

Regional Status Report Africa

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A. Executive Summary

During the reporting period a formal PTF Regional Strategy for Africa was adopted by the group of PTF Advisers active in the Africa Region. The Regional Strategy (included as Annex 2) is based on nine principles, inspired by the main elements of the overall PTF Strategic Plan adopted in October 2010. The strategy calls for focusing on a small number of target countries, exchanging experiences and learning from each other across projects and countries within the Africa Region and beyond, and packaging and disseminating project results widely. Four countries have been designated as target countries and a PTF Country Coordinator has been appointed for each country. During the past two years, PTF had been active in three of those: Cameroon, Ghana and Uganda. In the fourth country, Kenya, an exciting new pilot program was launched, in which PTF is working with a national partner, PACT, as an intermediary. During the reporting period five new projects have been developed under this partnership.

Over the past six months the Africa portfolio more than doubled, from seven to fifteen active projects. Of these, six have started activities during the period January – October 2011, and four new projects are currently (October 2011) in the final stages of preparing a Grant Agreement. Four projects were completed or near completion - two in Ghana, one in Nigeria and one in Uganda. All four are either planning to present a follow-up proposal or have already done so. We recommend carrying out independent Project Completion Assessments for all four prior to deciding on a follow-up project. Three new projects, in Ghana, Lesotho and South Sudan, are in the pipeline. A Table entitled: “Africa Projects at a glance” is provided in Annex 1.

B. Recent developments

The Africa program is deliberately changing from being composed of a series of unrelated individual projects to a more strategic approach in which we seek to develop a program with a local partner in each one of our target countries, and focus specifically on extracting and analyzing lessons learnt from projects and bringing the most significant findings explicitly to the attention of policy makers in the respective countries. The country program approach allows the establishment of small clusters of PTF Advisers who work together in a team in one country, and who are able to provide a second opinion and actual support to the primary Adviser for each project. During the reporting period three meetings were held for the Africa Advisers group as a whole (21 Advisers), and for each individual country group, to facilitate the development of a common vision, strengthen the group's esprit de corps and exchange ideas and learn from each other.

Three additional countries in which there is only one single project remain in the PTF Africa portfolio for the time being. Two of those, Nigeria and Lesotho, have been "grandfathered in" from before the adoption of the Africa strategy. Discussions with an additional country outside our target group, South Sudan, have been initiated on the premise that it would be a good idea to lay the foundation for minimizing corruption in this newly created geographic/administrative entity.

C. Observations, Priorities and Next Steps

The Africa program has experienced a rapid expansion during the past year. Most of the new applications for projects continue to come to us by word of mouth. So far the Kenya program with PACT is the only one in which there is a systematic request for proposals, and a channeling through a partner organization before the proposals come to the PTF Advisers. At present it is necessary to take a step back, assess both the quality and quantity of the overall Africa portfolio, as well as the individual projects, and streamline the program.

The classification of projects below brings out that the bulk of our activities fall under two broad categories: 1) Reducing corruption in the delivery of public services to citizens with a clear bias towards education, and 2) Tracking the use of public expenditure, with a focus on tracking community funds to ascertain that these public funds are used for serving the general population, rather than disappearing to less transparent destinations. Whatever the project's category however, it will in all cases be necessary for each project to identify the different groups of stakeholders and their respective roles in increasing transparency and demanding accountability, in order to enable and empower them to carefully trace the routing of funds from the begin point to the point where they finally end up, and to document and disseminate findings and lessons learnt.

A critical mass of experiences with similar projects is emerging in the Africa Region, allowing us to make cross-country comparisons. To facilitate this exchange it is recommended to step up the number of independent Project Completion Assessment in order to 1) build up a solid knowledge base of the impact of PTF-funded initiatives, and to 2) initiate a process of systematic exchange between PTF Advisers and projects on the one hand, and among projects in different countries on the other hand. Therefore it will be necessary to strengthen the process of documenting, packaging and disseminating important findings and lessons learned, and boosting PTF's outreach and capacity building activities via workshops and a variety of modern technological means.

D. Themes and Types of 2011 PTF projects in the Africa Region

The document with Guidelines for PTF Project Advisers (posted on www.PTFund.org) provides a list of 7 Examples of types of projects that would potentially be eligible for funding by PTF (Section 2.04, p. 5). In the section below current and recently completed PTF projects have been assigned to one of the seven categories from this list.

Monitoring public sector procurement and privatization

- INFOC in Uganda: Monitoring Public Procurement
- DARC in Nigeria: Enhancing Transparency and Accountability in Public Procurement Activities in Cross River State

Reducing corruption in the delivery of public services to citizens

- IGI/FITCAM in Cameroon: Follow-up Project to Reinforce the Capacity of the University of Buea to Undertake Concrete Actions against Corruption
- ALDED in Cameroon: Monitoring program executed by local stakeholders to identify and rectify instances of corruption and faulty construction of 29 classrooms in the Afamba and Mefou district in Cameroon
- TK Foundation in Cameroon: Reducing Tax Exploitation in Small Businesses and Enterprises (Curbing Corruption in the Delivery of Taxation Services to Small Business Holders)
- PAGE/ARE in Ghana: Participatory Budgeting and Resource Monitoring in Basic Education Management: A tool for curbing corruption in education resource management.
- UENO in Uganda: Enhancing the capacity of school management committees in monitoring education services delivery [(to reduce corruption)]. Note added.
- SAVE GHANA in Ghana: Promoting Accountability and Responsiveness for Improved Basic Education in Ghana [(to reduce corruption)]. Note added.

Tracking the use of public expenditure

- ASYOUSSED in Cameroon: Improving Transparency and Reducing Corruption in the Project Identification Process in the Tiko and Buea Municipal Councils
- PAWLA in Ghana: Enhancing transparency and reducing corruption in the collection and distribution of internally generated funds (IGF) in the Sissala East District Assembly
- CLARION in Kenya: Partnership for Budget Accountability in Local Authorities (PABALA)
- IGI in Kenya: Public Accountability through Citizens Engagement
- NCKK in Kenya: Enhancing Community Participation for Use and Management of Funds
- TI in Kenya: Empowering Citizens to hold and Demand Accountability from Duty Bearers
- YAA in Kenya: Youth Highlighting Corruption Using Technology
- ACCU in Uganda: Strengthening Transparency in Provision of Essential Medicines in District Health Centers

Designing and/or monitoring implementation of anti-corruption laws (e.g. funding of freedom of information or conflict of interest legislation) and institutions (Ombudsmen, anti-corruption commissions, etc.)

