

**2012 Annual Work Plan  
(January to March 2012)**

Country: **Malawi**

**Project Title:** Public Sector Capacity Development Program (PSCDP)

**UNDAF Outcome(s):** UNDAF Outcome 5: Good governance, gender equality and rights based approach to development enhanced by 2011

**Expected CP Outcome(s):** Improved national capacity to formulate policy, manage, monitor and deliver services to protect the rights of vulnerable groups.

**Expected Output(s):** 5.1 Strengthened capacity of central and local government to formulate policies and strategic plans, deliver services and be more visibly accountable to the populace.

**Implementing Partner:** Office of the President and Cabinet

**Other Partners:**

Accountant General, Auditor General, Department of Human Resources Management, Ministry of Agriculture and Food Security, Ministry of Economic Planning and Development, Ministry of Education, Science and Technology, Ministry of Finance, Ministry of Health, Ministry of Information and Civic Education, Ministry of Irrigation and Water Development, Ministry of Local Government and Rural Development, National Audit Office, Office of the Director of Public Procurement

## Narrative

The Public Sector Capacity Development Program (PSCDP) aims at "creating an effective public service able to deliver the goals of the National development Framework, currently the Malawi and Growth Development strategy (MGDS)". Its purpose is to "strengthen capacity in public sector management and administration for sustained performance improvement in service delivery". The design of the Programme is also consistent with the five outputs identified under the 2008-2011 UNDP Country Programme Action Plan that feed into the achievement of UNDAF Outcome 5.2 of "improved national capacity to formulate policy, manage, monitor and deliver services to protect the rights of vulnerable groups by 2011".

Six thematic areas have been identified and deemed as crucial for the development of the public service in Malawi. These are: (a) human resource management and development; (b) financial management; (c) audit; (d) project and programme management; (e) procurement; and (f) information and communication technology. In terms of management, the Office of the President and Cabinet (OPC) will coordinate and supervise all capacity development activities under the Programme. Other key partners include: Ministries of Finance and Development Planning; Health; Education; and Agriculture and Food Security on the Government side and UNDP and other government and development partners on the donors' side.

Program Period:	Jan-Mar. 2012
Program Component:	Good Governance Capacity Development and Accountability
Intervention Title:	Public Sector Capacity Development Program
Budget Code	Award: 00048389 Project No. 00058526
Duration:	3 months

Estimated January to March 2012: **\$300,000**

Allocated resources:

UNDP (TRAC)	\$222,300
Government	\$ 77,700
UNDP (One Fund)	\$ 0
Other:	tbd

Unfunded budget: tbd

Not applicable



## **I BACKGROUND**

The Government of Malawi (GoM) and the United Nations Development Program (PSCDP) have just completed the Mid-Term Evaluation of the Public Sector Capacity Development Program (PSCDP). The Program aims at creating "*an effective public service able to deliver the goals of the National Development Framework, currently the Malawi Growth and Development Strategy (MDGS)*" through strengthening capacity in public sector management and administration for sustained performance improvement in service delivery.

One of the major observations was that the Program is very ambitious in terms of scope of coverage, range of expected outputs and the funding requirements. In addition, the Program suffers from a design weakness among which is the lack of indicators that would lead to the attainment of solid quantifiable outcomes. The Program was also viewed to be complex, embracing a large number of units with completely different functions, and therefore making it difficult to coordinate.

In order to circumvent these problems, it was agreed during the October 28, 2011 Tripartite Review (TPR) Meeting that the Program should be reformulated consistent with the above findings and the new 2012 – 2016 United Nations Development Assistance Framework (UNDAF) and Action Plan.

## **II. 2012 ANNUAL WORK PLAN**

In order to allow for the reformulation of the next Program Support Document (PSD), the budget for the 2012 AWP only covers the first three months (January to March). A full budget will be drawn once the PSD is finalized and signed. This Plan only focuses on Administrative Common Services (ACS), Human Resources Management.

A major activity in the next three months is the development the PSD for the successor program to PSCDP. Other activities include Sector Capacity Diagnostic Studies in support of the 2012-2016 Malawi Growth and development Strategy (MGDS II). The Government will also continue conducting Public Sector Administration (PSA) Courses in collaboration with the Malawi Institute of Management (MIM). As a way of underscoring its commitment, in 2012/13 Financial Year, the Government plans to allocate \$430,000 in the domestic budget to carry out these courses.

The following are the major expected results that will be monitored the implementation of 2012 AWP:

- Result 1: Program Support Document finalized and signed;
- Result 2: Senior public servants trained in leadership and management increased at central and district levels, with emphasis on women; and
- Result 3: National Public Sector Capacity diagnostic study conducted.

