

## BAAC Annual Report 2009

### 1. Programme Identification Details

|  |   |
|--|---|
| <b>GTF Number</b>  | GTF 272   |
| <b>Short Title of Programme</b>  | BAAC  |
| <b>Name of Lead Institution</b>  | Commonwealth Business Council   |
| <b>Start date<sup>1</sup></b>  | 08/08/2008  |
| <b>End date:</b>   | 31/03/2013  |
| <b>Amount of DFID Funding:</b>   | £2,844,900  |
| <b>Brief Summary of Programme:</b>                                       | <p><b>Locations: Up to 12 African countries including Botswana, Cameroon, Malawi, Nigeria and Zambia</b></p> <p><b>Key Words: Corruption; good governance; corporate governance; public Financial Management</b></p> <p>The CBC's project is a public-private initiative aimed at tackling corruption and supporting growth and improved services for 200 million citizens. Each of the national programmes will set up consultative working structures to implement nationally defined strategies especially improving public services, business climate, and standards of leadership behavior. It will develop continental governance norms and implementation mechanisms, and strengthen capacity.</p> <p>The key outputs will be (i) 10-12 joint public-private national anti-corruption programmes; (ii) the development of continental standards in cooperation with regional/continental structures such as SADC and African Peer Review Mechanism and; (iii) capacity building, communication and advocacy using civil society and the media.</p> |
| <b>List all countries where activities have taken or will take place</b> | <b>Botswana, Cameroon, Malawi, Nigeria, Zambia, Tanzania, South Africa, Ghana, Kenya, Cote d' Ivoire, Lesotho, Rwanda</b>   |
| <b>List all implementing partners in each country</b>                    | <p>- The African Institute for Corporate Citizenship (AICC)<br/>1st floor, 9 St. David's Place, Park town<br/>Johannesburg, South Africa</p> <p>BAAC Malawi<br/>Paul Kagame Road, Amina House, Ground</p>   |

<sup>1</sup> Date your grant agreement was signed.

|   |   |
|---|---|
|   | <p>Floor<br/>Private Bag 382, Lilongwe, Malawi</p> <p>The Human Rights Trust of Southern African (SAHRIT), 12 Ceres Road, Avondale, Harare, Zimbabwe.</p> <p>The Southern African Forum Against Corruption (SAFAC)<br/>c/o The Human Rights Trust of Southern Africa (SAHRIT), 12 Ceres Road, Avondale, Harare, Zimbabwe Contact</p> <p>The Convention on Business Integrity (CBI)<br/>5<sup>th</sup> Floor, SIO Towers, 25 Boyle Street, Onikan, Lagos, Nigeria</p> <p>West Africa Business Association (WABA)<br/>Cameroon<br/>BP 94, Yaounde, Cameroon</p> |
| <b>Target groups- wider beneficiaries</b>                               | The scope of BAAC is Pan-African and aims to identify and implement “winnable reforms” in 10-12 African countries to help support growth and improved services for up to 200 million of the continent’s most vulnerable citizens.   |
| <b>Lead Contact</b>   | <p>Steve Godfrey<br/>Managing Director<br/>Commonwealth Business Council<br/>18 Pall Mall, London, SW1Y5LU<br/>Tel: 02070248200<br/>Email: <a href="mailto:steve@sgts.co.uk">steve@sgts.co.uk</a></p>   |
| <b>Person who prepared this report (if different from Lead Contact)</b> | <p>Sunayna Sethi<br/>Programme Manager<br/>Commonwealth Business Council<br/>18 Pall Mall, London, SW1Y5LU<br/>Tel: 02070248219<br/>Email: <a href="mailto:sunayna.sethi@cbcglobal.org">sunayna.sethi@cbcglobal.org</a></p>   |