- ULS in Uganda: Establishment of Uganda Integrity Country Program

Protecting Whistleblowers

- None

Supporting special anti-corruption media campaigns and investigative journalism

- None

Drafting and implementing Codes of Ethics/Conduct

- IPC/AGDGG in Cameroon: School Resource Management Improvement Project in Government Bi-lingual High School in Limbe (GBHS)

Annex 1. PTF Projects in Africa at-a-glance. October 8, 2011

Civil Society Organization (CSO)	Project Title	Project Adviser	Status
CAMEROON			
International Governance Institute Focal Integrity Team (IGI/FITCAM)	Follow-up Project to Reinforce the Capacity of the University of Buea to Undertake Concrete Actions against Corruption	Christopher Redfern	Near completion. Supplemental grant allocated in Sept. 2011
Assembly of Youths for a Sustainable Environment and Development (ASYOUSED)	Improving Transparency in Project Identification Process and Project Realization Cycle in the Tiko and Buea Municipal Councils	Jane Schubert Roger Sullivan	Ongoing as scheduled
International Peace Commission (IPC) with Action Group for Democracy and Good Governance (AGDGG)	School Resource Management Improvement Project in Government Bi-lingual High School in Limbe (GBHS)	Willem Struben Jane Schubert	GA signed June 1, 2011. Ongoing as scheduled
Approches Locales pour le Développement Durable (ALDED)	Appui au suivi participatif post exécution des projets du BIP: Cas du secteur de l'éducation dans le dept. de la Méfou et Afamba	Adriana De Leva Pietronella van den Oever	Near completion
TK (Toiling for Kids) Foundation	Reducing Tax Exploitation in Small Businesses and Enterprises (Curbing Corruption in the Delivery of Taxation Services to Small Business Holders)	Ted Thomas Charles Maguire	Grant Agreement in process

GHANA			
Promoting Accountable Governance in Education/Action for Rural Education (PAGE/ARE)	Participatory Budgeting and Resource Monitoring in Basic Education Management: A tool for curbing corruption in education resource management	Willem Struben William Experton	Completed. Waiting for PCA. Expected to present a follow-up project
People's Action to Win Life All-round (PAWLA)	Enhancing transparency and reducing corruption in the collection and distribution of internally generated funds (IGF) in the Sissala East District Assembly	William Experton Willem Struben	Completed. Waiting for PCA. Have already presented a follow-up project
Sustainable Aid through Voluntary Establishment-Ghana (SAVE-GHANA)	Promoting Accountability and Responsiveness for Improved Basic Education in Ghana	William Friar Leen Solleveld	Grant Agreement in process
Sibling Women Development Group (SIWODEG)	Tracking the Collection and Distribution of the Capacitation Grant in Lamsah Unit of East Gonja District of Ghana	Knud Kjaer Nielsen Willem Struben	Pipeline, waiting for an onsite visit by PTF Adviser before getting a "go-ahead"
KENYA			
Projects funded by PTF, implemented under a Country Program with PACT			
International Governance Institute (IGI Kenya)	Public Accountability through Citizens Engagement	Jeff Kass Judith Edstrom	Ongoing. Grant Agreement signed 07-18-11
Transparency International Kenya (TIK)	Empowering Citizens to hold and Demand Accountability from Duty Bearers	Judith Edstrom Jeff Kass	Ongoing. Grant Agreement signed 09-01-11
National Council of Churches of Kenya (NCCK)	Enhancing Community Participation for Use and Management of Funds	Jane Schubert Leen Solleveld	Ongoing. Grant Agreement signed 10-10-11

Youth Agenda (YAA)	Youth Highlighting Corruption Using Technology	Willem Struben Colby Pacheco	Grant Agreement in process
Center for Law and Research Intl. (CLARION)	Partnership for Budget Accountability in Local Authorities (PABLA)	Leen Solleveld Jane Schubert	Ongoing. Grant Agreement signed 10-03-11
LESOTHO			
Development for Peace Education (DPE)	Towards corruption free and transparent range management	Willem Struben Tembi Chikosi	Pipeline. Signature of Grant Agreement expected in November 2011
LIBERIA			
Liberia Democratic Institute (LDI)	Improving Transparency in District Development Programs	Bjorn Wellenius Dan Ritchie	Project proposal completed. Funded by Trocaire (Ireland)
NIGERIA			
Development Alternatives Resource Center (DARC)	Enhancing Transparency and Accountability in Public Procurement Activities in Cross River State	Dante Delos Angeles Charles Maguire	Completed. Waiting for PCA. Follow-up project proposal has been presented
SOUTH SUDAN			
Forum for Community Change and Development (FOFCOD)	Promoting Transparency and Integrity in Schools by Enhancing Community Participation	Leen Solleveld Tembi Chikosi	Under discussion

UGANDA

Uganda Law Society (ULS)	ULS II: Establishment of Uganda Integrity Country Program	Jeff Kass	Ongoing as scheduled
Anti-Corruption Coalition Uganda (ACCU)	Strengthening Transparency in Provision of Essential Medicines in District Health Centers	Jeff Kass, Leen Solleveld	GA signed June 20, 2011. Ongoing as scheduled
Uganda Ethics Network Outreach (UENO)	UENO II: Enhancing the capacity of school management committees in monitoring education services delivery	Jeff Kass	Near completion. Follow-up project expected
Inter-Faith Based Action for Ethics and Integrity (INFOC)	Monitoring of Public Procurement	Charles Maguire Johannes Tonn	Grant Agreement in process

Annex 2

Forging ahead: Main principles of the PTF Africa Strategy (Finalized following the June 2011 PTF Africa Advisers meeting)

1. PTF concentrates activities in four target countries

In coming years the Africa program will concentrate on a few Country Programs in the Region. This is already a concrete reality in **Kenya**. Other likely candidates are: **Uganda**, where the three active projects are in contact and have MOUs with each other. Furthermore, there is a constant influx of new concept notes from Uganda coming into PTF, allowing us to select only the most promising projects. In **Cameroon**, there are four active projects. Of these, a small cluster of projects is working together on different levels of curbing academic corruption, and another cluster is involved in community monitoring of decentralized funds. Although there are no official MOUs involved, virtually all Cameroonian CSOs work very closely together. For instance, they act as resource persons at each other's events, and exchange workshop materials. The ALDED project is in the French-speaking part of Cameroon, and therefore less in contact with the other projects. It is interesting to note that a number of viable project concept notes from French-speaking CSOs in Cameroon have been coming into PTF recently. **Ghana** would be the fourth candidate for a Country Program, especially since there have been a few PTF projects before, and the interest for PTF projects in Ghana seems to be picking up lately.

2. Projects in other countries will only be selected for funding if they meet specific criteria

PTF may still decide to fund individual projects in other African countries, provided the project is innovative in substance, geographic location, or partnership and approach, and thus adds value to the PTF learning agenda.

