviskk@yahoo.com
2	Julius Kakuru, Deputy Vice Chancellor of the Business School		
3	Dr. Joseph Ntayi, Dean of Business Computing		
4	Moya Musa Bukoma, Head of Department Business Computing		
5	Audrey Kahara-Kawuki, Manager of Entrepreneurship Centre		
6	Sserwanga Arthur, Head/Senior Lecturer Department of Accountancy		
7	Mathews Kalubanga, Lecturer in Procurement		
8	Moses Muhwezi, Lecturer		
9	Levi Kabagambe, Lecturer		
10	Doreen Mbambu, Lecturer		
11	Sarah Eyaa, Lecturer		
12	Jolly Kabagabe Byarugaba, Lecturer		jkabagabe@mubs.ac.ug
13	Florence Lunkuse, Librarian		flunkuse@mubs.ac.ug
14	Pontius Byarugaba, Lecturer		pbyarugaba@mubs.ac.ug
15	Dr. Nkote N. Isaac		inkote@mubs.ac.ug
16	M Ngoma, Lecturer		mngoma@mubs.ac.ug
17	Eddy Tukamushaba, Lecturer		etukamushabe@mubs.ac.ug
18	Anna Nakawa, Registrar		

Bolton University

No	Name & Designation	Tel No.	E-mail
1	Professor Stan Oliver, Academic Leader		
2	Shaun Litler		
3	Dr. Julian Coleman, Course Leader MSc Program		<u>j.l.coleman@bolton.ac.uk</u>
4	Mildred Brown Houston, Lecturer		<u>m.e.brown@bolton.ac.uk</u>
5	Norman Lees, Course Tutor		<u>Nbl1@bolton.ac.uk</u>
6	David Aldridge, Course Tutor		<u>Da4@bolton.ac.uk</u>
7	Dr. Baomin Qi, Lecturer		<u>B.Qi@bolton.ac.uk</u>
8	Dr. Matthew Snafaghi, Lecturer		<u>Ms3@bolton.ac.uk</u>
9	Dr. Gillian Green		<u>G.Green@bolton.ac.uk</u>
10	Dr. Kondal Kondadi, Senior Research Fellow		<u>Krk1@bolton.ac.uk</u>
11	Mrs. Julie England, Lecturer		<u>m.v.@bolton.ac.uk</u>
12	Bob Barrett, Deputy Head BBS		<u>rwbl@bolton.ac.uk</u>

Annex C: Study Tour to South Africa Report

In a bid to strengthen capacity at the National Audit Office (NAO), Casals & Associates sent delegation to the Auditor General – South Africa on a study tour. The main objectives of the study tour are to gain first hand knowledge and experiences on:-

- How a National Audit Office should be structured in order to secure its independence
- How to improve Public audit reporting and responses from Public Accounts Committee of Parliament on NAO reports
- Public audit methodology, reporting and feedback from members of the Public Accounts Committee of the parliament
- Coordination between members of the Public Accounts Committee of Parliament, Ministry of Finance and the National Audit Office and
- How South Africa handle forensic, performance and environmental auditing.

Initially, a delegation, consisting of nine people, was supposed to go on tour, however two members of the delegation could not make it and these are:

The Secretary to Treasury who was outside the country during the time the trip was made and the Solicitor General who gave an apology on Monday when the delegation was already in South Africa. The make up of the delegation was as follows:

From Parliament:

- Hon R Djanjalimodzi, Chairman of the Public Accounts Committee (PAC),
- Hon J Mzembe, Member of PAC,
- Hon Kadammanja and
- Ms S Kalemba.

Hon Mzembe and Hon Kadammanja represented Government while Hon Dzanjalimodzi was from Opposition. Ms Kalemba is a Public Accounts Committees' clerk and all her expenses were borne by Parliament.

From National Audit Office:-

- Mr. L.S. Gomana, the Deputy Auditor General,
- Mr. L Chiludzi, the Assistant Auditor General and
- Mr. E Gorrissen, the Long-term Advisor to NAO

Mr. Jones Chikoko-Nkhoma represented Casals & Associates on the study tour.

The delegates left Malawi on 26th November 2006 and came back on 1st December 2006.

The delegates were accommodated at Running Waters Guesthouse owned by Mrs. Ina Louw. Everything at the guesthouse was excellent and the reception was marvelous. We had three vehicles that transported the delegates everyday to the AG's offices and dinner.

Welcoming remarks by the AG

Our first meeting was on Monday 27th November 2006 with the Auditor General South Africa (AGSA) who shared with us areas their priorities at the AGSA as follows:

- To be independent according to the constitution
- To bring confidence to the public, those that are being audited, and government

- To promote good governance

He stressed the need for a Supreme Audit Institution to be independent. The OAGSA is legally independent as provided for in the Constitution and Public Audit Act. Financially, they do not get any grant from the government but are financed by charging the audited clients a fee for all audit work conducted. Professionally they offer competitive packages which are benchmarked with private firms, they also offer an accountant trainee scheme where the staff can work and study at the same time, and invest and influence college curriculum to include public sector auditing. He told the delegation that the OAGSA focuses on building its reputation, assisting in the transformation of the country and providing quality services at minimal cost

He also spoke on the oversight of the OAGSA, and in particular on the Standing Committee on the Auditor General which is a parliamentary committee chaired by a member of parliament. He pointed out three critical events which are done by the Auditor General as regards the Standing Committee. This encompasses the tabling of the strategic plan, annual reports to parliament on the activities carried out by the OAGSA, and presentation of unclear regulations in need of clarification and approval of parliament.

He went on to speak on the Advisory Committee of the Auditor General. This committee is composed of five members from universities, the private sector and others who are experts on auditing in South Africa. Their job is to provide the Auditor General with expert advice on all pertinent matters.

The AG explained that the office is accountable through

- Its strategic plan
- Its annual report and
- Regulations

All these issues were agreed during the constitutional review meetings and confirmed in the 1996 constitution.

He also presented the vision and overview of the operation of his office. It is at this meeting that we requested for the secondment of NAO auditors to AGSA. In his response the AG said that he has no problems to have auditors from Malawi seconded in South Africa. However, he said that this should be put officially in writing before the end of December. The AGSA will be closing for Christmas holidays on 15th December and thus NAO and Jones Chikoko of Casals are working towards sending this letter before 15th December 2006.

After this meeting several other meetings and presentations followed up by the AGSA Business Executives. The schedules of events were as follows:-

Subsequent Meetings

Legislative Basis of the Auditor General – South Africa (AGSA) by Jan Van Schalkwyl

The first Meeting and presentation was on legislative basis of AGSA by Jan Van Schalkwyl. The emphasis of the matter was that it was the Constitution and Public Auditors Act (PAA) that determines the operations of the AGSA. He also spoke of the management structure of the OAGSA. Mr. Schalkwyl emphasized the fact that AGSA is legally, financially and operationally independent and these are provided for in the constitution and PAA. It is with this reason that AGSA determines its own destination. AGSA was given a start up working capital of SAR30M in the bid of making the office financially independent. The office hires and fires own members of staff. All members of staff work on a performance contract.

AGSA is keen at looking at peoples issues to ensure that they hire staff who are technically good to deliver their assignments as mandated in the PAA, it ensures that there products are good, they comply with the principals of good governance and there is adequate quality controls.

The AGSA is headed by the AG who has a 5 years contract (non-renewable) . S/he is assisted by the DAG who is also the CEO of AGSA and five business executives. They believe in strategy, relationship management, product management and prudent financial management. The office is audited annually by independent auditors and their report is tabled in parliament annually. AGSA budget is also approved by Parliament.

As at November 2006, AGSA had 1,700 members of staff. They are planning to employ 300 more in 2007. Staff turnover is 17% compared to the industry staff turnover of 12% because the office remunerates their staff based on the market price.

NAO can also seek legal, operational and financial independence so that they determine their own destiny and remunerate their staff adequately so that they are able to hire and retain competent staff. They should also be audited and submit their report to Parliament through PAC. This will be in line with best practices.

The law development process of the Public Audit Act (PAA) by Marissa Bezuidenhout

The second presentation was done by Marissa on the law development process of the PAA – interaction with and input from stakeholders, technical work. In her presentation she explained why South Africa needed the new Act. She explained that the country needed the new Act for the following reasons

- Because they wanted to merge the AG Act of 1995 that created the office of the AG and the Audit Arrangement Act of 1992 that gave operational direction of audit work so that all are in line with the constitution that was enacted in 1996.
- Because they wanted to ensure that the new PAA takes into account requirements of the Public Finance Management Act and Municipality Finance Management Act respectively
- To be in line with best practices and international standards
- For good governance as recommended by Judge King in his Corporate Governance Report 2.

During the whole law development process, AGSA bench marked itself with the constitution, International Standards on Auditing and best practices, Kings 11 report on Corporate Governance and OAG strategy called Siyangoba strategy. The process started by defining the objectives, status and functions, appointment and conditions of service of the AG and staff and other provisions. In the process, PAA repealed the AG and the Audit Arrangements Acts.

The new Act allows the AG to appoint an advisory board, a body of experts who advises him/her while taking full responsibility on all decisions he makes.

The AGSA has a committee that protects the office from political interference. This committee is composed of Members of Parliament and is different from PAC because it is mandated to oversee the work of AG. It is called standing committee on the AG.

The use of public relations and media by Adri Van Der Merwe

She presented her paper on communication and media. The matter of emphasis was that public relations in the AGSA were an important tool of promoting the mandate of the AG given by PAA. AGSA ensures that their relationship with media is good always to avoid wrong reporting on any issue raised by the AG. To this regard, there are briefings that take place each time the AG is reporting on issues that will attract public response. This resulted in responsible reporting and good corporate identity for the OAG. This is a continuing process.

Further, the OAGSA has a public relations and media office. This office receives daily updates on all articles in the South African media pertaining to the OAGSA. This ensures that they have a good overview of what is printed about the office.

Forensic and performance auditing by Daune Van Rensburg and George Lourens

Daune van Rensburg started with a presentation on performance auditing. Performance auditing is mandate under the PAA 20 (3) which states that the Auditor General may report on whether the auditees resources are procured economically and utilized efficiently.

When selecting a topic for a performance audit, the following is considered amongst others;

- Known problems exists
- Fraud has occurred
- Performance is weak and costs high
- It is a long time since an audit was carried out
- Parliament or the public show a particular interest in a subject.
- Important services are rendered
- There is poor planning.

The OAGSA focuses on areas where performance is perceived to be poor and involves high costs.

George Lourens presented a paper in forensic auditing. He explained that such audits are requested by:

- The auditee after the financial audit findings
- The public and
- Government

Forensic auditing is more of an investigative audit while performance audit looks at how resources have been utilized – economically, efficiently and effectively. While countries in the west and America are now focusing on performance auditing, it has been found that in Africa, financial auditing is more important and forms the basis of other auditing disciplines.

Recruitment processes and procedures by Wendy Mahuma

AGSA hires own members of staff. The HRD in the AGSA is responsible for hiring and retaining competent staff. The OAGSA currently have a workforce of 1 700 staff nationwide out of the population of 45,000,000 people. Recruitments start in the different units in the nine provinces. The units develop a business plan stating their human resource and budget needs. Recruitments are based on the Opportunities Act and an advert is published both externally and internally. The Opportunities Act takes into consideration gender, race and disabilities. There are no promotions available to staff, but once a position is available, existing staff can compete with external applicants.

Employment contracts are on fixed term and are performance based. The performance of staff is reviewed twice a year and only those whose performance is satisfactory have their contracts renewed.

Remuneration is benchmarked with private auditing firms and not the government sector. Market research is used to try to be at par with the private sector.

The accountant trainees have a minimum of bachelor's degree, and they write their board exams during the training period to become Chartered Accountants. For experienced employees, AGSA uses external recruitment agencies to recruit Chartered Accountants which are very scarce in the market. The OAGSA also market themselves in colleges and universities where they give presentations and hand out application forms.

Information System Auditing by Eddie Pelcher

Information systems auditing division in the AGSA has approximately 50 staff. They carry out IT auditing to assist financial auditors in the evaluation of the information system control environment used as a basis for determining their audit approach. There are three types of IT auditing and these are:

- General controls audits focusing on the IT environment
- Application controls audits (Audit of software and application in the computer systems.
- Network audits, which looks at the security of organizations computer networks.

Information systems auditing assists financial auditors in assessing compliance with laid down controls so that they determine an appropriate audit approach. It also assists auditors to conduct effective audits through Computer Aided Audit Techniques (CAAT).

Information systems auditing, is an integrated audit approach which is conducted in terms of the OAGSA's streamlined audit approach. Some of the typical findings as a result of information systems auditing are;

- Lack of adequate policies, procedures and standards.
- Inadequate segregation of duties, logical security, change control procedures and data base administration.
- Weaknesses in network security.

The AGSA uses the following standards in IT auditing;

- Standards used by the auditee pertaining to IT.
- Generally accepted accounting standards.
- Control Objectives for Information and Related Technology (COBIT).

Access to Information by Mangi Wechoemang

The delegation learnt that dissemination of information in the OAGSA is guided by the Promotion of Access to Information Act (PAIA) that was enacted to give the constitutional right of access to information. The South African Human Rights Commission is held responsible for promoting among other things the implementation of this Act. The objectives of the PAIA are:

- To ensure that the state participates in promoting human rights, culture and social justice.
- To encourage openness and establish voluntary and mandatory mechanisms which gives effect to the right of inexpensive and speedy access to information.
- To promote transparency, accountability and effective governance of all public and private bodies.
- To effectively scrutinize and participate in decision making by public bodies.

In terms of section 14 of the PAIA, all public bodies are required to produce information manuals to assist citizens on how to request information. A similar provision for private bodies is provided for in section 51 of the PAIA. The information manual should contain the following information:

- The structure and function of the public body.

- The postal, telephonic, electronic and physical address of the information officer.
- A description of the services and Information which is readily available and how to gain access to these.

It is mandatory for all public bodies to make available the manual at their offices, on their websites and at the South African Human Rights Commission.

The public can request information by filling a form to which the information officer responds within 30 days. Access to information may be refused when the following conditions are observed:

- The information requested is confidential or sensitive
- Mandatory of commercial information of a third party
- The information requested has an implication on defense, security and international relations of the republic.

AGSA is also requested to give information to the general public and thus are affected by the requirements of this Act.

System for Reporting Audit Findings by Sean Collins

The AGSA issues three annual reports in addition to individual financial audit reports, performance audit reports, investigative audit reports, information system audit reports and other special audit reports.

The three annual reports are:

- General Report
- Provincial Report
- Municipality Report

In 2005 the general report had 7 qualifications in 2005 compared with 11 in 2006 plus one disclaimer.

On quality and consistency in audit reports, the delegation learnt that previously the AGSA used reactive audit controls which received negative feedback from the public. They have since moved to Pre-insurance review. The public sector is currently moving from cash based to accrual accounting, which has complicated auditing procedures. Around 20-25 % of audits mandated to the AGSA are contracted out. Where audits are contracted out to external auditing firms, the AGSA do a quality check on the reports produced. Then an independent review is conducted by the AGSA to verify the pre- insurance review.

The AGSA however, admitted that it has been difficult for their office to maintain consistency in their reports due to shortage of trained personnel, the use of a mixture of accounting standards and accountants who are different levels of the accounting profession. To rectify this problem, the AGSA has opted to exclude assets from all audits for this financial year alone.

Public Accounts Committee

There are 10 Public Accounts Committees in South Africa; one for each of the nine provincial legislators in addition to the PAC of the National Assembly. The PAC has a permanent secretariat of 5 committee clerks and one researcher and it is chaired by the opposition.

Annually approximately 260 reports are tabled in the National Assembly. The reports are graded into three categories as follows;

- a) Category A, which consists of the most serious findings such as significant errors, misrepresentations and instances of fraud and corruption
- b) Category B, are those report that are on the margin of becoming very important or which are deemed to be in the interest of stakeholders.
- c) Category C, are those reports with relatively minor findings that have little implication on accountability.

Category A reports are refereed to PAC which meets with the Auditor General to come to an understanding of the reports.

The work of PAC is followed up by the Audit Committee, an internal committee that falls under the OAG. The committee's main duty is, to follow up request and resolve and unresolved matters from PAC. It also ensures responsiveness by management to audit requests. This committee is required to produce an audit report on internal controls to parliament.

In addition to PAC, the South African National Assembly has formed a Portfolio Committee that performs oversight functions on PAC. Although its functions are not clear cut, its main function has been to review among other things the extent to which establishments have responded to the requests made by PAC.

The PAC has guidelines for those appearing before it.

African Organization of Supreme Audit Institutions in English speaking countries (AFROSAI E) by Wessel Pretorius

All Supreme Audit institutions (SAIs) in the world, who are UN members, are members of the International Organization of Supreme Audit Institutions (INTOSAI). INTOSAI has regional organizations to help with issues pertaining to the SAIs in the region. In Africa, the African Organization of Supreme Audit Institutions is divided into one organization for English speaking countries, one for French speaking countries, and one for Arabic speaking countries. AFROSAI E is funded by donor contributions and membership fees. The secretariat of AFROSAI E is located in Pretoria, South Africa in the OAGSA.

The basic objectives of AFROSAI E are as follows:-

- Act as a secretariat for AFOSAI E
- Institutional partners (interacting with donors and putting donors in contact with Supreme Audit institutions)
- Provides training interventions in the form of training the trainers, providing technical training, regularity audit, performance audit ,Information System audit, management training, and quality control for SAIs
- Perform an advisory role for SAIs in the region

AFROSAI E has a governing board consisting of the Auditors General in the 23 member countries. The Governing Board meets once a year. There are four subcommittees for the member SAIs. These committees are: the audit committee, the finance committee, the human resource committee and the institutional building committee. They make recommendations on various issues to the Governing Board.

The following are the achievements of AFROSAI E

- Trained more than 1 500 auditors
- Developed technical guidelines, manuals and courses which are presented to the SAIs for adoption
- Quality control system based on the specific audit systems of SAIs
- Designed of regional capacity building framework
- Produced activity reports on performance

Activities of AFROSAI E in future will include the following:-

- Implementation of the capacity building framework which encompasses strategic developments in the following categories, independence and legal framework, organization and management, human resources and reporting on performance
- Operational interventions including activity support.

Other Issues

Two requests were made following the meeting with the AGSA and AFROSAI:-

- We requested if Malawian Auditors could be seconded in the OAGSA. The AG accepted in principle subjected to formal request by NAO detailing the level of staff, period and what the auditor is expected to learn etc. The formal letter to this effect is being prepared by the Deputy Auditor General.
- We requested if AFROSAI could help training Malawian Auditors in specialized audit areas such as forensic/investigative, IT and performance. The request was made after we were briefed that they have so far trained 1500 public auditors in different audit disciplines at reasonable costs. It was felt that Malawi could benefit from such training which is normally supervised using a live assignment for a particular country. What AFROSAI need is a formal request which the Deputy Auditor General is also working on.

Study Tour Lessons

The following are the lessons that can be learned from the study tour and can be the basis for bench marking NAO:-

- The OAGSA is constitutionally independent, financially independent because it charges a fee to all the auditees and thus does not depend on allocations from Government and operationally independent because their work is not influenced by any other quarter and they report directly to PAC of Parliament. The advantage of this is that it has strengthened the operational capacity and improved the image of the OAGSA.
- The independence of the AGSA has been guaranteed by the PAA and international standards for supreme audit institutions that all require greater independence for such offices

- AFROSAI Provides training interventions in the form of training the trainers, providing technical training, regularity audit, performance audit ,Information System audit, management training, and quality control for SAIs. This institution though important has not been adequately utilized by Malawi and this is an opportune time that Malawi can benefit a lot.
- The system where PAC conducts its meeting regularly is another point worth adopting.
- OAGSA submit its performance report to Parliament annually. The report covers assignments carried out, developments in the OAGSA, audited financial statements of the AGSA and a strategic work plan for the next year. This helps to ensure that the auditor is also accountable (walking the talk). Malawi can also emulate this.
- OAGSA has a well developed strategic plan that gives direction. NAO can emulate this also.
- There are statutory limits for the submission of audited financial reports to Parliament. OAGSA ensures that these limits are adhered to and if financial reports have been submitted late or not submitted at all the AG reports to Parliament. Malawi can also emulate this if accountability is to improve.
- OAGSA submit three annual reports to Parliament i.e. General Report, Provincial Report and Municipality Report. Apart from these reports, they also submitted individual reports to parliament. In addition to annual report, Malawi can at least submit individual reports to PAC.
- Media has been used effectively to promote the office of the AG and its reports. While this is also happening in Malawi, more lessons could be learned from SA.
- OAGSA has a standing committee on the Auditor General, which composition are members of Parliament who are not members of PAC. Their responsibility is to act as an oversight body of the OAGSA and to ensure that the AG is indeed working independently. The committee does not interfere with the work of the AG and PAC. Malawi can emulate this also.
- The AG has also an Advisory Committee. The committee is composed of five think tanks drawn from Universities, Private Sector and other renowned people who are experts in auditing. Their role is to provide the AG with expert advice on all pertinent matters including HRD. However, the AG takes full responsibility of any decision he makes after consulting these experts. Malawi can also emulate this.

