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QUARTERLY PROGRESS REPORT NO. 4

Period covering January 01, 2007 – March 31, 2007
(2nd 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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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
AFROSAI	African Organizations of Supreme Audit Institutions
AIB	Access to Information Bill
C&A	Casals & Associates, Inc.
CSO	Civil Society Organization
DEMAT	Development of Malawian Enterprise Trust
DFID	Department for International Development
EU	European Union
GOM	Government of Malawi
GTZ	German Agency for Technical Cooperation
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
MCA	Malawi College of Accountancy
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
NORAD	Norwegian Agency for Development Cooperation
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
SEDOM	Small Enterprise Development Organisation of Malawi
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. The international staffing of the project is now complete.

3. LOCAL STAFFING

Following Peter Mtemba's unfortunate refusal of the IT Specialist position, the post was subsequently offered and accepted by Mr. Ben Munthali who will assume his duties at the beginning of April 2007. Ben Munthali has been working as an IT consultant for the last six years and has experience working on IT projects for the GOM. Mr. Roosevelt Tsewole, who was hired as a consultant to provide IT support to the project, while the IT Specialist position was vacant, will complete his contract in April 2007.

Jonathan Pound took up the position of Project Coordinator in February 2007, following a previous seven month internship at C&A.

Mr. Geoffrey Maunde resigned as C&A's driver during March 2007. His position has been duly filled by Mr. Phillip Nankhwali. All other local positions are filled, however, as decided earlier, the position of Monitoring and Evaluation Specialist is still kept pending.

4. WORK PLAN AND M&E PLAN

C&A submitted both Work Plans and an 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 on January 18, 2007. The Chief of Party represented C&A at the Task Force Meeting on March 15, 2007. 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, Deputy Chief of Party and Senior Program Specialist attended the Implementing Partners' meetings in January, February and March 2007, where C&A briefed the implementing partners on the progress it had made on project implementation.

7. ADMINISTRATION

On March 19 & 20, 2007, C&A conducted a two day Planning Workshop held at Club Makakola, Mangochi for C&A staff, project counterparts from GOM and the non-governmental sector, MCC partners and USAID. A total of 49 participants attended. The principal objective of the Workshop was to outline project activities for the subsequent year, in addition to presenting and discussing the development of each Task since the last Project Retreat in October 2006.

During the first day, the program specialists presented a summary of the progress of their Tasks' activities. This enabled participants who were not directly involved with each Task to acquire an overview of the work that C&A has completed to date and an understanding of the linkages between each Task. Following the presentations, Rakesh Sharma, from IFES, presented the results of the Corruption Perception Survey (please see Annex A for the presentation).

The second day was scheduled for an interactive group session, with a total of eight Task groups headed by a program specialist, to discuss and develop an activity plan for the following year. Tasks 1 and 9 were grouped together. Each group developed and agreed upon a Task plan for Year 2, and identified solutions for problems that had been encountered during the preceding year. The plans were then presented to the Workshop by the program specialists.

The Planning Workshop served as an extremely useful exercise to determine Year 2's activities after consultation with C&A's counterparts. Two overall themes were echoed throughout the Workshop, firstly, the need to create and implement a project that is sustainable and, secondly, to ensure that information between the GOM and implementing partners, with regard to project activities, is easily accessible.

A full report on the Workshop is currently being finalized and will be distributed in April.

8. PROGRESS ON IMPLEMENTATION OF ACTIVITIES BY TASK

Second Quarter 2007 (January – March, 2007):

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

Activities during this quarter focused on finalizing the evaluation of bids received under the tender for IT procurement for Government of Malawi's National Assembly, National Audit Office, Regional Offices of the Accountant General, Hot Disaster Recovery Site for the IFMIS system, Treasury–Budget Department Training Lab and the Ministry of Justice.

The Bid Evaluation Committee, comprised of representatives from the Accountant General's Office, the National Audit Office, USAID and C&A, and chaired by a representative from the Accountant General's Office, completed the evaluation of the tenders and issued its final report and recommendations. These recommendations were approved in their entirety by USAID.

Bid awards were completed for the IT procurement for the National Assembly, National Audit Office and the Regional Offices of the Accountant General. The Treasury–Budget Department Training Lab and Ministry of Justice IT equipment was procured through CDW, USA.

C&A are coordinating with suppliers and national counterparts to oversee the procurement activities that are in compliance with the contractual arrangements and deployment within the national institutions.

C&A has been supporting the Treasury-Budget Department in the procurement and installation of equipment for the training lab.

The bid award for the IFMIS Hot Disaster Recovery Site is still in process. After a review of the project plan, it was determined that the timeline for the following three key pre-requisite activities, which are the responsibility of the Accountant General Department (ADG), needed to be confirmed:

- 1) Readiness of the Disaster Recovery Site
- 2) Upgrade of IFMIS-Epicor software and IFMIS servers from Microsoft Windows 2000 Server to Windows 2003 Server editions
- 3) Trenching, ducting and laying of fiber cable between the AGD Capital Hill and Disaster Recovery Site.

A letter was written to the Accountant General requesting a meeting to discuss the need for a firm commitment of timelines for the above pre-requisite activities in order to proceed with the bid award.

The Chief of Party and Senior Program Specialist met with the Accountant General to discuss the dependencies and requirements set out in the above letter. At this meeting the Accountant General agreed that these were the responsibilities of the AGD and he would inform C&A of the completion dates for the three activities outlined above.

USAID has been included on the above correspondence with the Accountant General and is being briefed on these developments on a regular basis.

Recruitment activities for the National IT Specialist were completed and a candidate was proposed to USAID for approval. He has since been engaged.

Second Quarter 2007 (January – March, 2007):

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. Hot Disaster Recovery Site in process.
6	Assessing equipment needs (e.g., hardware, software and other) of training labs and providing such;	Completed.
7	Assessing and determining, in consultation with USAID/Malawi, the feasibility of providing initial roll out and establishment of three regional payment centers.	Completed.
8	Support the Treasury-Budget Department in procuring and installation of equipment for the training lab	In process. Some equipment has been installed. Other pending shipment from the U.S.

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 undertaken by the Specialized Procurement Units (SPUs) housed within government ministries. A number of the SPUs are occupied by officers with no training in procurement and supply chain management. The other challenge the government faces is to fill all vacant positions under ODPP with professional procurement officers.

The short-term strategy to address these challenges 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. Currently, C&A is providing support to:

- Three members of staff from ODPP who are pursuing a 12 month Masters Degree program in UK. Upon completion of their program, they are expected to strengthen ODPP's oversight capacity in public procurement and also to anchor the Bachelor's degree program at Malawi Polytechnic.
- Training workshops for IPC members during the first half of 2007. C&A is supporting the training of 120 members of IPC.
- Training-of-trainers workshops for procurement professionals, who will 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. One member of staff has attended works procurement and selection of consultants' course in Mombasa, Kenya, from February 19 to March 16, 2007 (please see Annex B for the ESAMI training report). The other member is expected to attend a Procurement course at the ILO training Centre, Turin, Italy during either May or June 2007.
- Study tour for senior members of ODPP to assess best practices from other countries in procurement operations, and on how to involve SMEs in public procurement in accordance with the GOM's policy to promote SMEs has been completed.

C&A assisted ODPP to develop a questionnaire for a 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 results with C&A upon completion of the survey.

In the long-term, C&A is providing support to the Malawi Polytechnic to establish a Bachelor's degree program to provide the GOM with access to a local training centre in procurement and supply chain management. To this extent, C&A has supported the 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 undertaken a study tour to Makerere and Bolton Universities which was completed in December 2006. Using the lessons learnt from the tour, the task force finalized the curriculum following a workshop which took place in Blantyre, from February 19 to 22, 2007. A delegation from Makerere University facilitated the workshop. C&A supported the workshop, including travel costs for the Makerere delegation. Malawi Polytechnic is currently waiting for the university senate to approve the curriculum. C&A will also support Polytechnic in procuring of minimum number of library books for the course.

C&A supported a study tour to Canada, during March 2007, to assess best practices in providing small and medium sized enterprises with access to public procurement opportunities. Section 28 of the Public Procurement Act, 2003 and Regulations, require the ODPP and the heads of all procuring entities to provide maximum opportunities for small and medium sized enterprises to participate as suppliers, contractors, consultants and sub contractors in public procurement. Five people participated in the study tour, including one ODPP staff member, a representative from the Small Enterprise Development Organisation of Malawi (SEDOM) and one from the Development of Malawian Enterprise Trust (DEMAT), as well as two C&A staff. The Malawi Delegation met with federal and provincial government officials, development agencies and Non-Governmental institutions. A comprehensive report setting out lessons learned, recommendations and action plan is being finalized

Second Quarter 2007 (January – March, 2007):

No	Activities in support of ODPP	Status
1	Support three members of staff from ODPP to pursue one year Masters Degree Program in the UK.	Manale Jimu is at Robert Gordon University, Scotland, and Peter Makanga and Gift Gwaza are at the University of Birmingham, England. They are expected to return in October/November 2007. Please see Annex C for the students Academic Enrolment and Term Reports.
2	Provide short courses for two members of staff from ODPP	One member of staff attended works procurement and selection of consultants' course in Mombasa Kenya, from February 19 to March 16, 2007. The other member is expected to attend a Procurement course at the ILO training Centre, Turin, Italy in either May or June 2007.
3	Assess and strengthen ODPP's capacity to train procurement professionals	<p>2.1 - Training Materials for procurement professionals have been developed by ILO, through support from UNDP.</p> <p>2.2 - Training-of-trainers will be supported by Casals by June/July 2007.</p> <p>2.3 - Three training workshops for IPC members have been conducted (two in Lilongwe and one in Mzuzu).</p>
4	Strengthen the capacity of local training entities, such as the Polytechnic in Blantyre, to train procurement professionals.	<p>Task force formed</p> <p>3.1 - Draft curriculum developed</p> <p>3.2 - Study tour completed</p> <p>3.3 - Curriculum developed in February 2007.</p>
5	Provide continued assistance to the Polytechnic in Blantyre to establish a procurement sub-specialty within their existing or planned Commerce degree programs	3.4 - It is expected that the program will be launched by mid-2007 at the Polytechnic.
6	Provide study tours for senior staff to assess best practices elsewhere	Study tour to Canada on SMEs participation in public procurement was conducted from March 22 to April 2, 2007. ODPP, SEDOM, DEMAT and CA participated in the tour.
7	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.
8	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.
9	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 implemented and initiated the following activities during this quarter:

- Induction course for interns
- Application package training for NAO staff
- Procurement audit training

Mpemba Staff Training Institute, a GOM training school, conducted the induction course for the 20 interns from February 5 to March 3, 2007, with funding from C&A. The interns were trained in Government and Public Audit Procedures. However, three interns resigned during the quarter, principally due to dissatisfactions with the work environment.

Malawi College of Accountancy (MCA) conducted the Basic/Intermediate and Intermediate/Advanced Microsoft application package training course for 96 members of staff from the NAO, from January 16 to March 31, 2007. Six additional members of staff underwent the Basic/Intermediate course only. The training comprised of courses in Word, Excel, PowerPoint and Email/Internet applications. This training has increased computer literacy, leading to improved efficiency and effectiveness of NAO operations as whole and, in particular, for efficient and effective economic audits.

Crown Agents conducted specialized procurement audit training for 24 members of staff from the, National Audit Office, Office of the Director of Public Procurement, Anti-Corruption Bureau, Electricity Supply Commission of Malawi, Malawi Revenue Authority, Malawi College of Accountancy and Northern Region Water Board. The overall objective of the procurement audit course was to improve auditing of Public Procurement and thus reduce fraud and corruption in the public sector. Specifically, the participants were trained in monitoring procurement performance and combating corruption in procurement. It is expected that NAO will develop a procurement audit approach from this course that will be built into the overall audit methodologies. See Annex D for the Procurement Monitoring, Evaluation and Combating Corruption Training Course report from Crown Agents.

C&A is currently acquiring the following IT equipment, to facilitate computer-based audits and utilization of IFMIS data, for the NAO:

- Desktop computers and software
- Servers (to aid integration of national NAO offices)
- Printers
- Hardware for VPN connectivity to IFMIS

The computer training, conducted by MCA, will lead to more effective use of the computer equipment procured by C&A and improve the operations of the NAO as a whole.

Second Quarter 2007 (January – March, 2007):

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	An induction course for NAO interns and application package training was completed. 20 interns were trained and are now affiliated into the NAO. 102 members of staff from NAO were provided training in Microsoft

		applications: 96 in both basic and advanced, and six in basic only. Discussions are underway with AMG Global for audit sampling training and Staff Development Institute for induction course of 50 Assistant Auditors.
2	Provide in-country specialized short-term technical training in appropriate auditing areas: financial, project, forensic, environmental and fraud and corruption detection	A course in procurement audit training was completed. 24 Public Sector members of staff were trained. C&A are in discussions with AFROSAI E to offer three more 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.	A study tour to South Africa took place in 2006. Discussions are underway with the Office of the Auditor General of South Africa for possible secondments and specialized audits study tours in 2007. NAO and C&A are also discussing with INTOSAI for the settlement of outstanding annual subscription fees.
4	Establish internship program for bachelor of accountancy degree holders	Completed.
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 completed. Hardware supplied and placed in the NAO.
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 GOM staff who work on M&E in the local assemblies. A total of 109 people benefited from these training activities.

M&E Officers, Data Entry Clerks and sector M&E staff based in Malawi's 40 local assemblies attended a one-week training on MS Access and the M&E database, which is currently being used in the assemblies. Please see Annex E for the training report.

This training activity supports the UNDP-managed Joint Program Support for the National Monitoring and Evaluation Systems, referred to as the Road Map, which is jointly funded through both a basket fund and parallel funding arrangements with partners including the EU, DFID, NORAD, GTZ and MCC through USAID/C&A.

C&A's Deputy Chief of Party/Training and Capacity Building Specialist provided technical support to the MEPD on the planning and content development for the MS Access training. C&A's administrative staff provided logistical support.

C&A's Deputy Chief of Party/Training and Capacity Building Specialist is a member of the team which provides technical support to assist the MEPD to implement its strategic plan and road map. She attends both formal and ad-hoc planning and coordination forums and in March

attended the Technical Working Committee meeting to review progress on the implementation of the Road Map.

As part of C&A's support to the MEPD, C&A will finance the position for an IT/M&E Specialist to assist with building the GOM's project monitoring and evaluation capacity, to increase fiscal responsibility, and improve financial planning and project implementation. The IT/M&E Specialist will sit in the MEPD and assist with the development and performance of the M&E database. C&A and MEPD interviewed four candidates for the position and after a practical test and interview, Magombo Galunzanga was selected for the post. He will take up the position early next quarter.

C&A continues to engage 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. 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 implement an effective national M&E system.

Second Quarter 2007 (January – March, 2007):

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.	No additional activities were planned or carried out during this quarter.
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.	Provided training on MS Access and the M&E Database to M&E officers, data clerks, and sector M&E staff from all local assemblies.
3	Conduct an IT needs assessment and provide support in procuring appropriate hardware and software, including phones and computers.	C&A has developed a list of IT equipment required by the Development and M&E Divisions of MEPD. Detailed technical specifications are being developed. The IT Equipment will be used to host and operate the PSIP database and 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 completed interviews and is finalizing the recruitment of an IT Specialist to be based at MEPD.
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.	No additional activities were planned or carried out during this quarter.
6	Support study tours and other cross-border	No additional activities were

	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.	planned or carried out during this quarter.
7	Provide training and technical assistance to develop the capacity to engage in a wide range of public relations and outreach activities.	C&A, at MEPD's request, will engage a consultant to help MEPD develop and implement a communications strategy to effectively disseminate M&E information.
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 MEPD, C&A has identified areas where it can support implementation of the strategic plan or the "road map." These include training for local assembly M&E officers, training for directors of planning on budget development, recruitment of an IT Specialist and IT Procurement.

Task 5 – Building Legal Skills Capabilities

Following the appointment of the Administrative Specialist C&A has stepped up activities under Task 5. The establishment of an office for the Specialist within MOJ was completed including installation of a computer and internet. A meeting was held with the Task 5 group that was formed at the October retreat to discuss the way forward. Certain mid course corrections were made with regard to the training activities.

The interns from Chanco were successfully selected and placed at the Ministry of Justice. The intention was to support the salaries of the interns for a period of one year after which their salaries will be absorbed in to the core budget of the Ministry of Justice. However, in a surprise move, the Ministry of Justice immediately absorbed the interns in to the permanent cadre of the Ministry and absorbed their salaries in to the core budget. While this did not adversely affect the strengthening of the MOJ capacity, this had a detrimental effect on the other government institutions that were expecting interns. C&A met with new lawyers to identify their training needs that will be fulfilled in the coming quarters. The lawyers also requested certain books and reports that C&A will support to purchase. C&A also supported a three week residential induction course covering Government of Malawi operations, at the Staff Development Institute in Mpemba. All newly recruited lawyers participated in the course.

The services of Dr. Kanyongolo were contracted to work on this Task and he commenced the review of the Administrative Law Manual and the development of the training material on other areas of law relevant to government officials. C&A also made close contact with faculty members of the Chanco who would conduct the training based upon the material developed by Dr. Kanyongolo and had meeting with the group to discuss how and when the training will be conducted. Mr. Paul Kaiser of USAID also attended one of the meetings held with Chanco at the College premises in Zomba. A preliminary meeting was also held in Zomba with Prof. Kanyongolo

and the proposed trainers to discuss the training material developed to date. C&A submitted the CVs of the trainers to the headquarters for establishment of rates and negotiation of contracts. An Action Memo will be submitted to USAID during the next quarter for approval of training.

C&A also met with the government agencies that would benefit from the training of legal material including the Judiciary, Malawi Police, Anti-Corruption Bureau (ACB), NAO, ODPP, and the National Assembly and developed training schedules taking in to account the priorities of the trainee institutions. Topics for training were also selected in a participatory manner. Training is scheduled to comment during the next quarter.

C&A also finalized preparations for the participation of representatives from the Ministry of Justice and Chancellor College of Law at the Global Conference on Anti-Corruption to be held in Johannesburg from April 2 to 5, 2007. The group will also include representatives from the Accountant General's Office and the ACB, and will be accompanied by C&A's Administrative Specialist.

Task 5 was well represented at the Planning Workshop where useful discussions, on future activities, took place. The participants in the Task 5 discussion group included the Director of Public Prosecutions, Deputy Secretary of MOJ, Prof. Kanyongolo of Chanco, who is developing the training material and three Professors from Chanco, who would be conducting the training programs for GOM officials and the new lawyers at MOJ.

During the quarter, the main counterpart under Task 5, Solicitor General and Permanent Secretary to MOJ, Alex Maluza, passed away. His position has not yet been filled and C&A is currently coordinating with the Deputy Secretary, Mr. Snyder Nyirenda. There was also a staff change at Chanco, and Dean Necton Mhura was replaced by the former Deputy Dean, Mr. Charles Mhango. C&A met with Mr. Mhango when he was Deputy Dean and also after he was appointed Dean. Mr. Mhango was fully briefed on the training activities and he will participate as a trainer during the next semester.

Second Quarter 2007 (January – March, 2007):

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	Completed.
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	Completed.
3	Establish criteria for monitoring performance impact of personnel trained in the 10 learning and skills development programs.	Prof. Kanyongolo is now developing the M&E criteria to be completed 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.	The areas and groups have been confirmed and schedules drawn up to conduct training starting from the 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.	C&A had detailed discussions with all trainee organizations and developed an itinerary for training by Chanco consultants during the next quarter.

6	Support Chancellor College to establish a vocational training (internship) program which will place law students in key government entities.	Completed. Interns were already absorbed in to the MOJ.
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 provided technical support towards the mini-stakeholder and stakeholder’s meeting held on February 16 and 17, 2007, that led to the reformation of the Media Council of Malawi (please see Annex F for Stakeholders’ Conference report). The two meetings led to the successful adoption of the constitution of the Media Council of Malawi and the election of the Council’s National Governing Council. This was a major achievement, since the Media Council of Malawi has been inactive for over five years. The Council’s Mandate is to uphold and maintain the freedom of the media in Malawi, including the freedom of expression and the public right to freely receive and impart information and opinion, and to defend/protect the media from undue pressure from any source. The Council will act a regulator, ensuring that the media adheres to the highest possible standards by strict compliance with the code, and as an independent complaints body

Please see Annex G for a cable from the US Ambassador to Malawi, detailing the re-establishment of the Media Council.

C&A also provided technical support for the first National Governing Council meeting, where all members attended and paved the way forward for the Council. A tentative plan of action to have the Media Council Secretariat in place is underway and adverts to employ the Council’s Executive Director have since been flighted.