3. Project Advisers work in pairs of two or more per project. Each Country Program has a Cluster of Project Advisers

The practice of having pairs of Advisers for each project has been the norm during the past few years in the Africa Region. Hence at present each project has two or more Advisers assigned to it. One Adviser takes the lead, while the second one provides a second opinion to the lead Adviser, and steps in whenever the Lead Adviser is traveling or otherwise engaged elsewhere. To arrive at a true Country Program, it is now becoming necessary to build up clusters of Project Advisers per country that work together and exchange ideas, experiences and materials on a regular basis.

4. Each country with a Country Program has a PTF Focal Point who coordinates PTF activities in the country

Focal Points for each Country with a (nascent) Country program have been assigned, to guide the rapid growth of the number of projects and Advisers per country. **Willem Struben** already assumed the role of Ghana Focal Point. **Roger Sullivan** is the architect of the Kenya Country Program, and **Jeff Kass** has accepted to be the Uganda Focal Point. **Adriana De Leva** has accepted the role of Cameroon Focal Point.

5. If desirable and feasible, specific sectors or themes will be selected in each country. However, flexibility is key

Opinions regarding the sectors or themes to be addressed in PTF projects were quite diverse. While in some countries like Ghana the entire portfolio might automatically end up with initiatives in curbing corruption in Education, especially with regard to curbing corruption in the Government's Capacitation Funds, in other countries like Kenya and Uganda the portfolio turns out to be more diverse. One attendee remarked that there seems to be an internal contradiction between the selection of themes per country, and experimenting with creative and innovative anti-corruption activities. However, all agreed that PTF should be flexible while at the same time being systematic and making sure that whatever the sector or theme is, lessons learned are systematically extracted and disseminated across projects, countries, and throughout PTF as a whole.

6. Stepped-up efforts will be deployed to identify a Local Presence or liaison person, and increase person-to-person interaction between PTF's core group and on-the-ground activities

All attendees agreed that we should work very hard on establishing a permanent local presence. This can be a person, or an institution, or both. The essential issue is to have a point of liaison between the country of the CSO presenting a project, and PTF in Washington. The local contact would provide inside information about the bona fides of new partners, keep relations with other donors and relevant PTF partners in the country, and generally create goodwill and act as a facilitator for PTF. In the absence of a permanent local presence, PTF should try to capitalize on affiliates traveling to certain countries to catch up with partner CSOs.

7. PTF will design and implement a strong Capacity Building program for the Africa Region

The group agreed that stepped-up efforts in capacity building are needed. "Capacity building" would encompass strengthening CSO's knowledge of substantive issues related to corruption, as well as improving operational capability, including money management and the improvement of websites. The latter tend to be of mediocre quality, with several notable exceptions. Workshops would be held on an annual basis in each of the four target countries. These workshops would provide an opportunity for Project Advisers to make local visits.

8. The Africa Region will adhere to PTF's overall communications strategy, and contribute "lessons learned" from the Africa Region to a wider PTF audience

Africa Advisers will contribute to the overall PTF communications strategy by contributing information on their projects at a wider scale. Generally, the Africa Region will adhere to the PTF overall communications strategy. Hence relevant learning materials would be shared across projects, countries, and PTF at large.

9. Successful projects will be succeeded by follow-up projects. During follow-up projects a stepped-up effort will be made to elevate findings into policy recommendations to relevant Government institutions

Several meeting attendees emphasized the need for going beyond just project work, especially during a follow-up project, and helping the partner CSO to convert lessons learned into concrete policy recommendations. These recommendations could potentially contribute to significantly enhance the ultimate outcomes of a project, once they would be adopted as government policy by the relevant agency. Therefore PTF projects will systematically pay careful attention, and require collaboration and constructive engagement with public agencies and with champions within these agencies, to achieve this level of impact in the longer term.

Annex 3

BRIEFS OF ONGOING PTF PROJECTS OR PROJECTS IN THE GRANT AGREEMENT SIGNING STAGE IN AFRICA

Cameroon:

Fighting Corruption at the University of Buea: Follow-up Project

Adviser: Chris Redfern

Timeline and budget: A third grant agreement between PTF and the International Governance Institute's Focal Integrity Team for Cameroon (IGI/FITCAM) was signed on February 22nd, 2011 for an amount of \$30,000. A first tranche of \$12,000 was disbursed to IGI-FITCAM immediately following signature. A second tranche of \$15,000 was disbursed on May 31, 2011 following completion of the anti-corruption capacity building workshop. A supplementary grant was allocated to IGI/FITCAM on September 20, 2011 for establishing billboards with anti-corruption messages on the UB campus.

Objective and activities: After successful implementation of a first project at the University of Buea (UB) in 2009 and a second project at the Siantou University in 2010, IGI-FITCAM requested financial support of PTF for a follow-up project at UB, with the objective of reinforcing UB's internal mechanisms for tracking and curbing corruption in order to improve institutional performance and to reduce wastage of Cameroon's scarce public resources. The project is officially named 'Follow-up Project to Reinforce the Capacity of the University of Buea to Undertake Concrete Actions against Corruption', or UB2 for short.

Current status: Capacity building activities for faculty and students were implemented as scheduled. A public launch workshop at Buea took place on April 8th, 2011, followed by an intensive series of capacity-building and corruption documentation activities involving the university's Anti-Corruption Committee and the student body itself. Students took en masse to the streets to distribute anti-corruption flyers, and to discuss the harmful results of corruption in higher education with fellow students and the public at large in the town of Buea. The project continues to have the active support of the university's Deputy Vice Chancellor for Internal Control and Evaluation (ICE). According to a preliminary assessment, there has been a significant decline in the number of students who cheat on exams by "buying" their grades and in the number of cases in which professors solicit sexual favors from female students in exchange for good grades. The project is supposed to finish by the end of 2011. Cameroon's Minister of Higher Education Prof. Jacques Fongo has said he would like similar projects to be undertaken in all the state-run universities.

Cameroon:

Improving Transparency in Project Identification Process and Project Realization Cycle in the Tiko and Buea Municipal Councils

Adviser: Jane G. Schubert

Timeline and budget: A second grant agreement was signed in April 2011 between PTF and the Assembly of Youths for a Sustainable Environment and Development

(ASYOUSED). The grant amount is \$35,000 for one year. The first tranche of \$17,000 was disbursed upon signing the grant agreement and the second tranche of \$14,500 was disbursed following the submission of reports as required.

Objective and activities This follow-up initiative builds upon the very successful first grant from PTF to ASYOUSED in which the project developed and implemented a model designed to change traditional practices of individual councilors by which personal and individual purposes were served in identifying projects to serve their constituents. ASYOUSED developed and successfully implemented a model to improve transparency and reduce corruption in the Buea Council. The new project adapts this model to another council in Tiko to undertake the same basic approach. In addition, it maintains its relationship with the Buea Council to develop a tracking system in cooperation with the Buea Councilors to monitor the realization funded for 2011.

