

Indefinite Quantity Contract AEP-I-00-00-00010-00

**QUARTERLY PERFORMANCE MONITORING REPORT NO. 12
Period Covering April 1, 2003 to June 30, 2003**

Submitted to:

Madalene O'Donnell, Cognizant Technical Officer
U.S. Agency for International Development
DCHA/DG, RRB 3.10-040A
1300 Pennsylvania Avenue, N.W.
Washington, D.C. 20523-3100
mo'donnell@usaid.gov

and

Document Acquisitions
USAID Development Experience Clearinghouse
1611 North Kent Street Suite 200
Arlington VA 22209-2111 USA
docsubmit@dec.cdie.org

Submitted by:

Casals & Associates, Inc.
1199 North Fairfax Street, 3rd Floor
Alexandria, VA 22314
(703) 920-1234
info@casals.com

Date:

September 5, 2003

I. General Summary

Programmatic Trends

Several programmatic trends became apparent over the course of the past several reporting periods.

First, C&A has witnessed an increased need and desire on the part of USAID Missions to support the efforts of and cooperate with national anti-corruption commissions not only on enforcement efforts, but also in the mobilization and education of the citizenry through outreach efforts. This has been evident in both Honduras and Nigeria.

Second, innovative technologies, such as web sites and CSA methodologies, remain important components of USAID-assisted anti-corruption efforts. This is the case in every program ongoing under the IQC.

Third, C&A is finding itself in a position where it needs to maintain programmatic flexibility to respond to windows of opportunity or requests for specific forms of technical assistance from host-country governments. For instance, in Colombia, C&A responded to a request from the Office of the Vice President to support implementation of transparent and fair hiring practices in the civil service. Similarly, C&A has altered and developed public service announcements in Honduras and Nigeria that respond to issues of the day, such as national elections or proposed changes to anti-corruption laws.

Finally, C&A believes that USAID is adopting strategic approaches to anti-corruption programming that result in projects that cut across a wide variety of sectoral areas, much more so than in the past. While past USAID efforts, particularly in LAC, have traditionally focused mostly on civil society support, improved audit capacity, strengthening internal controls, and better financial management, more recent efforts have looked to approach the corruption problem from perspectives more closely linked to sectoral areas like rule of law, education, local governance, and even health and the environment.

Unresolved Issues/Constraints

C&A anticipates that several Missions will want to add funding to existing task orders and that other Missions will want to initiate new projects. The maximum order limitation on the IQC (i.e. contract ceiling) will hinder these efforts, there for the ceiling remains an unresolved issue.

II. Progress/Status of New and Ongoing Awards

The ongoing Task Orders in this reporting period are as follows; Task Orders 805 and 809 are completed as indicated on previous reports.

Task Order No/Country/Project Title	Start Date	Estimated End Date
01 AAA- America's Accountability/Anti-Corruption Project	09-29-00	10-01-04
800 Nigeria: Governance/Corruption Survey and IEC	09-18-00	09-30-03

Activities		
802 Colombia: Strengthening Transparency and Accountability through Improved Government Controls and Increased Citizen Oversight	11-3-00	10-31-03
803 Mexico: Project ATLATL: Accountability, Audit Anti-Corruption Mexico (AAA Mex) Project	06-13-01	09-30-03
805 Dominican Republic: Transparency and Good Governance Program	08-13-01	Completed
809 Honduras: Government of Honduras Reconstruction Accountability and Transparency Activities	04-01-01	Completed

IQC Contract Start Date 12-14-99/End date 12-12-04

Task Order No. 01
Transparency and Accountability
America's Accountability and Anti-corruption project (AAA)

ResponDanet Website

In Chapter 3 of UNDP's 2002 *Global Human Development Report*, "Deepening Democracy by Tackling Democratic Deficits," ResponDanet was singled out as the pioneering model for use of the Internet to advance government transparency and accountability.

"The Internet has also improved transparency and exposed corruption in government departments. Anticorruption Websites are proliferating in and out of government, inspired by efforts such as Latin America's ResponDanet (www.respondanet.com), which links professionals, government officials and citizens concerned about the proper use of public funds."