Second Quarter 2007 (January – March, 2007):

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.	Completed.
3	Resuscitate the Media Council of Malawi.	Completed. Media Council of Malawi National Governing Council is in place and a constitution was adopted in February 2007.
4	Support the re-formation of the Media Council by facilitating discussions between the potential members and leaders. To assist with identifying their common goals and strengths, in addition, to develop a strategic vision for the Council.	On-going. Currently providing technical support to help the Media Council establish links with corresponding regional bodies.

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 selected. The council has since advertised for the post of Executive Director to head the secretariat.
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.	On-going. The Media Council of Malawi National Governing Council will be supported to attend a regional conference for similar bodies in Nairobi, Kenya, from May 2 - 3, 2007.
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 assessing which organizations are best placed to provide such kind of skills, following the Media Council conference in Kenya.
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 prepared 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, 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.	Next Quarter. To happen after assessing which organizations are best placed to provide such kind of skills, following the Media Council conference in Kenya.
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. To happen after assessing which organizations are best placed to provide such kind of skills, following the Media Council conference in Kenya.
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	Next Quarter. Soon after the

	enforcing a journalist accreditation program that includes skills and ethics.	Media Council Secretariat is in place.
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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 (Zodiac Radio Station) and print media houses (The Guardia, Nation Publications Limited and Blantyre Newspapers), from February to March, 2007. Journalism trainers from IFES and the University of Malawi’s Polytechnic, Don Ray and Abel Mwanyungwe respectively, were contracted to conduct week-long sessions in each media organization’s newsroom. The training was conducted in-house, an approach in Malawi that is giving the journalists an opportunity to use the training sessions in a real life setting.

This training helped to improve coordination and information sharing among journalists and various government entities, as well as civil society, given that guest speakers from the 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 trainings produced immediate results, with a number of anti-corruption stories using ‘sound’ or ‘images’, airing nationally. Rex Chikoko, a journalist for Blantyre Newspapers, for example, has been given an in-house award for undertaking a series of investigative articles, which has since had a significant impact.

C&A is planning follow-up training sessions for journalists who are keen on pursuing investigative journalism. Don Ray will work hand-in-hand with Abel Mwanyungwe to prepare and conduct subsequent training courses. C&A is also planning to extend the investigative journalism training to information officers within the Ministry of Information.

Please see Annex H for a full report of the journalism training course.

Second Quarter 2007 (January – March, 2007):

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 the Guardian Newspaper, Zodiac Radio station, Blantyre Newspapers and Nation Publications Limited was conducted. C&A is currently planning, with IFES, to carry-out similar training courses for Malawi News Agency and follow-up sessions for a selected group of journalists, who will be trained in intensive specialization of investigative journalism.
2	Recruit 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	On-going. Currently receiving proposals from Zodiac Radio Station, Nyika and Blantyre Press Clubs to conduct the seminars.

	media.	
4	Prepare for a conference with universities' 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 follow-up training session is finalized.
5	In co-operation with the Media Council, Editors Forum, select journalistic, universities and/or private institutions 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.	Next Quarter. To happen concurrently with the conference and universities.

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 awarding grants; reviewing grant applications submitted; providing training to grant recipients and potential grantees on USAID regulations, financial and administrative requirements, and how to develop small grant proposals and budgets; and completing the USAID-required pre-award surveys. During the same period, IFES and C&A disseminated the results of a nation-wide corruption perceptions survey.

Small Grants Program

Following a review of the 10 full proposals submitted by the short-listed CSOs and the pre-award surveys conducted in the last quarter, C&A selected seven proposals for funding under the Small Grants Program. C&A Malawi forwarded all seven to USAID and C&A Headquarters for final approval during February, 2007. To date, C&A has awarded six grants:

- Communications (Diocese of Chikwawa)
- Economic Association of Malawi (ECAMA)
- Lilongwe Schools Debate Society (LISSO)
- Montfort Media
- MBC Kaning'ina Studios
- Youth Net and Counseling (YONECO)

USAID approved a proposal from the Olympic Commonwealth Games Association (OCGAM) for funding and the grant documents are currently being reviewed by C&A Headquarters following budget modifications, based on the recommendations from the Grants Review Committee.

During February and March, C&A invited the approved grantees to sign the Grant Agreement Letter and other grant documents. However, before disbursing the first advance, C&A conducted individual training sessions for Communications, LISSO, Montfort Media and MBC, whose financial and administrative systems were considered not to be as well developed as the larger organizations. The training focused on accounting methods and procurement and administrative procedures, to ensure compliance with USAID regulations, as well as to aid the implementation of their anti-corruption projects. YONECO and LISSO received their first financial installment in March and the remaining grantees will receive their first advance in the beginning of April.

C&A, in addition, coordinated training-of-trainers sessions with the Anti-Corruption Bureau (ACB) and CSO partners, to create a viable knowledge base, focusing on the three 'r's' of corruption

(react, resist and report), leading to a cohesive campaign amongst the CSOs' anti-corruption activities. The training focused on the operations of the ACB, the types of corruption prevalent in Malawi, the societal and individual costs and the reporting procedures the ACB has developed. The training sessions by the ACB took place in March, and are scheduled for April.

Please see Annex I for a report on the ACB training sessions.

On March 25, LISSO conducted their Anti-Corruption Open Day, after a week of training students on issues relating to corruption. The event was broadcast live on Zodiac Radio, and the day's events included presentations, poetry reading, plays and debates. YONECO has begun to implement their activities and the remaining four grantees have begun preliminary work on their projects. C&A expects that all activities will be in full progress during the next quarter. C&A will schedule a quarterly meeting with all CSOs during the next quarter to discuss the progress of each project and provide further technical support and coordination between C&A and the CSOs.

C&A set February 15, 2007 as the deadline for the second round of the Small Grants Program and advertised the closing date in three national newspapers and one national radio station inviting CSOs to submit proposals for the Program. C&A received a total of 119 applications prior to the deadline, and after an internal review by C&A, 21 proposals were submitted to the Grants Review Committee for consideration. The committee met in February and short-listed four applications. During March, C&A requested the four short-listed applicants to prepare full proposals and detailed budgets. To expedite the grant making process, C&A conducted pre-award surveys and met with each of the organizations to review in detail the forms and required information. C&A has requested that the grantees submit their full proposals by the next quarter for further evaluation.

Corruption Perceptions Survey

IFES Research Manager, and the project's survey expert, Rakesh Sharma traveled to Malawi to lead a series of focus-group discussions on the survey results. C&A staff facilitated meetings with all of the project's stakeholders, including representatives from MCC Initiative partners, GOM entities, the international donor community, civil society organizations and the media. C&A/IFES held a total of 13 survey dissemination meetings and paid special attention to sharing the results of the survey and the findings from the dissemination meetings with the ACB.

The survey demonstrated that the techniques the ACB is currently employing to disseminate information about how to fight and report corruption are not effective. The ACB has requested C&A to provide them with technical assistance to develop their communications strategy.

Please see Annex J for IFES's report of the survey dissemination presentations.

Second Quarter 2007 (January – March, 2007):

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.	Civil Society Action Against Corruption submitted an application for a grant, which the grants review committee reviewed and did not short-list.
3	Prepare and disseminate Annual Program Statement (APS).	Completed, APS advertised in August 2006 and February 2007.
4	Establish grant review committee.	Completed, grants review committee met in September 2006

		and February 2007.
5	Conduct training for potential civil society grantees on grant proposal preparation.	Completed in October-December 2006 quarter for first round of potential grantees and in March for second round of potential grantees.
6	Issue grants to support civic education/public outreach campaigns.	Six grants awarded, one being processed, and four additional CSOs under consideration following the grants review committee meeting.
7	Request training from ACB to train CSOs trainers on types of corruption and reporting procedures	ACB began providing training on corruption to grantees in March.
8	Quarterly Implementing Partners Meeting with Grantees	Will take place in the next quarter.
9	Baseline National Survey Implemented and Disseminated.	The first survey completed and a second survey will be conducted between October and December 2007.
10	Consult with USAID and other stakeholders on design of research instrument.	Consultations completed for the first survey and will be conducted between October and December 2007 for the final survey.
11	Design of research instrument and sample (IFES and MCG).	Completed for the first survey. Research instrument for the final survey will be conducted between October and December 2007.
12	Translation of questionnaire and pre-test; training of interviewers and supervisors (IFES Research Manager in Malawi) (IFES and MCG).	Completed for the first survey and will be repeated in October 2007 for the final survey.
13	Fieldwork and data processing (MCG).	Completed for the first survey and will be repeated beginning in October 2007 for the final survey.
14	Data analysis and report.	C&A/IFES/MCG completed data analysis for the first survey and developed a power point report for the survey dissemination.
15	Consultations with USAID/Malawi on implications of findings for civic education program.	C&A/IFES presented the findings from the first survey to USAID and reviewed the implications for the civic education program.

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 Fitch Rating’s Sovereign Credit Rating (SCR) review which commenced in early December 2006.

On March 6, 2007 Fitch Rating upgraded Malawi’s credit from CCC to B-(minus). This positive result was a significant event for the GOM and stakeholders.

In keeping with the GOM’s desire to use the SCR as an indicator tool to demonstrate the impact of Malawi’s overall reform program it was considered desirable and advantageous to support a GOM led conference to present the results and significance of the 2006 SCR. The SCR

Dissemination Conference was held on March 16, 2007 (please Annex K for the SCR presentations). The intended outcomes of the Conference were to educate key stakeholders on what a SCR is; the key data and the economic and societal factors that contribute to a Sovereign Credit Rating; the impact of the SCR on stakeholders; the role that media, civil society, the financial community and GOM can play; improved understanding of policy decision-making, oversight mechanisms, good governance and data collection, and increased understanding of issues and preparedness for the 2007 Sovereign Credit Rating.

C&A supported the SCR Dissemination Conference led by the Ministry of Finance and the Reserve Bank of Malawi.

The key note address was given by the Minister of Finance. The program included presentations by the Governor of the Reserve Bank of Malawi, the Minister of Finance, the US Ambassador to Malawi and Fitch Rating consultants as well as a plenary session where stakeholders engaged in a question and answer session.

Approximately ninety people attended representing key stakeholders from the GOM, Reserve Bank, Parastatals, Media, Civil Society, World Bank, IMF, other Donors, Financial and Business Community.

Second Quarter 2007 (January – March, 2007):

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 (SCR) 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.	Completed.
7	Organize training conference to present the results and significance of the 2006 Ratings	Completed.

9. ACHIEVEMENTS AND CHALLENGES

ACHIEVEMENTS

Task 1 – IFMIS for the GOM

The awarding of six IT contracts, management of different vendors and deployment to national institutions is a major achievement.

In particular, the Hot Disaster Recovery Site is a particularly complex technical project. This project also has high political visibility and international donor interest from the World Bank and IMF due to the mission critical nature of the IFMIS application.

Task 2 – Professionalizing Public Procurement in the GOM

Two IPC training workshops were completed in March 2007, participants from both training sessions viewed the courses as extremely beneficial. C&A also supported one member of staff from ODPP to attend a training course in Mombasa, Kenya.

During March, C&A coordinated a study tour to Canada to learn best practices for SMEs in public procurement. The response from the tour was overwhelmingly positive.

Following a study tour to the University of Bolton and Makerere University, to assist with the development of a bachelor's degree in procurement and supply chain management for the University of Malawi's Polytechnic, the task force met in February 2007 to finalize the degree's curriculum. The Polytechnic is currently waiting for the University Senate to approve the curriculum.

Task 3 – Strengthening the Capacity of the NAO

The induction course for the interns proved to be a success and enabled a smoother integration within the NAO.

102 NAO staff members underwent Microsoft application training courses, conducted by MCA, from January to February, 2007. The feedback from the course was positive and has increased computer literacy, leading to improved effectiveness and efficiency of NAO operations. NAO staff, in addition, attended a training course in procurement auditing, which was run by Crown Agents. The training course was deemed to be a success and NAO will, as a result of the training, develop a procurement audit approach to be integrated in the overall audit methodologies.

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

M&E staff from all of Malawi's 40 local assemblies attended a one-week training course on MS Access and the M&E Database.

C&A has overcome the challenges faced in commencing activities with MEDP and other GOM partners who share the responsibility for M&E of GOM implemented projects. MEDP and C&A successfully implemented all planned activities during the quarter. Implementation of Task 4 is now on-track. C&A expects to implement the activities under this task and meet, if not exceed, all the agreed upon targets.

Task 5 – Building Legal Skills Capabilities

After some delay, during this quarter the consultant for developing training material came on board and commenced the development of training material. C&A also met with all the trainee organizations and Chanco to complete a training schedule that will enable the commencement of training programs during the next quarter.

The interns were integrated into the MOJ and C&A supported an induction course, in addition to developing a participatory program of skill building for the new lawyers.

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

C&A has successfully supported the reformation of the Media Council and saw the resuscitation of the Media Council of Malawi at a stakeholder's conference that was financed by C&A. The meeting also adopted a Constitution for the Media Council of Malawi and elected a National Governing Council. This was a great achievement since the Media Council of Malawi had been inactive for over five years.

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

After a lengthy USAID-compliant grant making process, C&A awarded six grants during the quarter. The grants awarded will result in a diverse range of anti-corruption activities being implemented throughout Malawi. The six CSOs which received grants began implementation during the quarter and one additional grantee reached the award phase. Grantees will implement activities including anti-corruption campaigns which target a specific issue and location; radio programs on corruption to be broadcast in local languages throughout the country; and training and civic education campaigns targeting youth, rural communities and civil society organizations.

C&A/IFES disseminated the results of its corruption perceptions survey in Lilongwe, Mzuzu, and Blantyre. The dissemination meetings were organized as focus-group discussions and C&A/IFES invited representatives from the MCC Initiative partners, GOM entities, international donor community, civil society organizations, and the media to participate. Most meetings included small groups, which allowed for greater discussion among attendees. As such, dissemination meetings provided an excellent forum for sharing ideas about what the country as a whole and individual Malawians can do to fight corruption.

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

C&A and the MCC OTA role in the preparation of GOM for the positive FITCH credit rating review have received wide recognition.

The March Sovereign Credit Rating Dissemination Conference was a unique event with representation of key stakeholders from the GOM, Reserve Bank, Parastatals, the media, civil society, World Bank, IMF, other Donors and the Financial and Business Community.

The Dissemination Conference was well attended with active participation of stakeholders at the plenary session.

CHALLENGES

Task 1 – IFMIS for the GOM

The CDW procurement was intended to fast track procurement for the Treasury Budget Training Lab. This procurement took longer than anticipated and required considerable follow-up to ensure all items that were ordered were received and were according to specifications e.g. software and printers.

The installation of the equipment has also taken longer than anticipated due to slippages of the rehabilitation of the lab facilities funded by the EU and carried out under the Ministry of Public Works.

Overall this large IT procurement requires considerable coordination and support both to vendors and national institutions.

Task 2 – Professionalizing Public Procurement in the GOM

There has been a significant increase in demand for Internal Procurement Committee (IPC) training, however, given budget constraints C&A may not be able to satisfy the requirements requested by ODPP.

The late submission of IPC training budgets from ODPP has delayed the coordination of workshops, as budgets first need to be approved by USAID before training sessions can be arranged and coordinated by C&A.

Task 3 – Strengthening Capacity of the National Audit Office

Three interns resigned from the NAO due to disagreements with their supervisors. This matter has been discussed with NAO management and they are committed to ensuring a smooth integration of interns within NAO.

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

No challenges to report from the last quarter.

Task 5 – Building Legal Skills Capabilities

The death of Mr. Alex Maluza set back coordination at the MOJ for a few weeks while new contacts were built with the Deputy. The change of administration at Chanco was a challenge which was turned in to a positive factor due to Prof. Kanyongolo's introduction of C&A to the Deputy Dean who was appointed Dean.

The confirmation of interns as full employees posed a difficulty to the other organizations who were awaiting lawyers as interns. C&A is now working with Chanco to place 3rd year law students as interns during their vacation.

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

The Media Council of Malawi is yet to start working fully since there has been no seed funding remitted to the Council. There have also been delays in donor support towards the formation of the Media Council of Malawi Secretariat.

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

Logistics for training sessions continued to be complicated in planning for training sessions due to confusion regarding the roles and responsibilities of C&A and IFES.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

The primary challenge C&A has experienced during the grant making process is that many of the CSOs under consideration have reasonable technical capacity but require support and training on proposal and budget preparation as well as development of financial and administrative systems which are of USAID compliant.

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

No challenges to report.

10. PLANNED ACTIVITIES FOR 3rd Quarter 2007 (April – June, 2007)

Task 1 – IFMIS for the GOM

- Continue to oversee the procurement activities to ensure compliance with the contractual arrangements, approval of payments and support deployment to national institutions.
- Continue to support Treasury-Budget Department with the installation of the equipment for the training lab including getting replacement printers from CDW
- Support AG in assessing supplementary needs related to the IT procurement such as training, additional equipment etc.
- Monitor the need for VPN connectivity in-line with the World Bank procurement for the Government Wide Network (GWAN)
- Finalize procurement for the HOT Disaster Recovery Site
- Assess the IT requirements (for the Public Sector Investment Program Database, PSIP), procurement and support implementation for the Ministry of Economic Planning and Development

Task 2 – Professionalizing Public Procurement in the GOM

- Finalize two IPC training workshops in Mzuzu and Blantyre
- Complete Canada Study Tour Report
- Initiate procurement process for Polytechnic Library books
- Conduct a month long training course for procurement professionals
- Provide sponsorship for short courses at ILO Training Centre for one member of staff from ODPF

Task 3 – Strengthening the Capacity of the NAO

- Conduct auditing sampling training.
- Support induction course for 50 assistant auditors.
- Finalize payments of subscription fee to INTOSAI
- Arrange public Audit Act sensitization meeting
- Organize secondments of deserving auditors to South Africa and other Supreme Audit Institutions, and start sponsoring such Auditors for secondments.
- Complete arrangements for specialized audit training, such as IT auditing, investigative auditing and performance auditing, with African Organizations of Supreme Audit Institutions (AFROSAI).

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

Following C&A's planning meeting and subsequent meetings with MEPD's Directors of M&E and Development, C&A's Deputy Chief of Party/Training and Capacity Building Specialist will provide updated information to the Steering Committee on MCC Initiative plans to provide support to strengthen the national M&E system through March 2008.

C&A's Deputy Chief of Party/Training and Capacity Building Specialist will attend the April Steering Committee meeting. The Steering Committee oversees and provides technical direction to MEPD regarding the implementation of the Road Map. The close coordination and regular communication among funding partners and MEPD, through both Steering and Technical Working Committee meetings has minimized the chances for overlap and created inter-donor synergies.

- Provide technical and financial support to MEPD and MLGRD to provide refresher training for M&E Officers and Data Clerks on the MS Access database.
- Underwrite the costs of sending up to five people for training on development program/project evaluation.

- Provide training to the heads of planning in sector ministries on budget development in-line with the PSIP and the GOM's current development priorities as articulated in the MGDS.
- Provide refresher training to the directors of planning from the local assemblies on budget development in-line with the PSIP and the GOM's current development priorities as articulated in the MGDS. This training will build on the lessons learned and needs identified during the training conducted in December 2006.
- Finalize the recruitment of an IT Specialist, who will be based at MEPD.
- Provide technical and financial support to MEPD and MLGRD to conduct monitoring visits to the local assemblies and provide on-the-job training to M&E Officers and Data Clerks.
- Develop IT specifications for equipment required by the Development and M&E divisions of MEPD.
- Initiate procurement of required IT equipment.
- Engage an international consultant to provide technical assistance to MEPD to develop a communications strategy. This consultant will work closely with a local consultant that the UNDP-managed basket fund will support.
- Attend Technical Working Committee and ad-hoc coordination meetings convened by MEPD.

Task 5 – Building Legal Skills Capabilities

- Commence training in legal skills for selected government institutions.
- Trainings for new lawyers at.
- Purchase books and periodicals requested by the new lawyers at MOJ.
- Complete the updating of the Administrative Law Manual, as well as training material on other topics.
- Begin the Clinical Legal Education Program at Chanco.
- Assist Chanco to identify at least 5 test cases for documenting wastage of resources.

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

- Organize a strategic planning process for the Media Council of Malawi.
- Provide technical support and training to the Media Council of Malawi secretariat, to ensure that it is self-sustainable.
- 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

- Coordinate training for journalists at MANA and follow-up sessions for specialization in investigative journalism.
- Organize public debates on the consolidated efforts by the media and other stakeholders against corruption.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

The Project Coordinator will maintain regular communication with the grantees on their activities and implementation to ensure any implementation challenges are overcome and the grantees proposed timelines are maintained.

