



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA

INDEFINITE QUANTITY CONTRACT DFD-I-00-03-00139-00

QUARTERLY PERFORMANCE MONITORING REPORT NO. 14
PERIOD COVERING JULY 1, 2007 TO SEPTEMBER 30, 2007

Submitted to:

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October 31, 2007

I. General Summary

This quarterly report for July 1 – September 30, 2007 is being presented by Casals and Associates, Inc., (C&A), in compliance with Contract No. DFD-I-00-03-00139-00.

II. Progress/Status of New and Ongoing Awards

The ongoing Task Orders in this reporting period are as follows:

Task Order No./Country/Project Title	Start Date	Estimated End Date
DFD-I-00-03-00139-00: Strengthening Government Integrity to Support Malawian Efforts to Rollback Corruption and Encourage Fiscal Responsibility	4-1-2006	3-31-2008
DFD-03-03-00139-00: Central America and Mexico (CAM) Transparency, Anti-corruption and Accountability Program	01-24-2005	03-29-2009
DFD-I-00-03-00139-02: Impunity Threshold Country Program (Paraguay)	5-30-2006	5-29-2008
DFD-I-00-03-00139-00: Transparency and Citizen Action Program (Dominican Republic)	06-01-2006	09-30-2008
DFD-I-00-03-00139-00: Order number 226: Madagascar Anticorruption Initiative Program	10-1-2006	09-30-08
DFD-I-00-03-00139-00: Africa Mainstreaming Anticorruption Activity	9-11-2006	09-10-2007
DFD-I-11-03-00139-00: Europe and Eurasia Mainstreaming Anticorruption Activity	9-30-2006	5-29-2007

IQC Contract Start Date 09-30-03 / End date 09-30-08.

Below are the main accomplishments of each of the above-listed Programs for this quarter. Please note that the update on the Impunity Threshold Country Program will be submitted later.

Task Order No. DFD-I-00-03-00139-00**Strengthening Government Integrity to Support Malawian Efforts to Rollback Corruption and Encourage Fiscal Responsibility*****Task 1 – IFMIS for the GOM***

- The deployment of IT equipment to national institutions is a major achievement. In particular, the team work and participation of all stakeholders in the project management of the Disaster Recovery Solution project is an important accomplishment. The Accountant General is now chairing the weekly project meetings to ensure positive progress on the project. The Disaster Recovery Solution is a particularly complex technical project, and also has high political visibility, in addition to international donor interest from the World Bank and IMF, due to the mission critical nature of the IFMIS application.
- GoM has also managed to complete rehabilitation of the DR site as well as signing a contract with MTL to provide interim fiber connectivity between the AGD offices at capital Hill and the DR site.

Task 2 – Professionalizing Public Procurement in the GOM

- Four IPC training workshops have been completed and a total of 132 IPC members have been trained, exceeding the planned total of 120.
- C&A assisted ODPP to develop a procurement survey which was carried out by ODPP in November and December 2006.
- Two staff members of ODPP have attended procurement courses, one in Mombasa, Kenya, and the other at Crown Agents Training Centre in Worthing, UK.
- C&A supported a study tour to Canada from March 22 to April 3, 2007. In brief, the objective of the tour was to assess best practices in providing small and medium sized enterprises with access to public procurement opportunities. A comprehensive report setting out lessons learned, recommendations and an action plan has been finalized. The first recommendation that was implemented in August 2007, with C&A support, was a government/stakeholder consultation to provide opportunities for SMEs in public procurement.
- C&A has initiated the establishment of a bachelor's degree program in procurement and supply chain management at the Malawi Polytechnic, Blantyre. Following the study tour to Bolton University, which C&A supported, a delegation from Bolton University finalized negotiations with Malawi Institute of Management (MIM) to introduce Master of Science degree program in Logistics and Supply Chain Management at MIM. The degree program is expected to be launched in February or March 2008. Please see Annex 25 for the degree program advert.
- Through C&A's support for ODPP study tour to the University of Bolton, UK. The university in collaboration with Malawi Institute of Management (MIM) have launched Master of Sciences Degree program in Logistics and Supply Chain Management. This will be another high level training institution, which will assist in professionalizing public procurement in the country.

