



NARRATIVE AND FINANCIAL REPORT

Project Title: Strengthening Institutional Development Effectiveness and Accountability Programme

Programme Number: 00071958

Period Covered: 1st January 2014 to 31st October 2018

Implementing Partner: Ministry of Finance, Economic Planning and Development

Date: April 2019

EUROPEAN UNION PROGRAMME IDENTIFICATION INFORMATION

- 1.1. Name of beneficiary of grant contract: **United Nations Development Programme.**
- 1.2. Name and title of the Contact person: **Claire Medina, UNDP Malawi Resident Representative a.i.**
- 1.3. Name of partners in the Action: **Ministry of Finance, Economic Planning and Development.**
- 1.4. Title of the Action: **Strengthening Institutional Capacity for Development Effectiveness and Accountability Programme (DEAP)**
- 1.5. Contract number: **CRIS FED/2014/339-941**
- 1.6. Start date and end date of the reporting period: **1st January 2014, 2018 to 31st December, 2018**
- 1.7. Target country(ies) or region(s): **Malawi**
- 1.8. Final beneficiaries &/or target groups (if different) (including numbers of women and men): **Ministry of Finance, Economic Planning and Development, Office of the President and Cabinet (OPC), National Statistical Office (NSO), sector ministries, district councils and the general population of Malawi.**

Programme Title: Strengthening Institutional Capacity for Development Effectiveness and Accountability

UNDAF Outcome 4.2: Public Institutions are better able to manage, allocate, and utilize resources for effective development and service delivery by 2018.

UNDAF Action Plan Outputs:

Output 4.2.2 National Institutions utilize RBM systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results.

Output 4.2.3 Government has sufficient capacity to effectively negotiate, manage and account for development assistance.

Output 4.2.4 National Institutions have the capacity to align policies, programmes and budgets with national development strategies and MDGs for efficient achievement of development results.

Award ID: 00071958

Output Id: 00085206; 00086541, 00086542

Project Duration: 1st January 2014- 31st October 2018

Extension(s): Two no-cost extension were granted by the EU. One in 2016 to cover 2017, the other to cover 2018.

Total project funds for the whole Period:

The total Programme budget was EUR 4,948,279, with EUR 2,500,000 from the EU and 2,448,279 from UNDP. Expenditure as of 31st December 2018 was 5,166,570, with UNDP expenditure at 2,704,883 and EU expenditure at 2,461,687

In addition, Unicef and UN Women provided technical and financial support to certain activities through a parallel funding mechanism. Coordination of the technical support was done by UNDP, but the resources were managed independently and disbursed directly by the agencies.

The Joint Programme on Strengthening Institution Capacity for Development Effectiveness and Accountability (DEAP) was a UN response to enhance development effectiveness by improving systems, tools and mechanisms for national policy and strategic planning, management, monitoring, evaluation, reporting and accountability. The programme sought to entrench the culture of accountability for effective use of resources and achievement of results in public institutions. The Programme had three outputs which are also UNDAF Action Plan Outputs and these were ; National Institutions utilize RBM systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results as output 1; National Institutions have the capacity to align policies, programmes and budgets with national development strategies and MDGs for efficient achievement of development results as output 2; and Government has sufficient capacity to effectively negotiate, manage and account for development assistance as output 3.

Table of Contents

Acronyms	5
Executive Summary.....	7
PART I: Project Overview of DEAP	9
Implementing Institutions	10
PART II: Results Summary	11
Output 1	11
Output 2:	15
Output 3:	17
PART III: Performance Review.....	20
PART IV: Implementation Strategy Review	22
PART V: Management Effectiveness Review	24
PART VI: Implementation Issues and Challenges	26
PART VII: Summary of Key Evaluation Recommendations	28
PART VIII: Lessons Learnt	32
PART IX: Financial Reporting	34
Table 1: Cumulative Resource Utilisation from 2014 to 2018 per activity (in Euro).....	35
Table 2: Cumulative Expenditure separated by source of funds (EU and UNDP)	41
Annex 1: Progress on Project Indicators	45
Annex 2: Risk Log	50
Annex 3: Asset Register for assets managed by Economic Planning and Development (EPD) and NPC	52
Annex 4: Asset registry for assets managed by the Debt and Aid Division (DAD)	61
Annex 5: Asset registry for assets managed by OPC Performance Enforcement Department (PED) .	63

Acronyms

ADC	Area Development Committee
AMP	Aid Management Platform
CABS	Common Approach to Budget Support
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CSOs	Civil Society Organizations
DCG	Development Cooperation Group
DCS	Development Cooperation Strategy
DDC	District Development Committee
DDP	District Development Plan
DPs	Development Partners
EU	European Union
GoM	Government of Malawi
GRB	Gender Responsive Budgeting
HLF	High Level Forum
HLM	High Level Meeting
IATI	International Aid Transparency Initiative
IPMIS	Integrated Performance Management Information System
JP	Joint Programme
M&E	Monitoring and Evaluation
MASEDA	Malawi Socio Economic Database
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MFEPD	Ministry of Finance, Economic Planning and Development
MGDS	Malawi Growth and Development Strategy
MPs	Members of Parliament
OPC	Office of the President and Cabinet
PBB	Programme Based Budgeting
PC	Performance Contract
PED	Performance Enforcement Department
PFEM RP	Public Finance and Economic Management Reform Programme

RBM	Results Based management
SDGs	Sustainable Development Goals
SWAPs	Sector Wide Approaches
SWG	Sector Working Group
UN	United Nations
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund

Executive Summary

This terminal report provides an overview of the major achievements and overall performance of the Development Effectiveness and Accountability Programme (DEAP) during the 5 years of implementation from 2014 to 2018. The joint programme, funded by the European Union (EU) and United Nations (UNDP, UNICEF and UN Women), aimed to achieve the following outcome: By the end of the project, *“Public Institutions are better equipped to manage, allocate, and utilize resources for effective development and service delivery”*. DEAP supported national institutions to become more results-oriented and to improve the synergies between planning, M&E and aid management functions in supporting the realization of national goals and priorities.

Some solid results were achieved under this programme. The M&E Master Plan that was developed under DEAP continues to inform the development and implementation of M&E systems in Malawi. The support for the development and institutionalization of the Statistical diploma programme at Chancellor College was a solid success, with NSO capacity improved, retention of all officers attained and the course adopted by the college as a standard offering. Results Based Management (RBM) was rolled out in Malawi, and there were concerted efforts to adopt RBM across the public sector at national and district levels. However, organizational and technical challenges meant that the full potential was not achieved. A highlight of RBM practices in Malawi is the performance contracting system. DEAP supported the introduction of performance contracting and institutional performance assessments in Malawi, with an aim to enhance transparency and accountability of results and resources in government ministries, departments and agencies. By the end of DEAP, this system had become institutionalised as a key government instrument, with government leading the process, expanding the approach to new actors and using assessment findings as a tool for engaging ministries, departments and agencies (MDAs) to improve performance of the public sector.

The finalisation of Malawi Growth and Development Strategy III (MGDS III) in 2017, was another key highlight of the programme. The strategy successfully integrated the global agenda 2030 and the regional agenda 2063, which put Malawi on the map in terms of early localization of SDGs. MGDS III was developed through a wide consultative process and was informed by the comprehensive MGDS II evaluation and by the evidence-based modelling of Sustainable Development Goals (SDGs). Further, DEAP supported a development finance assessment to map financial flows that can be harnessed for MGDS III implementation. Towards the end of DEAP, the programme engaged all relevant partners and supported the process of aligning district development plans to the MGDS III and SDGs for a new generation of District Development Plans (DDPs) to accelerate progress across SDGs. To localise the SDGs and the MGDS III, DEAP supported the translation of the SDGs and the national plan into 3 local languages, making the information more accessible to the village and district levels. DEAP also supported the establishment of the National Planning Commission for Malawi that was in the process of recruiting its full secretariat at the end of the programme.

DEAP supported the formulation of the Development Cooperation Strategy (DCS), which served as an important policy document that guided development cooperation in Malawi over the 2014-2018 period. The DCS advanced the attainment of the Paris Declaration and the Busan principles locally. DEAP support for the DCS resulted in a more effective and efficient development cooperation discourse with stronger country ownership of dialogue systems and processes, than what was the case prior to the DCS. DEAP further supported dialogue mechanisms such as the High Level Forum (HLF), the Development Coordination Group (DCG) and sector working groups (SWGs). Throughout the five years, DEAP consistently provided significant financial and technical assistance to the Debt and Aid management division (DAD) in the Ministry of Finance, Economic Planning and Development. DEAP was instrumental in strengthening debt and aid management capacities for effective implementation of the debt and aid management

functions. The Aid Management Platform (AMP) system is a critical accountability tool for government. It helps the ministry track aid, plan the national budget and facilitate coordination and division of labor among development partners. The AMP and the Meridian debt management system are both currently hosted, managed and maintained by the ministry following DEAP support. As a result of DEAP support, Malawi has built a strong name globally for being a leader on development effectiveness, with solid systems and tools in place. Malawi served as the co-chair for the Global Partnership for Effective Development Cooperation (GPEDC) and hosted the 9th GPEDC global steering committee meeting in Lilongwe in 2016. Malawi is known for having effectively represented the African constituency in the Steering Committee.

Over the 5 years of DEAP support to government, DEAP support did result in public institutions being better able to manage, allocate and utilize resources for effective development and service delivery. Some challenges remain, but overall, the impact of the programme has been positive. Results Based Management systems were rolled out and adapted to the local context, with some elements gaining more ground than others. For RBM and M&E effectiveness, a transformation of the public sector is needed. As a result of DEAP support, national institutions now have the capacity to align policies, programmes and budgets with the national development plan and SDGs for efficient achievement of development results. The main challenge remaining for this output is to bring this capacity down to the district level. Finally, as a result of DEAP support, government now has sufficient capacity to effectively negotiate, manage and account for development assistance, which was not the case before DEAP was introduced.

Out of the planned expenditure of EUR 4,790,111, EUR 5,166,570 was spent by the programme.

This report provides an overview of the DEAP project and its implementing partners before looking at the key results achieved per output. This is followed by brief performance, implementation strategy and management effectiveness reviews. Thereafter a section dedicated to implementation issues and challenges, followed by the final evaluation recommendations, lessons learnt and the financial reporting. At the end, there is a table showing progress on key project indicators, the latest risk log and an overview of assets procured by DEAP.

PART I: Project Overview of DEAP

The programme was implemented within the perspective of the Malawi Growth and Development Strategy for the period 2011-2016 (MGDS II) and preparation of MGDS III. It intended to address the outstanding capacity gaps in order to enhance development effectiveness and accountability, such as better alignment of policies, programmes and budgets and prioritization of development interventions vis-a-vis available resources.

To build effective public institutions, the Government brought together all capacity development initiatives under a unified Public Financial and Economic Management Reform Program (PFEM RP). The PFEM RP's overall goal is to achieve fiscal discipline; resource allocation according to a well-presented government strategy; and value for money in terms of effective, efficient and regulated use of resources to achieve service delivery. The DEAP Programme assisted Government in implementing several PFEM RP components and was executed within the PFEM structures. It aimed to support national institutions to become more results-oriented, and improve the synergies between planning, M&E and aid management functions. The Programme was built on the premise that achievement of development results will depend on availability and proper management of resources both domestic and external, thus, necessitating the strengthening of national capacities in central ministries and at the levels of districts and among non-state actors.

The Joint Programme Support was developed in order to attain United Nations Development Assistance Framework (UNDAF) outcome 4.2 and states that *“By 2016 (later extended to 2018), Public Institutions are better equipped to manage, allocate, and utilize resources for effective development and service delivery”*. This outcome was to be realized through the following Joint Programme outputs, which were also UNDAF outputs:

- Output 4.2.1 National Institutions utilize RBM systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results.*
- Output 4.2.2 National Institutions have the capacity to align policies, programmes and budgets with national development strategies and MDGs for efficient achievement of development results.*
- Output 4.2.3 Government has sufficient capacity to effectively negotiate, manage and account for development assistance*

Key Joint Programme beneficiaries were institutional stakeholders, policy makers, civil servants, non-state actors and service providers.

The Joint Programme Output (JP) 1 was intended to promote and institutionalize RBM systems in all ministries and at district level as a means of enhancing ownership and leadership for achievement of development results. It supported strengthening of the National Statistical and M&E System and the practical application of Results-Based Management, Performance-based Budgeting, Human Rights Based Approach, and implementation of National

Development Strategies, Integrated Performance Management Information System, Community Based Monitoring (interface with CSOs), Public Tracking Surveys, Public Sector Investment Programme, District Data Bank and links to budgeting, the establishment of sustainable in-country capacity for delivery of capacity building on RBM, and the development of capacities and instruments for the Organizational Performance Assessment process (OPA) in public sector institutions.

The support under JP Output 2 was geared towards improved alignment of policies, programmes and budgets with national development strategy and Agenda 2030, including the Sustainable Development Goals (SDGs). Government guidelines and procedures were updated to ensure an integrated and results oriented national planning and M&E system that uses the PBB/MTEF as a tool to help Government shape its budget in line with its development agenda. This was supported by introducing Programme Based Budgeting (PBB) and strengthening the functionality of the SWGs (including planning and management guidelines) as a key dialogue and delivery mechanism for the national development strategy.

