



Government of Malawi

**Ministry of Finance, Economic Planning and Development**

**Strengthening Institutional Support for Development Effectiveness and  
Accountability Programme - DEAP**

**Progress Report  
January to December 2015**

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Table 1: Detailed Progress per Output (January – December 2015)

Table 2 Financial Status and Utilisation

## Acronyms

ADC	Area Development Committee
CSOs	Civil Society Organisations
DDC	District Development Committee
DPs	Development Partners
GoM	Government of Malawi
IPMIS	Integrated Performance Management Information System
JP	Joint Programme
MASEDA	Malawi Socio Economic Database
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MFEPD	Ministry of Finance, Economic Planning and Development
M&E	Monitoring and Evaluation
MGDS	Malawi Growth and Development Strategy
MPs	Members of Parliament
OPC	Office of the President and Cabinet
OPA	Operational Performance Assessment
PFEM RP	Public Finance and Economic Management Reform Programme
RBM	Results Based management
SWAPs	Sector Wide Approaches
SWG	Sector Working Group
UN	United Nations
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme
VDC	Village Development Committee

## Executive Summary

This report provides implementation progress against the 2015 Annual Work Plan for the Development Effectiveness and Accountability Programme (DEAP).

The DEAP is a joint programme funded by the United Nations and the EU aimed to achieve the following Outcome: *“By 2016, Public Institutions are better equipped to manage, allocate, and utilize resources for effective development and service delivery”*. The Programme is built on the premises that achievement of development results will, to a large extent, 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 level of districts and among non-state actors. DEAP supports 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. Key strategic areas of support include: 1) National Institutions utilize Results-Based Management (RBM) systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results; 2) National Institutions have the capacity to align policies, programmes and budgets with national development strategies for efficient achievement of development results; and 3) Government has sufficient capacity to effectively negotiate, manage and account for development assistance.

The programme continues to make notable contribution to establishing coherent, linked systems and tools to plan, monitor and account for development results.

Institutionalization of Results Based Management (RBM) is still on-going and RBM users handbook has been developed to strengthen planning, monitoring, evaluation and reporting of results both at district and national levels<sup>1</sup>. A National Monitoring and Evaluation Coordination Committee will guide implementation of a functioning M&E system in Malawi. Public Expenditure Tracking Surveys establish if government funds and materials do indeed reach the intended beneficiaries and assessed the quality of services at the facility levels in Health and Education Sectors.

An inter-ministerial core team developed a new manual to guide the administration of integrated performance management system on the basis of performance contracts. More than 231 technical officers were oriented to the Performance Contracting Framework and the Public Service Delivery Charter. A high level forum involving 54 ministries and departments was conducted to ensure buy in from Controlling Officers/Chief Executive Officers.

Government is also piloting Programme Based Budgeting (PBB) in 15 institutions as a way of improving the allocation and utilization of resources for effective development interventions. Planning and Management guidelines for Sector Working Groups were launched which would improve the coordination and alignment between sector plans and the National Development Plan for realization of development outcomes. Sector Working Groups have become main building blocks for planning, implementing and reporting progress for the MGDS II. A learning exchange to Rwanda provided new practical insights into the division of labour for Development

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<sup>1</sup> 187 officers were trained in M&E System at all levels (20% female)

Partners (DPs), strengthening SWGs functionality and the benefits of the SWGs approach at sub-national level. These lessons would be considered in the next AWP.

Using the Aid Management Platform (AMP), the Ministry of Finance, Economic Planning and Development (MoFEPD) is now able to analyze flow of funds, assess sectoral and geographical distribution, and engage in meaningful dialogue on allocation of resources. The data generated from the AMP is key to both donors and government in relation to donor commitments, aid negotiations, external scrutiny and follow up. The quality of data has been significantly improved through a data cleaning up exercise. The AMP data will be used to produce the next Development Cooperation Atlas report for the last three financial years and for Global Busan Monitoring Reporting.

There has been an improvement in collaboration between Government and DPs through one-on-one meetings. Such collaboration is shaping development cooperation in Malawi by ensuring that DPs implement commitments outlined in the Development Cooperation Strategy (DCS). At each meeting, DPs and Government have agreed on commitments to be implemented in the context of the DCS. The annual High Level Forum on Development Effectiveness was held under the Theme “Towards Transformed and Self-Reliant Malawi”. Malawi successfully co-chaired the Global Busan Partnership for Effective Development Cooperation. In December 2015 the MoFEPD officially launched the 2<sup>nd</sup> Global Busan Monitoring process in Malawi through multi-stakeholder meeting that took stock of current progress, reviewed the new indicators and discussed the way forward for submitting Malawi report.

In order to generate lessons learned and priorities for the next national development plan, an exercise to review the design and implementation of the Malawi Growth and Development Strategy II has started in July 2015 and has been concluded. The review included assessment of the effectiveness of MGDS II in achieving its objectives and the relevance and impact of strategies and interventions used and the choice of priorities. The review team consulted the government (including district councils), DPs, CSOs, academia, and other key stakeholders. The review report includes sectoral analyses and provides in-depth recommendations that would be instrumental in developing the next National Development Strategy.

**Challenges:** Staffing levels within the implementing institutions have continued to affect implementation of activities consequently affecting strides towards the achievement of some expected results. To mitigate the impact of low IP staff levels and high staff turnover, some project staff such as young professionals, interns and an assistant account have been recruited.

**Lessons learned:** The Programme promotes knowledge generation in order to better implement its activities and share best practices with key stakeholders. To that effect, collaboration and coordination with senior government management officials, participating institutions, DPs, and CSOs/NGOs is considered fundamental for effective implementation of the program.

## **Situational Background of DEAP**

Over the period 2006 to 2011 the United Nations (UN) Agencies and development partners (DPs), in partnership with the Government of Malawi (GoM), have made tremendous efforts in strengthening national capacities in planning, aid effectiveness, managing for results and accountability. As Malawi implements the second Malawi Growth and Development Strategy for the period 2011-2016 (MGDS II), there are still some outstanding capacity gaps that need to be addressed to enhance development effectiveness and accountability. Some of the current challenges are with respect to ensuring better alignment of policies, programmes and budgets and prioritization of development interventions vis-a-vis available resources. Results-Based Management (RBM) is not utilized as a management tool. There are weaknesses in planning and monitoring and evaluation (M&E) systems at all levels. There is inadequate collaboration framework for development cooperation as only few Sector Working Groups (SWGs) are operational and some key players inside and outside government are not engaged. Coordination among the SWG members is also a challenge.

