Annual Work Plan:
Public Service Capacity Development Project
January – December 2014

UNDAF Outcome 4.2: Public institutions are better able to manage, allocate and utilize resources for effective development and service delivery by 2016.
Expected UNDAF-AP Output 4.2.1: Capacity for public sector management strengthened for effective service delivery.
Expected Project Outputs: • **Output 1:** Public service policies, regulations, strategies and guidelines revised to enhance service delivery. • **Output 2:** Public service leadership and management skills and competencies, values, ethics and integrity enhanced for efficient and effective service delivery. • **Output 3:** Human resource planning and management enhanced to improve recruitment and promotion systems within the public service. • **Output 4:** Information communication technology (ICT) and e-government policy and standards strengthened for increased public service application. • **Output 5:** Effective project management and services delivered

Implementing Partner: Office of the President and Cabinet, Public Sector Reforms Management Unit (PSRMU).

Responsible Partners: Department of Human Resource Management and Development (DHRMD), Public Service Commission (PSC), Department of Information Service Technology and Management Systems (DISTMS), Malawi Institute of Management (MIM), Staff Development Institute (SDI), University of Malawi (The Polytechnic and Chancellor College).
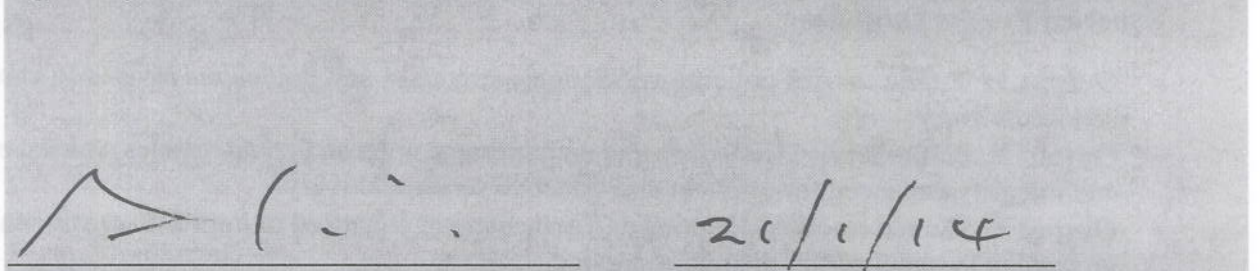
Project Summary
The Government of Malawi (GoM) has recently approved the 2012-2016 Malawi Growth and Development Strategy (MGDS II). Critical to the implementation of the Strategy is a strong and professional public service at all levels – policy, institutional as well as individual levels. The Public Service Capacity Development Project (PSCDP) seeks to strengthen the capacity of the public service to better manage and deliver services. This will be achieved through: (i) review and implementation of policies, rules and regulations that support efficient public service delivery