## 2. List of Acronyms

| ACRONYM   | DESCRIPTION   |
|-----------|---|
| AICC      | African Institute of Corporate Citizenship                |
| APRM      | Africa Peer Review Mechanism                              |
| BAAC      | Business Action Against Corruption                        |
| BOCCIM    | Botswana Chamber of Industry and Manpower                 |
| CBC       | Commonwealth Business Council                             |
| CBI       | The Convention on Business Integrity                      |
| DCEC      | Directorate on Crime and Economic Corruption,<br>Botswana |
| DFID      | Department for International Development, UK              |
| GPAC      | Global Programme Against Corruption                       |
| HURIDETSA | Human Rights and Development Trust of<br>Southern African |
| NEPAD     | New Partnership for Africa's Development                  |
| SADC      | Southern Africa's Development Community                   |
| SAFAC     | Southern African Forum Against Corruption                 |
| SMMEs     | Small, Medium and Micro Enterprises                       |
| SMEs      | Small and Medium Enterprises                              |
| SOEs      | State-owned Enterprises                                   |
| WABA      | West Africa Business Association                          |

### 3. Executive Summary

The BAAC project is a public-private initiative aimed at tackling corruption to support growth, improved services and attainment of MDGs in Africa. The programme is already running in 5 African countries, namely- Botswana, Cameroon, Malawi, Nigeria and Zambia. In addition, we have been invited by other African Governments and private sector bodies and have started consultations on new national programmes in Tanzania, Ghana, Lesotho, Rwanda and Kenya.

The BAAC project has been presented in a number of CBC's conferences and also in other international events organised by the AU, AfDB, World Bank, United Nations etc. The external economic environment has had some potential effect on the project, with reduced value of sterling a significant change affecting the value of the GTF investment, and hence we have reduced the number of target countries to 10-12.

Good progress has been made over the past nine months, and following are the highlights of BAAC activities and achievements:

**In Nigeria**, the Convention on Business Integrity (CBI) is leading an ambitious exercise in scaling up anti-corruption efforts involving the key actors in business, governments and civil society. Expert group consultations have been conducted by CBI/BAAC Nigeria for the establishment of the public feedback mechanism system manned by an Ombudsman team. Design of the Public Feedback System has now been completed based on research done by Soji Apampa (see Annex 6). With regards to the Capacity Building Programme established to resocialize business in Nigeria into acceptable business behavior, the CBI/BAAC has collaborated with the World Bank Institute and the UN Global Compact Local Network in Nigeria to discuss the rationale for collective action in the quest to improve controls and oversight mechanisms by addressing the "captains of industry", leaders of thought in civil society and key government functionaries.

**BAAC Malawi** was honoured in May 2009 with the 2<sup>nd</sup> Prize in the World Bank's Anti-Corruption Collective Action Competition. This testifies to the positive work undertaken by companies in Malawi under BAAC since its launch in 2005.

The main focus of the BAAC Malawi program has been to leverage off the code of conduct that was initially developed in order to strengthen the role of the private sector in fighting corruption. The Activity Report (Annex 6) provides an update of activities and progress undertaken by BAAC Malawi between April 2008 and February 2009 under the second phase of BAAC initiative.

**AICC/BAAC** has been involved in creating linkages between BAAC and key global and official African institutions. It has developed the publication of the BAAC brochure (in both English and French versions) and the Benchmarking Anti-corruption Best Practice in Africa Report. AICC has also taken the lead in creating a webpage and on-line collaborative platform for BAAC.

AICC is also driving the BAAC project to develop a tool for Benchmarking Anti-corruption progress in Africa in conjunction with the African Development Bank. On 25<sup>th</sup> June in Tunis, AICC successfully hosted a BAAC session at the inaugural Advisory Group session of the African Governance Outlook in Tunis attended by senior African and international e Governance experts. The AfDB has agreed to work with BAAC towards the project and will host the inaugural Technical Meeting for the benchmarking project in Tunis in September 2009.

**In Cameroon**, a reform initiative for changes in company law strengthening the role of independent directors was developed through the Prime Minister's Investment Council (PMIC) under the chairmanship of the Deputy Prime Minister and Minister of Justice. However, this was resisted from within the private sector. The recently concluded Cameroon Investment Forum, organised by the CBC with the support of the Government re-endorsed the direct link between better governance and more investment, reinforcing the need to take the initiative to work with government to strengthen corporate governance systems. Also, in cooperation with the Chamber, GICAM and the ICC, the Business Action Against Corruption have agreed to work with key departments such as Customs and Revenue to streamline procedures and make a practical contribution to improving governance. BAAC/CBC has also agreed to assist in training and development of better corporate governance practice.