In an attempt 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 Joint Programme assists Government in implementing several PFEM RP components and is executed within the PFEM structures. It aims to support national institutions to become more results-oriented, and improve the synergies between planning, M&E and aid management functions. The Programme is built on the premise that achievement of development results will, to a large extent, 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 level of districts and among non-state actors.

The Joint Programme Support is developed in order to attain UNDAF outcome 4.2 and states that “*By 2016, Public Institutions are better equipped to manage, allocate, and utilize resources for effective development and service delivery*”. This outcome will be realised through the following Joint Programme outputs, which are 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 are institutional stakeholders, policy makers, civil servants, non-state actors and service providers.

## **Strategic Approach**

The Joint Programme Output (JP) 1 is 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 supports National Statistical Systems and M&E and the practical application of RBM, PBB, HRBA, and implementation of MGDS, 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 is geared towards improved alignment of policies, programmes and budgets with national development strategy and the post 2015 agenda. Government guidelines and procedures will be updated in order 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 is supported by introducing the Programme Based Budgeting (PBB), 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 is intended to strengthen the capacity of Government to effectively negotiate, manage and account for development assistance. It focuses 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 supports 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 Implementing Partner (IP) is the Ministry of Finance, Economic Planning and Development (MFEPD). The Economic Planning, M&E Divisions are responsible parties 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) is 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.

## **Notable programme achievements**

During the reporting period, notable achievements have been registered. This section only highlights the key programme successes. The detailed progress per Output is presented in table 1 as reference to the main activities and sub-activities as outlined in the detailed 2015 Annual Work Plan.

### **Joint 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**

As a continuation to institutionalize Results Based management (RBM) in government institutions, district orientation sessions on the practice were conducted. A RBM users handbook has also been developed as a practical resource for use in government institutions to strengthen planning, monitoring, evaluation and reporting for results at both local and national levels.

To strengthen M&E systems at both local and national levels, the programme supported the Department of Economic Planning and Development to provide hands-on support to various district councils (in, among other things, setting up M&E frameworks but also training in M&E concepts, principles, and data collection methods and analysis and the development of IPMIS and District Data Bank). For instance, 187 officers were trained in M&E systems and 110 in RBM approach<sup>2</sup>. A web-based prototype IPMIS has been uploaded on Government Wide Network (GWAN) for trial run and comments. It can be accessed on <http://www.malawi.gov.mw/ipmis/menu.php>.

Following recommendation of the study on the State of M&E in Malawi, the National M&E Coordination Committee has been established to guide and coordinate M&E initiatives in the country. The heads of Planning/Directors of Planning discussed the recommendations of the Consultant and agreed to have the committee established. Terms of reference were developed and adopted.

In order to bring about accountability and prudence in use of public resources, the Public Expenditure Tracking Survey (PETS) in the Health and Education Sectors was supported and has been concluded. The report tracks funds and materials from Treasury to facility centres and explores if these were used by intended beneficiaries.

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<sup>2</sup> For the M&E Systems Courses 20% of the officers were female while RBM had courses had 73% male.



To support data analysis and reporting skills, government officials have been trained in Statistical Packages for Social Sciences (SPSS) and STATA at Chancellor College. The skills would help improve policy analysis and impact evaluations by public officers. The work on MDG End-line, MGDS Annual Review and Sector Policy and development of successor national strategy would directly benefit from these skills.

To enforce results and performance in Government, a consultant on integrated organizational and individual performance assessment frameworks for Malawi was engaged and addressed the weaknesses in the pre-existing performance management system covering the corporate Organizational Performance Assessment (OPA) level and Individual Performance Appraisal system. Working with an inter-ministerial core team, a draft manual to guide the administration of integrated performance management system was developed.

Following this, the Performance Enforcement Department in OPC embarked on an exercise to orient all Ministries, Departments and Agencies to the new integrated performance management system to be implemented in the Government Financial Year of 2015/16. More than 231 technical officers were oriented to the Performance Contracting Framework and the Public Service Delivery Charter. These however, excludes District Councils. In addition, a high level forum involving 54 MDAs was conducted to ensure buy in from Controlling Officers/Chief Executive Officers (at least 70 participants attended the high level meeting). The orientations took place from July to October 2015 in various parts of the country. Since the new system will ensure linkage of individual performance to institutional performance as well as reporting on results as compared to the processes as previously done, 249 human resources personnel were oriented to the Individual Performance Agreement (IPA) for the public service. This followed previous recommendation to improve the reporting tool and to integrate Individual Performance Appraisal with Organizational performance assessment to identify deliverables with specific individual staff members in any given financial year.

The challenge for the new system has been to get MDAs to fully understand the new integrated performance tools and be able to use them despite a range of orientations. This has been one of the major factors derailing the signing of the performance contracts between MDAs and the Office of the President and Cabinet. So far only 26 MDAs have completed and submitted their Performance Contracts which are ready for signing. Going forward, it is expected that orientations of MDAs on how to fill the performance management tools will be done in line with the budget briefing sessions by Ministry of Finance, Economic Planning and Development to ensure that the performance contracts are well informed with respect to budgetary allocations.

Quarterly performance assessments have not yet taken place due to the changes in the performance management tools. This however, also awaits approval of new independent evaluators by the relevant authorities. Nevertheless, performance assessment for quarters 2 and 3 of the 2014/2015 fiscal year was conducted from the 27<sup>th</sup> of April to the 7<sup>th</sup> of May, 2015. Most ministries reported to have experienced funding delays or complete lack of funding due to Government cash flow problems. Ministries continued to report on low lying fruits, often carrying over progress from previous quarters. Furthermore, Ministries pegged their targets to mundane and unspecific or non-attributable targets like supervisory visits, study tours or tasks to be carried out by other entities other than themselves. The key challenges cited include delays

in: passing of important bills by the National Assembly, review of policies by OPC, and processing of bills by Ministry of Justice and Constitutional Affairs.

