Malawi

Democracy Consolidation Programme (DCP IV) 2012-2016

Project Support Document

June 2012

Democracy Consolidation Programme 2012-2016

UNDAF Key Priority 4: National institutions effectively support transparency, accountability, participatory democracy and human rights by 2016.

UNDAF/CPD Outcome 4.1: National institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all especially women and children by 2016.

UNDAF Outcome Indicator:

Proportion of the public holding duty bearers accountable (Baseline 2010: 40%; Target December 2016: 65%)

Expected UNDAF AP Outputs:

Output 4.1.5: National institutions have capacity to promote and protect human rights, especially the vulnerable, women and children.

Output 4.1.3 City and District Councils, Area and Village Development Committees (VDC) in targeted districts have capacity to conduct participatory planning, budgeting and manage integrated rural development in line with the national decentralization policy.

Indicative CPD Outputs: Governance SWAP, national investment & capacity development plan; Strategic & capacity development plans for Parliament, Ombudsman, MHRC, MEC.

Expected Project Outputs:

Output 1: At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social services, basic services, and good governance.

Output 2: At least 70% of Group Villages in 28 districts demanding fair labour practices and markets and consumer protection.

Output 3: Community members facilitating voter education for the right to development and good governance.

Output 4: Effective and efficient management, partnership formation and monitoring and evaluation of the Programme.

Implementing Partner: Office of the President and Cabinet / Democracy Consolidation Programme Project Implementation Unit

Responsible Parties : Local Assemblies, Civil Society Organizations, District and Village Development Committees, Ministry of Local Government and Rural Development, the Ministry of Justice, the National Assembly, Malawi Human Rights Commission, Ministry of Information

Summary

Democracy Consolidation Programme (DCP) aims to make a greater contribution to the realization of the right to development through community-driven demand for democracy, good governance, and human rights. Thematically, DCP focuses on the development of skills for coherent demand of the right to development at all levels, the advancement of fair markets, and the performance of duties at all levels. In implementation, DCP will continue to collaborate with civil society organizations and public bodies and work in partnership with, among other partners, the Ministry of Local Government and Rural Development, on improved gender sensitive service delivery through local government structures and processes.

Coupled with its alignment to national development strategic goals, DCP IV's alignment to UNDAF and UNDP Country Program Document provides the basis for enhancing the coherence of the response to the challenges of governance and development in the country.
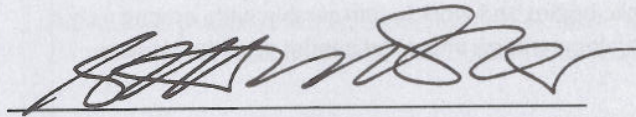
The programme is reflected in the UNDAF 2012-2016 focus area 4: Good Governance and Human Rights, Outcome: Proportion of the public holding duty bearers accountable. There are two relevant indicators of this outcome to which DCP IV is aligned. The first is increased proportion of people holding duty bearers accountable from 40% to 65% by 2016. The second is increased voter turnout from 70% in 2009 to 90% in 2014.

The Democracy Consolidation Programme Office will be responsible for the implementation of all activities in DCP IV's annual workplans, including monitoring and the provision of monthly financial and quarterly progress reports to UNDP. Following the implementation of Harmonized Approach to Cash Transfer (HACT), modalities, advances will be disbursed directly to the implementing partner on a quarterly basis upon receipt of a satisfactory financial and progress report for the preceding quarter. It is envisaged that the Office of the President and Cabinet will use existing structures, such as the DCP Steering Committee to play a coordinating role for this Programme Support Document. The members of the DCP Steering Committee include the OPC; line Ministries such as the Ministry of Local Government and Rural Development and the Ministry of Justice; human rights constitutional bodies of governance such as the Malawi Human Rights Commission and the National Assembly and civil society organizations.

Programme Period:	2012-2016
Programme Component:	Democratic Governance
Intervention Title:	Democracy Consolidation Programme Phase IV
Budget Code:	Award 00067139
Project id:	00083040
Duration:	1 July 2012 to 31 December 2016

Estimated budget:	20,098,443 $ USD
Allocated resources:	6,990,400 $ USD
UNDP/TRAC	2,500,000 $ USD
UNDP/ONE FUND	1,000,000 $ USD
Government of Norway (NOK 20 Million)	3,490,400 $ USD
Unfunded budget:	13,108,043 $ USD

Agreed by the Office of the President and Cabinet - OPC

Bright Msaka, Chief Secretary to the Government

Date: 20/06/2012

Agreed by the United Nations Development Programme – UNDP

Richard Dictus, Resident Representative

Date: 19/6/2012

Abbreviations and Acronyms

Acronym	Full Description
ADC	Area Development Committee
CBE	Community-based Educator
CBF	Community-based facilitator
CRC	Community Rights Committee
CSO	Civil Society Organisation
DCP	Democracy Consolidation Programme
DCP I	Democracy Consolidation Programme Phase I
DCP II	Democracy Consolidation Programme Phase II
DCP III	Democracy Consolidation Programme Phase III
DGPFP	Democratic Governance Policy Framework Paper
DP	Development Partner
GVH	Group Village Headman
HACT	Harmonized Approach to Cash Transfer
ILO	International Labour Organisation
IMCHRD	Inter-ministerial Committee on Human Rights and Democracy
IP	Implementation Partner
LOGSIP	Local Government Strengthening and Investment Programme
MGDS	Malawi Growth and Development Strategy
MHRC	Malawi Human Rights Commission
MoLGRD	Ministry of Local Government and Rural Development
NAO	National Audit Office
NGO	Non Governmental Organization
NICE	National Initiative for Civic Education
OPC	Office of the President and Cabinet
PIU	Programme Implementation Unit
PMO	Programme Management Office
PSC	Programme Steering Committee
PSD	Programme Support Document

RLC	Radio Listening Club
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population
UNICEF	United Nations Children's Fund
VDC	Village Development Committee
VRC	Village Rights Committee

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Programme Summary

Aspect	Description
Alignment	Aligned to the MGDS II through UNDAF 2012-2016
Duration	5 years, from 2012 to 2016
DCP Goal	Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties
Project Specific Outputs	• *Output 1:* At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women, children, and people with disabilities • *Output 2*: At least 70% Group Villages in 28 districts demanding fair labour practices, especially for women and the youth, and markets and consumer protection • *Output 3*: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of women and children • *Output 4*: Effective and efficient management, partnership formation and monitoring and evaluation of the Programme • *Output 4*: Effective and efficient management, partnership formation and monitoring and evaluation of the Programme
Strategy	Communities working to increase their capacities effectively to demand progressive accessibility and acceptability of the following: • Basic social service; • Basic services; • Good governance; • Fair trade and labour practices, and consumer protection; and • Informed democratic choice and accountability.
Partnerships	• Programme steeped on the demand side of realising the right to development and good governance • Implementation partners demand side characterised by capabilities in RBA, HRBAP, and general programmatic effectiveness and efficiency • Collaborating partners to include programmes and organisations on the "supply side" for the realisation of the right to development and good governance
Implementation Aspects	• DCP III had a phased approach by Output and district. The new program will follow the same scheme in order to properly plan up-scaling according to funding availability. • Focusing on transfer of knowledge and skills, animation, group-working, and other interactive methods supported by radio and print media • Human rights and results-based
Management	• Based on a tripartite arrangement among the Malawi Government, the UNDP and other Development Partners • Key structures: Office of the President and Cabinet (OPC), Programme Steering Committee (PSC), Programme Management Office (PMO), Stakeholders' Consultative Forum (SCF)
Budget	• US$ 20,000,000 • A resource mobilisation strategy to raise US $ 13.687,345 from inception
Monitoring and Evaluation	• Human rights and results-based • Situation analysis-based

1. Introduction

This Programme Support Document (PSD) presents the design of a successor Programme to DCP III, taking into account the lessons learnt from the DCP phases (I- III) and other similar programmes. The document presents the design of a programme that identifies and builds on synergies developed between DCP and other institutions that can enhance the quality of results in the programmatic linkage of human rights, civic education, and community empowerment and democracy consolidation. Particular strengths maintained from DCP III include effectiveness, relevance, efficiency, and sustainability of the Programme's results through the use of a human rights and results-based approach that underlines the transfer of skills, animation and interactive methods.

The PSD is in ten sections. The first two are preliminary and include this introduction and a short description of the background and context of the Programme. Section 3 introduces the baseline and the situation analysis, highlighting the key manifestations and causes of low enjoyment of the right to development. Sections 4 and 5 elaborate the Programme's strategy and detail the results framework for the Programme respectively, linking both the strategy and the results framework to the situation analysis. The resource framework, including a resource mobilisation strategy for the Programme is in section 6, while section 7 describes the management arrangements and style of the Programme. Part 8 deals with monitoring and evaluation and incorporates a monitoring and evaluation framework for the Programme. After the conclusion in section 9, section 10 presents key annexes for the Programme: the situation analysis upon which the Programme is based, the Programme's logical framework, and a full tabulation of Programme's monitoring and evaluation framework.

2. Background and Context

DCP IV is located in the context of governance and development trends in Malawi. Historically, the Programme is founded on the previous phases of DCP which emanated from the aspiration to have a Malawi where democracy and good governance are increasingly consolidated to facilitate development.

2.1   The Background

In order to operationalise its policy and constitutional commitments to reduce poverty through the improvement of governance, the Government established the Democracy Programme (DCP) in 1997. The first phase of the Programme (DCP I), which run from 1997 to 2001, was aimed at building capacity across four strategic areas of focus, namely; civic education and human rights, parliamentary mechanisms, elections and legal reform and administration of justice. The second phase (DCP II), which started in 2002 and ended in 2007, had three major components: civic education on governance and human rights, especially for vulnerable groups; legal reform and administration of justice, mainly aimed at providing channels for adequate redress to resolve disputes equitably and efficiently; and parliamentary and institutional strengthening. The third phase (DCP

III) run from 2008 to 2011 and was aimed at promoting the realisation of the right to development and activating more responsive and accountable delivery of public goods and services.

The evaluation of DCP III recommended a successor programme that would seek to deepen and scale up the results of DCP III. This evaluation used standard criteria of relevance, efficiency, effectiveness, impact, and sustainability. The evaluation provided data on availability, accessibility, affordability, and acceptability to gauge the progress of the project in facilitating benefits from public goods and services. The evaluation report has revealed that DCP was relevant, efficient and effective, and that its outputs were appropriately aligned with both national and community level aspirations and needs. The project left no doubts that processes, work dynamics, and results that change power relationships progressively to improve the quality of life are in high demand. It stressed that knowledge accompanied by skills transfer and animation generates energy and demand for change to improve the quality of community and individual life. The uniqueness of DCP III was in its human rights-based approach and focus on results and effectiveness.

The process of formulating the Programme was initiated in 2011 and the present document is the Programme Support Document (PSD) for that successor Programme. The formulation process that led to the development of this PSD was consultative and involved the participation of all key stakeholders, including civil society organizations, the government, the UNDP, the Royal Norwegian Embassy, Irish Aid, the EU, DFID, GIZ and other partners.

2.2   The Constitutional and Governance Contexts

The overriding context of DCP has been one in which the country's Constitution includes a quest to promote development. This is reinforced by constitutional principles and principles of national policy.[1] These principles, in part, require the State actively to promote the welfare and development of the people of Malawi by progressively adopting and implementing policies and legislation aimed at achieving certain goals, including: gender equality; adequate nutrition for all in order to promote good health and self-sufficiency; responsible management of the environment; adequate provision for the education sector; and support the disabled. The Constitutional principles further provide a governance framework within which the principles of national policy must be pursued. State power, according to the Constitution, is

Section 30 of Malawi's Constitution

1. All persons and peoples have a right to development and therefore to the enjoyment of economic, social, cultural, and political development and women, children and the disabled in particular shall be given special consideration in the application of this right.
2. The State shall take all necessary measures for the realization of the right to development. Such measures shall include, amongst other things, equality of opportunity for all in their access to basic resources, education, health services, food, shelter, employment and infrastructure.
3. The State shall take measures to introduce reforms aimed at eradicating social injustices and inequalities.
4. The State has a responsibility to respect the right to development and to justify its policies in accordance with this responsibility.

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[1] Malawi Constitution, Act No. 20 of 1994, section 13

derived from the people and is exercised by public officials only on trust. Such trust can only be maintained through accountable and transparent government and informed democratic choice. In addition, the rule of law and human rights must be upheld.

The Constitution does not envision welfare and development as products of charity, but entitlement for every person. It thus guarantees every person not only civil and political rights, but also social and economic ones. Most notably, the Constitution specifically guarantees the right to development[2] which entitles every person to the enjoyment of economic, social, cultural and political development, with women, children and the disabled in particular being given special consideration in the application of the right. I, the Malawian context, where there are huge gender and other disparities, section 30 must be understood to gender mainstreaming, as well as the dignified lives of children and people with disabilities.

There are broad indicators of the constitutional quest for the development of the people of Malawi. One relates to the requirement on part of Government "[t]o enhance the quality of life in rural communities and to recognize rural standards of living as a key indicator of the success of Government policies."[3] On public trust and good governance, Malawi's Constitution requires the state to introduce measures to "guarantee accountability, transparency, personal integrity and financial probity and which by virtue of their effectiveness and visibility will strengthen confidence in public institutions."

Figure 3.2: Governance Trends in Malawi, 1998 to 2010

	1998	2000	2002	2004	2006	2008	2010
Voice and Accountability	-0.1	-0.2	-0.63	-0.54	-0.27	-0.24	-0.16
Political Stability	-0.22	-0.45	-0.1	0.07	0.09	-0.04	0.08
Government Effectiveness	-0.31	-0.38	-0.69	-0.7	-0.75	-0.51	-0.4
Regulatory Quality	-0.23	-0.22	-0.47	-0.51	-0.45	-0.48	-0.57
Rule of Law	-0.44	-0.48	-0.54	-0.24	-0.32	-0.13	-0.14
Control of Corruption	-0.19	-0.21	-0.01	-0.69	-0.55	-0.43	-0.42
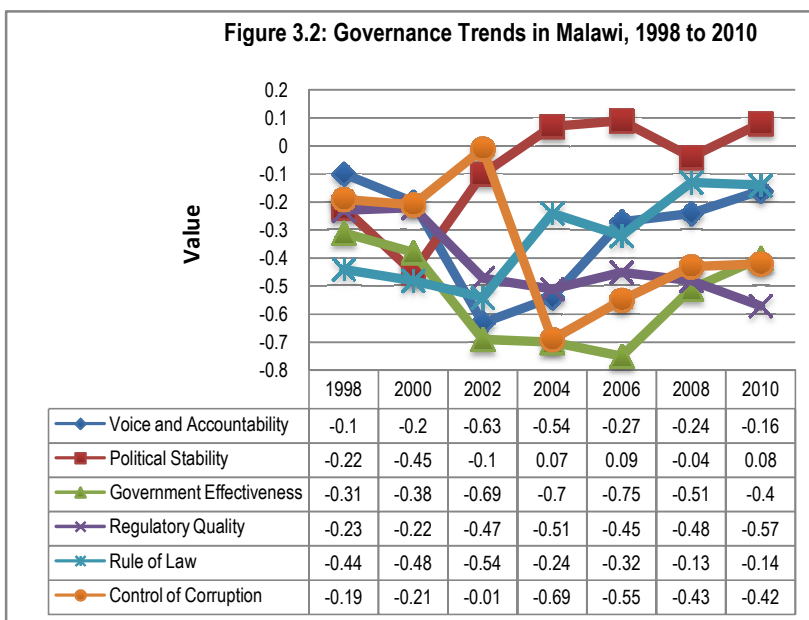
Despite the favourable constitutional framework, significant governance challenges have remained in Malawi. In practice, levels of accountability and responsiveness by government and other public functionaries remain low. Over 8 in every 10, 81% of people rate traditional structures as the most effective compared to formal institutions The 2011 DCP baseline survey found that 67.5% of people still turn to themselves to access services. The Democratic Accountability Survey[4] found that the Proportion of the public who are able to demand their rights many times or at least once was 4% in both instances. The proportion of people understanding the link between human rights and service delivery such as education, housing, health, water and food are low, respectively at 65.9, 47.4, 64.3, 63, 58.7 The proportions of people indicating improvements regarding

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[2] Malawi Constitution, Act No. 20 of 1994, section 30

[3] Malawi Constitution, Act No. 20 of 1994, section 13(e)

[4] . NSO, Baseline Survey on Democratic Accountability in Malawi – Draft Report (Zomba; Government of Malawi, 2012)

access to food, shelter, infrastructure, education, health services, basic resources, employment show significant disparities among these aspects of the right to development, respectively at 54.8, 45.2, 45.7, 44, 35.5, 31.9, 15. Public participation in policy making and implementation are significantly limited and   public awareness of human rights and the means of enforcing them remains constrained. Only 39.5% of the public feel that their views are not taken on board following consultation on any public decision at local government. Only 12% of the population finds it easy to have their voices heard after and between elections. In this connection, only 49.7% of the public are knowledgeable about electoral process.

