

# CoST work plan summary- Malawi

## Process

NCIC initiated a first draft, which was presented to the MSG for input. This was then discussed with the international secretariat and again presented to the MSG for discussion at the end of March 2009 before submission to the international secretariat.

## Workplan objective

To empower the Malawian public and beneficiaries of construction projects with accessible information, resulting in increased transparency and accountability and a reduction in perceived levels of corruption.

## Activities

CoST Malawi will be underpinned by the following activities:

- Establishment of the champion, MSG and secretariat and building of support within government, the private sector and civil society;
- Drafting of MOUs and operating guidelines to support the structure of CoST in Malawi;
- Appointment of secretariat staff and office setup to give administrative support to CoST;
- There will be an official launch of CoST in Malawi, including public statement by champion, to kick-start the initiative;
- A communications strategy will be developed and implemented, supported by information, education and communication (IEC) activities, to raise awareness of CoST and its unique approach;
- Induction or sensitisation of procurement entities and contractors about requirements for disclosure (training, press statements and briefings, panel discussions) will facilitate the work of the assurance and baseline survey teams;
- A baseline survey will be carried out to provide information on completed projects for comparison by assurance teams;
- Capacity building (for the MSG, assurance teams and secretariat) will take place through induction or workshops to make sure they are aligned to CoST Malawi's objectives;
- Project selection criteria will be developed together with the international secretariat and projects selected to make sure that they are both manageable in number and an appropriate cross-section;
- Material project information (MPI) will be collated and a database set up to support analysis (assurance) and dissemination of findings;
- A monitoring and evaluation exercise for of CoST will be carried out over the pilot phase which will feed into production of final report and documentation of lessons learned.
- A sustainability mechanism for the project beyond the pilot phase will be established,

looking at the feasibility of making CoST a permanent institution in Malawi.

## Outputs

Here you should identify what will be the results of the support received. **These should be results that can be clearly recognised and measured**, for example: a training course delivered, report published, or percentage of an administrator's time.

1. **New multi-stakeholder approach established in Malawi - demonstrated by CoST structure set up with clearly defined responsibilities and terms of reference;**
2. **MOU for CoST structure in Malawi drafted;**
3. **Monthly MSG meetings held by secretariat;**
4. **Information disclosure from procurement entities enhanced, as shown through successful collection of material project information;**
5. **Induction for procuring entities to facilitate release of information;**
6. **Database created for recording project information;**
7. **Baseline study concluded;**
8. **Data is collected for, and assurance carried out on, appropriate sample of 'live' projects;**
9. **Increased public awareness of value-adding of CoST Malawi as a result of implementation of communications strategy (reports, press releases and television broadcasts);**
10. **Setup of CoST website to support communications strategy and dissemination of information;**
11. **High level political support for CoST created and maintained, through the launch and regular public statements on CoST by the champion;**
12. **Successful implementation of CoST pilot phase in Malawi;**
13. **A sustainable CoST model developed for Malawi, which can be carried on beyond the pilot phase subject to suitable levels of support.**

## Outcomes

Describe the wider impact of the support. Consider short term and long term impacts, as well as impacts on different stakeholder groups.

Outcome	Long or short term impact?
Positive effects for anticorruption efforts in Malawi (Business Sector Coalition against Corruption, Transparency Malawi, Anticorruption Bureau)	Short term
Increased accountability by implementing agencies (Ministry of Transport and Public Works, Ministry of Education...)	Short term
Support to government anticorruption strategy launched in February 2009	Short and long term
Improved dialogue between civil society, private sector and government	Short and long term
Increased stakeholder interest on the performance of public construction projects – more attention to the quality and lifespan of projects	Long term
Improved governance – utilising resources for the common good – and enhanced trust in government	Long term
Reduced corruption and capacity to exploit through the 'deterrent effect' of transparency and accountability;	Long term
Increased competition;	Long term

Increased professionalism in the construction sector	Long term
Value for money - timely and high quality completion of public sector construction projects, at lowest possible cost	Long term
Positive change in attitudes to corruption in Malawi (helping reverse the 'bribery culture')	Long term

### Beneficiaries

List **each** stakeholder organisation that will directly benefit from this funding.

Malawian public	Anti-Corruption Bureau
Office of the Director of Public Procurement	National Audit Office
Government	Civil society
Donors	Construction sector
National Construction Industry Council	

### Challenges and risks

Describe and explain any specific challenges and risks associated with the activities that your propose in your workplan.