Joint Programme Output 3 was intended to strengthen the capacity of Government to effectively negotiate, manage and account for development assistance. It focused on provision of capacity building support for strengthening functions of the Debt and Aid Management Division to manage the Aid Management Platform and produce regular reports, lead the development and implementation of the Development Cooperation Strategy, and effectively prepare and support dialogue structures such as High Level Fora meetings and Common Approach to Budget Support (CABS) meetings. This output also supported learning and information exchange with a broader group of stakeholders from government, CSOs, academia, media, Members of Parliament and the private sector.

Implementing Institutions

The main Implementing Partner (IP) was the Ministry of Finance, Economic Planning and Development (MFEPD). The department of Economic Planning and Development was the responsible party for Outputs 1 and 2 with some activities under Output 1 and Output 2 falling under the Performance Enforcement Department (PED) in OPC and Budget Divisions in Treasury respectively. The Debt and Aid Management Division (DAD) was the responsible party for Output 3.

Other key partners: National Statistics Office (NSO), Ministry of Local Government and Rural Development, Line Ministries, Office of the President and Cabinet (OPC), Auditor General, ODPP, NAC, District Councils, Malawi Institution of Management (MIM), Chancellor College, Bunda College of Agriculture, Staff Development Institute (SDI), Malawi Polytechnic, Malawi Confederation of Chambers of Commerce and Industry (MCCCI) and selected non-state actors.

PART II: Results Summary

During the five years of implementation, the project continued to be relevant. It managed to address some of the challenges that were identified in the project document, such as the support to policy alignment at both district and national levels. The programme also strengthened Malawi's debt and aid management systems significantly and put Malawi on the map as a leading example of development cooperation best practices globally. DEAP interventions under its three Outputs were to be seen as a package rather than isolated interventions that made their own independent contributions. Output 1 focused on capacity building for public institutions to utilise RBM systems for planning, monitoring and evaluation. Notable achievements here include the roll out of RBM, strengthening of the National M&E system, support to the national statistical system and support to institutional performance contracting and performance assessment. Output 2 focused on building capacity to align policies, programmes and budgets with national development strategies and SDGs, and notable achievements here included the introduction of Programme Based Budgeting, the reviews of MGDS II, formulation of MGDS III, localisation of SDGs, the alignment of policies and programming to MGDS II, later MGDS III and MDGs, later SDGs and the establishment of the National Planning Commission. DEAP support under Output 3 aimed to strengthen Government capacity to effectively negotiate, manage and account for development assistance included extensive capacity building of debt and aid officers, support to the online aid management platform system, support to the Development Cooperation Strategy and development cooperation mechanisms such as the Development Cooperation Group and High Level Forum meetings. Overall, DEAP support has enhanced the Malawi's management of external assistance.

Output 1

“National Institutions utilize Results-Based Management (RBM) systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results”

In terms of strengthening RBM capacity and practice in Malawi, DEAP registered several achievements during the implementation period. For instance, the roll out of Results Based Management (RBM) in the public service was supported, with over 500 officers trained at the central and district levels (half of the programme term target) and successful negotiations with institutions of higher learning such as Malawi Institute of Management, Staff Development Institute, Chancellor College and Poly Technic were held to include RBM as part of the respective curricula. 6 officers continue to provide RBM training at these institutions, which are fewer than the anticipated 30 that were set as a programme term target (see annex 1). However, RBM is an approach whose success is dependent on a series of operational tools, procedures and activities that, collectively, are expected to input, in a coordinated and harmonized way, to the success of RBM. Thus, the success of a number of other activities such as Programme Based Budgeting (PBB), MGDS/MDG/SDG planning, M&E systems, and aid management effectiveness were all important elements to RBM. While there was significant progress registered towards institutionalization of RBM, a number of challenges are yet to be meaningfully addressed for RBM to be efficient. To establish the extent to which RBM has been adopted by the Malawian public sector, DEAP conducted an RBM study in 2018, which included a joint learning event with participants from selected Ministries, Departments and District Councils. This was an opportunity to establish which elements of RBM have worked well, what has not worked well, lessons learnt and recommendations for the way forward. The RBM study concluded that there are concerted efforts under way to adopt RBM across the public sector at the centre and local council levels. However, progress registered is still very

slow, as can also be seen from the programme indicators relating to this (see annex 1). A highlight of RBM practices in Malawi is the performance contracting system. Another RBM element that has been rolled out to all government institutions, is Programme Based Budgeting (PBB). However, whilst rollout of PBB is at 100%, better results could be attained if the approach was strategically combined with other RBM principles. Key challenges to RBM in Malawi are organizational, technical and political, manifested in poor tracking mechanisms of the implementation of recommendations from reviews or evaluations; coupled with inadequate human and financial resources and inadequate 'fit for purpose' data to inform evidence-based planning. Appropriate buy-in will be vital to unlock the drive needed to steer the results culture in delivering services at all levels. The "Results Culture" that constitutes the bedrock of RBM is not consistently and widely practiced in the public sector.

A major achievement of DEAP support to the national statistical system under output 1, was the DEAP support to the development of a Statistical Diploma Course at Chancellor College. DEAP supported the development of all course content and worked with the department of Mathematics and the University Senate to get the course approved. Following the approval of the course, DEAP sponsored the first cohort of 19 students (8 from NSO and 11 from other ministries) from their enrolment in 2015 to their graduation in 2018. Before the localisation of the Statistics Diploma, it costed Malawi MK11,100,000 to train one statistics diploma graduate in Tanzania over a two-year period. By facilitating the training of the same programme in-country, the amount of money previously used for one student in Tanzania, became sufficient to finance 7 Diploma graduates instead. Due to the success of the course, Chancellor College has now fully institutionalized the diploma course and new students are continuously being enrolled. So far, NSO has managed to retain all the officers that were trained with DEAP funds and have noted a significant improvement in motivation and performance.

Additionally, NSO officers were trained to effectively manage the Malawi Socio-Economic Database (MASEDA). MASEDA was reviewed and the database template was updated for the SDGs. Financial support was provided to NSO to enable them to conclude the Demographic Health Survey 2015-2016 which was launched in March 2017. Furthermore, DEAP with assistance from UN Women trained NSO personnel in Gender Based Reporting (GBR) and gender statistics. The training was aimed at ensuring the integration of a gendered perspective into all the stages of the research and statistical system.

Over the 5 years, DEAP made efforts to strengthen the national monitoring and evaluation system. The M&E Master plan developed with support from DEAP, continued to inform the development and implementation of M&E systems. By the end of the programme, 80% of the ministries had functional M&E systems (see annex 1). In the early years, DEAP supported the creation of M&E district-level structures. At the end of DEAP, 14 district councils still have functional M&E systems (see annex 1). These continue to face operational and budgetary challenges but are a crucial steppingstone towards the improvement of M&E functions in Malawi. As the final DEAP evaluation pointed out, DEAP was overly ambitious in its design when it came to the M&E related activities and a more sequenced approach would possibly have resulted in more steady, sustainable progress. Both supply of and demand for M&E results for decision making in Malawi remain low and M&E mandates are often unfunded, or inadequately funded with M&E functions in MDAs often understaffed. The national M&E system has continued to suffer from a host of challenges that have included lack of standardised methodologies for data collection; limited coordination between the various data producers; existence of too many indicators that focus primarily on outputs; and weak coordination of the existing M&E systems across line ministries, districts and central government.

The project successfully supported the government in conducting MGDS II annual, mid-term and end of term review, the first MGDS III review and several MDG progress reports and later the SDG baseline and SDG annual progress report. The comprehensive evaluation of MGDS II was supported by the programme and the recommendations informed the formulation of the MGDS III. The programme supported Public Expenditure Tracking Surveys for the education and health sectors. PETS were undertaken in order to bring about accountability and prudence in use of public resources. However, due to the delays in the finalization of the PETS the contents of the PETS were not sufficiently disseminated and did not fully achieve its potential of informing better use of public resources. In 2018, DEAP supported the formulation of a national M&E policy for Malawi. The finalisation of Malawi Growth and Development Strategy III (MGDS III) in 2017, was a key highlight of the project. The strategy successfully integrated the global agenda 2030 and the regional agenda 2063, both in the main strategy and its accompanying M&E framework, where customized SDG indicators are included, helping the government to streamline reporting requirements. To achieve this, DEAP supported the development of a road map for the SDGs localization and SDG indicators were reviewed to identify data needs and customized to suit the Malawian context. Reportable SDG targets were identified and confirmed with ministries. Later, the SDG baseline report was developed and printed and the first SDGs progress report was produced.

DEAP supported a study on the State of Monitoring and Evaluation in Malawi in 2014 which provided an informed basis for actions towards strengthening M&E functions in the public sector to entrench a culture of accountability for results. Among the key recommendations of the study were the need to formulate an M&E policy, need to establish a national coordination entity for M&E and the need to introduce an integrated performance management information system.

To meet the objective of upgrading district data banks, DEAP supported the development of The Integrated Performance Management Information System (IPMIS) (<http://ipmis.malawi.gov.mw>). Efforts are under way to customise and make IPMIS fully functional, with piloting and complete data collection and data population into the system for Mchinji and Dedza districts nearly complete. The data from Mchinji and Dedza will be used by government for demonstration, testing and improvement of the system. A challenge is that the system was initially designed for a much smaller data set, but due to the acute government need for a comprehensive data management system, more and more components were added until a very complex, but not necessarily user-friendly system was created. Following the attempts to customise the system and populate it with data, there is need to do thorough testing. More investment would be needed for the roll out to all districts.

Lastly under output 1, DEAP supported the introduction of performance contracting and institutional performance assessments in Malawi, enhancing transparency and accountability of government ministries, departments and agencies. Performance contracting aims to enhance public sector performance and delivery of public services through provision of oversight, coordination and supervisory functions of tracking, evaluating and enforcing performance of MDAs and other related institutions in the execution of the national development agenda. Implementing MDAs are assessed on their performance based on their specific targets committed to at the beginning of each financial year. At the beginning of DEAP, no ministries, departments or agencies were reviewed for performance and provided with feedback. In DEAP's final year, 36 MDAs were assessed for performance and provided feedback for the 17/18 Financial Year – almost meeting the programme term target of 38. 34 out of the 35 MDAs assessed in 16/17 had implemented over 60% of the performance contracting evaluation recommendations (see annex 1). The figures for the 18/19 financial year, are likely to be even better, as The Office of President and Cabinet - Performance Enforcement Department (OPC-PED) managed to train and negotiate Performance Contracts with a record 59 MDAs in 2018 for the 18/19 FY, a sharp increase from the 17/18 FY, which is clear evidence that

the performance contracting system in Malawi is gaining ground and becoming more institutionalized (See Figure 1 and 2). With all ministries taking part and an increasing number of departments and agencies, the system has been accepted as a mainstream government instrument. DEAP has since the inception supported all stages of this process, from the development of the initial guidelines, templates and manuals, to the training of MDAs, negotiations of performance contracts, the quarterly groundtruthing exercises - where reported results from MDAs are verified through field visits to project sites- and finally the annual performance assessments, culminating in the final annual performance report and public announcement of results. DEAP has also supported the creation of a PED website (<https://www.performance.gov.mw/>) and the rehabilitation of their offices and conference rooms to be able to host meetings in-house. In 2018, DEAP supported PED and the Anti Corruption Bureau to hold a forum on corruption prevention for controlling officers in the public service, as scores on this assessment criteria had been consistently low in most MDAs. Several MDAs have taken measures to improve their corruption prevention systems afterwards, including revamping their institutional integrity committees. Overall, this is one possible way of institutionalizing the fight against corruption through performance contracts and is an example of how PED is currently taking up the findings from the performance assessments and implementing concrete action to improve the public service. As the performance contracting and assessment system becomes more institutionalized and accepted, there will be more room for PED to organize similar follow up actions and hold MDAs accountable. A way to further strengthen PED's work would be to introduce a clear system for sanctions and financial rewards for MDAs based on performance. Currently the top three receive performance recognition certificate awards. Over the years, there has been progressive increase in number of MDAs that have performance contracts. Future support could potentially also roll out this performance contractual system to local councils.

