



**COUNTRY PROGRAMME ACTION PLAN
FOR 2008 TO 2011**

Agreed by

The Government of Malawi

And

The United Nations Development Programme

Lilongwe, ____ December ____ 2007

TABLE OF CONTENTS

List of Acronyms.....	3
The Framework.....	5
Part 1. Basis of Relationship.....	5
Part 2. Situation Analysis.....	6
Part 3. Past Cooperation and Lessons Learned.....	8
Part 4. Proposed Programme.....	9
Part 5. Partnership Strategy.....	16
Part 6. Programme Management.....	19
Part 7. Monitoring and Evaluation.....	22
Part 8. Commitments of UNDP.....	23
Part 9. Commitments of the Government.....	24
Part 10. Other Provisions.....	26
Annex I: List of prospective partners.....	27
Annex II: Results and Resources Framework.....	29
Annex III Malawi UNDAF M& Calendar.....	36
Annex IV UN Malawi programming clusters.....	38

List of Acronyms

ADP	Agricultural Development Programme
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Work Plan
CBO	Community Based Organisation
CCF	Country Co-operation Framework
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIDA	Canadian International Development Agency
CILIC	Civil Liberties Committee
CONGOMA	Council for Non Governmental Organizations
CMD	Centre for Multiparty Democracy
CPAP	Country Programme Action Plan
CPD	Country Programme Document 2008-2011 (of UNDP unless otherwise specified)
CSO	Civil Society Organisation
DACU	Development Assistance Co-ordination Unit, Ministry of Finance
DFID	Department for International Development
DISTMS	Department of Information Systems and Technology Management Service
DoPDMA	Department of Preparedness and Disaster Management Affairs
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
GoM	Government of Malawi
GTZ	German Development Co-operation Agency
HIV	Human Immunodeficiency Virus
IAWP	Integrated Annual Work Plan
IDEA	Institute for Democracy and Electoral Assistance
IFES	International Foundation for Electoral Systems
JICA	Japan International Co-operation Agency
MGDS	Malawi Growth and Development Strategy for 2006-11
MDGs	Millennium Development Goals
MESN	Malawi Electoral Support Network
M&E	Monitoring and Evaluation
MDHS	Malawi Demographic and Health Survey
MICS	Multiple Indicator Cluster Survey 2006
MIPA	Malawi Investment Promotion Agency
MoAFS	Ministry of Agriculture and Food Security
MVP	Millennium Villages Project
NAO	National Audit Office
NAC	National AIDS Commission
NEPAD	New Partnership for Africa's Development
NEST	National Election Systems Trust
NGO	Non Governmental Organisation
NICE	National Initiative for Civic Education
NORAD	Norwegian Agency for Development Aid
SADC	Southern Africa Development Community
SBAA	Standard Basic Assistance Agreement
SWAP	Sector Wide Approach
UN	United Nations
UNAIDS	Joint UN Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework for 2008-2011
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund

UNDP Malawi CPAP 2008-2011

UNIFEM	United Nations Fund for Women
UNV	United Nations Volunteers
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organisation

The Framework

The Government of Malawi, hereinafter referred to as “the Government”, and the United Nations Development Programme, hereinafter referred to as “UNDP”, agree on their responsibilities in the implementation of the country programme, as reflected herein.

- Furthering their mutual agreement and cooperation for the realization of the Millennium Declaration and the Millennium Development Goals and the United Nations Conventions and Summits to which the Government and UNDP are committed;
- Supporting the implementation and monitoring of national development goals as prioritized in the Malawi Growth and Development Strategy (MGDS) for 2006-11;
- Supporting the Government’s follow-up to the Rome and Paris Declarations on Aid Effectiveness;
- Implementing UNDP’s responsibilities and commitments as reflected in the “one UN approach” of the United Nations Development Assistance Framework (UNDAF) for Malawi, 2008-2011;
- Building upon the experience gained and progress made during the implementation of the previous Country Programme 2002 to 2007;
- Entering into a new period of cooperation from 2008 to 2011

The Government and UNDP declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

PART I: BASIS OF RELATIONSHIP

1.1 The Government and the UNDP entered, on 15 July 1977, into a Standard Basic Assistance Agreement (SBAA) to govern UNDP’s assistance to Malawi. Under Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved new Financial Regulations and Rules and along with them new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new UN Common Country Programming Procedures resulting from UN reforms. In light of this decision, this CPAP, together with its associated Annual Work Plans, constitute a project document as referred to in the SBAA.

1.2 This CPAP is the action plan of the Government and UNDP to implement the UNDP Country Programme for 2008 to 2011 so as to maximise UNDP’s contribution to the MGDS through the UNDAF. The major challenges analyzed in the MGDS and the results expected from the UN to address them, as presented in the UNDAF, were identified and prioritized in a participatory process which involved Government, civil society, other development partners and UN agencies. The UN’s contribution to the MGDS, as articulated in the UNDAF, will be provided through the country programmes and projects of respective UN agencies operating in Malawi. The table at Annex IV the structure and summarises the joint contribution of the United Nations system to the realisation of the UNDAF. UNDP is the convener of Cluster 5 on democratic governance, and supports outcomes 1, 2, and 4 focusing on capacity development, particularly in pro-poor growth and governance. It also has the leadership in ensuring the streamlining of the following cross cutting issues in all UN supported activities: disaster risk reduction, capacity development and human rights.

1.3 This CPAP was finalised after the approval of UNDP’s draft CPD by its Executive Board in September 2007. In preparing the CPAP, the UNDP country office worked closely with the Government, particularly the Ministry of Finance, as well as concerned line ministries

and institutions, prospective partners in civil society, the private sector, other UN agencies and development partners. An initial meeting was held with the Government to start the CPAP preparation process on 16 August 2007. This was followed by a series of meetings with the partners potentially involved in implementing components of the programme and/or in contributing towards the outcomes of the CPD and UNDAF. The UNDP CPAP was later reviewed with the CPAPs of other UN agencies by a joint UN appraisal meeting on 6 September 2007 and endorsed by designated Government focal points in a joint session held on 11th October.

PART II: SITUATION ANALYSIS

2.1 Malawi is a young democracy with a constitution which enshrines the separation of powers, the independence of constitutional bodies, the rule of law and a human rights charter which entrenches the rights to equality, liberty and development. Despite the enabling policy environment, systems of democratic accountability, access to justice, and social services at both the national and district levels remain fragile. Constitutional bodies lack the capacity and independence to provide citizens the requisite means to hold government accountable for its responsibilities under the Constitution. Moreover, access to justice is inadequate as too many Malawian citizens who come into conflict with the law or are victimized by crime are unaware of their constitutional rights; those who are aware of their rights are unable to access the necessary means to protect their rights. Service providers are not sensitive to the needs of vulnerable groups such as women, who are deeply impacted by inefficient and inaccessible justice systems.

2.2 Malawi reached the Highly Indebted Poor Country completion point in August 2006. This signals the Government's success in restoring fiscal discipline and improving economic management. The President has taken a hard stance against corruption and committed himself to the creation of a more enabling environment for investors – both the private sector and for donors. The MGDS recognises that the Paris Declaration represents an opportunity for the Government to exercise greater national leadership towards achievement of the MDGs and for strengthening financial management and accountability.

2.3 The challenge now facing Malawi is whether it can leverage improved fiscal discipline and the promise of the MGDS to promote economic growth, attract investment, and reduce poverty and insecurity, in a way that strengthens democracy and the enjoyment of basic rights by all citizens. Economic growth cannot be sustained unless women are empowered to overcome negative socio-cultural practices, which limit women's abilities to control their economic future. Success in realising the goals of the MGDS will depend not only on the creation of an entrepreneurial environment and the strengthening of capacity at both the national and local levels – whether governance arrangements, institutions, or individual skills; but also on ensuring that women, the youth and the poor people have opportunities to contribute to and benefit from economic growth, basic social services and social protection.

2.4 A top priority is to strengthen capacities to implement the MGDS - whether to deliver essential services to more marginalised groups or, more broadly, strengthen accountability systems. While the UN already plays an important role, it will improve its support to Government and its partners to ensure Malawi is optimally placed to benefit from the rapidly changing aid environment of budget support, donor alignment with national systems, and the prospect of absolute increases in global aid flows.

Key statistical figures

	Indicator	Total	Male	Female	Unit	Year	Source
1.	Population	13.2	6.5	6.7	Millions	2007	Census Projections
2.	Total Fertility Rate (TFR)	6.3	-	6.3	Number	2006	MICS
3.	Crude Birth Rate	44	-	44	Per 1000 population	2006	MICS
4.	Crude Death Rate	19	23	21	Per 1000 population	1998	Census 1998
5.	Life Expectancy at Birth	47	46	48	Years	2007	Census Projection
6.	GDP Per Capita	161	-	-	USD	2005	Human Development Report 2007/2008
7.	Population Below Poverty Line (Total/Male/Female headed HHs)	52	51	59	Percent	2005	Integrated Household Survey
8.	Underweight	21	22	20	Percent	2006	MICS
9.	Adult Literacy Rate	69	77	67	Percent	2006	MICS
10.	Primary School Net Attendance Ratio	86	86	87	Percent	2006	MICS
11.	Under-5 Mortality Rate	122	125	119	Per 1000 live births	2002-2006	MICS
12.	Infant Mortality Rate	72	76	69	Per 1000 live births	2002-2006	MICS
13.	Measles Vaccination	84	84	85	Percent	2006	MICS
14.	Maternal Mortality Ratio	984	-	984	Per 100,000 live births	1999-2004	MDHS
15.	Proportion of births attended by skilled health personnel	54	-	54	Percent	2006	MICS
16.	Prevalence of HIV/AIDS (15-49)	13	11	14	Percent	2004	MDHS
17.	Condom use at last high-risk sex by young women & men (15-24)	-	58	40	Percent	2006	MICS
18.	Population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS	-	42	42	Percent	2006	MICS
19.	Contraceptive Prevalence Rate	33	-	33	Percent	2004	MDHS
20.	Households having an Insecticide Treated Net (ITN)	38	-	-	Percent	2006	MICS
21.	Children below 5 years slept under an Insecticide Treated Net (ITN)	25	25	24	Percent	2006	MICS
22.	Safe Drinking Water	74	-	-	Percent	2006	MICS
23.	Basic Sanitation	61	-	-	Percent	2004	WHO-UNICEF Joint Monitoring Program Report 2006

2.5 As a landlocked, resource poor, rain dependant, predominantly rural but rapidly urbanising country with high population growth and limited arable land, Malawi faces many disadvantages relative to other countries. More than 44% of children under five are chronically malnourished and almost every family is affected by disease, notably malaria and HIV and AIDS. Over 52% (2005) of the population lives below the poverty line (US\$0.50 per person per day) and more than 22% live in ultra poverty (less than US\$0.31 per person per day) (*Integrated Household Survey 2004-2005, NSO, October 2005*). The majority of those living in ultra poverty are women.