Risk	Mitigating measure(s)
Resistance to CoST because of fear of exposure on the part of procurement agencies	<ul style="list-style-type: none"> <li>• Induction and sensitisation to CoST, stressing the 'transparency' rather than 'policing' emphasis of the initiative</li> <li>• Demonstration to procurement agencies that CoST will help them do their jobs</li> <li>• Effective support by CoST champion</li> </ul>
Limited political will to use the information disclosed, analysed and published through CoST depending on outcome of May 09 elections	<ul style="list-style-type: none"> <li>• Effective civil society and media support to keep CoST in spotlight</li> <li>• Early launch of CoST (April 09) building support for CoST across all political parties</li> <li>• Support to the CoST champion by IAG</li> </ul>
Risk of duplicating the functions or activities of other transparency initiatives or work of government bodies	<ul style="list-style-type: none"> <li>• Current and increased participation of other initiatives' members of MSG</li> <li>• Early information sharing and reporting by CoST</li> <li>• Baseline survey</li> </ul>
Risk of non-acceptance of 'new' initiative	<ul style="list-style-type: none"> <li>• Creation of public awareness through IEC activities</li> <li>• Early consultations with stakeholders before and around the launch</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Statements of support by stakeholder ministries and agencies</b></li> </ul>
<b>Risk of non-independence or credibility of assurance teams</b>	<ul style="list-style-type: none"> <li>• <b>Early building of support from professional organisations</b></li> <li>• <b>Support from international secretariat in guidelines for selection</b></li> <li>• <b>Full participation of MSG in selection</b></li> <li>• <b>Induction for assurance team</b></li> </ul>
<b>Information blockage: contractors and consultants unwilling to release material project information</b>	<ul style="list-style-type: none"> <li>• Support from Anti-Corruption Bureau (part of MSG membership)</li> <li>• Factor provision of contract information as a condition in tender documents</li> </ul>

### Meeting the CoST technical criteria

Which of the seven criteria will your work plan support?

1. For public sector construction projects above an agreed threshold, regular disclosure of material project information to a wide audience in a publicly accessible, comprehensive and comprehensible manner.	<b>x</b>
2. Procuring entities are subject to a credible audit process and, as far as practicable, projects are subject to credible, independent financial and technical audits.	<b>x</b>
3. The adequacy of material project disclosures and audits are assessed by an independent, objective and technically competent assurance team, with publication of reports including any causes for concern in the information disclosed.	<b>x</b>
4. The application of this approach is extended to the main procuring entities assigned responsibility for public sector procurement, and related contractors.	<b>x</b>
5. A multi-stakeholder group has oversight of the CoST process.	<b>x</b>
6. Civil society is actively engaged as a participant in the design, monitoring and evaluation of this process and contributes towards public debate.	<b>x</b>
7. A public, financially sustainable work plan for all the above is developed by the host government, including measurable targets, a timetable for implementation, and an assessment of potential capacity constraints.	<b>x</b>

### Budget line

Which of the two CoST budget lines are you applying to? Please mark one or both boxes.

<p><b>Budget line 1: Technical assistance and capacity building (TA)</b></p> <p>Expertise will be provided in particular areas (e.g. data collection and assurance, facilitation, technical advice) or capacity building (e.g. delivering training, workshops and seminars, drafting operational manuals, speaking at conferences). The costs associated with receiving these services (e.g. hire of a training room) are also covered.</p>	<p><b>X</b></p>
<p><b>Budget line 2: Financial assistance (FA)</b></p> <p>Grants are available to contribute towards the MSG and assurance group operation, as well as expenses arising in relation to implementing CoST, such as office running costs, domestic travel, events, website and communication materials, publication, translation.</p>	<p><b>X</b></p>

**Inputs required (TA/capacity building)**

This is a description of the human resources needed and indication of days required. You do not need to include information on fee rates at this stage unless you have already identified three shortlisted candidates and know their fee rates. Any expenses associated with the delivery of TA/capacity building such as training room hire etc should be entered in table b. Add rows on a separate sheet as necessary.

**Management arrangements**

Describe the management arrangements in place to ensure the effective implementation of your workplan. Are there any areas in which you require particular assistance, support or additional capacity? If so, please state them here.

**The National Construction Industry Council (NCIC) will be the administrative host of the Secretariat. The Council will administer contractual relationships with the assurance team and other experts, and manage the day to day operations of CoST Malawi. Specifically, the programme will be coordinated by a CoST coordinator and a secretary. CoST Malawi will be housed in the NCIC offices.**