All in all there are plenty lessons learned from this tour and hopefully NAO and PAC members will recommend one or two issues to be adopted in Malawi for greater accountability.

Follow Up Actions:

	By Whom	Date
1. Write to the OAGSA regarding secondments 22/12/06	DAG	
2. Request AFROSAI for as training specified above. 22/12/06	DAG	

**WORKSHOP ON LINKING LOCAL GOVERNMENT DEVELOPMENT PLANS TO THE
MALAWI GROWTH AND DEVELOPMENT STRATEGY (MGDS)
18th – 19th December, 2006**

The Public Sector Investment Program (PSIP) contains all priority development programs expressed in form of a five year rolling plan. Programs are prioritized based on their contribution to the policy direction of the day which at the moment is the Malawi Growth Development Strategy (MGDS). After its formulation the PSIP is then translated into the development budget for implementation. In order to achieve the goals and objectives articulated in the MGDS there is need to ensure that all development programs formulated and captured in the PSIP are in line with the MGDS and their implementation is effectively monitored.

The PSIP as a development planning tool face two key challenges, namely, the change in the economic development strategy following the adoption of the MGDS and government's adoption of the decentralization policy. Decentralization entails a shift in some of the development planning responsibilities from central government and sector ministries to the local governments. This calls for harmonization of the national development plans with those of the local governments.

It is with this background that Ministry of Economic Planning and Development in liaison with Ministry of Local Government and Rural Development (MLGRD) organized a workshop for all directors of planning and development in the Local Assemblies. The workshop which was held at Malawi Institute of Management (MIM) from 18th to 19th December, 2006 was co financed by USAID through the Millennium Challenge Account (MCA) Program in Malawi and the EU through the Capacity Building for Policy Coordination and Economic Management Project. The objective was to translate local government development plans into local government Public Sector Investment Programs that are based on the MGDS. At this workshop participants were trained in a number of areas including: (i) assessing local government development plans and identifying development plans that were investment in nature, (ii) Grouping similar projects into programs and (iii) Linking the defined programs to the MGDS.

All assemblies in Malawi except one attended the workshop. There was commitment from both the co-organizer (MLGRD) as well as the participants. By the end of the workshop the majority of the assemblies had their own Local Government-level PSIP. The main recommendation from the workshop was that Ministry of Economic Planning and Development should make an effort to harmonize national level planning system with local government both in terms of development planning calendar and PSIP database format. The main challenges were: time limitations and the quality of information including the cost figures which most directors admitted needed reviewing.

Databank for district and urban/ city assembly

This report is based on few Assemblies visited in December 2006.

The database has been well designed and installed in most of the assemblies we visited. Out of 13 assemblies, only 4 managed to provide the data that was captured using the databank.

Below is the list and information gathered in these assemblies.

Mangochi Town Assembly

Data Collection

Little data has been collected. The M&E officer is not active and has to be trained as soon as possible to get data in place.

The Databank

The databank has been installed and is working.

Problems

1. Users are not able to enter data in some of the fields. This is due to the type of data the programmer had defined.
2. Users were taught to enter data only for few and selected sectors as a result, they are unable to continue with other sectors.
3. Users were complaining that most of the data that has been entered, is lost in the system.

Data Entry

The data entry is a big problem because the format of the system and questionnaires are too different.

Reports

The system can not produce some of the reports.

Users

Users have no any knowledge of using MS Access.

Mangochi District Assembly.

Data Collection

An M&E officer was not available, but we managed to copy the database

The Databank

The databank has been installed and is working.

Problems

The officer was not present

Data Entry

Data entry is a big problem because the format of the system and questionnaires are too different.

Reports

The system can produce most of the reports.
Sectors or Forms with data are as follows:

Balaka Town Assembly

Data Collection

Nothing so far has been collected.

The Databank

The databank has been installed and is working.

Problems

- 1 Questionnaires were not provided.

Data Entry

Nothing has been entered. The database has just been installed and needs coaching.

Users

User has no any knowledge of MS Access.

Reports

No reports

Balaka District Assembly

Data Collection

Some data has been collected

The Databank

The databank is old and different from the one in other assemblies; hence there is need of correcting or replacing.

Problems

- 1 In Water, Agriculture, Health and Education sectors have new questionnaires and they are different from the system itself.

Data Entry

Not much data has been entered so far. The problems mentioned above are making data entry difficult.

Reports

In some sectors reports can not be produced for the data that has been already entered.

Users

User has no MS Access knowledge

Liwonde Town Assembly

Data Collection

There is no problem with data collection

The Databank

There was no system.

Problems

There was no system

Data Entry

There was no system

Reports

There was no system.

Users

User has no MS Access knowledge

Machinga District Assembly

Data Collection

There is no problem with data collection

The Databank

There was no system.

Problems

Computer had viruses. The format of the database and questionnaires are different

Data Entry

The system gives a lot of errors when entering data. Data from NAC is being entered using MS Excel spreadsheet.

Reports

The system can not produce some of the reports.

Users

User has no MS Access knowledge

Blantyre District Assembly**Data Collection**

There is no problem with data collection

The Databank

There was no system.

Problems

The format of the database and questionnaires are different

Data Entry

The database is not fully in use. Some of the data entry is being entered using MS Excel.

Reports

The system can not produce some of the reports.

Users

User has no MS Access knowledge

Blantyre Town Assembly**Data Collection**

There is no problem with data collection

The Databank

Databank has just been installed.

Problems

Databank has just been installed and needs demonstration.

Data Entry

Not yet.

Reports

Not yet.

Users

User has MS Access knowledge

Chikwawa District Assembly**Data Collection**

There is no problem with data collection

The Databank

The system has a lot off errors and these errors need to be fixed. Only data from Agriculture, Education and Works can be entered using this database.

Problems

The system and the questionnaires are different in some fields

Data Entry

A separate database has been designed to enter data. So far the data entry is going on well.

Reports

Reports from other sectors can not be produced.

Users

User has MS Access knowledge

Dedza District Assembly**Data Collection**

There is no problem with data collection

The Databank

The databank is working properly only that some of the questionnaires are different from the system.

Problems

Some fields have to be redefined to much the questionnaires.

Data Entry

The system produces error messages in some fields and this makes data entry difficult.

Reports

NAC reports can not be produced and few reports from other sectors too.

Users

User has no MS Access knowledge

Dedza Town Assembly

Data Collection

There is no problem with data collection

The Databank

The officer is new and did not have the system.

Problems

There was no system.

Data Entry

Data entry has been done using MS Excel and MS Word.

Reports

Reports can be printed directly from MS Excel and MS Word.

Users

User has no MS Access knowledge

Introduction

Several meetings were organised between 12th and 13th October, 2006 with media organisations in Blantyre to carry out consultations to facilitate a way-forward for Tasks 6 and 7.

The primary focus of the meetings was to find out the training needs for the media organisations in line with Casals and Associates' plans to get journalists and media professionals better prepared to report on and analyse corruption through the provision of training in investigative journalism.

Areas that were discussed included the kind of training that is needed i.e. whether to conduct in-house training sessions or combined training sessions among several newsrooms, the time frame for the training sessions, the trainers and the target group of the trainees.

Another discussion point was on the roles the media organisations should play in the efforts to re-establish an independent Media Council of Malawi which will eventually be self-sustainable.

Meetings were held with the following people and organisations:

<u>Media Organisation</u>	<u>Name</u>	<u>Position</u>
Capital Radio FM	Alaudin Osman	Managing Director
Malawi Broadcasting Corporation	George Ngaunje	Training Manager
Nation Publications Limited (The Nation, Weekend Nation and The Nation on Sunday)	Edward Chitsulo	Editor
Blantyre Newspapers Limited (The Daily Times, Malawi News and The Sunday Times)	Jika Nkolokosa	General Manager

Malawi Television	Rodrick Mulonya	Director General
The Polytechnic (University of Malawi)	Costly Mtogolo	Head of Department (Journalism and Media Studies)
Malawi Institute of Journalism	Henry Malunda	Course Coordinator

Outcomes from the meetings

1. Beef-up trainers: Additional course facilitators to be considered to work with those that have already been identified.

While most of the media bosses appreciated the inclusion of Suzanne Marmion as one of the trainers; they were not as keen on Professor Nixon Kariithi who, they contended, has conducted a number of training sessions in the country but has produced very few results. The media bosses said Professor Kariithi could be a good trainer in Reporting on the Economy but not in Investigative Journalism. Professor Kanyongolo was also described as a very good lawyer who is very good at facilitating training sessions and meetings but could not be taken as a good trainer in journalism.

2. Conduct both in-house and broader training sessions: Different newsrooms have different training needs but at the same time; journalists keep on moving from one newsroom to another so there is need for unification of training.

In order to ensure that there is direct feed-back from the training sessions; there is need to carry out the training sessions within newsrooms and then follow-up with a broader session that will include different newsrooms so as to facilitate the sharing of different perceptions by a wider group of journalists.

3. Get journalists to trust the Media Council Task Force: Facilitate the participation of “trustworthy” individuals who could be at the forefront in reviving the Media Council so as to rally support from all media practitioners.

Some people who are in the task force have been tagged as treasure hunters and so there might be reluctance from some quarters in the journalism fraternity to support the reformation of the Media Council if the process is being seen to be championed by those individuals.

4. Work with the Polytechnic very closely to facilitate the incorporation of the journalism training we are providing into the university curriculum.

Implementation Strategy

In order to achieve the stated objectives and results for the project, we will need to reexamine its implementation strategy.

Suggested plan of action include:

1. Incorporate both international and local trainers. Such local trainers include Dr. Peter Mitunda and Mr. Costly Mtogolo from the Polytechnic plus Mr. Alaudin Osman from Capital Radio. The Thomson Foundation in the UK could also be contacted to help in providing this training.
2. Talk with the Media Council Task Force Chairman Mr. Patrick Semphere to put his house in order i.e. to ensure that stakeholders have faith in the task force and its members.

MINUTES OF THE TASK FORCE ON THE REFORMATION OF THE MEDIA COUNCIL OF MALAWI – 3rd November, 2006

IN ATTENDANCE

Patrick Semphere	-	Chairperson
Kelvin Sentala		
Ian Malera		
Amanda Willett		
Pilirani Semu-Banda	-	Secretary

OPENING REMARKS

Amanda opened the meeting by welcoming everyone to Casals & Associates Inc offices. She indicated that she was thrilled that the British High Commission was willing to work hand-in-hand with Casals & Associates Inc in providing financial support towards the reformation of the Media Council of Malawi. She then handed over the meeting to the Chairperson of the task force Patrick Semphere.

DELIBERATIONS

Patrick Semphere informed the meeting that he had a copy of the working document that was used by the now-defunct Media Council of Malawi.

Mr. Semphere also indicated that there were seven councilors representing the media and seven others representing the general public in the Media Council that was there before and that those from the general public came from the Malawi Law Society, Malawi Congress of Trade Unions, the Business Community, the National Council of Women, religious bodies, human rights organizations and the Council for Non-Governmental Organisations.

The meeting agreed that there should be a possibility of revising the list to include a wider representation of the media and that this should include freelance journalists since the country now has a lot of media houses and journalists than before. It was also agreed that the councilors that were there before should be consulted to find out what happened for the media council to die.

The meeting also agreed that the consultants should consult such organizations as the Society of Accountants in Malawi and the Malawi Law Society to find out how they run their organizations.

Other people and organizations to be consulted included:

- Victor Banda (Assistant Director at the Anti-Corruption Bureau)
- Zeleza Manda who has been in other task forces towards the reformation of the Media Council of Malawi
- Anthony Kamanga (Law Commissioner)
- Mathews Chikaonda (Press Corporation)
- Gospel Kadzako (Zodiak Radio and chairperson of Broadcasters Association of Malawi)
- Nyika Press Club
- Tito Banda who operates a school of journalism in Mzuzu

The meeting agreed to exchange a list of stakeholders to be consulted.

It was also agreed that the Task Force should ensure that Namisa opens for the Media Council Task Force so that the British High Commission is able to transfer the money committed to the initiative at least by 10th November so that the consultants that have been contracted should start working in earnest.

Pilirani informed the meeting that she has started working towards a stakeholders meeting to reform the Media Council which has been scheduled for January 19 and 20th and is expected to take place at Ku Chawe Inn in Zomba.

She also informed the meeting that she has gotten in touch with regional media councils and the World Media Council which have indicated their willingness to help the Malawi Media Council. The meeting agreed that some of these will be invited to the stakeholders meeting.

Pilirani was also asked to circulate any literature pertaining to the old Media Council of Malawi.

The meeting agreed that the Task Force should circulate notes on any developments to do with the reformation of the task force.

Media Council Task Force Meeting – 12th December, 2006 – MBC Business Department Boardroom

Present

Alaudin Osman (Capital Radio Proprietor) – Chair

Innocent Chitosi (Namisa Director)

Eunice Chipangula (MBC Acting Director General)

Anderson Fumulani (Former Media Council Director)
Benson Nkhoma Somba (Journalist)
Edward Chitsulo (Editor-Nation Publications Limited)
Kelvin Sentala (Legal Consultant)
Ian Malera (Legal Consultant)
Pilirani Semu-Banda (Casals & Associates)

Discussions

- The chairman made an observation that there are some members of the task force who are approaching donors to fund the resuscitation of the Media Council of Malawi under different names. He said this might work against the process and pleaded with the members in question to put a stop to this.
- The task force asked Namisa to be clear about its liquidation process on finances since it had been noted that the disbursement of funds by the British High Commission towards the consultation process that is taking place has delayed due to an issue related to liquidation.
- The legal consultants carrying out consultations indicated that they are failing to do their work properly because they have not received any money to carry out their duties and Namisa indicated that they have tried their best to ask the British High Commission to speed up the disbursement of funds for the process.
- The task force members asked if Casals and Associates could step in and fund the initial activity so that the process starts to move forward but I indicated to them that I had spoken with Lewis Kulisewa of the British High Commission who has promised to release the funding by the end of the week.
- The legal consultants indicated that they need at least K760,000, which is 40 percent of their total fees, to sign a contract with the Media Council task force. They indicated that they have however started making the consultations using their own resources but that they could not sustain this and therefore needed some interim funding to get the process moving.
- The legal consultants indicated that the consultations they have done so far indicate that the Media Council is being termed as “toothless” if compared to wither the Malawi Law Society or the Nurses Council which are very powerful organizations that the professionals just have to join them. They recommended that the Media Council has to be made as powerful as these two organizations if it has to have the same kind of clout.
- The legal consultants also indicated that it is very likely that the former Media Council of Malawi was not dissolved and that some members from the former council might wake up one day and decide to challenge the legality of the new one that is being reformed. The consultants indicated that they were going to confirm this and advise the task force on how it should proceed with its efforts to reform the Media Council of Malawi without engaging into any legal battles.

Way Forward

- Casals and Associates and Namisa chair to ensure that the money for the consultations should be available at least by Friday
- Legal consultants to confirm that there is no legal battle over the reformation of the Media Council of Malawi.

New Plan of Action

- **Week 3 of December 12, 2006**

Consultations to continue in Zomba and Mzuzu

Collect questionnaires that have been sent by consultants

The task force to hold a press conference to inform the nation on what is going on to reform the Media Council of Malawi.

- **Week 4 of December, 2006**
Consultants to put up a draft constitution after they revise the existing Constitution.
- **Week 1 of January, 2007**
Consultants to circulate the draft constitution and legal recommendations.
- **18th January, 2007**
The stakeholders conference.

MEDIA COUNCIL PROJECT
LEGAL AND MEDIA CONSULTANCY SERVICES
 (Review of the Media Council Constitution)

General Questionnaire

1. IDENTIFICATION.

Respondent's full name:

Age:

Address:

Contact Details: Tel.Email:

Position, if working in an institution:

Profession:

Marital Status (Optional)

2. KNOWLEDGE ABOUT MEDIA COUNCIL OF MALAWI

- a) Have you ever heard of the Media Council of Malawi?
Yes -----No -----
- b) If yes, how did you get to know about it?
.....
.....
- c) What do you know about it: in terms of:
 - (i) Its legal framework:.....
.....
.....
 - (ii) Composition of Councilors:

(iii) Financial Standing:
.....
.....

(iv) Any other activities
.....
.....

d) Do you know the objectives/Operations of the Media Council?
Yes No
If yes, Can you list them?
.....
.....
If No: What do you think would be the (or other) objectives and/
or operations of a Media Council in Malawi?
.....
.....
.....
.....
.....

e) Do you know how the Media Council of Malawi was operating?
Yes: No:
If Yes, Can you list some of its major achievements
.....
.....
.....
Can you also list some of its major challenges
.....
.....
.....
.....
.....
.....

.....

3. Proposals for Reform

The Media Council is proposed to be resuscitated. Your input is required to better shape the objectives, operations and activities of the Media Council.

- a) Do you think its necessary for the Media Council to be resuscitated? Yes No

Why?

.....

.....

- b) What do you think would be the major issues of consideration?

.....

.....

.....

.....

- c) Can you make specific Proposals in relation to:

- (i) Its legal framework (mode of incorporation)

.....

.....

- (ii) Composition of Councilors:

.....

.....

.....

.....

- (iii) Powers of the Councilors:

.....

.....

.....

.....

- (iv) Financial Standing: Please explain by giving possible better ways of enhancing sustainability of the Council

.....
.....
.....
.....
(v) Structure of the Council

.....
.....
.....
(vi) Any other Proposals

4. Accreditation of Media Practitioners/ Journalists

One of the objectives envisaged to be pursued by the Media Council of Malawi is registration and accreditation of media practitioners. Some of the questions below will help see whether this is necessary or not; and if so, how this should be carried out to achieve the intended purpose.

a) Is there a difference between a journalist and a media practitioner?

If yes, what is the difference?

.....
.....
.....
.....
.....

b) Is it necessary to put a minimum qualification for one to be a journalist?

Yes.....No

If yes, what would be the minimum qualification for one to be a journalist?

Please explain,

.....
.....

3. Any other Comments:

.....

.....

.....

END

Thank you for your valuable time and input in this process

Introduction

Casals & Associates with the support of IFES consultants conducted three series of small group trainings sessions in investigative journalism and writing on corruption in three broadcast media houses namely Capital Radio FM, Television Malawi (TVM) and Malawi Broadcasting Corporation (MBC). The training session at Capital Radio was held for five days from the week beginning Monday November 20, 2006 while that at TVM was also held for five days and started on December 4 and that at MBC also took place for five days and ended on December 15 when graduation for all the participants also took place.

The primary focus of the training sessions was in line with C&A's plan of getting journalists and media professionals better prepared to report on and analyse corruption through the provision of training in investigative journalism.

Implementation

Suzanne Marmion carried out the training sessions with the help of a lecturer from the University of Malawi Abel Mwanyungwe. The University of Malawi is being involved to ensure that feedback on the issues emerging from the trainings is made available to universities, editors and electronic-media producers as a means of translating lessons learned into better practice.