**Joint 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.**

In an effort to link national budget allocations to development outcomes, Programme Based Budgeting (PBB) was introduced to shift away from the present output based budgeting. Following piloting of Programme Based Budgeting (PBB) in 6 ministries departments and agencies (MDAs) under Phase I, an additional 9 were identified in Phase II – bringing the total to 15. The 15 MDAs include Agriculture; Education; Health; Finance Economic Planning and Development; National Audit Office Youth and Sports; Transport; Housing and Lands; Foreign Affairs; National Assembly; Office of Vice President; DHRMD; Human Rights Commission; Office of Director of Public Procurement; and Law Commission. Two workshops and participatory sessions were conducted for 140 staff members to guide them in PBB preparation. Out of the 15 pilot MDAs, 13 submitted their PBB documents which were included in the 2015/2016 national budget. These results are directly linked to effective programming that includes linking programme budgets and results for achievement of meaningful development outcomes that ultimately impact on development effectiveness. In preparation for the 2016-17 financial year which commences July 2016, the remaining MDAs are being introduced to the PBB. At present, the Division is working with all these MDAs to come up with programs and their related performance information.

In an effort to support operationalize Sector Working Groups (SWGs) as the main vehicle to deliver the national development strategy, new Sector Working Group Planning and Management Guidelines have been developed, published and launched to foster sector-wide planning and management and promote focus on strategic issues within each sector. Directors of Planning of 11 SWGs have been oriented on the new guidelines and an action plan has been developed to operationalize those SWGs that are not functioning well. Most Principal Secretaries participated in the launch of SWG which provided renewed commitment to supporting the SWG approach in Malawi. A learning exchange to Rwanda provided a number of lessons particularly on division of labour for DPs and benefits of SWGs approach at District Councils level.

The comprehensive review of the 2011-2016 MGDS II has completed. Its findings and recommendations are expected to contribute to the formulation of the new National Development Strategy (NDS). The review team has comprehensively consulted DPs, CSOs, private sector, parliamentarians, academia and others. Regarding the new NDS, a road map has been developed and a core drafting team comprising of key sectors has been formed and sector consultations through SWGs have been done and the inputs from the sectors has culminated into production of a draft issues paper. A draft issues paper would guide the discussions and formulation of priorities for the new NDS in addition to MGDS II review report.

**Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance**

In support of effective implementation of the Development Cooperation Strategy (DCS), the July 2015 High Level Forum on development effectiveness (HLF) in Malawi brought together Government, DPs, CSOs, academia and private sector. The HLF provided a platform for policy dialogue between Government and its key development stakeholder to accelerate thinking on what development cooperation should encompass in order to be ‘fit for purpose’ as Malawi moves towards self reliance and transformation. The outcome of the HLF informed some of Malawi’s key messages to the United Nations Third International Conference on Financing for Development (FfD3). The HLF helped Malawi, as co-chair of the Global Partnership for Effective Development Cooperation (GPEDC) to link country progress with the global development cooperation agenda in preparation for the 8<sup>th</sup> GPEDC Steering Committee Meeting.

Realizing that “no country big or small can develop in isolation”, support was also provided for Malawi to lead the GPEDC and participate in its events. The GPEDC is a voluntary platform for tracking progress, holding each other to account for development results and learning lessons.

There has been an improvement in collaboration with DPs through one-on-one meetings. These are shaping development cooperation in Malawi by ensuring that DPs implement commitments outlined in the DCS. At each meeting, DPs and Government agree on commitments to be implemented under the DCS in the short, medium and long term. These will be monitored annually and progress reported during Development Cooperation Group (DCG) meetings as well as High Level Forums.

Through the Aid Management Platform (AMP), there has been improvement in reporting aid projections for the 2015/16 budget. Also, using the AMP, on-budget and extra-budgetary support was reported in the budget documents submitted to Parliament. Such data is key to both donors and Government for donor commitments, aid negotiations, follow up and strengthening domestic accountability through parliamentary scrutiny. The progress in 2015 included a major review of all data on the AMP in the last three financial years. All 23 development partners were engaged to review and update their portfolios in the system. This led to significant improvement in data quality resulting from the addition of missing projects, the population of missing data, and the correction of errors.

A new funding flows structure was implemented with the latest AMP upgrade. This provides more reliable actual disbursement information, as donor contributions are accurately attributed. Previously there was significant double counting on the system as funds were reported by both funding organizations and executing agencies (such as UN agencies or multilaterals).

Using the system, the MoFEPD will produce the Development Cooperation Atlas report for the FY 2012/13 to 2014/15. The updated data will support improved targeting of resources during the next budget period and will orient policy discussions at the next DCG/HLF meetings. It will be also used for monitoring progress on the Global Busan Indicators. The MoFEPD officially launched the 2<sup>nd</sup> Monitoring Round through a multi-stakeholder meeting in December 2015.

The upgraded data on the AMP is available online to anyone without a login ([malawiaid.finance.gov.mw](http://malawiaid.finance.gov.mw)).

In addition, an organizational structure review of the MoFEPD made proposals for rationalizing, restructuring and improving functions in the Ministry. It has also supported Government to conceptualize proposals for a new National Planning Commission as an independent body for strategic thinking on matters of national development to be established by an Act of Parliament. A consultant has been engaged to support Government in the next steps to establish the Commission.

## **Changes in the project**

Strategic discussion is required between Government and UN partners with respect to the support for MASEDA. There is need to review through the DEAP meetings the commitments and decide on how to support MASEDA in the future.

Table 1 below provides an overview of project results as per approved Annual Work Plan. The following colour coding is used: **green** = achieved, **yellow** = partially achieved during the reporting period including work in progress in 2015, **red** = Not Achieved.