- Conduct monitoring visits to all grantees.
- Award a grant to OCGAM.
- Review proposals and budgets and provide feedback to the four new grantees under consideration.
- Award additional grants and commit all of the resources in the task order for small grants.
- Request and review narrative and financial reports from grantees as their activities are successfully implemented.

- Organize first quarterly grantee meeting.
- Update small grants database.
- Produce and send letters to all unsuccessful applicants from the second review of applications.
- Finalize the survey report with recommendations discussed during dissemination meetings and include charts on all survey questions.
- Engage an international consultant to provide technical assistance to the ACB to develop a communications strategy.

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

- Assess further training support needed for the Reserve Bank of Malawi in preparation for the 2007 Fitch credit rating.

11. 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
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	25	50	100	150 ⁷	175	200 ⁸
	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 L 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 Figures from IPC training, MSc Students, ESAMI Study Tour and Crown Agents Training.

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

⁸ 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 ^{9 10}	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> ¹¹	>24 months late (mainly due to late submission of reports by Accountant General's office)				12 months late ¹²				12 months late
	10.2.2 – NAO <i>Number of staff trained (Gender disaggregated)</i>	No	15	18	200 ¹³	205	207	209	211	281 ¹⁵
	10.2.4 – NAO <i>NAO on-line with IFMIS</i>	No	13M/2F	16M/2F	16M/2F	119M /37F ¹⁴				
					Yes	No				

⁹ TCP baseline is 70 reports. C&A believes there is an error in the TCP as no procurement audits have apparently been conducted.

¹⁰ 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.

¹¹ 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.

¹² TCP Target for FY 2006/07: One.

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

¹⁴ Figures from MCA Training, Intern induction course and Crown Agents Training.

¹⁵ C&A, working with its others 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	123M/25F ¹⁶			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 ¹⁷	No	See ¹⁸	Yes	Yes ¹⁹				
						Yes				

¹⁶ Figures from MS Access database training

¹⁷ Source: TCP

¹⁸ Source: TCP target for FY 2005/6

¹⁹ 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 ²⁰	0		45 17M/13F	100 42M/30F	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 5	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 ²¹	0 ²²		2M/1F	25 6M/3F	50	75	100	100 ²³

²⁰ Source: TCP for 2004/5

²¹ Source: TCP for 2004/5

²² TCP target for FY 2005/6: 50

²³ 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 ²⁴	0	0	16	16	26 ²⁷	26	26	26
	10.3.3 – Legal Skills <i>Legal precedents set standards for civil servants</i>	0			See ²⁵	26M/12F ²⁶	5	10	15	15
Cross-Cutting	10.4 – Cross-Cutting <i>Sovereign Credit Rating</i>	N/A		1				2		3 ²⁸

²⁴ Source: TCP FY 2004/5

²⁵ Please see Section 1 Task 5 point 6.

²⁶ Figures from MOJ induction course for interns

²⁷ TCP Target for 2006/7: 30 (at a time)

²⁸ 3rd SCR rating optional and would be conducted after the TO Completion Date



12. ANNEX

Annex A – Corruption Perception Survey Presentation (IFES)

**Public Opinion on Corruption
in Select Regions of Malawi**



Findings from a Survey
Implemented Under
The Strengthening Government Integrity Project

Project Funded by
United States Agency for International Development 

Opinions on Corruption in Select Regions of Malawi

Methodological Details

- Fieldwork conducted October 6 – October 31
- Sample size: 1200
- Interviews conducted in Blantyre, Lilongwe, Mzuzu, Zomba, and rural areas within 50 km radius of these cities
- Data is not representative of national population of Malawi
- Survey designed primarily to serve as needs identification and impact assessment tool for Strengthening Government Integrity project
- Follow-up survey with same methodology to be implemented around October-November 2007

Dates of Fieldwork: Oct. 6 - 31; Margin of Error: Plus/Minus 3%

Opinions on Corruption in Select Regions of Malawi

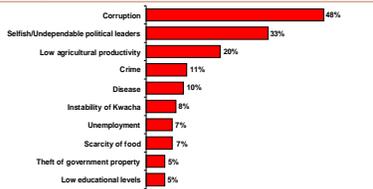
Overview

- Majority of respondents think that corruption is very or somewhat common in Malawi, and corruption is cited as having a negative impact on economic development in Malawi
- Disproportionately greater share of blame for corruption is placed on public officials rather than citizens or businesses
- Many more agree than disagree that ordinary Malawians lack the means to fight corruption
- In most cases cited, majority has ambivalent attitudes toward corrupt acts
- Although awareness of government initiatives to fight corruption is low, most of those aware are satisfied with the government's efforts
- Majority does not have much or any information on ACB, but among those that do, majority is satisfied with ACB's work
- Less than one in five are aware of ACB corruption reporting procedures
- There are significant concerns about reporting corruption
- Exposure to anti-corruption messages seems to have little impact on perceived ability of citizens to fight corruption
- Radio is primary source for information on political and economic developments

Dates of Fieldwork: Oct. 6 - 31; Margin of Error: Plus/Minus 3%

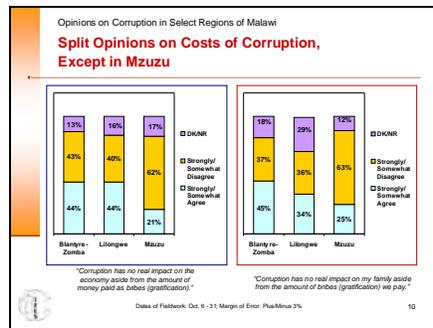
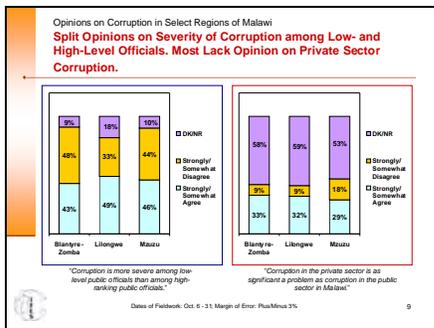
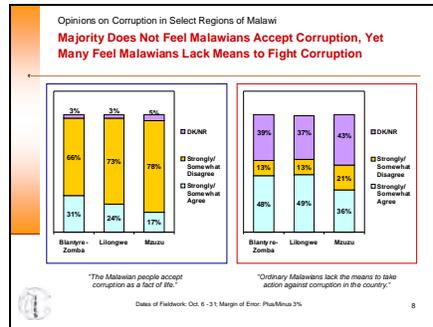
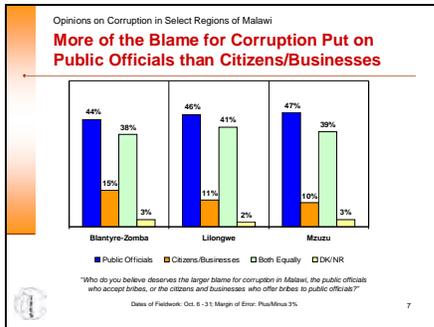
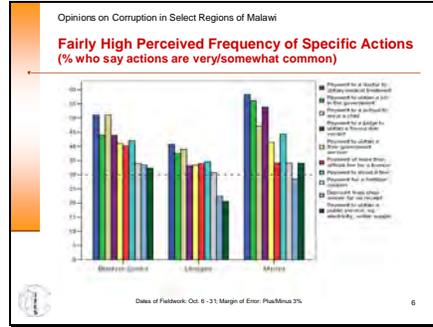
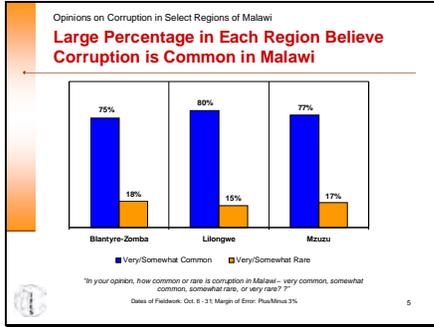
Opinions on Corruption in Select Regions of Malawi

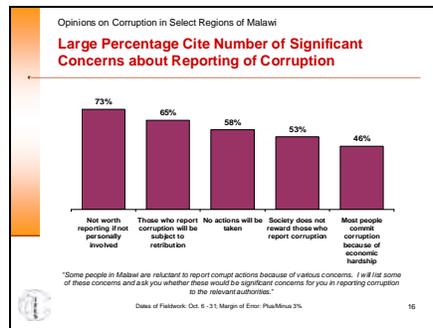
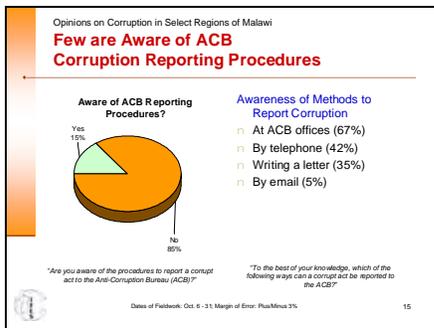
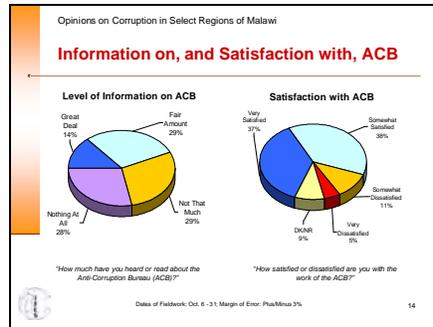
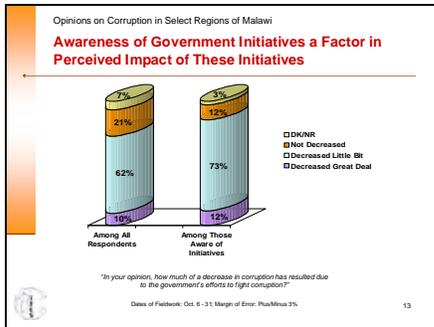
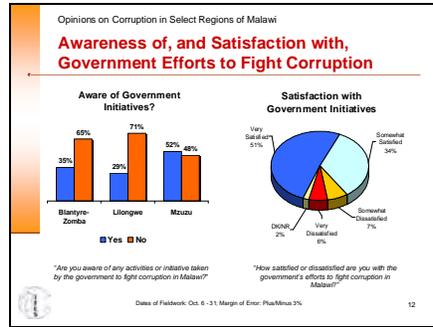
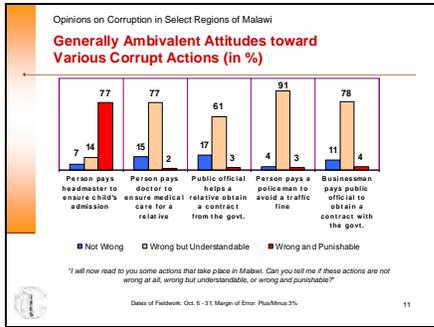
Corruption is Cited as Having Negative Impact on Economy

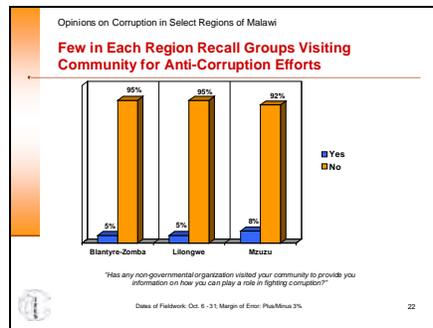
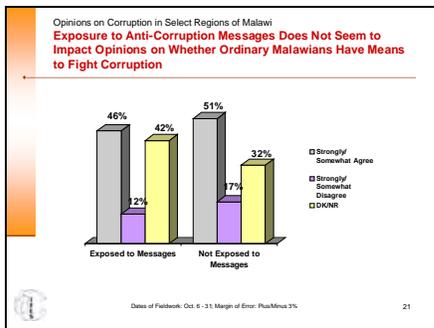
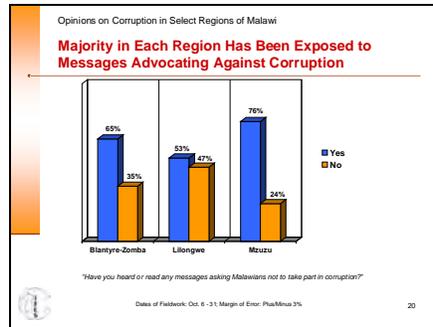
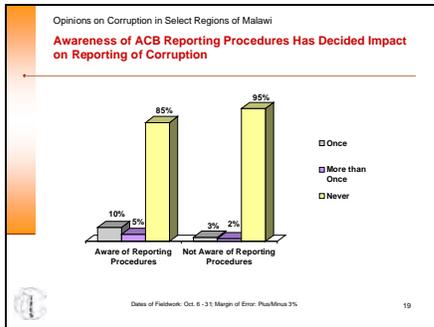
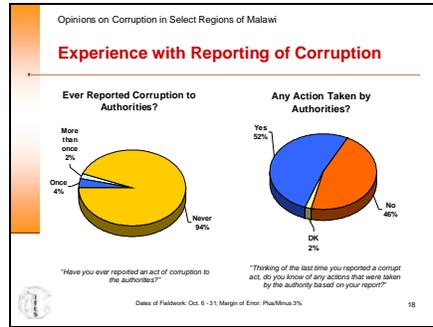
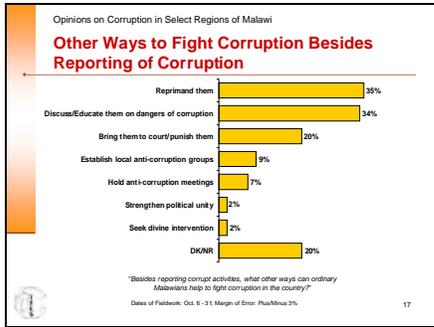


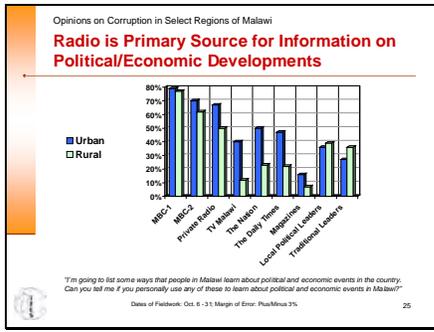
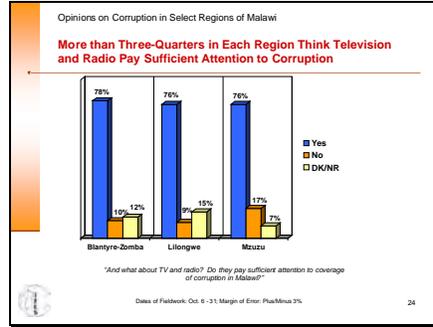
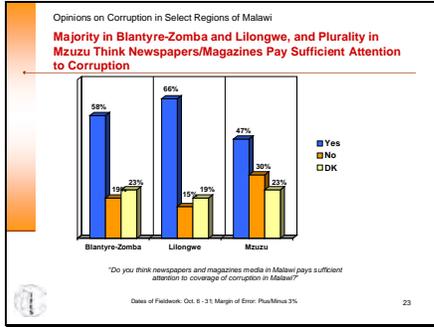
Factor	Percentage
Corruption	48%
Selfish/Undependable political leaders	33%
Low agricultural productivity	20%
Crime	11%
Disease	10%
Instability of Kwacha	8%
Unemployment	7%
Scarcity of food	7%
Theft of government property	5%
Low educational levels	5%

*As you may know, there are several things that can have a negative impact on the economic situation in Malawi. In your opinion, what issues or actions have a negative impact on the economic situation in Malawi?
Dates of Fieldwork: Oct. 6 - 31; Margin of Error: Plus/Minus 3%









Opinions on Corruption in Select Regions of Malawi

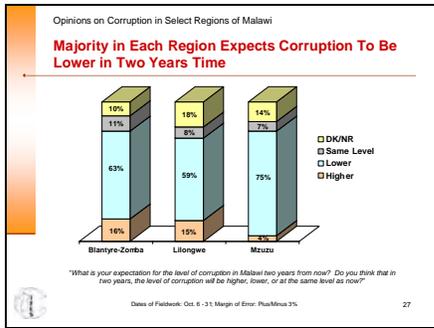
Most Trusted Sources of Information

	Blantyre-Zomba		Lilongwe		Mzuzu	
	Urban	Rural	Urban	Rural	Urban	Rural
MBC-1	37%	49%	31%	29%	38%	61%
MBC-2	9%	12%	8%	12%	7%	11%
Private radio	18%	14%	32%	30%	19%	14%
TV Malawi	9%	2%	9%	3%	16%	2%

"And for those sources that you do use, which do you trust the most to provide you accurate information about political events in Malawi?"

Date of Fieldwork: Oct. 6 - 31; Margin of Error: Plus/Minus 3%

26



- Opinions on Corruption in Select Regions of Malawi
- Data Implications for Civic Education and Civic Engagement Programs**
- There is a lack of information on how to report corruption that should be addressed through civic education, both individually and in conjunction with the ACB
 - Focus on different methods through which reports of corruption can be communicated to ACB to ensure confidentiality and privacy of those reporting the corruption
 - Work in conjunction with ACB to demonstrate the commitment of the ACB to address each case of reported corruption
 - The civic education messages should go beyond informing people that corruption is bad and focus more on how Malawians can play an active role in the fight against corruption
 - Build the capacity of Malawians to take an active role in anti-corruption efforts
 - Motivate Malawians not to engage in corruption and to report corruption by demonstrating its societal costs
 - Inform citizenry of methods other than reporting that can be used to fight corruption
- Date of Fieldwork: Oct. 6 - 31; Margin of Error: Plus/Minus 3%
- 28

Data Implications for Civic Education and Engagement Programs (contd.)

- Messages should be focused on reducing ambivalence toward corruption
 - Focus again on societal costs of corruption
- Radio should be the primary method through which civic education should be disseminated
 - MBC-1, MBC-2 and private radio are all good options for dissemination of messages
 - Private radio stations should be used as well as MBC-1 in and around Lilongwe; in the other two regions MBC-1 should be more heavily utilized than private stations
 - Newspapers should primarily be utilized for civic education in urban areas
- Working closely with local political and traditional leaders can be effective in working on training and community activities in rural communities; religious gatherings are also good venues for message dissemination



**WORKS PROCUREMENT AND SELECTION OF CONSULTANTS’
SHORTCOURSE REPORT, MOMBASA, KENYA 19TH FEBRUARY –
16TH MARCH, 2007**

The Eastern and Southern Africa Management Institute (ESAMI) run a one month course on Works Procurement and Selection of Consultants in Mombasa, Kenya. The workshop drew participants from across the African Region.

The Main Objectives of the Workshop Were:

Assist Government Ministries and relevant public enterprises to increase their efficiency and cost effectiveness in the procurement of works contracts and selection of consultancy.

a) At the learning level the programme was designed to assist participants to acquire knowledge about public procurement practices, policies and procedures for ensuring accountability and transparency in the process of procuring works contracts and selection of consultants.

b) At the job behavior level the programme aimed at developing the participant’s skills to plan and carry out the procurement functions efficiently and effectively and where applicable in accordance with the guidelines and procedure’s of international development financial institutions, notably the World Bank.

The workshop was facilitated by Chief Consultant in Procurement from ESAMI, Mr. Njuguna and World Bank Procurement Consultant, Mr. Kayani.

Structure of the Course

The structure of the course involved presentations by the resource persons and group discussions which centered on problem solving questions. The programme content was based on material developed by the World Bank. Specifically, the course content was as follows:

General

- The Project cycle and loan agreement
- The staff appraisal report
- The World Bank Procurement Policy and Guidelines
- Tenets of Public Procurement
- The ICB Process
- Other Procurement Methods
- Procurement Planning

Works Procurement

- Overview of Construction Industry
- Types of Works Contracts
- Advertising and Prequalification
- SBD Works: Prequalification and Standard Prequalification Document.
- SBD Works: Structure and Contents
- Price Adjustment
- Bid Opening and Examination
- Bid Evaluation

Consultancy Services

- Consultancy Services: Guidelines
- Procurement of consultancy Services QCBS Process
- Selection of Consultants other selection methods
- Standard Request for Proposals
- Short listing
- Terms of reference
- Conflict of Interest
- Proposal Evaluation Criteria
- Standard Evaluation Form

Procurement Practices and Guidelines

As alluded to in the foregoing, the course material was based on World Bank procurement procedures. World Bank procurement procedures are a fusion of best procurement practices across the world, and as such they represent internationally accepted best practices in procurement. The Malawi's legal framework on procurement was modeled on World Bank's procurement procedures and to that extent I found the course extremely relevant. In fact

there is no material difference between our procurement procedures and the Bank's.

Tender Evaluation

Through the prior reviews we conduct, I have observed that most procuring entities have problems conducting bid evaluation. Different procuring entities use different evaluation techniques and in most cases it is difficult to appreciate the evaluation criteria used. The World Bank has standard evaluation forms for works and consultancy services which we can customize to meet our local requirements. The advantage of using standard evaluation forms amongst others, is to simplify the evaluation process and ensure consistency in the manner in which entities do their evaluation.