**In Botswana**, the onset of the project began with the need to identify what mechanisms were already in existence and possible areas of enhancement. This process led to the production of codes of conduct that are targeted at the private sector, public sector, politicians and also the aspect of political party funding. Codes of Conduct dealing with disclosures of interest have been now drafted by BOCCIM and DCEC. National stakeholders met on 3<sup>rd</sup> March 2009 and agreed to establish a national BAAC chapter for Botswana; consensus on the need to engage a consultant to examine the various existing codes and come up with one generic code that will apply for purposes of the encouraging coordination and a synchronized approach.

**In Zambia**, HURIDETSA launched the BAAC initiative in March 2009 with the aim of establishing a national programme for Zambia for supporting joint collaboration between government and the private sector in tackling corruption. The meeting focused on the formation of a task team that will coordinate the codes project, the appointment of HURIDETSA and African Institute of Corporate Citizenship (AICC) as technical advisors. The meeting even went step further and identified members of the task force. Coordination of the task team is being led by the Zambia Business Forum.

HURIDETSA and BAAC conducted a successful meeting on the codes of conduct in **Tanzania** in June 2009. The meeting focused on the need to establish a BAAC chapter to implement Codes of Conduct, conduct capacity building programmes for Ethics Officers, conduct awareness raising programmes, conduct perception surveys to rank organizations on issues of accountability and transparency in business transactions. The Tanzania private sector forum will be the interface and focal point for carrying out the process. An audit of the current programme under the TPSF will be carried out to ensure that BAAC ties in well with what is already on going.

#### **4. Programme Management**

CBC acts as the convenor of the BAAC Project Management Group and accounting officer for expenditure.

CBC has had a strong interface with its implementing partners through

- Quarterly Financial and narrative reports
- Quarterly BAAC Board Meetings
- Regular Teleconference (At least Once a Month)

The Project Director is Prof. Steve Godfrey and Project Manager is Sunayna Sethi. Dr. Achim Engelhardt, International Consultant, Lotus M&E Group has been appointed as our M&E Consultant.

## 5. Working with implementing partners

The following table indicates the roles and responsibilities of implementing partners within the BAAC Project.

| Agency   | Current Programme Responsibilities   | Management/Functional Responsibilities                             | New Country Programmes        |
|--|--|--|-------------------------------|
| Commonwealth Business Council (CBC)                    | Mobilisation of private sector<br>Corporate Governance and Training link to G8 Africa Action Plan – High Level Diffusion | Overall Coordination inc M&E<br>Financial management and reporting |                               |
| The African Institute for Corporate Citizenship (AICC) | Information Portal<br>Lead: APRM/Benchmarking Training and Capacity Building   | Hub Link to AU/APRM Member Steering Committee (SC)                 | Kenya, South Africa, Cameroon |
| The Human Rights Trust of Southern African (SAHRIT)    | SADC National Programmes in SADC<br>Website content/Codes Project  | Hub Link to SADC<br>Hub Link to civil society<br>SC Member         | Lesotho, Tanzania,            |
| The Southern African Forum Against Corruption (SAFAC)  | SADC National Programmes   | Link to AU<br>Link to Africa anticorruption Agencies               |                               |
| BAAC Malawi  | Malawi Programme<br>Codes of Conduct   | SC Member  | Kenya, Rwanda, Tanzania       |
| The Convention on Business Integrity                   | Nigeria Programme<br>Lead: Integrity Ratings   | Hub Link to W Africa<br>SC Member                                  | Ghana                         |
| West Africa Business Association (WABA)                | Cameroon Programme<br>Link to Francophonie   | Hub Link Central Africa and Francophonie<br>SC Member              |                               |

## 6. Risk Assessment

There hasn't been any substantial change in our Risk Assessment. As noted above, the value of the grant was identified as a new risk but mitigated by reducing the targeted number of country programmes. We consider the following points as the major profiles:

A: Corruption is highly political. The principal risks relate to changes in level of commitment by government and weak follow through change in leadership. The model pursued seeks to build a wide and deep consensus within the country, and utilise the international/pan-African endorsement as a means to foster sustainability. Countries by self selecting limit the risk by excluding countries with poor governance and corrupt leadership [Low Probability: High Impact]