(ii) increasing leadership/management skills, competencies and ethical values to drive the national development agenda; (iii) strengthening human resource planning and management capacities in the different MDAs within the public service; and (iv) promoting innovative and integrated application of ICT within public service. In all these interventions, deliberate efforts will be made to ensure that there is gender balance in recruitment and promotion of women in leadership positions as well as training at all levels.
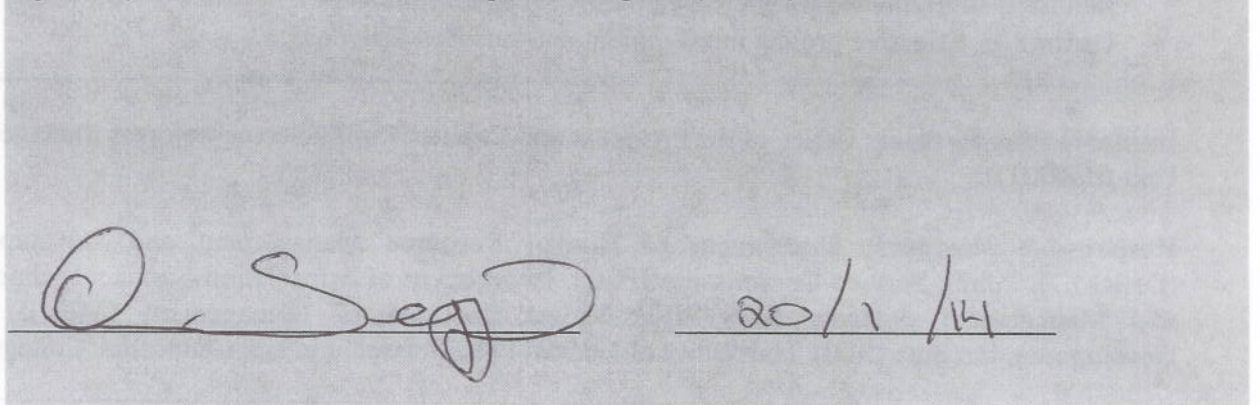
Program Period:	2014		Est. Annualized budget:	$650,000.00
Program Component:	Democratic Governance		Allocated resources:	$650,000.00
Intervention Title:	Public Service Capacity Development Project (PSCDP)		UNDP TRAC	**$650,000.00**
			Funding Gap	$0
Award ID:	00069367			

Agreed by the Office of the President and Cabinet (OPC)

_____   21/1/14

Agreed by the United Nations Development Program (UNDP)

_____   20/1/14

Table of Contents

1.0 Acronyms

ICT	Information communication technology.
PSRMU	Public Sector Reforms Management Unit.
DHRMD	Department of Human Resource Management and Development.
PSC	Public Service Commission.
DISTMS	Department of Information Service Technology and Management Systems.
MIM	Malawi Institute of Management.
SDI	Staff Development Institute.
GOM	Government of Malawi.
MGDS	Malawi Growth and Development Strategy.
PSCDP	Public Service Capacity Development Project.
MDAs	Ministries, Departments and Agencies.
PFM	Public Finance Management
PA-SWG	Public Administration Sector Working Group.
NHRS	National Human resource Survey.
PSC	Public Service Commission.
OPC	Office of the President and Cabinet.
LPAC	Local Project Appraisal Committee.
PSM	Public Sector Management.
AWP	Annual Work Plans.
FACE	Funding Authorization and Certificate of Expenditures.
NIM	National Implementation.
UN HACT	UN Harmonized Approach to Cash Transfers.
DSA	Daily Subsistence Allowances.
ISS	Implementation support services.
NAO	National Audit Office
PPR	Project Progress Reports

2.0 Rationale for the 2014 AWP Budget

For the past 5 years, public service management reforms have mainly focused on improving skills and competencies in leadership and management, and human resource planning and management. Despite all these efforts, the recent developments have shown the need to re-think and re-focus our interventions. It is becoming more apparent that the recent developments are more rooted in public service ethical behaviors. Preparation of the 2014 Annual Work Plan has been largely influenced by these developments.

The 2014 Work Plan focuses on ethics training to enable all arms of government to interpret code of conduct and ethics and apply moral legitimacy in their day-to-day practices and decision making within the public service. This is consistent with the observation in the Government's 2012-2016 Public Service Management Reforms and Capacity Development Program Document and UNDP-supported 2012-2016 Public Service Capacity Development Project which noted capacity challenges related with the degenerating public service culture due to lack of compliance in the public service.

3.0 2014 Expected Outputs and Budget

The 2014 AWP focuses on three of the five outputs. These are:

- **Output 1:** Public service policies, regulations, strategies and guidelines revised to enhance service delivery.
- **Output 2:** Public service leadership and management skills and competencies, values, ethics and integrity enhanced for efficient and effective service delivery.
- **Output 5:** Effective project management and services delivered.