2.6 Malawians, particularly the poor, are vulnerable to the impact of a range of shocks and hazards. These include natural hazards such as droughts (1 in every 3 to 5 years), floods (every year), storms (every year); man made hazards such as, air and water pollution; disease epidemics and economic shocks. Failure to adequately consider, plan for and mitigate the impact of these shocks and build the resilience of affected communities will at a minimum constrain the best laid plans for economic growth, thereby undermining Malawi's attainment of the MGDS and Millennium Development Goals. International experts forecast rising temperatures, shifts in rainfall patterns and more droughts in some areas of the world, together with more extreme weather events. Although the likely impact of climate change cannot yet be specified for Malawi with a high level of confidence, forecasts for Southern Africa indicate that it is likely to face some of the most extreme climate changes. Malawi's dependence on natural resources, the sensitivity of maize to rising temperatures and erratic rainfall and existing vulnerability, make the country particularly vulnerable. Moreover, it is often the poorest who farm the most marginal lands and they are likely to be the most vulnerable to the effects of climate change. This emphasizes the need for pro-poor plans to reduce current and future risks and develop the resilience and adaptive capacity of the most vulnerable communities.

PART III: PAST COOPERATION AND LESSONS LEARNT

3.1 The key message from the mid-term review of the Country Cooperation Framework (CCF) II 2002 – 2006 (extended to 2007) was that UNDP was appropriately positioned to address poverty reduction, good governance and HIV/AIDS management. The review criticised UNDP's results in fostering broad participation, particularly to transform government ownership of national development processes into national ownership and adapt to the new aid environment. Key partners also suggested that UNDP's development operations could be quicker and more flexible in view of the changing aid environment and pointed to the need to build capacity within the country office to adapt to the changing donor environment and harmonize its own aid modalities with national structures.

3.2 Following the advent of multiparty democracy in 1994, Malawi's policymaking, planning and budgeting have been weakened by fragmented processes and institutions. There has been limited ownership of important policy instruments by policy-makers as well as broader Malawian society. As a result, delivery against policy frameworks is very weak. Poor incentive structures in the public service further weaken accountability for the use of public resources.

3.3 Both the government and development partners have called on the UN and UNDP in particular to help build and strengthen government's capacity in strategic planning, coordination, leadership and ownership of the development agenda and domestication of the Paris Declaration. The government has recognized the need to strengthen and harmonize policy making, planning and budgeting as well as the need to foster incentives for delivery of MGDS results and budget reporting against results. UNDP will therefore help Government develop a coherent framework to improve capacity for managing the public sector to realize the right to development entrenched in the Constitution.

3.4 UNDP's country programme has been and will continue to be almost wholly nationally executed. Key challenges to the implementation of UNDP-supported development interventions need to be addressed in order to improve aid effectiveness. From the implementing partners' side, there have been considerable delays in submitting financial and progress reports and quarterly work plans which are required for advances of funds. A major contributing factor was their weak financial capacity. Another challenge relates to the limited outreach by implementing partners to civil society, poorly motivated public sector staff, the high transaction costs to Government in dealing with UNDP procedures which are not fully aligned with those of other partners and the poor understanding of implementing partners of results based management. UNDP could be more proactive in asking implementing partners to submit progress and financial reports and work plans within specified timeframes and providing direction on proper financial procedures. UNDP also needs to provide implementing partners with prompt feedback on progress and financial reports, field visits and requests for advances of funds. Follow up to audit findings and recommendations needs to be more systematically checked and reported on. Proposals to remedy these weaknesses are made in this CPAP.

3.5 Malawi's 2005 maize harvest was 45 per cent less than the national requirement. Donors responded quickly to a Government/UN appeal with food aid, but gave little for fertilizers and improved seeds for which the UN had also appealed. Overriding the initial reservations of some development partners, the Government, with UN support, then heavily subsidized farm inputs for more than 1 million maize smallholders. Two spectacular harvests followed. Clearly favourable rains contributed, but most observers also concluded that the input subsidies paid off in averting hunger, reducing humanitarian needs and costs and enabling the country to export more than 400,000 metric tons of maize. Government and UNDP will seek to learn from this by more systematically seeking a wide range of professional opinions including from independent experts before determining policies and plans on issues critical to Malawi's development.

PART IV PROPOSED PROGRAMME

4.1. The UN system supports the Government and people of Malawi to use their development resources effectively and accountably to achieve the objectives of the MGDS, attain the MDGs and adequately respond to the right to development entrenched in the Constitution. Specifically, in the period up to 2011, UNDP will contribute to four of the five results expected from UN development operations in Malawi as reflected in the UNDAF. UNDP's contributions are expected to result in six country programme outcomes and 16 outputs as described in paragraphs 4.2 to 4.27. These UNDP commitments are directly related to the results expected from the UNDAF as shown in the Results and Resources Framework (RRF) annexed to this CPAP. In summary, UNDP will support the delivery of results that deepen national ownership, develop implementation capacity and initiatives that model new policy approaches as the basis for national scale-up. Under UNDAF outcome one, UNDP will focus on environment and energy for sustainable economic development. For outcome two, UNDP will support Malawi's capacity for caring for the ultra-poor and protecting the vulnerable negatively impacted by a wide range of shocks and hazards. To contribute to outcome three, UNDP will focus on improving the national and district level capacity to coordinate, manage and monitor HIV and AIDS responses in line with the Three Ones Principles. For the governance outcomes (4, 5 and 6), UNDP will support strengthening accountability systems, both economic and political, including elections, human rights and access to justice. In pursuing results in these areas, the UNDAF and CPD commit UNDP to reflect four cross-cutting themes: human rights, gender equity, disaster risk reduction and capacity development. The ways in which UNDP will do this are summarized in paragraph 4.28.

4.2. CP Outcome 1: “Enhanced conservation of the natural resource base by 2011”.

Reflecting the UNDAF, the CPD included five outputs that would contribute to this outcome. On further analysis, it became apparent that UNDP’s staffing and financial resources would be stretched too thinly if all five outputs were pursued. In consultation with the Government, it was therefore decided to focus more narrowly on four outputs to be achieved by government with the support of UNDP by 2011:

- a) National strategies, policies and action plans, which integrate the environmental provisions of the MGDS, are implemented in meaningful partnerships with civil society and with effective coordination of development partners.
- b) At least two programmes, that meaningfully inter-relate good governance with poverty reduction and environmental management, are prepared with national partners, approved and under implementation.
- c) Development of business-led solutions for sustainable resource management and poverty reduction
- d) One MDG-based integrated rural development programme implemented in at least 2 districts contributing to improved livelihoods and increased incomes of the poor.

4.3. The MGDS recognizes that sustainable economic growth requires reversal of a vicious downward spiral of accelerating environmental degradation and increased use of energy. In a resource poor country like Malawi, environmental degradation will be further expedited by the effects of climate change with likely disproportionate impact on the livelihoods of the poorest, unless timely remedial action is taken. UNDP will support Malawi government’s efforts to strengthen her national capacities to achieve sustainable development, by tackling the challenges of environmental degradation, climate change, and expansion of the access to environment and energy services for the poor as integral components of national plans and strategies to accelerate pro-poor economic growth. Specifically, in collaboration with the Global Environment Facility (GEF), the United National Environment Programme (UNEP), the World Bank and FAO, UNDP will:

- Support Government coordination of partnerships with civil society and development actors to prepare results-oriented plans to implement the environmental provisions of the MGDS, and climate change plans including the National Adaptation Plan of Action (NAPA).
- Where necessary, UNDP will support the articulation or revision of policies to these ends, to ensure, for example, that climate change and disaster risk are integrated into both the MGDS and into sectoral plans, for example the Agriculture Development Programme, the Health SWAp and in other areas.
- Support capacity assessments and capacity development activities, whether this be of specific institutions whose roles are central to the implementation of environmental plans and disaster risk management, or of entities responsible for planning, coordination, and communication in these areas.
- Support specific project interventions that address urgent environmental challenges, catalyze change, strengthen capacities and model new approaches as the basis for scale up.
- Support Government to fulfill multilateral reporting requirements.

4.4 UNDP will work with central coordinating Ministries as well as Ministries and Departments with line responsibilities, including the Department of the Environment, Department of Disaster Management Affairs, Forestry, National Parks and Wildlife, Fisheries and Energy, to ensure that inclusive and results oriented partnerships are developed and sustained. These need to embrace civil society, the private sector and donor community, including actors such as UNCDF, UNEP, the GEF (including the Small Grants Programme), the African Development Bank, World Bank, EU and bilateral donors. Particular attention will be given to supporting the involvement of groups which amplify the voices of women and the poor in determining priorities and implementation plans.

4.5 Specific interventions will include support through the Growing Sustainable Business programme to strengthen the capacity of the Malawi Investment Promotion Agency to identify and to market investment opportunities, as well as support for a limited number of pro-poor business opportunities that could have a major positive social impact – for example, in the area of alternative technology and agribusiness/food processing. This support is intended to showcase and model approaches, for example in strengthening supply chains for the benefit of smallholder farmers and local entrepreneurs, that can be replicated.

4.6 NDP will continue its support to Government to implement the Millennium Villages Project, which are intended to demonstrate proof of concept that the MDGs can be achieved by 2015 if partnerships between local communities, government and donors are created and an appropriate level of scientific, technical and financial support is provided. An objective will be to ensure that best practices learned, whether in terms of interventions, capacity development or coordination, are identified and used as the basis for national scale up. UNDP will support efforts to ensure that the MVP experience benefits from and contributes to broader efforts in the area of integrated rural development, as well as from UNDP and other UN agency activities. For example, support will be given to ensuring that MVPs incorporate functional literacy successes learned from the Sustainable Socio-Economic Empowerment for Poverty Reduction Programme, as a way of empowering women and enhancing gender equality.

4.7 **Outcome 2: “Strengthened disaster risk reduction and emergency management systems and practices for efficient response at national and sub-national levels”.** The CPD commits UNDP to support the delivery of one output that will contribute to this outcome: Draft disaster risk reduction policy, emergency and preparedness plans and institutional framework including planning mechanisms, regulations and reviewed legislation ready for implementation by December 2011.

4.8 Disaster are a major source of shock both to the economy and to vulnerable people and women usually suffer disproportionately from them. Moreover, disaster related risk and impacts are likely to be further exacerbated by climate change, highlighting the need for fully gender-integrated disaster risk management to be both informed by, and inform the development of appropriate climate change adaptation strategies and programmes. Disaster risk reduction is the second major theme within the MGDS. However, pending its elaboration, national disaster management continues to be reactive rather than proactive, with an emphasis on the coordination of emergency responses. Furthermore, roles and responsibilities in disaster mitigation, preparedness and response remain unclear.