B: Second, the overall effect of this risk is mitigated by operating in a diverse set of countries mitigates the impacts of difficult situations. The strength of the network and its ability to obtain high level political endorsement by national and continental leaders, as well as the reputational standing of international bodies such as CBC and Business Action for Africa, as well as donors and large companies, provides a degree of protection. [Low Probability: High Impact]

C: Third, there is a risk of targeting active participants. The model creates a degree of protection from discrimination to individuals and organisations by creating a broadly-based, neutral platform for issues and concerns to be publicized. In general, there is no first mover advantage in business to tackle government corruption (and fear that outspoken critics will be discriminated by corrupt elements) and BAAC provides a way for voices to be raised without attracting such targeting. [Medium Probability: Medium Impact]

|             |        | Risk Matrix Summary IMPACT |        |      |
|-------------|--------|----------------------------|--------|------|
|             |        | HIGH                       | MEDIUM | LOW  |
| PROBABILITY | HIGH   |                            |        | A, B |
|             | MEDIUM |                            | C      |      |
|             | LOW    |                            |        |      |

In addition we are encouraging country programmes to develop their own risk assessment. The following example is taken from the Nigeria programme:

**CBI, Nigeria: Project Risk Analysis**

| Risk   | Likelihood (H/M/L) | Impact (H/M/L) | Management  |
|--|--------------------|----------------|---|
| Regulators might not share the same optimism about the governance infrastructure | M                  | H              | Well developed Communication Strategy Scenario planning events, meet and greet sessions, show and tell cases etc to induce cooperation. Strategy embedded in this is to appeal to enlightened self interest of all stake holders. |
| Suspicious of the purpose of the office of the Ombudsman                         | M                  | H              |   |

**7. M&E Arrangements**

CBC has hired an M&E Specialist, Dr Achim Engelhardt to conduct output to purpose reviews periodically. The M&E approach taken is “theory-based”, i.e. its focus is on results and processes. The consultant has already assessed the current and upcoming BAAC project logframes and planning documents to ensure that they contribute to overall BAAC objectives, including indicators. The consultant will also provide quality assurance for the annual BAAC project reports, facilitation of midterm evaluation and end of project evaluation process.

The actual budget for M&E related investments in the budget is captured under the following three budget lines: 2.18 Baselines studies; 2.19 Impact assessment reviews

and 2.21 M&E: Design and reviews. The total amount of £ 82,490 constitutes about 3.4 % of the overall BAAC investment and seems appropriate<sup>2</sup>.

Mid-term evaluations and final evaluations are reflected in the budgets for 2011 and 2013. Annex 6 provides BAAC's response to the comments provided by the Triple Line Consultant on the Inception Report which we considered helpful

## **8. Logframe Changes**

Please refer to Annex 2. Indicators and means of verification are now numbered.

## **9. Emerging impact on governance and transparency**

There have been no significant changes in the landscape of the political economy of corruption within Africa over the past year. The BAAC programmes are at an early stage and we believe that the development of cross cutting lessons or methodologies should be light touch at this early stage to enable most of the effort to go into delivery.

BAAC is directly engaged in the AU/AfDB governance programme and has integrated its anti-corruption strategies into this work (see above). This is a good locus for the integration of various initiatives and we will be in a better position to make informed comments on emerging impact in 12 months time.

## **10. Cross-cutting issues**

**See above**

## **11. Innovation**

The BAAC project aims to use innovative ideas and solutions in the field of multi-stakeholder anti-corruption efforts. Recently, HE Bingu wa Mutharika, President of Malawi and the World Bank acknowledged the efforts of BAAC Malawi in combating corruption and its emphasis on practical results and seek for coalitions for change that involve business forming innovative partnerships with government to combat corruption in various forms. Annex 5 include case studies from Malawi.

CBI's major innovation in tackling corruption is in the way it proposes to use new media and deploy information and communications technologies in a country where there are more GSM subscribers than voters on the electoral register. Nigeria 140million people have 60million GSM subscriptions before you count CDMA mobile and other forms of communication. It has been a huge exercise in relationship building where some of their normal allies in civil society are beginning to shun their efforts and some of the former sparring partners are looking more partners.