In the case of works procurements, shortly after the bid opening process but before detailed bid evaluation, bids should be examined further to ascertain whether they comply with all the requirements of bidding conditions. Only bids which have been determined to be substantially responsive to the bidding requirements i.e. do not contain material deviations should be considered further in the bid evaluation process. At the detailed evaluation stage the following factors are considered: correction of errors, conversion to single currency, evaluation and comparison of bids, preference for domestic contractors.

For consultancy services, the evaluation of proposals is carried out in two stages: first the quality, and then the cost. Each proposal is evaluated taking into account several criteria: (a) relevant experience, (b) quality of methodology proposed, (c) qualifications of key staff proposed, (d) transfer of knowledge if required in the TORs, (e) local participation among key staff. The marks obtained under each criterion are weighted to become scores. Under Bank's procurement guidelines the proposed weights are disclosed in the Request for Proposal (RFP). Only proposal who have achieved the minimum qualifying mark are considered for financial evaluation. The total or final score is obtained by weighting the quality and cost scores and adding them up.

Procurement Planning

Procurement Planning is an integral part of the procurement process. In fact it is a requirement under Bank's financed projects to have procurement plan. A procurement plan breaks a project into its various components and forces

implementers to understand what the project is all about. A good procurement plan would ensure smooth project implementation. Procurement delays will be eliminated and efficiency will be maximized during the procurement process. Due to capacity constraints in the public sector, very few entities compile procurement plans. Thus, there is need through the procurement courses which will be run by this office to include procurement planning in the trainings as an integral component. During the course we went through the 9 steps the Bank follows when developing a procurement plan which I found very important in developing a procurement plan.

Standard Bidding Documents

Standard Bidding Documents are an important element of any procurement process and it is important that both bidders and employers understand fully standard bidding documents (SBDs). SBDs help in (a) to ensuring consistency in procurement, (b) reducing chances of making mistakes and better understanding by the bidders of exactly what is required by the employer through, amongst others, the following:

- Understanding the scope of works
- Specifications
- Eligibility or qualification criteria of bidders
- Instruction to bidders
- Contract terms

Conclusion

I found the course extremely relevant and important as we covered the entire procurement processes for the procurement of goods and selection of consultants from the procurement planning stages to the contract award stages. Specifically, we were drilled through the following stages of the procurement process:

- Planning for procurement
- Preparation of General procurement Notice
- Preparation of Specific Procurement Notice
- Advertisement
- Preparation of prequalification documents
- Issuance of prequalification documents
- Preparation of standard bidding documents

- Receipt, opening, examination and evaluation of bids
- Contract award

In addition to the above we also went through the various methods of procurement, different types of contracts, selection methods under consultancy, World Bank procurement Guidelines and SBDs for works and consultancy services. Knowledge gained has helped me to grasp key concepts in procurement of works and selection of consultants and will go a long way in helping me to properly discharge my duties.

Lastly, but not least I would like to thank you Sir, and the management of this office for arranging that I attend this very important course.

Annex C – ODDP’s MSc Students’ Academic Enrolment and Term Reports

(Please read instructions on the reverse of last copy before completing this form.)

AGENCY FOR INTERNATIONAL DEVELOPMENT ACADEMIC ENROLLMENT AND TERM REPORT	1. NAME OF PARTICIPANT GIFT GWAZA	2. DATE
	3. COUNTRY	4. STRATEGIC OBJECTIVE
5. NAME OF INSTITUTION UNIVERSITY OF BIRMINGHAM	6. PROGRAM OFFICER AND AGENCY Casals & Associates, Inc., Mwai House, Plot 13/12, Lilongwe, MALAWI	

TO BE COMPLETED BY PARTICIPANT

7. MAILING ADDRESS AND TELEPHONE NUMBER 38 EXETER ROAD, SELLY OAK, BIRMINGHAM B29 6EU	8. ACADEMIC ADVISOR – NAME, TITLE, DEPARTMENT, AND TELEPHONE NUMBER DR GLYN WATSON, PROGRAMME DIRECTOR, CENTRE FOR BUSINESS STRATEGY AND PROCUREMENT MANAGEMENT
9. TYPE OF HOUSING ACCOMMODATION: <input type="checkbox"/> DORMITORY <input type="checkbox"/> APARTMENT <input checked="" type="checkbox"/> ROOM	
10. COURSES IN WHICH YOU ARE NOW ENROLLED: Starting Date: 01/06/2007 Ending Date: 23/01/2007	

COURSE NUMBER	COURSE TITLE	CREDIT UNITS	AUDIT UNITS
	INTERNATIONAL BUSINESS AND RISK MANAGEMENT	20	
	OPERATIONS MANAGEMENT	10	

11. COURSES COMPLETED LAST TERM: Starting Date: 08/10/06 Ending Date: 05/01/07				
COURSE NUMBER	COURSE TITLE	CREDIT UNITS	GRADE	AUDIT UNITS
	STRATEGIC MANAGEMENT	20	60	
	FINANCIAL MANAGEMENT	10	51	

12. TRAINING OR FIELD TRIPS AWAY FROM CAMPUS (Dates, location, purpose):

CUMULATIVE GPA

13. PARTICIPANT'S COMMENTS ON ACADEMIC PROGRESS/PROBLEMS:

Signature of participant: *Gift Gwaza* Date: 19/03/07

TO BE COMPLETED BY ACADEMIC ADVISOR

14. DEGREE OBJECTIVE AND MAJOR FIELD MBA in Strategy and Procurement Management	15. EST. DATE OF DEGREE COMPLETION 12/07 or 06/08	16. <input type="checkbox"/> SPECIAL STUDENT <input type="checkbox"/> UNDERGRADUATE <input checked="" type="checkbox"/> GRADUATE
17. ACADEMIC ADVISOR'S COMMENTS: Gift has been studying on the course since October 06, taken four modules and has feedback on two. He has made good progress and settled in quickly to the demands of masters study. He has a quick, agile mind and a disciplined, hard-working temper. I have no criticisms to make of his work to date.		
Signature of Academic Advisor: <u><i>[Signature]</i></u>		Date: <u>12/03/07</u>
18. COMMENTS:		

(Please read instructions on the reverse of last copy before completing this form.)

AGENCY FOR INTERNATIONAL DEVELOPMENT ACADEMIC ENROLLMENT AND TERM REPORT	1. NAME OF PARTICIPANT MANALE M. JIMU	2. DATE 02/26/2006
	3. COUNTRY MALAWI	4. STRATEGIC OBJECTIVE
5. NAME OF INSTITUTION ROBERT GORDON UNIVERSITY	6. PROGRAM OFFICER AND AGENCY	

TO BE COMPLETED BY PARTICIPANT

7. MAILING ADDRESS AND TELEPHONE NUMBER FLAT 231, ROOM A, ST PETERS HALL, ST PETER STREET, ABERDEEN AB24 3HU +44(0)7794239301	8. ACADEMIC ADVISOR - NAME, TITLE, DEPARTMENT, AND TELEPHONE NUMBER Bryan McNay, Course Leader, The Aberdeen Business School, Robert Gordon University. 01224 263834
9. TYPE OF HOUSING ACCOMMODATION:	<input checked="" type="checkbox"/> DORMITORY <input type="checkbox"/> APARTMENT <input type="checkbox"/> ROOM
10. COURSES IN WHICH YOU ARE NOW ENROLLED: Starting Date: 01/29/2007 Ending Date: 04/23/2007	

COURSE NUMBER	COURSE TITLE	CREDIT UNITS	AUDIT UNITS
BSM 022	PURCHASING PRINCIPLES AND LAW		
BSM 520	STRATEGIC PURCHASING		
BSM 523	SUPPLY CHAIN MANAGEMENT		
BSM 520	RESEARCH METHODS		

11. COURSES COMPLETED LAST TERM:

Starting Date: 18 SEPTEMBER 2006 Ending Date: 15 DECEMBER 2006

COURSE NUMBER	COURSE TITLE	CREDIT UNITS	GRADE	AUDIT UNITS
BSM 029	BUSINESS ENVIRONMENT	15.00	4	
BSM 311	OPERATIONS MANAGEMENT	15.00	4	
BSM 017	FINANCE FOR MANAGERS	15.00	4	
BSM 023	MANAGING PEOPLE	15.00	4	

12. TRAINING OR FIELD TRIPS AWAY FROM CAMPUS (Dates, location, purpose):

NONE

CUMULATIVE GPA

13. PARTICIPANT'S COMMENTS ON ACADEMIC PROGRESS/PROBLEMS: *(AS A NEW FIELD)*
I HAD PROBLEMS WITH ADJUSTING TO THE COURSE. BUT I AM NOW ABLE TO UNDERSTAND ~~MORE~~ *MORE* OF IT

Signature of participant: *J Jim*

Date: *3/3/07*

TO BE COMPLETED BY ACADEMIC ADVISOR

14. DEGREE OBJECTIVE AND MAJOR FIELD MSc Purchasing and Supply Chain Management	15. EST. DATE OF DEGREE COMPLETION December 2007	16. <input type="checkbox"/> SPECIAL STUDENT <input type="checkbox"/> UNDERGRADUATE <input checked="" type="checkbox"/> GRADUATE
17. ACADEMIC ADVISOR'S COMMENTS: Manale has made good progress. Manale is a quiet person in class but can cope well with any assignments or exercises presented to her. Her attendance is generally very good and she contributes well to group/team activities. I have every confidence that she will also be successful in the current semester.		

Signature of Academic Advisor: *[Signature]*

Date: *4/3/07*

18. COMMENTS:

(Please read instructions on the reverse of last copy before completing this form.)

AGENCY FOR INTERNATIONAL DEVELOPMENT ACADEMIC ENROLLMENT AND TERM REPORT	1. NAME OF PARTICIPANT Peter Makanga	2. DATE 10/03/2007
	3. COUNTRY Malawi	4. STRATEGIC OBJECTIVE To obtain an MBA in Procurement and Supply Chain Management
5. NAME OF INSTITUTION University of Birmingham	6. PROGRAM OFFICER AND AGENCY Casals & Associates, Inc., Mwal House, Plot 13/12, Lilongwe, MALAWI	

TO BE COMPLETED BY PARTICIPANT

7. MAILING ADDRESS AND TELEPHONE NUMBER 38 Exeter Road, Selly Oak, Birmingham, B29 6EU. Tel: +447733434435	8. ACADEMIC ADVISOR - NAME, TITLE, DEPARTMENT, AND TELEPHONE NUMBER Prof. Andrew Cox, University of Birmingham Business School, email: j.h. potter@bham.ac.uk
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9. TYPE OF HOUSING ACCOMMODATION: DORMITORY APARTMENT ROOM

10. COURSES IN WHICH YOU ARE NOW ENROLLED: Starting Date: 10/01/2006 Ending Date: 10/09/2007

COURSE NUMBER	COURSE TITLE	CREDIT UNITS	AUDIT UNITS
1	Strategic Management 7. Business Strategy & Procurement Competence	Yes	
2	Financial Management 8. Strategic Marketing	Yes	
3	International Business & Risk Management	Yes	
4	Operations Management	Yes	
5	Power Regimes & Supply Chain Management	Yes	
6	Organisation & Resource Management (No Audit Units on this Programme)	Yes	

11. COURSES COMPLETED LAST TERM: Starting Date: October, 2006 Ending Date: January, 2007

COURSE NUMBER	COURSE TITLE	CREDIT UNITS	GRADE	AUDIT UNITS
1	Strategic Management	Yes	57%	
2	Financial Management	Yes	51%	

12. TRAINING OR FIELD TRIPS AWAY FROM CAMPUS (Dates, location, purpose):
None undertaken so far because we do not have sufficient resources for participation. A single workshop costs over £100.00.

CUMULATIVE GPA

13. PARTICIPANT'S COMMENTS ON ACADEMIC PROGRESS/PROBLEMS: I have passed both subjects but my performance could have been better. I believe it was too difficult for me to write at the required speed using pen in the exam because I had forgotten about it a long time ago. As such time management in the exam was the major cause of this mediocre performance. I, however, expect to do better in the next papers i.e. International Business and Operations Mgt which are coming towards the end of this month.

Signature of participant: *P. Makanga* Date: 19/03/07

TO BE COMPLETED BY ACADEMIC ADVISOR

14. DEGREE OBJECTIVE AND MAJOR FIELD MBA: STRATEGY + PROCUREMENT MANAGEMENT	15. EST. DATE OF DEGREE COMPLETION 12/07 or 06/08	16. <input type="checkbox"/> SPECIAL STUDENT <input type="checkbox"/> UNDERGRADUATE <input checked="" type="checkbox"/> GRADUATE
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17. ACADEMIC ADVISOR'S COMMENTS: *Peter has quickly established himself as one of the leading lights on the programme. Smart and hard working, he can be relied upon to contribute productively to the activities of his cohort. A very promising beginning.*

Signature of Academic Advisor: *[Signature]* Date: 12/03/07

18. COMMENTS:

Training Course Report for Casals & Associates Malawi
Procurement Monitoring, Evaluation and Combating Corruption Training Course
27th February – 15th March 2007, Malawi

Training Venue: Casals & Associates, Mwai House, Lilongwe, Malawi

Training Facilitation: Crown Agents, Ms Antonia Hynd, Mr Howard Selden, Mr Keith Wade and Mr Paul Wood.

Topics covered: Please see the course timetable attached - Appendix A.

The following is a summary training course report from Crown Agents based on the observations and experience of the training facilitators.

Course Attendance

Crown Agents believes around 15-20 to be a maximum number of participants for high quality, interactive training programmes. Sharing of experiences, practical group work and bonding becomes more difficult as numbers increase. This course was on the upper limit with 22 delegates attending.

Delegates were from National Audit office, Malawi Revenue Authority, Ministry of Health, ESCOM, Anti Corruption Bureau, Office of the Director of Public Procurement, Northern Region Water Board, and Reserve Bank of Malawi.

The range of participant roles were as follows: Principal Auditor, Senior Assistant Auditor, Assistant Auditor, Senior Procurement Officer, Procurement Officer, Internal Auditor, Assistant Director, Senior Administration Officer (Full attendance list and details are attached as Appendix B.)

The delegates were committed and contributed well to the practical sessions. A few delegates took part in active debates, recounting their own experiences which enhanced the depth of the training experience for everyone. Overall, the group were quite reserved. We feel that this would be due to that fact that many of the delegates had had no prior exposure to procurement.

Most of the delegates were in attendance for most of the sessions. There was a tendency for sessions to become delayed due to participants not always being punctual, particularly those based in Lilongwe. There were a number of comments in the course evaluations forms suggesting that future training courses should take place on a fully residential basis, outside of central Lilongwe. This would prevent delegates from being distracted by calls for attendance from their offices. This would increase costs, but could be considered alongside the benefits. It would also allow closer networking and experience sharing amongst the delegates (and trainers); and the scope to set evening activities to increase learning opportunities.

Training Facilities and Administration Assistance at Casals & Associates, Mwai House, Malawi

Casals & Associates provided good facilities for the training course in their Lilongwe office. Jones Chikoko and Tina were extremely helpful and accommodating in all aspects of the course preparation and administration. Jonathon Pound should also be commended for his helpfulness

on technical and IT matters. The first-rate lunch and teas were particularly appreciated by all. It is worth mentioning that the training room was slightly small for the number of delegates invited.

Course Content and Delivery

The topics were covered as laid out in the course timetable (Appendix A attached). Various sessions were slightly adapted in length and depth to reflect the needs/questions/interest of the delegates. Various styles of teaching were used including many practical sessions for the delegates such as: group work; brain storming; case studies; group presentations and individual exercises.

Duration and Timing

It was generally agreed that 3 weeks is slightly long for a training course, though the delegates should be commended for their concentration which was sustained until course closure. We originally scheduled the course from 9am to 5pm. The delegates however requested 8.30am to 4pm. We were happy to oblige however this did not always happen in practice due to delegates arriving after 8.30am.

Benefits Gleaned by Delegates from the Course

We encouraged the delegates to be as detailed in their feedback as possible. Their responses are interesting and should be read in conjunction with this report. A summary of comments by organisation is attached as Appendix C. (Original evaluation forms are attached to hard copy of the report and as separate scanned document.)

The feedback forms illustrate that a gratifying level of new learning has taken place during the course, with the vast majority of participants finding the course demanding and challenging. The forms also show an encouraging commitment by all participants to try out the new concepts and skills learnt on return to the work place.

The vast majority of the delegates rated the programme content, teaching methods and organisational aspects at either 5 or 6 out of a maximum of 6.

There was a mixed, and in some cases a contradictory response when delegates were asked to consider (a) their expectations from the programme, (b) the areas of most and least use, (c) and areas for improvement/follow up.

We believe this is due to the fact that there was a wide cross section of professionals attending the training course, each with their own part to play in the monitoring and evaluation of public procurement performance in Malawi. This was very advantageous in many ways as it allowed the topics to be commented upon and analysed from different perspectives. However, it also meant that some of the topics most useful to some delegates were the less useful for others and as such, different people wanted to focus in depth on different topics.

Ideally we might have separated the external audit personnel; and, the internal auditors/procurement professionals for more focused training purposes.

However, overall it is Crown Agents' opinion (which is supported by feedback) that we developed and delivered a course that was appropriately structured to ensure all types of participants gained significant levels of new and relevant learning regardless of specific job descriptions. This was a conscious effort as the delegates list was not available before the start of the course.

We would recommend that the CASALS/MCC continue to liaise closely with their training facilitators at the training planning stage for any future courses to ensure that topics and targeted delegates are optimally matched. We believe that there may be a case for using training needs analysis questionnaires for target organisations in advance of course development.

In addition, it might be of benefit to include a session on action planning at the end of future training courses (if appropriate). These sessions will allow the delegates to gather their thoughts and write down some of the aspects of their organisations/systems/procedures/work routines that they would like to amend. Training in this area would assist them in presenting their ambitions to senior colleagues in order to gain 'buy in' for any improvements. Future courses could also contain an element of change management coaching.

Many of the delegates commented on how useful it had been to network with colleagues and peers around Malawi and to compare and contrast different challenges and strategies.

Attendance Certificates

All participants were presented with an attendance certificate by Ms Thusitha Pilapitiya Casals & Associates Chief of Party at the end of the course.

Summary Conclusion

We believe the course to be a significant success for the Casals & Associates and the Millennium Challenge Corporation. The comments on the feedback forms are a testament to this. Whilst there was a variation in delegate objectives for attending the course, considerable benefits were gleaned by all who participated.

Suggestions for the future:

- Co-ordination between training facilitators and Casals during course planning and delegate identification, i.e. in terms of agreeing objectives and strategising for optimal capacity building.
- Training needs analysis questionnaires could be sent to appropriate bodies of target organisations/countries during the planning stages.
- Training should include (where relevant) a change management / strategic planning element.
- If budget allows, the course could be residential for all delegates to decrease absenteeism and increase networking, study time and attention.

Antonia Hynd
Senior Advisor, Procurement Capacity Building
Crown Agents
28th March 2007

Appendix A – Course Topics and Schedule

Procurement Performance – Monitoring, Evaluation and Auditing Training Course.