The overall objective is to increase transparency in project identification of council projects in Tiko and to implement a tracking system in Buea to monitor those projects identified at the completion of the first project. The specific objectives are to: build the capacity of councilors, council administrative staff and leaders of community-based associations on follow up of public contracts (Buea); to design an external tracking plan that shall involve at least 70% of the councilors monitoring the 2011 Buea budget; mobilize the population of the Buea municipality to use the same process in identifying new projects; build the councilor capacity in Tiko as described above; design a communication plan for Tiko so as to enhance community participation for identifying new projects in the 2012 budget year; and mobilize 80% of Tiko constituents to participate in the project identification.

Current Status: The project is well underway, having conducted the workshops and designed the tracking system.

Cameroon:
Improving the Quality of Classroom Construction in the Mefou and Afamba District in Cameroon

Advisers: Adriana De Leva and Pietronella van den Oever

Timeline and Budget: A grant Agreement was signed between PTF and Approches Locales pour le Developpement Durable (ALDED) on December 30, 2010 for an amount of \$30,163. A first tranche of \$15,000 was disbursed to ALDED immediately following signature. A second tranche of \$12,000 was disbursed at the end of March following approval of the first progress report.

Background and Objectives: ALDED requested financial support of PTF to implement a project for improving the quality of classroom construction in the District of Mefou and Afamba in Cameroon. The one-year project aims at fighting corrupt practices of entrepreneurs and public officials in the construction of classrooms in the above-mentioned Departments, namely the misuse of public funds and poor quality construction. In keeping with Cameroon's Procurement Code, which provides that entrepreneurs must guarantee their work for a period of one year after completion, the project plans to follow up on the construction of classrooms in 29 primary and secondary schools in the District to check on the quality of the construction and the respect of legal

requirements by the entrepreneurs. Specifically, the activities include the setting up of a database on the 29 classrooms; strengthening the capacity of the beneficiaries of the classrooms to detect and report any problems with the classrooms upon completion (such as unmet specifications and poor quality of work); and ensuring that any reported construction problem is resolved within the time allowed by the Procurement Code of Cameroon. The beneficiaries include a multi-stakeholder group of 1) the populations in surrounding communities, 2) staff responsible for the schools, and 3) representatives of the parents-teachers association. The project is called “*Projet d’appui au suivi participatif post exécution de 29 projets de salles de classe dans les établissements scolaires du Département de la Mefou et Afamba* ».

Current status: The first phase had two objectives 1) to constitute a database on the 29 projects, and 2) to strengthen capacity of stakeholders to exercise oversight on quality of classroom construction, and to demand repair of faulty construction. These two objectives have been achieved. During the current phase, the stakeholder group will be gearing up to support parents in holding construction companies to the task of repairing the observed deficiencies, and seeing to it that repairs are properly executed.

Cameroon:

School Resource Management Improvement Project in Government Bi-lingual High School in Limbe (GBHS)

Project Adviser: Willem Struben

Timeline and Budget: A Grant Agreement was signed between PTF and Action Group for Democracy and Good Governance (AGDGG) on June 1, 2011 for an amount of \$21,300. A first tranche of \$8,500 was disbursed in June 2011.

Goals, Objectives and Approach: The overall goal of this initiative is to strengthen the capacity of the School Management Board and Parent Teacher Association to curb corruption and thereby promote transparency and accountability in the running of affairs of the Government Bilingual High School (GBHS) in Limbe, Cameroon. The project is structured in two phases:

1. Organization of a set of capacity building meetings with members of GBHS Limbe Parent Teacher Association and School Management Board and the development and printing of project handbook materials;
2. Implementation of a second set of field exercises including investigation and reporting, report review meetings, establishment of tailored and agreed upon resource management strategies, development of code of conduct and monitoring.

Current Status: Phase 1 has been successfully completed, and Phase 2 is underway. The Principal of Limbe GBHS visited Washington DC this summer and met with the PTF

Project Adviser. She expressed great satisfaction with progress made under this initiative, and pledged again her full support.

**Uganda:
Promoting Accountability and Transparency in Uganda**

Project Adviser: Jeff Kass

Timeline and budget: On December 29, 2010 PTF and the Uganda Law Society (ULS) signed an agreement to fund a project in Uganda for an amount of \$35,000. A first tranche of \$15,500 was disbursed upon signature of the Grant Agreement. Implementation of the project has begun.

Goal and objectives: The overall goal of the project is to have a society free of corruption in Uganda and an empowered population who can demand accountability for public funds

The five expected outcomes by the end of this project are presented in the project proposal as follows:

- ULS has enhanced capacity to monitor, measure and influence the performance of the Anti-Corruption Court.
- Enhanced Regional Anti-Corruption Coalitions exist in six regions
- Members of the public within the target regions are active in reporting corruption cases
- The Information and data on the state of anti-corruption activity in Uganda and elsewhere held by ULS are available to stakeholders and the public
- Law Society Members are being held by ULS to a higher professional standard than they are at present

Current status: The project has begun its implementation. The first progress report was received in May 2011 and the second report is expected shortly.

**Uganda:
Enhancing the Capacity of School Management Committees (CMCs) in Monitoring Education Sector Programs**

Project Advisers: Kathleen White, Jeff Kass

Timeline and budget: On December 27, 2010 PTF and the Uganda Ethics Network Outreach (UENO) signed an agreement to fund a project in Uganda for an amount of \$25,000. Implementation of the project has begun on January 3, 2011. A first tranche of \$11,750 was disbursed upon signature of the Grant Agreement and a second tranche of \$11,750 was disbursed upon completion of the goals specified in the Grant Agreement.

Goal and objectives: The overall **goal** of the project is to contribute to improved management of school funds and resources in the District of Manafwa, located in the Eastern Region of Uganda. The main strategy to be pursued will be Enhancing

Community Involvement in Monitoring School Building. The Manafwa District was selected due to its low scores on the United Nations Human Development index as compared to the rest of the country.

The four expected outcomes of this project are:

- Dialogue and collaboration mechanisms established with local Education authorities
- School management and construction committees revitalized and knowledgeable on their roles and responsibilities and knowledgeable in basic procurement and simple finance management procedures
- Volunteers selected and knowledgeable in procurement, simple finance management and monitoring
- Public aware of PPDA Guidelines

Key stakeholders to be reached: The project will be implemented through the active participation of parents, teachers and School Management Committees and other key players of the government.

Current status: The project has begun its implementation. Both first and second quarter progress reports have been received.