The Schematic design of the Public Feedback System has now been completed based on research done by Soji Apampa. It has been called The CIVITAS Mechanism of Control© meaning control exerted for our commonwealth. This is a new and innovative approach using new media technologies and principles of democratic justice to enlist public approval/disapproval as a binomial effect to pressure powerful entities into considering the power of the people and as a result the consequences of their actions before they act. When this is sustained over a period of time we expect people to learn what behaviors are worthwhile and which

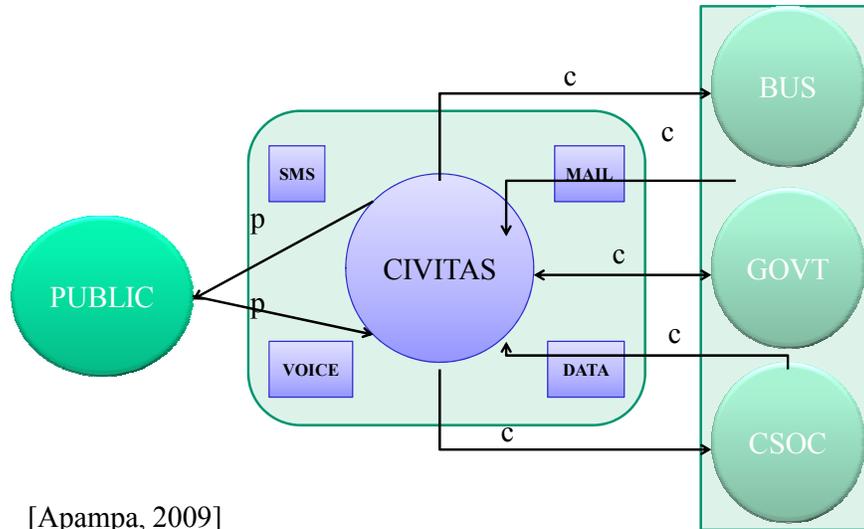
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<sup>2</sup> The former Head of DFID's Evaluation Department, Colin Kirk recommended 2-3% of programme budgets for M&E purposes; 2001, personal communication

ones are not worthwhile thus forcing an adjustment in attitudes and eventually behavior.



## PUBLIC FEEDBACK MECHANISM



[Apampa, 2009]

### Desired Effects:

- Code of Ethics/Conduct/Good Practice in relation to the governance of each organization type in each key sector considered

An IT platform that handles feedback via voice, data, sms and e-mail:

- a. Web/sms based whistle blowing on violations and exceptions reporting
  - b. Website where reports targeted at relevant government agencies can be channeled through and monitored in real-time by persons making report
  - c. Web based /sms based updates to complaints handling process
  - d. Web/sms based whistle blowing on violations and exceptions reporting
- Team of credible Nigerians respected by business, government and civil society to govern this mechanism and act as Guardians
  - Reports made by Citizens and organizations through public feedback mechanism are channeled to appropriate authorities by the Ombudsman Team who act as a buffer and shield the whistleblower
  - The Ombudsman Team manages to strengthen Social Capital Amongst Nigerians so that
    - Positive incentives encourage people to use their social ties in the common good
    - Transaction costs reduce in dealing with each other
    - Shared resources are channeled into the common good

### 12. Learning from GTF

The lessons learnt with regards to the BAAC project is that there is a lot of work that is being done within both the public and private to support transparency and accountability within the two sectors. Anti-corruption issues still remain of high priority. There is need however to ensure a more systematic and well coordinated

approach between the sectors and also to ensure maximum impact on anti-corruption initiatives. To a large extent, the BAAC programme will achieve this.

Based on HURIDETSA's experiences so far, collaboration is currently lacking within the three countries (Botswana, Zambia and Tanzania) that they have been focusing on. Tanzania is the only country where there seems to be closer collaboration between the government and the private sector and this can be attributed to the existence of an elaborate national anti-corruption strategy that realizes the importance of engaging with the private sector and civil society. In order to ensure this collaboration, there should be more effort that should be made to ensure that there is a full appreciation of the need to collectively deal with issues of corruption and this would entail more open dialogues between the private/public sectors. This would encourage buy in and support for coming with joint anti-corruption strategies.

In respect of the Codes of conduct, HURIDETSA have seen fit to tie this to the ratings framework and also capacity building. This is intended to maximize on impact and also encourage a more holistic approach to supporting the codes of conduct project as well as enhancing accountability.