The fragile democratic and governance trends in Malawi have been reflected in the World's Bank's assessment regarding governance. On a scale of -2.5 to +2.5, Malawi has scored below 0 on all the indicators except for political stability between 2004 and 2006, as the following Figure shows:[5]

2.3   The Policy Context

Policy-wise, Malawi's long-term development strategy is articulated in Vision 2020. According to the Vision, the aspirations that Malawians seek to fulfill by the year 2020 include a country where the government operates in an environment of transparency, accountability and rule of law and where all citizens participate in governing the country. The Vision identifies a number of strategies required to facilitate the attainment of the aspirations it articulates. These include raising awareness among Malawians of their civil and human rights and responsibilities; improving and sustaining the rule of law and respect for human rights; enhancing the role and performance of the public sector; and encouraging political participation by the general populace.

In addition to Vision 2020,[6] Malawi has a medium term policy instrument in the form of the MDGS. The latest version of MGDS (MGDS II)[7] is aimed at reducing poverty, bringing about prosperity in the medium term and accelerating attainment of the MDGs. It is anchored on the following six pillars: sustainable economic growth, social development, social support and disaster risk management, infrastructure development, improved governance and cross-cutting issues consisting of gender and capacity development.

The MDGS singles out sustainable development as "key to poverty reduction and improvements in the living standards" and that broad based growth and improvement in the quality of life and social wellbeing can only take place if good democratic governance prevails. The MDGS states that good democratic governance depends in part on the achievement of enhanced awareness and practice of human rights and responsibilities, improved respect for human dignity and choice and enhanced equitable access to opportunities.

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[5] . Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues, http://info.worldbank.org/governance/wgi/sc_chart.asp

[6] . NSO, Baseline Survey on Democratic Accountability in Malawi – Draft Report (Zomba; Government of Malawi, 2012

[7] . Government of Malawi, Draft Malawi Growth and Development Strategy II 2011 to 2016 (Lilongwe; Government of Malawi, 2011)

2.4 Socio-Economic Context

Malawi has made some progress towards the attainment of human development. The Government has reported that the country is on course to meeting the Millennium Development Goals in five of the eight areas. These areas are the reduction infant mortality, decreasing poverty, combating HIV/AIDS, malaria, and other top deadly diseases, ensuring environmental sustainability, and developing global partnerships for development. The Government's report on progress about the Millennium Development Goals reveals remaining and lingering gaps in these areas. The indicators and the gaps they show, when compared with other countries, underline the lingering urgency to improve the quality of life for Malawi's current and future children in these areas. This is especially so in those areas where the country is unlikely to meet the Millennium Development Goals, maternal mortality and universal primary education. The following table indicates Government's assessment on progress on the Millennium Development Goals:

Table 2.1: Malawi's Reported Progress on the Millennium Development Goals

No	MDG	Government Reported Progress by Indicator
1	Eradication of poverty	• Decline in poverty from 54% in 1990 to 39% in 2009 • Decline in poverty gap ratio from 18.6% in 2000 to 17.8% in 2008
2	Achievement of universal primary education	• Increase in primary net enrolment rate from 73% in 2006 to 83% in 2009 • Increase in the proportion of pupils starting Grade 1 and reaching Grade 5 from 69% in 2000 to 76% in 2008
3	Promotion of gender equality and empowerment	• Increase in the ratio of girls to boys in primary schools from 0.91 in 2000 to 1.03 in 2009 • Increase in the ratio of boys to girls in secondary schools from 0.60 in 2000 to 0.79 in 2009 • Increase in the proportion of seats held by women in Parliament from 27 in seats in 2004 to 43 in 2009
4	Reduction of child mortality	• Reduction of under-5 mortality rate from 234 per 1000 live births in 1990 to 122 per 1000 live births in 2006 • Reduction of infant mortality from 134 per 1000 live births in 1992 to 69 per 1000 live births in 2006 • Increase in the proportion of 1 year old children immunised against measles from 83% in 2000 to 84% in 2006
5	Improvement of maternal health	• Reduction of mortality ratio from 1120 per 100,000 live births in 2000 to 807 per 100,000 live births in 2006 • Increase in the proportion of births attended by skilled health personnel increased from 56% in 2000 to 75% in 2009
6	Combating HIV/AIDS, malaria, and other diseases	• Reduction of HIV prevalence among 15-24 year old pregnant women from 24.1%in 1998 to 12% in 2009 • Decline in prevalence of deaths associated with Tuberculosis from 19% in 2005 to 8% in 2009
7	Ensuring of environment sustainability	• Reduction of land under forest cover from 41% to 36% • Increase of population with access to improved sanitation from 72% in 1990 to 93% in 2009
8	Development of global partnership for development	• Increase in net ODA to Malawi as a percentage of GNI from 13% in 2005 to 22% in 2009 • USD 2.4 billion debt relief committed under the HIPC initiative • Decrease in unemployment rate from 9% in 2006 to 4% in 2009

Despite such reported progress, Malawi remains one of the poorest countries in the world. In terms of human development, the country was ranked 160 out 182 countries in 2009, with an HDI of 0.493, based on 2007 data. In 2008, 40% of the population was classified as poor and 15% as ultra poor.[8] The literacy rate remains low at 52%, with female literacy lagging behind at 44%. By 2015, the target for the literacy rate has been set to 85%. The Maternal Mortality Ratio is also very high at 675 deaths per 100,000 live births,[9] with the target being to reduce it to 155 deaths for every 100,000 pregnancies in 2015. Another challenge is to reduce the Infant Mortality Rate from the current 50/1000 to 48/1000 and the Under-Five Mortality Rate from 112/1000 to 78/1000 in 2015.[10] Most of the deaths in these age groups are due to preventable causes such as malnutrition and HIV acquired at birth. Access to professional health care is also inadequate due to severe shortage of skilled personnel and services. For instance, the nurse/population and doctor/population ratio stands at 1:40,000 and 1:62,000 respectively, with only 67% of births being attended to by skilled personnel.

3. Situation Analysis for DCP IV

The key factors regarding Malawi's governance, socio-economic, and policy context were analysed in relation to the broad manifestation of the low enjoyment of the right to development. The aim of the analysis was to determine the programmatic response.

3.1 Key Causes of Low Enjoyment of the Right to Development

According the analysis (Annex 1), the root cause of the current situation of poverty in Malawi is low enjoyment of the right to development. This is the case especially with respect to children, women, people with disabilities, and the rural and urban poor. In turn, this is caused by low quality and limited accessibility of basic social services and basic services; low household income levels; neglect, exploitation and abuse of children and other vulnerable groups; and continued low or disjointed demand for good governance.

Although the there have been improvements on gender equality and women's empowerment, characterised by the increase in the ratio of girls to boys in primary schools from 0.91 in 2000 to 1.03 in 2009 and increase proportion of seats held by women in Parliament from 27 in seats in 2004 to 43 in 2009 and a female vice president acceding to the Presidency in April, 2012, huge challenges remain with regard to governance. Customary law, which remains the living law for most people in Malawi, largely approbates gender stereotypes in favour of males. Since independence, women's predominant participation in governance has been much about praise-singing for the largely predominantly male leadership.

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[8] . National Statistical Office, The Welfare Monitoring Survey Report 2009 (Zomba; NSO, 2009)

[9] National Statistical Office, The Malawi Demographic and Health Survey (Zomba: NSO, 2010)

[10] Current rates are based on the 2010. Malawi Demographic and Health Survey

According to the DCP Civic Education Follow-up Survey[11], revealed gender-based disparities in governance related knowledge For example, while the survey showed that 75.6% of males were aware of human rights, among females the proportion that had awareness was only 55.6%. Similar gender disparities were also found with respect to knowledge of principles of accountability and transparency as a key aspect of democracy. According to the survey, 61.9 % for males indicated knowledge of the two principles, compared to only 44.1% of women. Gender disparities are also reflected in relation to political participation. For example, the survey found that 3.6 % of males compared to 2.1% of females, indicated that they do not vote and considered voting as a waste of time.

The causes of poor enjoyment of the right to development are in turn causes by low public participation in governance especially for women, including in exercising informed democratic choice; neglect of duties and charity-based and patronising approaches to service delivery; disparities in the provision of public goods and services; shortage of public goods and services; unfair labour practices and markets; inadequate employment especially for the youth; and inadequate care. A condition that cross-cuts many of the causes is general capacity weakness of institutions. The full situation analysis to which DCP 2012-206 responds in Annex 1.

3.2   The Disproportionate Effects of the Key Causes

According to the DCP III Civic Education Follow-up Survey[12], the various causes of low enjoyment of the right to development affect different social groups disproportionately. For example,   while the survey showed that 75.6% of males were aware of human rights, among females the proportion that had awareness was only 55.6%.

Another disparity exists between urban populations, whose proportion of those aware of human rights was found to be 86.2%, in contrast to only 61.8% of the rural population. Similar gender and rural/urban disparities were also found with respect to knowledge of principles of accountability and transparency as a key aspect of democracy. According to the survey, 71.4% of urban residents indicated knowledge of the two principles, compared to only 49.6% of rural residents; 61.9 % for males and 44.1% of women. Gender disparities are also reflected in relation to political participation. For example, the survey found that 3.6 % of males compared to 2.1% of females, and 3.8% of urban residents compared to 2.5% of rural residents, indicated that they do not vote and considered voting as a waste of time. With respect to the general conditions children and other vulnerable or disadvantaged groups, the survey found that 88.8% of urban residents were aware of children's rights compared to 62.3% of rural residents. The survey also found that child abuse is more prevalent in rural areas than in urban ones.

The gender and other disparities that the survey revealed in respect of the causes of the lack of enjoyment of the right to development suggest that the programmatic challenge is   not to improve the overall levels of enjoyment of the right, but also to eliminate the inequalities that characterise such enjoyment.

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[11] . Blessings Chinsinga, Richard Tambulasi, Sidoni Konyani, Lawrence Kazembe, DCP III Civic Education Follow-up Survey Report, Draft (Lilongwe; CSR and DCP, 2012)

[12] . Blessings Chinsinga, Richard Tambulasi, Sidoni Konyani, Lawrence Kazembe, DCP III Civic Education Follow-up Survey Report, Draft (Lilongwe; CSR and DCP, 2012)

However, as the evaluation of DCP III stressed, there is a strong case for the continuation of the programming characterised by DCP III. DCP II and III created so much demand from community members that it would be frustrating for many communities who still expect further technical and logistical support if DCP was to cease. The results of and demand created by DCP II and III requires continuation. Although a very useful critical mass has been created across the country, the RLCS, CRCs, CBRCs, VRCs, and CBEs are still in isolated places. Although these are expected and do animate other communities, their work is yet to cover the whole country. This is exemplified by two indicators verified in 2011. The first is that 67.5% of people still turn to themselves to access services. The second is that the proportions of the public who are able to demand their rights many times or at least once was 4% in both instances.

4. Key Lessons from DCP III

DCP IV builds on the key lessons learned from DCP III. For the design stage, to align itself to national priorities, DCP IV reflects the usefulness of the lesson that making lower level results or indicators already aligned to the MGDS through the UNDAF into a higher level result in DCP. While key stakeholders had clear roles within DCP II's result-based and human rights based approach, it was important to keep the roles a professional lean PMO free from political interference in the choice of partners and other programming decisions, with the PSC exercising oversight. Among the outputs, a focus on fair trade, labour practices, and consumer protection was a sound strategy for the implementation of the MGDS to reduce poverty. A general focus on the right to development however may not be sufficient without a focus on the right's specific components. Further to be avoided for greater efficiency and effectiveness is wholly or partly to base a logical framework on a partnership with a project merely because such project has similar programmatic focus. What should be important for DCP IV is to forge partnerships not merely on the basis of thematic areas but, more crucially, on partner's use of a results-based and human rights-based approach.

With regard to implementation, a distinctive reason for the appreciable results under DCP III was its use of the notions of transfer or skills and animation, within a human rights-based approach, on matters that were appreciated to improve the quality of life of people. This attribute will be maintained in DCP IV. In the transfer or knowledge and skills, however, developing a common understanding and minimum skills for effective and efficient programme implementation was key. Efficient and effective were increased under DCP III through the use of animation, group-working good, and flexibility to work with local government and other structures. The creation of a critical mass for the demanding human rights and good governance was an outstanding result for DCP III but there is need to continue providing technical and logistical support as such a critical mass grows and become more sustainable.

Monitoring and evaluation, as the weakest part of the DCP III, provided lessons on what has to be avoided in DCP IV. Although reporting in results was exemplary in DCP III, more useful reporting has to refer to targets and the totality of the results chain. Focusing reporting on current activities as the programme is being implemented may easily conflate the importance of post-implementation monitoring, which is essential for the consolidation of achieved results. Similarly using a standard monitoring and evaluation framework may not be sufficient to ensure a monitoring and evaluation that is human

rights-based or results-based. For these reasons, DCP IV is more human rights and results-based in its requirements for monitoring and evaluation, in addition to post-implementation monitoring.

5. Strategy for DCP IV

The strategy for DCP IV is based on the programming context in Malawi and DCP's previous lessons learnt, particularly the need to remain a results and human rights-based Programme that underlines effectiveness and efficiency.

5.1   Alignment to National Strategy

DCP IV seeks to contribute to the improvement of communities' equal enjoyment of the right to development within the context of other human rights, good governance and democracy interventions by the government and other stakeholders. The intended outcome of DCP IV is "Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties."

The outcome is aligned to sub-theme 3 of the Theme 3 (Governance) of the MGDS II. The sub-theme focuses on securing the following key elements of democratic governance in Malawi: justice and rule of law, human rights, elections, peace and security and public sector management. More specifically, the outcome is aligned to at least three goals of MGDS II's sub-theme 3. The first goal is related to human rights and it is "to promote and protect rights and freedoms as enshrined in the constitution of Malawi." The second goal relates to elections and seeks "to promote free and fair elections", while the third goal relates to public sector management and aims "to deliver services to the public in an efficient and effective manner".

DCP IV's outcome is particularly aligned to the expected mid-term democratic governance outcomes of the MGDS II, especially enhanced awareness and practice of human rights and responsibilities, improved respect for human dignity and choice, enhanced equitable access to opportunities, transparent and democratic electoral process and improved performance and service delivery in the public service.

In addition, DCP is represented in the Democratic Governance Sector Working Group and technical working group on Democratic Accountability. DCP IV's outcome is further reflected in the Democratic Governance Policy Framework Paper (DGPFP) which was expected to input into a democratic sector strategy. The DGPFP has identified one aim as to create human rights awareness in Malawi "in order to empower all people of Malawi to demand and protect their rights and hold all duty bearer individuals and institutions accountable."

5.2   Alignment to UNDAF

DCP IV is also aligned to the UNDAF 2012-2016,[13] which is itself aligned to MGDS II. In particular, DCP IV's outcome is aligned to the indicators under Outcome 4.1 of the UNDAF. The UNDAF's intended Outcome 4.1 is national institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all especially women and children by 2016. There are two relevant indicators of this outcome to which DCP IV is aligned. The first is increased proportion of people holding duty bearers accountable from 40% to 65% by 2016. The second is increased voter turnout from 70% in 2009 to 90% in 2014.

Coupled with its alignment to national development strategic goals, DCP IV's alignment to UNDAF provides the basis for enhancing the coherence of the response to the challenges of governance and development in the country. DCP IV hence is an implementation tool for both the MGDS and UNDAF which are also synergistic.

5.3   Programme Strategic Thrusts

DCP IV's strategy will consist of the generation of four outputs. Output 1 will focus on improving availability, accessibility and acceptability of basic and social services and increasing the effective demanding of governance and the right to development. Output 2 will relate to improvement in household incomes and reduction of the gender inequality, neglect, abuse and exploitation of children, women, and other vulnerable groups. Output 3 will be improved participation of communities in elections and demanding of accountability from elected leaders after elections. Output 4 will be effective management, including monitoring and evaluation, of the Programme.

5.4   Implementation Strategy

The implementation strategy of the Programme, based on the lessons from DCP III, will consist of provision of support for the development and implementation of specific projects by the Government, constitutional bodies and civil society organisations. In addition, the strategy will also include the facilitation of joint community action for the solution of governance and human rights challenges. In the 19 districts where DCP III was implemented, DCP IV activities will seek to deepen the results of DCP III while in the remaining 9 districts, DCP IV projects will be

> **DCP IV's Outputs**
>
> - ***Output 1:*** At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women, children, and people with disabilities
> - ***Output 2***: At least 70% Group Villages in 28 districts demanding fair labour practices, especially for women and the youth, and markets and consumer protection
> - ***Output 3***: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of women and children
> - ***Output 4***: Effective and efficient management, partnership formation and monitoring and evaluation of the Programme

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[13] . United Nations in Malawi, United Nations Development Assistance Framework in Malawi: UNDAF-Malawi, 2012-2016 (Lilongwe; The UN Team in Malawi, 2011

implemented for the first time and then the results deepened within the life of DCP IV. In addition, DCP IV will support the implementation of nation-wide media projects.