The number of visitors to ResponDanet continues to grow. The totals for the current quarter are the highest recorded to date and the second successive time that the number of hits on the site has surpassed one million in a quarter. Hits increased by 16% over the last quarter; compared to the same quarter last year, the increase was 60%. Cumulative number of hits since April 1998, when ResponDanet was inaugurated, through June 2003 is 9,847,133. (AAA is continuing to explore suitable partner(s) to secure sustainability of the website after project end.)

Main Website and Sub Sites	Hits Previous 4 Project Quarters					Current Quarter Apr-Jun
	3 rd Quarter	4 th Quarter	1 st Quarter	2 nd Quarter	Total for Previous 4 Quarters	
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
	FY 2002	FY 2002	FY 2003	FY 2003		FY 2003
PSI Net	774,580	935,762	831,014	1,046,339	3,587,695	1,241,578
AAA Flash-Sp.	25,721	21,576	26,934	27,159	101,390	23,992
AAA Flash-Eng	38,332	20,165	53,055	57,074	168,626	50,629
ACSF	6,790	7,155	13,234	6,002	33,181	13,363
ACWB	845	570	969	1,020	3,404	1,157
Visitor Survey	4,054	2,422	3,458	2,714	12,648	2,720
TOTAL	850,322	987,650	926,986	1,147,489	3,912,447	1,333,712

Avg. Hits/Month	283,440	329,217	308,995	382,496	1,304,148	444,571
-----------------	---------	---------	---------	---------	-----------	---------

Support USAID Missions’ Anti-Corruption Strategies

AAA has been supporting USAID Missions in expanding anti-corruption programming. In May, Program Director Maldonado made two trips to Ecuador, at the request of the USAID/Ecuador Mission Director, to meet with D&G staff on strengthening the Mission’s crosscutting anti-corruption efforts. In June, he and Mr. Berthin traveled to Guatemala where they met with USAID D&G officers and the Guatemalan Anti-Corruption Commission to discuss conduct of a corruption victimization survey to be funded by the World Bank Institute and development of a public awareness campaign to be executed by the Commission.

TAM—Bolivia and Chile IFMS Experiences

In mid May, Messers Maldonado and Berthin and AAA internal-control specialist, Lourdes Sanchez, traveled to Chile and Bolivia to interview the full range of stakeholders, in the public and private sectors, who were involved in or affected by the implementation of the SIGFE and SIGMA systems, respectively, in these countries. With information from the interviews, AAA completed a first draft of the Technical Assistance Module (TAM) and submitted it to the Project Officer for final review and approval. During the course of the assessments, the AAA team met with Todd Sloan and F. Michael Willis, USAID/Bolivia, and Thomas D. Mitnacht, first secretary of the U.S. Embassy in Chile and Greg Wells, USAID/Chile democracy officer.

TAM—Internal Control Framework for Latin America

The draft internal-control framework for Latin America, based on the COSO model, has been sent to officials of the Latin American Federation of Internal Auditors (FLAI) for review by internal working committees. After committee review, FLAI will submit the revised framework for formal adoption to its membership at the organization’s regional meeting October 29-31, 2003, in La Paz.

TAM—Citizen Participation and Oversight

Following the international workshop on “Strengthening Transparency through Citizen Participation Mechanisms at the Municipal Level,” held in February, in Tela, Honduras, AAA began development of a TAM related to successful practices for engaging citizens in social auditing, municipal budget development and implementation and service-delivery oversight. A draft of the TAM has been sent to the USAID/Honduras Mission for review and comment.

TAM—Control Self Assessment

A draft of the TAM exploring experiences and lessons learned with control self assessment in the municipality of San Salvador and national-government units in Mexico and Colombia has been sent to the USAID/El Salvador Mission for review and comment.

Transparency Leadership Training

During the quarter, final arrangements were made for “Transparency Leadership for Community Leaders” training, in the Cibao region of the Dominican Republic. Leadership training on how to make local governments transparent and accountable emerged as a primary need for community leaders during workshops on “Citizen Participation in Local Government,” sponsored by AAA in Santiago de los Caballeros, DR in 2002.

AAA will support four workshops, between September and December 2003, for 45 community leaders and five local officials from five different communities in the Cibao. These 50 leaders will then train approximately 450 citizens in their communities. As part of the training, AAA will invite a member of the *Veeduría al Plan de Desarrollo de Medellín*, Colombia, to share Medellín's experience oversight of local-government development planning.