4.9 Recognizing that disaster risks can be minimised but not entirely eliminated, the UNDP programme outcome reflects the need to build the capacity of national and district level authorities to improve disaster risk management, including mitigation, preparedness and response systems, with the objective of both reducing future hazard impacts and ensuring effective humanitarian response. UNDP will support the elaboration of a national disaster risk management strategy, including the development of an engendered disaster risk reduction policy, emergency and preparedness plans and institutional frameworks at both national and district levels (UNDAF outputs 2.2.1 and 2.2.5). Integral to this strategy will be the appropriate reflection of disaster risk reduction in other government policies, programmes and training (UNDAF output 2.2.2). The strategy will also include the development of gender disaggregated information management systems which reflect both the impact of past disaster events and the risks associated with climate change (UNDAF output 2.2.4).

4.10 In order to achieve this output, UNDP will provide both direct support and build the capacity of national and district level authorities to improve emergency management and response systems, especially their coordination mechanisms and the effective mainstreaming of gender-sensitive disaster risk reduction in planning, policies and programmes (UNDAF output 2.2.3). UNDP will work with WFP and other UN partners to ensure that existing structures and systems comply with the minimum standards stipulated in the UN’s Humanitarian Charter which Malawi has signed (UNDAF output 2.2.6). Capacity will be developed based on an

assessment of the existing institutional and policy environment and in particular, and at the national level, primarily through the strengthening of the Department of Poverty and Disaster Management Affairs (DoPDMA). In collaboration with both DoPDMA and other Government Line Ministries, UNDP will work closely with a range of Government, Non Government and civil society partners to ensure the effective development of emergency management, preparedness, mitigation and response systems including the strengthening of existing flood contingency plans.

4.11 UNDP's support will be systematically structured and sequenced through successive AWP's, starting with an initial focus on promoting understanding of disaster risk reduction, strengthening implementation capacity and the formulation of operational guidelines. UNDP will coordinate its support with other UN agencies through the UNCT's thematic cluster group and with the Government through the planned National Platform for Disaster Reduction, the Food Security Joint Task Force, and the Social Protection Steering and Technical Committee.

4.12 CP Outcome 3: "Improved national and district level capacity to coordinate manage and monitor HIV responses in line with Three Ones principles by 2011."

The CPD commits UNDP to deliver one output to achieve this outcome: "Strengthened capacity to implement, coordinate, and monitor and evaluate the HIV and AIDS response at national and sub-national level."

4.13 Subject to approval by its Executive Board, UNDP will pool its resources with other development partners that fund the National AIDS Commission (NAC) through its Integrated Annual Work Plan (IAWP). The IAWP elaborates how the NAC will implement the National Action Framework 2005-2011 (NAF), which is the Government of Malawi's blueprint for the response to HIV/AIDS. There are eight key priority areas identified in the NAF: prevention and behaviour change; treatment, care and support; mitigation of the socio-economic and psycho-social impact of the epidemic; research and development; monitoring and evaluation; resource mobilization; and national policy coordination and programme planning. As a pool donor, UNDP's funds will be intermingled with the support provided by other development partners, and the pooled support will fund the entire breadth of NAC's IAWP. However, UNDP plans to use its role as a pool donor to advocate for greater emphasis on building the capacity of national and sub-national entities to cohesively manage HIV interventions.

4.14 UNDP has decided to pool its resources after extensive consideration of its role in supporting NAC as well as its membership in the UN Joint Team on HIV and AIDS. UNDP brings to the HIV/AIDS pool a strong reputation as a key partner for the Government of Malawi and a champion for national ownership of Malawi's response to the epidemic. Through joining the pool, UNDP will reduce the planning and reporting burden on NAC as it will no longer have to coordinate a separate UNDP work plan. Without this additional burden, the NAC will be able to focus on implementing its IAWP and strengthening its role as the coordinator of the national response to HIV/AIDS. UNDP will place more focus on information sharing, advocacy and coordination with other pool donors.

4.15 One of the key initiatives that UNDP will support through the IAWP is to increase the number of public and private institutions including civil society organisations (CSOs) mainstreaming HIV and AIDS interventions into their core policies, strategies, and programmes. UNDP will also promote a capacity assessment to determine barriers to the implementation of mainstreaming policies and to inform any required policy and strategy reviews. This strategy will achieve UNDAF outputs 4.4.2 for which UNDP is the lead organisation. Mainstreaming HIV and AIDS in key policies will reduce the impact of HIV on those particularly vulnerable to the epidemic. Public institutions that mainstream HIV and AIDS responses effectively coordinate HIV responses because the core functions, policies, programmes, and projects of these institutions are planned to be responsive to the particular needs of staff and clients who are infected, affected, and at risk of being infected with HIV.

4.16 The second key initiative that UNDP will support through the IAWP is building the capacity of local assemblies to manage HIV and AIDS interventions within their constituencies and also support the NAC's ability to coordinate the national HIV and AIDS response. As a pool donor, UNDP will strengthen NAC's technical expertise so that it can formulate clear action plans for decentralizing management of HIV/AIDS interventions to all 40 Local Assemblies. The ultimate objective is that local assemblies coordinate the work of CSOs that, in turn, work at grassroots level to support those infected, affected, or at risk of being infected with HIV. Through this particular intervention, UNDP will achieve UNDAF Output 4.4.3 for which UNDP is the lead organisation

4.17 CP Outcome 4: “informed public actively claiming good governance and human rights by 2011.” The MGDS acknowledges that the sustainable attainment of its targets depends on the prevalence of good governance, justice, the rule of law and respect for human rights. Considering challenges in these areas, UNDAF outcome 5.1, which is reflected as the above CPD outcome, will be pursued by UNDP through support to the following three outputs, refined since the preparation of the CPD:

- a) Increased and more effective participation of communities in decision-making, and in advocating changes to policies, laws, practices which affect their livelihoods and rights and in holding public bodies accountable.
- b) Formal and informal justice systems strengthened through a unified programme based approach to justice.
- c) Strengthened capacity of Parliament and other constitutional bodies to fulfil their mandates.

4.18 Decentralised governance structures and civil society engagement in public planning processes are crucial for promoting local development, protecting human rights and promoting effective pro-poor service delivery. To achieve the first output, UNDP will support the Democracy Consolidation Programme (DCP) in its efforts to bring communities together to identify their local development needs and demand improved service delivery from local governance structures. DCP will build on its past record of strong civic education and outreach, especially to women and the ultra poor, and improve community access to information on important issues that affect their daily lives. In turn, UNDP will also support the Ministry of Local Government to educate local government officials of their duties to respond to their constituents through the provision fair and efficient social services and informed, demand-driven village developments plans. The overall objective of this two-pronged approach is to activate the constitutionally entrenched right to development and strengthen government responsiveness to the needs of individual communities.

4.19 To achieve the second output, UNDP will support the preparation and implementation of a holistic approach to access to justice under the overall leadership of the Ministry of Justice, with the active participation of the Ministry of Home Affairs and Internal Security, civil society and development partners. This will aim to enforce the rule of law, safety and security, and to ensure that all citizens have adequate legal recourse when they come into conflict with the law or are victims of crime. UNDP will also contribute to strengthen administrative justice, promote gender equality and the respect for fundamental human rights. Finally, UNDP will support Government in establishing an independent legal aid bureau to ensure the poor and disadvantaged have access to adequate legal recourse under the formal justice system.

4.20 In pursuit of the third output, UNDP will aim at strengthening national capacity to report on Malawi's progress in implementing international human rights commitments such as the Convention for the Elimination of all forms of Discrimination against Women (CEDAW). In addition, UNDP will further develop capacity in Parliament and other constitutional bodies to carry out their mandates and constitutional responsibilities.

4.21 A pervasive feature of UNDP's interventions in pursuit of these outputs will be its active engagement with civil society to more effectively reach out to more marginalized and vulnerable groups and make government more responsive and accountable.

4.22 **CP Outcome 5: "By 2011, improved national capacity to formulate policy, manage, monitor and deliver services to protect the rights of vulnerable groups"**. UNDP will support this outcome, which mirrors UNDAF outcome 5.2, through the following five outputs, which have been reformulated since the CPD to reflect discussions with Government and partners:

- a) Strengthened capacity of central and local government to formulate policies and strategic plans, deliver services and be more visibly accountable to the populace;
- b) Strengthened national systems for monitoring & evaluation of development strategies and programmes;
- c) Strengthened capacity to deliver medical services in district and central hospitals;
- d) Strengthened technical capacity in the Malawi Electoral Commission to support the organization and implementation of free, fair and credible elections;
- e) Strengthened capacity in Government to coordinate and manage development assistance in line with the Paris Declaration on aid effectiveness.

4.23 To achieve the first and second outputs, UNDP is supporting Government in preparing a Capacity Development Programme that will, subject to the required resources being mobilized, strengthen public sector management capacity to formulate policies and strategic plans, deliver services, and nurture accountability in procurement, financial management, information and communication technology, human resources and project administration and build national capacity in monitoring, evaluation and audit. The programme will support sector wide approaches, management and coordination within the MGDS implementation framework in the Ministries of Water, Health, Education, and Agriculture. UNDP will support government to mobilize further substantial resources for this programme by March 2008, of which only part would be channelled through UNDP, as indicated in the annexed RRF. Support to the establishment of the volunteer policy for health workers will induce volunteers within and outside the country to reduce the gap in health services delivery.

4.24 The third output will be achieved by maintaining a level of 35 UNV doctors in 20 hospitals as an integral part of the national 6-year Emergency Human Resources Programme in the Health sector. The doctors will be filling critical gaps essential to providing medical services to the populations and in addition will transfer knowledge to medical staff at the respective institutions. In this respect, this output is also contributing substantially to UNDAF outcome 3.1 "Equitable access to essential health services increased by 2011".

4.25 To achieve the fourth output, UNDP will help MEC establish a computerised register of voters, provide voter education, and coordinate donor support to make it more effective, responsive and accountable in managing elections and directly support the holding of the General Elections scheduled for 2009 and any other major electoral events up to 2011, such as demarcation of Ward and Constituency boundaries, holding of Local Government Elections and by-elections.

4.26 For the fifth output, preparatory UNDP assistance has already established a Development and Co-ordination Assistance Unit (DACU) in the Ministry of Finance. UNDP will support strengthening of DACU's capacity to formulate policy, manage and monitor all forms and sources of development assistance - both domestic revenue and international aid - within a new coherent aid coordination framework.

4.27 CP Outcome 6: “By 2011 gender equality and women’s empowerment enhanced.”

In consultation with the Government, the outputs described in the CPD as contributing to this outcome have been narrowed down as follows:

- a. Policy, institutional capacity and systems in place to increase women’s access to financial services and markets.
- b. Project partners enabled to practice gender analysis, gender mainstreaming and gender budgeting.