Week 1	
<u>Monday</u>	Crown Agents’ trainers venue familiarization and production of hard copy training materials for the delegates and at Casals offices.
<u>Tuesday</u> a.m. p.m.	<p><u>Course opening</u></p> <p>Course Objectives and overview Trainer and Delegate introductions and ice breakers</p> <p><u>The Strategic Importance of Procurement</u></p> <ul style="list-style-type: none"> • Definition and principles • Institutional role of procurement <p><u>Procurement Challenges in Malawi</u></p> <ul style="list-style-type: none"> • Identification • Force field analysis <p><u>The Context and Rationale of Monitoring and Evaluation</u></p> <ul style="list-style-type: none"> • Key tools • Key areas • Benefits
<u>Wednesday</u>	<p><u>Risk Management in the Procurement context</u></p> <p><u>The Concept of Risk in the Procurement Context</u></p> <ul style="list-style-type: none"> • Definitions • Cultural Biases • Misunderstanding Risk <p><u>How to Manage Risk</u></p> <ul style="list-style-type: none"> • What is the Risk Management Process? • Identifying Risk in the Procurement Cycle <p><u>Prioritizing Risk and formulating mitigation Strategies</u></p> <ul style="list-style-type: none"> • How to Rank Risk Severity • Different Genres of Risk Mitigation <p><u>Risk Management Frameworks</u></p>
<u>Thursday</u>	<p><u>Procurement Law, Rules and Regulations</u></p> <p><u>The Role of Procurement Regulation</u></p> <ul style="list-style-type: none"> - Procurement Law, Regulations and Guidelines - Standard Bidding Documents

	<ul style="list-style-type: none"> - compliance assessment - monitoring rules and regulations <p><u>The Challenges of Rules and Regulations</u> Practical Exercise</p> <p><u>Monitoring Procurement Staff Performance</u></p> <ul style="list-style-type: none"> • Performance management • Staff competencies • Performance measurement
<p><u>Friday</u></p> <p>a.m.</p> <p>p.m.</p>	<p><u>Monitoring Procurement Performance</u></p> <p><u>Approach to Performance Monitoring</u></p> <ul style="list-style-type: none"> • Efficiency and effectiveness • Spend analysis • PMIS • KPIs <p><u>Performance Measurement Tools</u></p> <ul style="list-style-type: none"> • Pareto analysis • Kraljics Matrix • Customer of Choice
Week 2	
<p><u>Monday</u></p> <p>a.m.</p> <p>p.m.</p>	<p><u>Monitoring Procurement Performance (continued)</u></p> <p><u>Performance Measurement Tools (cont.)</u></p> <ul style="list-style-type: none"> • Benchmarking • Value for money <p><u>Performance Measurement Tools (cont.)</u></p> <ul style="list-style-type: none"> • Organisational best practice • International performance measurement initiatives
<u>Tuesday</u>	<p><u>Corrupt practices in Procurement</u></p> <p>Definitions of Corruption types Understanding Prevalence How and why does Corruption occur? The Symptoms of Corruption Vulnerable areas of the procurement cycle</p>
<u>Wednesday</u>	<p><u>Monitoring and Mitigating Corruption</u></p> <p><u>Strategies to Combat Corruption</u> Preventative Enforcement Institutional Capacity Building Awareness</p>

<p><u>Thursday</u></p> <p>a.m.</p> <p>p.m.</p>	<p><u>Training of Trainers</u></p> <p><u>The Training Cycle</u></p> <p><u>The Training Plan</u></p> <ul style="list-style-type: none"> • Training objectives and outcomes • How people learn • Training styles • Design of the training programme <p><u>Structure of a Training Session</u></p> <ul style="list-style-type: none"> • Preparation • Session design principles • Introduction/icebreaker • Session structure • Exercise <p><u>Training Techniques</u></p> <ul style="list-style-type: none"> • Presentation • Questions/discussions • Individual/group work • Exercise
<p><u>Friday</u></p> <p>a.m.</p> <p>p.m.</p>	<p><u>Training of Trainers continued</u></p> <p><u>Training Techniques (cont.)</u></p> <ul style="list-style-type: none"> • Role playing • Case studies • Training tips <p>Preparation for Practice Session</p> <p><u>Practice Session</u></p> <ul style="list-style-type: none"> • Individual presentations <p><u>Evaluation of Training</u></p> <ul style="list-style-type: none"> • Formal/informal
Week 3	
<p><u>Monday</u></p> <p>am</p>	<p><u>Procurement Audit –Audit Roles and Responsibilities</u></p> <p>Audit and Assurance overview</p> <p>Forms of assurance and audit</p> <p>Responsibilities of State Audit Institutions</p> <p>Establishment and operation of a government internal audit function</p> <p>Principles and Standards</p>

	<p>Introduction of Case Study The Conversation Management model Planning exercise Practical exercises using conversation management model</p> <p>Course summary evaluation and closure.</p>
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Appendix B – Delegate List

No.	Name	Organisation	Position	Cell Phone Number	E-mail Address
1	Gerald Pute	NAO - BT	Assistant Auditor	08 870 872	geraldpute@yahoo.com
2	Chimwemwe Ng'oma	NAO - BT	Auditor	09 210 807	chimwemweng'oma@yahoo.com
3	Ernest Chipanda	NAO - MZ	Assistant Auditor	09 717 341	chipandae@yahoo.com
4	Evanca Kafumba	NAO - ZA	Assistant Auditor		
5	Chrissy Kachingwe	NAO - LL	Principal Auditor	08 854 439	christina_kachingwe@yahoo.com
6	Linievel Mkandawire	NAO - LL	Principal Auditor	09 919 611	linmkanda@yahoo.co.uk
7	Maureen Chirwa	NAO - LL	Senior Assistant Auditor	08 377 515	sambizgochirwa@yahoo.com
8	Auscar Nkhata	NAO - LL	Senior Assistant Auditor	08 875 107	nkhataauscar@yahoo.co.uk
9	George Chikwana	NAO - LL	Principal Auditor	09 919 453	georbicn2002@yahoo.com
10	Alex Kalawa	NAO - LL	Principal Auditor	08 322 135	
11	Arnold Chirwa	ODPP	Assistant Director	08 567 494	achirwa@odpp.gov.mw
12	Wilfred Mpisa	ODPP	Senior Procurement Officer	08 584 334	wmpisa@odpp.gov.mw
13	Polycarp Chigwenembe	ODPP	Internal Auditor	08 870 016	pchigwenembe@odpp.gov.mw
14	S Zenga	RBM	Procurement Officer		

15	Geoffrey Ntaila	ESCOM	Procurement Manager	09 966 848	gntaila@escommw.com
16	Mr Salima	EDMU	Senior Procurement Officer		
17	Hastings Lewanika	NRWB	Assistant Auditor	08 585 803	lewanikah@yahoo.co.uk
18	Mr Chimkokomo	MOH	Procurement Officer	09 363 798	maxwell_chimkokomo@yahoo.com
19	Vincent Chingwalu	MRA	Assistant Internal Auditor	08 851 414	vchingwalu@yahoo.com
20	Yvone Kaphamtengo	MRA	Senior Procurement Officer	09 951 139	yvonnenambala@yahoo.com
21	Tony Mwase	RBM	Procurement Officer	08 915 969	tmwase@rbm.mw
22	Martin Chirambo	ACB	Internal Auditor	08 821 800	mchirambo2002@sdp.org.mw
23	Jacob Matale	ACB	Senior Administration Officer	08 206 062	jacmat@sdp.org.mw
24	A M Kayange	MCA	Senior Lecturer	08 513 508	ambilekay@yahoo.co.uk

Appendix C

Procurement Monitoring, Evaluation and Combating Corruption Training Course

27th February – 15th March 2007, Malawi

Summary of Evaluation Reports by Organisation

1. National Audit Office

- course very demanding and intensive with so much material and new techniques (e.g. risk management) to absorb and required a change of mindset
- the course would have been more challenging with assessment tests and assignments
- highly committed to sharing knowledge with colleagues and applying techniques, will organise on-the-job-training and use in day-to-day work as an investigative auditor
- virtually all of the material was relevant to the job and daily duties although there was a query whether the training of trainers was necessary
- course objectives were achieved as auditors need to know how procurement is carried out, acquired new dimension on discharging duties
- personal objectives were mostly achieved but some sessions were lost due to interruptions from the office
- topics of vital importance to an auditor in managing efficient and effective audits, as they provided a clear knowledge of the procurement function
- the programme was followed rigidly and did not allow much flexibility
- the course was tailored but also flexible due to good communications/ interaction between facilitators and participants
- accommodation arrangements good, lunch was well prepared/sometimes of low quality/no starters provided/excellent service, transport arrangements and communications were poorly organised
- CASALS to continue to support the government in acquiring new skills required to meet changing needs
- time allowed was inadequate as there was so much to learn, sessions had to be reduced or cancelled because of the public holiday
- a residential course would minimise delays, allow increased coverage/participation and avoid disruption from the office
- the training room was not spacious enough for the number of delegates
- more courses should be arranged so that people are properly trained in their respective disciplines and will improve performance
- three continuous weeks of learning is too long and too demanding, it would be better to break the training into one week modules
- CASALS should consider paying allowances to motivate participants
- there was no provision of energisers (sweets) in the training room

2. Malawi Revenue Authority

- course was demanding but flexible, the objectives were clear and achieved but had expected to learn WB procedures
- training relevant (learned much about procurement) and will be able to monitor/evaluate/audit performance of procurement staff with confidence
- not all skills acquired will be applied in MRA
- fully committed to try out tools and techniques learned
- accommodation good, transport not satisfactory, no clear communications given on travel issues , lunch limited choice
- course excellent and hopes for more similar training
- CASALS to provide attendance and transport allowances

3. Ministry of Health

- the course was challenging because a lot of attention and commitment was required to grasp the material covered
- feel committed to testing the skills and concepts in the following areas :- procurement audit, training people in procurement and the transactional model of communication
- the material was entirely relevant to my job and enhanced my expertise in procurement
- course and personal objectives were achieved as I am in a position to use this knowledge and impart it to others
- contextualisation was taken into account
- there was a general feeling that the needs of participants from Lilongwe were not fully taken on board

4. ESCOM

- The course was enriching and challenging taking into account the complex and diverse procurement activities of ESCOM
- course and personal objectives fully achieved, provided appropriate skills and knowledge for managing and monitoring the procurement function
- training was flexible and reacted to the needs of the participants
- the course was an eye-opener as it further enhanced the requirements enshrined in the PPA
- lunch selection was good and quality consistent
- accommodation satisfactory but more could have been done on transport and supper
- CASALS should consider taking some delegates on a tour to the West to enhance learning outcomes

5. Anti Corruption Bureau

- course was demanding as most things were new but active participation was encouraged
- will use the knowledge to improve my organisation's procurement system, measure performance and mitigate risk
- as a member of the procurement committee at ACB, the course was very relevant and I look forward to introducing concepts/skills to colleagues
- course was demanding as the content covered in the three weeks was huge

- course and personal objectives achieved and knowledge of procurement was widened
- as the group had people from different fields not all topics were completely relevant
- there was too much specialisation of trainers so that specific questions could not be raised with a particular trainer
- variety of the food was good/limited but the standard was good
- dedicated training sessions to improve computer skills was not included
- suggest participants keep in touch to share experiences in using the tools and techniques
- the training should have been held in a venue away from the city to avoid work distractions and interruptions

6. Office of the Director of Public Procurement

- will use training to improve my day-to-day work assignment i.e. monitoring compliance with the PPA and investigating allegations of misprocurement
- course mostly relevant to the job although more time should have been allocated to the auditing section
- committed to trying out concepts and skills, where applicable, but particularly monitoring procurement so that management is aware of procurement performance
- the training was demanding as it had new aspects and to use these concepts requires commitment and dedication
- course and some personal objectives achieved although more time could have been spent on the training of trainers and the audit of a procurement system in a computerised environment was not covered
- there was some flexibility but generally the course followed what was prepared; the combination of professions made it difficult to react to all participants' needs
- some variety in the lunch and the food was well prepared and on time
- CASALS should have considered giving out-of-pocket allowances for non-residential participants
- the content of the course was too great, coverage on procurement monitoring and evaluation only would have been better

7. Northern Region Water Board

- completely committed to trying out new concepts and skills acquired
- training entirely relevant to current job and have learned much about procurement
- course relevant to current role and challenging as it included several new concepts
- course objectives clear but partly achieved as more time could have been spent in the audit area
- training flexible and needs of participants considered throughout
- accommodation good, lunch very good but problems with transport

8. Reserve Bank of Malawi

- the course was challenging and has enabled me to be a self-starter in procurement monitoring
- committed to trying out the concepts and skills in procurement audit and investigation

- the training was entirely useful as it covered most of my day-to-day activities
- course objectives were clearly achieved

9. Malawi College of Accountancy

- course was well structured and allowed ample time for coverage of the topics
- the material was entirely relevant and it will be possible to use some of the techniques learned in my role as Senior Lecturer at MCA
- course objectives were achieved and fulfilment of my personal objectives will contribute to my CPD requirements
- the training was flexible and met the participants' needs
- the lunch was satisfactory
- this was a very good course and should be repeated in the future

TRAINING IN ADVANCED MICROSOFT ACCESS FOR MONITORING AND EVALUATION DATABASE.

1.0 Introduction:

The Government of Malawi realises that having an effective monitoring and evaluation system for the implementation of its strategies is key to the achievement of its goals. It was in this regard that in 2004, the Government developed the National Monitoring and Evaluation Master Plan in order to implement the monitoring and evaluation system for its development strategies. In order to do this, the Government created the Roadmap Programme for M&E to ensure smooth capacity building for M&E Officers at district and local levels.

An assessment of progress with regard to the development of the M&E systems in districts was recently conducted by Ministry of Local Government and Rural Development (MLGRD) and Ministry of Economic Planning and Development (MEPD). The two ministries conducted monitoring and evaluation visits, not only meant as a checkpoint but also to assist the assemblies in the process of collection, compilation and dissemination of M&E data.

2.0 Rationale:

Following a recent assessment conducted in the district and town assemblies by officials from MLGRD and MEPD, it was observed that most of the M&E officers have technical skills gaps that limit their job performance. Some of these skills shortages include a limited knowledge of Microsoft Access. Most of the M&E Officers could not create reports from the data stored in the computer. In addition, the format of the database was not compatible with the questionnaire. The data that was collected on the basis of the questionnaire could not find an appropriate place in the data template for various sectors.

It was also noted that there were disparities in terms of capacity among the M&E Officers. There was no common technical basis that could be used to assist M&E Officers in the analysis and compilation of information into meaningful technical reports.

It was therefore against this background that the Ministry of Economic Planning and Development liased with the Department of Information Systems Technology and Management Services (DISTMIS) to conduct hands-on computer literacy training in Microsoft Access software in Lilongwe and Blantyre. The core objective of these training sessions was to provide computational skills to all M&E Officers so that they are able to compile, analyse and produce timely M&E reports. These reports are used for planning developmental projects. The expected outcome of the trainings will be a steady flow of M&E information to all key users.

The training programme was conducted in two phases. The first phase covered the period 12th through 16th February 2007 while the second phase was scheduled for the 19th through 23rd February 2007.

3.0 The Course Content:

The course content covered the following areas: creation of tables, forms, filters, queries and reports. The notion of data collection, analysis and storage was also covered in subsequent sessions. Besides being merely a data storage and retrieval system, Microsoft Access also includes many features for manipulating the information that is stored. In using this programme participants were able to sort and reorganise information, extract and work with subsets of information, design custom forms for entering and viewing the information and producing reports for presenting information.

Since the software is user friendly, prior knowledge and skills in Microsoft Word and Microsoft Excel were an added advantage to those who are already exposed to these programmes. The issues that have been covered through the period of training are enough to effectively operate the databases in the assemblies.

The programme also incorporated the practical aspect of MS Access in relation to the assembly and district monitoring data bank system. In this regard a thorough dissemination of the correlation of this course to the district database system for monitoring and evaluation was done. The design of the district database constitutes major components like data input, query, data update and report formation to which the participants showed ample understanding.

In terms of participation, all the participants were eager to learn and showed a lot of enthusiasm. They attended all the sessions and were free to ask questions where need for clarification was due.

4.0 Facilitation:

The programme was run professionally with experienced facilitators. The approach of facilitation, which stemmed from elementary level to the most advanced level, was more beneficial especially to those participants who were new to MS Access.

The approach for disseminating the course was focused and concise. Facilitators ensured that more time was allocated to participants who were struggling to grasp the concepts. It is therefore expected that the participants will use the knowledge and skills they have acquired in establishing robust databases in their assemblies.

5.0 Conclusions:

MS Access is a very important Microsoft tool in manipulating and storing data. The course content was designed in such a manner that fundamental principles of MS Access, which have a direct correlation to the operationalisation of the district database, were highlighted. In this regard, participants were able to design tables, input data, form queries and finally produce tangible reports. However, due to time constraint and variations in levels of competence, refresher courses may be required from time to time in order to bridge the gaps in knowledge.

The incorporation of the district database programme within the course was very beneficial since it exposed the practical experience of the real situation of using the database in the district and town assemblies. The notion of the compatibility of the questionnaire to the

format of the database posed a big challenge. The questionnaire for the town assemblies needed to be reviewed in order to be compatible with the format of the database.

It is therefore expected that with the skills, knowledge and practical experience acquired during the training sessions the district and town assemblies will be able to produce valuable reports to be used by all stakeholders.

6.0 Recommendations:

The course, which was initially planned to cover advanced level Microsoft Access, did not achieve this objective due to time constraint and complexity of the subject matter. Although 90% of the participants were satisfied with the content of the course, a recommendation to pursue an advanced level in the same field will be an added advantage so that the M&E Officers should be fully knowledgeable about the system.

It is also recommended that stakeholder meetings should be conducted to review issues addressed in the reports submitted by the M&E Officers. It is hoped that a lot of lessons can be extracted from these reports which would be beneficial for planning purposes.

It would be a good approach that training in similar programmes, especially for Monitoring and Evaluation Officers at the town assemblies should be conducted separately. This was evident in the mixed calibre of participants who had different levels of knowledge and competency in using the software. Past experience has shown that capacity building in terms of training under the decentralised system was more biased to the district assemblies overlooking the town assemblies, which also need to perform similar functions.

Annex 1

Timetable for the Introduction to Microsoft Access:

DAY	8:30 - 10:00	10:00 - 10:25	10:30 - 12:00	12:00 - 1:25	1:30 - 3:00	3:00 - 3:25	3:30 - 4:30
Monday	Setting up a new database	B	Creating Tables	L	Creating Forms	B	Creating Filters
Tuesday	Creating select queries	R	Creating select queries	U	Creating action queries	R	Creating action queries.
Wednesday	District Template Virus protection	E	District Template	N	District Template	E	District Template.
Thursday	Modifying table structure.	A	Modifying table structure.	C	Working with multiple tables	A	Working with multiple tables.
Friday	Importing spreadsheet data into Access Table.	K	Miscellaneous Features	H	Creating a modified chart forms	K	Creating Reports.

MEDIA COUNCIL OF MALAWI

STAKEHOLDERS' CONFERENCE REPORT

HELD AT

NKOPOLA LODGE

MANGOCHI

FROM 16TH TO 17TH FEBRUARY 2007

8TH MARCH 2007

PROFILE OF WORKSHOP FACILITATING AGENCY



Mlambe Consulting Firm (MCF)

Organisation Development (OD) and Social Development Consultants

Contact Details:

Box 90016,
Blantyre 9,
Malawi

Eber House, Room 18,
Limbe Cathedral Avenue,
Off Zomba Road

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Facilitator:

Mavuto Kapyepye

Administrative Assistant: George Sinjani

1.0 Introduction

This report is a record of the proceedings of the Media Council of Malawi's stakeholders' conference which took place at Nkopola Lodge, Mangochi from 16th to 17th February 2007. The workshop was organised by the Media Council of Malawi Task Force with funding from the United States Agency for International Development (USAID), the Millennium Challenge Corporation's, managers of the Millennium Challenge Account, coordinated by Cassals and Associates, the British High Commission and IFES. The workshop facilitator was Mavuto Kapyepye of Mlambe Consulting Firm (MCF) of Blantyre, Malawi.

2.0 Background

The media council project is not a new thing. Several attempts have been made in the past; however, continuity has been a challenge. The latest attempt is a key recognition of the fact that despite previous challenges, such an institution is vital for the promotion of professional media practice in Malawi. The new efforts date back to a stakeholders' consultative meeting of 30th September 2005 convened by the National Media Institute of Southern Africa (NAMISA) at Ku Chawe Inn on Zomba Plateau. The outcome of the meeting was the *Ku Chawe Declaration*, which among other things mandated the elected task force to pioneer the revival of the project. The stakeholders' conference at Nkopola was therefore a major highlight of the energies that had been committed by the task force and media fraternity in general towards the media council project. The theme of the conference was *Towards Free and Fair Press*.

3.0 The Process

The following process guided the conference.

Day 1 – 16th February 2006

3.1 Opening Prayer

A participant volunteered to lead the meeting into opening prayer.

3.2 Introductions

The facilitator commenced this session by introducing the invited guests at the high table, followed by self introductions. The list of participants is attached in annex 1.

3.3 Opening remarks

The following made opening speeches:

Mr. Patrick Semphere – Media Council Task Force Chair

Mr Mitchell Moss - Press and public affairs officer of the US Embassy

Wendy Freeman - The Deputy High Commissioner British high commission.

Hon. Patricia Kaliyati, MP - Minister of information and tourism

3.4 Presentation of Consultancy Report

Consultants from TF and Partners, Messrs Kevin Sentala and Ian Malera presented the draft report for the legal and media consultancy they conducted on behalf of the media council project. The report is on file.

3.5 Questions and Answers / Plenary Discussions

A number comments and questions came up and these have been outlined in annex 2. Some of the questions and comments were deferred to the next presentation as some participants observed that those particular questions and comments would actually be pre-empting what was to be presented later. They further observed the deferring would help save time.

3.6 Presentation of Constitution

The consultants presented the contents of the draft constitution and this is on file.

3.7 Questions and Answers / Plenary Discussions

Participants made input and also sought clarification on various provisions of the draft constitution. A full outline of questions, answers and comments is indicated in annex 3.