District-based projects will be implemented in phases in order to facilitate efficiency and lesson-learning by the PMO. In its first year of implementation, DCP IV will seek to deepen Output 1 activity results in the 19 districts where DCP III was implemented. It will also scale up Output 2 coverage to 13 districts where no activities under the Output were implemented in DCP III, as well as deepen results under the Output in the 13 districts where they were. In years 2, 3, 4 and 5 the Programme will combine deepening and scaling up of activity results with a view to ensuring that by the end of year 5, the Programme will have covered all the districts of Malawi and will have deepened activity results generated under each Output under both DCP III and DCP IV. The detailed description of the phased approach to the implementation strategy is described under section 6.2 of this PSD.

Programme interventions will mainly target vulnerable members of society who include women, girls, the ultra poor, and people with disabilities. The Programme's implementation strategy will ensure that the target groups are empowered actively to participate in the process of demanding and facilitating good governance and human rights. As illustrated in annex 7, women and girls will be active participants in the promotion of good governance and human rights in their localities under DCP IV. This will mainly be through participation in local structures and other leadership positions, Building on the trends in DCP III, the results of the programme at the community level will be continuously checked with regard to gender disaggregated data and analysis at various societal levels, economic empowerment, educational attainment especially for girls, reductions in gender based violence, and increased access to Justice.

5.5   Strategic Partnerships

DCP IV will establish strategic partnerships with other programmes which seek to contribute to the improvement of enjoyment of the right to development through a focus on communities, especially women, children, the youth and other vulnerable or marginalized groups. Such partnerships will be based on feasibility for attaining results DCP IV's results to the maximum extent. In this regard the Programme will contribute to the alignment of demand-side and supply-side interventions by establishing partnerships with programmes that seek to make interventions that directly correlate to the DCP IV demand-side strategies. The decisions on which partner is best suited for a particular area or results will be entirely programmatic and not PSD-prescribed, although this PSD mentions examples of likely partners.

In this respect, for Outputs 1 and 2, the Programme will seek to establish collaborative partnerships with programmes such as the Public Service Charter Programme, the Local Government Strengthening and Investment Programme (LOGSIP), the Joint Capacity Development Programme for Local Governments, the IDASA project, the human rights awareness program under the MHRC and the Tilitonse Fund.

For output 3 on civic and voter education the program will establish strategic partnerships with voter education providers such as MESN, CCJP, the National Initiative for Civic Education (NICE),) and the Malawi Electoral Commission (MEC) as well as the Elections Task Force in order to support a coordinated approach. The DCP IV contribution on civic and voter education will be complementary to NICE's. DCP IV will mainly contribute to the accountability gap in between the ballots. DCP IV will focus on

checks and balances on voter/civic education and citizens accountability and roles. A clear collaboration strategy will be elaborated with Ministry of Information and Civic Education in order to generate a maximum impact.

For Output 4, DCP IV will continue to lead collaboration and programmatic synergy among local development agencies that adopt a human rights-based approach to development programming.

However, as a result-based Programme though, the establishment of any partnership will depend on viability for programmatic efficiency and effectiveness. Preference will be towards those partners that could help DCP address the risks and assumptions noted in DCP IV logical framework.

DCP will closely work with other UNDP implemented programs as the Human Rights support program and collaborate with the Malawi Human Rights Commission in delivering human rights awareness and provide data on the same through its rights-based monitoring system. The UNDP support on elections will be substituted by DCP IV through the provision of gender sensitive civic education, complimented by specific strategies to address GBV and other power imbalances that lead to gender inequality i.e entrenched cultural norms that lead to exclusion. DCP IV's outcomes will also be reflected in the Democratic Governance Sector Strategy which implementation will initiate Governance reform programs for the next 5 years.

6. DCP 2012-16 Results Framework

As a results-based programme, DCP IV responds to the situation analysis and aligns its intended results within the overall national programming on good governance.

6.1 The Situation Analysis and DCP's Outputs

The outputs of DCP IV are intended to address, directly or indirectly, the key causes identified in the situation analysis. Table 6.1 lists the key causes as identified in the situation analysis that DCP seeks to address between 2012 to 2016:

Table 6.1: DCP 2012-1016 Output Response to Key Causes

Result	Causes Addressed	
	Direct	**Indirect**
Output 1: At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance	• Low quality and accessibility of basic social services, especially education for girls • Low quality and accessibility, water, energy, justice, and other basic services, especially for children women, and other vulnerable groups • Incoherent delivery of public services • Continued low understanding of democratic principles especially for children and women	• Shortage of public goods and services • Disparities in the provision of public goods and services disadvantaged. • Corrupt practices • Continued low understanding of democratic principles especially for children and women • Low availability, relevance, effectiveness, capacity and accessibility of institutions of democracy • Partial implementation of local government laws and policies

		• Continued low knowledge and disparities in understanding of human rights and correlative duties, especially for women and children • Low observance of law, age marriage • Low literacy levels, girls education • Urban/rural), gender, e/privilege biases • Power imbalances/lack of decision making
Output 2: At least 70% Group Villages in 28 districts demanding fair labour practices and markets and consumer protection	♣ Low household income levels, especially for female-headed households and women ♣ Violence against, neglect, abuse and exploitation of children women, and other vulnerable groups ♣ Unfair labour practices and markets, especially for the youth and women ♣ Inadequate employment, especially for the youth ♣ Inadequate care	• Shortage of public goods and services • Disparities in the provision of public goods and services especially for the disadvantaged • Urban/rural), gender, age/privilege biases • Low education levels • High school dropout especially among girls
Output 3: Community members facilitating civic and voter education for the right to development and good governance	♣ Low quality participation in governance, especially for children and women ♣ Uninformed democratic choices, especially for women and the youth ♣ Neglect of duties, and charity and patronising approaches to service delivery and leadership	• Continued low understanding of democratic principles especially for children and women • Undemocratic political party politics • Urban/rural, gender/privilege –based stereotypes and other biases
Output 4: Effective and efficient management, partnership formation and monitoring and evaluation of the Programme	♣ Low availability, relevance, effectiveness, and accessibility of institutions of democracy ♣ Weak monitoring of human rights realisation	• Incoherent and disjointed delivery of public services and projects • Partial implementation of local government laws and policies

The logical framework for DCP IV is in Annex 2.

6.2   The Results Framework for DCP IV

The results framework for DCP IV is based on the situation analysis. The results correlate with the identified direct and indirect causes of poor enjoyment of the right to development. Based on the logical framework, Table 6.2 is the results framework of the programme, as linked to its wider programmatic context that includes the MGDS[14] and the Constitution.[15]

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[14] Government of Malawi, Draft Malawi Growth and Development Strategy II 2011 to 2016 (Lilongwe; Government of Malawi, 2011), Chapter 4

[15] Act No 20 of 1994

Table 6.2: The Results Framework for DCP IV

Relevant MGDS Goals:

- To "promote and protect rights and freedoms as enshrined in the constitution of Malawi."
- To promote free and fair elections"
- To "deliver services to the public in an efficient and effective manner".

MGDS Outcomes on Human Rights Theme

- Enhanced awareness and practice of human rights and responsibilities;
- Improved respect for human dignity and choice; and
- Enhanced equitable access to opportunities

UNDAF Outcome:

- National institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all especially women and children by 2016

UNDAF Indicators to Which DCP 2012-16 is Aligned:

- Proportion of people holding duty bearers accountable
- Proportion of people (men, women, youth, children) accessing formal justice
- Voter turnout (%)

Result	Indicator	Baseline	Target	Means of Verification
Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties	% of public involved in Rights holder or duty bearer dialogue on service delivery or demand community development project in past 5 years	15.4	33	Democratic Accountability Survey
	Proportion of people (men, women, youth, children) accessing formal justice	10	60	Justice follow-up survey
	Voter turn out	N: 81; F: 80.8, M:81.3	90 for each	
	%s of people in areas with DCP community structures not merely turning to themselves to access services	67.5	33	Democratic Accountability Survey
				DCP follow-up Survey
OUTPUT 1: *At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women, children, and people with disabilities*				
Activity Level Result 1.1 Interactive human rights and skills-enhancing education for good governance, the right to development, and solidarity-based demands	Proportion of public who are able to demand their rights many times or at least once	N: 4; R 4.6, U 5.8; F 3.1, M 4.9	33 for each	Democratic Accountability Survey
	Proportion of people understanding the link between human rights and service delivery in education, housing, health, water, food	65.9 47.4, 64.3 58.7; F 63.4, 44.8, 62.0, 60.6, 56.4; M 65.9, 47.4, 64.3, 63, 58.7	80 for each	
Activity Level Result 1.2	% of people indicating improvements regarding	N: 54.8 45.2 45.6 44,	65 for each	DCP Follow-

Scaled up creation of a critical mass to animate the demanding of good governance, basic social services, and basic services	access to food, shelter, infrastructure, education, health services, basic resources, employment	35.5, 31.9, 15: R: 53.9, 44.2, 45.7, 54.4 41.1 40.7, 21.1; U: 63.1, 44.8, 45.6 54.4, 41.1, 40.7, 22.1: F: 53.2, 44.7 48.1, 46.1, 39.5, 32.5, 16.9; M: 56		up Survey
Activity Level Result 1.3 Scaled up and deepened interactive demands on local Government service providers	✚ % of public who feel their views are not taken on board following consultation on any public decision at local government	N:38.0; F: 36.7 M: 39.7	20 for each	Democratic Accountability Survey
Activity Level Result 1.4: Solidarity-based demands for the realisation of the rights of the most disadvantaged	✚ % of DCP-served communities per district demanding benefits and improvements for the most disadvantaged	No baseline, but knowledge below 50% for all tested rights	65 of 1st year baseline	Democratic Accountability Survey
Activity Level Result 1.5: Community and district-level paralegal services	✚ % of people rating traditional structures as the most effective compared to formal institutions	81	60	DCP Follow-up Survey
Activity Level Result 1.6: Radio and print media information and education for Activity Level Result 1.1 to 1.5	✚ Same as for Activities 1.1 to 1.4	Same as for Activities 1.1 to 1.4	Same as for Activities 1.1 to 1.4	Same as for Activities 1.1 to 1.4
OUTPUT 2: : *At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women, children, and people with disabilities*				
Activity Level Result 2.1 Scaled up and deepened interactive education on fair trade, labour practices, and consumer protection especially for the youth	✚ % of communities demanding fair trade, labour and consumer protection	DCP-related anecdotes	70	DCP Progress and Evaluation Reports
Activity Level Result 2.2 Concerted communities sharing of skills to protect the rights of children and other vulnerable groups	✚ % of the 2,446 group villages reporting protection of children and other vulnerable groups	DCP-related anecdotes	70	DCP Progress and Evaluation Reports
Activity Level Result 2.3 Concerted community action for the availability of wealth-creating schemes and transfer of requisite skills	✚ % of DCP-served communities indicating benefiting from wealth-creating schemes	Isolated DCP-related anecdotes	70	DCP Progress and Evaluation Reports
Activity 2.4: Radio and print media information and education for Activities 2.1 to 2.3	✚ Same as for Activities 2.1 to 2.4	Same as for Activities 2.1 to 2.4	Same as for Activities 2.1 to 2.4	Same as for Activities 2.1 to 2.4
OUTPUT 3*: Community members facilitating voter education for the right to development and good governance, particularly*				

for the progressive potential of women and children				
Activity Level Result 3.1 Voter education by DCP CBEs and specialist organisations	% of public who are knowledgeable about the electoral process	N: 49.7; R: 45.4, U: 64.2; F: 44.0 M: 56.8	70 for each	Democratic Accountabilit y Survey
Activity Level Result 3.2 Debate on local priorities	% of public who feel their views are not taken on board following consultation on any public decision at local government	N: 38.0; F: 36.7. M: 39.	20 for each	Democratic Accountabilit y Survey
DCP Radio programmes on voter education	Proportion of people indicating media as source of electoral information	No data	20% increase on 1st year baseline	DCP Records
Interactive demands from elected duty bearers	% of people finding it easy to have their voices heard after and between elections	N: 11; R: 11 U: 10, F: 10, M: 12	33 for each	Afrobaromete r
OUTPUT 4: *Effective and efficient management, partnership formation and monitoring and evaluation of the Programme*				
Activity Level Result 4.1 Partnership formation for the implementation of the programme	Number of strategic partners facilitating the meeting of demands by DCP-supported communities	1	3	DCP Records
Activity Level Result 4.2 Developed technical, logistical and material capacity for stakeholders	% of implementation partners indicating increased satisfaction with support from DCP	100	100	DCP review and evaluation reports
Activity Level Result 4.3 Oversight and inputs from PSC and Stakeholder Forum, **audits**	% of PSC, SHF, and audit recommendations closed per reporting period	No data	100	PSC and Stakeholder Forum minutes
Activity Level Result 4.4 Support of stakeholder-initiated activities	Average % funds absorption rate per year	92%	97%	DCP Records
Activity Level Result 4.5 Skills transfer on HRBAP and RBA	Proportion of DCP programme staff and implementation partners trained or refresher-trained in RBA and HRBA	No records	100 (DCP); 97 (Partners)	DCP Records
Activity Level Result 4.6 Human rights-based and results-based Monitoring and evaluation	Established and functioning RBA and HRBA M and E system Proportion of communities engaged in iterative assessments, and analyses 1 M&E officer recruited and fielded	0 No data	1	DCP Records
Activity Level 4.7 UNDP's quality assurance, management and coordination	Proportion of timely disbursements to DCP Proportion of closed audit recommendations per reporting period	No systematic records	80 100	

As DCP IV is aligned to UNDAF directly through UNDAF indicators, its targets are generally in line with the UNDAF. On specific indicators related to the DCP's baseline

and other 2012 data,[16] the targets for DCP 2012-16 are higher than those in UNDAF. There are two reasons for this. First, DCP IV restricts its indicators and targets to the components of the right to development as indicated in section 30 of Malawi's Constitution. Second, many of DCP IV targets are specific to the communities where the various geographically-oriented indicators will be expected.

7. Resource Framework for DCP IV

Unlike DCP III, DCP IV will raise funds to supplement its UNDP-assured resources. In this regard, the Programme will implement a resource mobilization strategy, in addition to exercising prudence on resources.

7.1 Resource Requirements

The strong view among stakeholders, supported by the analysis of DCP III uptake of funds, was that the project could absorb and efficiently and effectively use an average of between US$3 million to US$5 million a year in its five-year duration. Although DCP can absorb more than it took under DCP III, the Programme's niche has always been manifested by its efficiency and effectiveness, qualities that should not be compromised. It is a matter of principle that the Programme avoids becoming a disburser of funds that do not achieve results efficiently and effectively. DCP will therefore maintain its ability to demonstrate cogent contribution to democracy consolidation and the progressive realization of the right to development. At the same time, DCP IV will not become unnecessarily constrained, as was the case for DCP III.[17] Under DCP III, activities community members were sometimes slowed down, due to shortage of fund.

In addition to the fact that DCP III had much unmet demands, the following factors suggest an increase in the annual budget for the Programme

- The need to deepen the programme through a progression that will involve accessibility and acceptability of resources;
- A completely new output on voter education;
- The need to increase geographical spread for all outputs;
- The need not to frustrate implementation by communities;
- An increase in programming staff by at least one specialist; and
- Rising inflation and a trouble country economy.

Considering that Output 3 will be included in the Programmme with separate funding sources, the Programme will need more resources in 2013 and 2014 to support the tripartite elections scheduled for 2014. This additional amounts are included in the

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[16] . Blessings Chinsinga, Richard Tambulasi, Sidoni Konyani, Lawrence Kazembe, DCP III Civic Education Follow-up Survey Report, Draft (Lilongwe; CSR and DCP, 2012); NSO, Baseline Survey on Democratic Accountability in Malawi – Draft Report (Zomba; Government of Malawi, 2012

[17] . Garton Kamchedzera and Edge Kanyongolo, Evaluation of the Democracy Consolidation Programme (DCP) Phase III (Lilongwe; DCP, 2011)

overall budget calculation of the DCP Programme. Therefore a midpoint between US$3 million and US$5 million, US$4 million, is feasible. This gives the Programme an average annual budget of US$4 million, totaling US$20 million for the Programme's five-year duration. As a Programme, DCP can handle a budget double the size under DCP III.

7.2 The Phased Approach and Strategic Allocation of Resources

The allocation of resources in DCP IV will depend much on the Programme's phased approach with regard to its aims to widen and deepen its results. DCP IV can deepen with varying degrees in 19 districts where DCP III implemented its Output 1. DCP IV will not pull out from these districts. Instead, it will aim at progressive realisation and consolidation of its results. Seven of the 19 districts have had three years of DCP III's Output 1 implementation, with a further 7 having done 2 years and 5 only 1 year. Output 1 for DCP IV is similar to DCP III's Output 1, except for two activity level results. The first activity level result is on demand of local government services, which as DCP III's Output 3 reached only 6 districts. The second activity level result that is different from DCP III's Output 1 is the solidarity-based demands for the realisation of the rights of the most disadvantaged. Although demanding of local government services only reached 6 districts under DCP III, the activities and results are of a nature that can build on DCP III's Output 1 results. Similarly, solidarity-based demanding of basic social services can build on the results attained in the 19 districts where Output 1 was implemented at the community level, in addition to media-based activities and inputs.