The total annual budget for the AWP is $650,000 from UNDP TRAC resources only. This has been the case because support from other sources, particularly in 2013, has not been forthcoming rendering the implementation of planned activities unattainable. However, the Government of Malawi (GoM) will continue with its efforts to mobilize funding in support of activities not directly funded under this AWP. Furthermore, the Government will continue funding induction and leadership courses as these provide the basis for an efficient, competent and effective public service.

4.0 2014 Annual Work Plan:

EXPECTED CP OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Source of Funds	Budget Description	Amount (US$)
Output 1: Public service policies, regulations, strategies and guidelines revised to enhance service delivery.									
Indicator 1: Reviewed Public Service Report and Program and Document in place with clear recommendations on the way forward. _Baseline:_ 2013: Not done. _Target:_ 2014: Done	**Activity 2:** Finalize the National Human resource Survey (NHRS) and disseminate the results through Stakeholder's Workshops on the findings of the Survey.	X	X			DHRMD	TRAC	71400, Individual Contractor 72100 Contr. Services 71600 DSA 72300 Fuel	$15,000 $15,000 $4,500 $ 3,000
Indicator 2: Final National Human Resource Survey Report produced and disseminated _Baseline:_ 2013: Not done. _Target:_ 2014: Done	**Activity 6:** Support review of the current status and progress of Public Service Reforms and Program Document against best practices and linkage to PFM Program: (i) finalize Terms of Reference (TORs) for the review in collaboration with DPs (USAID, DfID and others); (ii) undertake the review exercise; (iii) disseminate findings,	X				OPC/PSRMU	TRAC	71600 DSA Travel	$7,500

Activity / Description	Responsible party	Source	Budget description	Amount				
recommendations and way forward through the PA-SWG.								
Activity 7: Support comprehensive review of the Public Service Reforms: (i) engage a consultant to carry out the review; and (ii) disseminate the results and recommendations through Stakeholders Workshops.	OPC/PSRMU	TRAC	72100 Contr. Services	$0			X	
Sub-total				**$45,000**				
Output 2: Public service leadership and management skills and competencies, values, ethics and integrity enhanced for efficient and effective service delivery.								
Activity 3: Support enforcement of public service ethics compliance standards: (i) Harmonize Public Service working conditions; (ii) strengthening the oversight function of the Public Service Commission (PSC) for rewarding and sanctioning of ethical behavior within public service; (iii) establishing mechanisms for monitoring, auditing and reporting of suspected wrongdoings without fear of reprisals; and (iv) influencing the Government to establish Ethics & Compliance Officers' positions in key MDAs.	OPC/PSRMU	TRAC	72100 Contr. Services	$52,000				
			71400 Individual Contractor	$30,000				
			71600 DSA	$3,500				

Indicator 1: % of ethics training modules identified and successfully delivered.

Baseline: 2013: 0%.
Target: 2014: 50%.

Indicator 2: % of public officers (P5 above) trained in ethics disaggregated by gender.

Baseline: 2013: 0.
Target: 2014: 80%.

Indicator 3: No. of suspected wrongdoings reported and dealt with.