4.28 To prepare and implement a national strategy for a more inclusive financial sector¹, UNCDF and UNDP will 1) establish appropriate mechanism(s) to initiate effective policy dialogue, 2) support innovations in financial institutions/markets that extend financial services to low income groups, especially to women in rural markets, and 3) strengthen the sustainable outreach capacity of such financial institutions. A Financial Inclusion in Malawi Fund (FIMA) will be established to support innovation and capacity building in these areas through financial instruments including grants, loans and guarantee funds/schemes. FIMA will be open to participation by all potential investors and development partners. It is proposed that FIMA be overseen by an Investment Committee that will comprise the development partners and potential investors.

4.29 Under the leadership of UNFPA and in partnership with other UN agencies, UNDP will ensure that gender analysis, mainstreaming and budgeting are fully understood by UN staff and their counterparts and integrated in all UN supported activities and programmes.. During appraisal, all AWP’s will be screened for their gender sensitivity. In close cooperation with other UN agencies a UN Gender Strategy will be developed which will guide UNDP in its operations and interventions.

4.30 In addition to these two programming interventions, UNDP will advocate for the new and/or changed laws providing more gender equality. Learning from the experience of the passing of the 2006 Act of Parliament on the Prevention of Gender Based Violence Act, extensive advocacy and lobbying is needed to ensure that much pending gender related legislation is passed in Parliament. UNDP will advocate and lobby for specific legislative changes and revisions that may be needed based on findings from MGDS needs assessment that UNDP facilitated as well as any gender analyses that are completed during the period covered by this CPAP. UNDP will, with its UN and other partners, advocate for new/changed pro-women legislation relating to inheritance and the ownership of estates after death, divorce and proposed Acts relating to gender equality and child protection. UNDP will publish a National Human Development Report relating to gender concerns and the MDGs early in 2008.

4.31 **Cross cutting themes:** Mirroring the UNDAF, the CPD draws attention to four cross cutting challenges: gender equality, human rights, disaster management and capacity development. In order to ensure their effective mainstreaming throughout UNDP supported activities, focal points for each of these themes have been designated within the UNDP programme team. With the assistance of the focal point, each programme analyst will ensure that these themes are integrated in the design and implementation of the interventions under her/his responsibility. Annual reviews, monitoring and evaluations will systematically seek evidence of the extent to which each cross cutting theme has been effectively mainstreamed in the pursuit of all 6 outcomes of the UNDP country programme and, if required, suggest corrective actions. To facilitate this, UNDP will work with the Government in identifying and using, in M&E systems, specific indicators that track the extent to which mainstreaming is actually practiced, so that Government and UNDP are better able to discharge their accountability. The mainstreaming of these four challenges will also be integral to UNDP’s

¹ The Consultative Group to Assist the Poor (CGAP) –a consortium of 33 bilateral and multilateral agencies— has defined the vision for the future of microfinance as “a world in which poor people everywhere enjoy permanent access to a wide range of quality financial services, delivered by different types of institutions through a variety of convenient mechanisms”

interventions to support national and sector wide approaches as described in paragraphs 4.2 to 4.26.

4.32 The UN's resource mobilisation strategy will contribute to and support the overall Government's objective of attracting the additional resources needed to cover the MGDS funding gap and achieving the MDGs in Malawi. UNDP's resource mobilisation efforts are a subset of this broader goal as UNDP's own core resources (TRAC 1) will be used as a catalyst for this broader resource mobilisation strategy. Annual targets and indicators for each output as well as indicative resource allocations to each output by year are detailed in the CPAP Results and Resources Framework in the Annex. In summary, resources are expected to be mobilized and allocated for UNDP supported interventions as shown in table 4.1. Additionally, due to its expertise in designing, promoting and managing programme/sector based approaches in areas such as capacity development for public sector management, disaster risk reduction and prevention, or electoral support, it is anticipated that an additional stream of resources will be directed to UNDP-supported, government-led programmes.

Table 4.1 Resources allocated by CPD outcome: 2008 to 2011
(US\$ million)²

#	CPD outcome	Regular resources ³	Other resources ⁴	Total
1	Enhanced conservation of the natural resource base by 2011	2.4	14.0	16.4
2	Strengthened disaster risk reduction and emergency management systems and practices for efficient response at national and sub-national levels	0.75	2.0	2.75
3	Improved national and district level capacity to coordinate manage and monitor HIV responses in line with Three Ones principles by 2011	2.0	0	2
4	An informed public actively claiming good governance and human rights by 2011	3.495	8.0	11.495
5	By 2011, improved national capacity to formulate policy, manage, monitor and deliver services to protect the rights of vulnerable groups	4.5	23.5	28.0
6	By 2011 gender equality and women's empowerment enhanced	2.6	4.0	6.6
	Total	15.745	51.5	67.245

PART V: PARTNERSHIP STRATEGY

Effective partnership strategies are crucial for the achievement of the results expected from the Country Programme and the UNDAF. To ensure that the UNDP supported country programme remains aligned to the MGDS, is harmonised with the programmes of other development partners and that sufficient resources are available for implementation, UNDP will operationalize its programme of support under the active leadership of the Government. A strong partnership between UNDP and the Government of Malawi may yield high dividends as it will 1) increase the overall resources coming to Malawi; 2) result in sector/programme based

² The achievement of the results expected from the UNDAF presupposes an ambitious mobilization strategy. The figures in Table 4.1 reflect estimates of the resources available at the time of the finalization of the CPAP and may be slightly less than those in the UNDAF projections.

³ Includes TRAC 1.

⁴ Includes TRAC 2 & 3, cost-sharing, trust funds, GEF, UNAIDS and all other resources

co-ordinated approaches involving all relevant development partners; and 3) focus on capacity development with the objective of transferring skills and promoting national ownership. UNDP's partnership strategy will seek to strengthen and support such Government leadership and work actively with the Government in developing partnership networks. UNDP's strategy will also aim to support the mobilization of human, financial and technical assets and capacities and help Government use these more cost effectively, transparently and with full accountability. More generally, in pursuit of these aims, UNDP will work with each of the partnership groups listed in paragraphs 5.2 to 5.6. An annex table lists prospective programme partners by name in each major category.

5.1 Government of Malawi: UNDP's key partner and stakeholder, as well as its primary client for building capacity, will be the Government – at both national and local levels. A key cross cutting result expected from the UNDP supported programme will be strengthened capacity in government ministries and agencies. These institutions will be the main implementing partners in the programme, subject to ongoing and planned assessments that minimum capacities are present. This should facilitate ownership and sustainability of results. The Ministry of Finance, as the Government's Coordinating authority for UN agencies, will provide overall policy direction and the lead in monitoring progress towards expected results. More generally, the Government, particularly the institutions listed in Annex 1, will contribute to the achievement of results expected from the UNDAF and UNDP's supported Country Programme through: (a) overall leadership, co-ordination and harmonization of partnership strategy and programme implementation; (b) providing an enabling policy, legal and political environment with enhanced accountability, transparency and responsive governance; (c) promoting the involvement of civil society and the private sector in the formulation, implementation, monitoring and evaluation of programmes, (d) local funding and resource mobilization; and (e) physical and organizational infrastructure.

5.2 The UN system: UNDP and other UN agencies in Malawi are committed to manage their respective programmes so as to contribute to the five outcomes expected from the UNDAF by 2011. To facilitate this, the Resident Coordinator will endeavour to mobilize additional resources for the UN system as a whole. The UNCT is also committed to increasingly work together both to enhance the total UN impact in Malawi and to reduce the transaction costs of Government in overseeing UN operations in the country. Progress towards the UNDAF outcomes will be jointly monitored and evaluated by the Government and the UNCT and the monitoring and evaluation of UNDP's supported country programme will be aligned to this. To the extent possible, UNDP will also actively establish and implement joint programmes with other UN agencies. UNVs will be used in the implementation of programmes to contribute to capacity development as well as to promote volunteerism for development at all levels.

5.3 Civil society: recognizing the pivotal role of civil society in building a sustainable democracy as well as its roles in development advocacy and in promoting responsive governance, UNDP will develop stronger partnerships with civil society organizations including NGOs, CBOs, academia and others to implement components of this programme. Civil society organizations will complement the limited outreach of government agencies in reaching the ultra poor and most marginalized groups and will be valuable partners in community mobilization and community level interventions. Examples of the ways in which civil society will contribute to partnership networks include (a) identifying alternative methods of service delivery; (b) implementing programmes jointly with other partners and identifying mechanisms for improving programme sustainability; (c) mobilising communities and vulnerable groups and beneficiaries, (d) mobilising local in-kind contributions and financial resources, and (e) collaborating on advocacy initiatives. UNDP will engage with CSOs to advance the MDGs in order to:

- Raise the profile of MDGs at key civil society events nationally;
- Commission analytical work from CSOs and support community based initiatives;

- Strengthen the internal capacity of selected CSOs through training and supporting CSO representation at international meetings on the MDGs and at other key UN Conferences and Government events;
- Foster broad-based CSO participation to transform Government ownership of the MGDS into broad national ownership.

UNDP will engage CSO umbrella organizations particularly in the area of governance to consolidate democracy and promote responsive governance, human rights and access to justice. Also, CSO including press clubs will be engaged to discuss through print and broadcast media topics pertinent to democratic governance and human rights in Malawi in order to avail information and knowledge to the general populace. When appropriate, UNV will provide hands on support services to the CSO as mandated by the UNDP.

5.4 Donors: Building on existing partnerships and developing areas of common interest, UNDP will closely coordinate its support with development partners in Malawi, including the World Bank, the European Union, DfID, the Royal Norwegian Embassy, USAID, GTZ, CIDA, and JICA so as to enhance synergies and maximize impact. When feasible, programme co-financing will be sought with some partners. Donors will also be expected to contribute to partnership networks by (a) providing advisory and consultative services; (b) contributing to in-kind or direct financial resources; (c) collaborating in advocacy initiatives, leading and contributing to policy discussions; (d) implementing parallel and complementary programmes in support of the MGDS, and (e) participating in international working groups, the UNDAF Steering committee and thematic groups.

5.5 Private Sector: UNDP will initiate dialogue with private sector companies with a view to mobilizing resources and other support for the programme. Furthermore UNDP through the Growing Sustainable Business Programme will help broker partnerships, which enable the private sector to engage with the Government, the donor community and investment partners to achieve pro-poor economic growth and contribute to the MDGs. In addition the private sector will be asked for their perspectives in policy dialogue in the same way as donors and the civil society. A key factor in improving Malawi's economic growth is how Corporate Social Responsibility (CSR) provides a platform for stakeholders to come together to manage Malawi's supply and value chains so as to also improve livelihoods. A number of companies in Malawi, e.g. the commercial banks, TAMA and BAT have so far engaged in CSR in one form or another. UNDP support will build on such private sector investments in combating child labour and HIV/AIDS and in addressing the needs of orphans and vulnerable children and women. UNDP will also seek to partner corporations in supporting universal environmental and social principles, human rights, and anti-corruption. UNDP will encourage Public-Private Partnerships at all levels as an important form for linking policy objectives, providing funding and taking initiatives that support human development.