**Table 1: Detailed Progress per Output (January – December 2015)**

<b>Joint Output 1:</b> National Institutions utilize Results-Based Management (RBM) systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results					
<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Code</b>	<b>Remarks</b>
<b>1.1 Capacity Development for RBM and RBM practice</b>					
<p>Indicator 1: No. of public institutions practicing RBM Baseline: 0 (2010); Status 2015: 4; target (2016): 10</p> <p>Indicator 2: Number of staff in ministries and districts trained in RBM tools Baseline: 56 at district level; 25 in line ministries Target: 448 at district level; 200 at central level and</p>	1.1.1 Support to setting results-oriented planning and M&E frameworks in 7 districts and 6 line ministries	<b>7 Districts</b>	<b>12 District Councils trained in Results Based M&amp;E</b>		District Councils reports to be results focused. Results Based Planning to be conducted in the next quarter <sup>3</sup> . A total of 187 participants were trained with 25 female participants.
	1.1.2 ) training in statistical packages (SPSS, STATA, Epi Infor, Nvivo, GIS)	<b>SPSS and STATA</b>	<b>Done</b>		12 Economists (4 female), trained in SPSS while 20 (2 female) participated in STATA short course at Chancellor College. The skills are applied in many areas including MDG End line report, Policy Analyses and PETS.
	1.1.3 RBM training for senior managers (PSs, Directors Planning, DCs-synchronised with Public Sector Reforms)	<b>PSs, Directors of Planning, DCs)</b>	<b>5 District Councils only</b>		Only Districts Councils participated in the RBM Orientation at Golden Peacock (15 participants, 5 of them were female). They were supposed to be trained in collaboration with PFEM but shifted to next year due to personnel changes at PFEM secretariat.
	1.1.4 capacity building support in 7 districts – training, meetings,	<b>7 Districts</b>	<b>10 Districts</b>		M&E Training provided to 10 districts. Equipment to be provided in the next Annual Work Plan <sup>4</sup> .

<sup>3</sup> Balaka, Dedza, Dowa, Karonga, Kasungu, Machinga, Mangochi, Mchinji, Ntcheu, Nkhonkhotakota, Salima, Zomba

<sup>4</sup> Mwanza, Neno, Thyolo, Nsanje, Dowa, Zomba, Dedza, Mchinji, Karonga, Salima. Equipment will be provided to the five model districts – Mwanza, Zomba, Dedza, Mchinji and Karonga

<p>in line ministries (2016) Status (2015): 110 at district level; 41 at central level</p> <p>Indicator 3: Number of staff within learning and training institutions who have RBM skills and knowledge and are delivering RBM training Baseline: 4; Status(2015): 7; Target (2016): 30</p>	equipment				
	1.1.5 support selected training and learning institutions to introduce RBM in their regular calendar	<b>5 institutions (Chanco, Luannar, Poly, MIM and SDI)</b>	<b>Partially done</b>		Discussed with the five institutions on the possibility of arranging scholarships for short term courses in RBM. However, a private consultancy firm trained 18 participants without project support. This implies that the RBM approach has a significant demand.
	1.1.6. tracking tool for key district indicators	<b>5 Districts</b>	<b>Not Done</b>		UNICEF did not fund the activity.
<b>1.2 Support to NSO's National Statistics System</b>					
	Support Welfare Monitoring Survey	<b>Data collection</b>	<b>Done</b>		DEAP partly supported the 2014/15 WMS
	Assist in the introduction of statistics course for statisticians	<b>Statistics module developed</b>	<b>Done</b>		Training starts from beginning of 2016
	Support to MASEDA	<b>Data update and Indicators reviewed</b>	<b>Suspended</b>		Initial support from UNICEF did not come through. There is need for reprogramming with all stakeholders so that the database does not become irrelevant/obsolete.
<b>1.3 Strengthen M&amp;E Systems at all levels (central, line ministries and District Councils)</b>					

Indicator 4a: % of Ministries with functional M&E systems. Baseline: 60% (2010) Target:90% (2016); Status 2015: 75% Indicator 4b: % of district councils with functional M&E systems Baseline: 7 (2012) Target: 28 (2016); Status 2015:11	Support quarterly meetings of M&E National Coordination Committee and TWG (ToRs, action plan, M&E officers career path etc.);	<b>M&amp;E Coordinati on Committee in place, ToRs</b>	<b>Partially Done</b>		ToRs for National M&E Committee developed with input from Directors of Planning from nine Ministries. The Committee to start meeting from 2016
	Assess the functionality of the ministries and districts M&E systems	<b>5 Districts and 7 ministries</b>	<b>Done</b>		12 District Councils and 5 Ministries have functioning M&E system.
	Review and Rationalise Development Impact and Outcome Indicators	<b>All Sectors</b>	<b>Not Done</b>		The exercise will be done early 2016 in collaboration with new NDS successor drafting team
	Support the M&E association	<b>AWP with budget</b>	<b>done</b>		Constitution for the Association in place and registration in process. More dedicated support to be discussed for next year
	Support IPMIS	<b>Training (2) and develop prototype</b>	<b>Done</b>		Prototype of IPMIS developed and uploaded on GWAN which is being reviewed by key stakeholders
<b>1.4 MGDS II annual; mid-term and end of term review processes supported</b>					
	1.4.1 Conduct MGDS Annual Review (1,000)	<b>2014 MGDS AR printed</b>	<b>1,000 copies for 13/14 MGDS</b>		The review process is in progress for 2014/15. Submissions being done by ministries through SWG.
	1.4.2 Undertake MDG annual report	<b>MDG End line Report</b>	<b>1,000 copies printed</b>		Malawi Government presented the report at 2015 UNGA.

	1.4.2.2 Carry out PETS in health and education: diagnosis focus on maternal mortality and girls basic education	<b>1 report by April 2015</b>	<b>Draft Report</b>		Draft PETS report yet to be finalised. Will be finalised in 2016.
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<b>1.5 Support the Performance Enforcement Department to strengthen results assessment</b>					
<b>Indicator 7:</b> Indicator 5: Number of institutions reviewed for Performance and provided with feedback. Baseline 0 ( 2011); Status 38( 2015); Target 38( 2016)	1.5.1. Develop mechanisms at OPC for assessing performance of public entities and holding managers accountable:	Performance Contract Assessment Templates in place	PC templates in place		MDAs had submitted their draft Performance Contracts and Service Charters. The submitted documents were cleaned up and vetted and currently they are at printing stage to be signed soon.
	1.5.1.1 Develop a manual for OPA and	1 PC Manual	A draft OPA Manual in place		A Performance Contracting Manual has been developed. There is need to make improvements on the manual based on experience on the ground.
	1.5.1.2 Conduct stakeholder consultations (at least 32 officials/other key stakeholders consulted	32 officials consulted	Consulted 23 key officials on development Performance Contract Standards		Performance contract tools have been developed and disseminated.
	1.5.1.3 Train MDAs on OPA manual (4 training sessions)	4 Training Session	Have done 10 orientations and 1 high level meeting		3 orientations were done plus 1 high level stakeholders meeting.  Conducted one follow up support meeting for MDAs that were facing challenges in populating the PC Templates and Service Charters.