Anti-Corrupción sin Fronteras [Anti-Corruption Without Borders (ACSF)]

Anti-Corrupción sin Fronteras [Anti-Corruption Without Borders—(ACSF)] continues to facilitate communication and information sharing among the growing number of Latin American CSOs committed to fighting corruption. ACSF systematically distributes material and bulletins published by the CSOs themselves, serving as a link among them. These publications include Colombia's *Entretodos* bulletin, one of the organizations that forms the Medellín's *Veeduría al Plan de Desarrollo*. Also, ACSF distributes the monthly report of *Transparencia de Colombia*, the Bogotá TI Chapter bulletin, the weekly compilation of news on corruption of USAID's Atlatl Transparency Project in Mexico, El Salvador's *Probidad* Reports and Ecuador's *Comisión Cívica Contra la Corrupción* bulletins, among others.

ACSF has served as one of the primary communications conduits for the International Budget Project (IBP) and has been instrumental in helping CSO members throughout the region obtain fellowships and participate in budget seminars. In fact, one of those trained by IBP in Mexico will serve as a facilitator for the AAA-Project workshop, in Santiago de los Caballeros, which will provide leadership training for community leaders on government transparency.

Continuing to cooperate with the OAS, ACSF announced the June 2003 OAS General Assembly meeting, in Santiago de Chile, to which CSOs were invited. Several CSOs that learned about the Assembly through ACSF attended.

In the next quarter, ACSF will facilitate members' participation in a virtual forum on political party financing throughout Latin America. The forum will take place during the month of August and will discuss how different countries are trying to reform political-party financing laws to make this activity more transparent.

Task Order 800

Nigeria—Governance/Corruption Survey and IEC Activities

During this quarter, the Nigeria survey team submitted to C&A the revised draft of the survey report. The revision had incorporated recommendations made by C&A and the World Bank Institute. Since the revised report was in hand, Mr. Adebayo Adelodun, C&A's Nigeria representative traveled to Washington in early May, to support headquarter staff with the editing and preparation of the final version of the report, as well as to discuss the format, logistics and timetable of the workshops planned to disseminate the surveys results across Nigeria. During Mr. Adelodun's visit, meetings were also held with Mr. Tunde Durosinmi-Etti, Manager of Support & Management Service, Ltd., a Nigerian logistics firm, to discuss issues related to location and costs of workshops. Several alternatives were contemplated, final details depending on decisions to be made by a Workshop Dissemination Steering Committee that was to be established in Abuja to manage and conduct the workshops.

In keeping with C&A's mandate of making the survey project totally a Nigerian initiative, C&A only made editorial changes to the main survey report, introducing changes in format only when this proved

to be technically necessary. As part of the review process, C&A systematically went over all the data files covered in the report.

As proposed to the Mission, C&A also began drafting, with Mr. Adelodun's support, the preparation of four summary reports based on the surveys. These consisted of an overall summary report, integrating into a single report the results of each of the surveys (households, enterprises, and public officials), as well as individual reports for each of the surveys. The four reports, by design brief and with a common format emphasizing graphic presentation, highlight the surveys' findings policy implications. To preserve the power of different perspectives in the presentation of survey results, individual survey reports provide when necessary summary highlights of results from the other surveys. That means, for example, that the household survey summary report incorporates highlights from the enterprise and public official survey if the highlighted information strengthens an argument pertaining to householder perceptions of an issue or topic.

Once the drafts of the various documents were completed, a C&A team composed of Sergio Diaz-Briquets, Michael Geerston and Joseph Balcer traveled to Nigeria to address several issues, including completing the document preparation process, setting in motion the workshop dissemination process, and attending to the ongoing public awareness campaign being conducted on television through Nigerian Television Authority and Channels Television in Lagos. On its way to Abuja, the C&A team stopped in Lagos where it met with John Momoh, Channels TV Managing Director, to review the status of the campaign and assess the progress of production of the remaining vignettes and PSAs. During the meeting arrangements were also made to conduct two focus groups to determine the cultural acceptability and effectiveness of the media products. C&A was informed that the final media products had already been produced and soon would be going into final editing. The focus groups were scheduled for two weeks later in Lagos so that the C&A team could observe them just before departing Nigeria.