Task 3 – Strengthening the Capacity of the NAO

- The installation of new IT equipment will facilitate computer-based audits and utilization of IFMIS data resulting in efficient and effective public audits. The computer training that was conducted by MCA, where 121 NAO staff were trained in application packages, has led to more effective use of the computer equipment procured by C&A and has improved the operations of the NAO as a whole.
- 41 new Assistant Auditors were trained in Public Audit Methodology and procedures thereby increasing capacity and skills for NAO.
- 54 Auditors were trained in Audit Sampling and are providing efficient and effective public auditing by avoiding a 100% test of transactions and thus are being cost effective in terms of time and effort

- 10 Auditors were given Train-the-Trainer (TOT) training in Audit Sampling to enhance the sustainability of the Audit Sampling training. The objective of Audit Sampling TOT was to impart audit sampling training skills to performing auditors who will train other NAO auditors. The Zomba NAO Office underwent Audit Sampling Training from 2 – 3 July, 2007, which was conducted by the four members of staff who attended the TOT in Mangochi.
- All 15 remaining interns are working contentedly at the National Audit Office.
- Four members of Investigative Audits at NAO underwent a detection, fraud and corruption course, organized by the US State Department of Justice.
- One member of staff from MCA who was trained in procurement audits is now, in turn, training others at an affordable cost.
- 4 members of staff are on secondment in South Africa, where they are getting skills and knowledge in best auditing practices.
- INTOSAI annual subscription arrears have been settled with a commitment from NAO to continue paying subscriptions on time.

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

- The Communications Specialist C&A engaged during the last quarter to work with the ACB and MEPD completed the ACB communications strategy. The ACB's Assistant Director, Victor Banda, said that the strategy C&A's Communications Specialist produced was "one of the best he's seen."
- Despite the complex, multi-donor context in which C&A provides support to MEPD to develop and strengthen national M&E systems, C&A strives to be among MEPD's most flexible and responsive partners. To that end, C&A has been able to respond to a number of urgent and unexpected requests. For example, C&A procured and has begun installing 40 anti-virus licenses, one for each of the local assemblies. This has ensured that a major investment by other donors in desk top computers for the local assemblies was not lost due to viruses. Furthermore, the IT/M&E Specialist C&A recruited at the request of MEPD, has bolstered the IT capacity within the ministry and provided technical support to the assembly M&E Officers and Data Clerks. Similarly, C&A intends to support the overhaul and roll-out of an improved M&E database following two external evaluations, which concluded that the database in its current form would not meet the needs of its users.
- Since the start-up of the project, C&A has advocated for MEPD to work closely with MOF, specifically the Budget, and Debt and Aid offices, and MLGRD. Coordination and information sharing among these ministries and offices within the ministries is improving. In the next quarter, MEPD, MOF, and MLGRD, will conduct a joint training for local assembly Directors of Planning and Development, Directors of Finance, and M&E Officers. The objective of the joint training is to re-orient district planning and monitoring officers to national and local planning budgeting concepts and other policies such as the Malawi Growth and Development Strategy.

Task 5 – Building Legal Skills Capabilities

- Training has been conducted with the Judiciary, Malawi Police, ACB and NAO
- The training material developed by Prof. Kanyongolo is of outstanding quality. Copies distributed to the trainees of the updated Administrative Law Manual and other topics will be a lasting contribution to capacity building in legal skills for GOM officials.
- Chanco trainers have been showcased and have established themselves as a national resource for building legal skills.
- The quality and delivery of training has been such that it has created confidence and trust amongst the judges, where they have asked C&A and Chanco to facilitate a workshop to examine the accountability and transparency of the judiciary.

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

- C&A continues to work on building on its success to support the functioning of the Media Council of Malawi. The council's secretariat is now in place and this is critical to the strengthening the media industry in Malawi.
- The Media Council and stakeholders completed a three-year Strategic plan for the council.

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

- C&A's training in investigative reporting for investigative journalists was a success. All the journalists trained have realized their potential to pursue investigative journalism. There is increased and consistent coverage from the journalists that went through the training sessions. This is clearly seen in newspapers and especially in weekend papers. The private radio stations are also being seen to have increased their commitment to do investigative stories which are making a difference.
- The curriculum review process of the journalism course at the Polytechnic which is aimed at intensifying the investigative journalism syllabus will contribute toward the sustainability and institutionalization of the training efforts C&A has supported for journalists.