Uganda:
Preventing Leakage Of Anti Malaria Medicines In Uganda's Health Sector: A Case Of Selected Health Centers In Lira District

Project Adviser: Jeff Kass

Timeline and budget: A grant agreement between PTF and Anti-Corruption Coalition Uganda (ACCU) was signed June 20, 2011 to fund the project for \$35,000 (US \$). An MOU agreeing that ACCU and Uganda Law Society would work jointly on this project was signed by ACCU and ULS at that time.

A first tranche of \$15,500 was disbursed upon approval of the project.

Goals and Objectives: The project purpose is to reduce the leakage of free malaria medicines by monitoring of the supply chain right from the National Medical Stores to the public health centres in the Lira district. The core objective of the project is to improve public access to free malarial medicines destined for selected health centres in Lira district.

Expected project outcomes:

1. A clear map of the way the delivery chain works now
2. An improved delivery chain that minimizes leakage, is feasible and has been agreed to by stakeholders
3. A monitoring system in place with trained people, access to information, authority to report problems
4. End of project evaluation to recommend project replication

Key stakeholders:

- Beneficiary communities,
- Independent Budget Monitors (IBMs)
- Other health sector stakeholders (local leaders, technocrats and political leaders)

Project Status: The first and second quarter progress reports have been received.

**Uganda:
Strengthening Citizens' Monitoring of Procurement at the Local Level**

Project Advisers: Charles McGuire and Johannes Tonn

Timeline and Budget: A grant agreement is in the process of being signed between PTF and Inter-faith Based Action for Ethics and Integrity (INFOC) to fund the project for \$30,000. A first tranche of \$12,000 will be disbursed upon signing of the Grant Agreement.

Goals and Objectives: INFOC Uganda will focus on strengthening citizens' monitoring of public procurement. The project will mobilize and build capacity of the community monitoring groups, and cause integrity pacts for monitoring specific procurement projects in the Agriculture / NAADS sector at the local levels in Kabale and Arua districts respectively.

Expected project outcomes:

1. Reduced budget leakages following public expenditure tracking
2. Stronger collective voice demanding for public accountability and anti-corruption
3. Increased transparency translating into reduction of corruption in public procurement
4. Registered public savings from realistic public budgets
5. Increased efficiency due to compliance to public policy on profit and interest margins in public procurement
6. Traditional calendar of events for budget cycle and tools to apply in order to monitor and assess the effectiveness of model process of citizens' participation in budget implementation
7. Increased Government responsiveness to stronger voice for collectively advocating for corruption free public procurement

Key stakeholders:

- NAADS user committees
- Local government
- Policy makers and parliamentarians
- Technical personnel
- NGOs

Current Status: The Grant Agreement is in the process of being signed. The project is expected to commence on 11/1/2011.

**Kenya:
Public Accountability via Citizen Engagement**

Project Advisers: Jeff Kass and Judith Edstrom

Timeline and Budget: A Grant Agreement was signed between PTF and International Governance Institute Kenya (IGI Kenya) on July 18, 2011 to fund the project for \$26,300 and the first tranche of \$11,100 was disbursed upon signature of the Grant Agreement.

Goals and Objectives: The goal is to achieve improved efficiency in the procurement of goods and services and management of local projects in the Kikuyu District by monitoring a number of projects using trained community monitoring groups.

Expected project outcomes:

1. Formation of an organization to manage and train the monitoring groups
2. Trained people to monitor procurement and project management
3. Mechanisms set up with local authorities to obtain project information
4. Establishment of a public information center
5. Key stakeholders are:
6. Grassroots organizations and local communities who have been focusing on key issues of project management and procurement
7. Local government
8. Citizens

Current Status: Preparatory activities are being implemented as scheduled.

**Kenya:
Enhancing Community Participation in Management, Monitoring and Evaluation of
Constituency Development Funds**

Advisers: Jane Schubert and Leen Solleveld

Timeline and budget: A Grant Agreement between PTF and National Council of Churches of Kenya (NCCCK) was signed in October 2011 for a grant of \$26,000, for a one-year project to involve local communities in monitoring and evaluation of constituency development funds. A first tranche of \$12,000 will be released mid-October 2011.

Objective and Approach: The overall goal of the project is to contribute to the improvement of transparency and accountability in the management, monitoring and evaluation of projects funded by the Constituency Development Fund in Limuru Constituency (CDFC). The project will employ three main strategies: 1) Civic Education of community leaders on the management of the Funds; 2) Lobbying and Advocacy by the community; and 3) Capacity Building of community leaders to self-organize, and provide leadership in endeavor to improve local governance through transparency and accountability.

Specific Activities:

1. Training 18 Accountability Facilitators (CAF). Two facilitators will be drawn from each of the 9 locations in Limuru Constituency. They will be trained on mandate, scope and framework for decentralized funds, social audit process and corruption reporting mechanisms.
2. Meeting with CDF Committee. The purpose is to explain aims of project and request assistance. Data on projects will be collected as available.
3. Meeting with 36 Project Management Committee (PMC) members. The purpose is to brief them and request cooperation. Two gatherings will be held to receive information and training on social audits and establish agreement with the community.
4. Carry out Social Audits on 36 Projects. Groups of two people will visit the sites and observe and record progress, interview local leaders etc. A social audit report and memorandum to the MP and the CDFC as messages from the constituents.
5. Organize Validation Meeting with the PMC.
6. Organize Community Accountability Forums. Nine gatherings will be held with a very diverse group of stakeholders in each of the 9 communities – targeting 50 participants at each meeting. The results of the audit will be presented and discussed.
7. Establish Documentation and Recording. A database of the projects and the audits will be established for future tracking and monitoring.

Current Status: Just started. Grant Agreement signed on October 2011.

Kenya:

Empowering Citizens to hold and Demand Accountability from Duty Bearers

Advisers: Judith Edstrom and Jeff Kass

Timeline and budget: A Grant Agreement between PTF and Transparency International Kenya Chapter was signed on September 8, 2011 for a grant amount of \$25,600. A first tranche of \$13,000 was released immediately following signature. Implementation began at the date of signature.

Objective and Approach: The project targets management of public resources within the Mombasa municipality. Ti-Kenya and a local CSO, Pwani Associates, will mobilize citizens and municipal leaders through a series of workshops to become aware of corruption issues in Mombasa.

Specific Activities: Activities will start with two public forums targeting a total of 1000 citizens providing information on corruption risks, empowerment and how to report corruption. There will then be 3 training sessions (35 participants each) with municipal leaders and some citizens from the earlier training. The training will specifically help participants to understand the legally mandated operations of Mombasa municipality, in order to enable effective participation and engagement with the council, identification of corruption risks and development of strategies to curb corruption. This activity will be

followed by a 3 day workshop for 35 persons (drawn from the above) with the aim of discussing the concept of the development pact developing guidelines of negotiations, identifying priority areas and sectors (and the lead sectoral agency in charge), and concluding and monitoring the development pacts.