The two trainers introduced journalists to methods for researching and reporting on corruption. Journalists were also led to review methods for identification and use of sources, balanced and full reporting, and journalistic ethics. They were then encouraged to develop recommendations for professional standards for Malawian journalists that a good investigative journalist adheres to.

Guest speakers were also used during the training sessions to highlight some important aspects that are needed in investigative journalism. Some of the guest

speakers were from the Anti-Corruption Bureau (Principal Investigative Officer James Chagona), media legal expert (Christopher Tukula), an expert on Money Laundering prevention (Jai Banda) and an investigative journalist (Limbani Moya).

The training sessions were conducted within the newsrooms to ensure that the journalists were taught right within their work area and within their training needs. This was so because different newsrooms have different training needs but at the same time; journalists keep on moving from one newsroom to another so there is need for unification of training. In order to ensure that there is direct feed-back from the training sessions; there is need to carry out the training sessions within newsrooms and then follow-up with a broader session that will include different newsrooms so as to facilitate the sharing of different perceptions by a wider group of journalists.

Key people in the newsrooms were:

<u>Media Organisation</u>	<u>Name</u>	<u>Position</u>
Capital Radio FM	Alaudin Osman	Managing Director
Malawi Broadcasting Corporation	George Ngaunje	Training Manager
Malawi Television	Ina Thombozi	Controller of News

Outcomes from the training sessions

The training sessions that were held clearly indicated positive results. The journalists that went through the training have already broadcast several well researched investigative news pieces that reflected that they are indeed "following the money".

All the journalists that were trained pledged that they will pursue all the stories that have to be followed and need intensive investigations. Among the stories that have been unearthed following the training sessions are: the story where traditional chiefs have been selling off government fertilizer coupons, the Private Commission bosses getting hefty salaries from the sale of companies at the expense of the whole nation and the problems of drug shortages in the government Central Medical Store. These stories have been picked up by other media outlets and set the country's talking agenda in recent days.

Challenges encountered

- It wasn't clear initially as to who was in charge of what between C&A and IFES as such there was confusion at the beginning of the training sessions especially on logistics.
- While Capital Radio and MBC participants were eager and willing to go through the training sessions, the trainers and C&A struggled to drag TVM trainees to the sessions. This was so because TVM staff is used to getting allowances for everything they do and the management team at TVM is also not as committed to professionalism.
- The local trainer was at one point or another de-motivated over his fees.
- The graduation ceremony delayed to start as such some guests were frustrated.

Way Forward

- Logistically, the partners should also have responsibility to show they own the programme. MBC allocated some staff to help with arrangements whereas TVM and Capital left it all to C & A yet if something had seriously gone wrong they would have been the ones to suffer because it was their training.
- Iron out issues of fees with the local trainer.
- Planning and timing to be adhered to.

Follow- up

The training sessions will be repeated after June, 2007 as a way of following up on implementation and to award the journalists that are working in making a difference to investigative journalism in the country following the training sessions.

Following the Money

How the Media Can Strengthen
Government Integrity in Malawi



Covering the impact of water shortages due to financial mismanagement in Bangwe township, Malawi.

Final Report and Evaluation of Trainings for
Nov. 20-Dec.15, 2006
By IFES Consultant Media Trainer Suzanne Marmion

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Introduction

Corruption is undermining democracy in Malawi and other developing countries, and the media are best equipped to shine a light on abuses of power to keep politicians accountable and voters informed. As one journalist taking part in the ongoing IFES trainings said, she wants to cover corruption because “it is evil, retards development and is dangerous to a young democratic country like Malawi.”

Malawi’s media are emerging from a very recent history of dictatorial and colonial repression. It’s only as of the mid-1990’s that independent media have been able to start functioning. Journalists often continue to be barred from public meetings and regularly face threats and arrest by government officials in the absence of strong freedom of information laws to protect the media.

There are several newspapers that operate independently, though they are still subject to party politics and are not widely read outside the few main cities. Most Malawians receive their news from the radio, and in just the past few years, several independent radio stations have enlivened the airwaves. They are beginning to compete with the state-run Malawi Broadcasting Corporation, but the government-run radio network still has the largest reach into all the rural areas. Television remains dominated by the state-run station of TV Malawi.

This report will outline what the journalists from TV Malawi, the Malawi Broadcasting Corporation and Capital FM covered during the initial three trainings. The report includes the stories they produced, individual assessments of their preliminary knowledge and attitudes, followed by individual evaluations of the training and progress. The report analyzes the training results, and concludes with recommendations for making improved media coverage of corruption issues sustainable at news outlets in Malawi.

Training Program

IFES, with logistical assistance provided by Casals & Associates and funding from USAID, has partnered to create a series of media trainings in Malawi to boost the contribution that the national media can make toward fighting corruption.

The contracted media trainer, in concert with the project partners and a Malawian media coordinator/local trainer, together designed this project to go beyond the passive, hotel conference center workshops of past media trainings in Malawi.

These trainings take place within working newsrooms to hone skills on the job. They troubleshoot the limitations present within the actual newsroom environment in the developing world so that



journalists may learn to stretch limited time and money resources and sustain their investigative coverage into the future. The trainings tailor solutions to each newsroom, and provide direct feedback to individual reporters to improve their coverage and to help them surmount obstacles, such as lack of skills reading financial documents, handling reluctant sources, pitching newsroom gatekeepers with limited appetite and room for financial stories, etc..

Many journalists, especially in the tight news medium of broadcast journalism, feel that in-depth investigative reporting is the reserve of a special desk and a well-funded newspaper. These trainings show how, by serializing stories or putting in an hour a day on one piece while continuing to work on deadline stories, in-depth reporting can emerge over time in a station's coverage.

Malawi's media environment is hostile to journalists, with weak laws to protect them when they hold the powerful to account, and no legal precedents allowing them access to public documents. For this reason, the training was designed to include a legal expert to inform journalists how to protect themselves as much as possible from defamation lawsuits, whom to call for help in the event they are pressured not to go public with information or are jailed, and also information to help them rally around a proposed Access to Information Bill in Malawi's parliament.

Other Malawian experts were invited in to provide their local knowledge, to serve as future sources for the journalists, and to emphasize that Malawi's anti-corruption efforts best come from Malawi itself. Guests included James Chagona, chief investigative officer for the Anti-Corruption Bureau, Jai Banda, money laundering expert, and Limbani Moya, award-winning Malawian investigative journalist.

The title of the course, "Following the Money" recalls the words of "Deep Throat", the government whistleblower who urged two Washington Post journalists to keep pushing deeper to find the roots of the Watergate scandal. Carl Bernstein and Bob Woodward's groundbreaking investigative work allowed the American public to learn of wrong-doing among their elected officials at the highest levels, and ensured that action could be taken to defend the democratic process from even the most powerful corrupting forces.

To build citizen participation in Malawi's democracy so that voters may act on the news they hear about their representatives, strong and informed media have a crucial role to play. Citizens should be aware of the significant amounts of money that government and donors are spending on alleviating poverty, including the Millennium Challenge Corporation Initiative. The public, via the media, should be in a position to monitor these expenditures. While these trainings focus on empowering journalists, the ultimate goal is to help them to strengthen government integrity in Malawi, and to better inform voters so that they may hold their officials accountable at the ballot box.

The training schedule follows with explanations of the modules:

Monday

- We began the first session with:
Introductions, the course overview and goals, and registration.
- Quiz I: This "Preliminary Status Questionnaire" was designed to elicit the journalists' needs and goals for the training, and included a "quiz" of both knowledge and ethics, to be followed up with a second "quiz" at the end for monitoring and evaluation, i.e. did their answers change after the week-long training?
- Why Are We Doing This?
The trainer, Suzanne Marmion, led this module to emphasize that this training originally stemmed from government of Malawi's desire to improve its corruption rating under the Millennium Challenge Account criteria. The message was that Malawi is trying to help Malawi, with the assistance for this actual training of IFES, Casals & Associates, and USAID. Another key message to get across to the journalists was that the Government of Malawi is INVITING them to improve accountability (so keep that in mind the next time the ministry won't take your calls!). We also discussed the changing donor landscape in Malawi, with more aid coming, and the need for more accountability not just from the Malawian

government, but donor agencies and the increasing number of independent donors (Bill Gates, Clinton Hunter Foundation, etc.).

- **Oversight Agencies in Malawi**

The trainer presented an organizational chart of the way oversight is supposed to work in Malawi, from the judiciary, the Office of the Director of Public Procurement, to the media's role. We discussed improvements in process, such as government procurement staff receiving more money to make the process more transparent, the Ministry of Finance promising to budgets online, etc.. We segued to our first:

- **Guest speaker: the chain of accountability; resources for journalists**

James Chagona, chief investigative officer with the Anti-Corruption Bureau gave a behind-the-scenes look at how major cases in the news were investigated. He also showed the challenges of the bureau, e.g. the bureau had to drop one case when the government official who needed to sign off on moving the case forward deliberately stayed out of the country, allowing the court deadline to run out. He was the old college roommate of the person being prosecuted. Participant Chicondi Juma said that the Anti-Corruption Bureau presentation was "an eye-opener" because he showed how the media have missed several big stories by simply reporting court rulings, e.g. dismissals, without digging into WHY the cases were dropped.

- **Corruption in Malawi**

The trainer helped to define corruption, and to put Malawi in a global context using Transparency International's corruption perception index. The journalists marveled at Malawi's ranking below Mozambique, a neighbor that suffered civil war. We also brainstormed story ideas such as exploring why Malawi has slipped lower in the corruption index.

For lunches we ate sandwiches in the newsroom to allow for ongoing but informal discussion to take place. The first day, for instance, the reporters were buzzing about the Anti-corruption Bureau tips gleaned from Chagona's presentation (one participant followed up on the story about why cases are so frequently dropped, and aired a story about it).

- **Your Legal Rights Covering Corruption Stories**

Guest speaker—Media Law Expert Chris Tukula spoke about how journalists may protect themselves from jail and lawsuits when covering corruption. He explained how to bulletproof reporting to avoid libel or defamation claims. He also went over article 536 of Malawi's constitution, which promises press freedom, as well as access to information and facilities. There is no implementing law in place, though. The trainer provided a written summary of Malawi's media access to information act, to inform reporters of their pending rights. The reporters quizzed the attorney actively to be sure they knew what to do to stay out of jail in Malawi's current unstable reporting climate.

- **Cultivating Anti-corruption Sources**

We discussed strong sourcing and balance to protect reporters from legal action, but also to make the journalists' stories more credible. Due to the sensitive nature of anti-corruption reporting, the trainer also went over the ethics of revealing sources—when to aim for naming sources to increase a story's credibility but also how to handle protecting whistleblower sources who need to remain anonymous.

Tuesday

- **Following the Money**

We discussed how to use documents to find stories, brainstormed story ideas to show how following the money could entail reporting on many aspects of life in Malawi (farming, football, medicine, uranium mining, schools, etc.). Each journalist then pitched a piece to cover, and we honed the sourcing, discussed ways to put a human face on the issues, and how to treat stories as a series to make the most of limited air time, while still staying on a topic to make it in-depth over time.

- The Budget

The local trainer Abel presented “Bringing an investigative edge to budget stories”, a module on how to make sense of the six-volume national budget, and ways to stay on the issues as a budget remains a “living document” going through constant changes, many worth reporting on.



offered (a car, a ticket to India). The trainer followed up more later on the ethics of receiving gifts.

- Understanding the Numbers

Local trainer Abel Mwanyungwe, a former Reuters business stringer and current lecturer in financial journalism from the Polytechnic, presented a module on reading financial statements and handling statistics with caution. He also emphasized finding ways to bring numbers to life, i.e. don't say the education ministry lost x-million kwacha without saying that amount could have built eight new schools. The lead trainer, Suzanne, augmented with accuracy tips on fact-checking, when to state the source of numbers, and other editorial quality control issues.

- Investigative Journalism

The lead trainer demystified investigative journalism to show that it is a collection of solid journalism practices that can be put into use every day on a “beat” which results, in time, in investigative coverage. Even with limited air and research time, this can be done with weekly reports tracking a particular story for a sort of documentary in installments, or by putting in an hour a day on one deeper piece while continuing to work on daily breaking stories.

- The Anti-Corruption Network on the World Wide Web

The lead trainer created a Malawi investigative journalists' internet group for the newsroom to join, and pointed out some news sites for compiling information (<http://www.finance.malawi.gov.mw/>, <http://www.transparency.org>). The new Listserv to reach all the trainees uses the e-mail address investigativejournalists@yahoo.com.

Wednesday

- Ethics and Standards

The lead trainer shared a sample newsroom ethics policy, and the journalists began drafting the newsrooms' first ethics policy (accuracy, corrections policy, a gift/meals limit of 1,000 mk (\$8) maximum, for instance).

- Strengthening Stories

The lead trainer discussed team investigating; stretching resources; budgeting time; and the human face on stories, before sending reporters out on assignment.

- Investigative Reporting Challenges

Guest Speaker—Malawian Investigative Journalist Limbani Moya (center of photo, left). Moya detailed how he has broken stories such as the import scandals at the Malawi Revenue Authority, and the Education Minister paying for his wedding with schools money. Reporters asked specific questions such as how he accessed government whistleblowers (he advised cultivating sources at all levels of government, not always in the same office), and how he could turn down the bribes he himself was

- After Field Story honing, some reporters began poring over documents with the trainers' help, while others lined up field interviews. (Pic right: Going to the documents reveals gross misspending at Malawi's Privatization Commission—local media trainer Abel Mwanyungwe assists Capital FM reporter Theresa Kasawala.)



deeper.

Thursday

- Field Reporting: journalists went out to schools, farming communities, a market and a neighborhood with water shut-off problems. Trainers tracked stories and pressed the reporters to push their government sources, suggesting ways to persist, and to persuade officials to cooperate.
- Story Writing; trainers continued to re-focus stories, suggest ways to take them

- Content Editing; the lead trainer, Suzanne (pic below with Capital FM reporter George Mhango), edited each script with heavy collaboration to discuss ways to fact-check, follow-up angles to explore, techniques to bring numbers to life, etc.. Local trainer Abel frequently provided tips for contacts and the history of various financial issues in Malawi to beef up stories and to provide leads for future reporting.



Friday

- Story Auditioning: the newsroom, including the news director whenever available, reviewed stories for innovation, balance and thoroughness.
- Troubleshooting Obstacles: the journalists described the obstacles they faced, and the trainer helped provide solutions to ensure future success (e.g. sharing interview tape with key officials to avoid three reporters from the same newsroom scheduling three interviews with the Min. of Finance in one day; collecting field tape for multiple stories to be unspooled later, and keeping a sound archive of landmark demonstrations or even school kids playing—tape to bring dry studio reports to the 'scene').
- Quiz II
The journalists filled out an evaluation questionnaire to see if their knowledge and attitudes had changed by the end of the weeklong training.

The Newsrooms: Capital FM

Physical address:

1st Floor Kapeni House, cnr of Victoria Avenue and Chilembwe Road

Postal Address:

Private Bag 437
Chichiri Blantyre 3
Malawi

Tel: (265) 1 820 858

Fax : (265) 1 823 382

E-mail: stationmanager@capitalradiomalawi.com

News hotline:

(265) 1 820 498

Managing Director:

Alaudin S. Osman
Direct Line: (265) 01 822 001
Email: al@capitalradiomalawi.com

Sales & Marketing Manager:

Arlene Osman
Direct Line: (265) 01 830 290
Email: arlene@capitalradiomalawi.com

Controller, News & Current Affairs :

Tony Mita
Mobile: (265) 08 396 434
Email: tonymita@capitalradiomalawi.com

Capital FM Station Background

Capital Radio is a privately owned commercial radio station that was launched in March, 1999. It reaches over four million listeners in the major cities of Lilongwe, Blantyre, Zomba, Mangochi and Mzuzu, where it has a strong audience of decision-makers (business owners, government and donor agency employees, teachers, lawyers, university students, etc.).

The station's mission statement declares:

“We are a station that values civic responsibility and seek to give the people of Malawi a new voice by providing quality broadcast news, information and entertainment programming that will assist them to speak out for better services and good governance. We seek to exert positive leadership by producing news and information that is accessible by the people in order to promote an engaged and participative democracy.”

Capital FM says the Malawi chapter of the National Media Institute of Southern Africa (NAMISA) has voted it the Electronic Media House of the Year for three consecutive years – 2004, 2005 and 2006.

The station produces local and international news, in affiliation with the British Broadcasting Corporation (BBC) and Voice of America (VOA). It also broadcasts adult contemporary music. Its

schedule (below) provides opportunities for anti-corruption coverage outside of just the station's five-minute newscasts at the top and the bottom of the hour, as detailed in the news program synopses:

MONDAY-FRIDAY

TIME: PROGRAMME:

06:05 DAYBREAK MALAWI
 07:05 CAPITAL IN THE MORNING
 07:30 BBC NETWORK AFRICA
 08:05 CAPITAL IN THE MORNING
 12:05 EASY LISTENING
 14:05 CAPITAL AFTER-NOON
 15:05 AFRICA BEAT (FEATURING BBC'S TOP OF THE POPS ON MONDAYS)
 17:05 NEWSTALK
 18:00 AN EVENING WITH CAPITAL
 18:05 VINTAGE MUSIC SHOW
 19:05 CHICHEWA PROGRAMMES
 20:00 VOA AFRICA WORLD
 21:00 VINTAGE MUSIC SHOW
 22:00 V.O.A MUSIC MIX

SATURDAYS

06:05 CAPITAL IN THE MORNING
 06:30 BBC WEEKEND NETWORK AFRICA
 07:30 SATURDAY MORNING SHOW
 08:35 CAPITAL SPORTS
 09:05 SATURDAY MORNING SHOW
 10:00 TOP 10 AT TEN
 12:05 EASY LISTENING
 14:00 CAPITAL AFTERNOON
 14:05 CAPITAL'S HOT 30
 17:05 NEWSTALK
 18:00 AN EVENING WITH CAPITAL
 18:05 VINTAGE MUSIC SHOW
 19:00 CHICHEWA PROGRAMMES
 20:00 VINTAGE MUSIC SHOW
 22:00 V.O.A MUSIC MIX

SUNDAYS

06:05 PRAISE & WORSHIP
 06:30 BBC WEEKEND NETWORK AFRICA
 07:05 MOMENT OF TRUTH
 08:05 THE TRUTH SHALL SET YOU FREE
 08:30 EASY SUNDAY
 10:05 THE WEEKEND MIX

 12:05 SUNDAY ROUNDTABLE
 13:05 CAPITAL AFTER-NOON
 14:05 TIMTAMANDE
 18:05 AN EVENING OF VINTAGE MUSIC
 19:00 CHICHEWA PROGRAMMES
 20:00 AN EVENING OF VINTAGE MUSIC

 22:00 V.O.A

NEWS PROGRAM SYNOPSSES

Every hour- Five minute newscast that may consist of host-read stories, reporter readers, and feature packages: local news at the top of the hour, re-written international news summaries at the bottom of the hour.

Daybreak Malawi - An early morning radio show in Malawi with a range of the latest news, views and interviews from across the country.

News Talk - A one hour program the station describes as "award winning no-holds barred" drive time talk show on the hottest topics in the news.

Sunday Roundtable – A popular show in which invited guests debate matters of public interest and take calls from the audience.

The Malawi Business Report- A daily show after the 1 pm News bulletin that introduces local captains of industry, their businesses, products and services.

Capital Sport – Sports results plus news on the 'giants' of sports.

Face the Press -A current affairs magazine program in which media practitioners from various media houses pose questions to invited guests on any hot, topical and controversial issues

The five-minute newscasts receive some of the most prominent listenership, placed during drive time and frequently being updated. Prior to the training, an analysis of six sample newscasts, on

different days and different times ranging from 7am to 8pm, revealed only one story on corruption—in South Africa, but no stories concerning public spending in Malawi. From a listener-friendly point of view, there were no sound bites in five out of six newscasts, so most consisted of five minutes of straight reading from one presenter. The one sound bite recorded came from a government official, so there was no tape representing ordinary Malawians affected by the government issues covered.

Capital FM's Anti-corruption Training Program, Nov. 20-24, 2006

"Capital FM follows the money!" became a happy rallying cry by the end of this first media training.