					<p>Conducted 3 regional orientation meetings for Individual Performance Agreements with Human Resources Personnel in the Public Service.</p> <p>Conducted 3 regional orientations on Performance Contracting for Parastatals.</p>
	1.5.1.4 Develop a tracking module for OPA and budget analysis linked to the government M & E System				<p>In terms of Integrated Performance Management System, PED provided the input on technical specifications.</p> <p>Note: Recruitment of consultant to work on this will be supported in 2016 but requires input from the budget (IFMIS); PSIP; AMP; HRMIS.</p> <p>Since the PC and Service Charters are being finalised for signing, the automation will start after signing.</p>
Number of MDAs that have implemented at least 70 % of OPA recommendations Baseline: 0; Status: 50 % (2015); Target: 75 % (2016)	1.5.1.5 Undertake 2 learning exchange on effective and efficient delivery systems (8 officers) and an intensive training on project and programme management	2 learning exchange visits  8 Officers trained in project & Program Management	Partially done		<p>4 Officers undertook a study tour to Kenya on Performance Contracting and have since started implementing it in the current financial year.</p> <p>6 and 3 Officers attended the Third Knowledge and Fourth Knowledge Sharing Workshop in Cape Town respectively. Following the workshop, there are plans to automate the Performance Contracting Tools.</p> <p>The project and program management training not undertaken.</p>

<b>1.5.2 Assess the performance of public entities in achieving results</b>				
1.5.2.1. Support tracking on the delivery of priority/strategic projects and programmes (36 priority projects tracked)	<b>36 priority projects assessed</b>	<b>Performance Contract on track</b>		<p>The most pressing priority program is introduction of Performance Contracting in all MDAs in the Public Service.</p> <p>Tracking will be done in the next financial year beginning January 2016.</p>
1.5.2.2 Facilitate OPA planning, OPA manual implementation, and passing on skills and knowledge on effective project/programme management and service delivery (4 meetings conducted with MDAs)	<b>Stakeholder buy in from MDAs on PC implementation</b>	<b>12 briefing meetings conducted with MDAs on Performance Contracting</b>		Ongoing. However, 11 briefing meetings have been conducted so far.
1.5.2.3 Support the Independent Performance Appraisal committee in undertaking quarterly organizational performance assessment	<b>4 evaluation meetings</b>	<b>Conducted 3 evaluation meetings.</b>		The 4 <sup>th</sup> quarter evaluation was not done due to the expiry of the mandate for Independent Performance Appraisal Committee. Thus the final performance report for 2014/15 has not been done.

	1.5.2.4 Conduct feedback sessions on OPA results with MDAs (4 sessions)	<b>4 sessions</b>	<b>Not done.</b>		Not done because the 4 <sup>th</sup> quarter evaluations were not done.
	1.5.2.5 Conduct consultations with key stakeholders on OPA results		<b>Not done</b>		Not done because 1.5.2.4 was not done.
	1.5.2.6 Conduct groundtruthing of OPA quarterly reports (44 MDAs groundtruthed based on sample from the report);	<b>Ground truthing undertaken</b>	<b>Ground truthing done for three quarters</b>		The fourth quarter groundtruthing was not done because there were no Independent evaluators as their term had expired.
	1.5.2.7 Procure IT equipment & vehicle	<b>IT equipment &amp; vehicle procured</b>	<b>Done. One vehicle and IT Equipment procured and delivered.</b>		The vehicle and IT Equipment were procured and delivered to PED.


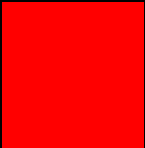



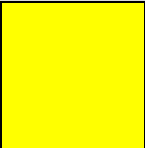

**Joint Output 2: National Institutions have the capacity to align policies, programmes and budgets with national development strategies and MDGs for efficient achievement of development results.**

<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Coding</b>	<b>Remarks</b>
<b>2.1 Support to Programme Based Budgeting</b>					

Indicator 1: Programme based budgeting piloted in institutions. Baseline: No (2012); Status 2015: 13	2.1.1 comprehensive training to budget and development division desk officers and PED on the PBB reform	<b>30</b>	<b>32</b>		Thirty-two officers from the Budget and Development Divisions of the Ministry of Finance, Economic Planning and Development were trained
	2.1.2 Launch the PBB reform agenda through in-house sensitization meeting on each divisions role;	<b>7 Divisions and 2 Departments</b>	<b>7 Divisions and 1 Department</b>		All technical Divisions within the Ministry of Finance, Economic Planning and Development attended the launch at the annual budget retreat from 9-11 <sup>th</sup> October, 2015. Budget Division, Economic Affairs Division, Economic Planning Division, Development Division, Revenue Policy Division, Debt and Aid Division, Monitoring and Evaluation Division. The Accountant General's Department was also in present, the critical stakeholder that was missing was the Performance Enforcement Department in OPC.
	2.1.3 work with pilot MDAs to define programmes and develop indicators and realistic targets	<b>15</b>	<b>13</b>		.All 15 MDA's in the second phase of the pilot were assisted, however only 13 pilots submitted their PBB documents which were included in the budget by end June 2015(National Audit Office, DHRMD, ODPP, Lands, Housing And Urban Development, Youth and Sports Development, Education, Science And Technology, Office Of The Vice President, Foreign Affairs And International Cooperation, Finance, Economic Planning and Development, Health, Transport And Public Works, Human Rights Commission, Law Commission) In preparation for the 2016-17 financial year, the remaining MDAs (33) have been introduced to PBB concepts. As of 25 <sup>th</sup> November only 5 MDAs remained and will be briefed by 30 <sup>th</sup> November.