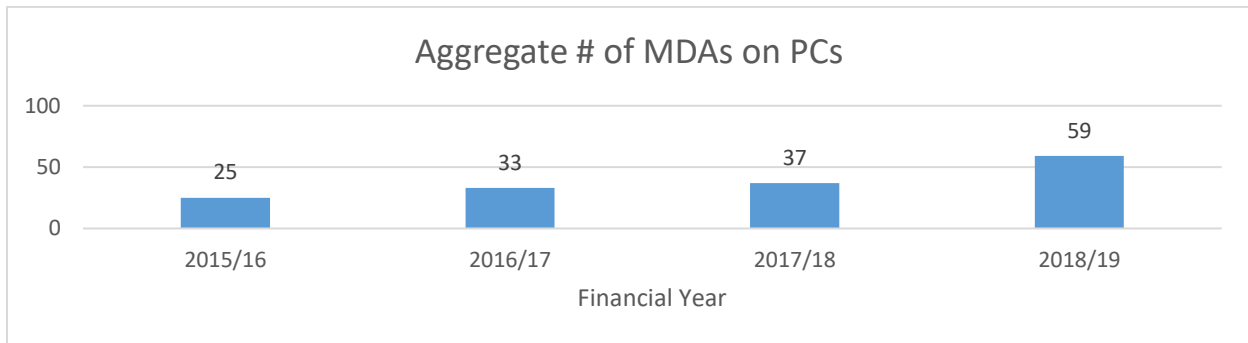


Figure 1: Aggregate Number of PCs per Financial Year, showing an overall marked increase

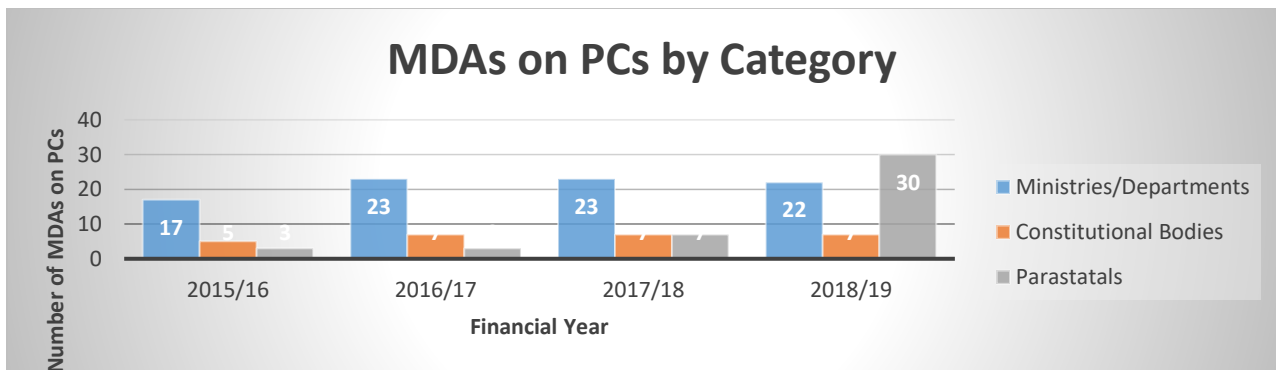


Figure 2: MDAs on PCs by Category

Output 2:

“National Institutions have the capacity to align policies, programmes and budgets with national development strategies and SDGs for efficient achievement of development results.”

When it comes to the capacity of national institutions to align policies, programmes and budgets with national development strategies and Agenda 2030, there has been good progress. As part of the roll-out of RBM supported in output 1, the government of Malawi linked budgets to strategic plans and developed programme indicators. Currently, MDAs have their own respective budgets and each MDA can directly account for, and track programme resources, which helps in the attainment of desired outputs and outcomes. There has further been a great improvement in the quality of budget discussion between the Ministry of Finance and MDAs. Challenges remaining include weak linkages to government planning tools such as the Medium Term Expenditure Framework (MTEF), the Public Sector Investment Programme (PSIP) and District Development Plans.

The Programme Based Budgeting (PBB) approach was formally adopted in Parliament in the 2016/17 financial year and was rolled out to all MDAs, replacing output based budgeting, meeting the programme term target for PBB roll out (see annex 1). The PBB approach allocates resources to development outcomes as per strategic plan of each ministry. DEAP supported the operationalization of Programme Based Budgeting (PBB) as part of the RBM support and as part of the government’s Public Finance Management (PFM) improvement programme. The approach has been largely welcomed in government and is much preferred to the old output based budgeting. To fully benefit from PBB, there is however a need for other RBM structures to be in place as well. During the implementation of DEAP, it has become clear that Malawi needs better Management Information Systems and better implementation tracking to fully benefit from PBB. In 2018, DEAP supported government in printing and publishing the Integrated Planning and Budgeting Manual. This is an instruction manual for all government officers involved in the national budget processes, building on both programme based and gender responsive budgeting approaches, ensuring that gender specific interventions are considered at all levels of planning, budgeting and implementation. Gender Responsive Budgeting (GRB) begun to yield results, as evidenced by several district councils that have begun to apply a gender lense in preparation of their budgets, in planning their interventions and in implementing their work plans.

DEAP also supported the strengthening of Sector Working Groups (SWGs). SWGs remain key, strategic building blocks for planning, implementation and reporting progress for the national development strategy, MGDS III. DEAP supported the mainstreaming of SDGs, Agenda 2063 and the Istanbul Programme of Action (IPoA) into Joint Sector Strategies through the SWGs. In the latter years of DEAP, a good number of SWGs started working towards revamping their sectors, including the economic governance group. 14 out of 16 were functional by the end of 2018, against a 2012 baseline of 6, and a programme term target of 16 (see annex 1). A series of meetings were supported for SWGs to share experiences on how best to strengthen SWGs going forward, where solutions such as establishing Technical Working Groups (TWGs) were recommended. Most SWGs lacked adequate, secure funding sources for effective discharge of their mandates. As such, the best performing SWGs remain those that have access to abundant donor funding, such as agriculture, education and health. During the SWG consultative meeting in 2018, it was concluded that in order to improve the functionality of SWGs, there was need to put “a budget line in lead ministries for the activities of the SWGs and position a dedicated officers for the work of the sector”.

Following adoption of the Agenda 2030 and the Sustainable Development Goals in 2015 and with an eye on domesticating this global commitment through MGDS III, a series of initiatives were supported by DEAP. DEAP sponsored public awareness campaigns, which included the SDG fair, public debates, press releases and a paper on “Leaving No One Behind”.

The finalisation of Malawi Growth and Development Strategy III (MGDS III) in 2017, was a key highlight of the programme, and the achievement of a key programme target (see annex 1). MGDS III was developed through a wide consultative process – with district consultations in all districts and consultations with a broad range of other stakeholders such as the Academia, Media, Parliament, Development Partners, and Civil Society to identify national priorities. The process was informed by the comprehensive MGDS II evaluation and by the evidence-based modelling of Sustainable Development Goals (SDGs). The Integrated SDG (iSDG) Model helped in identifying key priority areas for the MGDS III, highlighting the forward and backward linkages and possible impacts across sectors, based on Malawi-specific data and analysis conducted by the University of Malawi and the Millennium Institute in the US. The iSDG model further helped government to initiate SDG implementation in an appropriately sequenced manner. MGDS III also built upon extensive analysis of the lessons learnt of the implementation of the previous strategies and additional analytical work, such as national Human Development Reports. DEAP supported the production of the National Human Development Report on Inclusive Growth. This led to the inclusive approach to local development planning processes adopted by MGDS III.

MGDS III isolates the five key priority areas that the government will focus on in the next five years from 2017 to 2022. The plan also has identified a number of flagship projects, and the plan is fully costed for the reference of all stakeholders. Further, DEAP supported a development finance assessment to map financial flows that can be harnessed for MGDS III implementation. Towards the end of DEAP, the project engaged all relevant partners and supported the process of aligning district development plans to the MGDS III and SDGs for a new generation of DDPs to accelerate progress across SDGs. At the end of DEAP, the programme target of aligning 5 sectors and 10 districts to MGDS III has been met (See annex 1). To localise the SDGs and the MGDS III, DEAP supported the translation of the SDGs and the national plan into 3 local languages, namely: Chichewa, Tumbuka and Yao, making the information more accessible to the village and district levels. Government will continue this effort until all districts in Malawi have finalised their SDG and MGDS III District Development Plans, paving the way for new ways of working at the district level, by enhancing coordination of partners and sectors for increased impact. The final evaluation of DEAP concluded that the role of DEAP in the preparation of MGDS III was strategic and the process secured the required consensus which is essential for the acceptability of the plan as a national document. The integration SDGs and agenda 2063, with customized SDG indicators and with priorities based on evidence based SDG modelling was emphasized as a solid achievement and a signal of Malawi’s commitment to these.

DEAP supported the establishment of the National Planning Commission from its infancy. The NPC was formally established through an act of parliament in 2017. DEAP supported commission meetings, office set-up, outreach activities, stakeholder consultations and press releases that have helped shape and position the NPC as the future leader of national development planning and a key oversight body.

Output 3:

“Government has sufficient capacity to effectively negotiate, manage and account for development assistance”

At the very beginning of the project, DEAP supported the formulation of the Development Cooperation Strategy (DCS), which served as an important policy document that guided development cooperation in Malawi over the 2014-2018 period. Overall, DCS aimed to advance the five mutually-reinforcing principles of the March 2005 Paris Declaration on Aid Effectiveness, namely, country ownership, alignment, harmonisation, managing for results, and mutual accountability. It also attempted to domesticate most of the principles that guided the 2011 Busan Partnership for Effective Development Cooperation that emphasized inclusive ownership of development, better tracking of progress, broader support and cooperation, better transparency and use of alternative financing sources. Prior to the DCS, Malawi’s national systems and structures for coordination of aid were fundamentally weak and most consultations and coordination efforts were driven by and facilitated by development partners, with the government taking a back seat in key processes. As confirmed by the final DEAP evaluation, DEAP support for the preparation and implementation of the DCS resulted in a more effective and efficient development cooperation discourse with stronger country ownership of dialogue systems and processes, including the hosting of regular Development Cooperation Group and High Level Forum meetings.

Over the years, DEAP has extended significant financial and technical assistance to the Debt and Aid management division in the Ministry of Finance (DAD). DEAP has been instrumental in strengthening debt and aid management capacities for effective implementation of the debt and aid management functions. During the implementation period, the programme has supported in-country and international trainings from Debt and Aid officers and other key institutions like the Reserve Bank of Malawi in Debt and Aid management courses in strategic areas of importance. DEAP also supported the development and review of policy and strategic documents such as the Debt and Aid Division Strategic Plan, Debt Management Policy (in draft form), Development Cooperation Policy (in draft), Medium Term Debt Strategy as well as reports such as Debt Sustainability Analysis reports; Annual Debt Reports and Development Cooperation Atlas.

DEAP supported the upgrade of the Aid Management Platform (AMP) and CS-DRMS systems for debt management. When the CS-DRMS was transitioning to the Meridian system in 2018, DEAP supported training of key staff and the procurement of a server to host the Meridian debt management system. With improved data reporting/dissemination and better focused analyses, AMP has contributed more effectively towards management for results. In the 2014 programme baseline, 6 DPs were reporting in the online AMP, whereas by the end of DEAP, 28 out of 34 DPs were reporting in the online AMP, with the rest having their data entered by DAD (see annex 1). The system shows details of each donor, with key project information about thematic focus, location, size and duration and has allowed for better integration of DPs’ flows into the planning and budget systems as well as into MTEF programming. The inclusion of data visualization and aid mapping tools is a bold step to improve the scope of aid information. The inclusion of Geo-Coding should help Government in its effort to equitably programme national development through tracking the geographical coverage of DPs and potentially revealing the geographic funding gaps. As established by the Development Finance Assessment, the financial and technical contribution from NGOs in Malawi is significant yet no system has been in place for tracking this support and enable stakeholders to hold

NGOs accountable. The AMP was in 2018 upgraded to include an NGO reporting platform and an offline module. The NGO board is engaging with government on the operationalization of this. The AMP system has been transferred from the USA to the server in the Ministry of Finance, so that the ministry can fully own and manage the system going forwards, with minimal costs. Some challenges remain, such as the failure to track expenditure data in the AMP, and the overall quality of data entered by partners. To make the system a better coordination and harmonization tool, DPs will need to report timely, comprehensive, disaggregated data about aid flows, geographical coverage, sector, disbursement modality and expenditure. For now, the incomplete aid information reporting by some DPs has compromised the efficacy of the Government planning and budgeting processes considering the large share of aid in development finance in Malawi. The Government expectation is that the AMP continues to be the main tool for capturing data on development cooperation and that other stakeholders will use the AMP, particularly the Public Portal, as an accountability tool. The AMP still requires to be popularized and, in this regard, training and awareness campaigns still need to be intensified after the end of DEAP. To ensure sustainability of the AMP system, the MoFEPD has committed to ensure stable internet, solid server management and to continue building capacity of ICT personnel as well as the AMP administration team.

During DEAP implementation, initial work was undertaken for AMP integration with International Aid Transparency Initiative (IATI) data. IATI can be used to track aid inflows to Malawi which are reported on IATI but are, currently, not reported on AMP. However, the lessons learned from countries that have implemented the IATI integration have proved it as a complex and challenging process, due to data inconsistencies. Therefore, DAD agreed to put the activity on hold and not pursue it until technical challenges with the data integration process are resolved.

DEAP Support to development cooperation dialogue mechanisms such as the Common Approach to Budget Support (CABS)– later DCG- and to the High Level Forum (HLF) on Development Effectiveness was consistent and positive. There has been improvement in policy dialogue between Government and key stakeholders including Development partners and non-state actors over the years. For instance the High Level Forum on Development Effectiveness (HLF) and Development Cooperation Group meetings have increasingly become inclusive, with representation from almost all development stakeholders. Most years after 2014, the programme targets on dialogue have been met (see annex 1).