Output 2 of DCP IV can be deepened only in 13 Districts, while DCP IV's Output 3 would be new in all districts. Output 3, further, will involve implementation partners versed in voter education, most of whom were not among the implementers of DCP III. Output 4, being about management, capacity development for partners, partnership formation, and monitoring and evaluation will be implemented in all the 28 districts.

The agreed position among DCP IV stakeholders is that the first year will largely be about deepening and consolidation of the results attained under DCP III. Under Output 1, the results and activities will remain largely the same.

Table 7.1: The Phasing of Activity Results under Output 1

OUTPUT 1: At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women, children, and people with disabilities						
Activity Result	Number of Districts Per Implementation Mode and Year					
	Mode	Year 1	Year 2	Year 3	Year 4	Year 5
Activity Result 1.1 to 1.4 • Interactive human rights and skills-enhancing education for good governance, the right to development, and solidarity-based demands	*Scaling Up*	0	5	4	0	0
• Scaled up creation of a critical mass to animate the demanding of good governance, basic social services, and basic services • Scaled up and deepened interactive demands on local Government service providers • Solidarity-based demands for the realisation of the rights of vulnerable groups	*Deepening*	19	19	24	28	28
Radio and print media education for Activity Results 1.1 to 1.4	Deepening	28	28	28	28	28

The following table shows the phasing under the Programme with regard to Outputs 2 and 3:

Table 7.2: The Phasing of Activity Results under Outputs 2 and 3

OUTPUT 2: : At least 70% Group Villages in 28 districts demanding fair labour practices, especially for women and the youth, and markets and consumer protection						
Activity Result	Number of Districts Per Implementation Mode and Year					
	Mode	Year 1	Year 2	Year 3	Year 4	Year 5
Activity Results 2.1 to 2.3 • Scaled up and deepened interactive education on fair trade, labour practices, and consumer protection especially for the youth • Concerted communities sharing of skills to protect the rights of children and other vulnerable groups • Concerted community action for the availability of wealth-creating schemes and transfer of requisite skills	*Scaling Up*	0	7	7	1	0
	Deepening	13	13	20	27	28
Radio and print media education for Activity Results 2.1 to 2.3	Deepening	28	28	28	28	28
OUTPUT 3: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of women and children						
Activity Result 3.1 to 3.4 ▪ Voter education by DCP CBEs and specialist organisations ▪ Debate on local priorities ▪ Radio programmes on voter education ▪ Interactive demands from elected duty bearers	*Scaling Up*	0	9 for Activity 3.1 and 5 for all others	4 for activities	0	0
	Deepening	19	0	28	28	28
Activity Results 3.5: ▪ Radio and print media education for Activity Results 3.1 to 3.4	Deepening	28	28	28	28	28

Results under Output 2 follow those under Output 1, in geographical terms. It is desirable that the implementation of Output 3 inputs and activities also follow Output 1. If this was followed strictly, Output 3 would get to 24 districts by 2014, the year of the elections, with regard to voter education. However, as DCP IV will not exclusively depend on its community-level structures to implement voter education, the Programme will expand by 9 districts for that Activity Result in 2013. Although that activity will cease after May, 2014, the rest of the activities under the output will continue, reaching 28 districts in the final year of the Programme.

With regard to the allocation of the budget per output and year, DCP IV is informed by DCP III. Approximately, the budgetary spread of DCP III, at its most

Figure 7.1: Approximate % Budgetary Expenditure Under DCP III

31
45.2
22.5
1.6

■ Output 1
■ Output 2
■ Output 3
■ Output 4
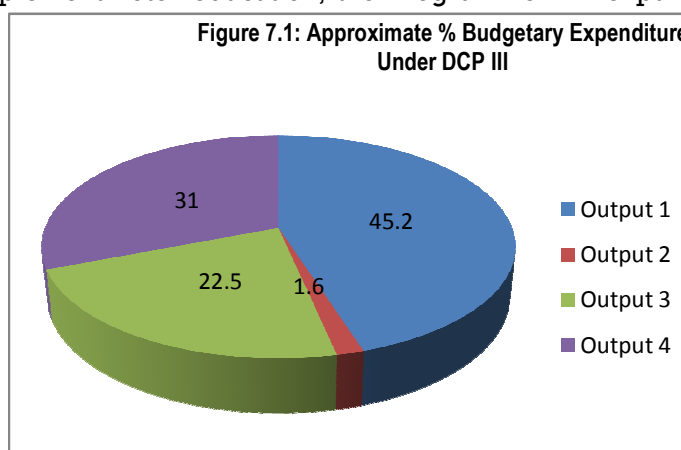
optimum level, per outputs was as in Figure 5.1.

In the first year, without geographical expansion, DCP IV will not need to undertake much training, which takes much of the cost. In the second year, DCP IV's Output 3, on elections, is likely to demand much expense, likely more than what was demanded by DCP III's Output 3. In the same year, however, there will be expansion to at least 5 new districts with regard to Output 1 and 5 out of the 19 that DCP III reached. Subject to significant changed circumstances, the Programme will follow the distribution ratios involved in Figure 6.1

Some of such significant changed financial demands can be anticipated from the onset. Year 1 of the Programme will overlap with some of the activities under DCP III, at least until 31 March, 2012. Allocating US$2 million to this year will therefore in effect increase the Programme's budgetary flexibility for the remaining 9 months. With the exception of activities under Output 3, this will help allow a smooth transition and connection between DCP III and DCP IV. In addition, remaining with the assured budget of US$2 will allow the Programme to raise the funds that will be needed for Year 2 and other consequent years

The Programme's Year 2 and 3 are likely financially to pressurize the Programme mainly with regard to Output 3, as the country nears and conducts elections. Simultaneously, Output 1 will spread to 5 districts in each of those years and further deepen in the initial 19 districts. Similarly, Output 2 will widen to 15 more districts in those years, as it deepens in its initial 13 districts. Years 2 and 3 are hence likely to require above average expenditure for the Programme.

Years 4 and 5 will likely be characterized respectively by the optimization and winding up of the Programme's activities. By Year 4, there will not be much expense devoted to the creation of a critical mass, which requires the highest budgetary expenditure. By that time, further expansion of the critical mass will be based much on animation. Although Year 5 will have some of the activities wound up, there will be two expensive activities: an updated baseline survey and a final evaluation.

Table 6.3 shows the minimum budgetary needs of the Programme and annual shortfalls, per output for its five year span, with an assured US$ 700,000 per year from UNDP and approximately USD $ 3,490,400[18] from the Government of Norway.

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[18] Norwegian funding is subject to parliament approval for 2014-2016 and can vary based on exchange rate.

Table 6.3: Minimum Budgetary Needs for DCP 2012-2016				
Year 1 (2012)				
Budget	**UNDP**	**One UN**	**Norway**	**Shortfall**
2,665,053	500,000	200,000	698,080	1,266,973
Year 2 (2013)				
4,086,058	500,000	200,000	698,080	2,658,783
Year 3 (2014)				
4,996,924	500,000	200,000	698,080	3,578,649
Year 4 (2015)				
4,068,462	500,000	200,000	698,080	2,641,188
Year 5 (2016)				
4,281,946	500,000	200,000	698,080	4,309,699
TOTAL				
20,098,443	**2,500,000**	**1,000,000**	**3,490,400**	**13,106,041**

7.3   Resource Mobilization Strategy

All previous phases of the DCP have been organised around the concept of pooled funding, managed by the UNDP. Resources for the fund have, in those phases of the Programme, been provided by the Government of Malawi, UNDP, Norway, Sweden, the Netherlands and Finland. In the last phase of the Programme, (DCP III), new funding was provided only by the Malawi Government, UNDP and Norway. At its start, the Programme was able to mobilize only 59.9% of the resources required to meet the demands of its initial budget.

At such a rate of resource mobilisation, DCP IV would suffer from having inadequate resources. This entails an effective resource mobilisation strategy for the Programme. Informed by previous constraints on resource mobilization and current realities of the funding environment, DCP IV will include a robust resource mobilization strategy aimed at meeting budgetary demands adequately and efficiently. In this regard, the Programme will implement a resource mobilization strategy with the strategic goals, objectives and activities as indicated in Table 6.4. In case required resources will not be mobilized, the programme will be able to adjust activities without sacrificing the core aspects of the programme. The previous phase had curtailed its national outreach ambitions following similar circumstances.

Table 7.4: Resource Mobilisation Plan for DCP IV

| Resource Mobilisation Strategic Objective: Sufficient availability and flow of funds from contributors to implementers at various levels.						
Strategy	Activities		Indicators	Targets [		
	No	Activity				
					Target	Deadline
1 Agreement with RNE, UNDP and Government of Malawi to increase contributions	1.1	Proposal for increased funding based on PSD	Funding proposals based on funding gaps		25% of current assured	30 June, 2012
	1.2	Meeting between PSC, RNE, and UNDP	Revised Tripartite agreement		Before 30 march, 2012	30 May, 2012
	1.3	Revised 5 year budget reflecting available funding	Revised budget		Current + its 25%	30 June, 2012
2 Agreement with Malawi-based and non-Malawi-based donors to input into DCP's Pool + Global Resource Mobilization Strategy with UNDP HQ	3.1	Proposals to contributors that withdrew after DCP I	Proposals		25% of current assured	30 August, 2012
	3.2	Proposals to other donors through the UN funding system	Proposals		Same as 3.1	30 August, 2012
	3.3	Extra donor funding report	Report		Timely submission	As agreed
	3.4	Accountability reports	Number of donor reports		Timely submission	30 August, 2012
3 Agreement with willing private companies and philanthropic partners to input into the DCP Pool	3.1	Proposals on areas of mutual benefit for DCP and private companies	At least 5 Proposals		25% of current assured	30 October, 2012
	3.2	Private sector and philanthropic partners round table to introduce DCP IV and funding proposals	MOUs on funding with private sector and philanthropic partners		30 June, 2012	31 October, 2012
	3.3	Disbursements to DCP funding pool	Amount contributed by private and philanthropic partners		30 October, 2012	1 January, 2013
	3.4	Accountability reports and shared information	Number of quarterly, biannual, and annual reports sent		Timely submission	From June, 2012
4 Adequate Funding for Output 3	4.1	Disbursement by UNDP	Amount secured from UNDP		At least 22.5% of current assured	30 June, 2012
	4.2	Proposals to other donors	Amount by other elections donors		Timely submission	31 December, 2012
	4.3	Accountability reports	Number of donor reports		Timely submission	As agreed

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5	Steady flow of funding to partners	5.1	Training on UNDP funding modalities for partners	Number of key partners trained	30 June, 2012	31 October, 2012
		5.2	Advance planning by partners	Number of partners submitting proposals a quarter before implementation	From 1 April, 2012	From 1 July, 2012

8. Management Arrangements

8.1 Organization and management scheme

The organization and management scheme of the Programme will be based on a tripartite arrangement among the Malawi Government, the UNDP, and other development partners. The Programme will be nationally executed with the Office of the President and Cabinet (OPC) as the implementing partner. It will be guided by a Programme Steering Committee (PSC) comprised of representatives of various categories of stakeholders.[19] Development partners will be engaged through frequent field visits. For active funding partners, UNDP will install consultative meetings before a meeting of the PSC in order to bring their issues on the agenda and report back accordingly. Minutes of the PSC will be shared with active funding partners. The following figure presents the diagrammatic representation of the structure.

Figure 8.1.   DCP 2012-16 ORGANISATIONAL STRUCTURE

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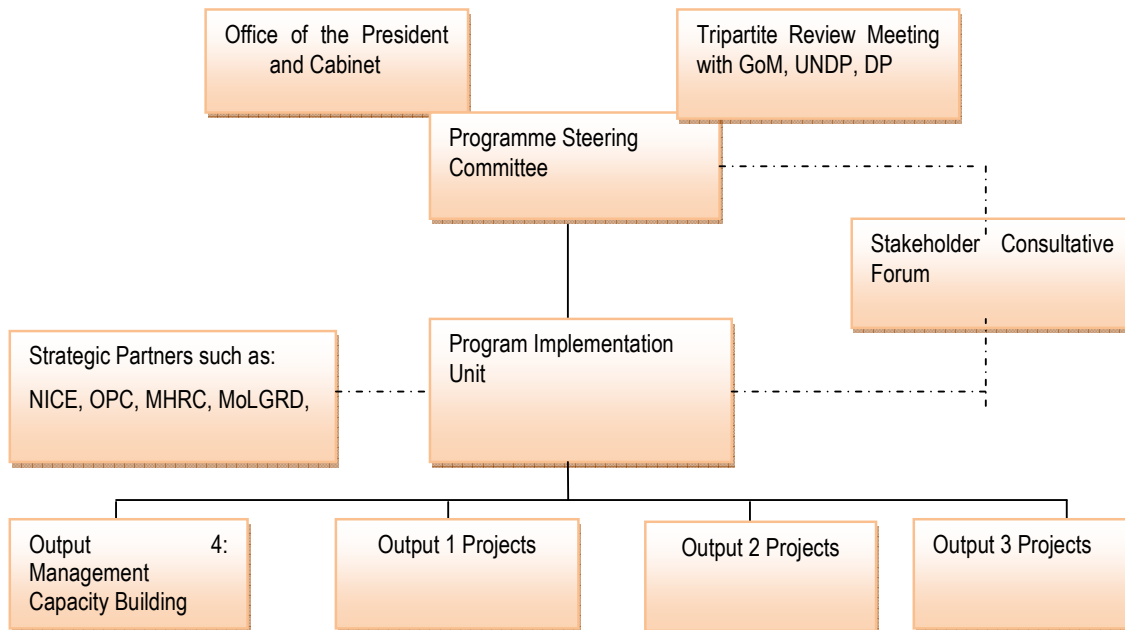
[19]   The Chief Secretary to the President and Cabinet, Secretaries for Justice and Constitutional Affairs, Internal Affairs and Public Security, Local Government and Rural Development, Education, Science and Technology, Industry and Trade and Labour, Registrar of the High Court, Clerk of Parliament, Malawi Human Rights Commission (representing Constitutional Bodies of Governance), Council for Non Governmental Organisations in Malawi, Human Rights Consultative Committee and Malawi Human Rights Resource Centre (representing CSOs) and UNDP (observer - representing development partners). UNDP will ensure pre-steering committee consultation with funding partners.

The PSC will have oversight, advisory, policymaking, and controlling roles. Below the PSC will be the Programme Implementation Unit (PIU), and the Stakeholders' Consultative Forum (SCF) which will be an advisory and consultative forum to assist the PSC and act as a discussion partner to the PIU. Consisting of all implementing partners and key collaborating partners at all levels the Stakeholder Consultative Forum will meet at least bi-annually. Through this Forum, DCP IV will like DCP III facilitate wide participation in the coordination and monitoring of the Programme, particularly through the sharing of experiential knowledge and lessons learnt.

The organisation and management scheme of the DCP IV, like that of DCP III, will be based on a tripartite arrangement among the Malawi Government, the UNDP, and collaborating development partners such as the Kingdom of Norway. Within that scheme, the Malawi Government, through the Office of the President and Cabinet, will be the responsible implementing agency.

8.2 Role of the Program implementation Unit (PIU)

The program management office will be responsible for the coordination, planning, implementation and monitoring and evaluation of sub-contracted projects. The PMO will be accountable for the financial management of the project and reports back to the UNDP and Development Partners. The PMO will also be responsible to roll out a transparent selection process of Non Governmental Organizations, Civil Society Organizations and other subcontracted implementing partners to implement activities on the ground. The PMO is the coordinating agent for partnership development and will host the M&E system

The PMO will have 10 staff members, one Program Manager, one Deputy Program Manager, one Planning Officer, an M&E Specialist, two Accountants, two Secretaries and two Drivers. These will be remunerated from the project resources. The PIU will operate separately from the general Government system, except for its linkage to the OPC government organ responsible for the Programme.

8.3 Arrangements for cash transfers to the project and any related assurance activities

Based on approved Annual Work Plans (AWPs), UNDP will make cash transfers, according to the National Implementation (NIM) modality and following the procedures of the UN Harmonised Approach to Cash Transfers (HACT).

Cash transfers for activities in AWPs can be made by UNDP using the following modalities:

   a) Direct cash transfers whereby cash is transferred directly to the Implementing Partner (DCP Progamme Office) prior to the start of activities based on agreed cost estimates;
   b) Reimbursements whereby the Implementing Partner is reimbursed for expenditures agreed prior to the costs being incurred; and
   c) Direct payments to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. The National Project Coordinator/ Manager will be responsible for preparing and submitting monthly financial reports and requests for quarterly advance funds to UNDP. The financial reports and requests are to be submitted according to the Funding Authorisation and Certificate of Expenditures (FACE) standard format due on the 10th day of the subsequent month. Delays in submission may negatively impact the access to future advances. No new direct cash transfers will be made until at least 80% of prior advances have been satisfactorily reported against. If the implementing partner does not fully liquidate any advances made for a period of within 5 months, UNDP will suspend any further Direct Cash Transfer until the Implementing Partner clears all outstanding Direct Cash Transfer.

Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP shall not be obligated to reimburse expenditures made by the implementing partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the implementing partner and UNDP, or refunded.

As per HACT procedures, UNDP will conduct HACT assurance activities including spot checks and onsite reviews on a regular basis based on the findings of HACT micro-assessments.

DCP will be responsible for the management of a project specific bank account where the advance of basket funds will be deposited by UNDP on a quarterly basis. Based on the quarterly work plan prepared by DCP, UNDP will review the request for advance and disburse the appropriate amount. The National Project Coordinator, the DCP program manager, will be accountable for the use of funds advanced to the project according to agreed upon work plans. DCP will be expected to maintain books of accounts in accordance with UNDP's NIM accounting and reporting guidelines.

In terms of the rates applied for Daily Subsistence Allowances (DSA), the harmonized DSA guidelines as stipulated in the guidance note effective 15 August 2011 will be strictly applied. UNDP will make sure that the correct rates are applied and inform DCP accordingly whenever the rates are adjusted.

8.4 Audit arrangements

If the annual expenditures of the project exceed US$ 100,000 then the programme will be subject to an annual audit exercise. The audit findings will be shared with the Government of Malawi and other stakeholders.

IPs are required to provide appropriate management responses to all audit recommendations. All action plans emanating from the audit recommendations and findings will be implemented in the provided time period. If an IP has qualified audits for two consecutive years or rated higher than Significant Risk by HACT assurance activities, UNDP will suspend Direct Cash Transfer. This case will also warrant a HACT special audit to provide adequate assurances to UNDP in terms of financial accounting. This arrangement would remain into force until UNDP is satisfied that necessary steps have been taken to ensure that the implementing partner has re-gained adequate accountability and internal controls for the receipt, recording and disbursement of cash transfers, proven

by HACT assurance activities or Micro-assessment. UNDP reserves the right to conduct HACT special audits when in-depth analysis on financial accountability is required.

The 2010 macro-assessment of the public financial management system pointed to limited capacity of the National Audit Office (NAO). Therefore, audits of UNDP-funded projects will be conducted by pre-qualified private audit firms until there is adequate capacity in NAO to carry out the audits. The NAO will be consulted in engaging the private audit firms and will be invited to sit on committees assessing proposals from audit firms to conduct scheduled audits and special audits. Audit reports shall be shared with NAO for their records and to ensure that they meet the required national/international standards.

8.5`Description of assurance mechanisms

UNDP will play an important role in ensuring that the required formulation and appraisal procedures are followed and that ATLAS project management is properly activated. Assurance mechanisms will be realised through the project board, which is a multi-sectoral, government-led committee comprised of focal points from various ministries, UN agencies, International NGOs, and Civil Society Organisations. UNDP will also conduct HACT spot checks and onsite reviews in line with the approved HACT assurance plan of the UN system.

8.6 UNDP support services

Upon request by Government, UNDP may provide services in the following areas:

- Identification, assistance with and/or recruitment of long-term or short-term technical personnel in accordance with UNDP rules and regulations.

- Procurement of specific goods and services for the programme in cases where UNDP has a competitive advantage, e.g. import of specific goods or services from abroad. However, in general procurement will be done using national procurement systems and procedures where possible as long as key principles of competitiveness, accountability and transparency are followed.

- Identification and facilitation of training activities.

- Providing relevant information and technical advice obtained through UN global information systems, UN Knowledge Networks, Regional Centres and other UNDP

  Country Offices, e.g. rosters of consultants and providers of development services.

In case of specific implementation support services (ISS), including recruitment, procurement and other administrative matters provided upon request, the costs of NDP's support will be charged according to the UNDP corporate Universal Price List.

8.7 Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables

The logos on project deliverables should be that of the IP and of UNDP. Where there are Additional. Requirements for inclusion of logos from specific donors, this should be explicitly outlined in the donor agreement, and communicated to personnel overseeing the production of deliverables to ensure compliance.

8.8 Legal Context

This project document is the instrument referred to in Article 1 of the Standard Basic Agreement between the Government of the Republic of Malawi (herein called the Government) and the United Nations Development programme (herein called UNDP) signed on 15th July 1977.

This document together with the UNDAF AP signed by the GoM and UNDP which is incorporated by reference constitute together with a Project Document as referred to in the SBAA and all UNDAF AP provisions apply to this document.

Consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;

b) Assume all risks and liabilities related to the implementing partners security, and the full implementation of the security plan

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan where necessary. Failure to maintain and implement an appropriate security plan required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

Based on agreement between the signatories, revisions may be made to the Project Document to cater for increases in costs due to inflation or as a result of the need for expenditure flexibility.

9. Monitoring and Evaluation Framework

DCP IV is largely based on indicators captured in the 2011 DCP baseline survey on civic education, just like DCP III was based on a precursor to the 2011 survey. Similar to DCP III, DCP IV sets out as a human rights and results-based Programme in its approach. Similarly, it continues the interactive methods reminiscent of DCP III focusing on the development, transfer, and use of skills to demand the realization of the right to development.

DCP IV, however, differs from DCP III in five material aspects with regard to monitoring and evaluation, based on the recommendations made in the evaluation of DCP III.[20] . First, it specifically requires a focus on good governance and democracy to result in the realization of the right to development. Second, it explicitly refers to vulnerable groups. Third, it insists on a framework that guides the monitoring and evaluation of results chains in relation to the synergy of identified causes in the situation analysis. Fourth, the Programme includes post-implementation monitoring of previous DCP phases. Fifth, DCP IV will, for the first, time, have a monitoring and evaluation specialist.

In relation to the UNDAF and CPD indicators the DCP will provide data on outcome performance by collecting data on selected districts in 2015. The baseline for these indicators was established in 2006 and follow up data collected in 2011[21].

9.1   Monitoring and Evaluation Objective and Principles in DCP

The objective of monitoring and evaluation under DCP IV is facilitation of a human rights and results-based tracking and responsiveness of the progressive realization of the right to development through the demanding of performance of correlative duties and good governance.

Monitoring and evaluation in DCP IV will be guided by five principles, again based on the recommendations made by DCP III's evaluation:

- Tracking of progress will be based on core elements of the right to development and human rights principles in focus and style;
- Reporting on results will refer to targets and the totality of the results chain, to ensure clear progress towards the outcome;
- Reporting will be on quantifiable results and indications of economic and social transformation in communities implementing the Programme;
- There will be distinct reporting on current activities and results as well as the sustainability of results from completed activities, to ensure proper consolidation of achieved results.
- Community members will be involved in monitoring and evaluation;

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

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[20] . Garton Kamchedzera and Edge Kanyongolo, Evaluation of the Democracy Consolidation Programme (DCP) Phase III (Lilongwe; DCP, 2011)

[21] UNOPS Baseline Survey for Civic Education in Malawi – Final Report May 2006; Centre for Social Research, Zomba, Follow up Survey on Civic Education in Malawi 2011

<u>Within the annual cycle</u>

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the DCP Project Manager to the Project Board through Project Assurance.

- ➢ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

- ➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

- ➢ The Monitoring schedule will include joint field visits with UN agencies (UNICEF, UNFPA, ILO) and funding partners.

<u>Annually</u>

- ➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- ➢ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

- ➢ **End Program Evaluation**: At the end of the program cycle and not later than 2016 an end of program evaluation will be conducted by independent evaluators.

9.2 DCP IV Objectives and Indicators

The gist of monitoring in DCP IV will be characterized by adherence to a human rights-based approach and results-based management. From a human rights-based approach, the Programme will track indicators at the input and activity level results level that track progress from availability of goods and services to their accessibility and acceptability by community members. The tracking of progress will also ensure that benefits reach vulnerable groups, such as children, the youth, women, and people with disabilities. In addition, in line with section 30 of the Constitution and the human rights principle of the

universality of human rights and non-discrimination, evidence will be sought to indicate whether disparities are eradicated in communities. In addition, the tracking of progress will check the presence and influence of the voices of vulnerable and marginalized groups.

From a results-based management perspective, DCP IV will track the synergy of results and their response to the situation analysis. The monitoring of results will entail checking that inputs and activities results into the Programme's four outputs. At the input and activity level, the indicators will be both quantitative and qualitative. The relevance of the results at the output level will further be tracked for two purposes. The first will be to ensure that the output level results augment each other. The second will be to check whether and the extent to which the results lead into the Programme's outcome. The results at the outcome level will further be checked to ensure that they input into the MGDS goal on democratic governance, and overall contribution to the governance goals expressed in Vision 2020 and the Constitution. At the Constitutional level, a key indicator will be the quality of rural life and the urban poor.

In addition, to augment the output level indicators, the monitoring of results in DCP IV will entail tracking the degree of the widening and deepening of programmatic experiences under DCP IV. The widening of the Programme will be measured by the growth and quality of a critical mass, the key catalysts of change and development at the community level. The training of selected community members will be preceded by learning and skills needs assessment and succeeded by post-training monitoring, to gauge the effectiveness of the training. Community members trained and active in iterative processes and animating other communities will be monitored closely. This will include checking any loss of members of DCP community level structures due to death, mobility, or other reasons. The Programme will further facilitate the exchange of experiential knowledge among SCP structures across communities and districts. The second set of indicators that will be monitored will be a set of sustainability factors such as changing gender roles and relationships and the level of ownership of programmatic activities and results.

Table 8.1 presents the DCP IV indicators by level of result and the objectives of the monitoring and evaluation framework.

Table 9.1: DCP IV Indicators by Result Level and M and E Objective

No	M and E Objective	Level	Indicators
1	Gauging of the growth of a critical mass for the Programme	Input and Activity	⬥ Frequency of iterative assessments analysis, and action-taking processes ⬥ Number of inter-community exchange activities per community ⬥ Number villages animated per DCP structures ⬥ Number of CBEs per group village
		Output	⬥ Number of group village-based DCP structures established ⬥ % of group villages per district initially animated by other communities ⬥ % of group villages subsequently not dependent on other communities for animation ⬥ % of DCP-supported group villages sharing lessons learned ⬥ Number of CBEs trained and engaged in voter education ⬥ Number of DCP-supported group villages involved in debates on representation
		Outcome	⬥ % of group villages per district covered by DCP

			♣ Ratios of CBEs, RLCs, and CRCs per district population
2	Gauging of progress from availability of goods and services to their accessibility and acceptability by community members and improvements in fair trade and labour practices, consumer protection	Input and Activity	♣ Indications of reduction of distance between basic service facilities ♣ Indications of noted improvements in attitudes of service providers ♣ Indications of increase in availability of public goods and services ♣ Indications of reduction in household level poverty ♣ Indications of political and other representatives made to account
		Output	♣ Proportion of people indicating improvements regarding access to food, shelter, infrastructure, education, health services, basic resources, employment ♣ Proportion/extent of people in areas with DCP community structures not merely turning to themselves to access services ♣ % of DCP-served communities indicating benefiting from wealth-creating schemes ♣ % of DCP-served communities reporting protection of children and other vulnerable groups ♣ %s of DCP-served communities demanding fair trade, labour and consumer protection ♣ % of DCP-served communities indicating progress on having their voices heard after and between elections
		Outcome	♣ Number of policy suggestion/initiatives based on community demands
3	Checking whether disparities are progressively eradicated	Input and Activity	♣ Qualitative/quantitative indications of whether benefits reach vulnerable groups, such as children, the youth, women, and people with disabilities ♣ Qualitative/quantitative indications of positive changes in gender roles and stereotyping ♣ Qualitative/quantitative indications of community and district level responsiveness to the voices of marginalized or vulnerable
		Output	♣ Proportion of DCP-served communities per district demanding benefits and improvements for the most disadvantaged
		Outcome	♣ Proportion of DCP-served communities per district reporting benefits and improvements for the most disadvantaged
4	Checking the degree of sustainability of activities and results	Input and Activity	♣ % of established DCP community structures operating per year ♣ Qualitative/quantitative indications of gender balance in DCP structures ♣ Qualitative/quantitative indications of satisfaction with the appropriateness of DCP-supplied technology ♣ Qualitative indication of ownership of Programme activities and results ♣ Qualitative/quantitative indications of DCP sensitivity to environmental protection
		Output	♣ % of community members trained by implementation agencies still participating at least 6 months following training ♣ % of community members trained by fellow community members in ♣ % of DCP structures indicating ownership of Programme activities and results ♣ Number of DCP structures indicating ability to initiate Programme activities
		Outcome	♣ Policy reviews or change in response to community demands
5	Post-implementation Monitoring	Input and activity	♣ Indications of maintenance of facilities and services obtained under DCP III and governance ♣ Year-end indication of services and facilities under DCP IV
		Output	♣ % communities reporting continuation with activities to maintain post-DCP III results ♣ % of communities undertaking activities to improve the quality or build on previous year results under DCP IV

			Outcome	✦ Policy reviews and change of complementary Programmes	
6	Establishment of first year baselines and overall reporting on progress		Input and Activity	✦ Number of people trained for DCP outputs per group village	
			Output	✦ Number of implementation staff trained as trainers in DCP IV-based M and E ✦ % of implementation staff trained as trainers in DCP IV-based M and E still implementing DCP ✦ Baseline database on state of critical mass at the end of 2012 ✦ M and E specialist in position ✦ M and E annual plans ✦ Financial audits ✦ Reviews: Quarterly, mid-year, annual	
			Outcome	✦ Mid-term review/programme audit ✦ Final evaluation	

9.3 DCP Results-based and HRB Monitoring and Evaluation System

These indicators will be monitored through a system linked to DCP's management structure. Each key body in DCP will have clear monitoring roles and tools that will contain the results of the monitoring and evaluation of the Programme. Table 8.1 presents the various monitoring roles of key bodies in DCP and the key means and other tools to carry out monitoring and evaluation tasks.

Table 9.2: M and E Roles for DCP IV

Actor			M and E Roles			Key M and E Tools
			Summary Role		Sub-Roles	
1	PSC	1	Exercise oversight to ensure that output ad outcome results progressively input into the MGDS	1.2	Exercise oversight on the PMO and the entire Programme	✦ PSC meetings
				1.3	Ensure tracking of progression on outcome-related results towards MGDS, Vision 2020, and the Constitution	
				1.4	Initiate and oversee policy response to expressed claims from communities, as distilled by the PMO	
				1.5	Ensure the operation a feedback based on its decisions to communities	
				1.6	Oversee a mid-term review of the Programme	
				1.7	Oversee a final evaluation of the Programme	
2	UNDP, GoM, RNE and other donors	2	Ensure results-based accountability	2.1	Collaboratively provide quality of collaboration to PMO to ensure improving quality of programming and programme results	✦ Tripartite meetings
				2.2	Ensure that PMO makes due account of the utilisation of Programme funds	
3	PMO	3	Facilitate	3.1	Involve stakeholders in drawing up annual workplans	✦ Quarterly

			progressive inputting of activity level results into outputs, and outputs into DCP IV outcome		for the Programme		reports 🔸 Biannual reports 🔸 Annual reports 🔸 Donor reports 🔸 Survey and study reports 🔸 Monitoring trip reports
				3.2	Undertake PSD-based appraisals of partners and project suitability	
				3.3	Provide and facilitate technical, logistical, and financial M and E support and capacity development for partners	
				3.4	Facilitate quality of programming and programming results among partners	
				3.5	Facilitate that results at the input level progressively input into the Programme outcome	
				3.6	Track the impact of logframe risks and assumptions on the effectiveness and efficiency of DCP IV	
				3.7	Facilitate feedback processes in the Programme	
				3.8	Distil community claims and suggestions for presentation to the PSC	
				3.8	Promote and facilitate exchange of programmatic experiential knowledge among implementation partners, communities, and other stakeholders	
				3.9	Facilitate baseline and other surveys and studies for greater programme effectiveness, efficiency, impact, and sustainability	
4	Stakeholder Forum	4	Undertake collaborate review on the effectiveness and efficiency of inputs towards outputs	4.1	Undertake periodic review of the implementation of the Programme		🔸 Stakeholder Forum meetings 🔸 Stakeholder Forum minutes
				4.2	Share programmatic experiential knowledge	
				4.3	Input into Programme planning and reviews and Programme level studies	
5	Implementing partners	5	Ensure that activity level results input DCP 2012-206 outputs	5.1	Progressively develop own M and E capacity		🔸 Quarterly reports 🔸 Monitoring trip reports
				5.2	Ensure own programming relevancy, efficiency, effectiveness, impact, and sustainability	
				5.3	Ensure that activity level results progress into DCP IV outputs Reporting	
				5.4	Facilitates inter-community exchange of experience	
6	DCP community structures	6	Engage in iterative M and E processes	6.1	Undertake iterative assessments and analyses for the progressive realisation of the right to development and good governance		🔸 Community meetings 🔸 Community action plans
				6.2	Participate in inter-community exchange of experience	
				6.3	Contribute to the M and E capacity of other communities	
				6.4	Input into policy development	

10. Conclusion

This PSD for DCP IV presents a design of a Programme that is aimed at building on the successes of previous phases of DCP in contributing to the enhancement of the enjoyment of the right to development by people in Malawi. The strategic thrust that the design lays down is based on an evidence-based situation analysis which identifies the causal linkages among the various social, economic and political factors that prevail in the country. The relevance of DCP IV is further enhanced by its alignment to national development policy goals and strategies as well the UNDAF 2012-2016. The design is based on the need for the programme to be rights-based and results-based. To this end, it designs robust and elaborate results and monitoring and evaluation frameworks that focus on the delivery of measurable results that reflect not only better delivery of public goods and services, but also the more effective rights-based demands for accountability from duty-bearers. The achievement of the results of the Programme will critically depend on meeting the resource requirements identified by the PSD, including those that will need to be mobilized using the resource mobilization strategy that the PSD outlines.