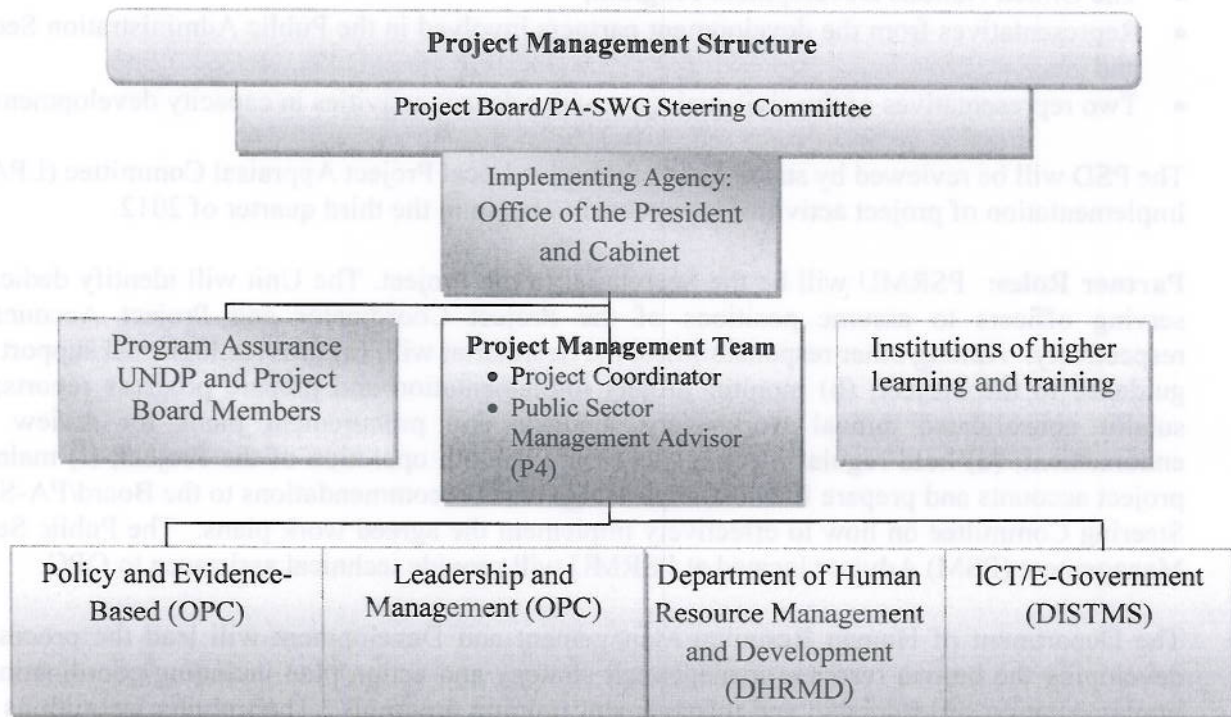| Activity / Indicator	Responsible party	Funding source	Budget description				Amount
			72300 Fuel				$3,000
Baseline: 2013: 0. *Target:* 2014: tbd.							
Indicator 4: # of learning and exchange programs on ethical issues conducted through South-South Triangular Cooperation.							
Baseline: 2013: 0. *Target:* 2014: 3.							
Indicator 6: % change in ethical behaviour of the targeted trained population (P5 above).							
Baseline: 2013: tbd% *Target:* 2014: 30% over the baseline							
Activity 4: Conduct ethics training activities at different levels particularly those in leadership positions in the public service: (i) design a training program for the public service; (ii) conduct training in collaboration with Malawian institutions; and (iii) support ethics training curricula in training institutions.	OPC/PSRMU	TRAC	72100 Contr. Services	X	X	X	$30,000
			71400 Indiv. Contract				$39,000
			75700 Training				$30,000
			71600 DSA				$ 18,000
			72300 Fuel				$13,000

Activity								Amount
Activity 5: Public awareness on public service values, ethics and code of conduct: (i) carry out radio and TV programs to promote ethical behavior within public service; (ii) orient the public on the public service code of conduct and ethics through print media; and (iii) support feedback mechanisms on public service ethical behavior (toll free hotline, suggestion box etc).	X	X	X	X	OPC/PSRMU	TRAC	72100 Contr. Services	$31,791
Activity 6: Support a learning and information exchange program to enhance ethics and accountability through South-South Triangular cooperation: (i) drawing on experts' experience of best practice within the region; and (ii) arranging study tours to countries with best practices.	X	X	X		OPC/PSRMU	TRAC	72100 Contr. Services	$10,000
							71400 Individual Contractor	$10,000
Activity 7: Conduct baseline study to determine ethical behavior within the public service.	X				OPC/PSRMU	TRAC	72100 Contr. Services	$8,500
Sub-total								*$278,791*

Output 5: Effective project management and services delivered

Indicator 1: % of Board decisions and recommendations implemented annually.	X	X	X	X	UNDP	TRAC	61100 Salaries	$45,671
							71400 Salaries	$15,000