Reporters, editors and the station's news director spent a week learning how to dig deeper to produce compelling stories about how Malawi's public money is being spent—or misspent.

Training took place literally in the middle of Capital FM's working newsroom, which allowed for free interaction between the trainers, the news director and the reporters who had to work on daily assignments to keep the station on air. They were often able to listen in and to join the discussions even when it wasn't their turn to sit at the training

table. All eight reporters in the newsroom took part, plus sub-editors and the news director, with the training tailored around the regular news schedule. This meant for example that four reporters were able to take part fully in the morning, but worked on daily assignments in the afternoon to keep the station on air. They nonetheless listened in on trainer modules and guest speakers in the afternoon session, and received a summary of anything they may have missed at the start of their next full participatory session the following morning. This allowed all to receive training, while the station could keep functioning.

The Newsrooms: TV Malawi

Headquarters in Blantyre, with offices in Lilongwe and Mzuzu.

News Controller:

Ina Thombozi
(265) 886 3320

Administrative Manager :

Lameck Kankhuni
Mobile: (265) 995 1997
Email: lbkankhuni@yahoo.co.uk

Television Malawi is state-run (pic right shows presidential portrait gazing down on control room). TV Malawi is the sole TV



broadcaster for the nation. It primarily reaches Malawi's small middle class, located in the cities. Most villagers do not have the means to own a television, which costs more than a year's pay for most people. Nevertheless, bars (bottle stores) in many villages may contain a TV for all to watch. Programming is produced in both the national language of Chichewa, and English.

TV Malawi Station Background

TVM has an experienced staff--some have worked at the station for 10 years, since the end of the reign of Malawi's dictator Kamuzu Banda. Although that era of people having "car trouble" when they spoke out against the dictator is over, there is still a great deal of state control over TV Malawi's content.

(Pic right: The TV Malawi team covering medicine theft prepares to set off from the station for the government's Central Medical Stores.)

Reporters' stories are regularly spiked for trying to hold public officials accountable. As one trainee said, "you start to say, 'what's the point of going out and shooting all this, and then the editor doesn't show it?'" In addition, self-censorship occurs when the reporters fear to even approach some stories because they may risk losing their jobs. In addition



to the restrictions of state control, the station also faces the usual challenges of reporting in a cash-strapped newsroom. Its staff of approximately a dozen reporters/producers generates a minimum of two stories a day, with essentially no phone time allocated to the journalists for setting up and conducting interviews. One phone line serves the newsroom but is shared by the rest of the staff of the station, so it's possible for the advertising department to burn through all the phone time before the reporters have a chance to use the line. There are two working field cameras in the Blantyre headquarters, but they are shared with the advertising department and all other productions, so the newsroom reporters often fight over one camera for the day. There is one car for transport but it spends most of its time serving the billing department, collecting on accounts.

Nevertheless, armed with new skills and knowledge from the week's training, and only a small input of a few batteries, a couple of calling cards with air time and \$3.50 in bus fare, every reporter and editor in the newsroom had produced a revealing story about public spending problems by the week's end, and most already had follow-up ideas to take the stories even deeper. The Lead Trainer also left them with specific tips for conserving air time and transport money so that they could sustain the reporting.

Television Malawi's Anti-corruption Training Program, Dec. 4-8, 2006

Television Malawi (TVM) received the second media training on behalf of partners IFES, Casals & Associates and USAID.

Training took place in a dark boardroom away from the newsroom until the trainer moved the proceedings later in the week. About half the reporters in the newsroom took part, plus sub-editors, with the training tailored around the regular news schedule.

We began the first session late at 9:45 am waiting for TV Malawi management to organize their officials and participants in the training room. After the requisite speeches from management, which focused more on a plea for donations than on the content of the training, we took over with: Trainer introductions, the course overview and goals, and registration. The week's modules followed the schedule as per Capital FM (above), with guest speakers featuring:

- James Chagona, chief investigative officer with the Anti-Corruption Bureau gave a behind-the-scenes look at how major cases in the news were investigated. He also showed the challenges of the bureau, e.g. the bureau had to drop one case when the government official who needed to sign off on moving the case forward deliberately stayed out of the country, allowing the court deadline to run out. He was the old college roommate of the person being prosecuted. The Television Malawi journalists used the lunch break to put Mr. Chagona on the air for a lively interview about corruption in Malawi.
- Media Law Expert Chris Tukula spoke about how journalists may protect themselves from jail and lawsuits when covering corruption. He explained how to bulletproof reporting to avoid libel or defamation claims. The reporters quizzed the attorney actively to be sure they knew what to do to stay out of jail in Malawi's current unstable reporting climate.
- Money laundering expert Jai Banda. Banda explained how money laundering works in Malawi, and cited a new law aimed at curbing the practice. Participant Geoffrey Kapusa asked him for tips on covering money laundering in Malawi, and Banda suggested that if they saw somebody very wealthy running a small shop...look into it, because it's probably a front for money laundering. The trainer also brought up how the Malawian president's own finances do not add up, with his assets far outweighing his income. Banda gave other specific examples which could make for future stories for the participants, and offered his personal contacts as a source for analysis and comment on active cases.

During field reporting the two teams divided up, with one heading out to a remote school (pic below, reporters interview a rural teacher) and the other team heading to Queen Elizabeth Central Hospital. Trainers accompanied them and tracked stories and pressed the reporters to push their government sources, suggesting ways to persist, and to persuade officials to cooperate.

For story auditioning, the newsroom, including the news controller, reviewed stories for innovation, balance and thoroughness. Finally, the journalists described the obstacles they faced, and the trainer helped provide solutions to ensure future success (e.g. keeping a tape



archive of their material collected from remote locations so that they can continue to use fresh segments of taped interviews to complement new information from officials as they continue to dig deeper on the stories).

The Newsrooms: Malawi Broadcasting Corporation (MBC)

MBC is the largest national radio broadcaster. It operates two outlets:

Radio One and Radio 2FM.

Address:

Malawi Broadcasting Corporation (MBC)
P.O. Box 30133
Chichiri
Blantyre 3

Tel :+265 1 671 222 Fax: +265 1 671 257

E-mail : dgmbc@malawi.net

MBC Station Background

Like TV Malawi, MBC is state-run, but the prospects there for anti-corruption coverage are better. MBC has higher quality reporting, and a far more engaged and efficient management. In fact, for the first day of the training, management put together a brief opening ceremony of its own including a written program, attendance for all department managers to show their support for the work, and an inspirational speech from the acting director general.

However, the reason MBC has an 'acting' director general at the moment speaks to some of the outlet's problems. MBC has been beset by its own massive corruption, and the president recently fired its director general. The station's accounting and purchasing department has been embroiled in a spending scandal that reached the top levels of management. For instance, an expensive switchboard system for the large organization has never materialized, although thousands of dollars have been spent. These material hindrances (e.g. an efficient phone system) create problems for the journalists, not to mention a morale issue as they themselves try to cover corruption from within an organization with shrinking credibility.



MBC's resources are mixed. It has the usual problem of nearly no phone time or transport money for reporters, and had only one field recorder available for 15 reporters during the training. At the same time, though, it has a generous reporting staff of approximately 15 in Blantyre, five or more in Lilongwe, five in Mzuzu, and three in Mangochi. There are also many editors and a well-honed tradition of lively journalism. While there is a certain amount of

government-sponsored censorship at MBC, journalists feel considerably more confident about pushing the envelope than TV Malawi reporters. This may be because MBC has editors, so reporters know that their work will be discussed prior to air, before they are instead simply fired.

MBC's Anti-corruption Training Program, Dec. 11-15, 2006

Fifteen journalists took part in Malawi Broadcasting Corporation's training. Approximately one third of the group was made up of editors. Reporters came from Mzuzu and Lilongwe, as well as Blantyre. Having journalists in particular from the capital of Lilongwe is important as this is the political nerve center of Malawi, and rife with investigative reporting opportunities. These journalists in particular benefited from the component of the training that focused on covering the budget, which is released annually in the capital.

The training followed the same schedule as printed earlier in this report, with guests comprised of James Chagona from the Anti-corruption Bureau, investigative journalist Limbani Moya, and media law expert Chris Tukula.

Thanks to the arrival of eight recording kits provided by this project, this large group was able to form no fewer than eight teams of 2-3 journalists, allowing for more stories to be produced (despite the paucity of station recorders, of which only one would have been available for the project). Reporters were the most punctual and engaged of all the groups trained, asking many questions during the sessions and turning in most of their stories on time. This group also was able to watch the investigative journalism film, "All the President's Men" about Watergate. Only reporters who finished their stories on time could do this, while those who (inevitably) miss deadlines completed their field reporting. Adding the film provided some nice inspiration, and a flexible element of the program to fill the gap that late pieces can otherwise leave.

Story Summaries: Capital FM

Commission Pockets Public Money

Theresa Kasawala (pic below right) broke a major story by reading through the annual report of Malawi's Privatisation Commission. The government body has sold off more than 70 of the country's formerly public companies, e.g. Malawi Telkom, netting 50-billion MK. Theresa wanted to follow the money to see where it had gone. It turns out that the 18-member commission took more than 70 percent of the money for itself, mainly in the form of salaries. When Theresa asked a member of the commission why it took most of the 50-billion kwacha



for itself, the reply was simply that the law permits them to take as much as they like. She plans to follow up with a second story elaborating on exactly what the commissioners are spending their money on, and why the law allows them to plunder the proceeds of sales from privatizing Malawi's companies.

Chiefs Allegedly Stealing Fertilizer Coupons

Vincent Phiri investigated a new government plan to distribute subsidized fertilizer coupons to farmers. In the past, government officials handed out the coupons, but many were accused of exchanging the coupons for votes for the ruling party. Under a new plan, Traditional Authorities are being given the coupons. But angry farmers are saying the chiefs demand bribes of money for coupons. And raising complaints against the village headman is even more difficult than against the government, because chiefs control local land.

Ministries Owe Millions for Water Bills

Augustine Mulomole wanted to get to the root of the chronic water shortages in Blantyre due to the Malawi Water Board being too cash-strapped to keep up with the demand for supply. Digging revealed that part of the reason the water board is struggling with its own budget is that several ministries owe massive debts. He plans to report a series, focusing next on why the ministries won't pay their bills, even though it's affecting thousands of water users. (pic on previous page: Augustine gets stood up by the Water Board spokeswoman).



Why Malawi's Corruption Cases Mostly Stall

Chicondi Juma took a tip from the training's Anti-corruption Bureau guest and followed it. She interviewed analysts and a member of the judiciary to find out why so many cases are dropped. She received several answers in terms of court procedures, but interestingly couldn't get comment from the ACB spokeswoman our guest referred her to. The trainer is going to follow up with the ACB to try to improve media relations.

Football Ticket Proceeds Stolen

Jayne Kaonga investigated what is being done to prevent ticket-takers at stadium gates, or their bosses, from stealing sales proceeds. Currently as much as 2/3's of proceeds disappear. She found that no system is in place to prevent the theft, and plans to do a follow up with Malawi's national team to show how they can't afford new uniforms etc. without the funds. (pic right: Jayne gets the runaround from football association officials on the phone)



Fraud Creates Medicine Shortage

Timothy Kateta went to a hospital with a long line of people waiting for treatment and medicines that often fail to materialize. He explained how shortages are linked to chronic corruption in Malawi's medical industry, e.g. the case recently of a businessman caught with boxes of government medical supplies that he planned to sell off.

A Decade After the Malawi Schools Scandal

Cecilia Kuyewawa went to schools and showed how

classes are still being affected 10 years after the Education Ministry lost 187-million kwacha to a contractors' scandal. She also talked to ministry officials who complained that the politics of tracing blame for the debacle continues to slow down their efforts to improve schooling today.

Protecting the Debt Relief Savings

Malawi just received nearly complete foreign debt relief. George Mhango asked, what will the government do to ensure misspending doesn't happen all over again, as it did to get Malawi in debt in the first place? The answers were revealing—there are no solid plans to track the new funds because officials say 'there's no need.'

Telkom employees left high and dry

Vincent Phiri produced an interview program for NewsTalk on complaints from former government workers of Telkom that they received no severance benefits, despite a government commitment to compensate them after privatization.

TV Malawi Story Summaries

Fraud Creates Medicine Shortage



The first team went to Blantyre's main hospital to try to find officials who would comment on the drastic recent shortage of medicines in the country (no officials would comment). They interviewed a diabetic man (left) who has had trouble finding a steady supply of insulin. They eventually tracked down the director of the hospital who explained how shortages are linked to chronic corruption in Malawi's medical industry, e.g. the case recently of a businessman caught with boxes of government medical supplies that he planned to sell off. Finally the team went to the Central Medical Stores, the point where medicines are first pilfered. Officials were reluctant to allow filming, but the team kept rolling anyway.

They shot pictures of a truckload of medicines recovered from the last drug scam, which had just been recovered. (Pic right shows team filming truck discreetly from inside their own vehicle.)



A Decade After the Malawi Schools Scandal

The second team went to a school where a contractor who had never been paid by the education ministry had locked up his school—four years ago. For a long time, students had been forced to learn outside on stones (see "classroom" pictured right). At one of the many other sites where students lacked a functioning school, students were killed while learning



under a tree that fell on them during classes after a rainstorm. With the rainy season in effect again this year, teachers at the Munyowe school site became desperate and broke into the completed classrooms to start using them.

During a break in the school session reporters Beatrice Juma (left in picture on next page) and Gladys Nyirenda (right) found the classrooms missing their door handles and propped closed with stones.



showed how classes are still being affected 10 years after the Education Ministry lost 187-million kwacha to a contractors' scandal.

MBC Story Summaries

Produce Market Fees for No Services

Akimu Kaingama and Siphath Msusa found vendors selling tomatoes and meat in markets where trash piled up and toilets were broken, creating a cholera hazard. Upon investigation, vendors were paying City Assembly fees for clean-up but receiving no services. The city's answer: the vendors were illegally occupying the market...but the city continues to collect their fees without providing services.

ADMARC Runs up Debt Again Buying Grain from Farmers

By Eunice Njovu and Doreen Sonani

The Agriculture Ministry has bankrupted its grain-buying cooperative in the past, yet managed to qualify for loans again this year. The good news: grain supplies purchased for farmers as insurance against the hungry season. The bad news: there is no plan to

monitor the loans to ensure corruption and bankruptcy won't occur again.

Corrupt Pastors Defraud Donors in Orphanage Scams

Brian Banda and Elita Nkalo interviewed both honest and dishonest members of the clergy about the orphanages they run. One pastor was convicted of stealing money from donors meant for orphans at the time of the report.

Stadium Renovation Stalled

Patrick Khomani and Josephine Semu looked into why the national stadium still hasn't been renovated, in spite of FIFA encouraging regional stadiums to upgrade in advance of the World Cup in South Africa. They found the Sports Ministry received 30 million kwacha to upgrade the stadium last year, but did nothing. It received another 30 million kwacha this year, but still no work has begun. The Sports Ministry blamed the Ministry of Public Works, which would not respond to requests for an interview. The team plans to pursue the story regularly for answers.

Illegal Land Sales on the Border

By Chimbigza Msuko, Barnte Mpuwe and John Banda.

The team questioned local government officials and traditional authorities to investigate claims from locals that foreigners are illegally buying land. Tanzanians in the Malawian border town of Karonga have more money than locals, and are able to buy space in the markets to sell their wares. Malawians say they are being priced out of their own market. The investigation revealed that local officials feel hamstrung by laws, or aren't sure of the law, when it comes to sales. They say they have no way of knowing the nationality of buyers. The confusion is a growing issue for Malawians as all neighboring economies outpace national incomes.

Housing Waiting Lists and Preferential Treatment

Baxter Nkhoma and Hilda Ngomano talked to people who have been waiting for up to six years for the Malawi Housing Corporation to assign them a home, while others allegedly receive houses immediately. Those on the waiting list say others are bribing their way to the top. The Malawi Housing Corporation says those receiving preferential treatment are government employees

Contractor Continues to Win Bids Despite Poor Roads

Many wonder why it took so long to build Kenyatta Road in Blantyre, yet the road turned out very bumpy and is already in danger of deteriorating. Hilda Ngomano and Baxter Nkhoma wondered why the contractor responsible continues to receive new contracts in Malawi throughout the country.



Driver License Scam

Two reporters, Arthurh Chokhoto and Isaac went undercover to secretly record a driver's license scam in action. Men offering to sell them a license waylaid the journalists as they entered the license application office at the National Roads Authority. Typically, Malawians pay high fees for lengthy driving lessons before being licensed. These men channel bribes to the Roads Authority officials to buy a license instead. The Anti-corruption Bureau has been alerted to the bribing going on nationwide, and plans to investigate.

Analysis

To help immediately determine whether these trainings targeted the journalists' stated needs, the trainer administered preliminary evaluations of their skills and goals, and had the reporters fill out a concluding evaluation to show what they had learned from the week's work. Both the preliminary and concluding questionnaires are all attached to this final report.

As an example of the sorts of goals the reporters had at the outset for improving their corruption coverage, TV Malawi's Janet Mwamadi said that to report better, they needed "proper training, freedom of press so that government leaves us to work independently without interfering, and better resources—availability of transport, cameras, etc." This project was able to provide practical training in the form of investigative techniques, budget coverage tips, and improved storytelling methodology. Freedom of press remains a problem in Malawi, subject to the government's approval of pending legislation and journalists organizing to set legal precedents to protect their constitutional (but not enacted) freedoms. The project did inform the reporters of their existing and pending rights via the use of a media expert, and packet materials on the proposed Access to Information legislation. Another survey revealed that reporters wanted to "be able to expose corruption stories without defaming anyone"—Tukula heavily covered what journalists need to do to avoid defamation.

The issue of more resources needed (transport, cameras) was covered in the project. The journalists received and absorbed many practical tips for beating the eternal problem of resources; ways to stretch their time, sustain coverage of a story with small weekly updates, sharing interviewees from places such as the Ministry of Finance on several topics to save phone charges, teaming up to improve time performance, using field reporting journeys to gather and archive tape on several issues at once, etc.. The recommendations at the end of this report provide more suggestions to increase resources/reporting capacity.

Based on surveys administered before and after the training, many of the journalists started out with good knowledge of Malawi's oversight bodies, being able to name 3-4 agencies charged with monitoring corruption (nearly ALL the journalists could name at least that many by the end of the week). The training and packet materials briefly covered all the agencies, but these fundamentals are well established and don't need to take up much time during future contact with the journalists.

The "quizzes" or questionnaires also demonstrated that the journalists suffered from a lack of any clear ethics policy in their newsrooms. Many reporters cited cases of being offered money in return for sitting on a story. When asked if it was OK to accept gifts during the course of reporting, answers included "it depends on the motive," a simple, "no" or in most cases, just "yes."

In reality, gifts and meals can be a gray area—it is not always practical to say a journalist may never accept a soda at a news conference or an information packet that includes a promotional key-chain. But as Malawian investigative journalist Limbani Moya said during a guest speaking slot during the training, accepting the car or plane tickets he has often been offered would cross the line. As part of the training then, each newsroom began to draft a gifts policy. Some set the limit for food or gifts at 1,000 Malawian Kwacha, or about \$8. This cleared up the confusion many had, and established clear rules for the media to start tackling corruption on their own doorstep first.

In terms of the future for each news outlet, Capital FM exhibited the positive attributes of an independent media, a tradition clearly being fostered at Capital FM with the help of News Director

Tony Mita and station chief Al Osman. What the newsroom lacks is a pool of experienced journalists who know how to persist and negotiate when covering tricky corruption issues. They also lacked basic information about oversight agencies, their rights, and skills to bring 'numbers stories' to life.

Their stories at the end of the training showed major progress in their knowledge of fiscal structures and accountability in Malawi. They also caught on quickly to techniques for humanizing the stories, going from frequent 'dry reads' prior to the training to generally sound-rich, engaging stories that focused on the people affected when public funds are misspent.

In contrast, the atmosphere at TV Malawi for anti-corruption coverage is not promising. The state-run nature of the station, which includes frequent censorship, stifles reporters and makes them nervous to try the techniques they have learned.