Task 8 – Civil Society Integration into an Anti Corruption Campaign

- To date, C&A has awarded eight grants.
- Six civil society organisations are implementing their projects and have received one or more financial instalments.
- C&A's CSOs (YONECO and OCGAM) have had articles published about their projects in national newspapers. Please see Annex 26 for the newspaper articles.
- C&A coordinated a week-long message development workshop, conducted by John Hopkins University with support from the ACB, to train grantees on developing actionable anti-corruption messages.
- As a result of C&A's work, the ACB and donors have resumed regular meetings and have found solutions to the major issues which had resulted in the funding suspension. DFID and Norway will resume funding disbursements to the ACB in October.
- The Communications Specialist C&A engaged during the last quarter to work with the ACB and MEPD completed the ACB communications strategy. The ACB's Assistant Director, Victor Banda, said that the strategy C&A's Communications Specialist produced was "one of the best he's seen."

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

- The Sovereign Credit Rating Data Analysis workshop brought together the different departments that collect data and gave them a deeper understanding of the need for coordination and coherence of data and the impact of sound data collection on macro-economic policy formulation in Malawi.
- C&A continues to enjoy a very positive relationship with the Reserve Bank in the planning and preparation for the Sovereign Credit Rating for 2007 and with the other initiatives identified above.

GUATEMALA

Increased CSO awareness of the importance of IACC implementation and monitoring. The Program continued to design a project with *Acción Ciudadana* for the preparation of a shadow report on the GOG's compliance with the IACC. The project's major objectives are to:

- 1) Monitor compliance with the IACC experts' recommendations from the perspective of civil society.
- 2) Invite civil society organizations to review and validate the report's findings in the interest of preparing a document widely accepted by all participating countries.
- 3) Release and disseminate the report to encourage compliance with the IACC.

Acción Ciudadana will present the report's results during the second round of IACC evaluations in November.

Improved knowledge on the part of civil society on budget transparency achievements and management systems. The Program provided continued support to CIEN (*Centro de Investigaciones Económicas Nacionales*) in the development of Guatemala's 2007 Budget Transparency Index. CIEN conducted an opinion poll among a selected group of specialists (senators, journalists, members of CSOs, etc.). The resulting information will be used as the basis for developing this year's Budget Transparency Index.

Improved public understanding of the United Nations Convention against Corruption (UNCAC). In July 2007, *Acción Ciudadana* offered two workshops for 15 law students and professors of the Rafael Landívar University aimed at improving their understanding of the United Nations Convention against Corruption (UNCAC).

Improved information levels of the actual electoral process

The Program's grantee designed and launched www.informateyvota.com, an Internet site aimed at disseminating electoral and political party information. At this site, citizens may easily obtain updated information on political campaign financing, their anticorruption plans, news on the electoral process, etc.

In addition to a press conference, *Acción Ciudadana* publicized the site through a small advertising campaign via radio and print media (e.g. *El Periódico*). As of September 30 the site had received more than 6,000 hits.

Improved the ethics environment in the private sector. On July 17, 2007, the Program participated in the launching of the Code of Ethics for Guatemala's Construction Sector developed in collaboration with CentraRSE, C&A's grantee. Its purpose was to create a minimum set of ethical practices and standards to foster the public's trust and credibility in this sector. To the best of our knowledge, this is a pioneering activity in the region, which the Chamber's counterparts in other countries (specifically in Panama and El Salvador) have expressed interest in replicating.

CentraRSE also worked on drafting and disseminating a Code of Ethics for micro, small and medium enterprises of the Guatemalan Association of Rural Sector Businessmen/Women (AGER). With the purpose of generating a sense of ownership and stimulating its observance by the target group, a group of members of AGER developed the Code themselves. The code was publicly launched on August 28, 2007.