With technical and financial support from UNDP, a review of the expiring Development Cooperation Strategy was conducted and a new strategy formulated, which at the end of DEAP is yet to be validated by the DCG and finalised. The new DCS will cover the period 2019-2022. Roles and responsibilities of government institutions and partners have been made clearer and the plan has been simplified to better guide and target development support and to ensure better adherence to the DCS work plan than for the previous strategy. The aim of the DCS is to improve coordination of partners for enhanced development effectiveness. The revised DCS includes Technical Assistance Guidelines as an annex which was not part of the initial Strategy.

As a result of DEAP support, Malawi has built a strong name globally for being a leader on development effectiveness, with solid systems and tools in place. Malawi served as the co-chair for the Global Partnership for Effective Development Cooperation (GPEDC) and hosted the 9th GPEDC global steering committee meeting in Lilongwe in 2016. Malawi is known for having effectively represented the African constituency in the Steering Committee.

Further, Malawi actively took part in extensive preparations and participated in the Second-High Level Meeting (HLM2) of the GPEDC held in Nairobi, Kenya in 2016. Later on, Malawi participated in the Country Level Implementation Pilot for Accelerating Implementation of the Global Partnership for Development Effectiveness, aimed at enhancing strategic support to countries to improve effectiveness of development cooperation at country level. Malawi also participated in the 2015 and 2018 GPEDC Monitoring and DAD worked closely with the Monitoring Secretariat. It is expected that the outcome of the monitoring exercise will inform dialogue on development effectiveness at country level.

Under output 3, DEAP also supported a number of civil society organization to participate in development effectiveness related trainings and conferences nationally and internationally. The Malawi Economic Justice Network (MEJN) was a key partner and helped the government engage civil society on development effectiveness issues. As an example, DEAP supported the participation of non-state actors in international fora such as the second High Level Meeting (HLM 2) of the GPEDC held in Kenya in 2016. DEAP also supported youth representatives who attended the 2017 People's Summit of Southern Africa People's Solidarity Network (SAPSN), which resulted in a communiqué that was submitted to SADC heads of State and Government through the SADC Secretariat, addressing key issues affecting youth and children in SADC.

DEAP output 3, was different from the other DEAP outputs in that it was specifically focused on strengthening the aid coordination role of DAD in the Ministry of Finance. The other two outputs were more generic and had many key stakeholders and responsible partners.

PART III: Performance Review

(i) Overall progress towards the UNDAF outcome and outputs:

Over the 5 years of DEAP support to government, DEAP support did result in public institutions being better able to manage, allocate and utilize resources for effective development and service delivery. Some challenges remain, but overall, the impact of the programme has been positive. Results Based Management systems were rolled out and adapted to the local context, with some elements gaining more ground than others. For RBM and M&E effectiveness, a transformation of the public sector is needed, which as the DEAP evaluation pointed out, would require stronger political will to carry out the required reforms than what was available at the time of DEAP. As a result of DEAP support, national institutions now have the capacity to align policies, programmes and budgets with the MGDS II and SDGs for efficient achievement of development results. The main challenge remaining for this output is to bring this capacity down to the district level. Finally, as a result of DEAP support, government now has sufficient capacity to effectively negotiate, manage and account for development assistance, which was not the case before DEAP was introduced.

(ii) Gender Mainstreaming

UN Women trained NSO in gender statistics, with the aim of ensuring a gendered perspective in all the stages of the research and statistical system. NSO was also supported with the drafting of the “Women Empowerment” chapter in the 2016 Demographic and Health Survey Main Report. The OPC performance assessment guidelines and criteria also include gender aspects.

A key achievement was the integration of gender responsive budgeting in the integrated budgeting manual, - the instruction manual for all government officers involved in national budgeting. This will ensure that gender considerations are taken into account at all levels of budgeting. By the end of DEAP, the improved capacity in Gender Responsive Budgeting (GRB) begun to yield results, as evidenced by several district councils that have begun to apply a gender lense in preparation of their budgets, in planning their interventions and in implementing their work plans.

The Parliamentary Women Caucus (PWC), a parliamentary committee that has influenced the passing of gender responsive legislation in Malawi was specifically targeted with PBB training to enhance their understanding of the new budgeting style adopted and its link to Gender Responsive Budgeting. The articulation of Gender Gaps in the 2017 budget by the PWC members was attributed to the capacity enhancement gained through the capacity building trainings.

The review of the Malawi Growth and Development Strategy II (MGDSII) had a dedicated gender expert as part of the team, which helped strengthen the analysis of planning processes from a gender perspective. The review process was key in identifying gender gaps critical for ensuring that development processes in the country benefit both men and women. The review noted that MGDS II gender indicators were not coherent with sectoral programming and more so, not strategic enough to hold each sector accountable for delivering results towards gender equality. This lesson learnt informed the formulation of the successor strategy, and MGDS III integrated gender considerations in all sectors to ensure that interventions to address gender gaps are taken on by all sectors as a cross cutting issue.

(iii) Human Rights Mainstreaming

Human rights offer guidance for the implementation of the 2030 Agenda for Sustainable Development. Likewise, the 2030 Agenda and the SDGs can contribute substantially to the realisation of human rights. The reflection of human rights in the 2030 Agenda lends the implementation of the agenda to a human rights based approach (HRBA) to development and programming. By localising the 2030 agenda through the MGDS III and further down to the district development plans, the DEAP programme has contributed greatly to the human rights mainstreaming in Malawi. Further, DEAP supported the translation of the SDGs and MGDS III into local languages and supported numerous outreach activities and awareness campaigns. As such, the emphasis on the SDGs in most DEAP activities have indirectly also furthered the human rights agenda.

(iv) Impact on direct and indirect beneficiaries

The government of Malawi and the final DEAP evaluation has acknowledged the critical role DEAP has played in supporting numerous government departments. The impact can be seen in NSO where the statistical capacity of newly trained staff has improved and where current staff have access to in-country statistical training, which was earlier not available. This has in turn created a pool of statisticians that provide technical support to sectoral ministries and local councils. The introduction of performance contracting and institutional performance assessments would not have been possible without DEAP support. As a result of DEAP support, Malawi has a very sound national development strategy which builds on a strong consensus, integrates SDGs and agenda 2063 and is informed by evidence based SDG modelling. With DEAP support, aid coordination and development cooperation in Malawi has improved, and government has resumed ownership of the national development agenda. Solid debt management systems and aid management systems are in place, owned and managed by the government.

The DEAP target group was effectively supported, however the initial design of the programme was overly ambitious compared to the human and financial resources available. The right beneficiaries were targeted and supported well. However, in some cases, the support could have been better targeted to their needs, which is especially true for the M&E component of the programme.

(v) Communication and publicity

DEAP is a programme that has received wide media coverage. Key events include the hosting of the global GPEDC steering committee, the launch of MGDS III, the establishment of the National Planning Commission and the appointment of NPC commissioners, the launch of human development reports, the launch of SDG reports, the annual high level forums, the localization of SDGs, the translation of SDGs and MGDS III, the annual announcements of results from the institutional performance assessments, controlling officers anti-corruption forum, SDG awareness raising campaigns such as the SDG fair and many more. Where possible, outputs supported by DEAP have been labelled with the government, UN and EU logos. Where government rules have not allowed for that level of visibility, EU and UN financial and technical support has been recognized in the acknowledgment section.

PART IV: Implementation Strategy Review

(i) Sustainability

With respect to human resource development, training of Government personnel, which has remained a prominent feature of DEAP has been of utmost importance in systemic strengthening. Where relevant, DEAP has also aimed to provide the necessary hardware, equipment and systems to be able to sustain activities beyond the life span of the project.

As an example, the positive impact and sustainability of DEAP activities that are supported by DEAP in the area of improvement of aid management systems are already being realised. The DEAP capacity development effort in DAD is significant. At the operational level and with respect to the strengthening of debt and aid management, DEAP focused its support on both institutional and human resource capacity building and the effort is already showing positive signs of success. In 2018, DEAP ensured that both the AMP system and the CS-DRMS/Meridian system are hosted on government-owned and managed servers inside the Ministry of Finance. The systems are now fully hosted, managed and maintained by the government, with no subscription or hosting costs.

Similarly, the development cooperation structures and the DCS have been sufficiently institutionalized for government to carry on.

For the institutional performance assessments, DEAP ensured that OPC-PED had the necessary capacity to carry on. To help them reduce the cost of their work, their offices and conference rooms were upgraded in 2018 to enable them host meetings in-house and a printer was provided so that they could do the required printing in house. A webpage was also developed to publicise their work.

The diploma course in statistics that was developed with DEAP support has been adopted by Chancellor College as a standard offering, meaning that NSO and other government staff can access affordable training in-country.

(ii) Participatory/consultative processes

DEAP has been a very participatory programme and has aimed to involve relevant stakeholders in both project planning and implementation. The project steering committees and project management meetings have facilitated the participation of all implementing partners and key stakeholders. Where possible, DEAP has lobbied for joint implementation of certain activities where it has been deemed beneficial, including in the localization of SDG efforts. In project activities, participatory, consultative processes have been emphasized, as evidenced by the very thorough consultations that informed the formulation of MGDS III, the support to sector working groups and the support to inclusive development cooperation meetings.

(iii) Quality of partnerships

DEAP design placed significant roles and responsibilities upon the Government of Malawi. This was in line with the principles of country ownership. However, during the design stage, the DEAP implementation arrangements assigned oversight, management, coordination, financial management, M&E and reporting responsibilities to different layers of actors, but with little provision for harmonized and coordinated action. The role of the Government, on the one hand, and UNDP, on the other, suffered from this design challenge. With so many different

implementing partners, stakeholders and government partners involved, the inadequate commitment of government to coordinate the day-to-day functions of the Programme, resulted in UNDP assuming programmatic and operational responsibility with inadequate backstopping, which negatively affected the smooth execution of some interventions. The pooling of UNDP and EU resources worked very well, whereas the parallel funding modality used by other UN agencies continuously posed challenges when it came to coordination of activities and reporting. The DEAP project document identified and listed UN Agencies that were expected to contribute to certain deliverables, but the design did not provide sufficient force for securing the obligation of UN agencies to engage within the DEAP umbrella, resulting in fragmentation of support. Although several UN Agencies were part of DEAP, actual implementation, oversight, reporting and quality assurance of activities often remained the responsibility of UNDP, which is not in line with the delivering as one UN approach. DEAP overall had a good partnership with selected civil society organisations that were constructively involved in activities where their inputs and their expertise was required.

PART V: Management Effectiveness Review

(i) Monitoring and Evaluation

The Program had well spelt out mechanisms for monitoring and evaluation with all processes involving key programme stakeholders. On a regular basis, partners held Management and Coordination Meetings and twice a year, Steering committee meetings. In addition, ad-hoc Spot Checks were conducted to monitor and assess financial management aspects and asset registers. Annual Audits, mid-term and end-term evaluations were additional M&E mechanisms. By design, the Implementing Parties and Responsible Parties were required to submit quarterly and annual implementation reports as tools for tracking progress. However the compliance with reporting requirements remained a challenge throughout the project, especially in the last two years when the project did not have a full time coordinator in government.

The programme had its own management structure in order to ensure that all activities were being implemented accordingly with policy advice also being provided. The highest body of authority was the Project Steering Committee which provided policy advice for the project implementation. This committee was chaired by the Secretary to the Treasury and it comprised other controlling officers of key implementing partners. Regular steering committee meetings were held, but the attendance tended to be at the technical level, which meant the follow up on issues that required policy level intervention was limited. Project management meetings were held, but often separately for the various government departments as it was often difficult to bring them all together.

At the beginning of the project, when DEAP supported the strengthening of M&E systems at the district level, government implementing partners were very vigilant in monitoring project progress and reporting to the coordination unit for consolidation of annual reports. In the first 3 years of the project, there were not less than 28 monitoring visits to the district councils. In the last two years of the project, there were however many fewer, with government citing the new, restrictive DSA guideline as the main reason.

The project would have benefitted from stronger M&E support and commitment to keep track of achievements and strengthen the feedback loops for improved project design and implementation. A final evaluation which became a mid-term evaluation when the project was extended, was conducted in 2016 and a final evaluation of the project was conducted in 2017/18.

(ii) Timely delivery of outputs

Some of the outputs and targets for the Programme were delivered on time while others were not due to several challenges including delays in approval of work plans and capacity challenges as indicated in Section VI below. Further, as DEAP deals with very high level processes and areas of interventions with the involvement of numerous stakeholders, the project regrettably often faced delays in the finalization of outputs as there would be so many layers of approval needed before something would receive a green light to go ahead. As such, at the end of DEAP, there are still a number of reports, policies, strategies, studies, assessments and other analytical pieces where a lot of effort has been put in, but the final documents have not been cleared by government for publication. At times, this would result in the outputs being less relevant when released due to the delay. In addition to a delay of activities, DEAP kept receiving requests from government for the support of new activities related to DEAPs areas of support. As DEAP became so fully part of core government business and key government processes, it became difficult to set a cut off date. As such, following requests tabled through the Steering Committee, the project was granted no-cost extensions from the EU twice. Firstly, a year's extension from 1st January 2017 to 31st December 2017, then secondly

from 1st January 2018 to 31st October 2018. This was to facilitate for a completion of key project outputs and a smooth hand-over to government.