- *Baseline:* 2011: (50%);
- *Target:* 2014: (90%)

Activity 1: Project assurance and technical assistance services delivered including Project Advisor

Indicator / Activity	Budget code	Source					Amount
Indicator 2: % of project results achieved as per the AWP • *Baseline*: 2011: (60%); • *Target*: 2014: (70%)	61100 Salaries						$229,000
Activity 2: Project monitoring, evaluations, audits and visibility activities conducted	71600 DSA	TRAC	X	X	X	X	$4,000
	72300 Fuel	UNDP			X		$,4000
	74100, Audit 1%						$6,500
	74100 Communicat ion 1%						$6,500
	72400 Comm. & Video Conferencin g Installation						$5,938
Activity 3: Management oversight, coordination and implementation functions performed.	74500 Bank.	TRAC	X	X	X	X	$500
	74500 Insurance	UNDP			X		$2,000
	73400, Car Mantainance						$2,700
	72500 Office Supplies						$4,400
Sub-total							*$326,209*
Grand-total							**$650,000**

5.0   Management Arrangements

The section below provides management arrangements of the Project both in terms of institutional arrangements and financial arrangements.

Project Management Structure

Project Board/PA-SWG Steering Committee

Implementing Agency: Office of the President and Cabinet

Program Assurance
UNDP and Project
Board Members
	Project Management Team
	• Project Coordinator
	• Public Sector
	  Management Advisor
	  (P4)
		Institutions of higher
		learning and training

Policy and Evidence- Based (OPC)	Leadership and Management (OPC)	Department of Human Resource Management and Development (DHRMD)	ICT/E-Government (DISTMS)

Management Structure: The Office of the President and Cabinets will act as the implementing partner on behalf of the GoM. The Project will be reporting to the Project Board/PA-SWG Steering Committee[1] which will be chaired by the Principal Secretary responsible for Administration in the Office of the President and Cabinet. The Board /PA-SWG Steering Committee will be responsible for: (i) providing strategic policy direction on Project deliverables; (ii) approving the annual work plans and budgets; (iii) reviewing Project reports; and (iv) over-seeing the monitoring and evaluation of the project. The full membership of the Board/ shall comprise:

- The Principal Secretary, Administration, OPC, Chair;
- The Secretary for Public Sector Reforms or his/her designate;
- The Secretary for Public Service Management or his/her designate;
- The Secretary to the Treasury or his/her designate;
- The Secretary for Development Planning or his/her designate;
- The Secretary for Local Government and Rural Development or his/her designate;

---

[1] It should be noted that Project Board is the same as PA-SWG Steering Committee. The only difference is that the former is UNDP terminology while the latter is government terminology.

- The Chief Executive of the Malawi Institute of Management or his/her designate;
- The Director of the Staff Development Institute or his/her designate;
- Representatives from the institutions of higher learning such as Chancellor College, The Polytechnic, MIM and SDI;
- The United Nations Development Program;
- Representatives from the development partners involved in the Public Administration Sector; and
- Two representatives of the civil society -- with relevant activities in capacity development.

The PSD will be reviewed by stakeholders through a Local Project Appraisal Committee (LPAC). Implementation of project activities is expected to begin in the third quarter of 2012.

Partner Roles: PSRMU will be the Secretariat to the Project. The Unit will identify dedicated serving officers to assume positions of the Project Coordinator and Project Accountant, respectively. Among other responsibilities, the Secretariat will: (a) provide logistical support and guidance to the Project; (b) monitor project implementation and prepare progress reports; (c) submit consolidated annual work plans, budgets and procurement plans for review and endorsement; (d) hold regular meetings to ensure smooth operation of the Project; (f) maintain project accounts and prepare financial reports; (g) make recommendations to the Board/PA-SWG Steering Committee on how to effectively implement the agreed work plans. The Public Sector Management (PSM) Advisor located at PSRMU will provide technical assistance to OPC.