The C&A mission brought with it the edited versions of the survey report and summaries for review and approval by the Nigerian research team and the Mission. The members of the survey team made some minor suggestions to finalize the main survey and summary reports, but were quite pleased with both. Once those changes were completed in Washington, the final versions were to be zipped and forwarded to Abuja for printing in Nigeria.

While in Abuja, the C&A team met with Professor Mike Kwanashie, leader of the survey team, and several of his associates, as well as Director of the Independent Policy Group (IPG), the think tank providing policy advise on economic and social matters to President Obasanjo. The team also met with Justice Akambi, Chairman of the Independent Corrupt Practices and Other Related Offenses Commission (ICPC), and General Ishola Williams, head of the Transparency International Nigeria (TIN) chapter and also President of the Zero Corruption Coalition (ZCC). The meetings provided the opportunity to discuss the survey reports, as well as participation of their organizations in the workshops. Several meetings were also held with NTA officials to review their conduct of the public awareness campaign, as well as the broadcast of the ICPC weekly television show, a program being broadcast with USAID support through C&A. C&A agreed to finance two cycles of programming (each lasting 13 weeks). Chairman Akambi was most grateful for the timely assistance USAID had provided since it gave the ICPC the opportunity to reach the people of Nigeria at a time when the very survival of the Commission, threatened by powerful Congressional interests, was at stake. Fortunately, opposition from several sectors of Nigeria's political class, with the support of civil society, managed to beat the

challenge, the ICPC surviving with its mandate virtually intact. A major judicial ruling also served to strengthen the ICPC.

The Congressional challenge to the ICPC had a silver lining regarding the sponsorship of the workshops. Earlier attempts seeking to have the ICPC sponsor the workshops jointly with the ZCC had not been eagerly embraced by the ICPC for reasons unknown to C&A. We assume, however, that they had to do with Nigerian politics and perhaps to past disagreements between both organizations. When the ICPC was under fire, however, the General and the ZCC were among the ICPC's most visible and staunchest supporters. This experience changed the ICPC's perceptions. Both organizations, together with TI Nigeria (TIN), the IPG, and the consortium of university and research centers involved with the surveys, will co-sponsor the workshops. This is a very significant development since by doing so a government entity and civil society organizations will work together on an important anti-corruption initiative.

On June 10th, a meeting of the Steering Committee established to manage the workshops, was convened at the IPG to discuss their nature and organization. The Steering Committee, chaired by Mr. Adelodun, includes Mr. Ibrahim Pam, ICPC; Ms. Lillian Ekeanyanwu, ZCC; Professor Enoch Ayodele, Institute for Development Research (IDR), Ammadhu Bello University, Zaria, in representation of the survey consortium; Mr. Matthew O. Idowu, TIN; and Professor Mike Kwansahie, IPG. Tom Hutcheson, USAID and Manga Kuoh of The World Bank, will sit in the Steering Committee meetings as observers. During this initial meeting of the Committee, it was agreed that a minimum of 20 workshops would be scheduled to cover all of Nigeria's six geopolitical zones and the Federal Capital Territory in Abuja. Plans call for small grants to the ZCC, TIN and the university consortium in exchange for their support of the workshops. The ICPC and the IPG will rely on their own resources to finance their involvement. A contract will also be negotiated with a specialized firm to provide logistics support for the workshops.

C&A also renegotiated with NTA the terms of its broadcasting agreement as the latter was failing to broadcast the PSAs as often as it had promised. During the negotiation, whose conditions were made contingent upon further payment, NTA agreed to broadcast the PSAs five times per week during and outside its national news report, aside from continuing with the broadcast of the ICPC weekly program. Channels TV, meanwhile, during the months of May and June broadcast the vignettes 25 per month on average and the PSAs 150 times per month, or five times daily. This coverage is providing great exposure to the anti-corruption message, perhaps reaching as many as ten million households, given NTA's national coverage and the fact that Channels TV is viewed in the Lagos/Ibadan/coastal area where Nigeria's population is highly concentrated.