PANAMA

Coordinating the efforts of GOP agencies and civil society organizations to draft a new Code of Criminal Procedure. The Program dedicated a significant share of its attention this quarter to completing a draft Code of Criminal Procedure. It did so by coordinating the efforts of a small group of specialists appointed by the Judicial Branch to present a revised version of the document to all parties involved in its initial development (the Association of Panamanian Judges-ASPAMAJ, the Judicial Branch, the Attorney General's Office and Alianza Ciudadana pro Justicia, our main counterpart in civil society). Over a six-week period, the Program supervised and provided continued technical assistance to produce a document that met the key elements of an oral and jury trials system. In spite of the challenges of a consensus-reaching process, the resulting Code represents a unified proposal that builds upon most of the Program's recommendations.

Supporting the implementation of institutional strengthening and civil service mechanisms at the GOP's internal revenue unit. The Program continued implementing a project to revamp the internal organization and human resources practices of the National Tax Directorate (DGI). As part of these activities, the Program assisted in drafting an internal resolution specifying the structure, objectives and functions of the National Tax Directorate and all of its units. This document expands on the contents of the Executive Decree granting financial and administrative autonomy to the DGI, scheduled for publication in November.

Advancing the implementation of GDA Initiatives. To date, the Program has signed and launched eight grants for the implementation, by the Panamanian private sector, of an equal number of anticorruption projects through the Global Development Alliance (GDA-see attached GDA Report). These grants were awarded to the following entities:

- 1) Panamanian Association of Business Executives (APEDE).
- 2) Foundation for Education on TV (FETV), which received two grants.
- 3) Digital Design/National Environmental Agency.
- 4) University of the Certified Public Accountant (UNESCPA)/Anticorruption Council.
- 5) Computer Clubhouse/Mariano Rivera Foundation.
- 6) Panamanian Credit Bureau (APC).
- 7) ADEN/National Tax Directorate.

USAID's obligations to GDA recipients total \$595,002, whereas their in-kind and financial contributions are expected to equal \$1,040,894 (1:1.75 ratio).

NICARAGUA

During this Fiscal Year, the Program made substantive progress in promoting transparency and accountability in the governmental sector. GON officials (both at the national and local levels) received anti-corruption training on key topics such as: social auditing techniques; gender and transparency; political party finance; Inter-American Convention against Corruption and the United Nations Convention against Corruption; internal control; legislative transparency; access to public information; and techniques for investigating corruption cases.

The new GON has designated the *Procuraduría General de la República* (PGR) to be the new anti-corruption authority. The Program has been able to maintain an open channel of communication with the PGR, which is working on a new national anti-corruption strategy. Given the PGR's new roles and responsibilities, it is now considered the Program's official GON counterpart, as it is now also in charge of monitoring compliance with the Inter-American Convention against Corruption (IACC).

The USAID/Rule of Law Program and USAID/Transparency Program finalized conceptual details and agendas for the launching of a series of seminars on corruption, transparency, and justice. The seminar series will be co-sponsored by *Consejo Nacional de Decanos de Derecho* (CONADER), and the coalition *Grupo de Seguimiento a la Convención Interamericana contra la Corrupción* (GS-CICC).

The first seminar of the series took place on September 6, entitled "Reflections on Corruption, Transparency, and Justice." Topics addressed were public policies, organized crime, economic fraud, and corruption. The Transparency Program provided analyses and inputs of these topics from the perspective of International Anticorruption Treaties and Conventions (IACC and United Nations Convention against Corruption – UNCAC). The three municipal projects implemented by the CSO-IACC Coalition have four particular characteristics. First, all projects are being implemented at the same time in 8 municipalities of the country (Belén, Diriomo, La Trinidad, Masatepe, Masaya, Matiguás, San Nicolás, and Somoto). Secondly, each project targets one specific sector of society: government (municipal authorities), civil society (CDMs), and community citizens that are not members of any association or civil society organization. Thirdly, the work performed by each project in each of the three sectors is directly complementary to each other. And, finally, each project is implemented by sub-coalitions of four organizations.

As of September 30, approximately 65 activities have taken place in the 8 municipalities. About 50 training sessions in total remain to be conducted between the months of October and December 2007.