### III. Estimated Budget

The three-month estimated bi-annual budget is \$300,000.

• Program Coordination & PSD development	\$117,838
• Administrative Common Service (Leadership and Management)	\$ 57,300
• Human Resource Management	\$124,862
<b><u>Total</u></b>	<b><u>\$300,000</u></b>

**IV. Annual Work PLAN**

Year: 2011 (January – March)

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Jan	Feb	Mar	Apr		Funding Source	Budget Description Amount
<b>Output 5.1: Strengthened capacity of central and local government to formulate policies and strategic plans, deliver services and be more visibly accountable to the populace</b>								
<b>Activity 1: Program Management and Coordination</b>								
<b>1. Staff Salaries</b>								
	Salary for Capacity Building Specialist	X	X	X		UNDP	71100 Salaries	\$40,000
	Salary for CD Program Analyst	X	X	X		UNDP	61100 Salaries	\$12,000
	Salary for CD Program Associate	X	X	X		UNDP	61100 Salaries	\$8,000
<b>2. PRMU Operating Costs</b>								
	Fuel	X	X	X		UNDP	73410	\$5,000
	Land telephone	X	X	X		UNDP	72400 Commun.	\$2,600
	Vehicle running/maintenance	X	X	X		UNDP	74500 Misc.	\$2,400
	Printing and publications	X	X	X		UNDP	72500 Supplies	\$3,000
	Stationery	X	X	X		UNDP	72500 Supplies	\$1,400
<b>3. Business Support Services</b>								
	Program Monitoring			X		UNDP	73400 Maint, Oper. of Transport of Equipment	\$5,938.18
<b>4. Preparation of Program Support Document (PSD)</b>								
	Advertize for Int'l Consultant to Appraise draft PSD	X				UNDP	74200 Printing & Publications	\$1,500

Recruit/ Draft PSD Appraisal by Int'l Consultant	X	X	OPC/PSRMU/UNDP	UNDP	72100 Contr. Serv.	\$14,916.82
Workshop to Discuss draft PSD	X		OPC/PSRMU/UNDP	UNDP	72100 Contr. Serv.	\$8,000
LPAC Meeting/Signing of the PSD		X	OPC/PSRMU/UNDP	UNDP	72100 Contr. Serv.	\$8,000
Total GMS					75100 (GMS)	\$5,083.18
<b>Sub-total Activity 1</b>						<b>\$117,838</b>

**Activity 2: Implement Administrative Common Services CD Strategies (Leadership and Management)**

<p><b>Indicator 1:</b> % increase in trained in leadership and management skills (disaggregated by gender) increased from x% in 2011 to y% in 2012 Men: Women:</p>	1. Conduct impact survey of the previous PSA trainings to determine transformation change	X		OPC/PSRMU	UNDP	72100 Contr. Serv.	\$15,000
	2. Induction training of new entrants into the civil service		X	OPC/PSRMU	UNDP	72100 Contr. Serv.	\$22,300
	3. Leadership and Management training for senior public sector officials		X	OPC/PSRMU	UNDP	72100 Contr. Serv.	\$20,000
<b>Sub-total Activity 2</b>						<b>\$57,300</b>	

**Activity 3: Human Resource Management**

1. Conduct Public Administration Capacity Diagnosis (Consultancy and Workshops)	X	X	OPC/PSRMU/DPSM	UNDP	73400 Maint, Oper. of Transport Equipment I	\$10,000
	X	X	OPC/PSRMU/DPSM	UNDP	72100 Contr. Serv.	\$40,000
2. Preparation of Public Sector Capacity Development Strategy	X	X	OPC/PSRMU/DPSM	UNDP	72500 Supplies	\$5,000
	X	X	OPC/PSRMU/DPSM	UNDP	72100 Contr. Serv.	\$40,000



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## **V. MANAGEMENT ARRANGEMENTS**

### **V.I Programme Management and Institutional Arrangements**

Currently, OPC is the lead implementer of the Program with other implementing partners being responsible for the implementation of development strategies for each functional area. Since the Program is yet to be finalized, the management is done by the Project Management Team (PMT). However, as per the organizational structure below, the Programme will be managed by a Government-Donor Steering Committee comprising, at the highest level, the Chief Secretary or Deputy Chief Secretary, Solicitor General and Secretary to the Treasury from the Government side with UNDP and other and key donors. The Committee will be responsible for: (i) providing policy direction; (ii) approving the AWP's and budgets; (iii) review of the Programme report; and (iv) monitoring and evaluation of the programme. The schema below shows the Program Organizational Structure.

#### **Programme Organisational Structure**

The evaluation has necessitated the redesign of the Program. This has affected both the management and institutional arrangements of the Program.