On departure from Nigeria, the C&A team stopped in Lagos to observe two focus group discussions (FGD) hosted at Channels TV to evaluate the vignettes and PSAs. The results of the FGDs were generally positive. They are summarized in the attached report.

Task Order 802

Colombia—Strengthening Transparency and Accountability through Improved Government Controls and Increased Citizen Oversight

Accomplishments

A. Activities Completed

In accordance with the work plan delivered to USAID on March 29 2001, the activities below illustrate compliance of objectives during the second quarter of 2003.

Objective One: Improved Government Internal Controls in National Entities

- ❑ The Internal Control Model draft presented by Eafit University was reviewed by C&A and comments sent to EAFIT.
- ❑ 3 CSA Workshops were completed with the *Defensoria del Pueblo* (DDP) and 4 with the Ministry of Education and results were presented to the *Procurador General de la Nacion* (PGN).
- ❑ Agreement was reached with the PGN to hold a CSA workshop for diffusing the process at all operating division.
- ❑ Technical assistance was provided to the Ministry of Education in designing the Public Ethic Policy guidebook.
- ❑ Contract with Pricewaterhouse Coopers (PWC) was signed to provide technical assistance to the 4 national entities.
- ❑ C&A reached consensus on a chronogram for training activities by PWC with national entities.
- ❑ C&A met with the PPCC, National Planning Department (DNP), Office of the Accountant General (CGN), the Controller General of the Republic (CGR) and DAFP to agree on the methodology for developing the legal framework for Internal Control System.
- ❑ The new disciplinary code for public employees in the PGN was launched.
- ❑ C&A reached agreement reached with the CGN for training activities at the national and sub-national level in accounting.
- ❑ C&A reached agreement with DANE to review the requirements to strengthen Internal Control.

Objective Two: Improved Government Controls in Sub-National Entities (CIT)

- ❑ Training provided to 283 “high impact team” members in 13 entities in the area of Public Ethics. As a result, these “high” impact officials have acquired skills and knowledge to apply public ethic concepts in their entities. In addition, committees of Public Ethic were created and established in each of the entities.
- ❑ 1,970 Public Ethic codes were printed and given to 1,170 officials of the district of *Barranquilla*.

- ❑ Technical Assistance (TA) and training sessions of Internal control and auditing were completed as programmed. The TA sessions were oriented to develop the implementing guidelines of the Internal Control Model. As a result, skills and knowledge acquired by the high impact teams are to be implemented in 21 sub-national entities. Additionally, among the reports presented by the entities to C&A were the diagnosis of the internal control environment, the Operational Model by processes and the Risk Management Model.
- ❑ 149 high government local officials and 148 other officials were trained in business strategies, ethic formation, communications strategy and evaluation.
- ❑ Technical assistance (TA) provided to 316 officials from 21 sub-national entities in auditing and Internal Control. As a result, together with the Colombian Center for Responsible Business Practices (CCRE), 13 entities from *Valle del Cauca*, *Atlántico* and *Nariño* have developed and completed their ethic codes, and prepared action plans for their implementation.
- ❑ Working with the Transparency for Colombia Project, 4 municipalities have developed and implemented websites, in coordination with their mayors, local citizens, and NGO's.

Objective Three: Citizens Engaged in Government Oversight Activities

- ❑ 24 workshops in citizen oversight were completed.
- ❑ 328 citizens trained.
- ❑ C&A, working with the Office of the Vice President (VP) and the PPCC, chose LOWE as the designer of the TV ads for the national campaign.
- ❑ 3.000 guidebooks were produced as a tool for citizen oversight practices and 15.000 handbooks as an instrument for training purposes. In addition, training materials have been presented to local partners to carry out multiplier workshops.
- ❑ More than 300 citizens were trained in the 4 target regions (*Valle del Cauca*, *Atlántico*, *Nariño*, *Antioquia*).
- ❑ 5 additional projects were approved for the *Valle del Cauca* region resulting in a total of 26 projects for these nuclei.
- ❑ 100 small grants and 3 intermediate grants were approved and under execution in these regions.
- ❑ Task 3.4, Evaluate Preliminary Impact of Citizen Oversight, has been postponed to the extension period.

B. Current and potential problem areas

The continuous noncompliance of the Ministry of Education in delivering its list of participants has delayed the coordination in providing technical assistance. We expect improvement in the coordination of these activities.