Anti-corruption Ambassador and Rock Icon Ramón Mejía from *Perrozompopo*, visited public schools *Instituto Rigoberto López Pérez* (July 10), *Instituto Maestro Gabriel* (July 11) and *Colegio Bautista* (September 4) to engage fourth and fifth-year secondary students in discussions about ethics, transparency, accountability. At Rigoberto Lopez, Ramon Mejia talked to nearly 250 Fifth Graders in six classrooms, at Maestro Gabriel, he talked to about 100 fifth graders in an auditorium, and at Colegio Bautista he talked to about 200 fourth and fifth graders.

The events were highly successful as measured by the mere impact that the figure of Ramon Mejia/Perrozompopo creates in students. His visits were highly noticed at the schools and they caused quite a commotion among students of all ages. He is a recognizable icon and a role model, particularly when he eloquently spoke about values, about taking care of Nicaragua and making them aware that they have a responsibility to decide whether to maintain or break the chain of corruption. As he walked the halls and grass of the schools, students from all ages would want to get near him, others would sing his songs, others wanted to take a picture with him and everyone wanted his autograph on t-shirts, bags, and notebooks.

EL SALVADOR

Promoting transparency, efficiency and understanding of judicial processes

The Program sensitized the justice sector on the importance of the Transparency and Efficiency Judicial Indicators and trained a selected group of individuals from Statistics and Informatics units of different justice sector institutions who would take the lead in the preparing these indicators through the CNJ. The Program also provided valuable input for the newly created Criminal Procedural Code through the technical assistance of international experts.

Due to the Program's impact the justice sector institutions were sensitized (including the Supreme Court of Justice). A Judicial Ethics Code was created and will be reviewed by the Program's experts.

Increased Devolution of Responsibilities and Resources to the Local Level Resulting in Greater Responsiveness by Local Governments to Citizens Needs

Through 14 seminars and workshops 207 municipal council members and workers of 262 municipalities were trained in Ethical Values and Transparency.

The study of the Identification of New Mechanisms for Local Development Financing, supported by the Program, was submitted to the Presidency of the Republic. CONADEL got commitment to address the issue of Municipal Transparency in the national agenda, promoting an international forum on Local Transparency with the participation of international and national experts.

More Opportunities for Citizen Participation in and Oversight of National and Local Government Decision-Making

- Three grant projects were completed (ISD, OEF, FESPAD)
- FUSADES and FUNDE took the lead in organizing Transparency and Ethical Values week and civil society organizations, the private sector and government parties are interested in participating.
- The private sector has become more interested in developing ethics codes and more willing to cooperate with the Program in promoting transparency.
- The Program signed a memorandum of understanding with Transparency International to promote transparency in El Salvador.
- The government of El Salvador and civil society have agreed to publicize the report on the Inter-American Convention Against Corruption.

Accountability of Elected and Appointed Officials Improved

- The Program has agreed to sign a MOU with the Ministry of Public Works to evaluate the efficiency of the organizational structure
- Greater number of public servants from the Municipal sector were trained in Ethical Values with the Program's support.
- Seven Letters of Rights were finalized with commitments from the heads of seven health institutions.

Task Order No. DFD-I-00-03-00139-00
Transparency and Citizen Action Program (Dominican Republic)

Below are the main achievements for the Program:

Awareness Campaign

In July the Program received and approved the final posters and artwork for the transparency awareness campaign. Afterwards work was done with Porter Novelli (the company contracted to carry out this campaign) to improve the television and radio spots that they had produced. In addition, a committee was formed to decide on the content of the website. By the end of the reporting period, Porter Novelli presented their final report orally and analyzed various aspects of the campaign. After meeting with Porter Novelli both they and the Program decided on the need to copy the materials of the second phase of the campaign (bumper stickers).

Small Grants Fund

In July the Program was already working with the grantee organizations to instruct them on monitoring and evaluating progress. As of September the Program carried out a monitoring exercise of the grants via telephone. The grantee FUDEVA requested a two-week extension to complete their activities, due to a delay that occurred as a result of problems in Villa Altagracia. Taigüey Foundation attended a workshop on September 22, during which the Program staff was present to do a technical and administrative review of the project.

Dominican Anti-corruption Network

The Program worked with the organizations that make up this network on the preparation and dissemination of the cost of corruption survey report. All organizations under this network also participated in launching the awareness campaign and in organizing Transparency Week.