The Department of Human Resource Management and Development will lead the process of developing the human resource management strategy and action plan including coordination of implementation of leadership and management training programs. The training institutions will conduct the trainings and undertake studies to assess the impact of the various trainings. They will also ensure that the institutions' curricula are consistent with the Government development agenda.

DISTMS will be responsible for the development of the ICT Policy. It will also coordinate the development of the e-Government Strategy and standards. Furthermore, expectations are that there will be increased application of ICT and e-Government by MDAs through development of skills and competencies.

The Public Service Commission will be responsible for recruitment of public servants and ensure that the recruitment takes into account gender considerations. Institutions of higher learning and MDIs will provide sustainability to the country's training requirements. They will also be involved in impact evaluations of the different interventions under the Project and inform the public service on policy choices. The institutions will also undertake research in areas where the Government needs more information for evidence-based decision making.

Project Fund Management: 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 Harmonized 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, Office of the President and Cabinet, 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 the Project 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 of 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 within 5 months from date of transfer, 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.

The OPC 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 OPC, UNDP will review the request for advance and disburse the appropriate amount. The National Project Coordinator, Public Sector Reforms Management, will be accountable for the use of funds advanced to the project according to agreed upon work plans. OPC 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 19th November, 2013 will be strictly applied. UNDP will make sure that the correct rates are applied and inform OPC, Public Sector Reforms Management Unit accordingly whenever the rates are adjusted.

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 Project 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; and

- 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 UNDP's support will be charged according to the UNDP corporate Universal Price List.

Project Audit: If the annual expenditures of the project exceed US$ 100,000 then the program 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 must 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 Transfers. 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.

6.0   Monitoring and Evaluation Arrangements

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

Within the annual cycle

- 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 below.

- 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 (See Annex 1), 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 Project Coordinator to the Project Board/PA-SWG Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.

- 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board/PA-SWG Steering Committee. As 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/PA-SWG Steering Committee 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.

- **Midterm and end of project review.** At the end of 2.5 years a midterm review will be initiated by UNDP to review progress made and lessons learnt. This will help in reshaping the strategy and reviewing the funding availability and allocations. Towards the end of five years, an end of project evaluation will be conducted to assess achievement of objectives and outcomes. This will also critically analyze lessons learned and challenges experienced in order to guide scope of the subsequent PSD.

7.0   2014 Project Monitoring and Evaluation Framework

Program Result	Measurable Indicator	Baseline	Target (2014)	Means of Verification
UNDAF Outcome 4.2: Public institutions are better able to manage, allocate and utilize resources for effective development and service delivery by 2016.	• % of citizens satisfied with public service delivery	40% (2011)	60%	Periodic public service delivery perception surveys
UNDAF-AP 4.2.1: Capacity for public sector management strengthened for effective service delivery.	• Public Administration Sector Working Group (PA-SWG) established.	None (2011)	Done (2016)	Minutes of meetings.
	• % of national budget allocated to public sector administration training.	0.01% (2011)	0.02% (2016)	
CPD Output: Public sector management reform strategy implemented.	• % of senior public servants trained in leadership and management.	30% (2008)	70% (2016)	OPC training reports.
Expected Project Outputs				
Output 1: Public service policies, regulations, strategies and guidelines revised to enhance service delivery.	• Reviewed Public Sector Reforms Management and Capacity Development Program Document Report in place with clear recommendations on way forward	2013: Not Done	2014: Done	OPC/PSRMU Reports
	• Final National Human Resource Survey Report produced and disseminated.	2013: Not Done.	2014: Done	DHRMD Reports
Output 2: Public service leadership and management	• % of ethics training modules identified and successfully delivered	2013: 0%	2014: 50%	OPC/PSRMU Reports