Note: Development pacts are similar to memorandums of understanding where parties voluntarily enter into agreements and commit to carry out certain actions for reforms. The community is able to actively monitor services provided by an institution/service provider. In this case parties to these agreements will include community/civil society representatives, government representatives (Council officials), development partners, Religious institutions etc. depending on the context of the identified concerns and surrounding community.

The development pact will have a specific focus on one strategic area, such as provision of health services. TI-Kenya already has one ongoing development pact with the Mombasa Water Services Company.

Current Status: Implementation just started on September 9, 2011.

Kenya:

Partnership for Budget Accountability in Local Authorities (PABALA)

Advisers: Leen Solleveld and Jane Schubert

Timeline and budget: A Grant Agreement has been signed between PTF and Centre for Law and Research International (CLARION) in Kenya in October 3, 2011 for a grant amount of \$35,000. A first tranche of \$ 15,750 was released immediately following signature. Implementation began at the date of signature.

Objective and Approach: The project targets management of public budgets, working with the Vihiga Municipal Council. Ti-Kenya and a local CSO, Pwani Associates, will mobilize citizens and municipal leaders through a series of workshops to become aware of corruption issues in Mombasa.

Specific Activities: The project will start by organizing a training workshop for 30 community members on social auditing and advocacy. This group will undertake audits of 8 funded projects. CLARION will work with a local citizens group - Community Engagement for Peace and Development (CEPED) - to undertake the training. Subsequently, the project will host 8 accountability forums and 5 meetings with Municipal Council members to brief them on findings and to seek redress. CLARION will establish a fund to be used for pressing legal charges against officials and contractors who will have been found guilty of corruption. This measure will be applied as a last resort however, if other strategies employed will have failed to elicit the desired response from the county council. If council officials fail to cooperate, the suspected misappropriation of public funds will be reported to the Kenya Anti-Corruption Commission for further investigation and prosecution of the people involved.

Current Status: Implementation has just started, Grant Agreement signed on October 3, 2011.

Kenya:
Youth Highlighting Corruption, Using Technology

Advisers: Willem Struben and Colby Pacheco

Timeline and budget: A Grant Agreement between PTF and Youth Agenda (YAA) in Kenya is for an amount of \$32,000 has been approved on October 14. The project is currently awaiting signatures of the Grant Agreement. Implementation will begin at the date of signature.

Objective and Approach: The project seeks to change youth attitude towards petty corruption in the Education sector by promoting youth ownership in the fight against corruption through the use of technological innovations (including SMS and Social Media) as avenues of fighting against petty corruption. The Youth Agenda SMS Interface Platform is an interactive online interface (via website) set up to report incidences of corruption detected in public service delivery within local areas. This platform serves a twofold purpose: it assists in the collecting and sharing of meaningful information on petty corruption in the provision of public services (water, health and education) from the target group with more ease and efficiency and also delivers high end statistical data that can be utilized in the national advocacy in the fight against corruption.

Specific Activities: The project will be implemented in three counties: Nairobi County (Pumwani and Kibera areas), Isiolo County and Siaya County. The project will work through four established anti-corruption coalitions: Nairobi North Anti-Corruption Coalition, Kibera Anti-Corruption Coalition Network, Siaya Anti-Corruption Coalition and Isiolo Social Audit Group. The youth will be trained on the SMS Interface Platform on how to report corruption that they see related to education. There will be a baseline survey, reports that aggregate and synthesize the data, media campaign, and anti-corruption stakeholder dialogue sessions responsible senior officials.

Current Status: A Grant Agreement between PTF and YAA is in the signature process (October 2011).

ANNEX 4

COMPLETED PROJECT STATUS UPDATES

Ghana:

Enhancing transparency and reducing corruption in the collection and distribution of internally generated funds (IGF) in the Sissala East District Assembly

Advisers: William Experton, Willem Struben

Timeline and budget: A grant agreement between PTF and People's Action to Win Life All-round (PAWLA) was signed on June 10, 2010 for a grant amount of \$28,287. A first tranche of \$13,635 was disbursed upon signature. A second tranche was disbursed after submission of the first progress report. On August 30, 2011 the final payment of USD 2,930 was made to PAWLA in two parts (USD 916.65 & 2,013.50), following receipt of the PAWLA completion report and a final certified statement of project expenditures (sent to PTF on July 18, 2011).

Objective and approach: The objective of this project was to track the collection and distribution of the internally generated funds (IGF) in the Sissala East District Assembly (Local Government) of the Upper West Region of Ghana. PAWLA's focus is to use this project, to bring about systematic improvements that shall help expose and deal with corruption. PAWLA does not seek to catch wrongdoers in this project, but rather to develop local systems and procedures that minimize the risk of future corruption in the collection and distribution of the internally generated funds (IGF) in the Sissala East District Assembly (Local Government). Through participatory and not confrontational means therefore, PAWLA shall use tracking as an action that shall directly, actually and credibly help minimize corruption, and not just talking about corruption, or measuring it.

Specific Objectives and Activities: The project had three specific objectives:

- To enhance transparency and reduce or prevent corruption in the collection and distribution of the internally generated funds (IGF) in the Sissala East District Assembly (Local Government);
- Strengthen the capacity of the citizen organization (Sissala East District Assembly) to monitor the internally generated funds (IGF);
- Develop guidelines, build consensus and conduct a dialogue among stakeholders to minimize misuse of internally generated funds (IGF) in the Sissala East District Assembly.
- Pursue strategic local policy advocacy to increase local government commitment to reduce corruption in the collection and management of internally generated fund.

Each objective was achieved by one of more specific, albeit interrelated activities:

1) Conduct research on capacity of organized citizen groups to monitor funds; 2) Increase the capacity of citizen organizations to track and monitor community funds;) Conduct training on monitoring community funds; 4) Prepare guidelines on fund monitoring and dissemination of the guidelines to civil society organizations; 5) Conduct dialogues among stakeholders to formulate solutions on misuse of funds; 6) Conduct local policy advocacy to promote a system for monitoring community funds through a

regional seminar; 7) Print and disseminate a newsletter on research findings and current issues of community funds management.

A supplemental grant of US\$ 5,948 was granted by PTF to PAWLA on 03/15/2011 for cost adjustment and a three-months extension of the project.

Current Status: The project has been completed. The main achievements of the first phases of the project are the following:

1. Tracking the collection and distribution of the IGF and reporting on the capacity of the local community and other stakeholders to monitor its implementation;
2. Developing guidelines to manage and monitor the IGF in the Sissala East District and spreading them out through training sessions.
3. Conducting a regional seminar to pursue strategic local policy advocacy to increase local government commitment to support a system for monitoring the IGF.