Anti-Corruption March

The Program was one of the main organizers of a march that took place on September 29th where hundreds of citizens protested the increase of corruption and impunity in the country. Other participating organizations were: Consejo Dominicano de Unidad Evangélica; Dominicanos por la Integridad (another network created by the Program); FINJUS; Participación Ciudadana; Red Dominicana Anticorrupción; Iglesia de Dios; Asociación Nal. de Jóvenes Empresario; Casa de Zión; Centro Juan XIII; Coalición por la Transparencia y la Institucionalidad; Comité Zona Norte del DN; Concilio Evangélico de las Asambleas de Dios, and; Consejo de Organizaciones de la Región Oriental.

The event began in a park where there were artistic presentations, songs, poetry, activities painting the face of corruption and others. Thereafter, the people started marching and then made a stop at the house of Duarte where a Manifiesto was read. Then it continued to Parque Independencia where an *ofrenda floral* (a very symbolic act) was done. The marchers carried posters that were produced as part of the awareness campaign, and the marchers were accompanied by a small truck playing music. A few days later appeared news articles reporting the success of the march, which was very significant for the Program.

Asset Declaration System

Consultant Ana Michel continued her work on assisting with the design of this system. At the beginning of the reporting period the Program had already begun reviewing her final report, which contained a draft of the new design for the system. By the end of September the final report was approved and presented to the relevant organizations. Certain parts of this design have already been implemented.

Strengthening BIANCO's Institutional Capacity
Component A: More Effective Case Monitoring and Reporting
Sub-Component A.1 Complaint Process Rate Improved

Significant progress was made under this sub-component with the analysis, findings and recommendations as well as training provided by C&A international consultant Jean Pierre Bueb during his consultancy.

The following is an update on the measures taken with regards to Bueb's recommendations.

BIANCO's CAPACITY TO CARRY OUT THEIR MANDATE

Capacity of BIANCO's General Office

The Department of Coordination and Control

Recommendation : It is recommended that this department be strengthened by entrusting it with the General Office's task of programming and monitoring.

Measure taken: This Department was actually reinforced. Indeed, having been set up in April 2007 when the Director was the only person there, it is currently composed of four sections:

- Prevention
- Communication (mass communication)
- Investigation
- Control

The mission of the Department is primarily to ensure coordination, reinforcement and continuity of activities in these fields.

It should also be noted that the function of Monitoring and Evaluation remained on the level of the Direction Générale.

HUMAN RESOURCES DEPARTMENT

Recommendation : One of the main problems has to do with recruitment. First, the number of the investigators is very insufficient. And rather than focusing on actual experience, much attention is given to titles. This problem should be taken care of quickly so that the Bureau can recruit qualified civil servants and candidates from within the military and police.

Measure taken : The Human Resources Department was set up on 1 July 2007. Its mission is to implement the General Personnel Statute.

Currently, it is in charge of administrative management (management of the departures) and the recruitment of personnel. The recruitment program is included in the Appendix.

The methods of staff recruitment are determined by the Decree that created BIANCO, and the modification of this decree is necessary for the BIANCO to conclude its actions.

Mass Communication

Recommendation : Mass communication needs to be carried out by the General Office (General Director) with the aid of the Director of Coordination.

Measure taken : Mass communication is now the responsibility of the Department of Coordination and Control.

BIANCO is currently negotiating with a communications consultant for the reorganization of this function.

Juridical Advisors

Recommendation : The district advisors should act under the supervision of the Head Office Advisor.

Measure taken : There is an Alternate Juridical Advisor in the district office in Toamasina.

It seems that this advisor does not have much work to do, and so Juridical Advisors will now be placed in Antananarivo and make frequent visits to the district offices.

Support for investigations

Recommendation : The Bureau's tasks should be expanded to include comparing of the declarations received with those previously classified to detect possible illicit enrichments or conflicts of interests. The use of local advisors will have to be set up so that people will not view BIANCO as a new "secret service" where each territorial branch can act on its own without any control.

Measure taken :

The asset declaration process for subjugated persons is annual. Due to the fact that more than 700 people have not made any statement to date, the remainder of 2007 will be focused on the recall of recalcitrant persons.