3.8 Adoption of the Constitution

The constitution was adopted with the amendments incorporated.

End of Day 1

Day 2 – 17th February 2007

Recap on day 1.

The facilitator took the participants through a recap of day 1 and also raised a number of issues identified as key and/or outstanding from day 1:

Key issues / Outstanding Issues:

- **Voluntary membership**
- **Institutional membership**
- **To register as a trust**
- **Qualifications?**
- **Foreign institutions (associate or full membership?)**
- **Experience and capacity to adhere to standards**

These issues attracted some debate whose details are outlined in Annex 4.

3.9 Procedures for elections

The consultants proposed procedures for elections which were adopted with some amendments.

3.10 Elections

Elections were conducted whose results have been outlined below. Mr Sentala and Malera were the returning officers, while Mr Kapyepye assisted in vote counting.

Chairperson

Results:	Mr Patrick Semphere	16	
	Mr John Saini	2	
	Mrs Joyce Ng'oma		2

Mr Semphere emerged victorious

Media Representative - Electronic		
Results:	Capital Radio	10
	Malawi Broadcasting Corporation (MBC)	6
	Malawi Television (TVM)	3

Capital Radio emerged victorious

Media Representative – Print		
Results:	Nation Publications Limited (NPL)	16
	Blantyre Newspapers Limited (BNL)	1
	Information Department	3

Nation Publications Limited (NPL) emerged victorious

Media Representative – Press Clubs, Associations and Training Institutions		
Results:	NAMISA	10
	Polytechnique	6
	GEMMA	4

Consequent set up:	Chairperson:	Mr Patrick Semphere
	Media Member:	Capital Radio
	Media Member:	Nation Publication Limited
	Media Member:	NAMISA
	NGO member:	CONGOMA
	Civil Society Member:	Public Affairs Committee
	Legal fraternity:	Malawi Law Society

3.11. Acceptance speech by Mr Semphere
This is found on Annex 5.

3.12 Any Other Business

One participant asked for accountability from money which was given to the task force for the revival of media council.

NEFORM will call for a special meeting to give a report. NEFORM has also some remaining money approximately to 1 million.

It was suggested that the new media council can open Bank account with Stanbic Bank to avoid encountering problems in other Banks.

Q: Who sponsored the Task Force for the resuscitation of media council?

A: It came from Millennium Challenge Corporation through American/British Embassies, and Casals and Associates.

Q: Who is keeping the remaining properties after the end of first media council?

A: Mr. Makoza a former chairperson. He had already handed over the written documents about the remaining properties to the task force.

Announcement from NAMISA:

All those invited to the meeting on 24th to 25th February at Capital Hotel are reminded including the Legal Consultancy and the facilitator.

3.13 Closing speeches

Closing speeches were made by Ms Amanda Willett of Casals & Associates (Annex 6) and Mr Lewis Kulisewa of British High Commission (Annex 7).

12. Council Meeting

The council meeting took place after the meeting and minutes of the meeting are on file.

Annex G – US Ambassador Report Detailing the Media Council's Re-establishment

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FM AMEMBASSY LILONGWE
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SIPDIS

STATE FOR AF/S, AF/PD, INR/AA
USIAD FOR AFR/SA, ODP/MCC

E.O. 12958: N/A

TAGS: PGOV, EAID, KMCA, KPAO, KIIP, MI

SUBJECT: MCA FOSTERS CREATION OF NATIONAL MEDIA COUNCIL

1. (U) Marking a significant milestone in Malawi's Millennium Challenge Account Threshold program, the country's media community successfully reestablished an independent national Media Council on February 16. The Council will serve as a coordinating body for promoting press freedom, accrediting journalists, establishing and enforcing ethics rules, and addressing complaints about media behavior.

2. (U) USAID, MCC partner Casals and Associates, and the British High Commission worked with Malawi's leading media figures and institutions over the past year to do the necessary groundwork to reestablish the Council, which disbanded in 2001. The media community adopted a new charter and elected a board of governors for the Council. USAID and Casals will continue to work with the Council to identify sustainable sources of funding, establish a secretariat, recruit a director and train senior officers.

3. (U) Formation of the Council is a key goal of the anti-corruption element of Malawi's MCA Threshold Country Plan. A free and professional media is essential for informing the public about complex corruption issues and for exposing corrupt practices. Most observers in Malawi agree that media practitioners in this young democracy have suffered from a lack of training and professional development, and that the media sector lacks credibility and clear professional standards. The media community resolved, in a major meeting in August 2004, to form an independent non-governmental Media Council to establish and enforce professional standards and receive complaints from the public. The GOM included the formation of the Council as a goal in its 2005 MCA Threshold country plan.

4. (U) The formation of the Media Council will certainly help advance the cause of media freedom and professionalism in Malawi.

Key to its success will be the ongoing active participation of the country's major media organizations, which can provide sustainable funding. Unlike the previous failed council which enrolled members as individuals, accredited media organizations will be the dues-paying members of the new council. The newly-elected chairman of the council has set a goal of making the organization financially independent of donors within two years.

EASTHAM

Malawi Media Consultation, Final Report

Don Ray, IFES Media Consultant, February-March, 2007

Introduction

Under the direction of IFES, with funding from USAID and the Millennium Challenge Corporation, and with logistical assistance from Casals & Associates, this media-training project aimed at empowering news practitioners to expose corruption at all levels of society. When any democracy is plagued with corruption, sometimes the last hope lies in the strength of the news media.

While the news media in Malawi are active, too often the reporters are playing the roles of advocates for the points of view of their publishers, editors, advertisers or of even their personal points of view. Often, they allow themselves to become puppets of elected officials, political parties, government officials and others who hold power.

“Before this training I was an agitator,” *Malawi News* Reporter Emmanuel Luciano said. “Now, I’m an investigative reporter.”

Luciano is among a group of reporters that was willing to embrace the high standards and difficult rigors of accepted international journalistic practices. He and his colleagues are already working as proselytes for what they hope will become a movement that will grow long after the training has ended.

Reporters and some editors from three newspapers and one radio station participated in week-long training programs that involved lectures, interactive exercises, mentoring and investigative reporting assignments. Those who completed their assignments also received evaluations, follow-up assignments and more evaluations.

In the end, their readers and listeners were the beneficiaries of the focused and in-depth training — the readers and listeners began to see a Malawi that is now a little bit more transparent and a news media that may appear to be a lick more credible than they were before they received this training.

In addition to the investigative reporting training, Consultant Don Ray participated in the revival organizing meeting of the Malawi Media Council at a resort at Lake Malawi.

The Consultants

The lead consultant was Don Ray, a 30-year-veteran investigative reporter/editor/producer/author who has trained tens of thousands of media professionals in the United States, Europe, the Balkans, the Caucasus, Asia, Central America and Africa. He has been the editor of four newspapers, a television reporter, segment producer, assignment editor, foreign radio correspondent, photographer, videographer, author, staff writer and freelance writer/producer. He has written for the *Los Angeles Times*, *Orange County Register*, *Riverside Press-Enterprise*, *San Bernardino Sun*, *San Francisco Bay Guardian*, *Omni Magazine*, *Los Angeles Magazine* and countless other publications.

He has worked as a staff investigative producer for KNBC-TV, KCBS-TV and KAET-TV (Public Broadcasting) and has worked as a contracting producer for PBS Frontline, Dateline NBC, Inside Edition, The Crusaders and many more.

He has also written books on investigative research methods, writing, interviewing, public records, background investigations and interpreting public records. He has won top awards for investigative reporting, writing and producing for television, radio and newspapers.

Abel Mwangyungwe, a veteran newspaper reporter and editor, assisted with the training and consulting. He is currently a lecturer in financial journalism at the Polytechnic in Blantyre.

Attorney Chris Tukula, a noted media law expert, provided intensive training in the current laws, the constitution and the way courts are currently interpreting laws relating to freedom of expression, defamation, privacy and access to government information.

The Participants

Reporters from the newspapers owned by Blantyre Newspapers Limited, were the first to experience the week-long training. It took place at the Mount Soche Hotel in Blantyre with additional training and consultation in the newsrooms of the individual newspapers.

During the second week, reporters and an editor from *The Guardian* hosted the trainers at their main office in Lilongwe.

Although not originally scheduled, investigative reporters working for the newly established newspaper, *The Dispatch*, received two hours of intensive training at their office in Lilongwe.

During the third week, reporters from Zodiac Radio met with trainers at a local hotel as well as at the training facility at the Malawi office of Casal's & Associates in Lilongwe.

On the final week, reporters and editors from *The Nation* hosted the training session in their Blantyre newsroom.

The Training

Over the course of five days, the reporters and editors participated in lectures and exercises on the following topics:

- § The nature of corruption — its prevalence, the motives for involvement in corruption (greed or need), how to identify it and how to avoid being involved in it
- § The Investigative Mindset — basic tips and reminders for investigative journalists and other problem solvers: JDLR (Just Doesn't Look Right), Who Would Know? Figure Out the System, Don't Embrace Obstacles, Look for Victims and Enemies, Follow the Money, Wear the Correct Lenses and Test all of the Possibilities
- § The importance of source documents
- § Interviewing the document
- § Squeezing more information from a source document
- § Developing sources from the most unlikely places
- § Getting the cooperation of bureaucrats and other resisting parties
- § Breaking and entering (how to dissect an organization or agency)
- § Interview motivators (why would anyone want to talk to any reporter and why would he or she want to talk to you?)
- § The no-questions-asked approach to interviews
- § Loosening lips (how to get more on the record)
- § How to read and understand a budget or financial report
- § Turning the budget or financial report into an investigative story
- § Personalizing the numbers
- § Legal aspects of investigative reporting
- § Using the Monroe Motivated Sequence Plan on your own editors
- § Ethics — outside and within the newsroom
- § Planning the story — constructing a definitive statement
- § Power leads and billboard paragraphs (nut graphs)
- § Attribution everywhere
- § Selecting the most powerful and illustrative quotes and sound bites
- § The three most important rules of reporting: accuracy, accuracy and accuracy
- § Writing for the ear

- § Identifying and “activating” passive voice sentences
- § Putting legs on the story — follow-ups and multi-part series
- § Identifying the obstacles in the newsroom to quality reporting

The reporters spent the entire first and second training days in a classroom setting. On the third and fourth days, the classroom training was limited to part of the morning. In the later mornings and early afternoons, depending upon the approval of their editors, the reporters worked on their assigned investigative projects.

Reporters returned to the training area by 4 p.m. each afternoon to discuss their stories, exchange strategies and receive specific direction from the consultants.

On the fifth day, the reporters worked on compiling and writing their stories. Those who were not able to gather all of the essential elements continued their newsgathering and research.

Follow-up Training

The consultants made it clear to all of the participants that, at any time, they could contact the consultants by e-mail or by telephone. Obviously, the reporters who participated in the early weeks of the training had a greater opportunity to receive follow-up training or consultations that were in person. However, even the members of the last class have had the opportunity to discuss their current stories with the consultants.

The consultants arranged to meet with reporters from Blantyre Newspapers Limited on at least five occasions following their initial training. They are still in regular contact with the consultants.

Consultant Don Ray met for a follow-up session with reporters and editors from *The Guardian* during the week following their formal training as well as in the afternoon of the combined graduation day the following Friday.

Reporters from Zodiac Radio promised to send by e-mail the first drafts of the scripts to their investigative stories when they complete the investigations. To date, they are still working on their investigation.

Editors and reporters from *The Nation*, the last group to receive training, met with the consultants on the afternoon of their combined graduation ceremonies in Blantyre and vowed to send copies of future stories for evaluations and critiques.

Reporters and editors from each of the four news outlets expressed a sincere interest in receiving even more investigative reporting training. In chorus, they sang their appreciation for the training they received, but made it clear that one week was not enough time for them to learn the techniques, apply them and still produce a quality investigative report.

The Specifics: Blantyre Newspapers Limited

We were disappointed from the very beginning when the management of Blantyre Newspapers Limited decided that they could not spare all of their reporters for each entire day of training. They agreed to allow their reporters to attend all of the lectures and exercises, but they demanded that the reporters return to their respective newsrooms to work on daily stories. Several of the reporters protested to higher management and were able to spend their entire time on class-related projects. However, they would still have to return to their respective newsrooms in the afternoons.

This prevented most of the reporters from gaining as much practical experience from the training as they could have. The editors did allow the consultants to spend the afternoons in the newsrooms to work with those reporters who wanted more assistance.

Three reporters who work for the weekly Malawi News refused to miss out on the training, so they quickly came up with investigative stories that were so compelling that they earned the right to work on them most of the time.

Emmanuel Luciano, Deogratias Mmana and Rex Chikoko teamed up on a story offer their editor could not refuse and dedicated most of their time to the project. The story was a logical follow-up to a statement that the Minister of Justice made in which he declared that there was only enough money in his budget to allow 200 of the 2,000 imprisoned murder suspects to go to trial.

The reporters, headed up by Luciano, tapped sources within the prison system and the criminal justice system and discovered that there were innocent-until-proven-guilty murder suspects who have already languished in prison for as long as five years and may have no hope of ever going to trial.

In the course of their investigation, the reporters zeroed in on evidence that all of the inmates in the nearby prison were receiving only one scant meal each day. Most of the prisoners must rely on food that their family members bring to them each day. The reporters took the advice of the consultants and were able to tell the story through the eyes and experiences of two women — an inmate’s mother and another inmate’s aunt — who spend upwards of seven hours each day preparing food, transporting it to the prisons and then waiting for the opportunity to take the food to their relatives.

Using techniques he learned in the classes, Rex Chikoko exposed a situation in which doctors at government hospitals were having to perform dangerous surgeries with inadequate medical supplies — including the proper sutures — because the agency responsible for providing the medical supplies was not doing its job. Chikoko encountered fingers pointing in every direction — including in the direction of the World Bank — but his research and follow-up reporting pointed right back to the procuring agency.

Deogratias Mmana “dissected” a local school and found it to be drastically understaffed — a school that would have no students at all if the headmaster would approve all of the students’ requests to be transferred to a better school.

In the same issue, Mmana outlined a most disturbing situation in which people who lived on a political “island” of overlapping jurisdictions were being denied essential services because of a feud between a tribal chief and a member of parliament who both claimed the responsibility for the area belonged to the other.

In the weeks that followed, the threesome continued to investigate things that “just didn’t look right” and discovered that members of the Malawi Army and the Malawi Police were not receiving the money that they had been promised — money for food, housing and even money for adequate boots.

One of the other reporters who attended the classes but could not work on assigned investigative projects, Caroline Somanje, applied what she had learned in class to kill a story.

She had received a copy of a legal opinion that concluded that former two-term president Bakili Muluzi should be allowed to run for a third term. While Muluzi has remained silent on the question of whether he would attempt to run despite wording in the Constitution that would forbid it, people from his United Democratic Front had been successful in keeping the issue on the front page of most every newspaper.

Somanje’s editors and even the paper’s attorneys told her she could run the story despite the absence of any attorneys’ names or signatures on the document. In fact, the attorney who gave her the opinion demanded that she not identify him.

The reporter sought the opinion of the consultants and went back to her editor and protested. She told him that it would be “outrageous and unethical” to run such a story without attribution and that people within the UDF were just trying to use her in order to send up a trial balloon. Muluzi would be in a position to deny that he or his party had anything else to do with the story.

She returned to the newsroom with a smile and said, “My editor agrees with Don Ray!” She did not have to write a story that lacked any attribution.

Two weeks later, however, the same, flawed story ran on the front page of the Malawi News. The writer this time was one who had not attended the training.

The Specifics: *The Guardian*

The training at *The Guardian* took place in the what was once the residence of President Bingu wa Mutharika. Today it's the offices of *The Guardian*. The president's daughter, Duwa Mutharika, is the owner of the newspaper and acts as its publisher.

Following the classroom training, the reporters decided to focus on one of the handful of stories that reporters brought to the planning table. The story was about plans that were underway to allow foreign companies to mine uranium in Malawi. Reporters had noticed that a coalition of non-government organizations was lobbying to prevent the operation. Even though the NGOs were not environment-oriented, they still rallied to prevent what they said could be an environmental disaster.

The team members approached the staff members of several NGOs and did background checks on the foreign company that had prepared the environmental impact report as well as the company that would likely receive permission from the Malawi government to mine the uranium.

Other team members tracked down experts and data to determine the quantity of uranium in question and its potential for use in nuclear power plants as well as in possible nuclear weapons.

They were applying the techniques that they had learned in class and had hoped to complete a story within two weeks of the end of the class. In the meantime, the Malawi Parliament began its sessions and quickly pushed through a bill that approved the mining contract. The reporters then had to regroup to find a newer angle on the story. They have promised to submit the details of the later version of their story to the consultants before they go to press.

Ms. Mutharika expressed her gratitude for the training during the graduation ceremonies. She said that her reporters were already showing that they could go deeper beneath the surface in reporting day-to-day stories and that the writing and the use of quotations had improved.

She also told the consultants that she had hosted some journalism professionals from neighboring Tanzania and that they were impressed with what the Malawi journalists were learning. They suggested that they might inquire as to how their reporters could receive similar training.

The Specifics: Zodiac Radio

The first two days of training took place at a neighborhood hotel and conference center. It became clear that it was a logistical mistake because there was no Internet access and no easy transportation for reporters who needed to go into the field to do their reporting.

So beginning on the third day of training, the reporters assembled each day in the conference room that Casals & Associates had secured below their offices. There were telephone hook-ups as well as Internet-connected computers. It was also a good meeting place because of its proximity to many of the government and NGO offices.

The reporters were remarkably motivated and were allowed to devote all of their working hours to the training project.

They were particularly excited to receive training and participate in exercises relating to interviewing techniques. They were astounded that someone would recommend that they conduct radio interviews without ever asking questions and without ever saying aloud the words "who", "what", "when", "where", "why", or "how". When they put the technique to practice, however, they were even more astounded that the quality of their sound bites as well as the contents of the interview were so much better.

The entire group decided to team up on a large and difficult project. They used team journalism techniques to assess the safety of flying in and out of Lilongwe's airport. They followed up on reports from passengers on an Air Malawi flight from Lilongwe to Blantyre — a flight in which the pilot aborted the take-off moments before the plane was to become airborne.

When they dug deeper, they discovered some astonishing and disturbing information. They learned that the radar system had not been functioning for many years, the airport's radio system was frequently inoperable, the runways had cracks that had damaged the tires on several flights and that the airport's metal detectors for passenger screening were on loan to the Parliament for its security.

The reporters broke up into three teams and focused their reporting on Air Malawi, the government's role in regulating safety and the physical aspects of the airport and the control tower.

The reporters impressed the consultants by "dissecting" the Department of Civil Aviation and returning with quotes and paperwork that shed light on the agency's operation.

The team agreed that the story was not yet ready for broadcast by the time their training ended, so they have promised to send copies of their scripts and transcriptions of their key interviews to the consultants prior to airing their multi-part report.

The Specifics: *The Nation*

The senior editors of *The Nation* allowed some of the line editors to attend the training in the newspaper's conference room. Many of the reporters and editors who attended were much more experienced than reporters from the prior three training sessions. They were able to use the tips, techniques and suggestions to refine the reporting they were already doing.

Because the managing editor needed his reporters and editors to work on day-to-day stories, he only allowed two reporters to devote all of their time to an investigative project. The reporters, Juliet Chimwaga and Felix Malamula, decided to investigate allegations that a Zomba man has been kidnapping and killing local children so that he can sell their "private parts" to devil worshipers.

They were able to track down and interview the relatives of missing children — relatives who described how witnesses had seen the man in question walking away from a marketplace with the children on separate occasions.

The pair was looking into the details of the arrest of the man by police, the search of his home and his release from police custody. Critics believe the man bribed the police and is again in the position to abduct and murder children.

The reporters compiled a list of the elements they would need to secure before they can complete this complicated story. They have remained in touch with the consultants and will submit the rough draft of the story before it goes to press.

Assessment of the Training

Given the very short time with the reporters and their seemingly consistent obligations to return to their day-to-day assignments, it's amazing that they were able to improve their skills much at all. However, by all measures, the training the reporters did receive was effective.

Everyone who attended the classes learned new and important skills. They became exposed to concepts that seemed to be, indeed, foreign to them, but by the end of the training, they were embracing them.

There is no doubt whatsoever that every participant is now a better interviewer, a better information gatherer and a better storyteller. The chances are very good that each of them will work harder at seeking the points of view of all of the parties involved in a dispute and that they'll attribute more of what they right to credible sources. They are less likely to be used by government officials, advertisers or others who what to influence them.

The writing will be more reader friendly and even the choices of stories will be an improvement. It's very likely that people who put on news conferences will discover that some reporters are actually questioning the content and the motives.