PAWLA is essentially circulating the IGF information to communities and motivating them, particularly those communities highly affected by corruption, so they can monitor the investment and the distribution of funds. PAWLA, in collaboration with the District Social Welfare Department of the Sissala East District Assembly, is presently developing IGF Notice Boards. These Notice Boards will be erected in vantage places to display up-to-date information about the IGF, and thus make it available and accessible to citizens, in order to help prevent or minimize corruption related to the collection, management and distribution of the IGF. The next step is to prepare the IGF guidelines.

A supplemental grant of US\$ 5,948 has been granted by PTF to PAWLA on 03/15/2011 for cost adjustment and a three-months extension of the project.

PAWLA has submitted a follow-up proposal. PTF will conduct an independent assessment of PAWLA's results before making a decision about going ahead with a follow-up activity

Ghana: Promoting Accountable and Transparent Governance in Education

Advisers: Willem Struben, William Experton

Timeline and budget: A grant agreement between PTF and Action for Rural Education under the umbrella of Promoting Accountable and Transparent Governance in Education (PAGE/ARE) was signed on July 23, 2010 for a grant amount of \$34,500. A first tranche of \$15,300 was disbursed upon signature. A second tranche of \$15,750 was disbursed on February 28, 2011, upon completion of the second phase of the project. A final tranche of 3,450 was disbursed following receipt of the Project Completion Report by PTF in July 2011.

Background and objectives:

Challenge 1: Corruption in text book distribution: A recent study conducted in March 2010 by the Ghana National Education Campaign Coalition into the allocation, distribution and utilization of textbooks in 160 schools revealed that 29% of English text books get missing between the District Education Office (DEO) and schools, whereas some 16% of science text books also disappear. Several factors contribute to this

phenomenon, such as, for instance the lack of a transparent and participatory system for education resources allocation and distribution (including text and exercise books) and a poor record keeping culture in schools and the DEO. These flaws make it easy for corrupt officials to divert education resources from the centre to the schools.

Challenge 2: Corruption in using the Capitation Grant: In 2005, Ghana abolished all forms of school fees in public basic schools. This resulted in the introduction of basic education grants to schools. The basic school grant is known as the Capitation Grant. Government pays about 3 USD per child each year to fund the schools' budget, which is managed by the school head teacher. In 2009, Government disbursed about USD 18 Million as Capitation Grants to public basic schools nationwide. The Capitation Grant is used to finance school development needs like Teaching and Learning Materials, sanitation and sports equipments and minor infrastructural needs and repairs. The Grant is spent according to items in the local schools budget, otherwise called the School Performance Improvement Plan-SPIP (S-PIP). It is the major funding stream into the schools budget.

The project conceptualized the effective participation of SMC/PTA's in the development, implementation and monitoring of education budgets (S-PIP) and in the allocation and distribution of education resources especially textbooks and exercise books as a means of promoting transparency and accountability in education resource allocation, distribution and utilization. It further conceptualizes that Civil Society has a key role to play in advocating the adoption of participatory processes of textbook and exercise book allocation and distribution (involving SMC/PTA's and education officials) and the enforcement of record keeping regulations at the stores department of the Ghana Education Service.

The specific objectives are thus as follows:

1. Reduced corruption in Capitation Grant management
2. Reduced corruption in Exercise and Textbook allocation and distribution

Key Activities: 1) Organize project stakeholder consultations and launch; 2) Organize workshop on participatory education resource tracking techniques; 3) Hold community level school budget hearing; 4) Hold monthly Capitation Grant, Text Book and Exercise book tracking exercises with school authorities and engage DEO and schools on outcomes; 5) Advocate a participatory text book / exercise book distribution system and enforcement of record keeping guidelines at DEO and school level; 6) Hold participatory exercise and textbook allocation and distribution sessions at DEO; 7) Hold quarterly monitoring and review sessions; 8) Document project outcomes and lessons for sharing at the district and regional level.

Summary of Project Progress: During the first phase (Nov 2010-Jan 2011), the project witnessed several positive outcomes of the tracking workshop and the community level facilitation, animation and capacity building. For the first time in project communities, SMC/PTA's took over the receipt of school supplies-Textbooks, and other Teaching and Learning Materials (TLMs). SMC/PTA's had made a strong case (after the workshop on education resource tracking), that as the local governing Councils of schools, they needed to be involved in the allocation of resources to the school, as a first step towards accountability.

The participatory distribution of textbooks for this academic year, made it possible for all SMC/PTAs to receive and document the quantity and descriptions of textbooks on behalf of their schools and in the presence of the teachers. SMC/PTAs now have a database of

textbooks and TLMs received by the school this academic year, and will be used as baseline data in conducting future tracking in the next quarter.

Current Status: It is also worthy of mention that the Capitation Grant has arrived and tracking of its spending in the past term and the present has commenced in full gear. Even though there are very revealing issues and actions been taken by SMC/PTAs on the way the Grant has been managed. These issues have been tackled in successive phases of this project.

In the meantime the current project has been completed and a Project Completion Report and supporting documents (e.g. a collection of impact stories with pictures) have been received by PTF. A Project Completion Assessment will be carried out before a decision will be made regarding funding of a follow-up project.

Nigeria:
Improving Transparency & Accountability in Public Procurement in Cross River State of Nigeria (Updated October 14, 2011)

Advisers: Dante Delos Angeles and Charles Maguire

Timeline and budget: A grant agreement between PTF and the Development Alternatives Resource Center (DARC) was signed on July 7, 2010 for a grant amount of \$33,925. The first tranche of \$13,635 was disbursed upon signature of the Agreement. The second tranche of \$17,000 was released January 24, 2011. The third tranche was released August 2011 upon review and acceptance of the Project Completion Report. The project, mobilized mid-August 2010, was completed in June 2011.

Project Goal and specific objectives: The goal of this project is to enhance transparency and accountability in public procurement activities in Cross River State. Design and Implementation of the project has the full support of the Due Process and Price Intelligence Department (DPPID) and the Governor of Cross River State. The specific objectives are:

- A. To define a comprehensive, yet standard, fully documented procurement process that describes the roles and responsibilities of all process participants and outlines their relationships, that sets out the rules and regulations that govern procurement processes, that details the specific data/information required at each step and sources/users of information, and that illustrates the entire end-to-end procurement cycle
- B. To familiarize all process participants, especially Procurement Officers, with the procurement cycle, and their roles and responsibilities, through the use of Process Review Workshops
- C. To build the capacity of Procurement Officers to enforce compliance with due process guidelines and the procurement cycle through hands-on involvement in the definition and documentation of the process, and through structured training to improve their capacity to develop project documents, prepare TORs/SOWs and review and evaluate bids.