(iii) Resource Allocation, programmatic vs. operational

On average, other project costs vs development activities were 20% of Project allocation which is less than the allowed maximum of 40%.

(iv) Cost-effective use of inputs

To effectively deliver on the project objectives, DEAP needed to ensure the government was equipped to offer the required support. As such, the project took on project related operational costs for the implementing partner and responsible parties, including transport, fuel, stationary, office supplies, telephone and internet costs among others. In an ideal scenario, this should be avoided, but with the fiscal reality of the government of Malawi and the suspension of budget support, this became a requirement for any meaningful activity implementation. As part of DEAP's capacity development and aim of making DEAP supported activities sustainable, a significant amount of hardware equipment was procured under the project, including office furniture, AMP server, Meridian server, heavy duty printers, IT equipment and more, to ensure that the government partners would be able to carry on with their duties effectively. Staffing and project management costs were intentionally kept low, however, as pointed out by the final evaluation, the project would have benefited from hiring more project-specific staff to effectively and efficiently support the coordination and implementation of the project, especially in the last 2 years of implementation that followed the project extensions.

PART VI: Implementation Issues and Challenges

During implementation of DEAP since 2014, there were several issues that affected progress and achievement of results which provide lessons for future interventions. This Section provides an analysis of the main issues that affected programme implementation.

1. Delays in approval of Annual Work Plans and Budgets

In most of the years, the annual work plan and budget was not approved on time. This affected implementation of planned activities and presented a high risk to the programme. Due to the complexity of the programme, the AWP preparation and negotiations tended to take long, delaying the implementation of activities. Further, there were delays in preparing for programme Steering Committee meetings which included delays in securing the calendar of key members, making appropriate logistical arrangements and delays in preparing documentation such as Annual Progress Reports for the Committee.

2. Delays in reporting and quality of reporting

The IP and Responsible Parties did not adhere to reporting requirements, standards or deadlines. This was to some extent a result of poor coordination of initiatives within government.

3. Limited collaboration among Implementing Partners in spearheading some processes

DEAP had a number of key implementing partners and stakeholders, however, the extent to which these collaborated and coordinated their efforts was limited. An example would be the limited collaboration between Treasury and Department of Economic Planning and Development in promoting functionality of Sector Working Groups and strengthening of M&E functions in the public sector. Despite efforts to make SWGs functional, many SWGs remained dormant. Key is lack of resources for the operationalization of the SWGs, through non-allocation of funding in national budget. The result might have been different if Treasury and EPD worked together to ensure that sector ministries mainstreamed SWGs in their budgets and planning processes to facilitate their functionalization. The same applies to M&E functions within the public sector.

4. Understaffing in implementing partner and responsible parties

Inadequate personnel to work on DEAP activities in the implementing institutions posed a risk in achievement of outputs. Most of the officers who worked on the programme had other duties and line functions to work on, so DEAP was considered secondary. In the initial stages, some programme specific staff were recruited to manage the programme in close cooperation with government. This was a good arrangement to facilitate implementation of activities and coordination among partners. However, this arrangement faced a number of challenges, and allowed for government mismanagement of resources. As a result, the modality changed to direct payments and more direct management by UNDP core staff, which reduced government commitment to the programme. The change of nearly all key project staff in 2016, affected programme progress due to loss of institutional memory.

5. Complexity of interventions vs. available budget

Some activities under DEAP were designed with an ambition of undertaking many complex interventions, but with little resources. As such, for some areas, resources were spread thinly with limited impact. DEAP was designed ambitiously with a lot of areas of intervention yet with very little funding. Coupled with poor sequencing of the interventions, this situation rendered it difficult to achieve substantive results.

6. Limited implementation of the PFM Reform Program and Public Sector Reforms

DEAP would have achieved more if PFM and Public Sector Reforms were fully implemented. Some activities under DEAP were affected by lack of supplementary reforms to support some processes. For instance, understaffing and lack of capacities of planning units that are responsible of M&E functions in MDAs and district councils affected the strengthening of M&E functions in the public sector. The other problem was the ongoing conflict between practice and policy in the public sector, a problem which would have been resolved with full implementation of reforms. All these had an impact on DEAP implementation.

7. Government participation in key activities

Participation in key activities has at times been low, and this has been attributed to the current practice of full-board arrangements rather than DSA. Government found activity implementation challenging, due to the strict application of the DSA harmonized guidelines that do not allow meetings outside of Lilongwe.

8. Programme Complexity

The development effectiveness and accountability programme (DEAP) was a joint programme which was made up from previous three projects. In this programme the three projects formed the three outputs. This made the programme complex. The outputs continued to be implemented as separate projects until the one UN diction was introduced such that the support and activity implementation were intended for the whole programme.

9. Insufficient involvement of senior government management

Insufficient involvement of senior government management to lead on activities combined with late finalization and management approval of strategic documents to be published under DEAP remained a challenge, causing delays in publications and validations. Despite this being raised at the steering committee level, there was little progress observed and by the end of 2018, numerous documents were still in final draft form, pending clearance.

10. Challenges with government infrastructure

Several activities, such as the Aid Management Platform system and Debt Management Server (Meridian) depend on government infrastructure, such as internet bandwidth. The current internet situation in government is a hinderance to the successful implementation of many activities and efficient communication both at the central and district level. E-government should be engaged to see how best to mitigate some of the challenges. Whilst the server rooms and equipment can be upgraded with project funds, a project alone cannot solve the connectivity challenge.

11. Need for harmonization of work across government

There need to explore how to best harmonize work across government departments and ministries. Activities with multiple Responsible Parties involved took long to prepare and organize. In some cases fieldwork that could have been combined was duplicated under the same project due to the reluctance of government partners to be brought together in one team. This needs to be tackled at a senior level in government, as efforts at the lower levels have not succeeded.

PART VII: Summary of Key Evaluation Recommendations

This section presents a summary of key end of project evaluation recommendations taken from the DEAP Evaluation report finalised in early 2019.

Summary of Broad/Systemic Recommendations:

1. Political Will to assume local ownership and leadership of systemic changes is cardinal and ought to assume prominence in development discourse. Above everything else, the challenge of altering the way Government operates requires Political Will and dedicated professionals whose level of commitment to the mission of transforming the system in the chosen direction is unwavering. Change process and change management will have to be locally-driven, planned and programmed over a realistic period of time, with willingness to invest the required resources. The required actions will also have to be prioritised and sequenced in a manner that is aligned to the existing internal capacities and resource profiles. While external stimulus, including financial assistance, may be required to move the process forward, this ought to be seen as complimentary and supplementary to local/national effort.
2. Timing of reforms should be aligned to the readiness, preparedness and willingness to move the system forward and at no time should such preparedness be driven from the outside
3. Beyond the required Political Will to transform the system, internal Government weaknesses in planning, budgeting and monitoring capacity do set limits to the attainment of the outcomes of the envisaged transformation. These challenges require to be addressed.
4. This Evaluation has established that there was no effort prior during the design of the DEAP to invest in processes associated with *Change management*. The dominance of external financing of the DEAP and the absence of a clear Conceptual Framework that should have formed the basis of the major transformational changes in systems and processes both suggest that things must be done differently during the next programming effort.
5. In managing the transformational changes, the Government should ensure that its own management systems are used and where there are serious institutional or human resource capacity limitations/concerns, such challenges ought to be identified and addressed to enable the country to be in control of the reforms Agenda. External support (including Technical Assistance – TA) may be enlisted for capacity enhancement. The Government is advised to work towards ensuring that TAs during the transformative period are answerable to national systems and integrated into its planning and budgeting system. In this respect, foreign TA should, to the extent possible, be deployed on-budget (as opposed to the current trend where they are generally recruited by DPs and off-budget).
6. Capacity enhancement and consolidation of UN Agencies' strategic focus in economic management and governance in Malawi is urgent considering the challenges being faced by Malawi. The UN System, in general, and UNDP, in particular, has found itself in a position of increased influence in Malawi particularly following the 'Cashgate' scandal. While this state of affairs has pushed the UN System into areas where it traditionally possesses limited comparative advantage, it does open opportunities for equipping its Agencies with human resource competences and technical tools that should broaden the Organization's fields of operational interest. This should be complimented by the UN System seeking greater synergies

with other development agencies such as the IMF and World Bank that have a comparative advantage (in both their mandates and human resources competence mix) in public Financial management (PFM).

7. The role of non-state actors ought to be better conceptualised, developed and clarified for their greater participation in development processes at the levels of projects/programmes design, implementation, and M&E.
8. Commitment to dialogue, coordination and information sharing is cardinal. For DPs to provide increased support and doing so while surrendering leadership to the country, there is need to develop and nurture constructive and mutually beneficial dialogue that is founded on the spirit of genuine partnership.
9. Efficient monitoring and evaluation of development activities requires (a) reliable information systems that capture, analyse, and report data on programme/activity implementation; and (b) the establishment of appropriate procedures for joint reviews involving the Government, DPs and other stakeholders. In this regard, it is recommended that harmonizing DPs' reporting and monitoring requirements around joint interventions ensures that the MDAs are enabled over time to produce data of greater degree of consistency. Similarly, an effective feedback loop should be created whereby the information that is generated at the district levels is routinely fed into the government-wide server/database.
10. There is need for a stronger advocacy for decentralised modes of service delivery. In the economic sphere, this entails fiscal decentralisation as this holds greatest promise for reaching out to lower level organs. In this respect, the Government needs to embark upon an economic governance advocacy/crusade (similar to the global SDGs effort) to influence the different layers of the country towards more devolved modes of service delivery.
11. DPs should, to the extent possible, try to "operate politically" in order to enlist the required support for transformative action from all the influential stakeholders and/or policy influencers. Going forward, this entails the need for future interventions to rely on synoptic political economy analyses that would help in mapping out key stakeholders and their likely influence in various policy and strategy options. This will ensure that investment in future interventions are championed under reforms that would secure the needed traction from all the important players.

Summary of Specific Recommendations:

1. DEAP should not be continued
 - (a) DEAP was too all-encompassing and, consequently, applied resources too thinly. What is required is capital deepening with fewer, more manageable and carefully targeted interventions.
 - (b) DEAP design failed to take into account the available resource envelope and the existing capacity frailties at the different levels of the national system.
 - (c) DEAP had insufficient resources for the large group of interventions, resulting in marginal effect.
 - (d) DEAP did not benefit from a programme appraisal that should have allowed it to know the situation on the ground and act on it with better information of both the magnitude of the problem; how much (resource-wise) is required to correct it and within what timeline.
 - (e) DEAP management and governance structures were inadequate or inappropriate to secure both the political buy-in and required management/operational/coordination/oversight competences to move the Programme efficiently and effectively.

2. Programme Appraisal should be undertaken to inform the design of the new programme and avoid the mistake of DEAP where activities were not based on thorough feasibility study and/or appraisal of the conditions on the ground
The appraisal should focus on:
 - (a) skills gaps (through Skills Audit) at the central, ministry/sector and district levels
 - (b) Identification of what interventions should (and can) be focused on bearing in mind the need to focus only on core and manageable activities that are prioritised and sequenced
 - (c) Identification of resource requirements (financial, human, technical)
 - (d) Identification of sources of the required resources

3. A new Programme, “Capacity Building for Development Effectiveness” (CBDE) Programme should be designed based on the results of the Programme Appraisal Report and should avoid the design and implementation errors of the DEAP and be guided by the following principles and assumptions:
 - (a) Being mindful of having an appropriate Reforms Agenda and Change Management Strategy.
 - (b) Aligning the number of projects/activities to the resource envelope with local resources being the larger part of financing.
 - (c) Securing Political Will
 - (d) Adoption of a realistic National Monitoring Framework
 - (e) Aligning External Support to Available Resources
 - (f) Avoiding one-size-fits-all approach to projects/activities implementation
 - (g) Securing adequate harmonisation and synchronization with other national Programmes
 - (h) Securing a strong system of reporting progress
 - (i) Being conscious of the importance of variable approach to reforms that recognise differences in resource endowments at different levels.

4. Support to DAD and AMP under Output 3 should be hived-off from the all-embracing recommendation and its activities allowed to continue undisturbed. Capacity building effort under DEAP was different from the others in the sense that it was targeted at a specific Department and was structured in a manner that should still enable the on-going activities to continue without disruption. Under DEAP, resources to DAD were also disbursed directly and for clearly defined output targets.