It also seems like it will be easy for the reporters to slip back into deeply entrenched bad habits. For instance, most stories are diary-driven (pic right shows diary in center of assigning desk). Reporters wait to be told which news conference to attend, frequently following ministers around as they perform ceremonial or political functions. One participant put it this way: "Every government that gets into the driving seat wants to use TVM for their own gain." For more on state-censorship and self-censorship, see "Introduction". (Photo left: President Bingu Wa Mutharika's portrait stares down over TV Malawi's control room.)



Reporters bring 1-2 such stories back in a day, with little enterprise reporting ever undertaken. Here is a typical entry from the newsroom diary:

Dec. 8th, Friday

- SOBO (soda company) HIV/AIDS Workplace Policy Launch at 2pm. Pick-up 1:30 pm (trainer's note: many journalists in Africa lack a car or money for transport, and so immediately find themselves editorially compromised by accepting lifts to a source's event, or else rarely leaving the office to cover anything in the field).
- Portland cement donates to Chitawira Primary School at 2pm. Pick-up time 1:30pm.
- Ministry of Gender, Youth Network Counseling program, workshop at Hippo View lodge.



There are two cameras to share amongst all programming (studio cameras are separate and not functioning as field cameras). This limits how many items the newsroom can carry, and how long a reporter may take a machine out to work on a story. TV Malawi anchor Beatrice Juma (left) demonstrates the station's version of a teleprompter—reporters sit opposite the anchor desk and hold up scripts, turning the pages for one another to read on the air.

Clearly, though, TV Malawi's largest "capacity challenge" at the moment is lack of management. Even this training faced a serious

challenge for the first day due to mismanagement of the participants. The news controller and officials above her assured that trainees had no other duties but to be in the training, while at the same time calling them out constantly to fulfill other duties. Or the management simply had no idea where the participants were (on assignment? On vacation?), which is evidently the norm during a typical news programming day. Journalists operate on their own schedules, at their own pace, and not surprisingly, the participants all missed the deadline for their training story—by more than 24 hours. They do not face enforced deadlines in their normal day, and the spotty content of the nightly newscast reflects this. During the training, one newscast went off the air entirely for over 20 minutes, simply because the newscaster ran out of content.

For the sake of keeping the training on track, the lead trainer stepped in as assignment editor for the entire newsroom for the week and scheduled morning and afternoon reporters, so that the newsroom could function simultaneously with the training, and all participants could take part in most of the training sessions.

Nevertheless, the journalists were clearly excited about "following the money" and caught on to techniques for humanizing the stories. They also considered ways to circumvent censorship, including leaking scoops to other, independent outlets, and then following up on the scandals once they were already 'out there.'

State-run MBC lies somewhere between Capital FM's promising independent drive for quality corruption coverage, and TV Malawi's struggle with censorship. The outlet produced top-quality reports during the training, on a wide variety of topics. Many touched on government accountability, but through well-researched reporting that refrained from being sensationalistic, all avoided censorship or government recriminations. MBC has the potential, thanks also to its editorial maturity, to continue to produce sound corruption coverage into the future.

Recommendations

To sustain the progress, the trainers suggest the following recommendations:

- It is critical that these trainings prove to be sustainable and create long-term change. To this end, the trainers and the journalists should meet again for at least a day or two to troubleshoot remaining obstacles to good coverage, and to reinvigorate the newsroom.
- As part of these follow-through sessions for each newsroom, IFES and Casals could provide an anti-corruption reporting incentive to reward the journalists for their early efforts and help them to stay motivated. This can be done via awards taking place within the trainer follow-up sessions, where stories from the last six months are played, critiqued, and one or two win awards in the form of the project recorders for the radio journalists, or tapes for the TV Malawi reporters to archive her/his footage on.
- Longer-term, offer the journalists some incentives such as an annual national award for investigative reporting. Such reporting takes place in a punishing environment (literally with regular arrests or harassment), and is hard work that is often thankless. Journalists need to see an example of some rewards rather than the current stream of punishments only;
- Follow-up by tracking and sampling stories for the coming six months to monitor progress and suggest tangible solutions to ongoing obstacles to good coverage. The trainers can provide the names of local journalism teachers who could perform this work.
- All of Malawi's journalists, but especially those at TV Malawi, need stronger access to information laws and legal protections from state retaliation. A bill is pending regarding information access, but a coalition of organizations lobbying for it, such as IFES, would help pass the law;
- Currently the Malawi Media Council, which is in the process of being revived, does not have specific plans to support the Access to Information bill under consideration in Malawi. A formal proposal to the organization to back this bill, coupled with financial and/or practical assistance would add an important show of support for the pending legislation. NAMISA is one of the few if not the only organization lobbying on behalf of the bill now, and it's not clear how much the regional body is able to do in Malawi given it's other commitments;
- Short-term, all news outlets' management should hone and adopt a formal ethics policy;
- Continue future sessions using a local trainer in tandem with the expertise and perspective of an international trainer. Local trainer Abel Mwanungwe was an excellent addition providing local context. He is jumping in throughout the modules the trainer was leading or followed up with questions for the guests citing specific examples of corruption cases in Malawi. He will be available again for the trainings after March 2007;
- Continue future sessions with at least two guests; one media law expert to advise journalists of their rights and ways to protect themselves from retaliation for investigative stories and one government of Malawi representative from an oversight agency (ACB, ODPP, DPP, etc.);
- Consider providing business consulting for news outlets to improve the bottom line. TV Malawi is the sole national broadcaster, but profits from the sales of advertising evidently are still not reaching their potential. This results in ridiculously slender resources, such as little phone time per day. Equipment is also sorely lacking, with only two functioning field cameras, limiting journalists to 'reader' stories only produced in the newsroom. MBC is currently troubled by internal corruption problems of its own, and the new acting director general Eunice Chipangula specifically asked us to assist with finance training for MBC's accounting/controller staffing unit.

- All the journalists from the trainings should be signed up for membership in the Malawi Media Council so they have a national, unified body to protect and represent them. The media law expert Christopher Tukula told the Malawian journalists in these trainings what their constitutional rights are, but explained that they had not been translated into laws (the Access to Information bill, for instance) so they could actually be implemented. He said, “These are our rights. Nobody is going to fight for them except you.”
- The trainer and local trainer will send tips to the newly-created Listserv called investigativejournalists@yahoo.com (e.g. CIDA may be offering grants for investigative reporting);
- All the journalists were begging for the budget to be posted online. Currently only policy statements are put online (eventually) but not the actual numbers to track from year to year. Only one newsroom (Capital FM) actually had the printed budget available, a massive six-volume document that is not widely available due to printing costs. There is an opportunity here for a donor group to support the creation of a site to post the budget online annually;
- The journalists also really liked the idea of receiving an embargoed budget in advance of the day it is officially unveiled, so that they have time to read and analyze the document before the main news day when they have to write about it. CIDA is considering doing this, but the trainer stressed this would require the journalists earning the trust of government by not breaking the embargo;
- Target editors. Although reporters do the donkey work, it is the editors who are gatekeepers. So if the gatekeepers have no investigative journalism skills, lack legal knowledge and simply enthusiasm for financial stories, they will stunt corruption coverage. A special seminar for top-level editors in the future would likely yield key gate-keeping results;
- Bring together heads of government departments with investigative reporters. This follows from the many complaints journalists had in accessing information. This gathering might map a way forward in information flow.

Conclusion

IFES, Casals, and USAID successfully conducted a rigorous series of anti-corruption media trainings on a tight schedule. Most importantly, the project is already achieving results. Nationwide, the journalist participants have already broadcast dozens of strong pieces that were “following the money”. All of them committed to staying on those same stories to turn them into in-depth investigative series over time.

Besides breaking news on various corruption topics, the project also received positive publicity itself. During the Capital FM and at TV Malawi trainings, James Chagona from the Anti-corruption Bureau was interviewed based on the “peg” of the trainings, and his interviews produced substantive discussions on the issue of corruption in Malawi. Capital FM interviewed the local trainer about corruption in connection to the project, and a Casals representative and investigative journalist (Pilirani Semu Banda) was interviewed at TV Malawi where she spoke of Malawian journalists’ duty to their nation to report on financial accountability. Importantly, both of these project representatives were Malawian, emphasizing the fact that



these trainings are being conducted in concert with Malawian experts, and for the good of the nation of Malawi.

Raising the profile of the project has been important, not only as a national launching point for discussion of corruption, but to emphasize to the journalists that their difficult and often risky investigative work is valued. To that end the project held a closing ceremony for the 2006 trainings in Blantyre (pic below, keynote speaker Victor Banda from the Anti-Corruption Bureau, right, awards one of the participants her certificate in investigative reporting of fiscal accountability).

Malawian project leader from Casals, Pilirani, MC'ed the event and the reporters lit up when it was announced that the project recorders will be prizes awarded for continued good work. The US public affairs officer, representing the US government, gave a rousing speech to the reporters to encourage them to keep up their good work. He gave them kudos for the sample stories the trainer played during the IFES remarks concluding the trainings.

The IFES lead trainer, Suzanne, allowed several of the stories to speak for the training directly, and highlighted some of the reactions the stories are already receiving following their broadcast in Malawi.

Results

The trainings are producing immediate results, with 19 anti-corruption stories airing nationally during and immediately after the first three trainings. More newsrooms will take part in the program this spring. Each story that has already aired has marked the beginning of a series the



journalists' intend to continue on each topic, ranging from public misspending in education to health, road safety, orphanages, water shortages, garbage collection and farming subsidies. Many of these are literally life or death issues in Malawi, with food and medicine often in perilously short supply.

Capital FM produced nine stories out of the training that 'followed the money' in ways many reporters had never tried before. Most

pieces contained field reporting and the use of "sound" to make the numbers stories vivid, and most contained tape from Malawians directly affected by the issues. One of the biggest weaknesses in anti-corruption coverage in Malawi is that stories tend to be insider political summaries that lose sight of the toll misspending takes on citizens.

Capital FM broke news with several of its pieces, including the revelation that the country's Privatization Commission had spend the majority of its considerable sales profits on exorbitant salaries for its staff. Another story on chiefs selling fertilizer coupons meant for the poor caused shockwaves throughout the country for weeks.

TV Malawi produced two stories out of the training. The pieces also contained field reporting and tape from Malawians directly affected by the issues. The station received calls from viewers after the pieces aired complimenting them on hard-hitting pieces that were relevant to ordinary Malawians—anybody receiving medical services, or sending their children to school, respectively.

The Malawi Broadcasting Corporation generated eight stories, and participant Josephine Semu said the reporting process during the training was different since “I dug deeper because most of the time I do one-sided stories.” Biased or incomplete reporting has been a hallmark of Malawi’s developing media in the past. Journalist George Mhango from Capital FM said his reporting during the training was different because it involved “research and going into the village to dig out issues.” He, and most of the journalists, really took to heart the importance of getting out to interview ordinary Malawians affected by corruption to put the human face on stories, and to hear a point of view beyond that of the officials.

After a session with the Malawian investigative journalist guest speaker, reporter Chicondi Juma from Capital FM wrote that the session “gave me the courage and vigor to try to do more of these investigative stories because I now believe that it’s beyond reporting, but a noble service to the nation.”

Attitudes are changing among the journalists reached by this project so far, and they are already putting new skills to use to let Malawian voters know how their elected officials are using public money. The short-term challenge now for IFES and its partners will be to follow up with the journalists in six months to help them turn new knowledge into permanent reporting habits. Investigative journalism to “follow the money”, and the now the way forward with this project, is all about sustaining focus. Staying on an issue keeps it on the public agenda day after day, and it is the way that real change eventually results.

Appendices

Appendix I --Training news release

Appendix II – Story Scripts

Appendix III -- Training packet provided to all participants

Appendix IV –TV stories on VHS (in mailed version of report)

Appendix V -- Radio stories on CD (in mailed version of report)

Appendix VI -- Quiz I (in mailed version of report)

Appendix VII -- Quiz II post-training, evaluating knowledge and attitudes (in mailed version of report)

Appendix 1:

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US Training Helps Journalists Expose Corruption in Malawi

Lilongwe- The United States Government's Millennium Challenge Corporation (MCC) initiative recently concluded training for more than 30 Malawian journalists on investigative and corruption reporting. The training, under the theme: "Following the Money: How the Media Can Strengthen Government Integrity in Malawi," aimed to give Malawian reporters and editors the tools they need to investigate and produce stories about how public money is managed.

The training has helped journalists learn how corruption in Malawi costs citizens millions of dollars, and in some cases, endangers lives.

Reporters and editors from Capital FM, Television Malawi and the Malawi Broadcasting Corporation took part in the November 20th -December 15th training program. Journalism trainers from IFES and the University of Malawi's Polytechnic conducted week-long sessions in each media organization's newsroom, a new approach in Malawi that gave the journalists an opportunity to use the training in a real life setting.

The journalists learned about the media's watchdog role in a democratic society, government oversight agencies in Malawi and using public documents to unearth possible malpractices. Beatrice Juma, a Television Malawi Journalist who attended the program, commented: "I have learned how to investigate stories about money no matter how sensitive the story can be."

The program required each trainee to do rigorous field reporting and produce a story about corruption in Malawi during the week of training. One trainee investigated how corruption in the

country's medical system affects patients while another investigated how the government privatization commission handles the proceeds from the sale of public companies.

In the course of reporting and editing these stories, the trainees learned about international journalism ethics and standards, fact-checking and source protection.

"Malawi's journalists are keen to put these investigative skills to work to 'follow the money,' and in the process, serve all the Malawians," said IFES Journalism Trainer Suzanne Marmion. She added that the training helps to strengthen journalists' ability to work effectively within a system where government censorship and self-censorship are common. Casals and Associates, Inc. and IFES plan to conduct training for journalists working in print media in Malawi in 2007.

The training was funded through Malawi's Millennium Challenge Account Threshold assistance program. The Government of Malawi requested assistance from the MCC to combat corruption and strengthen its capacity to manage and monitor its finances. As a part of Threshold assistance program, Casals & Associates, Inc. and IFES are providing training to local media houses to strengthen their capacity to analyze and report on corruption and government fiscal management.

Appendix II:

Story Scripts

1. Commission Pockets Public Money

By Theresa Kasawala

The most recent annual report for the privatization commission shows the sale of public companies yielded over half a billion kwacha, but out of the revenue government received only twenty six percent of the money.

Economic watchdogs say that the Privatisation Commission should NOT be taking more than 70 percent of the money for itself.

According to the Executive Director of the Malawi Economic Justice Network Andrew Kumbatira, the Planning Commission is overspending...

Cue in...(says 76 percent is too much, government getting too little)

Cue out...

The Acting Executive Director for the Privatisation Commission Jimmy Lipunga says the law allows the commission to use the proceeds from the privatisation of companies to fund the commission, and other things like paying severance pay to employees.

One of the objectives of the privatisation programme is to raise revenue for the government to finance its activities.

So with more than 70 percent of the money going to the Privatisation Commission itself, is the government getting its fair share?

Cue in (says we are allowed under the law to get as much as we want!)

Cue out

The Deputy Minister of Finance Ted Kalebe concurred with Lipunga that the operations of the commission are backed by the law.

Kalebe said although the government only receives 26 percent of what's left over from the Privatisation Commission, the country has benefited a lot from that money as far as issues of development are concerned.

He said government has used the money to build school blocks, hospitals and other infrastructures in the country.

Cue in

Cue out

Official documents show the government has received K137 million kwacha from the sales of public companies.

Andrew Kumbatira from the Malawi Economic Justice Network says there is no transparency and accountability on how this money is being spent.

Kumbatira said there is need for the government to explain to the nation what the money raised from the privatization of public companies is used for.

He said though part of the money was used to build secondary school blocks three years ago, the government has been silent over the spending of the revenue for the past two years.

Cue in
Cue out

As a way forward, Kumbatira said MEJN will petition members of parliament to ask government to account for the money...both the government's share and the more than 70 percent of proceeds the Privatisation Commission reserves for its own budget.

Reporting for Capital FM, I'm Theresa Kasawala.

Chiefs Allegedly Stealing Fertilizer Coupons **By Vincent Phiri**

Following recent reported incidences of corrupt practices in the delivery system of government subsidized fertilizer coupons; the ministry of Agriculture has asked people to report such cases to the police or relevant authorities.

Earlier, Civil Society Organizations complained that officials from the ruling Democratic Progressive Party (DPP) have been mobilizing people to join the party in order to receive a fertilizer coupon. The DPP denied the allegations.

To ensure nobody is bribed by a government official, the Agriculture ministry has a new program in place to use traditional authorities to distribute coupons.

But as Capital Fm Vincent Phiri reports beneficiaries of the programme complain that traditional leaders are demanding money from their subjects in exchange of the coupons.

Cue in:
Cue out:

These are the voices of disgruntled villagers from Kantimbanya in traditional authority Somba in Blantyre rural.

These people have gathered here at Namisongo football ground to find solutions on allegations that chiefs in their area are getting bribes from villagers in exchange for government fertilizer coupons.

One of these villagers Michael Rashid says they are paying more than what government had planned for them to access the subsidized fertilizer.

Cue in:

Cue out:

But village headman Kantimbanya denied claims by his subjects, saying that he instructed his committee to exercise prudence when delivering the coupons to the intended beneficiaries.

Village headman Kantimbanya added that he follows all the instructions that he received from government on how he should facilitate the delivery process of the subsidy programme.

Cue in:

Cue out:

But villager Michael Rashid asked government to establish a new formula of the delivery system of government subsidized fertilizer coupons to avert the alleged corrupt practices by traditional leaders.

Cue in:

Cue out:

However, the deputy minister of Agriculture Dinton Kutsaira says people should report the culprits to the police or any other relevant authority.

Kutsaira observed that the current delivery system of government subsidized fertilizer coupons is very effective so far, in view of the security measures that government has put in place.

Cue in:

Cue out:

However, villagers face a new challenge. Traditional leaders exert a lot of power over the welfare of village farmers and their land. So reporting chiefs to authorities may be difficult for villagers...even more difficult than it was to report on bribery cases among corrupt government officials before the chiefs were engaged to distribute the coupons.

Reporting for Capital Fm, I'm Vincent Phiri.

Ministries Owe Millions for Water Bills

By Augustine Mulomole

INTRO:

Pipes have been running dry too often in Blantyre lately. The Water Board is struggling to keep up with increasing demand. The government-run company has budget problems...due in part to millions of kwacha in unpaid water bills. Some of the biggest debtors are government ministries.

Augustine Mulomole has the story.

Water is the most important resource and the basic need for every household. It is used for everything from cooking to washing household utensils.

Cue in; sound of plates and water running.

Cue out

But such an important resource is very scarce in many townships in the city of Blantyre.

Bangwe Township is just one of several neighborhoods in the city where water has been shut off repeatedly in the last few weeks.

Cue in...sound of water pouring into bucket and water pump

Cue out...same

Alice Ndasowa pumps water into a large red wash basin by the side of the road in Bangwe township.

She says she has to carry her basin a long distance whenever the water board turns off the taps nearby.

Cue in; a lady at a water pump with sound effects

Cue out;

At the Water Board office in Blantyre city, a man paying his bills who didn't want to disclose his name said the problem is that the water board is inefficient.

Cue in; billpayer

Cue out;

How does the water board respond to such accusations? Fronnie Musasa is the public relations officer for Blantyre water board.

Cue in;

Cue out;

But according to a study that was conducted by civil engineering students at the polytechnic, a constituent college of the University of Malawi, urbanization has forced the company to stretch its resources. Thousands of people are moving to Malawi's commercial capital.

Ashley Kanyoza is the head of the civil engineering department at the polytechnic.

Cue in;
Cue out;

Is there any solution to this problem?

Cue in;
Cue out;

To build new water reservoirs, the water board will need a lot of money. But it's failing to collect revenue from bill payers...including from government ministries. Published reports show that ministries owe the water board more than 600-million kwacha worth of unpaid bills.

Reporting for Capital FM, I'm Augustine Mulomole.

Why Malawi's Corruption Cases Mostly Stall **By Chicondi Juma**

INTRO:

Everybody knows that Malawi is struggling to hold officials accountable for mispending the public's money. We have the anti-corruption bureau ACB to fight for us, but most cases are getting stuck in the courts or dismissed for lack of evidence. Yet we know corruption in Malawi is rampant. So why aren't more people being successfully prosecuted?