DCP IV as designed focuses on the demand-side of the right to development. However, as the PSD indicates, the Programme will establish strategic collaborative partnerships with programmes that focus not only on the demand side, but also those that are working on both the demand and the supply side of the delivery of human rights. Such strategic collaborations will be synergetic while maintaining the programmatic autonomy of DCP, which has made it a relatively successful programme since its inception.

11. Annexes

The last section of this PSD contains Annexes that are referred to in the preceding sections.

Figure 11.1: Situation Analysis for 2012-2016

Low enjoyment of the Right to Development, especially for children, women, people with disabilities, and the rural and urban poor

Low quality and accessibility of basic social services, especially education for girls

Low quality and accessibility, water, energy, justice, and other basic services, especially for children women, and other vulnerable groups

Continued low or disjointed demand of good governance, democracy, and human rights

Low household income levels, especially for female-headed households and women

Violence against, neglect, abuse and exploitation of children, women, and other vulnerable groups

Low quality participation in governance, especially for children and women

Neglect of duties, and charity and patronising approaches to service delivery and leadership

Disparities in the provision of public goods and services for the disadvantaged

Shortage of public goods and services

Unfair labour practices and markets, especially for the youth and women

Inadequate employment, especially for the youth

Inadequate care

Uninformed democratic choices, especially for women and the youth

Low observance of law

Corrupt practices

Continued low understanding of democratic principles especially for children and women

Low availability, relevance, effectiveness, and accessibility of institutions of democracy

Incoherent delivery of public services

Urban/rural, gender/privilege –based stereotypes and other biases

Continued low knowledge and disparities in understanding of human rights and correlative duties, especially for women and children

Undemocratic political party politics

Partial implementation of local government laws and policies

10. Annex 2: Logical Framework for DCP IV

Results	Indicators	Baseline	Target	MoV	Coverage	Risks and Assumption
Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties	♦ Percent of public involved in Rights holder or duty bearer dialogue on service delivery or demand community development project in past 5 years ♦ Proportion of people (men, women, youth, children) accessing formal justice ♦ Voter turnout (%) ♦ %s of people in areas with DCP community structures not merely turning to themselves to access services	15.4 10 N: 81; F: 80.8, M:81.3 67.5	33 60 90, 90, 90 33	DA Survey; DCP Baseline Survey	All 28 districts starting with 19, and adding 5 each year	♦ No political interference with programme delivery ♦ Increasing compliance with the law and decreasing levels of corruption ♦ Increased relevance, effectiveness, and accessibility of institutions of democracy
Output 1: *At least 70% of Group Villages effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women and the youth* 1.1 Interactive human rights and skills-enhancing education for good governance, the right to development, and solidarity-based demands 1.2 Scaled up creation of a critical mass to animate the demanding of good governance, basic social services, and basic services 1.3 Scaled up and deepened interactive demands on local Government service providers 1.4 Solidarity-based demands for the realisation of the rights of the most disadvantaged 1.5 Community and district-level paralegal services 1.6 Activity level Result 1.6: Radio and print media information and education for Activity level result 1.1 to 1.5	♦ Proportion of public who are able to demand their rights many times or at least once ♦ Proportion of people understanding the link between human rights and service delivery in education, housing, health, water, food: ♦ % of people indicating improvements regarding access to food, shelter, infrastructure, education, health services, infrastructure, education health services, basic services, employment ♦ % of public who feel their views are not taken on board following consultation on any public decision at local government ♦ % of DCP-served communities per district demanding benefits and improvements for the most disadvantaged ♦ % of people rating traditional structures as the most effective compared to formal institutions	N: 4; R 4.6, U 5.8; F 3.1, M 4.9 65.9 47.4, 64.3 58.7; F 63.4, 44.8, 62.0, 60.6, 56.4; M 65.9, 47.4, 64.3, 63, 58.7 N: 54.8 45.2 45.6 44, 35.5, 31.9, 15: R: 53.9, 44.2, 45.7, 54.4 41.1 40.7, 21.1; U: 63.1, 44.8, 45.6 54.4, 41.1, 40.7, 22.1: F: 53.2, 44.7 48.1, 46.1, 39.5, 32.5, 16.9; M: 56 N: 38.0; F: 36.7 M: 39.7 No baseline R: 81, U: 78.4; F: 81, Male: 79	25 for each 80 for each 80 for each 20 for each 65 of 1st year baseline 60 for each	DA Survey; DCP Baseline	All 28 districts	♦ Continued or new partnerships with partners versed in RBM and HRBA ♦ Negligible misinformation ♦ Government and private sector commitment for equitable markets
Output 2: At least 70% of Group Villages in 28 districts demanding fair labour practices and markets and consumer protection especially for the youth and women 2.1 Scaled up and deepened interactive education on fair trade, labour practices, and consumer protection especially for the youth 2.2 Concerted communities sharing of skills to protect the rights of children and other vulnerable groups 2.3 Concerted community action for the availability of wealth-creating schemes and transfer of requisite skills 2.4 Media information and education for Activities 2.1 to 2.3	♦ %s of communities demanding fair trade, labour and consumer protection ♦ % of the 2,446 group villages reporting protection of children and other vulnerable groups ♦ % of DCP-served communities indicating benefiting from wealth-creating schemes ♦ Same as for 2.1 to 2.3	DCP-related anecdotes. No quantitative baseline Same as for 2.1 to 2.4	70 70 70	DCP Progress and evaluation reports	28 districts by 2014	♦ Government and private sector commitment for equitable markets
Output 3: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of children and women 3.1 Voter education by DCP CBEs and specialist organisations 3.2 Debate on local priorities	♦ % of public who are knowledgeable about electoral process ♦ %t of public who feel their views are not taken on board following consultation on any public decision at local government ♦ Proportion of people indicating media as source	N: 49.7; R: 45.4, U: 64.2; F: 44.0 M: 56.8 N: 38.0; F: 36.7. M: 39.7	70 for each 20 for each 20% increase on	Democratic Accountability		♦ Timely holding of elections ♦ Separate adequate funding for output 3 ♦ Resilient and proactive civil society

3.3 DCP Radio programmes on voter education 3.4 Interactive demands from elected duty bearers	of electoral information 🞣 % of people finding it easy to have their voices heard after and between elections	No data N: 11; R: 11 U: 10, F: 10, M: 12	1st year baseline 33 for each			
Output 4: Right to development-centred effective and efficient management, partnership formation and monitoring and evaluation of the Programme 4.1 Partnership formation for the implementation of the programme 4.2 Developed technical, logistical and material capacity for stakeholders 4.3 Oversight and inputs from PSC and Stakeholder Forum 4.4 Support of stakeholder-initiated activities 4.5 Skills transfer on HRBAP and RBA 4.6 Human rights-based and results-based Monitoring and evaluation **4.7** UNDP's quality assurance, management and coordination	🞣 Number of strategic partners facilitating the meeting of demands by DCP-supported communities 🞣 % of implementation partners indicating increased satisfaction with support from DCP 🞣 % of PSC, SHF, and audit recommendations closed per reporting period 🞣 Average % funds absorption rate per year 🞣 Proportion of DCP programme staff and implementation partners trained or refresher-trained in RBA and HRBA 🞣 Established and functioning RBA and HRBA M and E system 🞣 Proportion of communities engaged in iterative assessments, and analyses 🞣 1 M&E officer recruited and fielded. 🞣 Proportion of timely disbursements to DCP 🞣 Proportion of closed audit recommendations per reporting period	1 100 92% No records 0 No records 0 No systematic records	3 100 100 97% 100 (DCP); 97 (Partners) 1 70 1 80 100	DCP Records		🞣 Increased amount and steady flow of financial resources 🞣 UNDP's increased efficiency 🞣 Readiness of service delivery programmes to partner DCP

11.3: Annex 3: Logical and Resource Requirement Framework for DCP IV

Table 11.2: DCP IV's Logical Framework

Results	Indicators	Inputs (US Dollars)	Baseline	Target	MoV	Coverage	Risks and Assumption
Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties	♣ Percent of public involved in Rights holder or duty bearer dialogue on service delivery or demand community development project in past 5 years ♣ Proportion of people (men, women, youth, children) accessing formal justice ♣ Voter turnout (%) by sex and age ♣ %s of people in areas with DCP community structures not merely turning to themselves to access services		15.4 10 N: 81; F: 80.8, M:81.3 67.5	33 60 90, 90, 90 33	DA Survey; DCP Baseline Survey	All 28 districts starting with 19, and adding 5 each year	♣ No political interference with programme delivery ♣ Increasing compliance with the law and decreasing levels of corruption ♣ Increased relevance, effectiveness, and accessibility of institutions of democracy
Output 1: : *At least 70% of Group Villages effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women and the youth* 1.7 Interactive human rights and skills-enhancing education for good governance, the right to development, and solidarity-based demands 1.8 Scaled up creation of a critical mass to animate the demanding of good governance, basic social services, and basic services 1.9 Scaled up and deepened interactive demands on local Government service providers 1.10 Solidarity-based demands for the realisation of the rights of the most disadvantaged 1.11 Community and district-level paralegal services 1.12 Activity level Result 1.6: Radio and print media information and education for	♣ Proportion of public who are able to demand their rights many times or at least once ♣ Proportion of people understanding the link between human rights and service delivery ♣ % of people indicating improvements regarding access to food, shelter, infrastructure, education, health services, basic resources, employment ♣ % of public who feel their views are not taken on board following consultation on any public decision at local government ♣ % of DCP-served communities per district demanding benefits and improvements for the most disadvantaged ♣ % of people rating traditional structures as the most effective compared to formal institutions ♣ Same as for Activities 1.1 to 1.5	**2012** **1,598,340** TRAC: 125,000 OR: 1,473,340 **2013** **2,388,585** TRAC: 125,000 OR:2,263,585 **2014** **2,858,149** TRAC: 125,000 OR: 2,733,149 **2015** **2,619,583** TRAC: 125,000 OR: 2,494,583 **2016** **2,547,647** TRAC: 125,000 OR: 2,422,647	N: 4; R 4.6, U 5.8; F 3.1, M 4.9 65.9 47.4, 64.3 58.7; F 63.4, 44.8, 62.0, 60.6, 56.4; M 65.9, 47.4, 64.3, 63, 58.7 N: 54.8 45.2 45.6 44, 35.5, 31.9, 15: R: 53.9, 44.2, 45.7, 54.4 41.1 40.7, 21.1; U: 63.1, 44.8, 45.6 54.4, 41.1, 40.7, 22.1: F: 53.2, 44.7 48.1, 46.1, 39.5, 32.5, 16.9; M: 56 N: 38.0; F: 36.7 M: 39.7 No baseline R: 81, U: 78.4; F: 81, Male: 79	25 for each 80 for each 80 for each 20 for each 65 of 1st year baseline 60 for each	DA Survey; DCP Baseline	All 28 districts	♣ Continued or new partnerships with partners versed in RBM and HRBA ♣ Negligible misinformation ♣ Government and private sector commitment for equitable markets

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		Subtotal	12,012,304.00					
Activity level result 1.1 to 1.5								
Output 2: At least 70% of Group Villages in 28 districts demanding fair labour practices and markets and consumer protection especially for the youth and women 2.5 Scaled up and deepened interactive education on fair trade, labour practices, and consumer protection especially for the youth 2.6 Concerted communities sharing of skills to protect the rights of children and other vulnerable groups 2.7 Concerted community action for the availability of wealth-creating schemes and transfer of requisite skills 2.8 Radio and print media information and education for Activities 2.1 to 2.3	⊕ %s of communities demanding fair trade, labour and consumer protection ⊕ % of DCP-served communities reporting protection of children and other vulnerable groups ⊕ % of DCP-served communities indicating benefiting from wealth-creating schemes ⊕ Same as for Activities 2.1 to 2.4	**2012** 120,789 OR: 120,789 **2013** 66,473 OR: 66,473 **2014** 157,468 OR: 157,468 **2015** 129,277 OR: 129,277 **2016** 0,00 **Sub-total** 476,007.00		DCP-related anecdotes. No quantitative baseline Same as for 2.1 to 2.4	70 70 70	DCP Progress and evaluation reports	13 districts in Year 1 and increasing by 5 district per year	⊕ Government and private sector commitment for equitable markets
Output 3: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of children and women 3.5 Voter education by DCP CBEs and specialist organisations 3.6 Debate on local priorities 3.7 DCP Radio programmes on voter education 3.8 Interactive demands from elected duty bearers	⊕ % of public who are knowledgeable about electoral process ⊕ %t of public who feel their views are not taken on board following consultation on any public decision at local government ⊕ Number of radio programmes per year ⊕ % of people finding it easy to have their voices heard after and between elections	**2012** 287,627 OR: 287,627 **2013** 680,993 OR: 680,993 **2014** 596,382 OR: 596,382 **2015** 168,675 OR: 168,675 **2016** 168,675 OR: 168,675 **Sub-total** 1,902,352.00		N: 49.7; R: 45.4, U: 64.2; F: 44.0 M: 56.8 N: 38.0; F: 36.7. M: 39.7 No data N: 11; R: 11 U: 10, F: 10, M: 12	70 for each 20 for each 20% increase on 1st year baseline 33 for each	Democratic Accountability Survey; Afrobarometer		⊕ Timely holding of elections ⊕ Separate adequate funding for output ⊕ Resilient and proactive civil society ⊕ Decreased animosity between accountability civil society organisations and the ruling party
Output 4: Right to development-centred effective and efficient management, partnership formation and monitoring and evaluation of the Programme	⊕ Number of strategic partners facilitating the meeting of demands by DCP-supported communities ⊕ % % of implementation partners	**2012** 658,296 TRAC: 375,000 OR: 283,296		1	3	DCP Records		⊕ Increased amount and steady flow of financial resources ⊕ UNDP's increased

4.8 Partnership formation for the implementation of the programme 4.9 Developed technical, logistical and material capacity for stakeholders 4.10 Oversight and inputs from PSC and Stakeholder Forum 4.11 Support of stakeholder-initiated activities 4.12 Skills transfer on HRBAP and RBA 4.13 Human rights-based and results-based Monitoring and evaluation 4.14 UNDP's quality assurance, management and coordination (cost shared among other UNDP supported interventions)	indicating satisfaction with support from DCP ⚜ PSC and Stakeholder Forum resolutions showing satisfaction with Programme implementation ⚜ Average % funds absorption rate per year ⚜ Number of people trained or refresher-trained in RBA and HRBA ⚜ Established and functioning RBA and HRBA M and E system ⚜ 1 M&E officer recruited and fielded.	**2013** **950,006** TRAC: 375,000 OR: 575,006 **2014** **1,384,925** TRAC: 375,000 OR: 1,009,925 **2015** **1,150,928** TRAC: 375,000 OR: 775,928 **2016** **1,563,624** TRAC: 375,000 OR: 1,188,624 **Sub-total USD** **5,707,779**	100 92% No records 0 No records 0 No systematic records1 DCP III total pooled resources Attendees 92% 4 DCP staff members IP progarmmme staff Proportion of communities engaged in iterative assessments, and analyses	100 100 97% 100 (DCP); 97 (Partners) 1 70 1 80 1003 100 100 97% 100% of DCP Programme staff 90% of IP programme staff [90]		efficiency ⚜ Readiness of service delivery programmes to partner DCP
GRAND TOTAL		**USD** **20,098,443**	⚜			

Note:

(a) Budget for 2014 includes cost for Mid-term Survey to assess progress towards achievement of set targets and Mid-term Evaluation.
(b) Budget for 2016 includes cost for End of Programme Survey to assess progress towards achievement of set targets and End of Programme Evaluation.