General Recommendations:

5. Review of PBB rollout: Malawi is currently not at the stage of government operational sophistication to meaningfully apply PBB given the state of human resource deficiencies, weak M&E systems, inadequately developed national statistical system, and weak Public Financial Management (PFM) System particularly at district levels

6. Strengthening Political Will towards systemic transformation is needed due to weak Political Will to steer the needed systemic change, including:
 - (a) Weak capacity to change systems and structures
 - (b) Inadequate use of M&E results to inform policy development
 - (c) Inadequate realism regarding speed of change

- (d) Overdependence on external stimulus
7. Undertake a comprehensive capacity building and skills audit that aim to establish the current state of the country at the following levels:
 - (a) Malawi's skills base/mix for the selected development-relevant field (particularly in planning, budgeting, monitoring, evaluation and reporting)
 - (b) Human, financial and technical resources capacity to meaningfully facilitate a Transformational Agenda
 - (c) Public engagement by knowledge brokers (such as the academia) regarding moving the country forward in a globalizing world
 8. Strengthening dialogue architecture for national systems: Much of the dialogue system in Malawi revolve around relationships with DPs with little visibility of internal consultative systems within Government itself. Consequently, the agenda of such structures as the High Level Forum is still fundamentally responsive to issues bordering on Government-DPs relationship. This state of affairs has reduced opportunities for Malawians talking to each other and chatting the way forward with minimum direction from external partners. As such, government is urged to undertake a comprehensive political economy analysis (PEA) focusing on how best to develop systems internal and exclusive to the country that would allow for consensus building among Malawians regarding the country's future and its development path.
 9. Cultivation of culture of M&E and use of results in decision-making: The poor quality of the national M&E system has remained largely unaltered in spite of DEAP interventions. The tradition of using quality data and results from evaluations has remained subdued in the public service. This has adversely affected the quality of policy choices. Recommendation is to undertake a comprehensive review of the both the M&E function as well as reporting protocols and prescribe the best way to make politicians and civil servants make evidence-based decisions and evidence-based policy choices.

PART VIII: Lessons Learnt

Project Description and Key Lessons-Learned	
Key project successes	<ul style="list-style-type: none"> ○ The major success for the DEAP programme was setting the ground for PFM reforms. As per its design, DEAP was implemented within the PFM Reform Program, with a focus on selected reforms. Much as the Reform Program was not fully implemented, DEAP made a significant contribution to its implementation. ○ Among the factors that supported achievement of results under DEAP was the coming in of the EU to supplement UN funding for the Program. Without the financing, it would have been difficult for the IPs to implement planned activities. In addition, the zeal to implement the PFM Reform Program when it was developed by the Government provided the momentum for the IPs to deliver even though the results are mixed. ○ DEAP has been instrumental in the development and monitoring of Malawi's Development Agenda (MDGS II and MGDS III). Through enhanced collaboration between the Government, UN agencies and non-state actors, the Program has also significantly contributed to successful mainstreaming of SDGs and Agenda 2063 in Development Strategies. ○ DEAP supported the strengthening of dialogue structures on development cooperation which have been instrumental in shaping key policy and strategic decisions. The notable forum being the High Level Forum on Development Effectiveness and its working arm the DCG.
Project shortcomings and solutions	<ul style="list-style-type: none"> ● The main challenge for DEAP was that it was an ambitious Programme involving several partners with a lot of interventions and fragmented funding. This required strong collaboration among implementing partners which was weak at times. ○ Attainment of project results is mixed. In some areas successes were registered such as the adoption of Program Based Budgeting, Performance Assessment in Government, Development of MGDS III and mainstreaming of SDGs, capacity building for debt and aid management and several other successes. However, in other areas, there is still work in progress while others require additional interventions to realise intended results.
Lessons learned	<p>In addition to the lessons learnt in the section on Challenges, these are additional lessons learnt:</p> <ul style="list-style-type: none"> ● Implementation of a transformational (reform) agenda always requires strong political will and commitment to mindset change within the Government.

	<ul style="list-style-type: none"> • To attain a reasonable level of success, DEAP needed to scale down to what was doable and feasible given the available resources, time and capacities. DEAP needed to target substantial resources in fewer and better defined activities. • Public Sector Reforms need more political grounding despite their technical soundness. Thus there was need for leadership and management to play a key role in promoting use of new systems, procedures and arrangements advocated by DEAP and the reform program with strong political commitment. • While focusing on development of skills of human resources is important for capacity enhancement, effective service delivery is affected by many other variables including resource availability, policy context and others. • Differences in resource endowment and institutional and human resource capacity variances signal the importance of ensuring that the rollout of any programme ought to seriously consider the special circumstances particularly at the lower levels, always bearing in mind the dangers of attempting to replicate systems and structures across the whole country without sufficient consideration of the required resource for such action to bear the desired results. • DEAP needed to focus on a few areas of intervention and be informed by an Appraisal process during design stage. In addition, implementation of activities needed to follow a strictly sequenced approach.
<p>Follow-up Actions</p>	<p>Some critical areas supported under DEAP will require future support. Some of these should be transferred to other projects/programmes aimed at addressing specific areas, to ensure focus and deepening of impact, whereas others can be part of a more focused successor programme that is informed by thorough capacity and needs assessments, learning from DEAP, and reoriented for solid relevance and political buy in.</p>

PART IX: Financial Reporting

During January 2014 – December 2018, the EU-UNDP contribution agreement budget for the programme was EUR 4,948,279, with EUR 2,500,000 from the EU and 2,448,279 from UNDP. At the end of the project, UNDP had received a total contribution from the EU of EUR 2,465,943.71 (with a final tranche of EUR 34,000 to be received in 2019 after the end of the project). As seen in the cumulative reports in table 1 and table 2, the total expenditure of the project over the five years was EUR 5,166,570, with EU expenditure at EUR 2,461,687 and UNDP expenditure at EUR 2,704,883 (See table 2 where expenditure is separated by source of funds).

When the contribution agreement was signed, the exchange rate was 1 EUR to \$1.38. However, the EU contribution received in 2014 was converted at the rate of 1 EUR to \$1.36 at the time, the contribution received in 2015 was converted at the rate of 1 EUR to \$1.11 and the 2016 contribution was converted at the rate 1 EUR to \$1.06 at the time the third tranche of funds was receipted. For the financial reporting in EUR, the expenditures incurred in usd\$ have been converted back to EUR by using the same conversion rate that was used when the contributions were converted from EUR to USD\$.

UN Women and Unicef provided parallel funding to the government for implementation of some activities. Their financial reporting is however done outside the EU-UNDP contribution agreement. Table 2 below shows resource utilisation (combined UNDP and EU funds only) per output and corresponding key activities in EURO as outlined in the EU-UNDP Contribution Agreement. Following the no-cost extension approved in 2017, the EU-UNDP contribution agreement ended on 31st October 2018. As such, no EU funds were spent for any goods or services procured after the 31st of October. UNDP did however continue implementation up to the end of 2018, using UNDP funds only for the last two months.

In table 1, it can be observed that GMS expenditure appears to be at 50% of the initially budgeted amount. However, after checking all records, it became clear that the initial budget had an error, in that it was assumed that UNDP/TRAC funds would also be charged 7% GMS. The 7% GMS is however only charged to EU funds, and as such the GMS expenditure recorded in the report are correct and represent 7% of the total EU funding spent

Table 1: Cumulative Resource Utilisation from 2014 to 2018 per activity (in Euro)

UNITED NATIONS DEVELOPMENT PROGRAMME FINANCIAL REPORT (2014 -2018) FOR THE DEVELOPMENT EFFECTIVENESS AND ACCOUNTABILITY PROGRAMME (DEAP)								
PROJECT ID : 00071958								
Immediate Objectives/Outputs/Activities	Budget as in the Cooperation Agreement (January 2014- December 2016, extended to October 2018)	Expenditure (January 2014- December 2014)	Expenditure (January 2015- December 2015)	Expenditure (January 2016- December 2016)	Expenditure (January 2017- December 2017)	Expenditure (January 2018- October 2018)	Cumulative Expenditure (January 2014- October 2018)	Expenditure on 2014-2018 budget
	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Percentage
					1.06	1.06		(%)
1. National Institutions utilize Results-Based Management (RBM) systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results								
1.1 RBM capacity and practice: (i) Comprehensive training manual including RBM, HRBA, MGDS/MGD-based planning and budgeting and	412,242.00	165,880.00	123,892	51,623	44,981	40,328	426,704	104%

guidelines for mainstreaming gender; (ii) Capacity development of learning and training institutions and MoU for delivering training in RBM; (iii) Senior management training (PSs, planning directors, DCs); (iv) Intensive training on policy and impact evaluations (v) Piloting of RBM application in selected districts and line ministries.								
1.2 Implementation of the National Statistical System Strategic Plan and MDGs End line survey supported.	251,390.00	149,497	37,029	28,017	31,446	5,513	251,502	100%
1.3 Government M&E system strengthened: (i) Review of M&E architecture; (ii) Setting up integrated management information in MoEPD for monitoring development results; (iii) upgrading district databanks system.	401,371.00	84,121	73,412	41,971	1,841	37,197	238,542	59%
1.4 MGDS II annual; mid-term and end of term review processes supported: (i) Undertake public expenditure tracking surveys (PETS) in key sectors; (ii) produce and disseminate annual MGDS II review	390,972.00	210,481	68,559	8,292	0	14,008	301,340	77%

reports; (iii) produce and disseminate MDGs reports.								
1.5 The Project and Programme Implementation, Monitoring and Evaluation Department (PPIMED) in OPC strengthened in the provision of effective monitoring and oversight functions.	505,091	69,919.00	194,125	54,594	96,824	53,254	468,716	93%
SUB-TOTAL FOR OBJECTIVE 1	1,961,066	679,898	497,017	184,497	175,092	150,300	1,686,804	86%
2.1 Programme based budgeting pilot initiative supported, annual national budget analysis conducted and programming guidelines and technical manuals for ministries and districts upgraded to meet alignment requirements.	245,072	76,787	70,906	28,449	12,013	1,326	189,481	77%
2.2 Strengthened SWG process: (i) Review SWGs functionality; (ii) Support sectors to initiate SWGs; (iii) Organize joint learning events for members of SWGs; (iv) Study tour on SWGs; (v) Set up a SWG secretariat in MoEPD.	195,644	51,285	71,033	3,792	4,513	2,187	132,810	68%

2.3 National development strategy review and evaluations supported: 2 x NHDRs, policy and social impact assessments in selected areas, at least 3 x MGDS II based thematic evaluations by 2016 and dissemination of key reports.	294,473	151,992	44,872	39,523	5,296	5,967	247,650	84%
2.4 Successor strategy to the MGDS II formulation process including post-2015 development agenda supported.	494,609	747	94,259	126,387	168,974	338,428	728,795	147%
SUB-TOTAL FOR OBJECTIVE 2	1,229,798	280,811	281,070	198,151	190,796	347,907	1,298,736	106%
2. Government has sufficient capacity to effectively negotiate, manage and account for development assistance								
3.1 Strengthened aid and debt management functions: (i) Update description of functions in DAD and staff job descriptions; (ii) Produce and disseminate debt and aid reports; (iii) Upgrade and extend access to the Aid Management Platform (AMP) and CS-DRMS systems and link them to the budget system.	635,576	151,845	301,794	99,626	188,840	167,873	909,978	143%

3.2 Development Cooperation Strategy (DCS) for 2012-2016 formulated and support effective preparation and follow up to national dialogue structures (HLF, CABS, etc.) and DCS mid-term review.	394,188	9,768	183,097	68,496	47,219	22,181	330,760	84%
3.3 Government Debt and Aid Management policies and Medium Term Debt Management Strategy reviewed, updated and disseminated.	51,501	20,183	46	286,847	107,034	281,645	695,756	1351%
3.4 Learning and information exchange on development effectiveness agenda supported for government, civil society, academia, media, members of parliament and private sector including South-South Cooperation and Triangular Cooperation and participation in Global Partnership and other international meetings.	352,431	19,323	18,177	37,900	6,466	888	82,754	23%
SUB-TOTAL FOR OBJECTIVE 3	1,433,696	201,119	503,114	492,869	349,558	472,587	2,019,249	141%
Total Project Direct Eligible Costs								
	4,624,560	1,161,828	1,281,201	875,517	715,446	970,795	5,004,789	108%

Strengthening Institutional Capacity for Development Effectiveness

And Accountability (DEAP) (Project ID 00071958) | 40

Indirect Costs (GMS 7%)	323,719	42,148	49,832	17,705	21,508	30,590	161,783	50%
GRAND TOTAL	4,948,279	1,203,976	1,331,033	893,222	736,954	1,001,384	5,166,570	104%

EU TRANCHES RECEIVED

Year	EURO Amount	Type of Advance or Tranche	USD value	Exchange rate Euro to Dollar	Date of receipt
2014	729,168	First tranche	992,066	1.36	Jul-14
2015	1,037,140	Second tranche	1,147,278	1.11	Jul-15
2016	699,636	Third tranche	742,713	1.06	Dec-16

Total	2,465,944		2,882,057		
--------------	-----------	--	-----------	--	--

Table 2: Cumulative Expenditure separated by source of funds (EU and UNDP)