Because of the number of entities at the sub-national level, work by Eafit has been delayed in elaborating and delivering the technical evaluation reports. Some Eafit teams have complained of a lack of collaboration from the head officials to be able to develop and implement the Internal Control Model. Efforts have been made to maintain motivation and commitment from the counterparts.

C. Future activities

During the month of July, C&A will focus mainly in the following:

- ❑ TA in audit to the Internal Control Offices.
- ❑ Preparing of an Action Plan for the PGN for strengthening internal control weaknesses identified in the CSA workshops.
- ❑ Continue CSA workshops in the DDP and the Ministry of Education (ME).
- ❑ Initiation of Internal Control workshops in the 4 national entities supervised by C&A and coordinated by PWC.
- ❑ Complete necessary modifications to the EAFIT internal control model.
- ❑ PWC will begin technical assistance in the National Department of Statistics (DANE)
- ❑ Initiate Public Ethics training in Antioquia.
- ❑ Monitoring of small and intermediate grants in Component III.
- ❑ Put out bids for the production of the national awareness campaign.
- ❑ Organize a workshop to transfer the Citizen Oversight Methodology to Confecamaras.

Task Order 803

Mexico—Project ATLATL: Accountability, Audit Anti-Corruption Mexico (AAAMex)

Accomplishments

The following are some of the project's highlights in this quarter include:

- a) Offering a four-day course --via satellite-- on “Introduction to Professional Auditing Standards” to 614 auditors from 26 state comptrollerships.
- b) Providing technical assistance/training for the state audit institutions of Chiapas, Morelos, Nayarit, Tabasco and Puebla.
- c) Developing an Intranet site where authorized users may access all the reports and documents generated by Project Atlatl staff and external consultants since the beginning of the project.
- d) Consolidating the project’s website as one of the main sources of information on the fight against corruption in Mexico.
- e) Holding two additional sessions of the Anti-Corruption Forum in conjunction with local partners.
- f) Cosponsoring the presentation of a two-day seminar on International Procurement and Anti-Corruption Measures in conjunction with the “Asociación Mexicana de Finanzas y Presupuesto Público”.
- g) Supporting the publication and distribution within Morelos and to the members of ASOFIS of a booklet containing Morelos State’s Government Auditing Standards, the first such professional standards in Mexico that were developed with our encouragement and technical assistance.
- h) Cosponsoring the publication of Michocan’s Freedom of Information Act for distribution among state and municipal government officials as a part of our collaboration in its implementation.
 - i) Publishing two additional issues of Boletín Atlatl, our print and electronic newsletter.

Compliance with Project Objectives

As shown in the table below, the activities that Project ATLATL conducted this quarter complied with the following tasks under the statement of work of Contract AEP-I00-00010-00 – 803:

Activity	Task(s) under Contract OUT-AEP-I00-00010-00 (803)	Accomplished Goals
Website updates and distribution via e-mail of newspaper articles on anti-corruption in Mexico.	Task 1.e. Flexibility and Responsiveness	<ul style="list-style-type: none"> • Provided up to date information on the fight against corruption and best practices on this subject in Mexico. • Maximized the use of Internet technologies for the dissemination of best anti-corruption practices.
New Intranet Site	Task 1.e. Flexibility and Responsiveness	<ul style="list-style-type: none"> • Made possible USAID staff and others’ access to all Project reports and documents.
Anti-Corruption Forum, Conferences & Speeches	Task 1.b. Civil Society Participation Mechanisms	<ul style="list-style-type: none"> • Disseminated best practices and latest developments in the fight