Partnerships seem to work well as they foster a sense of collective responsibility. They also provide for more effort and specialized focus. This is working well in the context of the BAAC programme as the expertise and the projects being implemented by the different partners are all complimentary and add more value to the project.

Information sharing and exchange has been a limitation to the project. This can be attributed to the fact that the partners are spread across the continent and this poses some challenges with regards easy communication and opportunities to meet regularly. This also impacts on programming as at times there are delays in responding to each other's needs. Efforts have been made though to mitigate this, through the use of email and teleconferencing.

There is still more effort that needs to be placed in these areas. There is still a high risk of the project not achieving the required impact. The assumption that there is political will and buy in for the project is a high risk in itself because success of the project is highly dependent on these factors.

In order to ensure sustainability of the project beyond the GTF funding, a deliberate effort is being made to ensure that the BAAC programme is administered and implemented as a joint project of the private sector in any of the target countries. The approach has also been to ensure that the private sector takes ownership of the programme by availing resources to support its successful implementation. Another strategy has been to ensure that the identified interventions like the Codes Project, capacity building become part and parcel of the already existing programmes that are being run by the private sector. This reduces the burden on extra resource mobilization whilst encouraging ownership of the project.

We have begun to develop a solid base of materials and reports, including the major benchmarking report published with the AU/UN. These are attached at **Annex 4. Annex 5 included four case studies from Malawi**

## Annex 1 - Achievement Rating Scale

We have not marked the OPR form; making assessments 9 months into a 5 year programme is premature. Please let us know if you want this to be updated with rankings per the new DFID system.

- 1 = fully achieved, very few or no shortcomings
- 2 = largely achieved, despite a few short-comings
- 3 = only partially achieved, benefits and shortcomings finely balanced
- 4 = very limited achievement, extensive shortcomings
- 5 = not achieved

Please complete this template in summary form to provide a uniform assessment of progress against your stated objectives.

| <b>Objective Statement</b>   | <b>Achievement Rating for year being assessed</b> | <b>Logframe Indicators</b>                         | <b>Baseline for Indicators</b>       | <b>Progress against the Indicators</b>   | <b>Comments on changes over the last year, including unintended impacts</b>  |
|--|---|--|--------------------------------------|--|--|
| <p><b>Purpose</b><br/>2. Support strengthened accountability framework and practices including:</p> <p>2(a) More capable, accountable and transparent public service</p> <p>2(b) improved corporate governance standards in public and private sector</p> <p>2(c) improved conditions for doing business</p> | 1 to 5  | As stated in <b>your most up to date</b> logframe. | As stated in inception report table. | <i>A judgement statement on progress so far with evidence to support this.</i> | <i>Comments to explain the extent of progress, including recommendations for key changes to ensure better achievement of objectives.</i> |
| <p><b>Outputs</b><br/>3. Support Establishment of 10-12 joint private-public national anticorruption programmes with defined</p>   | 1 to 5  | As stated in your logframe                         | As stated in inception report table. | <i>A judgement statement on progress so far with evidence to support this.</i> | <i>Comments to explain the extent of progress, including recommendations for key changes to ensure better achievement of objectives.</i> |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| strategies  |  |  |  |  |  |
| 4. Recognition of the need for action for benchmarking in corporate governance reforms – the African Peer Review Mechanism (APRM), adoption of Codes of Conduct and Company Rating System |  |  |  |  |  |
| 5. Enhanced capacity of civil society, media and oversight bodies to address corruption   |  |  |  |  |  |
| <b>Activities</b><br>(State the main activities in relation to each budget heading and ensure that you have shown which outputs they relate to.)  |  |  |  | <i>A judgement statement on progress so far with evidence to support this.</i> | <i>Comments to explain the extent of progress, including recommendations for key changes to ensure better achievement of objectives.</i> |