2.1.4 Modify current budget reporting software to ensure it is compatible with PBB					This activity will be undertaken by the same consultant that will be hired for the Integrated Performance Management System championed by PED.
2.1.5 Sensitisation workshops and briefings on PBB for key stakeholders (at least 3 workshops with different target audiences such as PSs, Directors of Planning, Cabinet, Budget committees in MDA, Parliamentary committees, DCs, Civil society, Development Partners)		<b>About 120 people</b>	<b>About 100 participants attended the workshops for the remaining MDA's</b>		<p>The following briefing meetings and workshops were conducted for different target groups:</p> <ul style="list-style-type: none"> <li>• Directors of Ministry of Finance, Economic Planning and Development</li> <li>• PS's for all the 15 pilot institutions</li> <li>• Development Partners</li> <li>• Office of President and Cabinet (PED)</li> <li>• Office of the Vice President (PSRU)</li> </ul> <p>Preliminary sensitization for budget teams in remaining MDA's not in pilot except for 8. In preparation for the 2016-17 financial year two workshops for all MDAs were conducted in October 2015, the target group were the Budget Committees for all the MDAs.</p>
2.1.6 Specialized training in PBB for the core team	5	1			One person from the core- team underwent specialized training on Performance Based Budgeting in September 2015 at SEYTM Boston, USA.
2.1.7 Recruitment of international PBB consultant)	1	1			Final report submitted
2.1.8 Recruitment of local PBB consultant	1	1			Local Consultant is on ground

2.2 Support Sector Working Groups					
<b>Indicator 2:</b> Number of functional SWGs Baseline: 6 (2012); Target (2016): All Status (2015): 9	2.2.1 Develop and disseminate SWG calendar for coordinating ministries	1	0	Yellow	Meeting held with SWG heads but did not manage to come up with the calendar because they wanted a wider consultations on dates.
	2.2.2 Conduct Orientation in SWG Guidelines - Workshop	1	1	Green	11 Directors of Planning from SWG coordinating ministries oriented in SWG guidelines in a three days workshop.
	2.2.3 Revive the ailing SWGs (meetings, Training)	3 SWGs	2	Yellow	Tourism and ICT and Economic Governance SWGs have started meetings
	2.2.4 Undertake joint learning events	1	0	Red	The launch of SWGs was delayed plus commitments affected the scheduling the learning event.
	2.2.5 Conduct trainings for SWG Secretariats and Desk Officers (RBM, PBB, JSSP etc)	1	0	Red	The launch of SWGs was delayed plus commitments affected the scheduling the learning event. Instead the Desk Officers from EP&D have been technically supporting the SWGs instead of training.
	2.2.6 Study tour (Rwanda)	1	1	Green	Five Divisions and 8 officers from MFEPD participated in learning exchange. It included lessons on SWG, Aid Effectiveness, Budgeting, and RBM.
	2.2.7 Print the SWG Guidelines	1,000	1,500	Green	There was increased demand for copies of the guidelines since the launch on 6 August 2015.

<b>2.3 Support National Human Development Report and Policy Analysis</b>					
	2.3.1 Finalise the National Human Development Report	<b>1</b>	<b>1</b>		Awaiting the launch which will be done at the beginning of 2016
	2.3.2 Conduct training in policy formulation for planning officers	<b>1</b>	<b>0</b>		The idea was to align this training with the NDS formulation process. The activity has been shifted to 2016 to align with NDS formulation.
	2.3.3 Undertake policy analysis training for planning officers	<b>1</b>	<b>1</b>		Undertaken under Output 1
	2.3.4 Undertake policy analysis work in 6 ministries	<b>6</b>	<b>0</b>		This activity is a follow up to Activity 2.3.3 which took place in November 2015. Shifted to 2016.
	2.3.5 Disseminate policy analysis work	<b>Yes</b>	<b>Not Done</b>		This activity should have taken place after execution of 2.3.4
<b>2.4 Support formulation of successor national development strategy</b>					
<b>Indicator 3:</b> National development strategy formulated through a participatory	2.4.1 Conduct stakeholder consultations – Sector meetings, District meetings etc	<b>4</b>	<b>1</b>		Drafting team formed. Initial consultations with Sectors done with a view to submitting contributions to NDS. Wider consultations in the next AWP.
	2.4.2 Undertake review and analysis	<b>MGDS Review Report</b>	<b>done</b>		Final draft report available

process by Dec 2015: Baseline 2015: 0	2.4.3 Draft successor NDS document incl. prioritization, results framework and costing	1	0		Rescheduled to next AWP as the National Planning Commission is expected to lead.
Target 2016: 1 Status 2015: 0	2.4.4 Dissemination of key knowledge products and development reports	1	0		Draft MGDS Review Report circulated to Reference Group Members for comments.
<b>Indicator 4:</b> Sector and district plans aligned with MGDS priorities and linked to MTEF process Baseline: 0 (2011); Target 2016 : 5 sectors and 10 districts; Status (2015) : 11 sectors and 12 districts					
	2.4.5 Review of Vision 2020	1	0		The AWP did not make provision for technical support for this activity.



<b>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</b>					
<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Coding</b>	<b>Remarks</b>
<b>3.1 Strengthen debt and aid management functions</b>					
<b>Indicator 1:</b> 2014/15FY Aid Atlas produced by October 2015; Baseline: No (2012); Status (2015) : Yes ( 500 copies )	3.1.1 Capacity building for DAD	Train (short term) 3 DAD staff	2 trained		In an effort to strengthen the in country Busan monitoring process, the project also supported the participation of DAD staff responsible for aid coordination at Busan pre-monitoring regional meeting.  Additional capacity-building support was provided for AMP administration to all new staff
	<b>Indicator 2a:</b> AMP integrated with IFMIS and PSIP Baseline 2014: Status (2015): Yes	3.1.2 Production and dissemination of debt and aid reports	Aid Atlas (500 copies) and Debt report production	partially done	
<b>Indicator 2b:</b> Number of unique visits on the AMP public portal ;	3.1.3 Production of Development Cooperation Calendar	2 (2015 and 2016) Calendars	2015 Calendar produced		The production of the 2016 awaits an agreement at the DCG meeting scheduled for end January.  Draft Calendar detailing the Government Operations for 2016 has been circulated to DPs for comments
	3.1.4 Development of Medium Term Debt Strategy (MTDS)	MTDS	Not done		This is an activity that is done with technical support from MEFMI and World Bank. However, we were unable to agree on appropriate timing to conduct the activity. The activity has, therefore, been shifted to 2016