skills and competencies, values, ethics and integrity enhanced for efficient and effective service delivery.	• % of public officers (P5 and above) trained in ethics disaggregated by gender	2013: 0%	2014: 80%	OPC/PSRMU Reports
	• No. of suspected wrong-doings reported and dealt with	2013: 0	2014: tbd	OPC/PSRMU Reports
	• No. of learning and exchange programs on ethical issues conducted through South-South Triangular Cooperation	2013:0	2014: 3	OPC/PSRMU Reports
	• % change in ethical behaviour of the targeted trained population (P5 above).	2014: tbd	2014: 30% over the baseline	OPC/PSRMU Reports
Output 5: Effective project management and services delivered	• % of Board decisions and recommendations implemented annually.	2013: 50%	2014:90%	Board meeting reports
	• % of project results achieved as per the AWP.	2013:50%	(2014):70%	Board meeting reports

8.0   Legal Context

This PSD 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 Program (herein called UNDP) signed on 15th July 1977.

This document together with the 2012 – 2016 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: (i) 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; and (ii) assume all risks and liabilities related to the implementing partner's 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.

9.0   Project Risk Management Log

These are the main anticipated risks, impacts and mitigation options in the program.

No.	Key Risk	Type	Description	Anticipated Impact and Probability (scale from 1 (low) to 5 (high)	Mitigation Options
1.	Insufficient funds mobilized from development partners largely due to fatigue in supporting public sector capacity development-related activities.	Strategic/ Financial	Insufficient funding would suggest low donor confidence in the Program. This would have a serious negative impact on the pace and scope of Program implementation.	Probability: 4 Impact: 4	Development partners were fully engaged in the re-design of the Project as a way of generating their interest. This engagement will continue during implementation.
2.	Insufficient human resources in the Public Sector Reforms Management Unit (PRMSU) to manage the Project	Organizational	Government officials working on this Project are also involved in other duties and responsibilities.	Probability: 2 Impact: 4	Ensure that dedicated Government officers are placed on the Project.
3.	The Government, through OPC, does not get the required allocation from the Ministry of Finance during the annual budget process.	Financial	The contribution from Government is managed by OPC and does not go into the project as basket funding	Probability: 2 Impact: 4	Ensure that the Government deposits its contribution in the Project local account.

10. Monitoring Tool

CP Component _____

Implementing Partner _____

EXPECTED CP OUTPUTS AND INDICATORS INCLUDING ANNUAL TARGETS	PLANNED ACTIVITIES *List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs*	EXPENDITURES *List actual expenditures against activities completed*	RESULTS OF ACTIVITIES *For each activity, state the results of the activity*	PROGRESS TOWARDS ACHIEVING CP OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: - *Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged* - *Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues*

Output 1: Public service policies, regulations, strategies and guidelines revised to enhance service delivery.				
Indicator 1: Reviewed Public Service Report and Program and Document in place with clear recommendations on the way forward.	1.1 Identify consultant to conduct review of the Program Document.			
	1.2 Conduct review of the Program Document.			
	1.3 Disseminate findings of the review through stakeholder's workshops			
Baseline: 2013: Not done. Target: 2014: Done	1.4 Incorporate recommendations and way forward in the revised Program Document for implementation.			
Indicator 2: Final National Human Resource Survey Report produced and disseminated	1.5 Mobilize funds for the revised Program Document.			
Baseline: 2013: Not done. Target: 2014: Done	1.5 Disseminate findings of the Survey.			
Output 2: Public service leadership and management skills and competencies, values, ethics and integrity enhanced for efficient and effective service delivery.				
Indicator 1: % of ethics training modules identified and successfully delivered.	2.1 Design training program for the public service			
Baseline: 2013: 0% Target: 2014: 50%.	2.2 Conduct training for public servants in leadership positions (P5 above) in collaboration with Malawian institutions.			
Indicator 2: % of public officers (P5 above) trained in ethics disaggregated by gender.	2.3 Ethics training curricula developed in training institutions.			
Baseline: 2013: 0. Target: 2014: 80%.	2.4 Introduce rewarding and sanctioning framework for PSC			