Activity	Task(s) under Contract OUT-AEP-I00-00010-00 (803)	Accomplished Goals
		<p>against corruption.</p> <ul style="list-style-type: none"> • Encouraged civil society participation in transparency and good governance activities.
Small Grants Program	Task 2. Support to Civil Society in Tandem with GOM efforts	<ul style="list-style-type: none"> • Encouraged the development of civil society participation mechanisms to fight corruption.
Technical assistance to state audit institutions	<p>Task 1. Provision of Technical Assistance to GOM entities addressing Anti-Corruption</p> <p>Task 1a. Improved Audit Capacity.</p>	<ul style="list-style-type: none"> • Conducted needs assessments. • Provided expertise to state audit institutions in the areas of Government Auditing Standards, Internal Controls, Financial Auditing and Performance Auditing.
Course on International Procurement and Anticorruption Measures	Task 1. Provision of Technical Assistance to GOM entities addressing Anti-Corruption	<ul style="list-style-type: none"> • Offered up to date information on measures to reduce corruption risks on procurement processes.
Boletín Atlatl and Publications	Task 1.e. Flexibility and Responsiveness	<ul style="list-style-type: none"> • Disseminated best practices and latest developments in the fight against corruption. • Publicized Government Auditing Standards which can serve as a model for state audit institutions.
Course via Satellite to	Task 1. Provision of Technical	<ul style="list-style-type: none"> • Use of the latest

Activity	Task(s) under Contract OUT-AEP-I00-00010-00 (803)	Accomplished Goals
Staff from State Comptrollerships	Assistance to GOM entities addressing Anti-Corruption Task 1a. Improved Audit Capacity. Task 1.e. Flexibility and Responsiveness	technologies to maximize the impact of Project activities. <ul style="list-style-type: none"> • Provided specialized training to a large number of auditors (located throughout the country) at a minimal cost and in short lapse.

The following outlines accomplishments in the reporting period; a detailed description of these and other activities are in Annex A.

- a) Consolidating the project’s website as one of the main sources of information on the fight against corruption in Mexico.
- b) Holding three additional sessions of the Anti-Corruption Forum in conjunction with local partners.
- c) Presenting the consolidated results of all previous Control Self Assessment (CSA) workshops at the National Immigration Institute (INM); conducting an executive workshop with the Institute’s highest level officials and assisting them in developing an Action Plan to address the major obstacles identified by its own personnel at the workshops.
- d) Conducting four CSA workshops in the municipality of Campeche.
- e) Support for Freedom of Information Act activities was provided in the forms of technical assistance, participation in information-sharing meetings, and co-sponsorship for the publication of a book.
- f) Monitoring and supporting the projects selected under our small grants component.
- g) Providing further technical assistance to the state audit institutions (SAIs) of Morelos, Tabasco, Nayarit, Puebla and Campeche and the state auditors association (ASOFIS) in accordance with identified needs.
- h) Presenting a list of technical assistance activities that may be offered to the SAIs of Chiapas and Yucatán in response to their own request.
- i) Meeting with the head of SECODAM’s Transparency Networking Unit, representatives from Transparencia Mexicana, and the five commissioners of the Federal Institute for the Access to Public Information (IFAI–Instituto Federal de Acceso a la Información) to discuss potential cooperation activities.

Next Steps

We anticipate implementing the following activities during the upcoming quarters:

- Assist the Inter-Ministerial Transparency and Anti-Corruption Commission on the organization of a Second Symposium under the theme "Building and Honest and Transparent Government". This event will be held in November as a subcomponent of the International Forum on the Reinvention of Government coordinated by the President's Office.

- Continue working in support of the technical development of the state audit institutions of Tabasco, Yucatán and Chiapas and, as possible, respond to requests from such institutions in the State of Nuevo Leon and the Federal District. Our main emphasis at this point will be in the State of Chiapas.
- Publish additional issues of Boletín ATLATL, our print and electronic newsletter.
- Hold three more sessions of the Anticorruption Forum, featuring Mexican and International anticorruption specialists.
- Continue to coordinate the development of a book on Freedom of Information in Mexico.
- Organize and co-sponsor, along with the World Bank and the Mexican Institute of Certified Public Accountants (IMCP), three seminars to present for the first time in Mexico the new International Public Sector Accounting Standards.
- Offer six more Auditing courses via satellite to staff from all State Audit Institutions and State Comptroller's Offices in the country.

Challenges/Observations

Budget restraints forced Project ATLATL to cancel some of the activities scheduled for the remainder of our contract, such as all CS A-related components and new requests for technical assistance -on an individual basis— from State Audit Institutions.

To circumvent this type of obstacles and maximize the impact of our efforts, Project ATLATL has resorted to the use of the latest telecommunication technologies, such as in the organization of the "Government Auditing Standards and Practices" telecourse offered to State Comptroller's Offices via satellite.