<b>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</b>					
<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Coding</b>	<b>Remarks</b>
<b>Indicator 2c:</b> Number of DPs reporting on the online AMP. Baseline: 6 (2014) Status (2015): 12; Target (2016): All	3.1.5 Functional review in MoFEPD	1 MoFEPD review	Done		Consultant has submitted a report which includes the proposed National Planning Commission
	3.1.6 Upgrade and extend access to AMP:	1 Upgrade	Not done		AMP upgrade done in August 2015.
	(i) Train line ministries, International NGOs & Foundations on use of AMP	1 training session for each AMP User	Not done		Training was not done due to capacity challenges in the first half of 2015. However, there were 2 new recruits in the last half of 2015 that received AMP Administration training. However, the focus was on data cleaning and provision of support DPs (23) to review and improve their data through AMP trainings. More user trainings are expected in 2016.
	(ii)AMP system integration with IFMIS and PSIP	Integration	Not done		AMP developers and PSIP agreed on the way forward of the integration including piloting on 12 projects after AMP data clean up. However progress has been affected by the integration with IFMIS. This has been put on hold pending the new IFMIS.
	(iii)Sensitization and training on AMP Public Portal for districts, CSOs, and Media	Sensitization and training of CSOs, councils and media	Partially done		Some sensitization on public portal to CSOs, academia, members of Parliament and the local councils done, but more training will be done next year, once the review of the AMP data is completed.
	(iv)Validate and update AMP data with DP Focal Agents and AMP user guidelines	Data clean up and monthly updating	Done		Major data clean up done in the period July-December 2015 AMP connectivity challenges addressed

<b>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</b>					
<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Coding</b>	<b>Remarks</b>
	(v)Develop IATI data exchange	IATI importer	Partially done		IATI module available on AMP but not fully implemented
<b>3.2. Support to Effective Development Cooperation</b>					
Indicator 3: T/A Guidelines and DoL ToRs in place; Baseline: 0, Target: 2 Documents	(i)Disseminate Development Cooperation Strategy	Disseminate to all key stakeholders	Done		Disseminated to academia, CSOs, Central Government , Members of Parliament and councils in all the 4 regions of the country This is an ongoing exercise
	Develop Technical Assistance Guidelines and Division of Labour (DoL) Terms of Reference (ToRs)	TA guidelines and DoL ToRs	Partially done		One on one bilateral Government/ DP meetings are on going TA guidelines to be developed in 2016.
Indicator 4: Functional arrangements for mutual accountability in place Baseline: 1 DCG (2014) Status 2015: 1 HLF, 2 DCG meetings	Effective preparation of HLF and DCG meetings	1 HLF meeting	Done		First HLF under the DCS held in July 2015 under the theme “Towards a transformed and self-reliant Malawi”
	Support to invigorate Economic Governance Sector Working Group	I SWG meeting supported	Done		SWG successfully met
	(iv) Support Malawi’s participation in international development effectiveness fora (Global Partnership for	Support Malawi’s engagement as and when required	Done		Malawi’s participation in international development effectiveness fora including GPEDC supported as follows: -Third International Conference on Financing for Development held in Addis Ababa -Preparatory meeting for the GPEDC Second High

<b>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</b>					
<b>Annual Targets</b>	<b>Activities</b>	<b>Target</b>	<b>Status</b>	<b>Colour Coding</b>	<b>Remarks</b>
	Effective Development Cooperation meetings and building blocks) and Co-chairmanship				Level meeting in Nairobi -7 <sup>th</sup> GPEDC Steering Committee Meeting in the Hague -Brussels GPEDC Planning workshop -Busan pre-monitoring regional workshop (Addis Ababa) and learning in South Korea -2 <sup>nd</sup> Busan Monitoring officially launched in Malawi through multi-stakeholder meeting that took stock of progress and discussed the Global Indicators and way forward for preparing the Malawi country report.
<b>3.4 Learning &amp; Information Exchange on Development Effectiveness</b>					
Indicator 5: Number of meetings around development effectiveness issues with Targeted Stakeholders Baseline: 1 (2014); Status: 6 (2015)	(i) Undertake learning and information exchange on development effectiveness	Government CSOs, Academia, Media, Private Sector and Members of Parliament;	Done		Effectively supported CSOs community of practice on development effectiveness and consultations with all main domestic stakeholders in preparation for the HLF.
	ii) Support CSO, Private Sector, Academia Platforms and initiatives on development effectiveness.	Support all key stakeholder initiatives as required	Done		National Conference on creating an enabling environment for Civil Society in Malawi – towards the development effectiveness agenda was supported Support also provided to ECAMA annual conference

## Financial Status and Utilization

**Table 2 Financial Status and Utilisation**

<b>OUTPUT ONE</b>	<b>BUDGET (\$)</b>	<b>EXPENDITURE (\$)</b>	<b>FUND BALANCE (REPROGRAMMED TO 2016) (\$)</b>	<b>% UTILISATION</b>
National Institutions utilize RBM systems for planning, monitoring and evaluation to enhance ownership and leadership for achievement of development results.	786,416.00	563,976.00	222,440.00	71

<b>OUTPUT TWO</b>	<b>BUDGET (\$)</b>	<b>EXPENDITURE (\$)</b>	<b>FUND BALANCE (REPROGRAMMED TO 2016) (\$)</b>	<b>% UTILISATION</b>
National institutions have the capacity to align policies, programmes and budgets with national development strategies and the MDGs	534,952.00	300,554.00	234,398.00	56

<b>OUTPUT THREE</b>	<b>BUDGET (\$)</b>	<b>EXPENDITURE (\$)</b>	<b>FUND BALANCE (REPROGRAMMED TO 2016) (\$)</b>	<b>% UTILISATION</b>
Government has sufficient capacity to effectively negotiate, manage and account for development assistance	749,004.00	563,602.00	186,687.00	75

