

# CoST work plan summary- Zambia

## Process

Following the appointment of the International Secretariat, Adam Andreski of ITT was commissioned to assist in drafting a revised plan in October and November 2008, which was discussed at an MSG meeting on 5 November 2008. After submission, questions were raised by the international secretariat on the workplan that were not adequately addressed by the consultant. A second submission was made in March 2009, on which the Zambian secretariat has worked more closely with the international secretariat. The MSG has reviewed and inputted into this document.

## Workplan objective

The workplan has three central objectives:

- A reduction in the perceived high state of corruption in the construction sector in Zambia;
- To realise a greater proportion of the projects undertaken by public institutions, through reducing corruption.
- To address the apparent lack of transparency and accountability in the manner that projects are procured and executed.

## Activities

The main activities are set out as follows:

- 1 The baseline study will provide information against which to evaluate the impact of CoST during the pilot project and the planned full implementation phase;
- 2 The assessments by the assurance teams will test on a wider scale over a longer period the process of establishing levels of transparency, analysis of information. They will disseminate this information to the MSG;
- 3 MSG meetings will steer CoST Zambia, review information collected and direct the process of dissemination to the public and stakeholders;
- 4 The analysis of information will be largely done by the assurance teams with assistance from the Zambian secretariat;
- 5 CoST Zambia will be underpinned by a communications strategy (advertises in print and electronic media, sensitisation meetings, correspondences with other transparency initiatives (eg Transparency Zambia's 'noticeboard');
- 6 Capacity building will be provided to:
  - Specific institutions which deal with procurement (eg – The Buildings Department, Roads Development Agency and Zambian Public Procurement Authority)
  - Advocacy NGOs working on anti-corruption and transparency;
  - The MSG and secretariat.
- 7 CoST Zambia will advocate for disclosure of project information throughout, doing this through correspondence with procuring entities and high level lobbying;
- 8 The results of CoST Zambia will be disseminated through:

- CoST Zambia website,
- Quarterly bulletin and newsletter;
- Quarterly progress reports;
- An annual convention of stakeholders and direct contact by MSG members to specific organisations;
- A final report at the end of the pilot phase.

## 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.

- Setup of MSG and Secretariat, underpinned by clear functions and division of responsibilities;
- Appointment of coordinator and physical setup of CoST office in NCC;
- Quarterly MSG meetings held, with two annual conventions held for the benefit of a broader group of CoST stakeholders;
- Establishment of information exchange with other pilot countries;
- Baseline survey conducted and findings acted on;
- Development of a set of criteria for inclusion of projects in CoST;
- Creation of database to store material project information on selected CoST projects;
- Assurance on selected (currently projected as 20) CoST projects completed and information shared with the MSG;
- Quarterly and annual reports from CoST Zambia;
- Partnerships developed with advocacy NGOs;
- Training sessions designed and implemented for procuring entities, advocacy NGOs, the MSG and secretariat;
- Communications strategy in place – information, education and communication activities;
- Website set up and maintained;
- Review of CoST implementation beyond pilot phase.

## Outcomes

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

Impact	Long or short term?
The government will be seen to be acting on preventing corruption in	Short term

<b>public sector construction contracts</b>	
<b>Cost will be reduced and quality improved in public works through to a reduction in corruption – public gets what it pays for!</b>	<b>Short and long term</b>
<b>Potential malpractice will be discouraged through the perception that transgressors are more likely to be caught since information to detect malpractice will be much more easily accessible</b>	<b>Long term</b>
<b>Improved public access to information on construct sector projects and, through this, confidence in public works</b>	<b>Long term</b>
<b>Good governance and confidence in government, plus spillover effects into other sectors as CoST’s effectiveness is demonstrated</b>	<b>Long term</b>
<b>Donor confidence in Zambian government’s fiduciary capacity for infrastructure projects is enhanced</b>	<b>Long term</b>
<b>Saving lives through improved quality of public works</b>	<b>Long term</b>
<b>Improved livelihoods</b>	<b>Long term</b>
<b>Positive effects on the economy and a contribution to Zambia’s investment climate</b>	<b>Long term</b>

### Beneficiaries

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

- **Each of the MSG members’ organisations set out above;**
- **The Ministry of Works and Supply in both buildings and civil works sectors will benefit since the presence of the assurance teams carrying out assessments of transparency will ensure a higher degree of vigilance by those involved in contracts (the clients, consultants and contractors);**
- **The National Council for Construction will also benefit by raising its profile in the construction industry;**
- **The construction industry as a whole;**
- **In addition, there is a broader group of CoST stakeholders (currently 28) which could not form the MSG for practical reasons, but which will be kept involved through regular reporting and which will participate in the annual convention;**
- **Improved voice for civil society, including at community level; and**
- **The Zambian people.**

### Challenges and risks

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

<b>Risk</b>	<b>Mitigating measures</b>
<b>It is important that CoST is not seen to be duplicating the functions of existing institutions, particularly the Office of the Auditor General and Anti Corruption Commission. If this happens, these well established institutions would object to CoST’s implementation and reduce overall acceptance by</b>	<ul style="list-style-type: none"> <li>• <b>CoST sticks to its brief, namely improve transparency and not perform the functions of audit or prosecution. If this brief is adhered to, then CoST will be perceived by complementary to these institutions, assisting them in achieving</b></li> </ul>

<b>Government.</b>	<p>their objectives.</p> <ul style="list-style-type: none"> <li>• Involvement of those institutions in the MSG – entailing active collaboration</li> </ul>
A key risk will be data overload that cannot be adequately digested or disseminated. Collecting too much data will be expensive and hence unsustainable.	<p>Effective planning and analysis, which looks at the duration of pilot phase and capacity of assurance teams.</p> <p>The baseline study terms of reference and guidelines for assurance teams in other countries will be invaluable</p>
Support for CoST Zambia declines through changes of leadership? (For example, CoST Zambia has had two champions during its lifespan so far.)	<ul style="list-style-type: none"> <li>• Maintaining CoST business case and communicating this to leadership successors</li> <li>• Support from international secretariat and IAG</li> </ul>
A lesser risk is that CoST will only scratch the surface. This may occur if the assurance teams themselves lack diligence or become corrupted and produces white washed reports.	<ul style="list-style-type: none"> <li>• MSG approach to selection of assurance teams should avoid this by being objective and timely</li> <li>• Project-by-project selection of assurance teams to ensure their quality and impartiality</li> </ul>
Reduced commitment by MSG due to slow rate of implementation of CoST in Zambia	<ul style="list-style-type: none"> <li>• Sustained support by international secretariat</li> <li>• Clear terms of reference for MSG and (Zambian) secretariat</li> <li>• Function of chair to sustain commitment</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.	<input checked="" type="checkbox"/>
6. Civil society is actively engaged as a participant in the design, monitoring and evaluation of this process and contributes towards public debate.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>

### 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>	<input checked="" type="checkbox"/>
<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>	<input checked="" type="checkbox"/>

### Management arrangements

**The Zambian Secretariat will operate from the NCC's offices. The Secretariat will be staffed by a CoST coordinator who is expected to provide professional secretarial services. The coordinator will report to the Public Relations Officer of the NCC.**

**MSG meetings will be held at the NCC offices. Training will use facilities at the NCC. A special conference venue will be used for the annual convention.**