5.6 UNDP's Role in contributing to partnership networks will be:

- Assisting the Government in its donor coordination function with financial and technical resources;
- Identifying key partners and facilitating access to global and local policy, practice and advocacy networks. UNDP will also make available to its partners the wealth of knowledge accumulated from its own experience as well as that of others through its network country offices;
- Supporting the initiation, leadership and participation in advocacy initiatives and policy dialogues;
- Complementing and supporting the Government's resource mobilisation efforts;
- Supporting the design and formulation of new programmes in accordance with the MGDS priorities;
- Providing advisory and development services, including training, procurement and evaluation;

- Conducting internal evaluations and reviews of programme components and their management.
- 5.7 UNDP's partnerships will be facilitated through a series of forums including:
- **The UNDAF Steering Committee**, where strategic issues related to the impact of the UNDAF and Country Programme will be discussed and overall strategies will be adjusted.
 - **The United Nations Country Team**, where strategic issues related to the implementation and adjustment of the UNDAF, Country Programme and joint programmes will be discussed and agreed.
 - **UNDAF Thematic and Cluster Groups**, where strategic issues related to implementation of relevant programme components will be discussed and agreed in the form of annual cluster work plans. These will be used to ensure synergy across the UN system in Malawi.
 - **International Working Groups**, where issues related to the formulation, implementation, monitoring and evaluation of programme components will be discussed.
 - **Global Compact**, where issues of CSR will be discussed and how the private sector can contribute to the achievement of MDGs. UNDP support will build on the existing Global Compact structures which the UNDP helped in establishing.

PART VI: PROGRAMME MANAGEMENT

6.1 Though UNDP is charged with the responsibility of discharging a development initiative, the organization often enlists the support of partners to carry out the work. Execution Modalities refer to the various ways in which a specific UNDP-supported programme or project can be managed. This management includes both the logistics of the operation and accountability for the effective use of UNDP resources. There are 4 distinct execution modalities:

- National Execution, or NEX
- Non-Governmental Organizations (NGO) Execution
- Direct Execution, or DEX
- Agency Execution

UNDP takes into consideration the following factors while selecting an Execution Modality:

- The capacity to produce the desired results (technical, managerial, administrative, and financial).
- The kinds of capacities that are necessary for sustainability.
- The kinds of capacities that will be developed as a result of selecting this modality.

6.2 Malawi has over 20 years of experience in national execution (NEX) of UNDP assistance. UNDP will continue to build national capacity to execute and coordinate development programmes including that funded by UNDP so that they are fully owned nationally. Responsibility for the overall coordination and execution of the UNDP supported Programme will lie with the Ministry of Finance. Within this overall coordination framework, the day to day operational implementation of the programme will be agreed directly between the UNDP country office and implementing partners. These agreements will be in the format of and be operationalized through annual work plans (AWPs). The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the transfer and use of resources.⁵

6.3 Implementing partners will be held accountable for the results specified in AWPs. All AWPs will be consistent with this CPAP and will, when signed, form part of the CPAP. Annual work-planning, day to day management of implementation and reporting thereon will be the

⁵ The reference to "Implementing Partner(s)" shall mean "Executing Agency(ies)" as used in the SBAA.

responsibility of the implementing partner. There will be joint reviews of annual progress reports and plans of all implementing partners at the end of each year, to be carried out as part of the joint Government-UNCT review of progress in the UNDAF and its constituent country programmes of UN agencies. This joint review will be complemented by joint monitoring and evaluation as described in Part 7 below. During the review meetings, respective Government ministries indicated in the AWP with UNDP will examine the rate of implementation for each programme. Subject to the review meeting conclusions, if the rate of implementation in any programme component is substantially below the annual estimates, funds may be re-allocated by mutual consent between the Government and UNDP to other programmatically equally worthwhile strategies that are expected to achieve faster rates of execution.

6.4 The Ministry of Finance will designate a Government Cooperating Agency to oversee the preparation and implementation of AWPs in each sector and UNDP will liaise with this Co-operating Agency in preparing and implementing the AWPs. Unless agreed otherwise by the Government Cooperating Agency and UNDP, they will hold half yearly meetings with each implementing partner to review progress and address under performance against the expected results in the AWP concerned. The findings of these half yearly reviews will inform the work of the Sector Working Groups (when established) and input into the preparation of the MGDS annual review.

6.5 UNDP will generally use government or parastatal entities to implement the programme. In some areas, for example, in the rule of law, human rights, civil society development and downstream development activities in governance and micro-finance – components of the programme will be implemented by NGOs and/or community-based organizations, in collaboration with National UNV, in order to draw on their local experience and effective outreach to marginalized groups. For maximum flexibility, and to enhance the speed of UNDP supported interventions, part of the programme will be directly executed by UNDP itself. Where appropriate, UNDP's associated funds (UNCDF, UNV and UNIFEM) may also implement selected components of the programme.

6.6 The Government and the UNDP are already undertaking programme management capacity assessments. These will identify capacity gaps and areas for capacity building amongst implementing partners. Such capacity building will be incorporated into various programme interventions. In order to further strengthen this capacity building, to expedite delivery and to reduce transaction costs, the Government and UNDP have agreed that from January 2008 more UNDP programme analysts will operate primarily from implementing partners' workplaces in order speed the implementation of programme activities, minimize reporting requirements, expedite the transfer of funds from UNDP to implementing partners and assure programme effectiveness and transparency.

6.7 To the extent possible, UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programme interventions. However, if Government or other partners wish to retain project documents, these should be consistent with this CPAP and the AWP(s) concerned. UNDP will sign any such project documents with partners in accordance with corporate practices and local requirements. UNDP will brief Implementing Partners on UNDP programme management procedures and guidelines, financial and progress reporting and programme management in general. Consideration will be given to doing this jointly with other UN agencies.

6.8 In April 2005, the United Nation Development Group (UNDG) announced the launch of a new Harmonized Approach to Cash Transfers to Implementing Partners (hereafter "HACT"). The provisions of the HACT are detailed in a comprehensive Framework for Cash Transfers to Implementing Partners. This Framework applies to the UNDG's Executive Committee Agencies⁶ (UNDG ExCom Agencies) and other UN Agencies that choose to adopt it. The Framework calls for an upfront assessment (macro assessment) of the programme country's

⁶ UNDP, UNICEF, UNFPA and WFP

public financial management (PFM) system and similar assessments (micro assessment) of Implementing Partners' financial management capacity. A macro assessment is based on a review of existing assessments of the country's PFM system. The macro assessment serves two objectives:

- Capacity development objective: The macro assessment supports the ExCom Agencies and the Government to identify strengths and weaknesses in the country's PFM and areas for capacity building by the Government and other partners.
- Financial management objective: The macro assessment provides information on the national context that is useful for each micro assessment and in combination with each micro assessment assists in the establishment of appropriate cash transfer modalities, procedures, and assurance activities to be applied by the ExCom Agencies. It also establishes the capacity of the Supreme Audit Institution⁷ to undertake audits of cash transfers provided to "low risk" Implementing Partners.

Within this context, the UNDG ExCom Agencies in Malawi (i.e. UNDP, UNICEF, UNFPA and WFP) have adopted the HACT, in order to enable them to take appropriate decisions on cash transfer modalities, procedures and assurance activities for the programmes/projects under the four-year UN Development Assistance Framework (UNDAF) 2008-2011.

6.9 All cash transfers to an implementing partner will be based on the AWP agreed between the implementing partner and UNDP and following the modalities established by the HACT. Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:

- a) Cash transferred directly to the implementing partner:
 - i) Prior to the start of activities (direct cash transfer), or
 - ii) After activities have been completed (reimbursement);
- b) Direct payment 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;
- c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with implementing partners.

6.10 The above modalities will also apply if the Ministry of Finance and UNDP agree that cash shall be transferred to institutions other than an implementing partner. Where cash transfers are made to an institutional other than an implementing partner, the institution shall agree in writing to transfer such cash promptly to the implementing partner. The cash transfer modalities will also apply if in the course of implementing the CPAP, UNDP decides to transfer cash to implementing partners through Ministry of Finance, in line with Paris Declaration.

6.11 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure 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.

6.12 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, audits and reviews. Such reviews may include assessment of the financial management capacity of the implementing partner. A qualified consultant, such as a public accounting firm, will be selected by UNDP for this purpose.

⁷ The Supreme Audit Institution in Malawi is the National Audit Office

PART VII: MONITORING EVALUATION AND AUDIT

7.1. UNDP will seek to align the monitoring and evaluation of its operations to those applying to the MGDS, led by Government with the involvement of national stakeholders and development partners. In doing so, UNDP will ensure coherence in reporting, monitoring and evaluation between the CPAP/AWP, UNDAF results matrix and MDGs. As a pool donor, UNDP's HIV and AIDS Programme will where applicable follow the monitoring and evaluation, reporting and auditing procedures as outlined in the Memorandum of Understanding Between Funding Partners of the National Response to HIV and AIDS and the Government of Malawi.

7.2. Government and UNDP will be responsible for the regular monitoring and periodic evaluation of the country programme to ensure efficient utilization of programme resources as well as accountability, transparency and integrity and the fullest possible integration of M&E for the UNDAF and the MGDS. For this UNDP will, in consultation with Government, set up the necessary M&E mechanisms, tools and conduct reviews for continuous monitoring and periodic evaluation of the CPAP. Unless otherwise explicitly agreed in the signed AWP, implementing partners will provide quarterly reports on the progress towards the results agreed in their respective AWPs and outlining the challenges faced in implementation. The reporting formats and timelines will be harmonized with UN agencies to the extent possible.

7.3. Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF Results Matrix and M&E Matrix. The UNCT decided that progress towards the UNDAF's expected results will be monitored through annual review of the aggregated annual work plans of UN agencies working towards each of the UNDAF's five expected outcomes. For this purpose, the UNCT has established five thematic clusters, each relating to one UNDAF outcome. Each cluster prepares an aggregated annual work plan encompassing all the AWPs of participating UN agencies and, for those agencies not using AWPs, project work plans. The Government and UNCT, with other partners, will annually review progress towards results expected from the UNDAF and its component agency programmes against these cluster work plans and the UNDAF results matrix as a whole. These multi-stakeholder reviews will be convened and led by the Ministry of Finance.