Most importantly, the reporters who attended the training program are already questioning the reporting and publishing practices of their respective news outlets and are already challenging their editors, publishers and news directors to notch up the quality and the ethics of their products.

The Media Council Project

The revival or rebirth of Malawi's Media Council has the potential of moving the news media in a more healthy direction by establishing some oversight from within the news media community.

After observing the two-day process of re-establishing the organization, it became dramatically clear that the group is destined to face some serious challenges — challenges that might have been averted had there been a Western media expert involved in the planning process.

Because there wasn't, the new Media Council is going to have to wrestle with these issues — issues that might better have been addressed prior to voting on a constitution:

- A. The very definition of “media” should be limited to “news media”. Talk of credentialing or regulating artists, sculptors, actors, musicians, authors and poets is contrary to the very constitution that guarantees freedom of speech and expression.
- B. If the Media Council follows through on suggestions that they will provide credentials, only to journalists who have completed a requisite university journalism program will preclude grass-root publishers and reporters from exercising their very right to express their opinions.
- C. Allowing advertisers to become members of the Media Council and pay dues in any form will become a serious breach in the independence of the organization. Advertisers are already billing to buy stories. They have no place in a council that should be focused only on news media. The people who should be the watchdogs of what advertisers produce are the publishers of the newspapers and the broadcast owners. After all, they are responsible for the content of their products.
- D. Counting on subsidizing the Media Council through the fees reporters must pay for their credentials is a disaster waiting to happen as long as the Media Council forbids the actual practitioners of newsgathering from being decision-makers within the organization. It's tantamount to taxation without representation and it a sure-fire way of ensuring that the reporters do not “buy in” to the Media Council concept.
- E. Allowing any government agency to have any say whatsoever in the function of the Media Council is an invitation to censorship and unconstitutional control of the news media.

The problems with the current news media community are not caused by reporters alone — they're cause by publishers who have their own agendas, publishers who are not willing to pay for the costs of gathering the news, editors who manipulate the news to favor their own views or the view of their publishers or advertisers and news media people at all levels who are willing to accept bribes or “gratification” from any source whatsoever.

The Media Council must be ready to address these issues. By having the membership of the Media Council limited mostly to the publishers and news directors, there's a risk of the foxes guarding the hen house.

Recommendations

Like many other developing democracies, Malawi is almost crippled with corruption and it needs a strong and vibrant news media as a watchdog. Unfortunately, the news media in Malawi have not yet matured to the degree that they can become watchdogs. They will need extensive and repeated exposure to the standards of international journalistic standards and practices.

With regard to the training that just took place, it was a very good start. Based on my experience, it's clear that young journalists in an emerging democracy need more than one week to digest the rigors of investigative reporting. And, they must devote 100 percent of their time to the training.

I recommend that future investigative reporting training be lengthened to at least three weeks. In three weeks, the reporters could learn the complex requirements and techniques involved in investigative reporting and they could have adequate time to refine their skills, one at a time. There would be more time for in-depth information gathering, more time for processing the mountains of information investigative reporters must gather, more time for consultants to evaluate the efforts of the reporters, more time for follow-up reporting and more time to construct a solid news story.

There should be only two or three representatives from each news outlet and they should work with members of competing outlets on a story that all news outlets can share.

At the end of the three weeks, I recommend that the most promising reporters — one from each news outlet — remain for an additional week in which they can learn the techniques they would need to return to their own newsrooms as local trainers.

Finally, the top performers in the “train the trainer” session should be invited to the United States or another Western nation to spend a week or two observing the journalism practices at various news outlets.

I also recommend a special training program for newspaper, radio and television editors and newsroom managers so that they can be working in harmony with the reporters as well as be a conduit to the publishers and station owners.

Finally, one of the biggest obstacles to a strong and vibrant news media is the corruption within the news media. As long as reporters feel they must accept “gratification” money from the very newsmakers they’re supposed to be covering, the media’s ability to report on corruption is neutered.

I believe the only way to make any significant change is to bring reporters, editors, publishers and station owners together for an intense, no-nonsense conference. It would require initial training in separate sessions for the three categories of news media professionals, but in the end they should all be together with the assignment of coming up with solutions.

The most important element will be making it clear to everybody involved, from reporter to publisher, that journalism cannot survive without a unanimous agreement that there is a zero tolerance for corruption.

It will be a bell that they cannot unring.

In support of the need for this proposed assault on corruption within the media, I’m including a list of concerns reporters from various newspapers compiled. These are the obstacles they reporters say they encounter — obstacles that prevent them from being able to report in a fair, balanced and unbiased manner:

Concerns of many newspaper reporters in Malawi

1. Editors complain to reporters that corporate officials or owners of the newspapers put pressure on them to do unethical things. Editors are not standing up against the corporate influence.
2. Editors are reluctant to ignore the pressure. Sometimes they even seem to embrace the tendency of favoring personal interests over balanced news reporting.
3. When reporters refuse to comply with practices they believe are unethical.
4. editors shop around the newsroom for a reporter who is willing to compromise his or her ethics.
5. Editors sometimes offer incentives to reporters to compromise their ethics. The incentives could come in the form of being sent off to training classes and seminars.
6. Reporters are reluctant to speak out in support of their dissenting colleagues for fear of management reprisals.
Management is putting pressure on reporters to give special treatment to advertisers.
7. Editors will spike stories that are critical of advertisers.

8. Editors will cave in to pressure from advertisers and outsiders who demand changes to already published stories without consulting the reporters who researched and wrote the stories.
9. The practice of receiving “gratification” in any form (bribes, payments for transportation, free meals, etc.) is absolutely wrong and undermines the fundamentals of fair and ethical reporting.

Reporters clearly state that they are willing to refuse gratification across the board. However, to accomplish this, reporters urge management and newspaper owners to take the responsibility of paying for the reasonable costs of the coverage of the news that they are publishing for profit.

REPORT ON TRAINING WORKSHOPS FOR CASALS & ASSOCIATES PROJECTS IMPLEMENTATION

1.0 INTRODUCTION

- 1.1 The Anti-Corruption Bureau, being a leader in the fight against corruption in Malawi, was requested by Casals & Associates to facilitate training workshops for its Project implementation Officers in various organizations to curb corruption in specific areas and Malawi at large through various interventions.
- 1.2 The workshops, which were funded by Casals & Associates, were held at Madidi Hotel for Lilongwe Schools Debate Society, Montfort Media in Balaka, Youth Net & Counseling in Zomba and Communications in Ngabu- Chikwawa Diocese.
- 1.3 The workshops were conducted in March and April 2007
- 1.4 Participants to these workshops included personnel who will be directly or indirectly involved in implementation of the projects.

2.0 AIMS AND OBJECTIVES

- 2.1 The Training Workshops were aimed at building capacity of the personnel involved in Anti-Corruption drive/good governance Project initiated and funded by Casals and Associates.
- 2.2 Specifically, the objectives of the workshops were to:
 - To build the capacity of Officers involved in implementing the projects with the knowledge and skills in fighting corruption.
 - To give implementing Project Officers an insight on the work and strides made by Anti-Corruption Bureau in the fight against corruption.

3.0 METHODOLOGY

- 3.1 Casals & Associates coordinated the one-day workshops with the project grantees on dates for the workshops.
- 3.2 During the workshop; lecture, question and answer and brainstorming were used to deliver training content.
- 3.3 Booklets on guide to reporting Corruption and copy of presentation were distributed to participants to reinforce comprehension of raised points.

4.0 TRAINING CONTENT

4.1 In order to ensure robust comprehension of civic education, the following areas were adequately tackled:

- Brief background to the establishment of ACB and its functions
- Definition of Corruption
- Causes of Corruption
- Effects of corruption on society
- Symptoms of corrupt practices
- How to detect elements of corruption
- How to report corruption.

5.0 WORKSHOP OUTPUTS

5.1 Despite being one-day workshops, we managed to discuss salient issues bordering on corruption.

5.2 The workshops were as interactive as possible which created a conducive environment in asking questions and therefore better understanding:

5.3 Lilongwe Schools Debate Society –LISSO

The event title is : LISSO Anti-Corruption Open Day. The event is aimed at making a contribution in the prevention of corruption through performances by primary and secondary school students.

Six(6) members from LISSO including the Executive Director attended the workshop at Madidi Hotel in Lilongwe on 8th March 2007.

Its target group is school-going age group. Corruption was discussed in respect of the relevance of the scourge among children. The youth are affected by corruption, directly as well as indirectly. If the youth are inculcated with the evils of corruption they are likely to grow up into responsible citizens.

5.4 Montfort Media - Balaka

The project title is Siyani Katangale/Stop Corruption. It intends to produce electronic anti-corruption messages which will be aired on Radio Maria for audiences in the central and southern regions of Malawi.

A total of seven (7) members from Montfort Media attended the workshop on 30th March 2007.

The target group is the general public living in the Central and Southern regions of Malawi who listen to Radio Malawi.

5.5 Youth Net and Counseling - YONECO

The Project Title is Chitetezeni Chuma : Promoting Transparency and Accountability through citizen participation. The project is aimed at preventing corruption at district and community level in Mangochi and Rumphi.

A total of eight (8) Participants attended the workshop at Peters Lodge in Zomba on 10th April 2007.

5.6 Communications (Diocese of Chikwawa)

The project title is Socio-economic awareness campaign: Concretizing the fight against corruption in the livestock sector.

The project is aimed at sensitizing the public involved in Livestock Sector on the riding it of corruption in all dealings.

A total of six(6) participants attended the workshop at Communications premises in Chikwawa on 11th April 2007.

6.0 CONCLUSION

- § The workshop was an eye opener to project implementers for Casals and Associates initiative.
- § It was a forum to share ideas and experiences among participants. Casals and Associates has come up with a good programme to augment Bureau's efforts in fighting corruption in Malawi.
- § These projects will promote networking between the Bureau and implementing organisations in short and long term as the skills and knowledge gained shall be used during implementation and after the phasing out of the projects.

Newton B.K Kamchetere

Annex J – Report on the Survey Dissemination Presentations (IFES)

TO: Lindsey Suggs, Amanda Willett – Casals & Assoc

FROM: Bradley Austin, Rakesh Sharma - IFES

RE: Malawi trip report

DATE: 4/20/07

The IFES Research Manager traveled to Malawi from March 9 to 22, 2007 to present the findings from the first survey under the Casals SGIM project in a series of briefings to USAID, other donors, the ACB and other government agencies, civil society organization, and the media. The briefings took place in Lilongwe, Blantyre and Mzuzu. I was accompanied for all or most of the briefings by Amanda Willett and Jonathan Pound from Casals.

The itinerary of briefings is attached at the back of this memo. At each briefing, the Research Manager detailed the key findings from the survey in a PowerPoint presentation. The key issues covered were:

- Perceived frequency of corruption in Malawi
- Citizen exposure to anti-corruption messages in media
- Citizens' lack of confidence in their ability to fight corruption
- Citizens' lack of information about how to report corruption to ACB
- Lack of recognition of costs associated with corruption
- General ambivalence toward corruption among citizens
- Awareness of government initiatives and ACB activities in fighting corruption
- Sources of information that should be utilized for civic education

After the presentation, and sometimes during, the participants were invited to discuss the findings, what they thought about them, and what implications the findings would have on their work. USAID and the donors were generally receptive toward the findings from the research and wanted to know about Casals' plans to utilize the findings in the civic education program. The ACB was also generally accepting of the findings and we had good discussions with the ACB on why some of the findings may be as they were, and what ACB can do to address issues such as the lack of information on how to report corruption to the ACB, and concerns about reporting such as a fear of retribution should one report corruption, or the concern that nothing would happen even if corruption is reported. Among the suggestions forwarded was to make it easier to report corruption by establishing a drop box system in rural areas, or to establish toll-free lines so that people don't have to use their units to report corruption over the phone. The ACB was also urged to put in place a regular reporting mechanism that informs the public about the actions taken on reports of corruption to the ACB, so that the public can be confident that their reports will be acted upon by the ACB.

Similar issues were raised during the briefings with media and civil society organizations. Civil society organizations were especially receptive to the findings as it provided them with recommendations for issues on which to focus in their civic education and other activities. Among the recommendations made by IFES and Casals were for civil society organizations to inform citizens about ways in which they can play a role in fighting corruption. Citizens should also be informed about how they can report corruption to the ACB, and to work with the ACB to generate greater confidence among the public that the reports

will be acted upon. Another point of emphasis made to CSOs was that large segments of the public are not aware of the costs that corruption indirectly places on society and citizens, and that the CSOs should make this an emphasis of their work. CSOs reiterated their desire to work with the ACB but also expressed concerns that the ACB is easily approachable. These concerns were relayed to the ACB in the debrief meeting.

The briefings received some media coverage in the print media, with articles in three leading newspapers. The Research Manager and Amanda Willett were also interviewed for a MBC-1 show originating from Mzuzu and for a private radio station in Blantyre.

Comments made during the various briefings also provided ideas for questions on the second survey. These will be discussed by the Research Manager with Casals personnel in preparation for the second survey.

During this trip, the Research Manager also provided guidance to MCG personnel on the drafting of a methodological report for the survey.

In addition to a report on key findings, USAID has also requested that IFES prepare charts for each question on the survey so that this can be distributed to donors, the ACB, and others interested in the data. IFES is currently working on this and anticipates sending this document to ACB by the end of April.

The itinerary for the briefings was as follows:

Tuesday, Mar 13

8 a.m. to 10 a.m. USAID/U.S. Embassy

1:30 p.m. to 3:p.m. DFID, ACB, and MCG

3 p.m. to 5 p.m. Donors (e.g. UNDP, EU, Norway, World Bank, CIDA, British High Comm., etc)

Wednesday Mar 14

9 a.m. to 12 p.m. Casals project partners working on other components of SGIM project

1 p.m. to 2 p.m. MCC Partners

Thursday, Mar 15

8 a.m. to 12 p.m. CSOs in Mzuzu and University of Mzuzu

Friday, Mar 16

9 a.m. to 12 p.m. Journalists from print and broadcast media in Lilongwe

2 p.m. to 5 p.m. CSO partners in Lilongwe

Monday Mar 19

2 p.m. to 6 p.m. Participate in C&A Partners Retreat
Present findings to project partners

Tuesday, Mar 20

9 a.m. to 12 p.m. Participate in C&A Partners Retreat

Wednesday, Mar 21

8 a.m. to 11 a.m. CSO partners in Blantyre

12 p.m. to 2 p.m. Journalists from print and broadcast media in Blantyre

Thursday, Mar 22: Debriefing Meetings

2 p.m. to 3 p.m. Debriefing with USAID

3:30 p.m. to 4:30 p.m. Debriefing with ACB

Annex K – SCR Dissemination Conference Presentation (Fitch Ratings)

FitchRatings
WWW.FITCHRATINGS.COM

**Government of Malawi Sovereign Credit Rating
 Dissemination Conference - March 16, 2007**

Malawi's Sovereign Credit Rating

Presented by Charles Seville
 Associate Director
 Sovereigns and International Public Finance

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
WWW.FITCHRATINGS.COM

Agenda

- Malawi's Rating Rationale
- Recent Positive Developments
- Rating Drivers

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
WWW.FITCHRATINGS.COM

Agenda

- Malawi's Rating Rationale
- Recent Positive Developments
- Rating Drivers

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

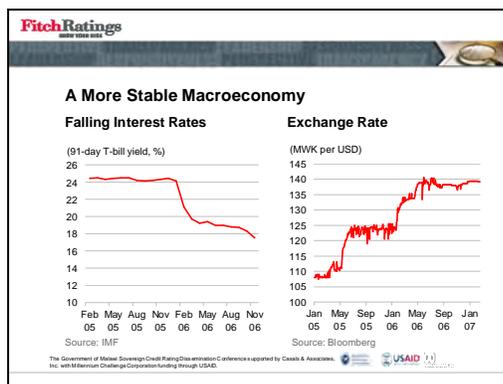
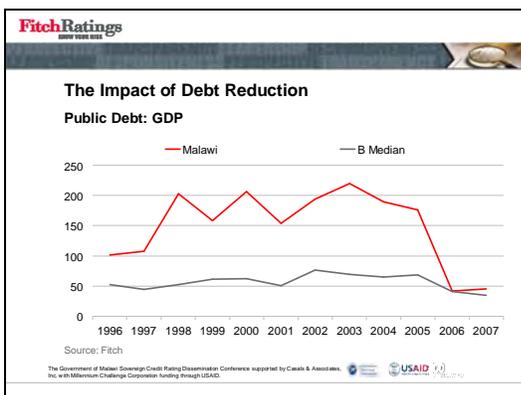
FitchRatings
WWW.FITCHRATINGS.COM

Why the Sovereign Rating Upgrade?

- > Positive developments:
 - Debt reduction from HIPC and MDRI
 - Improved fiscal management and lower domestic borrowing
 - Improved relations with foreign donors
- Resulting in:**
 - > More sustainable debt profile
 - > Lower domestic interest rates, and debt servicing costs
 - > Improved confidence
 - > Improved macroeconomic stability

Source: Fitch

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.



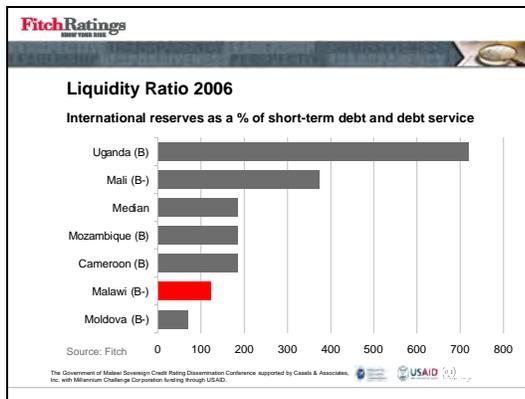
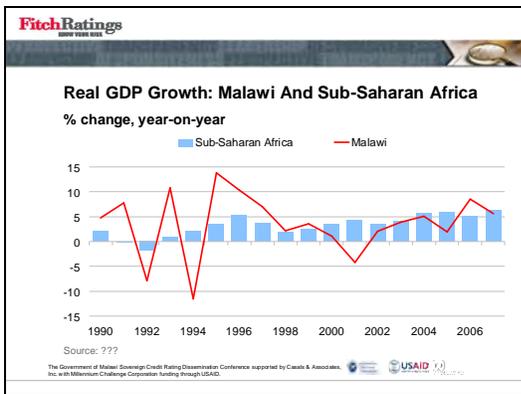
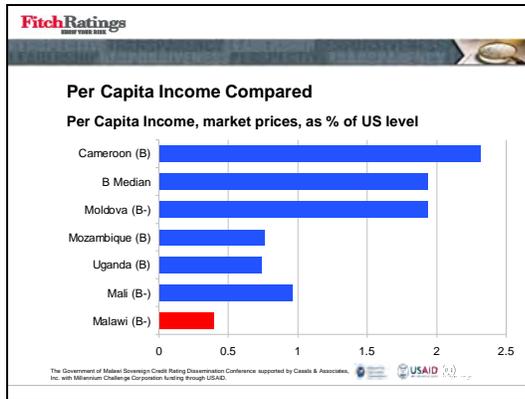
FitchRatings
NEW YORK, NY

Factors Behind Malawi's B- Rating

- > Credit weaknesses
 - Low-income country lacking capacity to absorb external shocks
 - Lack of a track record of consistent fiscal performance
 - Low liquidity
 - Still one of the more indebted MDRI countries

Source: Fitch

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Cassa & Associates, Inc. with Millennium Challenge Corporation funding through USAID.