11.4: Annex 4: DCP IV Framework Tool for Monitoring and Evaluation

Table 11.4: DCP IV's M and Evaluation Framework Tool

General M and E Objective: Facilitation of a human rights and results-based tracking and responsiveness of the progressive realisation of the right to development through the demanding of performance of correlative duties and good governance

Programme Indicators:

- Proportion of people holding duty bearers accountable
- Proportion of people (men, women, youth, children) accessing formal justice
- Voter turnout (%) in the 2014 elections

DCP IV M and E Principles:

- Tracking of progress based on core elements of the right to development and human rights principles in focus and style;
- Reporting on results referring to targets and the totality of the results chain, to ensure clear progress towards the outcome;
- Reporting on both quantifiable results and indications of economic and social transformation in communities implementing the Programme;
- Distinct reporting on current activities and results as well as the sustainability of results from completed activities, to ensure pro6per consolidation of achieved results
- Community members involvement in monitoring and evaluation

M and E Specific Objective		Result Level and Key Actors		Focus Indicators	Baselines and Targets	
	Objective	Level	Actors		*be set at the end of 2012, following data base)*	
					elines	Targets
1	Gauging of the growth of a critical mass for the Programme	Input and Activity	Community members and implementation partners	- Frequency of iterative assessments analysis, and action-taking processes - Number of inter-community exchange activities per community - Number villages animated per DCP structures - Number of CBEs per group village		
		Output	Implementation Partner, Stakeholder Forum and PMO	- Number of group village-based DCP structures established - % of DCO-supported group villages per district initially animated by other communities - % of DCP-supported group villages subsequently not dependent on other communities for animation - % of DCP-supported group villages sharing lessons learned - Number of CBEs trained and engaged in voter education - Number of DCP-supported group villages involved in debates on representation		
		Outcome	Stakeholder Forum, PMO, Donors, and PSC	- % of group villages per district covered by DCP - Ratios of CBEs, RLCs, and CRCs per district population		
2	Gauging of progress	Input and	Community members and	- Indications of reduction of distance between basic service facilities		

	from availability of goods and services to their accessibility and acceptability by community members and improvements in fair trade and labour practices, consumer protection	Activity	implementation partners	♣ Indications of noted improvements in attitudes of service providers. ♣ Indications of increase in availability of public goods and ser ♣ Indications of in household level poverty		
		Output	Implementation Partner, Stakeholder Forum and PMO	♣ Proportion of people indicating improvements regarding access to food, shelter, infrastructure, education, health services, basic resources, employment ♣ Proportion/extent of people in areas with DCP community structures not merely turning to themselves to access services ♣ % of DCP-served communities indicating benefiting from wealth-creating schemes ♣ % of DCP-served communities reporting protection of children and other vulnerable groups ♣ %s of communities demanding fair trade, labour and consumer protection ♣ % of DCP-served communities indicating progress on having their voices heard after and between elections		
		Outcome	Stakeholder Forum, PMO, Donors, and PSC	♣ Number of policy suggestion/initiatives based on community demands		
3	Checking whether disparities are progressively eradicated	Input and Activity	Community members and implementation partners	♣ Qualitative/quantitative indications of whether benefits reach vulnerable groups, such as children, the youth, women, and people with disabilities ♣ Qualitative/quantitative indications of positive changes in gender roles and stereotyping ♣ Qualitative/quantitative indications of community and district level responsiveness to the voices of marginalized or vulnerable		
		out	Implementation Partner, Stakeholder Forum and PMO	♣ Proportion of DCP-served communities per district demanding benefits and improvements for the most disadvantaged		III
		Outcome	Stakeholder Forum, PMO, Donors, and PSC	♣ Proportion of DCP-served communities per district reporting benefits and improvements for the most disadvantaged		
4	Checking the degree of sustainability of activities and results	Input and Activity	Community members and implementation partners	♣ % of established DCP community structures operating per year ♣ Qualitative/quantitative indications of gender balance in DCP structures ♣ Qualitative/quantitative indications of satisfaction with the appropriateness of DCP-supplied technology ♣ Qualitative indication of ownership of Programme activities and results ♣ Qualitative/quantitative indications of DCP sensitivity to environmental protection		
		Output	Implementation Partner, Stakeholder Forum and PMO	♣ % of community members trained by implementation agencies still participating at least 6 months following training ♣ % of community members trained by fellow community members in ♣ % of DCP structures indicating ownership of Programme activities and results ♣ Increase in number of DCP structures indicating ability to initiate Programme		

				activities		
		Outcome	Stakeholder Forum, PMO, Donors, and PSC	♣ Policy reviews or change in response to community demands		
5	Post-implementation Monitoring	Input and activity	Community members and implementation partners	♣ Indications of maintenance of facilities and services obtained under DCP III ♣ Year-end indication of services and facilities under DCP IV		
		Output	Implementation Partner, Stakeholder Forum and PMO	♣ % communities reporting continuation with activities to maintain post-DCP III results ♣ % of communities undertaking activities to improve the quality or build on previous year results under DCP IV		
		Outcome	Stakeholder Forum, PMO, Donors, and PSC	♣ Policy reviews and change of complementary Programmes		
6	Establishment of first year baselines and overall reporting on progress	Input and Activity	Implementation partners, community members, and PMO	♣ Number of people trained for DCP outputs per group village		
		Output	PMO and PSC	♣ Number of implementation staff trained as trainers in DCP IV-based M and E ♣ % of implementation staff trained as trainers in DCP IV-based M and E still implementing DCP ♣ Baseline database on state of critical mass at the end of 2012 ♣ Baseline on state of basic social services at the end of 2012 ♣ M and E specialist in position ♣ M and E annual plans ♣ Quarterly reviews ♣ Financial audits ♣ Mid-year reviews ♣ Annual reviews		
		Outcome	PSC and PMO	♣ DCP IV-based M and E system ♣ Mid-term review/programme audit ♣ Final evaluation		

11.5: Annex 5: Quality Management for Project Activity Results

Table 11.4: Quality Management for DCP IV Activity Results

DCP Goal: Group villages progressively enjoying the right to development through demanding good governance and performance of correlative duties		
Activity Result 1 **(Atlas Activity ID)**	*Short title to be used for Atlas Activity ID*	Start Date: June 2012 End Date: Dec 2016
Purpose	*What is the purpose of the activity?* To ensure progressive enjoyment of the right to development through demanding of good governance, democracy and human rights and coherent delivery of public services	
Description	Policy suggestions/initiatives based on community demands and benefits and improvements to the quality of life	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
% of public involved in Rights holder or duty bearer dialogue on service delivery or demand community development project in past 5 years	Democratic Accountability Survey	November, 2014
Proportion of people (men, women, youth, children) accessing formal justice	Justice Follow-up Survey	November, 2014
Voter turn out	Democratic Accountability Survey	November, 2014
%s of people in areas with DCP community structures not merely turning to themselves to access services	DCP Follow-up Survey	November, 2014
OUTPUT 1*: At least 70% of Group Villages in 28 districts effectively demanding progressive accessibility and acceptability of basic social service, basic services, and good governance, especially for women,*		

children, and people with disabilities

Activity Result 1 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID*	Start Date: June 2012 End Date: Dec 2016
Purpose	*What is the purpose of the activity?* To ensure provision of appropriate structures, knowledge and skills to demand good governance and the right to development	
Description	Advocacy, skills enhancing education, iterative assessments and action taking on good governance and the right to development	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Proportion of public who are able to demand their rights many times or at least once	Democratic Accountability Survey	November, 2014
Proportion of people understanding the link between human rights and service delivery such as education, housing, health, water and food	Democratic Accountability Survey	November, 2014
% of people indicating improvements regarding access to food, shelter, infrastructure, education, health services, basic resources, employment	DCP Follow-up Survey	November, 2014
% of public who feel their views are not taken on board following consultation on any public decision at local government	Democratic Accountability Survey	November, 2014
% of DCP-served communities per district demanding benefits and improvements for the most disadvantaged	Democratic Accountability Survey	November, 2014
% of people rating traditional structures as the most effective compared to formal institutions	DCP Follow-up Survey	November, 2014

OUTPUT 2: At least 70% Group Villages in 28 districts demanding fair labour practices, especially for women and the youth, and markets and consumer protection

Activity Result 1 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID*	Start Date: June 2012 End Date: Dec 2016
Purpose	*What is the purpose of the activity?* To ensure provision of appropriate structures, knowledge and skills to demand, fair labour practices and markets and consumer protection	
Description	Advocacy, skills enhancing education, iterative assessments and action taking on fair trade, labour and consumer rights	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
%s of communities demanding fair trade, labour and consumer protection	DCP Progress and Evaluation Reports	Quarterly/Annually
% of DCP-served communities reporting protection of children and other vulnerable groups	DCP Progress and Evaluation Reports	Quarterly/Annually
% of DCP-served communities indicating benefiting from wealth-creating schemes	DCP Progress and Evaluation Reports	Quarterly/Annually

OUTPUT 3: Community members facilitating voter education for the right to development and good governance, particularly for the progressive potential of women and children

Activity Result 1 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID*	Start Date: June 2012 End Date: Dec 2016
Purpose	*What is the purpose of the activity?* To ensure increased and informed participation in the electoral and local governance process	
Description	Advocacy, skills enhancing education on elections and local governance	

Quality Criteria	Quality Method	Date of Assessment

how/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
% of public who are knowledgeable about the electoral process	Democratic Accountability Survey	November, 2014
% of public who feel their views are not taken on board following consultation on any public decision at local government	Democratic Accountability Survey	November, 2014
Number of radio programmes per year	DCP Records	Quarterly/Annually
% of people finding it easy to have their voices heard after and between elections	Afrobarometer	November, 2014

OUTPUT 4: *Effective and efficient management, partnership formation and monitoring and evaluation of the Programme*

Activity Result 1 **(Atlas Activity ID)**	*Short title to be used for Atlas Activity ID*	Start Date: June 2012 End Date: Dec 2016
Purpose	*What is the purpose of the activity?* To ensure effective coordination and management of the Programme	
Description	Capacity building of PIU and stakeholders, partnership formation and monitoring and evaluation	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Number of strategic partners facilitating the meeting of demands by DCP-supported communities	DCP Records	Annually
% of implementation partners indicating satisfaction with support from DCP	DCP review and evaluation reports	Annually
PSC and Stakeholder Forum resolutions showing satisfaction with Programme implementation	PSC and Stakeholder Forum minutes	Annually
Average % funds absorption rate per year	DCP Records	Annually
Number of people trained or refresher-trained in RBA and HRBA	DCP Records	Annually

| Established and functioning RBA and HRBA M and E system | DCP Records | Annually |
| One M&E officer recruited and fielded. | DCP Records | December, 2012 |

11.6: Annex 6: Capacity Assessment of the implementing Partner

Proposed IP: Democracy Consolidation Program Office

Table 11.5: Capacity Assessment of DCP

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	*Date of establishment of the organization* The Democracy Consolidation Programme (DCP) was established in 1997	Programme Support Document for DCP I and other Source Documents
2. Mandate and constituency	*What is the current mandate or purpose of the organization? Who is the organization's* *primary constituency?* The DCP aims at building capacity in the general population to demand fulfillment of their right to education through the provision of information, structures for iterative assessments and action-taking as well as channels for seeking redress. Its primary constituency comprises of the various disadvantaged groups (women, children, the poor, the disabled)	Programme Support Document for DCP I and other Source Documents
3. Legal status	*What is the organization's legal status? Has it met the legal requirements for operation* *in the programme country?* It is a unit in the Office of the President and Cabinet	Establishment warrant
4. Funding	*What is the organization's main source (s) of funds?* GoM, UNDP and Royal Norwegian Embassy	UNDP Funding agreements
5. Certification	*Is the organization certified in accordance with any international standards or* *certification procedure?* The DCP is not certified through any international ISO or project management standards.	
6. Proscribed	*Is the organization listed in any UN reference list of proscribed organizations?*	

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
organizations		
	No	

PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		
1. Leadership Commitment	***Are leaders of the organization ready and willing to implement the proposed project?*** Since 1997, DCP's dedicated team has consistently demonstrated a commitment to an approach to Democracy Consolidation and the human rights based approach to programming. The program is designed in coherence with the Malawi Vision 2020, the Malawi Growth and Development Strategy II, the Democratic Governance Policy Framework and the UNDAF 2012-2016	Interviews, experience, long term relationships
2. Management experience and qualifications	***Which managers in the organization would be concerned with the proposed project?*** ***What are their credentials and experience that relate to the proposed project? Do these*** ***managers have experience implementing UNDP or other donor-funded projects?*** The Program Manager, Deputy Program Manager, Programme Planning and Administration Officer and Programme Accountant will have the main responsibility to deliver on outputs and financial management. Most of the program staff, which boasts of over 10 years' experience in the Programme Office, has delivered high quality results in the last programme phases and has been consistently rated as one of the best performers of UNDP implemented programs in Malawi.	Evaluation and Audit reports
3. Planning and budgeting	***Does the organization apply a results-based management methodology? Are there*** ***measurable outputs or deliverables in the strategies, programmes and work plans? Are*** ***budgets commensurate with intended results? How do planners identify and*** ***accommodate risks?*** The Programme applies the RBM methodology. Measurable indicators are clearly set out in the PSD as well as in the Annual Workplans. Budgets are based on the various outputs which are designed to lead to the realization of the intended results. Planners identify risks at both the design and on-going monitoring levels. Project activities are adjusted accordingly depending on the identified risks.	Strategy documents Activity and Financial Monitoring reports Audit reports Budgets

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
4. Supervision, review, and reporting	*How do managers supervise the implementation of work plans? How do they measure progress against targets?* *How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders?* *Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders?* *Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?* Managers supervise the implementation of work plans though continuous engagement and monitoring of activities against submitted quarterly work plans. Progress is measured through quarterly reports but concrete evidence towards progress is only obtained through surveys and evaluations. The Programme documents its performance through quarterly, bi-annual and annual progress reports. The Programme's plans and achievements are presented to stakeholders through annual work plans and reports. The Programme holds tripartite review meetings with its financing partners once a year and other stakeholders through stakeholders consultative forums. The meetings are open to implementing partners and cooperating organizations.	Quarterly and Annual reports, Presentation to stakeholders Evaluation reports Lessons-Learned reports
5. Networking	*What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?* The critical organizations are the grantees which actually implement projects at the grassroots level. The other organizations would be those electronic and print media outlets through some of the grantees work. The Programme maintains very close ties with its grantees to ensure that project activities remain on track. The organization does belong to a knowledge network called RBA Synergy Group but the network has been dormant for a while now.	Quarterly reports SCF reports
2.2 Technical Capacity		
1. Technical knowledge and skills	*Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?* *Does the organization have the necessary technical infrastructure (e.g, laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?* *How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?*	CVs of technical staff Knowledge network membership Reports from participation in international, regional, national or local meetings and conferences Facilities description

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	What external technical contacts and networks does the organization utilize?	Training reports
	What professional associations does the organization and/or its professional staff belong to?	
	The skills and experience of technical professionals match those required for the programme except for the M&E skills which have been lacking. This will be addressed in the current phase. All the existing professionals will be available and the M&E specialist will be hired.	
	There is adequate technical infrastructure.	
	The staff keep informed about latest developments in their specialist areas through continuous staff development programs, attending workshops and conferences.	
	The organization hires Consultants for some assignments to enhance objectivity, infuse new knowledge and techniques and bring in fresh perspectives.	
	The Programme Manager belongs to the Law Society of Malawi.	
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES		
a. **Administrative capacity. Note: Answer only questions that are relevant to the proposed project.**		
1.Facilities, infrastructure and equipment	*Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?*	Asset register
	Can the organization manage and maintain the administrative and technical equipment and infrastructure?	Maintenance budget
	The organization possesses sufficient administrative facilities, infrastructure and equipment but given current pledges the budget may not be met.	
	The existing administrative and technical equipment can be managed and maintained professionally.	
2. Procurement and contracting	*Does the organization have the legal authority to enter into contracts and agreements with other organizations?* *Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?*	Malawi Public Procurement Act
		Malawi Procurement Desk Instructions
	Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures?	Standard contracts
		Audit reports
	Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?	Asset registers
		Inventory sheets
	Does the organization have a system and procedures for asset management and inventory control?	Stores registers.
	The organization has legal authority. Being a Government Agency, the final resort in terms of legal matters is with the Attorney General's Office but this has never been invoked so far.	