Indicator 3: No. of suspected wrongdoings reported and dealt with. *Baseline*: 2013: 0. *Target*: 2014: tbd.	2.5: Establish mechanisms for monitoring and reporting of suspected wrongdoings.
	2.6: Support GoM to establish Ethics & Compliance Officers' positions in key MDAs.
Indicator 4: # of learning and exchange programs on ethical issues conducted through South-South Triangular Cooperation. *Baseline*: 2013: 0. *Target*: 2014: 3.	2.7: Carry out radio and TV programs to promote ethical behavior in the public service.
	2.8: Orient the public on public service code of conduct and ethics.
	2.9: Support feedback mechanisms on public service ethical behavior through hotline, suggestion boxes etc.
Indicator 6: % change in ethical behaviour of the targeted trained population (P5 above). *Baseline*: 2013: tbd% *Target*: 2014: 30% over the baseline	2.10: Conduct baseline study to determine ethical behavior within the public service.
	2.11: Arrange 2 study tours to countries with best practices on ethical behavior.
Output 5: Effective project management and services delivered	
Indicator 1: % of Board decisions and	5.1: Implement all recommendations from spot checks, steering committee meetings and program management and coordination committee meetings

recommendations implemented annually. • *Baseline:* 2011: (50%); • *Target:* 2014: (90%) **Indicator 2:** % of project results achieved as per the AWP • *Baseline:* 2011: (60%); • *Target:* 2014: (70%)	5.2: Conduct 2013 audit of for PSCDP.

ANNUAL PROCUREMENT PLAN

PROJECT TITLE: Public service Capacity Development
PROJECT ID: 00069367
ANNUAL PLAN PERIOD: 2014

REQUESTER: Venge Nkosi

Deception of Procurement Items	Quantity		COA				Estimated Price	Currency	Available Budget in USD	Method of Procurement	Timeline for Procurement		Implementing partner focal point	Responsible UNDP Prog. Analyst
Description of goods, services or works to be procured	No.	UNIT OF MEASURE	FUND/ DONOR	OUTPUT	ACTIVITY	ACCOUNT		MK or USD	USD	Government Procurement or UNDP Support Service or other		Expected Delivery Date		
1. Consultant to finalize Human Resource survey	1	Days	4000	00083988	2	72100	30,000	USD	30,000	UNDP Support Service		30/06/2014	OPC-PSRMU	Venge Nkosi
2. Recruit a consultant to review the Public Service Reforms Program	1	Days	DFID	00083988	6.0	N/A	N/A	USD	-	DIFID Support service		30/04/2014	OPC	Venge Nkosi
3. Recruit a consultant to conduct Ethics Training for the public service.	1	Days	04000	00086445	4	72100	40,000	USD	40,000	UNDP Support Service		30/04/2014	OPC - PSRMU	Venge Nkosi
4. Recruit consultant to harmonize working conditions of service in the public sector	1	Days	04000	00086445	3	72100	35,000	USD	35,000	UNDP Support Service		30/06/2014	OPC - PSRMU	Venge Nkosi
5. Recruit consultant to facilitate information sharing and learning on ethics and accountability	1	Days	04000	00086445	6	72100	20,000	USD	20,000	UNDP Support Service		30/11/2014	OPC - PSRMU	Venge Nkosi
6. Recruit consultant to do a survey on change in ethical behaviour	1	Days	04000	00086445	7	72100	8,500	USD	8,500	UNDP Support Service		30/11/2014	OPC - PSRMU	Venge Nkosi
Estimated Cost TOTAL							103,500		103,500					

Note:

IP shall request UNDP Country Office to provide project support services by specifying "UNDP Support Service" under "Method of Procurement."

If any changes to be made on the procurement plan for UNDP Support Services, such as descriptions, specifications and quantity of the procured items, IP shall notify the changes by writing to UNDP Country Office.

The procurement of goods and services and the recruitment of project personnel conducted through UNDP Support Service method, the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.