### **V.II Financial Arrangements**

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

### **VI.I Monitoring and Evaluation**

As currently designed, it has been observed that most program indicators are "activity-oriented" as opposed to being "results-oriented". The 2012 AWP has been developed with these shortcomings in mind. As such, the indicators are more "results-oriented". These indicators will be tracked through: (i) field visit reports, quarterly; (ii) performance assessment reports; (iii) quarterly progress reports; (iv) quarterly board meetings; and annual progress report.

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**ANNEX I: RISK LOG**

#	Risk Description	Type	Impact & Probability Scale 1 (low) to 5 (high)	Countermeasures/ Management response	Owner	Last Update	Status of risk
1	Lack of collaboration between Ministries	Strategic	Risk occurring would have a serious negative impact hampering achievement of the Programme outcomes.  Probability: 3 Impact: 4	OPC to impress upon Ministries the imperative to collaborate and coordinate across the Programme. TWG to ensure sharing of information across Ministries. Ministry PSs will ensure Directors coordinate and collaborate across Ministries.	OPC TWG PS Ministries		
2	Lack of coordination between this Programme and other public sector development programmes	Strategic	Risk occurring may result in inefficient allocation of resources and/or duplication of activities within the public service and an increased burden on GoM in Programme management.  Probability: 2 Impact: 3	Steering Committee, OPC and UNDP to ensure information is shared across public sector programmes, whether GoM or donor funded initiatives.	Steering Committee OPC UNDP		
3	Insufficient funding from donors	Financial	Insufficient funding may suggest low donor confidence in the Programme. This would have a serious negative impact on the pace and scope of programme implementation.	Steering Committee, OPC and UNDP to lobby donors for collaborative funding approach.	Steering Committee OPC UNDP		

4	Insufficient funding from Government	Financial	<p>Probability: 2 Impact: 4</p> <p>Insufficient funding would suggest limited ownership by Government. This would have a marked negative impact on the pace and scope of programme implementation.</p> <p>Probability: 2 Impact: 3</p>	<p>Steering Committee and OPC to lobby GoM for appropriate funding and in-kind contributions.</p>	Steering Committee		
5	Basket disbursement too slow	Financial	<p>Probability: 2 Impact: 2</p> <p>If donors fail to adhere to agreed payment schedules for their contribution, or if there are internal delays in the UNDP system, then implementation of the Programme will be delayed.</p>	<p>UNDP to ensure the financing mechanism and disbursement process are supported with appropriate resources for efficient management.</p> <p>OPC to ensure timely and accurate management of financial processes and reporting to minimise delays in the process.</p>	OPC UNDP		
6	Insufficient high-level support to champion and lead implementation	Organisational	<p>Probability: 2 Impact: 4</p> <p>Risk occurring will lead to ineffective and inefficient implementation of Programme activities.</p> <p>Probability: 2 Impact: 4</p>	<p>Ministry PSs and Directors will own and drive implementation of their respective Programme Components.</p>	PS and Directors of Ministries (Component Leaders)		

1. Identifikasi Masalah	2. Analisis Masalah	3. Perencanaan Solusi	4. Pelaksanaan Solusi	5. Evaluasi Solusi
<p>1.1. Identifikasi masalah</p> <p>1.2. Analisis masalah</p>	<p>1.3. Perencanaan solusi</p>	<p>1.4. Pelaksanaan solusi</p>	<p>1.5. Evaluasi solusi</p>	<p>1.6. Kesimpulan</p>
<p>2.1. Identifikasi masalah</p> <p>2.2. Analisis masalah</p>	<p>2.3. Perencanaan solusi</p>	<p>2.4. Pelaksanaan solusi</p>	<p>2.5. Evaluasi solusi</p>	<p>2.6. Kesimpulan</p>
<p>3.1. Identifikasi masalah</p> <p>3.2. Analisis masalah</p>	<p>3.3. Perencanaan solusi</p>	<p>3.4. Pelaksanaan solusi</p>	<p>3.5. Evaluasi solusi</p>	<p>3.6. Kesimpulan</p>
<p>4.1. Identifikasi masalah</p> <p>4.2. Analisis masalah</p>	<p>4.3. Perencanaan solusi</p>	<p>4.4. Pelaksanaan solusi</p>	<p>4.5. Evaluasi solusi</p>	<p>4.6. Kesimpulan</p>
<p>5.1. Identifikasi masalah</p> <p>5.2. Analisis masalah</p>	<p>5.3. Perencanaan solusi</p>	<p>5.4. Pelaksanaan solusi</p>	<p>5.5. Evaluasi solusi</p>	<p>5.6. Kesimpulan</p>