7.4. Recommendations from these reviews will input into the preparation of UNDP's AWPs with implementing partners for the following year as well as update and revise the UNDAF RRF, UN cluster work plans and CPAP as appropriate. These reviews will also provide the basis for the Country Office's reporting of its annual results. To facilitate this, the Government and UNCT envisage that the reviews will initially take place towards the end of each calendar year, starting in October/November 2008. While these reviews will input into subsequent Government – partner annual reviews of the MGDS, further consideration will be given to synchronising the UNDAF reviews more closely with the MGDS reviews.

7.5. Evaluations may be combined in outcome, cluster and/or thematic evaluations. Whenever feasible, evaluations will relate to UNDAF outcomes and thus include the country programme outcomes of UN agencies contributing to that UNDAF outcome. This will require an innovative harmonised UNCT approach to the evaluation of UNDAF outcomes. This is currently under discussion by the UNDAF M&E Technical Working Group. The UNDAF M&E work plan will include suggestions on which UNDAF outcomes to evaluate and when. Ideally these outcome evaluations as well as any evaluations carried out separately by UN agencies should feed into the mid-term and final evaluations of the UNDAF. The mid-term UNDAF evaluation is scheduled for mid 2009. The timing of the mid-term review is particularly important as it should feed directly into the process of preparing the next UNDAF which will begin in early 2010. A final evaluation of the 2008-2011 UNDAF is planned to be conducted early 2012. A Malawi UNDAF M&E calendar of is included at annex III at the end of this document.

7.6. Implementing partners will be required to agree to cooperate with UNDP for managing and monitoring all UNDP supported activities and to facilitate UNDP's access to relevant financial records and personnel responsible for the administration of resources provided by the UNDP. To that end, implementing partners will be required to agree to:

- a. prepare together with UNDP and sign an annual work plan, to which will be attached a comparable annual plan for monitoring if this is not integrated in the AWP itself;
- b. implement the project in accordance with the agreed annual work plan and this CPAP;
- c. periodic on-site reviews, spot checks and audits of their financial and other records by UNDP or its representatives;
- d. monitoring of activities following the standards and procedures of UNDP and its funding agencies (e.g. the Global Environment Facility);
- e. Special or scheduled audits.

7.7. UNDP, in collaboration with other UN agencies, in joint programmes, and in consultation with the Ministry of Finance, will establish an annual audit plan, giving priority to audits of implementing partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening. The UNCT commissioned a macro-assessment of the public financial management systems. This pointed to limited capacity of National Audit Office (NAO). Audit of UNDP funded programmes will therefore be undertaken by pre-qualified private auditing 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 NAO will be invited to sit on committees assessing proposals from auditing 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. UNDP, in consultation with NAO and other UN agencies, will conduct an assessment of private auditing firms by the end of first quarter of 2008. The assessment will help in proposing a list of pre-qualified private audit firms. Assessments and audits of non-government implementing partners will be conducted in accordance with UNDP policies and procedures.

7.8. AWP revisions which do not involve significant changes in the activities or outputs, for example those caused by rescheduling agreed inputs or cost increases due to inflation, may be signed by the UNDP Resident Representative provided (s)he is satisfied that the other signatories of the AWP have no objection to the proposed changes.

PART VIII: COMMITMENTS OF UNDP

8.1. UNDP's Executive Board in September 2007 approved the allocation of regular resources (TRAC 1.1.1) totalling US\$ 15,745,000 for the country programme period 1 January 2008 to 31 December 2011, subject to the availability of funds. Liaising closely with the Government and other development partners, UNDP expects to help Government to mobilise additional (non core) resources for its interventions totalling at least US\$ 51,500,000 for this period, as detailed in the annexed RRF. These resources exclude resources that UNDP will mobilize for direct support to related Government led programmes and funds that may be received in response to any humanitarian or emergency appeals, by Government or/and by the UN in response to request from the Government.

8.2. These core and non core resources will be used to pursue the results summarized in the results and resources framework annexed to this CPAP and as described in part 4 above. Specific details on the allocation and yearly phasing of resource transfers are detailed in the signed AWP's which form part of this CPAP.

8.3. In order to best meet the evolving needs of the programme and the country context, UNDP will endeavour to continually improve on the substantive content of its work in support

of this CPAP. Improvements may include the recruitment of new staff, staff training, changing the portfolios of its staff and/or the management structure of the UNDP office and accessing support from central and regionally based UNDP and other expertise.

8.4. In case of direct cash transfer or reimbursement, UNDP shall notify the implementing partner of the amount approved by UNDP and shall disburse funds to the implementing partner at the beginning of each quarter.

8.5. In case of direct payment to vendors or third parties for obligations incurred by implementing partners on the basis of requests signed by the designated official of the implementing partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with implementing partners, UNDP shall proceed with the payment within, typically, five working days.

8.6. UNDP shall not have any direct liability under the contractual arrangements concluded between an implementing partner and a third party vendor.

8.7. Where more than one UN agency provides cash to the same implementing partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

PART IX: COMMITMENTS OF THE GOVERNMENT

9.1. The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement of 15 July 1977. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2. The Government will provide the human resources, premises, supplies, technical assistance and funds, recurring and non-recurring support, necessary for the programme, except as provided by UNDP and/or other United Nations agency, international organisations or bilateral agencies, or non-governmental organisations. More specifically, the government contributions to the country programme will include:

- a. contribution in terms of cash and other items;
- b. Support UNDP in its efforts to raise funds required to meet financial needs of the country programme;
- c. Organization of periodic programme reviews and planning meetings where appropriate;
- d. Facilitation of the participation of development partners including donors and NGOs where appropriate and agreed.

9.3. In accordance with the SBAA, the Government will be responsible for the clearance, receipt, warehousing, distribution and accounting of supplies and equipment provided by UNDP. No taxes, fees, tolls or duties shall be levied on supplies, equipment, or services furnished by UNDP under this CPAP. UNDP shall also be exempted from Value Added Tax in respect of local procurement of supplies or services procured in support of the programmes.

9.4. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and

thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies.

9.5. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.6. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by implementing partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The implementing partners will use the FACE to report on the utilization of cash received. The implementing partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the implementing partner.

9.7. Cash transferred to implementing partners should be spent for the purpose of activities as agreed in the AWP's only.

9.8. Cash received by the Government and national NGO implementing partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.9. In the case of international NGO and IGO implementing partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.10. To facilitate scheduled and special audits, each implementing partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- a. all financial records which establish the transactional record of the cash transfers provided by UNDP;
- b. All relevant documentation and personnel associated with the functioning of the implementing partner's internal control structure through which the cash transfers have passed.

9.11. The findings of each audit will be reported to the implementing partner and UNDP. Each implementing partner will furthermore:

- a. Receive and review the audit report issued by the auditors.
- b. Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash and to the National Audit Office where it has been identified to conduct the audits.
- c. Undertake timely actions to address the accepted audit recommendations.
- d. Report on the actions taken to implement accepted recommendations to the UN agencies and to the National Audit Office where it has been identified to conduct the audits on a quarterly unless otherwise agreed.

The Government and implementing partners will ensure that project equipment will be used solely for the activities in the AWP. UNDP maintains the right to request the return of any cash, equipment

or supplies furnished by it which are not used for the purpose specified in the AWP. The controlling officers will not allow any abuse of project equipment including for personal use.

PART X: OTHER PROVISIONS

10.1. This CPAP enters into force on the date signed by both parties. If the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2011.

10.2. This CPAP supersedes any previously signed programme or project document between the Government of Malawi and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting or/and of annual reviews, a Mid-Term Review, or other compelling circumstances.

10.3. Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day [day, month, and year] in Lilongwe, Malawi.

For the Government of Malawi

Signature:



Name: Hon Goodall Gondwe

Title: MP, Minister of Finance

For the United Nations Development Programme
[Malawi]

Signature:



Name: Mr. Micheal Keating

Title: UNDP Resident Representative to Malawi

Annex I

Table 5.1 Partners that UNDP expects to work with during this country programme.

Government/Parastatals⁸	Civil Society & NGOs	UN System
Anti Corruption Bureau	Action AID International	FAO
Blantyre City Assembly	AFRICARE	IFAD
DEMAT		
Democracy Consolidation Programme	Alliance of Mayors Initiative for Community Action on HIV/AIDS at Local Level (AMICAALL)	ILO
Department of Energy	Bridge Malawi	UNAIDS
Department of Environmental Affairs	CABS	UNCDF
Department of Human resource management and development	CARD	UNDP
Department of Information Systems and Technology Management Service (DISTMS)	CARE International	UNEP
Department of Meteorology	CARER	UNESCO
Department of national parks and wildlife	Catholic Relief Services (CRS)	UNFPA
Department of Nutrition, HIV and AIDS	Centre for Community Organisation and Development (CCODE).	UN HABITAT
Department of Poverty and Disaster Management Disaster Management Affairs (DoPDMA)	Centre for Multiparty Democracy	UNHCR
Development of Malawian Traders trust (DEMAT)	CHAM	UNICEF
Lilongwe City Assembly	Civil Liberties Committee	UNIFEM
Local Government Service Commission (LASCOM)	Coalition of Women Living with HIV and AIDS in Malawi	UNOPS
Malawi Bureau of Standards	Concern Universal	UNV
Malawi Electoral Commission	COOPI/MALEZA	WFP
Malawi Energy Regulatory Authority (MERA)	Council for Non-Governmental Organisations	WHO
Malawi Entrepreneurs Development Institute (MEDI)	CPAR Malawi	
Malawi Export Promotion Council	CURE	Other Donors
Malawi Human Rights Commission	Danish Hunters Association	African Development Bank (ADB)
Malawi Industrial Research and Technology Development Centre (MIRTDC)		
Malawi Institute of Management (MIM)	Development Aid from People to People	Canadian International Development Agency (CIDA)
Malawi Investment Promotion Agency	Editor's Forum of Malawi	Commission of the European Communities (EU)
MASIP	Electoral Institute of Southern Africa	Department for International Development (UK)- DFID
Ministry of Agriculture and Food Security	Evangelical Lutheran Development Services	GTZ - German Development Co-operation Agency
Ministry of Economic Planning and Development	EVARD	IAEA
Ministry of Education and Vocational Training	Eye of a child	Icelandic
Ministry of Finance	Goal	IFAD
Ministry of Health	Health Care Volunteer organisation (USA)	IMF
Ministry of Home Affairs and Internal Security	HoM/LoG	IRISH AID
Ministry of Information and Civic education	Human Rights Consultative Committee	JICA
Ministry of Irrigation and Water Development	IFES	Millennium Challenge Corporation (MCC)
Ministry of Justice and Constitutional Affairs	Inter-Aide Malawi	Norwegian Embassy
Ministry of Labour and Vocational Training	International IDEA	United States Agency for International Development(USAID)
Ministry of Lands and Natural Resources	Inter Religions Organization	World Bank
Ministry of Local Government and Rural Development	Lilongwe Press Club	

⁸ These include Government Departments, Programmes and Constitutional bodies.