#### **OVERALL FINANCIAL UTILISATION**

<b>BUDGET (\$)</b>	<b>EXPENDITURE (\$)</b>	<b>FUND BALANCE (REPROGRAMMED TO 2016) (\$)</b>	<b>% UTILISATION</b>
2,070,372.00	1,462,996.00	607,376.00	71

## ANNEX 1: UPDATE ON INDICATORS

<b>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</b>				
Outcome Indicators	Baseline	2015 Status	Target 2016	Project Term Target
No. of public institutions practicing RBM	0 (2010);	4 institutions (Gender, NAO, EPD and MITC)	12	16
Number of staff in ministries and districts trained in RBM tools	-56 at district level; -25 in line ministries	110 oriented in RBM 41 trained at sector level	-448 at district level; -200 at central level and in line ministries (2016)	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	7 officers (3 MIM and 4 Polytechnic)	30: (2016)	30
% of Ministries with functional M&E systems.	60% (2010)	12 Ministries have M&E frameworks (3 more working on M&E Frameworks)	90% (2016);	90%
% of district councils with functional M&E systems	20% (2012)	40% (11 District Councils have M&E frameworks and 16 with working District M&E coordination Committees)	80% (2016);	80%
Number of institutions reviewed for performance	0 (2011);	0 (Final report wasn't done since Independent Evaluators term of office)	38 (2016)	38

and provided with feedback.		expired).		
Number of MDAs that have implemented at least 70 % of OPA recommendations	0	0 (Since the final report was not done, MDAs were not provided feedback on performance and hence no recommendations were implemented)	75 % (2016)	75%
<b>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</b>				
<b>Indicator 1:</b> Programme based budgeting piloted in institutions.	Baseline: No (2012);	13	33	46
<b>Indicator 2:</b> Number of functional SWGs	Baseline: 6 (2012);	9	16	16
<b>Indicator 3:</b> National development strategy formulated through a participatory process by Dec 2015	Baseline: 0	No document. But drafting team and issues paper for successor strategy in place	1	1
<b>Indicator 4:</b> Sector and district plans aligned with MGDS priorities and linked to MTEF process	Baseline: 0 (2011);	11 sectors have Strategic Plans though most do not synchronise with MGDS II calendar	Target: 5 sectors and 10 districts	Target: 5 sectors and 10 districts
<b>Joint Output 3: Government has sufficient capacity to effectively negotiate, manage and account for development assistance</b>				
<b>Indicator 1:</b> 2014/15FY Aid Atlas produced by October	Baseline 2012: None	None	Yes ( 500 copies )	Yes ( 500 copies )



2015				
<b>Indicator 2a:</b> AMP integrated with IFMIS and PSIP	Baseline 2014: No	No	Yes	Yes
<b>Indicator 2b:</b> Number of DPs reporting on the online AMP	. Baseline: 6 (2014)	33	23	All
<b>Indicator 3:</b> T/A Guidelines and DoL ToRs in place	Baseline 2014: 0	0	2	2
<b>Indicator 4:</b> Functional arrangements for mutual accountability in place	Baseline: 1 DCG (2014)	1 HLF, 2 DCG meetings	1 HLF, 2 DCG meetings	1 HLF, 2 DCG meetings
<b>Indicator 5:</b> Number of meetings around development effectiveness issues with Targeted Stakeholders	Baseline: 1 (2014)	3	6	6 ( Academia, Parliament, CSO, institutions, Private Sector)
<b>Indicator 6:</b> % of Joint Programme results achieved as per the AWP	Baseline: 70%	80%	90%	90%

## ANNEX III: 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	Lack of high-level political commitment for Development Effectiveness and Accountability and Results-Based Management practices	Political	Risk occurring would have a very serious negative impact making it extremely difficult to achieve the programme outcome.  Probability: 3 Impact: 5	OPC and MoFEPD to impress upon senior officials the need and merits of promoting development effectiveness and merits of RBM	Project Steering Committee and GFEM	26/01/2015	The risk is now medium to low as there has been varied commitment and interest from some senior government officers to spearhead development effectiveness and RBM agenda plus the National M&E Coordination Committee to reinforce commitment
2	Limited collaboration between Treasury and Economic Planning and Development (EPD) in promoting SGWs	Organizational	Risk occurring would have a negative impact making it difficult to achieve the programme outcome.  Probability: 3 Impact: 5	Treasury and EPD to impress upon senior officials the need and merits of SWGs	Steering Committee	26/01/2015	The risk is still relatively high but of late there have been indication that things may improve regarding the work on SWGs e.g. OPC, EPD and Treasury participate in the drafting of SWG planning and management

							guidelines
3	Sector Ministries not able or willing to provide M&E data to DoEPD	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	26/01/2015	This risk stands at medium as some sector ministries have been providing data while some still show no willingness. Setting up of IPMIS is expected to reduce this risk to low.
4	Insufficient funding from donors	Financial	Insufficient funding may suggest limited donor confidence in the programme. This would have a serious negative impact on achieving the programme outcome and outputs.  Probability: 2 Impact: 4	MoFEPD and UNDP to lobby current and new donors to allocate extra funds	Steering Committee	26/01/2015	This is no longer a risk as EU signed a Cooperation Agreement with UNDP to jointly fund DEAP activities until the end of the programme
5	Delays in financial reporting by DoEPD and Debt and Aid and PED (OPC)	Financial	Will lead to delays in transfer of quarterly advances to F and MoFEPD, hence potential delay in the implementation of programme activities.  Probability: 2 Impact: 3	MoFEPD to adhere to financial reporting deadlines. UNDP to facilitate advance transfers once financial reports approved.	UNDP Programme Analyst	26/01/2015	This risk is low as there has been no significant delays in financial reporting during the last two quarters as opposed to the first quarter
6	Non-state actors not willing to participate in government committees	Strategic	Could result in lack of ownership of national initiative and ineffective achievement of results  Probability: 2 Impact: 2	MoFEPD to implement awareness programmes to motivate participation by non-state actors	PSC	26/01/2015	This is still a risk and more work needs to be done particularly through Community Based Monitoring and Evaluation component and

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