FitchRatings
NEW YORK, NY

General Government Debt

MDRI Countries

	Gen Gov Debt/ GDP 2005	GGD/ GDP 2006e	GGD/ Revenue 2006
Benin	41.5	13.9	77.1
Cameroon	51.8	17.9	87.9
Mali	67.4	22.4	117.1
Ghana	69.8	24.6	88.6
Uganda	71.5	27.4	114.1
Mozambique	78.4	41.5	90.6
Rwanda	82.8	41.8	147.7
Malawi	176.7	42.4	93.9

Source: Fitch

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Cassa & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
NEW YORK, NY

Agenda

- Malawi's Rating Rationale
- Recent Positive Developments
- Rating Drivers

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Cassa & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
BETTER THAN EVER

Recent Positive Developments

- > Economic policy
 - Domestic debt has been reduced
 - Fiscal deficit has been reduced
 - Monetary policy has been eased
- > Structural changes
 - Debt reduction delivered in August 2006

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Csis & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
BETTER THAN EVER

Agenda

- Malawi's Rating Rationale
- Recent Positive Developments
- Rating Drivers

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Csis & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
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Rating Drivers, Positive / Negative

- > Longer track record of good fiscal performance / deterioration
- > Ongoing reduction in public debt / build-up of debt
 - Avoidance of future incurring of arrears
- > Improved growth performance / disappointing growth
- > Stronger liquidity ratios / liquidity problems
 - Reserves are forecast to rise
- > Smooth political transition in 2009 / uncertainty
 - Maintenance of fiscal discipline through electoral period

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Fitch Ratings www.fitchratings.com	New York One State Street Plaza New York, NY 10004 +1 212 908 6500 +1 800 75 FITCH	London 101 Finsbury Pavement London EC2A 1RS +44 20 7417 4222	Singapore 7 Temasek Blvd. Singapore 038967 +65 6536 6801
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The Fitch Group Fitch Ratings Algorithmics Fitch Training

FitchRatings
NEW YORK, NY

**Government of Malawi Sovereign Credit Rating
Dissemination Conference - March 16, 2007**

**The Sovereign Ratings Process:
Sub-Saharan Africa Credit Issues**

By Veronica Kalema
Director
Sovereigns, Africa and Middle East Team

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Credit & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
NEW YORK, NY

Agenda

- Overview of Fitch Ratings Services
- Sovereign Ratings and the Sovereign Rating Process
- Sub-Saharan Africa Credit Issues and Outlook

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Credit & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
NEW YORK, NY

Agenda

- Overview of Fitch Ratings Services
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The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Credit & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
NEW YORK, NY

Global Reach

- > One of three global rating agencies with expertise and critical mass across the credit spectrum
- > Sole European owned rating agency (Fimalac)
- > Dual headquarters in NY and London
- > Over 6,200 subscribers to our research
- > 2,100 employees in 49 offices world-wide
- > Staff split 50:50 between the US and Rest of the World
- > 60% of revenue is generated in the US

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Credit & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

FitchRatings
NEW YORK, NY

Global Market Coverage

- > 101 Sovereigns (and 140 sub sovereigns)
- > 5,700 financial institutions (3,000 banks/2,500 insurance)
- > 1,400 corporate ratings
- > 84,000 municipal transactions
- > Over 10,000 structured finance deals
 - 8,500 in the US
 - 1,500 in Europe
 - 400 in Asia

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FitchRatings
NEW YORK, NY

Global Presence (January 2007)

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Fitch Ratings
BEYOND YOUR BOUNDARIES

Fitch Sovereign Service

- > 101 published sovereign ratings worldwide
- > Rates more than 98% of international debt
- > 22 sovereign analysts in London, New York and Hong Kong
- > Consultative and co-operative rating approach
- > In-depth research reports support ratings
 - 60% emerging markets/40% developed
 - shadow ratings on a number of additional countries
- > Providing input into the work of other departments
- > Providing working assumptions for the company
 - Global growth and interest rates
 - Oil prices

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

Fitch Ratings
BEYOND YOUR BOUNDARIES

Fitch Sovereign Service cont'

- > Provides more than 500 investors and market participants with research
 - Investors, fund managers, credit departments in banks and other companies
- > Regular contact with investors and events
- > Growth in rated sovereigns since the mid 1990s from around 40 to over 130 in total

Growth of Sovereign Ratings

Source: IMF, WEO April 2006, Fitch

The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

Fitch Ratings
BEYOND YOUR BOUNDARIES

Agenda

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The Government of Malawi Sovereign Credit Rating Dissemination Conference supported by Casals & Associates, Inc. with Millennium Challenge Corporation funding through USAID.

Fitch Ratings
BEYOND YOUR BOUNDARIES

Sovereign Credit Ratings

- > Informed opinion on the government's willingness and ability to repay its commercial debt obligations (ie: bonds) in full and on time
- > Issuer default ratings (IDRs) – Long-term Foreign and Local currency
 - Foreign currency IDRs assess the likelihood of default on foreign currency denominated debt issues
 - Local currency IDRs are an assessment of the likelihood of default on local currency denominated debt issues
- > Rating Outlooks can be Positive, Stable or Negative and indicate likely movement of IDRs over a time frame of 18 months >2 yrs
 - 18 Positive Outlooks; 5 Negative Outlooks at February 2007
- > Rating Watches can be Positive/Negative and indicate likely movement of IDRs over a very short time frame (3-6 months)
 - 1 Rating Watch Negative at February 2007

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Fitch Ratings
BEYOND YOUR BOUNDARIES

Country Ceilings

- > Sovereign ratings are not the same as "country risk"
 - Country risk is a broader concept relating to:
 - > Legal and governance risks eg. expropriation; volatile tax regime; lack of respect for property rights; weak legal environment for enforcing contracts
 - > Risks to cross-border foreign currency lending and investment that arises from events in a particular country outside the control of the private sector, especially "transfer and convertibility" (T&C) risk
- > Fitch Country Ceilings
 - "Country ceilings reflect Fitch's judgment regarding the risk of exchange controls being imposed by the sovereign authorities that would prevent or materially impede the private sector's ability to convert local currency into foreign currency and transfer to nonresident creditors – transfer and convertibility (T&C) risk"

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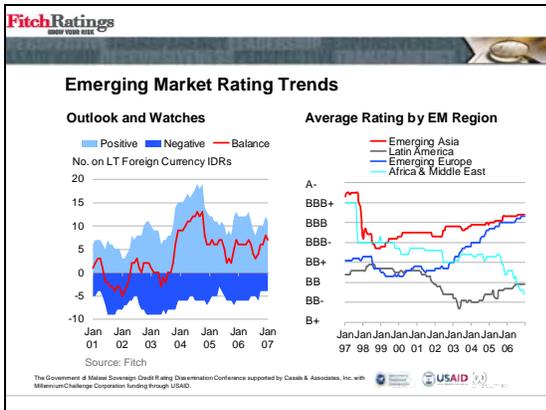
Fitch Ratings
BEYOND YOUR BOUNDARIES

The Rating Scale

Investment Grade*	Country
AAA	USA, Germany, France...
AA+, AA, AA-	Australia, Portugal, Kuwait...
A+, A, A-	Cyprus, Greece, Israel...
BBB+, BBB, BBB-	Hungary, Mexico, India, South Africa, Namibia...
Speculative Grade**	
BB+, BB, BB-	Egypt, Philippines, Turkey, Nigeria, Lesotho...
B+, B, B-	Ghana, Suriname, Lebanon, Malawi...
CCC	Ecuador, Gambia....
Default Ratings	
D, RD	Argentina (RD)

* Average cumulative default rate: 1.7% over 5 years
 ** Average cumulative default rate: 10.7% over 5 years

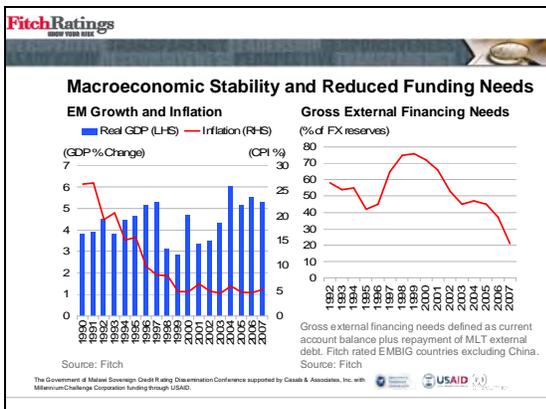
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- ### The Rating Process
- > Rating visit to country
 - 2-3 analysts
 - Meetings with government, central bank & others
 - > Preparation of draft report
 - 3-4 weeks
 - Authorities given week to comment
 - > Meeting of sovereign rating committee
 - At least four sovereign analysts
 - > Prior notification of result to issuer
 - > Issue press release and publication of report on website
 - > Investor calls to subscribers
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- ### What We Look At: Ability to Pay
- > Macroeconomic performance
 - Growth prospects
 - Inflation record
 - Macroeconomic policy framework
 - > Public and external debt sustainability
 - Are public and external finances on a sustainable path?
 - Vulnerability to shocks, eg commodity dependence, and ability to cope with these
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- ### What We Look At: Ability to Pay (cont.)
- > External and fiscal financing needs
 - External financing needs
 - Reliability of sources of funding eg. capacity to borrow domestically
 - Short-term debt and potential "liquid" liabilities relative to international reserves
 - Capital account risks eg capital flight
 - > Structural features
 - Financial sector – contingent liabilities and macro-financial risks
 - Is the economy open to foreign trade and investment
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- ### What We Look At: Willingness to Pay
- > The risk to debt service arising from political and social factors
 - Political will and capacity of the government to mobilise resources to honour its financial obligations
 - Predictable and rational economic policies
 - Risk of war and regime change
 - > Political risk factors
 - Legitimacy of the political regime
 - Rule of law and respect for property rights
 - > Transparency and corruption
 - Effectiveness of government
 - > Quality of institutions and policy-makers
 - Economic pressures
 - > Demographics
 - > Income and wealth inequalities
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FitchRatings
SHOW YOUR SIDE

The Benefits of a Rating

- > Enhances pricing and sovereign access to international capital markets
- > Facilitates inflows of private capital
- > Key input for international banks and investors in setting the price and extent of their credit exposure to a particular country, including their local bank and corporate counterparties
- > Enhances the efficiency and effectiveness of local capital markets
 - "Namibia bond premiums relative to the South Africa yield curve have contracted on average by 24bps since Namibia obtained a sovereign rating from Fitch Ratings" IJG, March 2006
- > Sends a signal that a country is open to business

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FitchRatings
SHOW YOUR SIDE

Summary

- > Sovereign ratings
 - A good measure of relative risk
 - Effective tool for communicating with the target debt market
- > Based on a range of economic, financial and political risk factors
- > Judgement
 - Peer comparison
 - Rating committee process

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FitchRatings
SHOW YOUR SIDE

Agenda

- Overview of Fitch Ratings Services
- Sovereign Ratings and the Sovereign Rating Process
- Sub-Saharan Africa Credit Issues and Outlook

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FitchRatings
SHOW YOUR SIDE

Sub-Saharan Africa Ratings

Country	FC IDR	Outlook	LC IDR	Country Ceiling
South Africa	BBB+	Stable	A	A-
Namibia	BBB-	Stable	BBB	A-
Nigeria	BB-	Stable	BB-	BB-
Lesotho	BB-	Negative	BB+	A-
Ghana	B+	Positive	B+	B+
Cape Verde	B+	Stable	B+	B+
Mozambique	B	Stable	B+	B
Uganda	B	Stable	B	B
Benin	B	Stable	B	BBB-
Cameroon	B	Stable	CCC	BBB-
Mali	B-	Stable	B-	BBB-
Rwanda	B-	Positive	B-	B-
Malawi	B-	Stable	B-	B-
The Gambia	CCC	Stable	CCC	CCC

Source: Fitch

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FitchRatings
SHOW YOUR SIDE

Ratings in the B Category and Below

SSA (10): Benin, Cameroon, Cape Verde, Gambia, Ghana, Malawi, Mali, Mozambique, Rwanda, Uganda

Latam (7): Argentina, Bolivia, Dominican R., Ecuador, Jamaica, Suriname, Uruguay

Asia (2): Mongolia, PNG

Middle East (2): Iran, Lebanon

CEE (1): Moldova

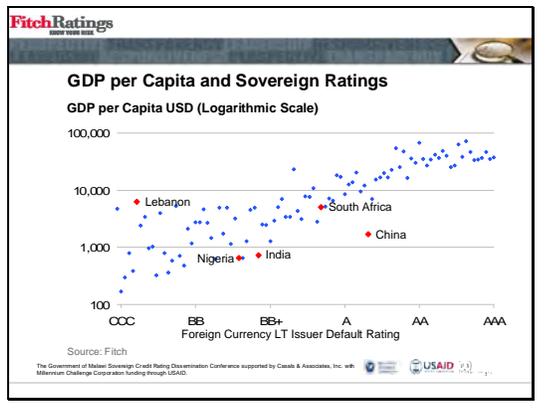
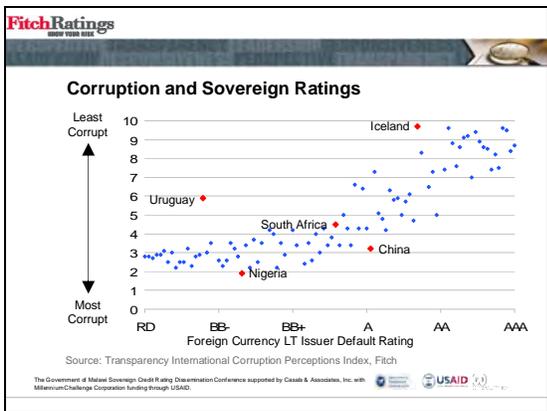
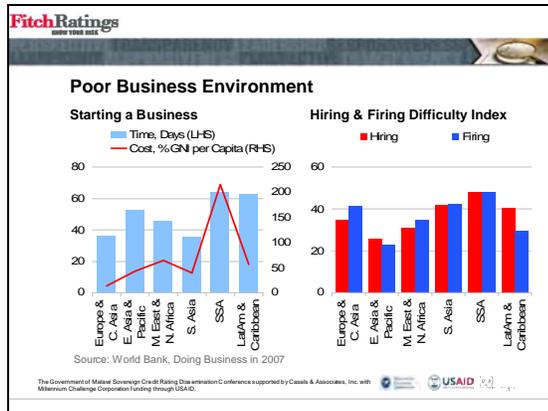
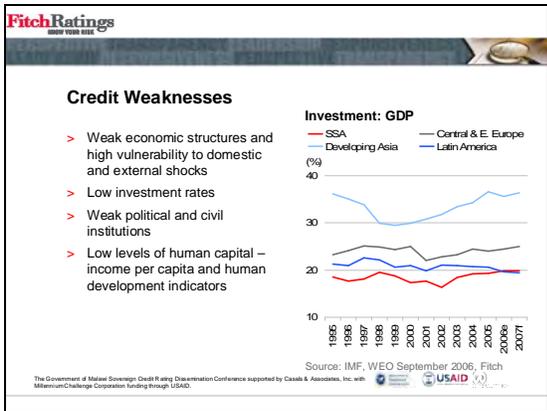
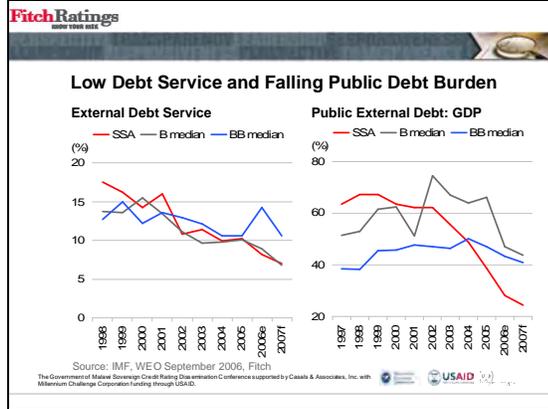
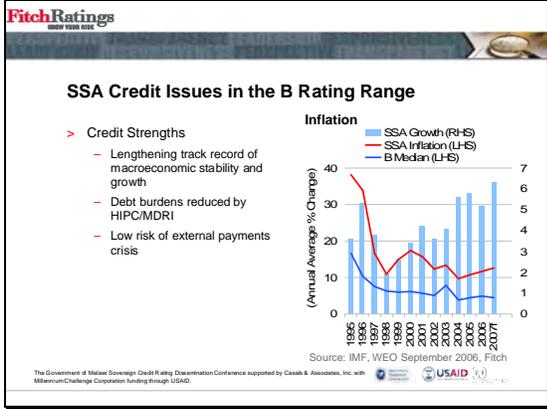
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FitchRatings
SHOW YOUR SIDE

Credit Issues

- > Typically in the 'B' rating range
 - High political and economic risk
- > BB- (Nigeria and Lesotho)
 - Strong external and public debt balance sheets provide buffer against shocks
- > Investment grade credits (South Africa and Namibia)
 - Well managed over a time
 - Strong institutions
 - Higher income per capita/ better HDI indicators
 - Economic diversification/resilience to external shocks

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Impact of Commodity Prices

- > One-third are resource intensive
- > Oil producers
 - Angola, Cameroon, Chad, Cote d'Ivoire, Congo, Equatorial Guinea, Gabon, Nigeria – strengthened fiscal and external balance sheets
 - > chance to accelerate social and economic development?
- > Non-oil commodity producers
 - Botswana, Guinea, Namibia, Sao Tome, Sierra Leone, Zambia – high prices help to soften the impact of the oil price shock on BOP, inflation impact mostly contained
- > Others – have managed to retained relative macroeconomic stability and growth despite oil price shock but generally a relative disadvantage
 - will benefit from the retreat in oil prices

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Impact of the Debt Relief

- > G8 Multilateral Debt Relief Initiative (MDRI)
 - Write down of at least 60% of outstanding public external debt of 16 countries
 - Substantial improvement in their public debt sustainability and public debt ratios comparable to those of countries higher up the ratings scale
 - But not based on inherent improvement in creditworthiness
 - > Chance to use increased flexibility to strengthen economic bases, etc.

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The HIPC Initiative

- > NOT ELIGIBLE (15): Angola, Botswana, Cape Verde, Djibouti, Eq. Guinea, Gabon, Kenya, Lesotho, Mauritius, Namibia, Nigeria, Seychelles, South Africa, Swaziland, Zimbabwe
- > COMPLETION POINT (16): Benin, B. Faso, Cameroon, Ethiopia, Ghana, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Rwanda, Senegal, Tanzania, Uganda, Zambia
- > DECISION POINT (9): Burundi, Chad, Congo DR, Congo R, Gambia, Guinea, Guinea-Bissau, Sao Tome & P, Sierra Leone
- > STILL ELIGIBLE (8): CAR, Comoros, Côte d'Ivoire, Eritrea, Liberia, (Somalia*), Sudan, Togo

* Insufficient data to determine
 Rated by Fitch
 Rated by Others

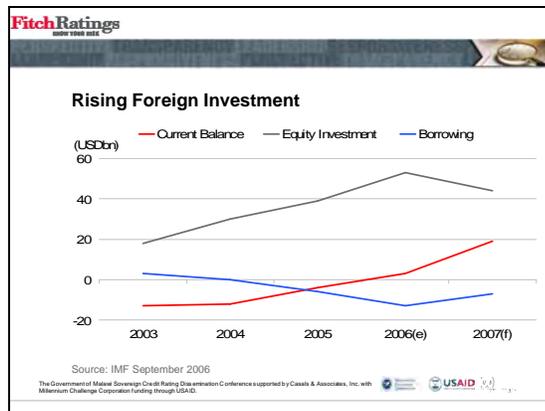
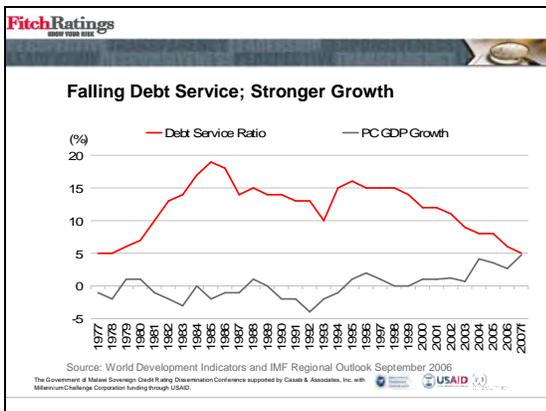
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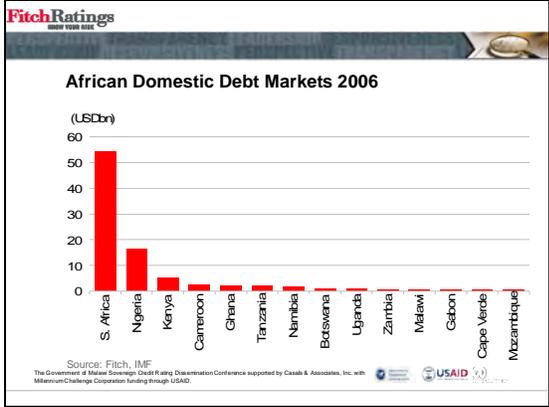
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Regional Outlook

- > Still favourable global backdrop
 - Buoyant global growth
 - High commodity prices
- > Impact of the G8 Multilateral Debt Relief Initiative
- > Ongoing economic and political reforms
 - anchored by IMF and World Bank programmes, Millennium Challenge Account, the HIPC process, NEPAD, AU

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The Fitch Group Fitch Ratings Algorithmics Fitch Training

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	

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	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 ²⁹	C&A monitoring & reporting ODPP monitoring & reporting	Quarterly Bi-Annually Intermittent	NAO hires and retains adequate trained staff to conduct procurement audits
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. ³⁰	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

²⁹ 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

³⁰ 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

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	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.
	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.

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
	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
	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

EXPECTED RESULTS	PERFORMANCE INDICATORS	DEFINITION	COLLECTION METHODS AND SOURCE	FREQUENCY	CRITICAL ASSUMPTIONS
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.