UNDP Malawi CPAP 2008-2011

Ministry of Industry, Trade and Private Sector Development	Malawi AIDS Network of People Living with HIV/AIDS (MANET plus)	
Ministry of Women and Child Development	Malawi Congress of Trade Unions	
Ministry of Youth Development and Sports	Malawi Economic Justice Network (MEJN)	
Mzuzu City Assembly	Malawi Electoral Support Network	
National AIDS Commission (NAC)	Malawi Human Rights Resource Centre	
National Assembly -Parliament Office	Malawi Interface AIDS Association (MIAA)	
National Local Government Finance Committee (NLGFC)	Malawi Micro finance Network	
National Registration Bureau	Malawi Network of AIDS Service Organizations (MANASO)	
National Statistical Office	Malawi Network of Religious Leaders Living and Affected by HIV and AIDS (MANERELA)	
National Youth Council of Malawi	Malawi Red Cross	
Office of the Director of Public Procurement	Malawi Watch	
Office of the Ombudsman	MALGA	
Office of the President and Cabinet	MDG Youth Support Group	
Public Service Commission	MEET	
Reserve Bank Of Malawi		
SEDOM	NAMISA- Media Institute of Southern African	
Staff Development Institute	National Association for People Living with HIV/AIDS in Malawi (NAPHAM)	
Supreme Court – Judiciary	National Association of Business Women (NABW)	
University of Malawi	National Association of Small & Medium Enterprises (NASME)	
Zomba City Assembly	National Elections Systems Trust	
	National Initiative for Civic Education (NICE)	
	Natural Resources and Environment Centre (NAREC)	
	NGO Gender Network	
	OXFAM	
	Plan International	
	Population Services International (PSI)	
	Public Affairs Committee (PAC)	
	SCF	
	Self Help Development International (SHDI)	
	Self Help	
	TANARD	
	The Story Workshop	
	Transparency International (Malawi)	
	WESM	
	World Vision International	
	Private Sector	
	Malawi Confederation of Chamber of Commerce and Industry (MCCCI)	
	Malawi Savings Bank	
	National Bank of Malawi	
	New Building Society	
	Standard Bank	

Annex II : CPAP Results and resources framework for Malawi (2008-2011)

UNDP programme component	Expected Country programme outcome	Expected Country programme outputs	a) Indicator, b) baseline c) target	Implementing partners <i>If more than 1 partner, bold font indicates who has ultimate output responsibility.</i>	Indicative resources by year US\$ million				
					2008	2009	2010	2011	Total
Intended UNDAF outcome 1: By 2011 government policies and local and national institutions effectively support equitable economic growth and the achievement of food and nutrition security while minimizing or reversing environmental degradation.									
Energy and environment for sustainable development	1. Enhanced conservation of the natural resource base by 2011.	1.1 National strategies, policies and action plans which integrate the environmental provisions of the MGDS are implemented in meaningful partnerships with civil society and with effective coordination of development partners.	Indicator: Multi stakeholders MGDS Annual Reviews confirm that environmental considerations are adequately reflected in major national and sectoral plans which are under implementation Baseline: negligible as at 2007 Target : Over 50% national and sectoral plans & programmes under implementation by 2007 are made “green” by Govt and partners”	Department of Environment Affairs Department of Energy Affairs, Department of Forestry, Department of National Parks and Wild Life, Department of Fisheries	0.1875	0.1875	0.1875	0.1875	0.75 Regular
		1.2 At least two programmes that meaningfully inter-relate poverty reduction and environmental management are prepared with national partners, approved and under implementation.	Baseline: none Target: two programmes of development on natural resources conservation in relation to livelihoods	Department of Environment Affairs Forestry and Energy Department of National Parks and Wild Life, Department of Fisheries	0.3125	0.3125	0.3125	0.3125	1.25 Regular
									Other GEF 4.0
		1.3 Development of business-led solutions for sustainable resource management and poverty reduction.	Indicator: foreign pro-poor investment mobilized: Baseline: 2006 - FDI pledges (excl. Mining) - US \$ 50 million. Target: 2008 - FDI pledges (excl. Mining) - US \$ 60 million Source: Annual Economic Report from the Ministry of	Ministry of Mines, Energy and National Resources MIPA Mzuzu University	0.4 ⁹	0	0	0	Regular 0.4
									Other tbd

⁹ UNDP intervention scheduled to end in December 2008

UNDP Malawi CPAP 2008-2011

			Economy and Planning.						
		1.4 One MDG-based integrated rural development programme implemented in at least 2 districts contributing to improved livelihoods and increased incomes of the poor.	<p>Indicator: Increase in adult literacy levels, especially among women, in target areas</p> <p>Baseline: tbd through a baseline survey at the beginning of 2008</p> <p>Target: 30% increase per village by 2011</p> <p>Indicator: Number of livelihood activities supported in target areas</p> <p>Baseline: 25 per district</p> <p>Target: 80 activities per district by 2011</p>	<p>Ministry of Women and Child Development,</p> <p>MVP</p> <p>Evangelical Lutheran Development Service</p> <p>TANARD</p> <p>COOPI/MALEZA</p> <p>Self Help Development International</p>					Regular 0
					Tba	Tba	Tba	Tba	Other 10.0
Intended UNDAF outcome 2: Twenty per cent of population comprising of the ultra poor and vulnerable who can be negatively affected by economic shocks and disasters are sufficiently cared for and protected through access to social protection and disaster risk reduction programmes.									
Crisis prevention and recovery	2. Strengthened disaster risk reduction and emergency management systems and practices for efficient response at national and sub-national levels.	2.1 Draft disaster risk reduction policy, emergency and preparedness plans and institutional framework including planning mechanisms, regulations and reviewed legislation ready for implementation by December 2011.	<p>Baseline: no existing Disaster Risk Reduction (DRR) policy or contingency plans. Weak capacity</p> <p>Target 1: Gender integrated policy & institutional setup, in place by December 2011</p> <p>Target 2: 28 Gender integrated district contingency plans developed and finalized by 2011.</p> <p>Source: independent verification by evaluation to be undertaken no later than March 2011</p>	<p>Department of disaster management / Office of the President & Cabinet;</p> <p>Local Government;</p> <p>Economic Planning and Development,</p> <p>Ministry of Lands and Natural Resources –s</p> <p>Survey Department,</p> <p>Government Line Ministries; UN agencies & NGOs</p>	0.25	0.25	0.125	0.125	Regular 0.75
					0.82	0.5	0.34	0.34	2.00 Other

Intended UNDAF outcome 4: National response to HIV/AIDS scaled up by 2011										
Responding to HIV/AIDS	3. Improved national and district level capacity to coordinate manage and monitor HIV responses in line with Three Ones principles by 2011.	3.1 Strengthened capacity to implement, coordinate, monitor, and evaluate HIV/AIDS responses at national and sub-national levels.	<p>Indicator 1 : % of large private companies and public institutions that have HIV/AIDS workplace policies and mainstreaming programmes Baseline: 61% public sector Target: 100% public sector Source: Workplace survey</p> <p>Indicator 2: % of District Assemblies staff trained in policy, monitoring and evaluation and resource tracking in line with the Three Ones Baseline: 30% (2006) Target:100</p> <p>Source: DARF District Assembly Result framework</p>	National AIDS Commission (NAC), NAC implementing partners, Office of the President and Cabinet, Department of Nutrition and HIV and AIDS, Department of Human Resources	0,5	0,5	0,5	0,5	2.0	Regular
									Other: 0	
Intended UNDAF outcome 5: Good governance, gender equality, and a rights based approach to development enhanced by 2011										
Fostering democratic governance	4. An informed public actively claiming good governance and human rights by 2011.	4.1 Increased and more effective participation of communities in decision-making and in advocating changes to policies, laws, practices which affect their livelihoods and rights and holding public bodies accountable.	<p>Indicator 1: % of rural and urban females and males understanding key democratic principles Baseline: Females: 29%; Male: 46.5%; Urban: 50.5%; Rural: 35% Target: Respectively 50%, 60%, 60%, 50%</p> <p>Indicator 2: % of rural and urban females and males able to understand human rights Baseline: Female: 16%; Male: 19%; Urban: 20%; Rural: 17% Target: 50% for each</p> <p>Indicator 3: % of people indicating improvements for specific groups having improved access to public services Baseline: Women: 27%; Men:</p>	DCP, OPC, CSOs, UNV	0.1	0.4	0.3	0.2	1.0	Regular
					1.25	1.25	1.25	1.25	Other 4.0	

		<p>27%; Children: 24%; The elderly: 14%; Rural people: 13%; Urban: 39%; PLWHA: 17%; Disabled people: 14%; the unemployed: 5%; The mentally ill: 7%; Target: 50% for each</p> <p>Indicator 4: % of rural and urban females and males doing something to demand better services Baseline: Female: 27%; Male: 32%; Urban: 22%; Rural: 31% Target: 50% for each</p> <p>Source: Survey on Civic Education</p>						
	4.2 Formal and informal justice systems strengthened through a unified programme based approach to justice.	<p>Indicator % of total resources for justice sector provided through programme based approach under MGDS Outcome 5, Medium Term Outcomes 5.5.4 & 5.5.5</p> <p>Baseline: 0% Target: 80%</p>	<p>Ministry of Justice, Ministry of Home Affairs, Malawi Police Service, Body of Case Handling Institutions, Courts, Judiciary, Immigration, Public Service, CSOs, NUNV</p>	0.5	0.4	0.4	0.4	1.7 Regular
								Other:4.0
	4.3 Strengthened capacity of Parliament, and other constitutional bodies to fulfil their mandates.	<p>Indicator 1: Framework for coordinated donor support to Parliament Baseline: 0 Target: one unified programme-based approach mobilising 20.000.000 USD during the programme cycle</p> <p>Indicator 2: number of Parliamentary reports submitted and tabled Baseline:2006 /07: 7 reports submitted; 3 tabled Target 2011 10 reports submitted and tabled</p> <p>Indicator 3: premature adjournment of parliamentary sessions due to interparty</p>	<p>Parliament, other constitutional bodies</p>	0.1	0.3	0.2	0.195	0.795 Regular
								Other tbd