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	The organization has procurement capacity and also gets critical procurement support from the UNDP procurement section for high value external purchases. The project follows the Government of Malawi procurement guidelines. Yes there is evidence that procurement is guided by the stated values. Yes there is a system of and procedures for asset management and inventory control.	
3. Recruitment and personnel management	*Does the organization have the legal authority to enter into employment contracts with individuals?* *Does the organization have dedicated personnel capacity? Do recruitment personnel have Skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures?* *Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?* *Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?* The organization has legal authority to enter into employment contracts. There is some personnel capacity within the organization but, if necessary, the organization can draw from the parent Department's Human Resources Section. The organization does not have its own written recruitment procedures but draws from both the GoM and UNDP best practices.	Personnel manual Standard contracts and agreements Job descriptions or terms of reference Documentation of recruitment processes Roster files of potential job candidates CVs of recruitment personnel

3.2 Financial Management Capacity		
1. Financial management organization and personnel	*Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?* *Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meets the additional requirements of the project?* *Do finance personnel have experience managing donor resources?* YES. DCP has a dedicated finance unit with a recording system as follows: Books for Internal and external checks; book for banking check and book for budget check. These books are used by the Ministry of Finance to check the compliance accuracy of financial management. It is complemented with quarter, semester and annually accountability report system for the Ministry of Finance that can be made available to donors upon request. There is ongoing work to create the manual of procedure for financial regulation; Annual audits carried out since Programme inception have consistently deemed the financial position of the programme to be in accordance with UNDP accounting requirements.	CVs of financial personnel A bank account or bank statements Interviews with financial management staff Finance manual Financial sector review report Audit reports

	Both financé personnel have solid experience managing donor resources.	
2. Financial position	***Does the organization have a sustainable financial position?***	Financial statements
	What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?	
	YES for operational funds (received from State Budget) but for the implementation of projects DCP PIU depend on contributions from development partners.	
	So far the programme has managed a maximum of USD2.7 million per annum	
	The current project would represent 70% of the organization's total cumulative funding.	
3. Internal control	**Does the organization maintain a bank account? Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?**	Finance manual Financial rules and regulations
	Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?	
	Is there any evidence of non-compliance with financial rules and procedures?	
	YES the organization has a bank account and follows GoM rules for segregation of duties in the Accounts section.	
	Advances are maintained in the bank account. There is no evidence of non-compliance with financial rules and procedures.	
	The physical security of advances and cash is ensured through the insistence of using a cheque based payments system while records are stored both electronically and physically in secure, fire proof cabinets.	
4. Accounting and financial reporting	***Are accounts established and maintained in accordance with national standards or requirements?***	Description of accounting system and reporting arrangements Financial reports
	When and to whom does the organization provide its financial statements?	
	Can the organization track and report separately on the receipt and use of funds from individual donor organizations?	
	Is there any evidence of deficiencies in accounting or financial reporting?	
	The Accounting system is functional and there are no evidence of deficiencies in accounting or financial reporting.	
5. Audit	***Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?***	Audit reports Audit follow up reports

	Accounting records meet national accounting standards.	
	Financial statements are provided to the UNDP, Ministry of Finance and the Auditors.	
	Funds are managed through basket fund and ware disbursed without any regard for the source.	
	The project is audited on an annual basis by UNDP appointed external auditors in accordance with international standards while the National Audit Office conducts audits for DCP implementing partners, also on an annual basis. So far, there has been no major finding regarding deficiencies in accounting or financial reporting. Audit reports, though not published, are public documents. No misuse of financial resources has ever been uncovered. Donor and Internal follow up meetings have been held to ensure audit recommendations and carried out.	

11.   Annex 7: Risk Log

Table 11.6: Risk Log for DCP IV

Project Title:	Democracy Consolidation Program 2012-2016								
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political interference with Program delivery;	2010	Political Strategic Operational	Component on civic and voter education can cause conflicts with Implementing partners, clients and higher level Government P = 3 I = 5	Outputs and targets carefully formulated and risk discussed with counterparts.	Program Manager			No change
2	No compliance with the law and increasing levels of corruption	2009	Organizational Political Strategic	Absence of formally elected councilors makes it difficult to harmonize interplay with formal structures of the supply side of service delivery P = 3 I = 5	National Elections are scheduled for 2014 and programs advocates for tripartite elections to be held in 2014	Program Manager			No change
3	Lacking effectiveness and accessibility of institutions of democracy and basic service	2009	Organizational Political Strategic	Effectiveness of Government institutions on local and national level are affecting program implementation	Partnerships with capacity development programs on decentralization and public sector reform are established to	Program Manager			No change

				P = 5 I = 3	support effectiveness of formal structures				No change
	delivery								
4	Scarcity of Resources	2008	Financial Operational Strategic	The program does not have sufficient resources/cs agreements to properly plan on a multi-year basis. P=5 I =5	The PSD has a detailed resource mobilization plan which has to be followed. Partnership bureau in UNDP HQ to be involved for resource mobilization.	Progam Manama and UNDP Program Analyst, ARR, DRR/P			No change
5	Delays in timely disbursement of funds to the program	2008	Financial Strategic Operational	Disbursement of advance payments is often delayed whether by UNDP or RBM and slowing down project implementation P=3 I=4	UNDP has improved procedures and is able to transfer funds within one week after the request was submitted.	UNDP Program Analyst, ARR, PMSU, UNDP Finance department			Decreased/ improved
6	Delays in Procurement of equipment	2008	Operational	Procurement which is processed through UNDP is delaying due to irregularities with suppliers and clearing with costums. P=3 I=2	UNDP has improved procurement procedures and tries to best arrange with the IP on the specification s and communication with suppliers	UNDP Program Analyst, UNDP Procurement			Decreased/ improved

11.8: Annex 8: Gender Mainstreaming In DCP IV

Background

According to the DCP Civic Education Follow-up Survey[22], the various causes of low enjoyment of the right to development affect different social groups disproportionately. For example, while the survey showed that 75.6% of males were aware of human rights, among females the proportion that had awareness was only 55.6%. Similar gender disparities were also found with respect to knowledge of principles of accountability and transparency as a key aspect of democracy. According to the survey, 61.9 % for males indicated knowledge of the two principles, compared to only 44.1% of women. Gender disparities are also reflected in relation to political participation. For example, the survey found that 3.6 % of males compared to 2.1% of females, indicated that they do not vote and considered voting as a waste of time.

The gender and other disparities that the survey revealed in respect of the causes of the lack of enjoyment of the right to development suggest that the programmatic challenge is not to improve the overall levels of enjoyment of the right, but also to eliminate the inequalities that characterise such enjoyment. Consequently, the DCP Programme considers gender equality as an important fact for promoting good governance and human rights, gender is designated as a cross cutting theme and has to be mainstreamed in all programme/project activities.

Gender perspectives to Programme implementation

Programme interventions will mainly target vulnerable members of society who include women, girls, the ultra poor, people with disabilities, etc. The Programme's implementation strategy will ensure that the target groups are empowered to actively participate in the process of demanding and facilitating good governance and human rights.

As illustrated below, women and girls will be active participants in the promotion of good governance and human rights in their localities. This will be done through:

Participation in local structures/ Women in leadership positions

- Incorporation of women in the local structures (CBE, VRC, RLC, etc) which act as a focal point for programme activities. A requirement of at least 40% women membership will be prescribed.
- Promotion of women participation in the community's social, political, economic, and cultural activities. Women will be empowered to play an active role in dealing with community challenges including rights holder/duty bearer dialogues aimed at finding solutions to the problems. Awareness campaigns spearheaded by the local structures encourage women to take leadership positions in various local committees including political leadership e.g. ward councillors.

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[22] . Blessings Chinsinga, Richard Tambulasi, Sidoni Konyani, Lawrence Kazembe, DCP III Civic Education Follow-up Survey Report, Draft (Lilongwe; CSR and DCP, 2012)

Gender Disaggregated Data and Analysis

- Ensuring that data collected for the programme is gender disaggregated and that gender analysis is embedded in the process of identifying and prioritising community problems. The analysis allows women to explain how the problem affects them and provide their input on the possible solution to ensure that the solution respects their rights as well as benefits them. As a result, most of the problems prioritised by the communities will have a greater impact on women e.g. access to safe water, food security and suitable school infrastructure for the girl child, etc.

Economic Empowerment

- Ensuring that women are encouraged to take part in income generating activities that can help improve their economic and social status. Where necessary, groups comprising women will be created in order to enhance their participation (see themes 3 & 6 of the National gender policy).
- Contributing to the eradication of poverty amongst women. This will be done through fighting cases of trade and labour exploitation in order to ensure that women enjoy their right to economic development. The programme will help communities to develop mechanisms for promoting fair trade, labour and consumer rights. Consequently, women will be empowered to demand fulfilment of labour rights, which include making the conditions of employment and the work environment compliant with women's special needs, e.g. equitable and fair wages, etc. Added to this, the problem of unfair prices, inaccessible markets, etc and consumer exploitation through unfair trade practices e.g. sale of expired products, etc will be addressed. The programme will empower women, with knowledge and channels for demanding fair trade and prices as well as consumer protection.

Educational attainment

- Educating communities on the importance of promoting women rights as a basis for social peace and harmony. For example, women are disadvantaged because most of them have not attained formal education since the boy child continues to be preferred to go to school over the girl child. The civic education provided by the programme, will therefore, advocate for a mindset change by encouraging parents to send both the girl and boy child to school (attainment of right to education). Communities will be encouraged to create local committees that ensure school attendance by all school going age children, especially girls, in their villages.

Gender based violence/Access to Justice

- Conducting awareness campaigns that promote principles of gender equity and equality with emphasis on the evils of gender based violence at community level. Communities will be encouraged to develop holistic strategies to address the problem, including abolition of harmful cultural practices.
- Provision of free counselling and paralegal services to women whose rights have been violated. CBEs, VRCs and the district Paralegal Officers have proved to be a useful resource in helping women to seek redress whenever their rights have been violated. This service has proved very timely and crucial especially to women victims of gender based violence.

11.9: Annex 9: Job descriptions for DCP IV staff

1. PROGRAMME MANAGER

The main responsibilities of the PM include:

a) Lead the implementation of the Programme by ensuring that all activities under the Programme are properly planned, co-ordinated and implemented.
b) Provide managerial leadership in administrative and financial reporting in accordance with National Execution (NEX) standards and procedures
c) Promote joint activities common to various components of the programme such as surveys, databases, training sessions, mid-term and final evaluations, procurement, recruitment of support staff and consultants, etc

(d) Monitor progress in programme implementation

Key Duties and Responsibilities

The duties of the PM shall include the following:

(i) Provide leadership in the Programme Office
(ii) Manage resources under the Programme
(iii) Advise the Chairman of the Programme Steering Committee or his/her designate on programme implementation.
(iv) Hold regular working sessions with subject specialists and stakeholders on programme activities so that they are effectively co-ordinated and integrated
(v) Liase with all stakeholders who are involved in programme activities to keep them informed of requirements, activities and progress.
(vi) Facilitate conflict management processes where problems and issues arise which might impede the successful implementation of programme activities.
(vii) Act as the primary interface with the Programme Resource Management Unit (PRMU) in establishing administrative/financial, reporting and review mechanisms as part of NEX procedures
(viii) Maintain close links with other Programme Managers in democracy, governance and human rights areas to ensure synergies
(ix) Recruit, supervise and train the programme personnel
(x) Prepare quarterly and annual work-plans and budgets
(xi) Prepare Programme reports and present them to the UNDP, Programme Steering Committee (PSC) and other relevant stakeholders.
(xii) Identify additional programme needs and prepare supplementary terms of reference, sub-contracts and other documentation as required

(xiii) Serve as the main communications channel between the UNDP, PSC, Stakeholders Consultative Forum (SCF), and stakeholders in all matters concerning the Programme.

(xiv) Set up monitoring and evaluation mechanisms and procedures for the Programme. Advise and guide Programme staff in the preparation of their monitoring tools and progress reports

(xv) Initiate the necessary surveys and data gathering exercises that will provide information and database required by the Programme.

(xvi) Promote and co-ordinate the incorporation of the cross-components strategies and themes in the relevant component activities

(xvii) Promote and co-ordinate incorporation of cross-cutting themes in Programme implementation.

(xviii) Serve as a Secretary to the PSC, and SCF

2. DEPUTY PROGRAMME MANAGER (PROJECTS OFFICER)

The main responsibilities of the Deputy Programme Manager include:

(a) Assisting the Programme Manager (PM) in managing the Programme as well as implementation and monitoring of all activities required to meet the objectives of the Programme

(b) Assisting the PM in the management of resources allocated to the Programme

Key Duties and Responsibilities

i. Act as a lead person in the identification, monitoring and evaluation of Programme Implementation Partners.
ii. In consultation with the PM, prepare quarterly and annual work-plans and budgets and submit advance requests to UNDP. Ensure that Programme activities are effectively co-ordinated and integrated with other relevant governance initiatives.
iii. Maintain close links with other governance initiatives to ensure a consistent and integrated approach
iv. Assist in the design and implementation and/or management of all activities required to achieve the Programme's objectives as specified in the Programme Support Document (PSD)
v. Assist the PM in the provision of managerial leadership in progress and financial reporting in accordance with NEX standards and procedures
vi. Advise the PM on Programme implementation
vii. Ensure timely call for, evaluation and provision of feedback on project proposals
viii. Prepare quarterly monitoring and progress reports on the technical and financial implementation of programme activities
ix. Prepare terms of reference, contracts and other documentation as required during the implementation of the programme
x. Assist the PM in developing strategies for improving programme delivery and incorporating cross-cutting themes
xi. Serve as Vice Secretary to the PSC, and SCF
xii. Any other duties as may be assigned by the PM

3. PROGRAMME PLANNER AND ADMINISTRATOR

The main responsibilities of the Programme Administrator/Plannerinclude:

- (a) Ensure effective planning of all Programme activities as well as back-stop administrative responsibilities in the Programme Office
- (b) Plan and manage all capacity building activities of the Programme
- (c) Project proposals processing and reporting

Key Duties and Responsibilities

- (i) Provide technical backstopping and advice for programme planning, management and monitoring
- (ii) Identify, organise, implement training for Programme staff and stakeholders
- (iii) Work hand in hand with DPM to ensure timely call for, evaluation and provision of feedback on project proposals
- (iv) Monitor programme activities
- (v) Manage programme equipment e.g. ICT, Vehicles, etc
- (vi) Plan and organise programme/project evaluations and audits
- (vii) Support the PM, in organising and servicing PSC, SCF meetings and preparation of necessary minutes
- (viii) Contribute to visibility of the programme through participation in the formulation and implementation of a public information strategy
- (ix) Supervise junior staff
- (x) Any other duties as may be assigned to him/her by the PM/DPM

4. PROGRAMME MONITORING AND EVALUATION OFFICER

The main responsibilities of the Programme Monitoring and Evaluation Officer include:

- (a) Ensure effective planning, implementation, Monitoring and evaluation of all Programme activities
- (b) Plan and manage all M&E capacity building activities of the Programme

Key Duties and Responsibilities

- (i) Manage and oversee all programme M&E activities
- (ii) Lead the development and implementation of the programme's M&E framework
- (iii) Develop appropriate M&E tools, data management system and maintain information/data for the programme

(iv) Train IPs on setting appropriate indicators, strategies for collecting and analysing data, and maintenance of databases with regular data input

(v) Plan and organise programme/project evaluations, surveys and other research activities

(vi) Prepare quarterly, annual and other Programme reports

(vii) Any other duties as may be assigned by the PM, DPM

5. PROGRAMME ACCOUNTANT

The main responsibility of the Programme Accountant is to manage Programme financial resources.

Key Duties and Responsibilities

(i) Overall Management of the Finance office

(ii) Prepare annual budgets and quarterly Workplans in liaison with the Programme Manager

(iii) Prepare quarterly financial reports to UNDP and Government

(iv) Prepare monthly management accounts

(v) Prepare bank reconciliation statements

(vi) General ledger reconciliation

(vii) Keep custody of cheque books and other security documents

(viii) Process payments for salaries, goods and service

(ix) Attend meetings on financial management

(x) Financial monitoring of programme Implementation Partners

(xi) Ensure that procurement of goods and services is in accordance with UNDP and Malawi Government rules and regulations.

(xii) Prepare for audits of PO and supported projects in consultation with the Programme Manager

(xiii) Any other duties as may be assigned by the PM/DPM from time to time.

6. DEPUTY PROGRAMME ACCOUNTANT

The main responsibility of the Deputy Programme Accountant is to assist the Programme Accountant in managing Programme financial resources.

Key Duties and Responsibilities

(i) Assist the Programme Accountant in the management and maintenance of Programme Accounts.

(ii) Maintain general ledgers.

(iii) Process payments (cash, cheques and Bank transfers).

(iv)   Assist the Programme accountant in the production of monthly, quarterly and annual financial reports/statements.

(v)   Prepare quarterly and annual Programme budgets and work plans.

(vi)   Provide technical support to Stakeholders in the maintenance of sound accounting and financial management systems, audit preparations, etc.

(vii)   Monitor and evaluate the utilization of grants and reporting by Programme Implementation Partners.

(viii)   Advise Management on financial management including relevant financial control procedures

(ix)   Any other duties as may be assigned by the PA, PM, DPM.

7. ADMINISTRATIVE ASSISTANT

The main responsibility of the Administrative Assistant is to provide administrative support to the Programme.

Key Duties and Responsibilities

i. Supervise Junior staff (Office assistant, drivers)
ii. Maintain an efficient filing system
iii. Maintain stores and fuel registers
iv. Manage the PO transport fleet
v. keep and produce accurate records of meetings
vi. Type project documents, reports and general correspondence
vii. Keep the PM's diary
viii. Any other duties as may be assigned by the PM, DPM, PP&A

8. SECRETARY

The main responsibility of the Secretary is to provide Secretarial services to the Programme.

Key Duties and Responsibilities

i. Type programme documents, reports and general correspondence

ii. Draft minutes, records and routine correspondence

iii. Maintain the DPM's diary - Provide information and timely reminders on events and outstanding issues

iv. Maintain an efficient filing system (confidential, open and archives)

v. Maintain an office inventory/assets register

    vi.   Maintain the staff leave roaster

    vii.   Operate the Programme Office's telephone switch board

9.   OFFICE ASSISTANT

Key Duties and Responsibilities

(i)   Perform mesengerial duties

(ii)   Photocopy and bind Programme documents

(iii)   Clean offices

10. DRIVERS (TWO)

Key Duties and Responsibilities

(i)   Drive Programme Vehicles

(ii)   Collect and deliver mail

(iii)   Promote security/safety of programme vehicles

(iv)   Promote safety of passengers in Programme vehicles.

(v)   Clean Programme Vehicles