Overall Assessment.

The project wanted to address the complex problem of corruption in Nigeria in the most simple way – start with reforming the procurement system, remove from it elements that increase the risks of corruption, and make the process simple, efficient, unambiguous, and understandable to the Procurement Officers who use it. To achieve this, DARC sought and secured the active engagement of two important groups of users of the procurement and due process certification system: DPPID leadership who became the driver of the project, and the Procurement Officers of DPPID and MDAs. Both groups become ‘full-owners’ of the system developed and installed.

The role of DARC was critical in every phase. They provided needed technical expertise in knowledge/skills transfer, organization development, systems design, use of relevant computer programs and electronic technology, and training of Procurement Officers -- to facilitate the development, installation, and use of the comprehensive, electronic-based, and fully documented procurement and due process certification systems.

The implementation of project activities was highly satisfactory technically (all desired outputs achieved) and in terms of process (consultative and hands-on) and efficiency (completed on schedule). Although a number of the quantitative target indicators were not fully reached by the end of the project (or within six months of use of the new system), it is very likely that all will be achieved by end of 2011. The amount of contract cost savings from the new procurement system is bound to increase as its use improves further with more experience and training of other actors in the system, with involvement of NGOs as designed in Phase 2, and when the use of the new system is extended to the local government system of Cross River State as the Governor has proposed to DARC.

Specific Results Based on Project Log Frame:

a Targeted *activity results* have all been completely achieved within schedule. Overall, the following success stories can be cited:

1. The use of the new procurement process by duly trained Procurement Officers has been credited for the contract cost savings to date of some \$2.7 million (as reported 11 August 2011 by Dr. Tom Ogar, Special Adviser to the Governor on Due Process and Price Intelligence).
2. Capability to control the risk of corruption in procurement has been increased from 35% (operating under the old procurement system) to 60% in just about 6 months of use of the new procurement procedures. The streamlined procedures, the use of checklist, use of standardized templates, use of document controls, use of price and market vetting, use of off-the shelves software and electronic technology, and even the simple display of the so-called High-Level Procurement Process Map in strategic locations within Procurement Offices to forestall attempt to shortcut and bypass key procedures all contributed to efficiency, predictability, and finally- to transparency and accountability.
3. New system also speeded-up payment to contractors upon satisfactory completion of contracted services and verification of actual costs of services with suppliers, thus removing one area where corruption usually occurs.

b The PCR provided sufficient clarity to assess quantified impact indicators and results, based on project log frame, mainly because DARC was able to capture the necessary baseline and end-of-project (Year 1) information:

4. Overall, the combined impact of the new procurement system and the accompanying technical training of Procurement Officers is seen in the increased capacity of Cross River State to control corruption in procurement from 35% before project to 60% in just 6 months of implementation of the new system. This capacity will further improve with longer experience and through additional measures proposed in Phase 2.

1. Project impact on speeding-up issuance of due process certification is also significant. The standard is for DPPID to issue the certification in 48 hours; however under the old system only 40% of the documents submitted by MDAs were complete and followed accepted standards, resulting in certification that dragged for weeks and months. The PCR reflected an improvement of 20 percentage points on this problem: at the end of the project, or 6 months into the use of the new system, 60% of the documents for due process certification are already complete, acceptable and compliant with standards.

Yet this is still below the 75% target in the log frame. DPPID has until the end of 2011 to achieve this target; when done, DPPID will be in very good position to reach its objective of "95% compliance by the MDAs of the state's public procurement processes by 2012" as published in DPPID website.

1. Impact of technical training of Procurement Officers is also pronounced. The number of Procurement Officers with capability to prepare bid specs, TOR, bid solicitation, and to evaluate bid proposals doubled from 40% to 80%. This is over the log frame target of 75%.

Reflecting the commitment of Procurement Officers to enforce the new procurement system, the technical training also produced a Communiqué from the Procurement Officers expressing their (a) Appeal To Heads of Agency to Respect the New Procurement System and the Recommendations by Technical Evaluation Officers, and (b) Recommendation for immediate enactment of a new Procurement Act that would enshrine the principles and practices introduced in the new procurement system. The Governor endorsed the Communiqué when presented to him by DARC. The proposed Procurement Law of the State has now passed First and Second Reading in the State Parliament.

2. As discussed above, use of the project-installed procurement processes has resulted in significant contract cost savings. The PCR showed savings of \$106,730 during the first quarter of 2011. A newspaper report from the Governor's Special Adviser on Due Process and Price Intelligence has updated the contract cost savings to date to \$2.7 million.

c. The project was built on 100 percent constructive engagement with DPPID, MDAs, and up to the State Governor. Every major activity was a partnership between DARC and the state government agencies. In particular, diagnostic evaluation of the previous system and the scoping and definition of new system had seen the full

participation, agreement and endorsement of Procurement Officers of DPPID and the MDAs. "Peer Learning" was integral for most critical activities.

d. The prospect for sustaining the benefits of the project is strong. Factors critical to project sustainability – technical, social, institutional, and financial – have been addressed. To begin with, DARC's project strategy to employ participatory and collaborative approaches had really created the initial conditions for project sustainability:

1. Procurement Officers have built in-depth end-to-end understanding of the whole public procurement process and what their responsibilities mean in relation to the total system; in addition, a selected group has gained familiarity with the tools/techniques used in creating the system that they could now by themselves modify the workflow diagrams, guidelines, checklists and other document templates to incorporate desired and approved changes in government procurement policies.
2. DARC adopted a training-of-trainers model when conducting the hands-on technical training, and this enabled Procurement Officers to replicate the training or conduct retraining within their organizations using the Training Manual made available to them;
3. DARC designed the project in ways that allowed DPPID management to drive project implementation, in collaboration with the MDAs, with DARC providing the needed technical assistance to facilitate the process - thus allowing 100% project ownership to the Cross River State Government.
4. This sense of ownership was also enhanced by the fact that DPPID funded 26% of the total actual project cost of \$ 51,400. DARC contributed 8% and PTF 66% of the project cost.
5. DARC remains committed to continue project assistance to DPPID, MDAs and the State Government through (a) follow-up visits to the MDAs and DPPID to appraise progress and to trouble-shoot implementation issues when need, (b) implementation of Phase 2 of the project, (c) funding assistance solicitation, leveraging on the initial success of the project, with other institutions particularly the Ford Foundation Jubilee Transparency Award.

But change in administration of DPPID and MDAs or leadership in the state government may place the whole procurement system in jeopardy. The need, as manifested in the Communiqué of the Procurement Officers, is the final approval and enactment of the procurement law that would embody and institutionalize the principles and practices introduced in the new procurement processes.

Approval of Phase 2 of the project should be considered.

Please refer to PTF Box.net for complete report.