UNITED NATIONS DEVELOPMENT PROGRAMME FINANCIAL REPORT 1st JANUARY 2014 TO 31st DECEMBER 2018 FOR THE DEVELOPMENT EFFECTIVENESS AND ACCOUNTABILITY PROJECT								
PROJECT ID : 00071958								
	Immediate Objectives/Outputs/Activities	Source of Funds	Expenditure (January 2014 - December 2014) USD	Expenditure (January 2015 - December 2015) USD	Expenditure (January 2016 - December 2016) USD	Expenditure (January 2017 - December 2017) USD	Expenditure (January 2018 - December 2018) USD	Cumulative Expenditure
1	Results Based Management							
	1.1 RBM capacity development and practice	Trac	178,062	72,296	52,951	47,680	12,138	
		EU	47,535	65,224	4,350		30,610	
	1.2 National statistical support	Trac	8,692	3,307	12,761	33,333	5,844	
		EU	194,624	37,795	18,338			
	1.3 Government M & E system upgraded	Trac	27,890	27,324	20,813	1,952	15,174	
		EU	86,515	54,163	25,775		24,255	
	1.4 Conduct MGDS & related reviews	Trac	166,741	22,597	6,935		4,443	
		EU	119,513	53,503	2,269		10,405	
	1.5 Strengthening results assessment	Trac	31,079	75,206	57,760	44,999	47,631	

		EU	64,011	140,273	2,839	57,634	8,818	
	SUBTOTAL FOR OBJECTIVE 1	TRAC	412,464	200,730	151,220	127,965	85,230	977,608
	SUBTOTAL FOR OBJECTIVE 1	EU	512,199	350,958	53,571	57,634	74,089	1,048,451
	OVERALL SUBTOTAL FOR OBJECTIVE 1		924,663	551,689	204,791	185,599	159,318	2,026,059
2	Alignment of Policies/Budgets							
	2.1 Budget and Programme guidelines	Trac	93,972	47,488	27,906	945		
		EU	10,458	31,218	3,672	11,789	1,406	
	2.2 Sector working groups	Trac	13,484	45,495			2,210	
		EU	56,263	33,352	4,209	4,783	108	
	2.3 NHDR & MGDS evaluations	Trac	101,186	23,824	19,035	5,614	96	
		EU	105,523	25,984	24,836		6,229	
	2.4 Post MGDS II and 2015 Agenda	Trac	1,015	92,991	71,122	65,360	133,928	
		EU		11,636	69,168	113,752	224,805	
	SUBTOTAL FOR OBJECTIVE 2	TRAC	209,657	209,798	118,064	71,919	136,234	745,671
	SUBTOTAL FOR OBJECTIVE 2	EU	172,244	102,189	101,885	130,324	232,548	739,191
	OVERALL SUBTOTAL FOR OBJECTIVE 2		381,901	311,987	219,949	202,243	368,782	1,484,862

3	Capacity to Manage Assistance							
	3.1 Strengthen Debt/Aid Management	Trac	111,855	160,532	67,959	151,828	83,127	
		EU	94,654	174,459	42,626	48,342	94,819	
	3.2 Development Cooperation Strategy	Trac	10,388	45,163	30,638	22,986	10,275	
		EU	2,897	158,075	45,393	27,066	13,236	
	3.3 Debt/Aid policies and strategy	Trac	27,047		294,943	56,356	250,963	
		EU	403	51	23,457	57,100	47,583	
	3.4 Development Effectiveness learning	Trac	-	16,212	31,939	1,634		
		EU	26,279	3,965	10,130	5,220	942	
	SUBTOTAL FOR OBJECTIVE 3	TRAC	149,290	221,907	425,479	232,804	344,365	1,373,845
	SUBTOTAL FOR OBJECTIVE 3	EU	124,233	336,550	121,605	137,728	156,579	876,695
	OVERALL SUBTOTAL FOR OBJECTIVE 3		273,523	558,457	547,085	370,532	500,944	2,250,540
	Total Project Direct Eligible Costs	Trac	771,411	632,435	694,762	432,687	565,828	3,097,124
	Total Project Direct Eligible Costs	EU	808,676	789,698	277,062	325,686	463,216	2,664,337
	Indirect Costs	GMS 7%	57,322	55,313	19,652	22,798	32,425	187,509

Annex 1: Progress on Project Indicators

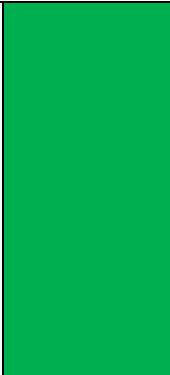

This annex presents progress on project indicators as per the 2018 status. The following colour coding is used: **green** = fully achieved, **yellow** = partially achieved during the reporting period including work in progress, **red** = Not Achieved.

JP Output 1: National Institutions utilize Results-Based Management (RBM) systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results						
<i>Outcome Indicators</i>	<i>Baseline</i>	<i>2017 Status</i>	<i>Target 2018</i>	<i>Actual 2018</i>	<i>Project Target</i>	<i>Term</i> <i>Colour code</i>
No. of public institutions practicing RBM	0 (2010);	4 institutions (Gender, NAO, EPD and MITC)	No target and no activity in 2018. Instead, an RBM study and joint learning event was planned.	RBM study and joint learning event on RBM to establish the status of RBM use in Malawi was done.	16	
Number of staff in ministries and districts trained in RBM tools	56 at district level; 25 in line ministries	446 oriented in RBM at district level 41 trained in line ministries	No target and no activity in 2018.	446 oriented in RBM at district level 41 trained in line ministries	800 at district level; 260 at central level and in line ministries	
Number of staff within learning and training institutions who have RBM skills and knowledge and are delivering RBM training	4	6 officers (at MIM and Polytechnic)	Maintain 6. No new activity or target in 2018.	6 officers.	30	
% of Ministries with functional M&E systems.	60% (2010)	100% of Ministries have M&E frameworks	Maintain 100%	80% of ministries have functional M&E systems	90%	

% of district councils with functional M&E systems	20% (2012)	50% (14 District Councils have M&E frameworks and 16 with working District M&E coordination Committees)	28 district councils with functional M&E systems	14 district councils have functional M&E systems	80%	
Number of institutions reviewed for performance and provided with feedback.	0 (2011);	33	38 public institutions assessed for performance and provided feedback	38 MDAs signed performance contracts, 36 were assessed for performance and provided feedback	38	
Number of MDAs that have implemented at least 70 % of Performance Contracting evaluation recommendations	0 (2011)	33	All 35 MDAs assessed should implement at least 60% of evaluation recommendations	34 out of 35 implemented at least 60% of performance contracting evaluation recommendations	38	
JP Output 2: National Institutions have the capacity to align policies, programmes and budgets with national development strategies and MDGs for efficient achievement of development results						
Outcome Indicators	Baseline	2017 Status	Target 2018	Actual 2018	Project Target	Term Colour code
Indicator 1: Programme based budgeting piloted in institutions.	Baseline: No (2012);	PBB rolled out to 109 MDAs (Central and Local)	Project Target fully achieved	Project Target fully achieved	109 MDAs (Central and Local)	
Indicator 2: Number of functional SWGs	Baseline: 6 (2012);	14 functional SWGs	16 functional SWGs	14 functional SWGs	16 functional SWGs	

<p>Indicator 3: National development strategy formulated through a participatory process by Dec 2015</p>	<p>Baseline: 0</p>	<p>MGDS III was finalized and published in 2017</p>	<p>Target achieved</p>	<p>Target achieved</p>	<p>1</p>	
<p>Indicator 4: Sector and district plans aligned with MGDS II priorities and linked to MTEF process</p>	<p>Baseline: 0 (2011);</p>	<p>16 sectors and 28 districts were aligned with MGDS II. Work on aligning with MGDS III was yet to begin in 2018.</p>	<p>5 sectors and 10 districts aligned to MGDS III</p>	<p>5 sectors and 10 districts aligned to MGDS III</p>	<p>Target: 5 sectors and 10 districts</p>	
<p>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</p>						
<p>Outcome Indicators</p>	<p>Baseline</p>	<p>2017 Status</p>	<p>Target 2018</p>	<p>Actual 2018</p>	<p>Project Target</p>	<p>Term</p>

Indicator 1: 2015/16 and 2016/17 FY Aid Atlas produced by October 2017	Baseline 2012: None	Draft 15/16 and 16/17 FY draft Atlas produced, but Atlas not cleared by Ministry of Finance for external sharing.	Atlas to be produced once AMP data has been cleaned up and updated.	MoFEPD did not finalise the aid atlas, pending clean up and update of AMP data.	Yes (500 copies)	
Indicator 2a: AMP integrated with IFMIS and PSIP	Baseline 2014: No	No	No	No (Government is working on strengthening IFMIS so this should be done later. Differences in project coding between AMP and PSIP delayed the interface between the two. This was postponed as well.	Yes	
Indicator 2b: Number of DPs reporting on the online AMP	Baseline: 6 (2014)	23	35	28 DPs reporting in AMP out of 34 eligible potential DPs. The ones not reporting online have their data entered by MoF.	All (about 35)	
Indicator 3: T/A Guidelines and DoL ToRs in place	Baseline 2014: 0	0 (Draft documents are in place). Contents of the documents were incorporated in the new National Development Strategy (MGDS III).	2	0, although most of the content is found in MGDS III.	2	
Indicator 4: Functional arrangements for mutual accountability in place	Baseline: 1 DCG (2014)	1 DCG meeting (March), 1 HLF meeting (September)	1 HLF, 2 DCG meetings	1 DCG and 0 HLF meetings in 2018	1 HLF, 2 DCG meetings annually	

<p>Indicator 5: Number of meetings around development effectiveness issues with Targeted Stakeholders</p>	<p>Baseline: 1 (2014)</p>	<p>2. The program supported Youth to attend SADC meeting and Stakeholders workshop for development of Debt and Aid Management Strategic Plan</p>	<p>2</p>	<p>6 Several meetings were held with MEJN and civil society with regards to the GPEDC pilot work and most stakeholders were met during the Development Cooperation Strategy review</p>	<p>6 (Academia, Parliament, CSO, institutions, Private Sector)</p>	
<p>Indicator 6: % of Joint Programme results achieved as per the AWP</p>	<p>Baseline: 70% (2015)</p>	<p>33% Achieved 14% not achieved, 53% of the planned activities were partially achieved.</p>	<p>90%</p>	<p>33% achieved 11% not achieved 56% of activities were partially achieved.</p>	<p>90%</p>	

Annex 2: Risk Log

Project Title: Strengthening Institutional Capacity for Development Effectiveness and Accountability

1	Description	Type	Impact & Probability (scale from 1-low to 5-high)	Countermeasures/ Management response	Owner	Last Update	Status of risk
1.	Delays in approval of Annual Work Plans and Budgets	Technical & organization	The delays affect implementation of planned activities. Probability: 4 Impact: 5	Preparation and agreement of activities for next budgets need to be agreed jointly in advance to avoid these delays.	Management and Steering Committee	Feb 2018	Very high.
2	Sector Ministries not able or willing to provide M&E data to EP&D	Strategic	Risk occurring would have a serious negative impact as it will hamper achievement of the programme outcome and outputs. Probability: 3 Impact: 4	OPC to impress upon Sector Ministries to collaborate and coordinate with EPD; increase efforts to develop M&E capacity of Ministries. Sector M&E officers to be part of Coordination meetings.	Steering Committee, PSs MoFEPD	Feb 2018	This risk is still high. MGDS Annual Review exercise has been facing collaboration challenges. However, with the setting up of IPMIS it is expected that data will be readily available to EPD.

3	Delays in financial and progress reporting by DoEPD, Budget Division, NSO, Debt and Aid and PED (OPC)	Technical and Financial	<p>Will lead to delays in signing of Annual Work Plans and Budget and transfer of quarterly advances to MoFEPD, hence potential delay in the implementation of programme activities.</p> <p>Probability: 2 Impact: 3</p>	MoFEPD to adhere to financial reporting deadlines. UNDP to facilitate advance transfers once financial reports are approved.	DEAP Management Committee, UNDP Programme Analyst	Feb 2018	This risk is medium as there have been no significant delays in financial reporting during the recent years. However, there have been significant delays in finalization of 2017 Progress report and 2018 Annual Work Plan which delayed partially delayed the process of approving the 2018 AWP and Budget.
4	Poor coordination between project stakeholders, in particular EP&D and UNICEF	Technical	<p>This will lead to duplication of efforts and uncoordinated approaches to implementing similar or interlinked initiatives.</p> <p>Probability: 2 Impact: 3</p>	UNICEF to liaise with EP&D when implementing activities	Steering Committee, UNICEF, EP&D	Feb 2018	This risk is medium

Annex 3: Asset Register for assets managed by Economic Planning and Development (EPD) and NPC

The below assets were procured with DEAP funds between 2014-2018. UNDP is in the process finalising the transfer of the below assets to EPD and NPC.