Chicondi Juma investigates.

Cue in:
Cue Out: Music of celebrating people at the court.

That's the singing and most of the times accompanied by dancing of jubilant people at the courts in Malawi. Another person has just escaped jail after being discharged of corruption charges.

Cases like these are a blow to the anti-corruption bureau ACB, the government agency responsible for investigating and prosecuting of fraud cases in Malawi and all the opponents of graft in the country.

Failing to make cases stick is one of the major problems facing the fight against corruption-a problem that is so endemic in this country where the majority of people live below the poverty line.

As much as Malawi realizes the need to fight this pandemic and has structures in place, the fight faces serious hurdles as evidenced by the number of cases that are prematurely aborted by the ACB or discharged by the courts.

This has raised eye brows and has influenced a lot of speculation as to why most corruption cases get stuck, delayed or discontinued.

Cue in:

Cue Out:

Established almost a decade ago, the ACB has a lot of cases that have been stalled.

One such fresh case is the one involving the former Malawian ambassador to Japan John Chicago who was being accused of using embassy funds for personal activities.

Registrar of the high court Sylvester Kalembera explains that there are a number of reasons why the Chicago case has stalled.

Cue in

Cue Out

Kalembera says that the courts have to take into consideration several factors when making decisions in various matters including corruption cases.

Cue in

Cue Out

Latest corruption ratings by Transparency International a global body that monitors corruption show that Malawi continues to fair badly- rated at number 105 in the world, five steps below her neighbour Mozambique which is coming from a background of a two decade civil war.

Billy Banda heads Malawi Watch, a member of an anti-corruption monitoring coalition. He says the theft of public money is a threat to social economic development and responsible for the current situation of poverty in Malawi, and it's ALSO a danger to the country's young democracy.

Cue in:

Cue Out:

As the fight against corruption continues in Malawi with president Bingu wa Mutharika's gospel of zero tolerance against corruption it remains to be seen whether Malawi has the teeth to fight this enemy.

Reporting for Capital fm, I'm Chicondi Juma.....

**Football Ticket Proceeds Stolen
By Jane Kaonga**

INTRO:

Money from gate collections at football matches continues to be pocketed.

Despite the publicity being given to some malpractices, no action is being taken by football administrators and government officials.

Jayne Kaonga has the story.

The money that is being lost through fraud at gate collections would have been saved for football pitches and other sports activities in the country.

According to one of the soccer analysts in the country Charles Nyirenda, fraud at football matches has become a social concern to everyone.

Nyirenda, in an interview with capital fm, cited a case where the Football Association of Malawi, FAM, held a game where 40 thousand fans patronized a match at Kamuzu stadium last year.

The game generated K1.5 million when proceeds SHOULD have been six million kwacha. More than two thirds of the money went missing.

Cue in
Cue out

What is the root cause of the problem?

Cue in
Cue out

What could be the possible solution?

Cue in
Cue out

Samson Phiri, who is a keen follower of football in the country, says it is painful to see the money swindled because of greed.

Cue in
Cue out

But people continue to ask as to what the super league association of Malawi SULOM is doing to curb the situation; I put this question to its general secretary Chris kamphinda Banda.

Cue in
Cue out

According to the rules, a quarter of the money realized after matches goes towards government while the rest is shared as payment to security officers, FAM and other teams.

If more of the money currently being stolen actually went to the teams...maybe one day Malawi could make it to the World Cup.

REPORTING FOR CAPITAL FM, I AM JAYNE KAONGA

Fraud Creates Medicine Shortage

By Timothy Kateta

The country's health delivery system would have been better if government was directing most of its money collected from different sources to this important sector.

However reports indicate that government is losing millions of kwachas through fraud and corruption by among others paying money to local and international firms for the job they have not done and also services they have not delivered.

As capital fm's Timothy Kateta reports, corruption remains a major obstacle when it comes to effective health service delivery to most of the country's rural based health centers.

Cue in sound bite of a traditional music

It's a typical of rural communities to have some fun after a day's hard work especially from their fields as this is another busy period of every year.

This is due to the onset of rains in most parts of the country forcing all smallholder farmers getting busy in their fields planting crops and doing all the required work in their gardens.

The onset of rains however brings in a lot of misery due to the outbreak of water borne diseases such as cholera, typhoid and diarrhea which can be deadly.

According to local communities from traditional authority Mpama in Chiradzulu, lack of necessary and adequate drugs in most clinics makes it difficult to contain the diseases during the rainy season.

As this woman explains a lot of people might lose their lives as the center doesn't have necessary drugs to cure diseases such as Cholera.

Cue in with a voice over;

Men in the area are also concerned with the situation.

Cue in with a voice over again;

There IS money in Malawi's health budget. But whenever there are cases of theft or fraud such as having drugs stolen, that makes the budget nearly pointless because when people get to the clinics, the medicines aren't there. For instance, in March a Blantyre businessman was arrested for having 80-million kwacha worth of lifesaving medicine from government stores in his personal possession.

Commenting on the situation, Malawi economic Justice Network MEJN National Coordinator Andrew Kumbatira observes that the rural communities, who are in majority in the country, could in all the cases become the beneficiaries of an improved health sector.

Cue in;

Cue out;

He therefore speaks on the need to fight against corruption at all levels if the country is to register any significant social economic development.

This according to Kumbatira could be achieved by having a healthy population which could be productive especially in the agricultural sector.

Cue out;

Cue out;

Andrew Kumbatira, MEJN national coordinator.

There was no immediate comment from the ministry of finance officials on high profile cases of fraud and corruption which are directly having an impact on the health services delivery across the country.

For capital fm, I'm Timothy Kateta.

A Decade After the Malawi Schools Scandal

Cecilia Kuyewawa

INTRO:

The country's education standards are said to have gone down due to among other things a lack of adequate funding to the ministry.

However some education experts have attributed this to the 187 million kwacha education corruption scandal which was revealed in the media nearly a decade ago.

As Cecilia Kuyewawa reports government as well as the communities still face the impacts of the scam.

Cue in

Cue out

(AMBI 1: sound of kids playing, fade under)

Innocent little children in schools making noise like they nothing and indeed, not much of the evils happening in their communities which directly affect their souls and deprive their right to good education.

Most schools in the country do not have adequate classrooms; as a result there are a lot of classes that are held outside in the open.

During the summer season, pupils are exposed to the scorching sun as they search for education in the open air classes.

Come rainy season their life is even more endangered when the huge and old trees under which their classes are shifted may fall on them.

When the weather is harsh, children are sent home or are combined in other classes leading to congestion and no effective teaching is done in such areas.

Yet it remains unknown to them that their suffering is only man made.

In 1998 the media exposed a landmark corruption scandal ever existed in the country in which a whopping k187 million kwacha meant for the construction of classroom blocks and teachers houses went down the drain, yet the public, school children in particular still feel its impact.

Only the then principal secretary in the ministry Sam Safuli has been jailed but some suspects in the scam continue to walk Scot free.

The money was intended to build school blocks, teachers' houses in all the three regions of the country.

Most schools in the country do not have teachers' houses. This contributes to teachers shunning other areas to teach leading to shortage of teachers in some areas.

Panji chawinga is a teacher from zingwangwa secondary school and says teachers out-put are not very effective because of poor working conditions.

He says there is need for political will to curb corruption and improve education in the country.

Cue in
Cue out

Village headwoman baluti of traditional authority somba in Blantyre says schools in her area lack basic amenities such as toilets and water facilities and this has a negative impact especially on girls' attendance to school.

She discloses that some contractors just built two school blocks instead of the intended 10 school blocks.

Cue in
Cue out

Officials from the ministry of education attribute this to the corruption scandal saying it is affecting the ministry's operations in the country.

Much time is being wasted concentrating on issues of mismanagement of the 187 million kwacha according to the principal secretary in the ministry Fletcher Zenengeya.

Cue in
Cue out

Zenengeya notes that some of the buildings that were built in most schools were substandard due to improper supervision and this poses a threat to the children's lives.

Cue in
Cue out

Zenengeya observes that problems in the education ministry will take as long as it takes for government to come up with a decision on the way forward.

Although there has been a declining allocation to the education ministry for the past five years, corruption has played a major role in the dwindling education standards in the country.

It remains to be seen if government will put a good monitoring mechanism to ensure funds allocated for construction and rehabilitation of schools are spent in a prudent manner to avoid similar cases.

Protecting the Debt Relief Savings
By George Mhango
Debt proceeds security/ Malawi.

Intro: Civil society groups are asking President Bingu wa Mutharika to create a taskforce that will track how over 90 percent of debt relief proceeds would be used.

The call has been issued by the public affairs committee, a civil rights group and the opposition Malawi congress party. They fear that debt relief money would be mismanaged.

This coincides with a survey conducted by transparency international, a global coalition on corruption. It ranks Malawi 105 out of 163 countries, being one of the nations where corruption is running rampant.

The survey is despite the war against corruption Mutharika waged soon after taking over from former leader bakili Muluzi during the controversial 2004 polls.

The taskforce would include all sectors of society in an attempt to tighten the financial system so that nobody embezzles the debt relief money.

Capital FM's George Mhango reports.

Cue in
Cue out

.....

Insert: pupils

These pupils and many other Malawians may not understand the meaning of debt cancellation but it could soon be changing our lives.

News of debt relief coincided with the approval of the current 140 billion Malawi kwacha national budget.

The country qualified for debt relief after the fulfillment of targets set by the donor agencies to adhere to reforms.

The qualification meant that Malawi will for the next twenty years enjoy relief of one hundred ten million United States dollars annually.

But to the dismay of many people, opposition political and government figures kept on expressing mixed reactions as to who should take the credit for the debt cancellation.

Insert: songs

The opposition through political rallies like this one felt the debt relief was a collective one while government officials attributed it to president Bingu wa Mutharika's fight against corruption.

But PAC chair Maurice Munthali says it's important for the government and opposition to look into the safety of the debt relief money.

Insert: munthali

However, government deputy spokesperson John Bande says there is no need for the establishment of a taskforce since all funds are safe.

Bande states that government already has a strong financial monitoring system so money can not be mismanaged.

Insert: bande

On this, PAC chair Maurice Munthali still argues that a taskforce would be in the interest of all Malawians.

Insert: Munthali

According to vice president of the main opposition Malawi congress party Nicholas Dausi, government should unveil priority areas for spending the debt relief money.

Dausi feels the government should stop talking so much about development projects and start taking more action.

Insert: Dausi

Local and international organisations describe the debt cancellation as the beginning of a new chapter in the transformation of the economy.

Insert: pupils

There are expectations that pupils like these, and the rest of the country would develop rapidly thanks to the debt relief money...so long as it's well managed.

For capital fm I'm George Mhango.

TV Malawi Story Scripts

1. Protecting Malawi's Medicines from Theft

Slug: Medical Drugs

Major structural changes are reported to be taking place in the country's medical services in order to make sure that Malawi achieve the Milleneum Development goal of reducing maternal deaths by half by 2015.

Of late the country's health delivery was hit by K80 million drug scandal that led to culprits being arrested and convicted.

As if this was not enough Insulin, a drug for those suffering from lack of sugar in the body has also been missing from some major hospitals.

Our news team went out finding out on the recent developments.

A new system aimed at tracking the supply of medicine is being put in place in the country's medical services.

The development follows the high rate of theft of medical drugs from the country's health institutions.

According to an independent oversight group called the Malawi Health Equity Network, over K2 Billion was allocated in the last financial year for the purchase of drugs.

However major referral hospitals are still in short supply of drugs.

Script: Medical Drugs.

For 13 years, former TV producer Sam Malunga has been battling Diabetes, a condition in which the body needs insulin to control its sugar levels.

Life is but a real struggle for him to make ends meet, because he has to spend a lot of time trying to find the continuous supply of medical drugs that he needs to live.

SAM MALUNGA (Diabetic)

IN:

OUT:

Sam says at the time he was diagnosed with Diabetis, only a few people were reporting at this hospital. Today the number of people prescribed to receive Insulin has dramatically increased.

IN:

OUT:

At a medical experts meeting in Blantyre this week, Sam's former doctor Kondwani Chalulu commented on the problems with drug supplies in Malawi. Dr. Kondwani is the acting Hospital Director of Queen Elizabeth Central Hospital in Blantyre.

DR KONDWANI CHALULU (ACTING HOSPITAL DIRETOR)

IN:

OUT:

Recently the Ministry of Health was caught up in K90 Million Kwacha drug scam. These trucks contain hospital medicines recovered from a Blantyre business man who stole them. He has since been convicted.

The Malawi Health Equity Network agrees that the health ministry is trying to secure the drug delivery system-but in the meantime, stealing continues.

2. Education Scam Impact One Decade Later

INTRO:

It has been nearly a decade since the Education Ministry misappropriated 187-million kwacha. But the effects are still haunting school children today.

Our Team went to investigate a typical case of how misspending is affecting a community in Manyowe.

After story Anchor

ANCHOR TAG LINE: Tomorrow the education minister responds to questions about how the education scam continues to cripple the ministry's work to build schools.

Slug: Education Scam	Date: 7/ 12/ 06
Report: Financial Training group	Camera:

Four years have elapsed since classroom blocks were constructed at Milo Primary School in Traditional Authority Kuntaja in Blantyre District.

Though classrooms are almost complete, pupils have not yet started using them. A contractor sealed the classes and teachers' houses because the Ministry of Education and Vocational Training allegedly failed to pay him.

A teacher at the school says they had no choice but to break into the classrooms for the sake of the pupils who were learning in the open or under a tree.

With the onset of the rainy season, the school authorities were also worried that education could be compromised as pupils would stay away from school with no roof to protect them from the rain.

She asks for the intervention of the Ministry of Education and Vocational Training on the matter.

BITE 1: EDNA SAMBO, TEACHER, MILO PRIMARY SCHOOL.

IN: 21: 29: 58: 15.....Ifeyo timafuna kuti

OUT: 21: 30: 21: 18.....Amamva bwinobwino

Chairman of the school Committee says former President Bakili Muluzi directed the Education Ministry to construct the school. So the authorizing officer, former Principal Secretary Sam Safuli, approved the construction work.

BITE 2: MORGAN NJOLOMOLE, CHAIRMAN, SCHOOL COMMITTEE, MILO PRIMARY SCHOOL.

IN: 21: 35: 40: 24.....Molinga kuti sukulu

OUT:

Headmaster of the school says the school management doesn't regret its decision to force open classrooms since pupils would get soaked in the rains learning outside.

BITE: 3 DENNIS THUMBA – HEADMASTER

IN: 21: 38: 19: 06.....Ifeyo tinaganiza zoti

OUT: 21: 39: 01: 19.....La contract.

One of the pupils explains the pain he went through for learning under a tree.

BITE 4: PRINCE KHOROMANA – FORMER PUPIL

IN: 21: 32: 54: 04.....Kutseka kwake kunandikhudza

OUT: 21: 33: 04: 14.....Anangotiwelutsa.

The contractor of the school refused to comment saying the issue is in hands of the Office of the President and Cabinet.

The K187 million education scam nearly a decade ago misappropriated meant money for the construction of schools disappeared.

So far three officials have been convicted and sentenced for their involvement in the education scam.

The matter is still in court pending the prosecution of other officials involved in the matter.

End. ANCHOR TAG LINE: Tomorrow the education minister responds to questions about how the education scam continues to cripple the ministry's work to build schools.

SLUG:	DATE: 6 / 12 / 06
REPORTER:	CAMERA: William Zare

Papita zaka zinayi pamene nyumba zophunziliramo zinamangidwa pa sukulu ya Primary ya Milo ku dera la Mfumu yayikulu Kuntaja mboma la Blantyre.

Koma ngakhale nyumbazi zinamangidwa, ana asukulu sanayambe kuzigwiritsa ntchito.

Yemwe anapatsidwa ntchito yomanga malowa kuphatikiza ndi nyumba za aziphunzitsi anakhoma malowa chifukwa akuti unduna wa za Maphunziro sunamulipire pa ntchitoyi.

Mmodzi mwa mphunzitsi wa pa sukuluyi wati iwo anachiwona chanzeru kungotsekula makalasiwa powona kuti anawa amavutika chifukwa amaphunzira pansu pa mtengo.

Akuluakulu a pamalowa ali okhudzidwa kamba koti ino ndi nyengo ya mvula zomwe zikhuze maphunziro a anawa.

Iwo akupempha Unduna wa Zamaphunziro kuti ulowelerepo pa nkhaniyi.

BITE 1: EDNA SAMBO, – TEACHER, MILO PRIMARY SCHOOL.

IN: 21: 29: 58: 15.....Ifeyo timafuna kuti

OUT: 21: 30: 21: 18.....Amamva bwinobwino.

Wapampando wa Komiti ya Sukuluyi akulongosola kuti President Wakale wa dziko lino ndiye analamula kuti pamalopa pamangidwe sukuluyi.

BITE 2: MORGAN NJOLOMOLE, CHAIRMAN, SCHOOL COMMITTEE, MILO PRIMARY SCHOOL.

IN: 21: 35: 40: 24.....Molinga kuti sukulu

OUT:

Mphunzitsi Wamkulu pasukuluyi wati iwo sakudandaula pa zimene anachita pothyola zitseko za nyumba zophunziliramo.

BITE 3: DENNIS THUMBA – HEADMASTER

IN: 21: 38: 19: 06.....Ifeyo tinaganiza zoti

OUT: 21: 39: 01: 19.....La contract.

Mmodzi mwa ana ophunzira pasukuluyi akufotokoza za mmene kukhomedwa kwa nyumbazi kumasokonezera maphunziro awo.

BITE 4: PRINCE KHOROMANA – FORMER PUPIL

IN: 21: 32: 54: 04.....Kutseka kwake kunandikhudza

OUT: 21: 33: 04: 14.....Anangotiwelutsa.

Yemwe anapatsidwa ntchito yomanga sukuluyi anakana kuthilirapo ndemanga kamba koti nkhanayi ikanali mmanja mwa ofesi ya President ndi Cabinet.

Mlanduwu womwe ndalama zokwanira 187 million kwacha zinasokonezedwa zina zomwe zinali zomangira masukulu mu unduna wa za maphunziro mzaka khumi zapitazo.

Anthu atatu omwe anakhuzidwa ndi nkhanayi anapezeka olakwa pa mlanduwu ndipo anamangidwa.

Pakadali pano nkhanayi ikadafufuzidabwe ndi a khoti.

Workshop on Proposal Formulation And Writing For Civil Society Organizations

Millennium Challenge Corporation
Threshold Country Program

Strengthening Government Integrity to Support Malawian Efforts to Roll Back Corruption and
Encourage Fiscal Responsibility

CONTRACT NO.: DFD-I-00-04-00128-00
TASK ORDER NO.: DFD-I0-03-07-00139-00



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Disclaimer

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Abbreviations

C&A	Casals & Associates, Inc.
COP	Chief of Party
CSO	Civil Society Organizations
FMS	Financial Management Systems
GOM	Government of Malawi
RBM	Results Based Management
RIG/P	Regional Inspector General in Pretoria
TCP	Threshold Country Plan
USAID	United States Agency for International Development

Background

The objective of Task 8 of the Strengthening Government Integrity in Malawi Project is to integrate civil society into the national campaign against corruption by (a) civil society led initiatives about corruption and (b) laying the foundation for an appropriate regulatory framework for Civil Society Organizations in a democratic society. To support civic education initiatives, sub-grants will be provided to Malawian CSOs to carry out different elements of the campaign through long-term and event specific activities. These may include awareness programmes on anti-corruption as well as production of campaign related materials including TV and radio spots, newspaper advertisements, posters, and flyers.

During July/August 2006, C&A received ninety two proposals through newspaper and radio advertisements from national CSOs to implement anti-corruption activities. A panel consisting of:

- Sylvester Masamvu, State University of New York
- Celeste Kubasta, United States Treasury
- Anna Sparks, USAID
- Patrick Chinkhuntha, USAID
- Clement Nyirohngo, Ministry of Economic Planning and Development
- Amanda Willett, C&A & Associates, Inc.

reviewed the proposals and short listed ten (nine projects and one event) proposals as suitable for future support by C&A.