## Annex 2 – Programme Logframe

| Programme   | OVI: By 2013  | MoV   | Assumption  |
|---|---|---|---|
| <p><b>Goal: Impact level</b><br/>1. Significantly reduce corruption to support growth, improved services and attainment of MDGs in Africa</p>   | <p>1.1. WB and CBC investment surveys showing improved investors confidence for at least 70% of BAAC countries</p> <p>1.2. CPIA corruption ratings decreasing in at least 70% of BAAC countries from 2008 baseline</p> <p>1.3. At least 70% of BAAC countries improving in TI index from 2008 baseline</p>  | <p>1.1 Investment Surveys (WB, CBC);<br/>1.1 Gini Coefficient<br/>1.2 WB Country Policy and Institutional Assessment (CPIA)<br/>1.3 TI Index;</p> |   |
| <p><b>Purpose:</b><br/>2. Support strengthened accountability framework and practices including:<br/><br/>2(a) More capable, accountable and transparent public service<br/><br/>2(b) improved corporate governance standards in public and private sector<br/><br/>2(c) improved conditions for doing business</p> | <p>2.1 Strengthened Corporate governance regimes for public and private sector and improve business climate as expressed by:<br/>2.1 (a) - Demonstrable improvements in issuing licences and permits in BAAC countries<br/>- Transparent tender system following national rules and regulations in BAAC countries<br/>- Efficient customs leading to a reduction of average time of goods handling in BAAC countries</p> <p>2.1 (b) - Codes of Conduct for specific business sectors in BAAC countries<br/>- Political party financing transparent and regulated in BAAC countries (based on public perception survey 2008 and 2013)</p> <p>2.1 (c) - Legal enforcement of intellectual property rights:<br/>- Increase of domestic investment in BAAC countries<br/>- Increase of foreign and domestic direct investment<br/>- Number of contract dispute cases and number of enforced sentences (by relevant countries)<br/>- Taxation enforced, e.g. value added tax (by relevant countries)</p> | <p>2.1(a-c) APRM reports<br/>2.1 (a-c) Country and project reports<br/>2.1(a-c) Project commissioned baseline and follow up studies</p>           | <p>Sustained public and private investments<br/>Minimal global economic shocks and impact on project resources (sterling value)</p> |
| <p><b>Outputs:</b><br/>3. Support Establishment of 10-12 joint private-</p>   | <p>3.1 Creation of BAAC structures and work plans<br/>- Piloting of specific approaches of</p>  | <p>3.1 Project Reports<br/>3.1 National Media</p>   | <p>National political leadership supports</p>   |

|   |  |   |  |
|---|--|---|--|
| public national anticorruption programmes with defined strategies   | <p>projects holding governments accountable leading to the identification of replicable models</p> <ul style="list-style-type: none"> <li>- Replication of at least 3 piloted models/approaches to hold government accountable in other African countries</li> <li>- Leverage of funding for replicated models/approaches 1:1 of initial DFID investment</li> </ul>  | <p>Reports Parliament and oversight bodies (anticorruption, ombudsmen teams etc)</p>  | <p>reform AU maintains and deepens improved governance strategy Improved engagement of civil society and media</p> |
| 4. Recognition of the need for action for benchmarking in corporate governance reforms – the African Peer Review Mechanism (APRM), adoption of Codes of Conduct and Company Rating System | <p>4.1 Adoption of benchmarking criteria in APRM by 10 countries;</p> <p>4.2 Agreement of Guidelines for Company Ratings System; Company Ratings System applied in BAAC countries; Private sector companies including multinational companies and SMEs participating in Company Ratings System</p> <p>4.3 Agreement of Codes of Conduct Framework at national levels; Codes of Conduct applied and compliance reported on in BAAC countries;</p>   | <p>4.1 APRM country reports</p> <p>4.1 APRM reviews</p> <p>4.1AU reports</p> <p>4.2 Project Reports</p> <p>4.3 Corporate Governance Project Reports</p> | <p>Strong support from foreign investors and national companies for zero tolerance in business</p>                 |
| 5. Enhanced capacity of civil society, media and oversight bodies to address corruption   | <p>5.1 Capacity-building via training, advocacy and information as shown by:</p> <ul style="list-style-type: none"> <li>- Improvement in the quality of information on tackling corruption</li> <li>- Cases of corruption being reported in national media (change from 2008 baseline and by relevant countries)</li> <li>- CSO's public campaigning power increased (public perception survey for 2008 baseline and follow up)</li> <li>- Number of corruption cases: Reported by oversight bodies; Prosecuted and; Charges enforced (all increasing from 2008 baseline in relevant countries)</li> <li>- Feedback from participants in training events: 70% satisfaction rate in average; examples of practical application of know-how</li> </ul> | <p>5.1 Project reports and evaluations</p> <p>5.1 Baseline studies</p>  |  |