The response to this course, in terms of the number of participants and their evaluation of the seminar, was much better than originally expected. This type of approach will be a key element of Project ATLATL's training activities henceforth.

Task Order 805

Dominican Republic—Transparency and Good Governance Program (T&G Program)

This Task Order was developed and implemented to bring about a more representative, participatory, and better functioning democracy in the Government of the Dominican Republic (GODR) and fell under the Mission's Strategic Objective 3 ("More Participatory, Representative, and Accountability Democracy Achieved"). The purpose was to assess the major causes of corruption in the Dominican Republic; identify appropriate opportunities to reduce corruption; and provide training to GODR officials and civil society anti-corruption organizations. The task order contract was awarded in August 2001, and program activities were initiated in September 2001. The task order end date was April 30, 2003. A closeout process period from May 1 to May 23, 2003 was approved on April 14, 2003.

Accomplishments

The major accomplishments that were made by the T&G Program were as follows:

- Influenced perceptions on corruption by reaching out to stakeholders to create a dynamic for change. At the close of the program, Dominicans understood that corruption issues cannot be ignored and that engaging in anti-corruption activities is a slow, gradual process.
- Sensitized public officials and civil society organizations to IACC. Public officials and civil society organizations were made aware of the commitment made by the GODR; how the IACC is a powerful anti-corruption tool; and the content of the IACC and its implementation processes.
- Created a roadmap for an anti-corruption plan by assessing the causes and consequences of corruption. The program provided the technical assistance to research and produced a detailed assessment on corruption and its causes and consequences in the Dominican Republic. The assessment identified key actors and institutions that support—as well as those that oppose—anti-corruption efforts, their respective interests, objectives, and other issues. Short, medium, and long-term actions to address the identified corruption problems were recommended.
- Created a “safe space” for the productive engagement of public officials and civil society to address transparency and accountability reforms. Several venues were created to bring together members of Congress, government officials, and civil society representatives to discuss technical issues. It encouraged governmental transparency by inviting GODR officials to inform stakeholders on institutional plans and accomplishments.
- Brought anticorruption discussions to the municipal and grassroots level. Regional workshops provided an opportunity for grassroots organizations to discuss corruption issues for the first time and to define an agenda to strengthen transparency mechanisms. Similarly, more than 20 Deliberative Forums on Corruption held between November 2002 and April 2003 reached out to more than 600 Dominicans at the community level.
- Strengthened the Anti-Corruption Agency (DPC) by providing technical assistance. C&A provided technical assistance to encourage self-evaluation of staffing requirements, assess the institutional structure of the DPC, and conduct a rigorous analysis of the capacity of the existing anti-corruption plan to meet the IACC requirements. This process resulted in the DPC learning that the plan did not provide the needed tools for complying with Inter-American Convention Against Corruption articles. Additional technical assistance was provided to the DPC to 12 month strategic plan that will address IACC implementation needs for meeting the evaluation criteria scheduled for review in the first quarter of 2004. The plan includes benchmarks and result measures.
- Increased the number of CSOs that identify anti-corruption as a mandate by reaching out to regional areas. Through a series of local meetings in the Cibao Region, several communities gained a better understanding of transparency and accountability issues. As a result, organizations in Santiago de los Caballeros, San José de las Matas, Puerto Plata, Villa González, and Esperanza included anti-corruption in their mandates.
- Increased the number of CSOs with specialized expertise and capacity to monitor, analyze and publicize government corruption through training. By leveraging resources through USAID’s AAA Project, the T&G Program provided technical assistance to train members of several CSOs and a group of law students from the PUCMM in monitoring, analyzing and preparing a report

on the GODR implementation of the IACC. At the close of the program, more than 10 CSOs have indicated a willingness to endorse the report.

All project reports were completed and submitted to USAID/Dominican Republic during the closeout process period, May 1 to May 23, 2003.

Task Order 809

Honduras--Government of Honduras Reconstruction Accountability and Transparency Activities

The Task Order's original estimated completion date of January 31 was extended for thirty days and then extended a second time with a final completion date of April 1, 2003.

Task Order completed. All project reports were completed and submitted to USAID/Honduras during the closeout process period