However, the short listed proposals needed to be further refined. The activities were needed more detail, and in particular the budgets needed to be substantiated. The proposals although containing good ideas did not include detailed implementation plans.

Due to the short duration of the overall project, the C&A team felt that rather than going back to each CSO and requesting for resubmissions, it may be more efficient to invite all ten CSOs to a one day workshop where a facilitator identified by C&A will work with each CSO to further develop the proposal and finalize the cost estimates, in a participatory manner. It would also serve as a training programme for the CSOs' personnel to identify development problems, brainstorm, develop strategies with results, as well as prepare proposals and financial plans in the future for their own work, as well as for submission to donors.

Objectives

The objectives of the Workshop were as follows:

1. To expeditiously finalize the proposals from the CSOs so that grants can be issued as soon as possible giving the CSOs enough time for implementation
2. To develop realistic cost estimates for the agreed activities
3. To build the capacities of CSO personnel in the preparation of strategic frameworks, activities, implementation plans with identified results, as well as financial plans
4. To enable the partner CSOs to meet and to understand their objectives as an organization and their programmes, with a view to building long-term horizontal linkages
5. To begin a forum where the implementing CSOs can meet every quarter for progress reporting and sharing of lessons
6. To introduce the CSOs to the reporting formats of C&A and USAID for efficient and timely reporting
7. To increase awareness among the participating CSOs about anti-corruption, transparency and accountability issues, through exposure to international covenants and experiences

An agenda was developed to achieve the above objectives, which is attached (please see Annex A).

The feedback from the participants at the end of the workshop was extremely positive. There was free discussion on points to be clarified. Out of the seven objectives listed above, C&A team is satisfied that the

first six objectives were achieved. Objective five needs to be followed up by the C&A team. Due to constraints in time, objective 7 about increasing awareness on issues of corruption as pertaining to international covenants was not achieved.

Methodology

Up to four or five persons from each CSO were invited. These persons, in general, included the Head of the Organization, the Finance Officer, Implementing or Project Officer, and the person in charge of contracting and procurement. Understandably, some of the smaller organizations had only one or two persons covering all of the above positions. A list of the participants is attached as Annex B.

The Workshop was held at the Capital Hotel in Lilongwe. It was a one day workshop starting at 9 a.m. in the morning and finishing at 5 p.m. in the evening. The morning sessions included an introduction to the workshop, a presentation by the MCC Team Leader, presentations on developing a strategic framework, proposal development, costing and budgets, and USAID financial reporting guidelines. After the presentations, the CSOs broke out in to separate groups facilitated by a USAID/C&A/MCC partners resource person to further develop the proposals in the light of the morning's presentations.

Report on Sessions

Amanda Willet, Deputy Chief of Party, started the day's proceedings with welcome remarks. She recorded her pleasure that all CSOs were able to attend the workshops which was being organized with funding from USAID through the MCC Initiative, which is working to support the government of Malawi implement its Threshold Country Plan. The Government of Malawi and the US view Civil Society Organizations as an important partner in the fight against corruption and the Small Grants Program is designed to support that partnership.

Amanda stressed three issues that were to be achieved during the day's workshop:

- To provide training on proposal and budget development, introducing C&A's standard forms and USAID regulations
- To help refine the ideas presented in your concept papers into detailed proposals and budgets; and
- To create an opportunity for all of us to meet.

This was followed by every person in the room informing the group of their name, organization and position within the organization. She concluded her welcome remarks by introducing the next speaker, Martha Myers, USAID's MCC Initiative Team Leader who assisted the Government of Malawi (GOM) to develop its Threshold Country Plan (TCP), oversees its implementation, and provides direction to C&A and all the members of the MCC Initiative implementation team.

Why the MCC Initiative is fighting corruption in Malawi and what is the role the Initiative envisions Civil Society playing?

Martha Myers welcomed everyone and commenced her brief speech by reminding the participants that this was not a theoretical exercise, but a highly constructive one to enable the CSOs to write a proposal and construct a budget that would enable USAID/C&A to provide grants. In answering the question, why are we here, she stated that this was for practical reasons as USAID would like to fund well-thought out and well planned proposals.

She stated that MCC gave a grant to fight corruption and improve fiscal responsibility because this is a personal matter as opposed to a mere theoretical or esoteric matter. Corruption siphons off funds that should be given to development, to the detriment of the majority and for the benefit of a minority. Hospitals

have no medicine, are crowded and unclean because Malawi is resource constrained but also because resource are used elsewhere. When a member of one's family cannot get medical attention at hospitals for these reasons, this becomes a close personal issue.

Supply side from the government must be strengthened before creating demand from citizens so that Parliamentarians can be responsive. Ministers must answer to citizens; therefore, there must be an information flow between institutions, parliament, media and civil society.

She reminded the audience that as Civil Society Organizations, it has to play an important role on the chess board of a functioning democracy. CSOs must provide the average voiceless citizens a platform to reach decision makers. CSOs are better able to aggregate and communicate citizens' thoughts upwards. The organizations here have selected ideas that they would respectively be able to work on. There is no cookie cutter approach being adapted, and the participants are from all over the country, presenting a wide variety of ideas. These also speak to what the organizations represented here themselves believe in and are capable of implementing.

The organizations are important because of the people they can reach and the message that they can deliver. This is the reason why everyone is here. USAID would like to enter into a partnership with the organizations and fund their ideas. USAID would encourage civil society to be involved in anti-corruption programmes and have a role to play that can be played by no one else. USAID will strengthen these organizations by bringing them to the table.

She ended her brief address by expressing her hope that the Workshop would enable the organizations to get clear ideas about finalizing their proposals and budgets.

Developing a Strategic Framework

Martha's presentation was followed by an explanation on how to develop a strategic framework made by Thusitha Pilapitiya, Chief of Party, C&A, Malawi.

A strategic framework forms part of Results-based Management (RBM), and is about choosing a destination *first*, deciding on the route and intermediary stops required to get there; checking progress against a map; and making course adjustments as required. She also explained that it is a powerful tool intended to help a development organization focus its work, plan strategically and demonstrate credibly the difference that the organization is making to development. A strategic framework is a step by step guide, created by an organization, to map out how it will reach goals, and set a foundation so that the organization and its stakeholders understand what will happen and what is expected of them. It is also a "recipe" of how to achieve a stated vision, for a chosen target beneficiary segment, and how the project will serve its beneficiaries effectively. A strategic framework also serves as a systematic, management tool for problem solving, activity planning, and assessment. The goal of a strategic framework is to integrate all aspects of the project in to a mutually supportive system.

To begin the development of a strategic framework, three key questions need to be asked:

- What is the problem/s you are trying to solve?
- Who are your target beneficiaries?
- What is your strategy to solve the problem and empower the beneficiaries?

Once these questions have been asked, brainstormed, and participatorily answered, the process of developing a strategic framework can begin. The step by step process includes identifying and determining:

- Objectives
- Activity/ies to achieve the objectives
- Inputs to achieve the objectives such as technical assistance, training and goods invariably with a cost factor achieved
- Desired Outputs which can be directly related to the inputs

- Expected results that can be measured in the short and long-term
- Means of verification that results have been achieved and development of indicator
- Critical assumptions that are beyond the control of the CSO or the donor but are conditions necessary to achieve the results.

Thusitha stated that **Objectives or Goals** should be SMART:

- Specific;
- Measurable;
- Achievable;
- Realistic; and
- Time-based.

In the current context of reducing corruption in Malawi, an example of a SMART objective would be 2,000 people in southern Malawi aware of their right to obtain services from local government entities without an extra fee.

In identifying activity/ies to achieve a stated objective, identify one or more activities that will help you achieve the stated objective, one must make the activities as detailed as you need them to be so that they can form the basis of a realistic planning system, whilst ensuring that they are achievable and measurable. To achieve this objective, used as an example, activities can be;

- Establish a cross section of professionals as a committee and meet to plan the activities
- Identify specific activities, for example, a radio program
- Discuss and decide on themes for debate
- Identify and confirm panelists
- Buy air time
- Advertise radio program's times and panelists to target audience
- Record and air radio programs

Inputs transform activities into outputs and reflect the process of implementing projects/ programs. Inputs represent costs associated with translating activities into desired outputs, and can include experts, equipment and funds. Using the same example as before, the inputs for the activities listed in the previous paragraph can be:

- Establish a cross section of professionals as a committee and meet to plan the activities – Hiring costs of meeting venue
- Identify specific activities for example, a radio program – No Cost
- Discuss and decide on themes for discussion – No Cost
- Identify and confirm panelists – Consultant Fees
- Buy air time – Cost of Air time
- Advertise radio program date and times, panelists, to target audience – Design and Printing of Flyers - Air time on Radio
- Record and air radio programs – Payment for air time

Outputs are tangible products and services that emerge from processing inputs through programme or non-programme activities. Outputs, therefore, relate to the *completion* (rather than the conduct) of activities and are the type of result which managers have a high degree of influence over. For example, 10 radio programmes aired over 10 weeks would be a reasonable Output of the Inputs listed above.

Expected Results or Outcomes are actual or intended changes in development conditions that project interventions are seeking to support. They describe a change in development conditions between the completion of outputs and the achievement of impact. Using the same example, the outcome or expected result will be 2,000 people listened to the radio programme.

It is also important to have predetermined **Means of Verification** through indicators that are observable signals of status or change that are intended to provide a credible means of verifying results. Effective

identification of indicators is important to be able to track progress and learn lessons. Output indicators assess progress against specific operational activities whereas results indicators measure progress against specified results or outcomes. Situational indicators provide a broad picture of whether the developmental changes that matter take place. Common methods of verification are through surveys, polls, focus group discussions, statistics, etc.

Assumptions are situations or conditions that are beyond the control of the CSO, or the donor, but are critical for achieving results under the project. Assumptions may relate to government officials, political environments, climatic conditions, or policies at the higher level. For example, if a policy on communications requires that such issues on corruption are too sensitive to be discussed on air, this would have a negative impact on project implementation.

Please see Annex C for the PowerPoint presentation.

Project Proposal Design

The next presentation was by Amanda Willett on Project Proposal Design focusing on the C&A's Small Grants Program.

She walked the audience through Understanding the Process and C&A's Standard Proposal Form. Presenting an overview of the Small Grants Program from the initial screening selection to award of a grant, she explained the eight basic steps in C&A's Small Grants Program as follows:

1. C&A Screening
2. Grants Review Committee Screening
3. CSO Workshop
4. Submission of Full Proposal and Detailed Budgets by CSOs
5. Review of CSO Proposals and Budgets
6. C&A Pre-award Financial and Administrative Review of CSOs
7. Request for USAID Approval to Award Grants
8. Issuing and signing of Grant Agreements

C&A's Standard Proposal Form has seven sections:

- **General Information:** The information requested in this section is the same as the first page of C&A's Standard Application Form. It is important to update this section with any changes in personnel or contact information.
- **Justification:** This section of the proposal should be one page and should attempt to answer the following questions:
 - What problem, issue, or need will the project/event address or contribute to resolving?
 - Why is the proposed project/event important and/or necessary?
 - How will the project/event resolve or address the problem, issue or need?
 - Why is the proposed project/event timeframe appropriate?

- **Organization and Past Performance:** This section has two parts a brief narrative and a past performance table.
 - Narrative (1/2 page)
 - Describe the organization and why it is appropriate to carry out the proposed project/event
 - Describe any recent activities that the organization has carried out to address the problem, issue, or need identified in the proposal
 - If appropriate, explain how recent activities informed the current proposal?
- **Strategic Framework and Narrative:** As explained in the previous section, the narrative must summarize the technical approach and methodology outlined in the Strategic Framework. It must also explain the specific roles of the personnel, volunteers, and consultants listed in the Strategic Framework. There must also be an explanation on how the activities listed in the Strategic Framework will target and reach marginalized groups. This Section can be as short as $\frac{3}{4}$ of a page and no longer than six pages.
- **Implementation Timeline:** The implementation timeline is a table listing the activities and the week or month when the activity will take place.
- **Activity Budget:** The inputs can be copied on to a table showing the exact cost of each input. A narrative of how each cost was calculated would be useful. It must also be shown who is supporting the cost of each input; whether it is the CSO or another donor as the case may be.
- **Instructions for Completing the Standard Budget Form:** The final Project/Event budget must capture all contributions to the Project.

Finally, evaluation criteria must be developed covering Technical Approach and Methodology, Management/Experience and Capabilities, Innovation and Strategic Thinking, Attention to Marginalized Groups and Budget and Budget Narrative.

Please see Annex D for the PowerPoint presentation.

Budgets and Costing

Jones Chikoko, Finance Management and Audit Specialist of C&A, delivered a presentation on Budgets and Costing.

He stated that the issue of activities in technical proposals is fundamental. The issue of planning comes next for different activities with different assumptions. Forms on budgeting and charting must be clear, illustrating when one is going to do what.

Budget comes from goals, objectives, and the SMART aspect. Strategies must be developed to achieve objectives. There are two critical issues to budgeting; monetary terms of an activity and specific period of an activity. If one does not know how much an activity costs, it will be difficult to implement because it can not be measured and thus what you can not measure you can not manage. In budgeting, the make or break factor is costing. Costing is the process of determining 'how much' or what you have to spend, while actual costing tries to find out how much has been spend while predetermined costing uses standards.

There are four different standard; ideal standard where everything is based on operating conditions (no wastage etc), attainable standard where everything is based on the hope that standard amount of work will be carried efficiently, current standards where everything is based current working conditions and basic standards where everything is left unchanged over a long period. For better budgeting it is advisable to use a combination of current standard for current working conditions and attainable standards for efficiency. This is more theoretical but needs to be pointed out it forms a basis for prudent budgeting.

To bring the costs to the actual budget, planning for a forthcoming period must be done from a cost element.

Why are organizations concerned with budgeting? The critical reasons for asking for a budget are as follows:

1. To ensure that objectives are achieved
2. Give direction to what is being undertaken and shows what one is supposed to do
3. It is also a form of internal control as to whether one is outside the planning process
4. Able to link all aspects of a program together and communicates ideals at the operational level both to CSOs and to C&A

There are three levels in the budgets preparation process:

1. Presence of a budget committee. This encourages team work, participation and thus there is ownership of the final product.
2. Specify the budget period. Budget period has a maximum of 12 months. It can be less but not more than 12 months.
3. Budget formulation which is a live document based on objectives. Executives link activities, their input and costing of the input.

There are several steps to budgeting:

1. Identification of the overall goal.
2. Identify objectives and strategies; what does the organization want to achieve and how does the organization want to achieve these.
3. Determination of activities.
4. Determination of inputs that would drive the program.
5. Costing of the inputs.
6. Determination of the budget lines. 4 – 6 budget lines will be adequate for your activities. There can also be sub-line items.
7. Insert the cost of input per activity onto the budget line
8. To ensure that based on the budget line items separate contributions are made to see how much each organization is funding. These have to be reported on and there must be flexibility when comparing with actual cost so that situations can be kept under control.

Jones also reminded the organizations that budget changes must have prior approval by C&A and that unrealistic costing will jeopardize project implementation, therefore budgets must be as realistic as possible.

USAID Financial Management Procedures

Robert Katuya made a presentation to the CSOs on USAID Financial Management Procedures. He briefly explained the minimum standards of financial requirements to implement projects as follows:

1. Bank account for USAID funds only.
2. Two signatories must sign cheques.
3. There must be adequate segregation of preparation, review, authorization and approval functions
4. Financial Management Systems (FMS) must be current, accurate and complete, and be able to capture all accounting information.
5. FMS should have records identifying source of funds and application of funds.
6. FMS must show that controls are in place for funds and assets including approval, authorization, use and guidelines.
7. There must be supporting documentations.

There are currently five auditors approved by the Regional Inspector General in Pretoria (RIG/P), but this applies only if the annual disbursement equals or exceeds US\$ 300,000 per year. These include: KPMG Peat Marwick, Deloitte & Touche, Mwenelupembe & Co, Price Waterhouse Coopers, and Graham Carr.

The organization must have acknowledgement receipts, journal vouchers, cash receipt vouchers, petty cash forms, and disbursement vouchers. Bank reconciliation is critical and an important management tool. Asset management and financial controls are important. Other necessary information include, job descriptions for all staff, job application forms, employee time and attendance sheets, purchase order forms, and receiving procedures for procurement.

Project files that relate to the activity must be maintained. Original grant agreement must be separately filed with any subsequent modifications. Other necessary files are:

- Voucher and payment files
- Personnel files
- Financial process and procedures manuals including accounting manuals, personnel manuals, policy on travel and procurement procedures manual
- Auditing files with engagement letters and any previous audits
- Payment of salary and time attendance sheet files.

Original receipts and invoices for purchases must be maintained. Financial and administrative reviews will be conducted by USAID and the C&A Finance Manager.

USAID will establish travel costs. However, if the organization has a system of allowances this can be used subject to prior agreement with USAID. Each organization can use its own rates as long as it does not exceed the C&A rates.

There are two methods of funding;

1. Advance method
2. Reimbursement method.

Reports must be prepared and submitted as agreed in the agreement.

Facilitator's Note on Individual Sessions:

Following the morning session, each CSO broke-off into their groups facilitated by a C&A, USAID or US Treasury staff person to further discuss their proposal in light of the preceding presentations. The afternoon session focused principally on discussing the Committee's recommendations, in addition to helping revise and modify their budget plan and strategic framework. It also gave the CSOs an opportunity to ask questions they had concerning their proposal and gain advice from their facilitator.

Below are the comments from each facilitator in regards to the group discussions:

Organization	<i>African Centre for development and Public Policy Management</i>
Proposal Title	Destroying Corruption for a Strong Economy, Equality and Poverty Reduction
Facilitator	Jones Chikoko (C&A)
Committee Recommendations	Consider funding if the organization has demonstrable experience implementing information dissemination, training and advocacy campaign projects. Reduce the project area to the southern region
Facilitator's Comments	<p>During the workshop, we looked more on the activities planned and coverage of the program. We noted that the program was planned to cover the whole country. However after review of the program and committee's recommendation, the following was agreed to be done:</p> <ul style="list-style-type: none"> • The project should concentrate their activities in the southern region only • The project should also consider sensitizing chiefs and police in each district on the dangers of corruption apart from district officials and teachers in each district. • The work plan for the project should change to reflect their concentration in the southern region • The budget should be reworked to reflect new changes but should not exceed the current budget • The project should also review time frame to finish off the activities – may be less than 1 year. <p>Program management agreed to start reworking on the activities focusing on the southern region only. They promised to finish the budget within a week from the date of the workshop.</p>

Organization	<i>Centre for Legal Assistance (CELA)</i>
Proposal Title	Promoting Interventions in Combating Corrupt Practices in Rural Communities of CELS's LIAs among Malawians
Facilitator	Silvester Tsokonombwe (C&A)
Committee Recommendations	To reach people in rural areas, who lack access to information, consider funding for two districts, one in the north and one in the central region, buy not in Lilongwe
Facilitator's Comments	Discussions on the proposal for CELA was not wide enough, since only one person (Executive Director) from CELA attended the workshop.