ASSET AND EQUIPMENT REGISTER EPD , DEAP programme 00071958, output 00085206, period: 2014-2018, updated on 31 October 2018									
ITEM NO.	QTY	ACQUISITION DATE	ITEM DESCRIPTION / MAKE / MODEL	ITEM ID NUMBER	RESPONSIBLE PERSON	ITEM LOCATION	US\$ VALUE	SERIAL NO.	CONDITION
Auto-mobiles									
1	1	Sep-15	TOYOTA HILUX	UNDP-EPD-002	Sipho Billiat	EPD	32,500.80	MG180AH	Runner
							32,500.80		
Desktop Computers - HP Compaq									
2	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-003	Principal Economist - Robert Msuku	EPD	721.00	CZC4191TS5	Good
3	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-004	Director Planning- Y.E.B. Kamphale	EPD	721.00	CZC4191TSJ	Good
4	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-005	Prinipal Economist-	EPD	721.00	CZC4191TSD	Good

					Tamara Mughogho				
5	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-006	Deputy Director Secretary- Modester Makhasu	EPD	721.00	CZC4191TSF	Good
6	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-007	Hermis Mauwa	EPD	721.00	CZC4191TSH	Good
7	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-008	Elie- Economist	EPD	721.00	CZC4191TS9	Good
8	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-009	Economist-Enerst Falinya	EPD	721.00	CZC4191TS4	Good
9	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-010	Principal Economist - Richard Kajombo	EPD	721.00	CZC4191TS8	Good
10	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-011	Principal Economist- Zembere	EPD	721.00	CZC4191TS7	Good
11	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-012	Economist- Nyengo/Steve	EPD	721.00	CZC4191TS6	Good
12	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-013	Economist- Chancy Mtambo	EPD	721.00	CZC4191TSC	Good
13	1	Apr-15	HP Elite Desk 800 G1 TWR	UNDP-EPD-014	Principal Economist- Esmv Nhlane	EPD	721.00	CZC4191TS6	Good

HP Laptops (8)									
29	1	Sep-16	HP Elitebook	UNDP-EPD-029	Deputy Director- Peter Ponderani	EPD	923.00	5CG6246ZGW	Good
30	1	Sep-16	HP Elitebook	UNDP-EPD-030	Principal Economist - Richard Kajombo	EPD	923.00	5CG6246ZJZ	Good
31	1	Sep-16	HP Elitebook	UNDP-EPD-031	Senior Economist - Vennancio Mzonda	EPD	923.00	5CG6246ZSF	Good
32	1	Sep-16	HP Elitebook	UNDP-EPD-032	Director-Planning- Victor Lungu	EPD	923.00	5CG6246GO	Good
33	1	Sep-16	HP Elitebook	UNDP-EPD-033	Deputy Director- Idrissa Mwale	EPD	923.00	5CG6246ZJP	Good
34	1	Sep-16	HP Elitebook	UNDP-EPD-034	Chief Economist - Edward Joshua	EPD	923.00	5CG6246ZFW	Good
35	1	Sep-16	HP Elitebook	UNDP-EPD-035	Systems Analyst- Shalom Ghambi	EPD	923.00	5CG6246ZFW	Good
36	1	Sep-16	HP Elitebook	UNDP-EPD-036	Chimwemwe Nyirenda	EPD	923.00	5CG6246ZG8	Good
							7,384.00		
SCANNER									

38	1	Sep-16	Document Scanner GT 1500 A4	UNDP-EPD-038	Program Accountant Faith Jere	EPD	249.00	KSKW086569	Good
39	1	Sep-16	Document Scanner GT 1500 A4	UNDP-EPD-039	Secretary-T. Kafotokoza	EPD	249.00	KSKW86568	Good
							498.00		
PROJECTOR									
40	1	Sep-16	Projector	UNDP-EPD-040	Secretariat	EPD	749.00	WEZK6100034	Good
41	1	Sep-16	Projector	UNDP-EPD-041	Secretariat	EPD	749.00	EYK150100201201E9B5901	Good
							1498.00		
FURNITURE									
57	1	18-Sep	Executive desk	UNDP-EPD-060	NPC Director(stores)	EPD	1,370.00		New
58	1	18-Sep	Executive leather highback Chair	UNDP-EPD-060	NPC Director(stores)	EPD	1,370.00		New
59	1	18-Sep	Executive Chair	UNDP-EPD-061	Anne-Thora(programme Analyst)	EPD	512.00		Good

60	1	18-Sep	Executive Chair	UNDP-EPD-061	Anne-Thora(programme Analyst)	EPD	512.00		Good
61	1	18-Sep	Executive Desk	UNDP-EPD-062	I. Mwale(DD Mwale)	EPD	980.00		Good
62	1	18-Sep	Executive Chair	UNDP-EPD-063	I. Mwale(DD Mwale)	EPD	280.00		New
63	1	18-Sep	Executive bookshelf	UNDP-EPD-064	NPC(Stores)	EPD	2,600.00		New
64	1	18-Sep	L-Shape desk	UNDP-EPD-065	NPC(Stores)	EPD	642.00		New
65	1	18-Sep	L-Shape desk	UNDP-EPD-065	NPC(Stores)	EPD	642.00		New
66	1	18-Sep	L-Shape desk	UNDP-EPD-065	NPC(Stores)	EPD	642.00		New
67	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
68	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
69	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
70	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
71	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New

72	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
73	1	18-Sep	Swivel chair	UNDP-EPD-066	NPC(Stores)	EPD	437.00		New
							12,609.00		
DESKTOP COMPUTERS									
74	1	18-Sep	CPU	UNDP-EPD-067	NPC(Stores)	EPD	1,180.00	4CE82537Y7	New
75	1	18-Sep	Monitor	UNDP-EPD-068	NPC(Stores)	EPD	-	3CQ821DH6	New
76	1	18-Sep	CPU	UNDP-EPD-069	NPC(Stores)	EPD	1,180.00	4CE82537Y5	New
77	1	18-Sep	Monitor	UNDP-EPD-070	NPC(Stores)	EPD	-	3CQ8261538	New
78	1	18-Sep	CPU	UNDP-EPD-071	NPC(Stores)	EPD	1,180.00	CPU4CE82537VL	New
79	1	18-Sep	Monitor	UNDP-EPD-072	NPC(Stores)	EPD	-	3CQ8261DHN	New
80	1	18-Sep	CPU	UNDP-EPD-073	NPC(Stores)	EPD	1,180.00	4CE82537Y8	New
81	1	18-Sep	Monitor	UNDP-EPD-074	NPC (Stores)	EPD	-	3CQ8261DHM	New
							4,720.00		

LAPTOP COMPUTERS									
82	1	18-Sep	Envy HP Model	UNDP-EPD-075	I. Mwale(DD Mwale)	EPD	1,196.00	7265NGWIC1000M-7265NG	Good
83	1	18-Sep	Laptop i7	UNDP-EPD-076	NPC(Stores)	EPD	1,196.00	PC-04Y2GA 15/05	New
							2,392.00		
PRINTER									
84	1	18-Sep	Printer	UNDP-EPD-077	NPC(Stores)	EPD	1,067.50	CNB8L1Q2VF	New
85	1	18-Sep	Printer	UNDP-EPD-078	NPC(Stores)	EPD	1,067.50	CNB8L1Q2VF	New
							2,135.00		
AIRCONDITIONERS									
	1	18-Sep	Airconditioners	UNDP-EPD-079	NPC Offices(stores)	EPD	1,409.00	340485029057C160170218	New
86	1	18-Sep	Airconditioners	UNDP-EPD-080	NPC Offices(stores)	EPD	1,409.00	340485029067C200170214	New
87	1	18-Sep	Airconditioners	UNDP-EPD-081	NPC Offices(Room 30)	EPD	1,409.00	QTF01816020143	New
88	1	18-Sep	Airconditioners	UNDP-EPD-082	NPC Offices(Room 30)	EPD	1,409.00	QTF11816020151	New

Strengthening Institutional Capacity for Development Effectiveness

And Accountability (DEAP) (Project ID 00071958) | 60

89	1	18-Sep	Airconditioners	UNDP-EPD-083	NPC Offices(Room 31)	EPD	1,409.00	QTF01816020143D202251810316815170265	New
90	1	18-Sep	Airconditioners	UNDP-EPD-084	NPC Offices(Room 31)	EPD	1,409.00	QTF11816090241D202251810816813170241	New
91	1	18-Sep	Airconditioners	UNDP-EPD-085	Conference room	EPD	1,409.00	340485029067c200170234	Good
92	1	18-Sep	Airconditioners	UNDP-EPD-086	Conference room	EPD		QHAL5018010324	Good
93	1	18-Sep	Airconditioners	UNDP-EPD-087	NPC Offices Room 50	EPD	1,409.00	QTF11816010495	Good
94	1	18-Sep	Airconditioners	UNDP-EPD-088	NPC Offices Room 50	EPD	1,409.00	QTF001816010457	Good
							12,681.00		
			GRAND TOTAL				90,977.80		

Annex 4: Asset registry for assets managed by the Debt and Aid Division (DAD)

The below assets were procured with DEAP funds between 2014-2018. UNDP is in the process finalising the transfer of the below assets to DAD.

DATE	PARTICULARS	TYPE	IDENTIFICATION No	SERIAL NO	COST (usd)	Cheque NO	PURCHASE DATE	LOCATION	CONDITION
01/01/2015	Laptop - HP EliteBook 840 G1	HP Elite Bk 840 G 1	UNDP - FIN OO1	CNU42496V3	1,110	Direct Payment	01/07/2014	R. Zimba (116)	Good
01/01/2015	Laptop - HP EliteBook 840 G1	HP Elite Bk 840 G 1	UNDP - FIN OO14	CNU42496V9	1,110	Direct Payment	01/07/2014	P. Matanda (7)	Good
01/01/2015	Laptop Battery -HP SPS-Battery, 6 Cell 55Wh		UNDP - FIN OO4		125	Direct Payment	01/07/2014	T. Banda (105)	Good
01/01/2015	Printer - HP Printer LaserJet Pro M401dn	HP	UNDP - FIN OO6	PHKGC06790	237	Direct Payment	01/10/2014	A. Mussa (116)	Good
01/01/2015	Printer - HP Printer LaserJet Pro M401dn	HP	UNDP - FIN OO19	PHKGG01606	237	Direct Payment	01/10/2014	B. Ngoma (101)	Good
01/01/2015	Computer Set - DeLL OPTIPLEX 9020 CPU and Dell E1914H Monitor	Dell	UNDP - FIN OO2	9NYN212 and CN-ONJVXM-72872-3BC-A41B	1,533	Direct Payment	01/10/2014	A. Mussa (116)	Good
01/01/2015	Computer Set - Dell OPTIPLEX 9020 CPU and Dell E1914H Monitor	Dell	UNDP - FIN OO20	1NYN212 and CN-ONJVXM-72872-3BC-AE9B	1,533	Direct Payment	01/10/2014	C. Thawani (116)	Good

Strengthening Institutional Capacity for Development Effectiveness

And Accountability (DEAP) (Project ID 00071958) | 62

27/02/20 15	Motor Vehicle	Hilux Double Cab (MG 473 AH)	MG 473 AH	AHTFR22G806 090939	27,573	Direct Payment	05/05/2 014	Finance	Runner
08/09/20 16	Laptop - HP proBook 840 G3	HP PROBOOK 450 GS		5CD6244G5M	1,006	Direct Payment	08/09/2 016	Leslie. Mkandwire	Good
08/09/20 16	Laptop - HP proBook 840 G3	HP PROBOOK 450 GS		5CD6244G5P	1,006	Direct Payment	08/09/2 016	M.Nyambose	Good
08/09/20 16	Laptop - HP proBook 840 G3	HP PROBOOK 450 G3		6CD6244G5L	1,006	Direct Payment	08/09/2 016	Betty Ngoma	Good
08/09/20 16	Laptop - HP proBook 840 G3	HP PROBOOK 450 G3			1,006	Direct Payment	08/09/2 016	Jane Mbughi	Good
08/09/20 16	HP Laserjet Printer pro MFP M426fdn	Printer			285	Direct Payment	08/09/2 016	Romm (116)	Good
09/11/20 17	Printer and accessories	Printer		MFP M830	9,686	Direct Payment	23/08/2 017	Room 95	Good
TOTAL					47,454				

Annex 5: Asset registry for assets managed by OPC Performance Enforcement Department (PED)

The below assets were procured with DEAP funds between 2014-2018. UNDP is in the process finalising the transfer of the below assets to PED.

NO	ACQUISITION DATE	SERIAL NUMBER	DESCRIPTION	MAKE/MODEL	RESPONSIBLE OFFICER	LOCATION	MANUFACTURER	USD VALUE	CONDITION
1		8470p	Hp Laptop	EliteBook 8470p	Mr. P. N Soko	PED			Good
2	May-15	7Z8VK32	Dell Laptop	DELL LATITUDE E5550	Mr. Dickson E. Chunga	PED	Daeta International	1,555	Good
				BLACK, 5.62" FHD (1920 x 1080) NON TOUCH					
3	May-15	C58CK32	Dell Laptop	DELL LATITUDE E5550	Mr. Simon Nagoa	PED	Daeta International	1,555	Good
				BLACK, 5.62" FHD (1920 x 1080) NON TOUCH					
4	May-15	9H8VK32	Dell Laptop	DELL LATITUDE E5550	Mrs. Alice Kanjadza	PED	Daeta International	1,555	Good