#### Annex 4 – Materials produced during the reporting period- Attached

| Item | Date  | Title or description of material   | Access web site (if any)                                   |
|------|---|--|--|
| 1.   | 4 <sup>th</sup> July 2008                   | Africa Business Forum- Closing Statement   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 2.   | 4 <sup>th</sup> July 2008                   | Soji Apampa Presentation at ABF 08   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 3.   | 4 <sup>th</sup> July 2008                   | Bothlale Makgekgenene, DCEC, Botswana, Presentation at ABF                         | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 4.   | 2006- 2008                                  | Anti Corruption Agencies: Policy Timeline Analysis (CBI)                           |  |
| 5.   | 30 <sup>th</sup> October 2008               | East Africa International Business Forum: Closing Statement                        | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 6.   | 30 <sup>th</sup> October 2008               | Daisy Kambalame, AICC Presentation at EAIBF  | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 7.   | 30 <sup>th</sup> October 2008               | Soji Apampa, CBI Presentation at EAIBF   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 8.   | November 2008                               | Benchmarking Anti-corruption Best Practice in Africa Report                        |  |
| 9.   | 19 <sup>th</sup> November 2008              | Africa Investment Forum 2008: Closing Statement                                    | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 10.  | 19 <sup>th</sup> November 2008              | Michelle Ndiaya Ntab, AICC Presentation at AIF                                     | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 11.  | December 2008                               | Messaging Solution Overview (CBI)  |  |
| 12.  | December 2008                               | Outcome of the Breakfast Meeting hosted by CBI, CBC & BAAC                         |  |
| 13.  | 23 <sup>rd</sup> January 2009               | APRM Concept Note  |  |
| 14.  | Feb 2009                                    | BAAC Brochure (French and English)   | <a href="http://www.aiccafrica.org">www.aiccafrica.org</a> |
| 15.  | 5 <sup>th</sup> Feb 2009                    | Fighting Corruption in Malawi: Responsibility of All                               |  |
| 16.  | March 2009                                  | BAAC Malawi Newsletter   |  |
| 17.  | 3 <sup>rd</sup> March 2009                  | Botswana: Minutes of the HURIDETSA Meeting between BOCCIM and DCEC                 |  |
| 18.  | 23 <sup>rd</sup> March 2009                 | HURIDETSA Report on the codes of conduct meeting Zambia                            |  |
| 19.  | 30 <sup>th</sup> March 2009                 | West Africa Investment Forum 2009  | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 20.  | 30 <sup>th</sup> March 2009                 | WAIF Policy Paper on Anti-Corruption Good Governance                               | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 21.  | May 2009                                    | Expert Group Meetings -CBI   |  |
| 22.  | 19 <sup>th</sup> May                        | Piece on BAAC Malawi Award   |  |
| 23.  | 14 <sup>th</sup> May                        | 2 <sup>nd</sup> Working Group Report on Promoting Ethics and Transparency, Nigeria |  |
| 24.  | 3 <sup>rd</sup> -16 <sup>th</sup> June 2009 | CBI-UNODC Focus Group Discussions Report   |  |
| 25.  | 18 <sup>th</sup> June 2009                  | HURIDETSA Report on the codes of conduct meeting Tanzania                          |  |
| 26.  | 18 <sup>th</sup> June 2009                  | Cameroon Investment Forum 2009   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 27.  | 18 <sup>th</sup> June 2009                  | Akere Muna, TI Presentation at CIF 09  | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 28.  | 18 <sup>th</sup> June 2009                  | Soji Apampa Presentation at CIF 09   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |
| 29.  | 18 <sup>th</sup> June 2009                  | Tagbo Agbazue Presentation at CIF 09   | <a href="http://www.cbglobal.org">www.cbglobal.org</a>     |

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| 30. | 18 <sup>th</sup> June 2009 | HE Amadou Ali, Vice Prime Minister,<br>Cameroon Presentation at CIF 09 | <a href="http://www.cbglobal.org">www.cbglobal.org</a> |
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