	<p>However, discussions with the Director centred on:</p> <ul style="list-style-type: none"> • Revising the schedule of activities • Improving the budget based on the revised activities • Reducing the number of districts to two i.e. one in the Centre of Malawi and another in the North, on the recommendation of the Committee
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Organization	<i>Communications (Diocese of Chikwawa)</i>
Proposal Title	Socio-economic Awareness Campaign: Concretizing the Fight Against Corruption
Facilitator	Amanda Willett (C&A)
Committee Recommendations	Consider funding Communications for up to \$10,000.
Facilitator's Comments	<p>Communications is lead by a young priest who is supported largely by volunteers and with funds from the diocese and other faith-based organizations. The organization has limited experience implementing donor-funded projects and has never received funding from USAID or a small grant of this nature.</p> <p>Communications' demonstrated a very in-depth understanding of the problems the communities it works with face in-terms of poverty and corruption. Communications had lots of creative ideas for how they might address some of the problems that their target communities were facing, but they had a more difficult time synthesizing these ideas into concrete activities with a timeline.</p> <p>I encouraged them to start small and limit their proposed activities to tackling one of the many problems they had identified. They decided to address the corruption in the livestock sector and came up with a series of activities.</p> <p>After the workshop we sat down together and worked on the budget. I encouraged them to provide greater specificity on what monies they required to implement the activities they described when we discussed how to tackle the issues of corruption in the livestock sector. Having focused activities made it easier for them to estimate the costs of the project they needed.</p> <p>I gave them electronic copies of the standard proposal form and budget that we had fleshed out together during and after the workshop. They agreed to finalize these quickly and submit revised versions with a more modest and easily attainable set of activities and budget.</p>

Organization	<i>Economic Association of Malawi (ECAMA)</i>
Proposal Title	Economic Literacy Programs on Good Governance and Economic Management for Oversight Institutions
Facilitator	Celeste Kubasta (US Treasury)
Committee Recommendations	Consider funding ECAMA to provide training for CSOs and CSOs in Lilongwe and to conduct one town talk in Lilongwe. Economics literacy training for Journalists will be done through a different mechanism
Facilitator's Comments	<p>Committee Recommendation:</p> <ul style="list-style-type: none"> • Remove journalists since they will be trained under other

	<p>initiatives – ECAMA concurred with this.</p> <ul style="list-style-type: none"> • Provide training for CSOs and CSOs in Malawi – ECAMA felt that at least two training courses should take place, one in Lilongwe and another in Blantyre. • Conduct one town talk in Lilongwe – ECAMA felt multiple town talks should occur after Parliament passes the budget. <p>Resolution of Committee Recommendations: After review of the issue and committee recommendation, ECAMA determined the proposal should be split.</p> <ul style="list-style-type: none"> • Proposal 1 will cover CSOs and CSOs and take place prior to the release of the budget recommendation • Proposal 2 will cover the town talks and take place after the budget passes. <p>Organization and Past Performance: ECAMA will have no difficulty providing the required documentation for the proposal. They were created under a USAID project in the past and their accounting records are maintained in accordance with USAID standards. They have been involved in multiple projects producing economic information for the public and will be able to document positive results.</p> <p>Project Activities: We focused our discussion on Proposal 1. They will initiate Proposal 2 on their own. The strategic framework and narrative was established. Potential participants, trainers, and other involved organizations were identified. The timelines were detailed. We discussed the activity and standard budget but were unable to provide amounts since they did not have details with them.</p> <p>Conclusion: ECAMA will have two good proposals to submit with minimal additional preparation.</p>
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Organization	<i>MBC Kaning'ina Studios</i>
Proposal Title	Tumbuka Radio Programme
Facilitator	Anna Sparks (USAID)
Committee Recommendations	Have MBC Kaning'ina work with Mzuzu University Anti-corruption Group to develop the program. Salary costs should be removed from the budget and standard MBC production and airtime costs should be applied.

Facilitator's Comments	My group was good, but we didn't have as much time as other groups may have had to get into the nitty-gritty and actually begin filling out the forms because we spent a lot of time trying to figure out how they would work together. The also did not seem at all receptive to minimizing the number of months they are doing the project so I just tried to reinforce to them that they had to have a good reason for picking the length of time – it should not just be because they want funding for that amount of time.
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Organization	<i>Montfort Media</i>
Proposal Title	Siyani (Stop Corruption)
Facilitator	Thusitha Pilapitiya (C&A)
Committee Recommendations	Consider funding Montfort Media to produce three months worth of programs and evaluate the public's response. If response is good, funding for additional programs could be considered.
Facilitator's Comments	Montfort Media had a viable proposal to air anti-corruption programs through the Radio to Central and Southern Malawi. The proposal was in detail and the programs were descriptive and coherent. The challenge was to pull together all the bits and pieces in to a coherent plan. This was an easy task as the Montfort team was responsive and knowledgeable. Once the thought process was put on track, the team was able to think things through and identify a viable plan of action. The Montfort team appreciated the benefits of developing a structured plan and the team was able to see for themselves what will work and what will not, and what exactly was required to attain a given objective. A new idea, that of a listener evaluation, was successfully introduced in to the project plan. The conduct of the evaluation will not only give feedback on listener interests, but also serve as a learning experience for Montfort who has not conducted such a review before. The group was confident that they could successfully complete this in 23 of the districts they are working in. Due to shortage of time, the Group could not proceed to working on the financial plans, but agreed to complete these for later submission.

Organization	<i>Mzuzu University Anti-Corruption Group</i>
Proposal Title	Anti-Corruption workshop – 'We Are The Hope' and Anti-Corruption advocacy campaigns
Facilitator	Anna Sparks (USAID)
Committee Recommendations	See recommendation for MBC Kaning'ina
Facilitator's Comments	See Comments for MBC Kaning'ina

Organization	<i>Olympic and Commonwealth Games Association of Malawi</i>
Proposal Title	Fighting Corruption Through Sports
Facilitator	Patrick Chinkhuntha (USAID)
Committee Recommendations	Consider funding the association to establish an anti-corruption soccer league in two districts, preferably in the east and link with student anti-corruption groups in schools. Limit the budget to between \$10,000 and \$20,000.

Facilitator's Comments	<p>Our discussion dwelt much on improving the proposal taking into account comments made by the Review Committee:</p> <ul style="list-style-type: none"> • OCGAM agreed to review the section on Management/ Experience and Capabilities in the final proposal • There also a discussion about the need for OCGAM to incorporate activities that target fighting corruption in addition to activities that raise awareness about corruption in the final proposal • The group also discussed extensively on the Review Committee's proposal to introduce an Anti Corruption League as one of the activities in the final proposal. OCGAM accepted this. They indicated that the league would be for both football (mainly played by boys) and netball (mainly played by girls) in order to have a gender balance. The proposed districts for the league that will be open to secondary schools only were Dedza and Ntcheu
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CSO	<i>Youth Net and Counseling Organization (YONECO)</i>
Proposal Title	Chitezeni Chuma: Promoting Transparency and Accountability through Citizen Participation
Facilitator	Rajula Atherton (C&A)
Committee Recommendations	Eliminate the proposed training for community paralegals. Request information on why YONECO proposes to target MaCSOchi and Rumph Districts. Consider providing support of up to \$10,000 for anti-corruption theater and community debates.
Facilitator's Comments	<p>Session 1: <i>Identify problem, Issue, or Need that the Project will Address (Section 2)</i> <i>Describe Organization and List Past Performance (Sections 3 and 3a)</i></p> <p>The discussion started with a review of the recommendation of the Grants review committee to eliminate the proposed training for community paralegals and provide support of up to \$10,000 for anti-corruption theater and community debates.</p> <p>This allowed the group to define the issues, their experience and the methodology their organization has developed to address community issues. YONECA was able to clarify that it is not proposing to train paralegals but rather is training community educators in anti corruption and governance issues to carry out community education and training initiatives and support citizens in accessing public services. The organizational representatives recognized the need to clarify this in their revised submission. The organization was also able to discuss its methodology and explain that only doing anti-corruption theater and community debates would not meet the problems/needs that it has identified. An important and complementary component of their program is the training of village and area development committees in their governance, economic management and transparency roles.</p> <p>YONECA saw the need to clarify this part of its proposal and provide more information on its methodology to strengthen the case for funding of the full original proposal. The organization's annual budget is \$500, 000 and it has a solid track record of identifying gaps and using its methodology to fill the gaps through new programming and related donor funding.</p>

	<p>Session 2: <i>Strategic Framework and Narrative (Sections 4 and 4a) Project/Event Implementation Timeline (Section 5) Activity Budget (Section 6) Standard Budget (Section 7)</i></p> <p>This part of the discussion focused on how to clarify and align the program objectives and program design to complete all of the elements of the strategic framework template, especially to monitor results. The group also worked on identifying its in kind contribution. It was noted that there was a significant volunteer contribution in this project. The group was able to take a first cut at completing the revised budget templates.</p> <p>In conclusion the group stated that they recognized the need to do some more work on the components of the strategic framework, to fine tune the project activities, sequencing and timelines; and need to match budget and cash flow requirements accordingly. While this organization is fairly well developed in managing donor funded programs, the participants felt that they had benefited from the day. The group discussion of issues and questions would help them to further enhance their program design and proposal.</p>
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CSO	<i>Lilongwe Schools Debate Society (LISSO)</i>
Proposal Title	LISSO Anti-Corruption Open Day
Facilitator	Robert Katuya (USAID)
Committee Recommendations	Eliminate the proposed training for community paralegals. Request information on why YONECO proposes to target MaCSOchi and Rumphu Districts. Consider providing support of up to \$10,000 for anti-corruption theater and community debates.
Facilitator's Comments	The proposal looked adequately done, however the discussions touched on the budget. It was agreed that LISSO ensure that the final budget must contain all the elements that are relevant in the implementation of the activity and must be realistic. It was also agreed that the committee recommendations will be addressed in the final proposal.

Follow Up Action:

The general consensus was that all proposals merited support by C&A. The CSOs, upon return to their offices, will amend the proposals to include the comments raised during the break away discussions as well as re-format their applications to conform to C&A's Standard Proposal Form. Upon receiving the final version, C&A will conduct an administrative review of the organizations to ensure that they comply with the USAID/C&A financial and administrative systems, as discussed during the session on Financial Procedures conducted by Robert Katuya.

Malawi's Sovereign Debt Credit Rating

Preparing for Analyst Visits December, 2006

Background

- Analysts from Fitch Ratings Service will visit Malawi to conduct in-country interviews prior to completing and publishing their ratings
- The following information is provided to help prepare for interviews with the analysts
What is a Rating Agency?
 - A company whose expertise is assessing the likelihood that a specific borrower will pay principal and interest on its debt timely.
 - Standard and Poor's, Moody's, Fitch
 - Hired by the issuer, but it is the investors who demand the ratings as a precondition for investment.
 - Rating agencies earn fees from investors as well issuers.
Why is a Credit Rating Important?
 - Allows Malawi's private sector companies and banks easier access to external credit by establishing a reference point
 - Transparency: Provides the discipline of a public review of Ghana's financial condition:
 - Measured against the standards of Ability and Willingness to meet domestic and external debt obligations.
 - Begins a rating agency relationship and track record Declares a willingness to be judged by international standards.

Rating Process

- Rating agency requests quantitative financial and (in the case of a sovereign issuer) demographic data
 - The Technical Working Group is compiling that information now
 - Mostly data already provided to IMF & World Bank
- In-country visit by analysts.
- Follow-up data requests made and responded to
- Preliminary rating and analysis provided. Subject to acceptance, discussion, or refusal.
- Final rating report is published

After the Rating Has Been Published

- Rating agencies will assign an analyst to follow developments in Malawi.
- Ratings may be changed without notice but normally there is prior consultation when there are significant developments
- Maintaining an open dialogue with the rating agencies will be as important as maintaining an open dialogue with multilateral donors

Timeline

- Review the quantitative data requested by agencies
- Schedule meetings as requested by Fitch
 - The rating agencies have provided a list of proposed interviews as well as discussion topics for each interview
- Prepare for interviews
 - Trial-run interviews to cover respective topics and organize, if necessary, additional data or source material

Background Information

- Several ratings may be assigned: Local Currency (short-term and long-term) and Foreign Currency (short-term and long-term).
- However, it is the long-term foreign currency rating that is regarded as *the* rating.
- Rating may be modified with 'positive', 'stable' or 'negative' indicating the rating agency's assessment of the rating trend.
- Rating agencies group countries with similar statistical profiles and assign a rating based on the default histories of those other countries.

Background Information

- Ratings agencies use slightly different criteria, definitions of ratings.
 - Progression: AAA/AA/A BBB/BB/B CCC
Examples: Other African Ratings:
 - S&P: Senegal (B+), South Africa (A-)
 - Fitch: Mali (B-), The Gambia (CCC), Malawi (CCC in 2005, CCC+ in 2003)
- What Does The Rating Mean?

- Ratings are designated by letter. Issuers rated BBB to AAA are 'investment grade'
- Issuers rated D to BB are 'speculative grade'. Countries rated 'C' are usually near default or recovering from one.
- Fitch defines a 'B' as 'highly speculative' and as having significant credit risk but with a limited safety margin remaining.
- CCC is defined as 'extremely weak credit risk'.

What the Rating Means to an Investor?

- Institutional investors usually require that debt be rated as a condition for purchase. Most investors are subject to portfolio concentrations limits on sub-investment grade paper
- A rating is also a pricing benchmark. Similarly rated securities carry similar prices in the primary and secondary markets.
- Investors will do their own due diligence and research. The letter rating is only the starting point.
- For weak credits, improvement over time is critical.

The Interviews

- Schedules should be established well in advance.
- Starting and ending on time is important to maintaining the schedules. Be punctual.
- Eliminate interruptions and distractions.
- Keep to the topics that have been proposed. Other topics may come up, but please stay within the time allotted.
- If additional information is requested during the meeting inform the point person. All such data will be compiled and forwarded to Fitch.

The Interviews

The Interviews

- A rating agency analyst prepares by reviewing all available information on each subject.
 - IMF, World Bank data and analyses
 - Local newspapers as well as other sources of information about local issues
 - Discussions with diplomats, companies, economists, etc.
 - Web search
- They draw on all sources, not just official and public sources.

How to Prepare for the Interviews

- You will know the topics that the interviewers want to talk to you about. You will be told what information has been provided on that topic to the interviewers.
- Think of the most challenging questions possible. Prepare for them. Do not 'oversell' or 'undersell'. Remember the same analyst might be in your office next year.
- Prepare talking points or notes several days in advance. But remember this is a discussion, not a presentation.
- At the end of the interview ask if they have the information they came for. Do not ask about what the rating will be.

PERFORMANCE MONITORING FRAMEWORK

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
IR 10.1 Systems for Preventing Corruption Established and Strengthened	10.1.1 – IFMIS <i>Adequate hardware and software are procured for IFMIS to be implemented at target user sites the Treasury, Accountant General's Office, three regional payment offices, and two read only sites, the NAO and parliament.</i>	Approved list of equipment is procured and delivered. (Yes or No)	C&A reports	Quarterly, upon selection of successful bidders and delivery of equipment.	Accountant General approves the procurement of hardware and software.
	10.1.2 – Procurement <i>Number of GOM procurement staff trained</i>	Number of GOM employees who attend self-standing course on procurement	C&A and ODPP Training reports	Quarterly	
	10.1.3 – Procurement <i>Malawi institution offers high level professional procurement training</i>	At least one institution is formally offering a sub-specialty in procurement in their official program.	Polytechnic Blantyre Course Enrollment Official university program	Quarterly	An established Malawian institution(s) of higher learning accepts to establish a sub-specialty.
	10.1.4 Procurement <i>Percent of unqualified procurement audit reports increases</i>	Procurement audits of selected procuring entities (having received C&A training) return positive findings ²⁵	C&A monitoring & reporting ODPP monitoring & reporting	Quarterly Bi-Annually Intermittent	NAO hires and retains adequate trained staff to conduct procurement audits

²⁵ The NAO does financial audits of Ministries and includes procurement units. But this is not sufficient to serve as a source for the indicator. C&A would have to ask the NAO to focus on procurement units. Source: Einar Gorrissen, SIDA LTTA

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
IR 10.2 Oversight Institutions Effective and Independent	10.2.1 – NAO <i>Speedier submission by NAO of Annual audit report to National Assembly</i>	NAO will complete Government Audit Reports for FY2004, FY 2005, and FY2006 before the end of the Task Order. ²⁶	NAO and National Assembly Budget & Finance Committee Review of reports available at NAO and National Assembly	Annually	NAO has the will and capacity to produce timely audit reports. AG submits financial reports to NAO in timely manner.
	10.2.2 – NAO <i>Number of staff trained</i>	Actual number of auditors that followed a self-standing training program in audit techniques, computer training and/or IFMIS	NAO and C&A trainers & subcontractors Training reports	Quarterly	Appropriate NAO staff are available for training

²⁶ By law, the Annual Report is to be submitted to the National Assembly within 6 months after end of GOM FY

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.2.3 – NAO <i>NAO on-line with IFMIS</i>	NAO is on-line with IFMIS and has read-only access to government financial reports. Unit of Measure: Yes or No	NAO and Accountant General's Office Observation of C&A Technical Staff	Quarterly-upon installation of equipment at NAO	AGO allows NAO to have read-only access to IFMIS financial reports.
	10.2.4 – M&E <i>Number of GOM staff trained in M&E</i>	Actual number of GOM employees who attend a self-standing course in M&E	M&E and C&A trainers & subcontractors	Quarterly	Appropriate M&E staff are available for training
	10.2.5 – M&E <i>Number of public relations and outreach events supported</i>	Events include Website development, hearings, press conferences, publications, television, radio spots	MEPD Data	Quarterly	M&E staff has the will and capacity to produce public relations and outreach data and willing to report on its findings.

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.2.6 – Civil Society Increase in the number of Malawians participating in anti-corruption activities	AC Activities: participation in advocacy campaigns, testifying before parliamentary committees, writing letters to the editor or decision-makers, attending civic education	C&A monitoring & reporting Corruption surveys Surveys by civil society organizations funded under the small grants program SUNY monitoring & reporting	Quarterly Annual Quarterly	Data is available from Afrobarometer and IFES surveys.
	10.2.7 – Civil Society CSOs integrated into Civil Society Action Against Corruption Coalition	Coalition is registered with GOM Unit of measure: Yes or No	Minutes and reports from Civil Society Action Against Corruption Meetings Observation of C&A Technical Staff	Quarterly	CSOs are interested in forming and actively engaged in an anti-corruption coalition.
	10.2.8–Media <i>Media Council established</i>	The Media Council is officially registered with GOM Constituent Assembly records. Unit of measure: Yes or No	C&A Media/newspaper reports US Embassy PAO monitoring	Quarterly Intermittently	Media Council stakeholders agree to revive the council.
	10.2.9 Media <i>Number of journalists trained in thorough researched investigative reporting of a) fiscal mismanagement, b) anti-corruption issues</i>	Number of broadcast journalists and producers and print journalists and editors	IFES & C&A Training reports	Quarterly	Media houses allow their journalists to attend training.
	10.2.10 – Media <i>Media Council establishes a system of accreditation for journalists</i>	Accreditation system is developed and agreed upon by Media Council Unit of measure: Yes or No	C&A Reports Media Council Reports	Quarterly intermittently	Media Council is established

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	10.2.11 – Media <i>Demonstrated advocacy by media in favor of AIB</i>	Number of events, articles sponsored or placed by media associations supporting AIB	C&A Reports	Quarterly	
	10.2.12 – Media <i>Adoption of a Code of Ethics by journalists</i>	Code of Ethics formally agreed to by journalists Unit of measure: Yes or No	IFES & C&A Training Reports	Quarterly	Journalists receiving training agree to adopt a code of ethics
IR 10.3 Systems of Enforcement and Deterrence in Place and Functioning Effectively	10.3.1 – Legal Skills <i>Number of GOM staff trained</i>	Number of GOM agency personnel, including senior- and middle-level management	Chancellor College Faculty of Law Number of certificates awarded; training records	Quarterly	C&A and Chancellor College Faculty of Law identify a consultant to conduct the training. C&A and the consultant sign a consulting agreement.
	10.3.2 – Legal Skills <i>Number of law students on vocational placement in key GOM entities.</i>	Number of law graduate interns applying for and being accepted by selected GOM entities	C&A Monitoring Reports	Quarterly	Law students interested in internships. GOM entities interested in having interns.
	10.3.3 - Legal Skills <i>Legal precedents set standards for civil servants</i>	Test cases filed challenging administrative law decision-making	C&A/Chancellor College Reports	Quarterly	Chancellor College identifies 15 test cases
Cross-Cutting	10.4 – Cross-Cutting <i>Sovereign Credit Rating</i>	SCR mission implemented	Ratings agency to be sub-contracted by C&A	Annually	GOM demonstrates its commitment to having an SCR by designating and empowering adequate leadership for the process. C&A negotiates and signs a sub-contract with a SCR Agency.