UNDP Malawi CPAP 2008-2011

			conflicts: Baseline: 2006/7 4 interruptions Target: 2011 no more than 2 per financial year. Source: Parliament annual work plan/Parliament annual report						
5. Improved national capacity to formulate policy, manage, monitor and deliver services to protect the rights of vulnerable groups.	5.1 Strengthened capacity of central and local government to formulate policies and strategic plans, deliver services and be more visibly accountable to the populace.	Indicator 1: Number of Ministries and government institutions complying with quarterly reporting to ODPP on procurement as in Public Procurement Act Baseline: 8 (2006) Target: All government institutions Source: ODPP Annual Report Indicator 2: % of government positions vacant Baseline: 45.8% (2007) Target: 20% Source: DHRMD Reports, National Budget	OPC to coordinate the different interventions under the comprehensive Capacity Development Programme ¹⁰	0,5	0,5	0,5	0,5	Regular 2.0	
								Other 2.0	
	5.2 Strengthened national systems for monitoring & evaluation of development strategies and programmes.	Indicator: % of Ministries with functional M&E systems 2007 baseline: 23% Target 100%	MEPD	0.3	0.2x	0.15	0.1	Regular 0.75	
				x	x	x	x	Other: 2.0	
5.3 Strengthened capacity to deliver medical services in district and central hospitals.	Indicator District Hospitals with at least one serving UNV doctor Baseline: 16 (2006) Target: 16 Indicator Central Hospitals	MoH UNV	0	0	0	0	Regular0		
			0.5	0.5	0.5	0.5	2.0 from GFATM		

¹⁰ The Capacity Development for Public Sector Management Programme will be carried out in the following Ministries/Institutions/Departments Office of the President and Cabinet, ODPP, National Audit Office, Ministry of Finance, Ministry of Information, Ministry of Health, Ministry of Education, Ministry of Irrigation and Water Development, Department of Human Resource Management, Ministry of Economic Planning and Development, Accountant General Auditor General

UNDP Malawi CPAP 2008-2011

			<p>with at least two serving UNV specialists Baseline: 2 Target: 4</p> <p>Indicator Number of UNV doctors serving in medical facilities for at least one year: Baseline: 35 (2006) Target: 35</p>						
		5.4 Strengthened technical capacity in the Malawi Electoral Commission to support the organization and implementation of free, fair and credible elections.	<p>Indicator 1 Number of donor partners involved in the basket who are satisfied with UNDP management of the basket Baseline: 50% (2004) Target: 100%</p> <p>Indicator 2 Number of eligible voters registered in the Voters' Roll. Baseline: 80% Target: 90%</p> <p>Indicator 3 Organisational and financial capacity of the MEC Baseline: 40% (2007) Target: 90%</p> <p>Indicator 4 Credible Voters' Roll signed of by November 2008. Baseline: 20% Error Margin (2004) Target: 5% Error Margin</p> <p>Indicator Number of written recommendations accepted by the MEC that have been implemented: Baseline: 50% (2007) Target: 95%</p>	<p>Malawi Electoral Commission – UNV</p>	0.5	0.5			1.0 Regular
					7.0	7.0	2.0		Other 16

UNDP Malawi CPAP 2008-2011

	5.5 Strengthened capacity in Government to coordinate and manage development assistance in line with the Paris Declaration on aid effectiveness.	<p>Indicator % of aid to public sector using national PFM systems</p> <p>Baseline: 55% (2005)</p> <p>Target: 90 %</p> <p>Source: MoF; OECD Survey on Monitoring the Paris Declaration - Malawi</p>	<p>Ministry of Finance, Debt and Aid Division; Ministry of Local Government and Rural Development</p>	0.3	0.25	0.1	0.1	0.75 Regular	
								Other 1.5	
6. Gender equality and women's empowerment enhanced.	6.1 Policy, institutional capacity and systems in place to increase women's access to financial services and markets.	<p>Indicator: % women in target communities with savings and/or credit accounts</p> <p>Baseline (2007): 283,000 household savers: 50% women. 183,000 borrowers: 50% women. Target: 50 % increase</p>	<p>Ministry of Finance UNV</p>	0.5	0.5	0.5	0.5	2.0 Regular	
								CDF: 2.0 Other: 2.0	
	6.2 Project partners enabled to practice gender analysis, gender mainstreaming and gender budgeting.	<p>Indicator: No. of UN partners and related organizations that are mainstreaming gender in their development and organizational policies and programmes, including budgeting processes</p> <p>Baseline: Negligible</p> <p>Annual Target: 50 partners and all UN programme staff</p>	<p>UNFPA</p>	0.12	0.18	0.15	0.15	0.6 Regular	
								Other 0	
				Regular	4,570	4,480	3,425	3,270	15.745
				Other					51.50
				Total					67.245

MALAWI UNDAF M&E CALENDAR 2008-2011

		2008	2009	2010	2011
M&E activities	Surveys/studies	<ul style="list-style-type: none"> - Population and Housing Census (PHC) - Micro-nutrients Survey - Child poverty analysis 	<ul style="list-style-type: none"> - Population and Housing Census (dissemination) - Integrated Household Survey (IHS 3) - Demographic and Health Survey (DHS) - HIV&AIDS Sentinel Surveillance Survey - HIV&AIDS Behavioural Surveillance Survey 	<ul style="list-style-type: none"> - Population and Housing Census (dissemination) 	<ul style="list-style-type: none"> - Multi Indicator Cluster Survey (MICS) - HIV&AIDS Sentinel Surveillance Survey - HIV&AIDS Behavioural Surveillance Survey - Life Skills Survey
	Monitoring systems	<ul style="list-style-type: none"> - Malawi Vulnerability Assessments (MVAC) - Agriculture MIS - Health Management Information System (HMIS) - HIV&AIDS Country Response Information System (CRIS) - Education Management Information System (EMIS) - Disaster Risk Reduction MIS - District Database - Logistics Management Information System - CEDAW reporting - UNGASS reporting 	<ul style="list-style-type: none"> - Malawi Vulnerability Assessments (MVAC) - Agriculture MIS - Health Management Information System (HMIS) - HIV&AIDS Country Response Information System (CRIS) - Education Management Information System (EMIS) - Disaster Risk Reduction MIS - Social Protection MIS - District Database - Logistics Management Information System 	<ul style="list-style-type: none"> - Malawi Vulnerability Assessments (MVAC) - Agriculture MIS - Health Management Information System (HMIS) - HIV&AIDS Country Response Information System (CRIS) - Education Management Information System (EMIS) - Disaster Risk Reduction MIS - Social Protection MIS - District Database - Logistics Management Information System - CEDAW reporting - CRC (Convention on the Rights of the Child) reporting - UNGASS reporting 	<ul style="list-style-type: none"> - Malawi Vulnerability Assessments (MVAC) - Agriculture MIS - Health Management Information System (HMIS) - HIV&AIDS Country Response Information System (CRIS) - Education Management Information System (EMIS) - Disaster Risk Reduction MIS - Social Protection MIS - District Database - Logistics Management Information System - CRC (Convention on the Rights of the Child) reporting
	Evaluations	<ul style="list-style-type: none"> - Evaluations of Agency programmes/projects - UNDAF Annual Review 	<ul style="list-style-type: none"> - Evaluations of Agency programmes/projects -UNDAF Mid Term Evaluation 	<ul style="list-style-type: none"> - Evaluations of Agency programmes/projects - UNDAF Annual Review 	<ul style="list-style-type: none"> - Evaluations of Agency programmes/projects - UNDAF Final Evaluation
	Reviews	<ul style="list-style-type: none"> - MGDS Annual Review - MDG Progress Reports - NAF Review (HIV&AIDS) 	<ul style="list-style-type: none"> - MGDS Annual Review - MDG Progress Reports - NAF Review (HIV&AIDS) 	<ul style="list-style-type: none"> - MGDS Annual Review - MDG Progress Reports - NAF Review (HIV&AIDS) 	<ul style="list-style-type: none"> - MGDS Annual Review - MDG Progress Reports - NAF Review (HIV&AIDS)

UNDP Malawi CPAP 2008-2011

		2008	2009	2010	2011
	Support activities	- Joint supervisory and monitoring visits to project/programme sites	- Joint supervisory and monitoring visits to project/programme sites	- Joint supervisory and monitoring visits to project/programme sites	- Joint supervisory and monitoring visits to project/programme sites
Planning references	UNDAF evaluation milestones	- UNDAF Annual Review	-UNDAF Mid Term Evaluation	- UNDAF Annual Review	- UNDAF Final Evaluation
	M&E capacity development	- M&E trainings for sectors, districts, CSOs - MASEDA trainings for sectors, districts, CSOs	- M&E trainings for sectors, districts, CSOs - MASEDA trainings for sectors, districts, CSOs	- M&E trainings for sectors, districts, CSOs - MASEDA trainings for sectors, districts, CSOs	- M&E trainings for sectors, districts, CSOs - MASEDA trainings for sectors, districts, CSOs
	Use of information	- MASEDA - Annual Budget process - MGDS Annual Reviews - MDG Reports	- MASEDA - Annual Budget process - MGDS Annual Reviews - MDG Reports	- MASEDA - Annual Budget process - MGDS Annual Reviews - MDG Reports - UNDAF 2012-2015 preparation process	- MASEDA - Annual Budget process - MGDS Final Evaluation - MDG Reports - MGDS 2012-2016 preparation process
	Partner activities	Major M&E activities of Government and other partners that use and/or contribute to the M&E activities above	Major M&E activities of Government and other partners that use and/or contribute to the M&E activities above	Major M&E activities of Government and other partners that use and/or contribute to the M&E activities above	Major M&E activities of Government and other partners that use and/or contribute to the M&E activities above

MALAWI UNDAF M&E CALENDAR 2008-2011

The objective of the UNDAF M&E calendar is to improve the coordination and use of M&E activities. The calendar provides a schedule of all major M&E activities, describing agency and partner accountabilities and responsibilities, the uses and users of information, the UNDAF evaluation milestones, and complementary partner activities.

		Year 1	Year 2	Year 3	Year 4
UNCT M&E activities	Surveys/ studies	Investigations of a problem or assessments of the conditions of a specified population group. They can help to identify root causes, and findings are used to develop or refine programme strategy and/or define baseline indicators.			
	Monitoring systems	Typically this will include UNCT support to national information systems, with regular and fairly frequent reporting of data related to UNDAF results. In particular it should include UNCT support for national reporting to Human Rights treaty bodies.			
	Evaluations	An evaluation attempts to determine objectively the worth or significance of a development activity, policy or programme. This section includes all evaluations of agency programmes and projects contributing to the UNDAF, and the UNDAF evaluation			
	Reviews	Reviews will generally draw on agency and partners' monitoring systems as well as the findings of surveys, studies and evaluations			
Planning references	UNDAF evaluation milestones	Timing and sequence of the milestones in preparing and implementing the UNDAF Evaluation. These should make use of the M&E activities above.			
	M&E capacity development	A list of the major, planned capacity development activities to strengthen partner M&E capabilities.			
	Use of information	Any decision-making processes or events that will draw on the findings, recommendations and lessons from the M&E activities above. For example: national or international conferences, MDG reporting, reporting to human rights bodies, preparation of the national development framework, the prioritization exercise, and preparation of the UNDAF.			
	Partner Activities	Major M&E activities of Government and other partners that use and/or contribute to the M&E activities above.			

ANNEX IV -UN Malawi programming cluster