Thereafter, when the majority of the subjugated people do their declarations the annual study of the declarations will be considered.

BIANCO's RECORDING AND TRACKING OF COMPLAINTS

Receiving Complaints

Recommendations : If it is legal for people to be interviewed by friends and acquaintances, members of BIANCO, it would be best for their complaints to be recorded before their interview.

- Supplies required: Such as computers, printers and scanners. Apart from a district office server, it would be necessary to have at the very least one computer to centralize all of the current files as well as archived information. The IT expert would need to come up with the type of supplies necessary, design the software and propose an organization system that would meet all of their needs.
- The development of a software allowing simultaneously for the recording of complaints from each regional establishment, a centralized recording of all the complaints, a recording which allows for follow-up of these same complaints while they are at BIANCO and the storage of this data.
- Training to the staff in charge of receiving the complaints is vital.

Measure taken : The IT consultant is finalizing the software for tracking corruption complaints.

The committee to review the investigations

Recommendations :

- It is recommended that the committee hold effective meetings in each district office.
- A central database of all complaints that have been investigated (and would be reviewed by the committee members at the very least) should limit the cases of inappropriate decision-making.
- The IT expert should take into account the need to update the central database that contains information on all complaints that have been investigated, and he would report on the results of each investigation.

Measure taken :

Until now, the majority of the deliberations are made in a unilateral way: individually (either by the Directeur Adjoint chargé des Investigations) or by two or three people separately without involving the members of the committee of deliberation.

Only approximately 30% of the files are actually reviewed during the committee's meetings.

Plantiffs' Information

Recommendations :

- Use of standard letters based on the decisions made by the committee.
- Personalization must be automated by the software.
- The software must ensure that there is no later recording of the same complaint and it should enable people to track the complaint step by step.

Measure taken : These measures are taken into account by the software

The Decision to Investigate

Recommendations :

- The district director will have to give orders for the case to be investigated. This decision will have to be transmitted automatically to the central database at the general office.
- In order for the plaintiff to be at ease, he or she will need to be informed of the decision to begin the investigation process.

Measure taken : The system used is the Intranet. The transfer of information will be done starting from physical tools (CD, flashdisk...) and will not be automatic.

Investigations

Recommendations :

- The case to be investigated would need to be turned over to a pair of investigators (binomial). This would guarantee efficiency and reduce the risk of the case being tossed aside.
- Too much confidentiality among investigators hinders progress. This should be limited wherever possible.

Measure taken : The investigations were always done by a pair of investigators (binomial). That does not mean that the two investigators must always be together. Certain displacements or hearings can be done by one investigator alone. The decisions are then discussed and made together.

OTHER ACTIVITIES

Mrs. Elyett Rasendrasirofo is the consultant in charge of carrying out the team building training for BIANCO. The preparatory meeting for her was held on 2 August with the senior staff of BIANCO. During this meeting they identified the problems, anticipated improvements, goals and objectives, and identified the people to receive training.

Based on the consultant's preliminary findings, the number one priority is to work on the job descriptions. For that, a session was scheduled to take place around August 13th to deal with the five key positions. Six months after that there would be a second session that would deal with all the positions. Unfortunately, the consultant was not able to do this first session due to an accident. So this session has been postponed until November 7th and November 9th at the BIANCO. In order for this meeting to be most impactful, all participants have been asked to take the time to describe his or her position beforehand. In

addition, there will be a third training session for the Investigations Department only. The objective of this is to increase the rate of processing corruption complaints. This activity has been included in the training program that is being financed by the African Development Bank (AfDB).

In addition to the progress mentioned above, the Program signed grant agreements with the three grantees (Justice and Peace Episcopal Council, Transparency International-Initiative Madagascar and the Plate-forme pour la Défense des Droits et Intérêts des Consommateurs et des Citoyens). Each grantee has begun their preliminary activities.

Task Order No. DFD-I-00-03-00139-00
Africa Mainstreaming Anticorruption Activity

Task Order No. DFD-I-11-03-00139-00
Europe and Eurasia Mainstreaming Anticorruption Activity

No periodic progress report is required under these task orders.