UN Malawi Vision 2016 – UN agencies working coherently and effectively to support the government and the people of Malawi to achieve prosperity, human rights and wellbeing.
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1. Background

1.1 Global Context

The Triennial Comprehensive Policy Review (TCPR) 2007 and the subsequent Economic and Social Council of the United Nations (ECOSOC) resolution on operational activities of the United Nations for international development cooperation (2011) call for “identification and acceleration of the implementation of those business processes that promise the highest return from simplification and harmonization” and “encourages United Nations system organizations within their existing planning, budget and evaluation systems to report on their cost savings resulting from improvement of their business operations”\(^1\).

In addition, the ECOSOC resolution requests the UN to “explore further ways to enhance cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements, emphasizing the importance of ensuring, greater consistency between the strategic frameworks developed by the United Nations agencies, funds and programmes”\(^2\).

1.2 Country Context

The 2010 national MDGs report shows that Malawi is on track to meet five out of the eight MDGs\(^3\). This considerable achievement needs to be set against the country’s development challenges: a low-income, landlocked country, Malawi ranks 160 of 182 countries on the 2010 Human Development Index. Whilst the country’s successes in respect of the MDGs are commendable, there are no guarantees that the MDG targets will be met by 2015, or recent gains sustained, even with continued focus on macro-economic stability, economic growth and food security which continue to produce new results.

Malawi is facing the convergence of a political and economic crisis, while civic and political rights have recently experienced increased restrictions. With the next national elections scheduled for 2014, it is not clear how peace and stability, rule of law, poverty reduction and economic growth can be sustained. UNCT members are concerned with the possible regression in MDG achievement this may entail.

While the partnership climate in Malawi (already a donor orphan) has become constrained due to worsening relations between the country and its major Development Partners, there are clear signs that the global Expanded Funding

\(^1\) ECOSOC resolution E/2011/L.35, sections 11 and 12
\(^2\) ECOSOC resolution E/2011/L.35, sections 4
Window mechanisms will not provide further incentives for DaO on the medium term. It is of grave concern that it may be hard to accrue further financial gains, allowing UN programmes to retain or remain at scale. Without clear and manifest support for DaO, we are worried that the current pace of reform may slow down.

1.3 **United Nations Development Assistance Framework (UNDAF) 2012-2016**

Guided by the UN comparative advantage, findings of the UN Country Assessment (2010) and the goals and targets of the Malawi Growth and Development Strategy (MGDS) II (2011-2016), four priority areas of cooperation have emerged as particularly critical for United Nations (UN) support to the people and the Government of Malawi. The four priorities of the new United Nations Development Assistance Framework (UNDAF) including (i) **sustainable and equitable economic growth and food security**; (ii) **basic social and protection services**; (iii) **HIV and AIDS**; and (iv) **governance** aim to achieve the internationally agreed development goals and MDGs that are enshrined in the Millennium Declaration.

The UN will continue to pursue a coordinated approach towards aid effectiveness. Of critical importance and highly valued by the Government is the UN support and active involvement in Sector Wide Approaches or sectors. As an impartial and trusted partner, the UN assists the creation of supportive legislative and policy environments for all stakeholders, supports ongoing dialogue for an effective coordination mechanism and evaluates the impact of development aid. The UNDAF sees the UN advancing steadily towards better coherence. With 100 percent and 80 percent of results are joint at the outcome and output levels respectively, it is a strong foundation based on which new and innovative joint programmes will be identified and developed during the implementation of the UNDAF. Joint programmes will foster engagement in sector-wide programming initiatives, with a focus on results through policies/systems reform.

1.4 **United Nations Capacity Assessment**

The undertaking of the Capacity Assessment in early 2012 is one of the top priorities for UN Malawi as we embark the implementation of the new UNDAF. The results of the Capacity Assessment will enable the UN Country Team to develop a Capacity Development Strategy to ensure a coherent, efficient and effective UN response to the national development goals as outlined in the MGDS 2011-2016. The UNCT as a whole is developing a mix between technical and programme management capacities that will increasingly allow it to move more upstream. In the areas of Climate Change, Energy and Environment, Gender and Human Rights capacity constraints were noted. In the operations/administration domain, the uneven distribution of capacities for UN agencies was seen as an opportunity for burden sharing and “outsourcing” functions to agencies with greater strength. In particular HR, ICT and Procurement were brought forward.

The Capacity Assessment report recommends a mutually agreed shared leadership approach needs to be strengthened and translated into concrete actions. The UN Malawi division of labour will capitalize on UN agency comparative advantage, mandate and expertise to enhance government leadership and national ownership of development strategies to advance policies and upscale resources. A more
coherent and coordinated programming and operation support, upstream policy engagement and innovative approaches on the ground are efforts that will be made to sustain progress, mitigate risks and improve the impact of the socio-economic development on the most vulnerable.

2. **UN Coherence: Delivering As One And The Transformation Plans**

2.1 **Introduction**

The development of the Transformation Plan (previously called Business Plan) aims to further the work of the UN in the area of transformation/reform. This helps enhance the linkages between the programmes and operations; reduce the transaction costs; and increase the efficiency and effectiveness of the UN interventions in the country. Detailed commitments in Delivering as One were reflected in the UN Business Plan (2008-2009) and the first Transformation Plan (2010-2011).

Transformation Plans outline the two year strategic focus of the transformative interventions at the country level. They provide the basis for annual work planning of the Operations Management Team and different thematic groups and facilitate monitoring and evaluation, division of labour, accountabilities and resource mobilization in support of more strategic, cost effective business operations support for UN Programmes.

2.2 **Challenges and Lessons Learnt**

2.2.1 **Challenges**

The change process of the UN at country level is governed by the UN Country Team, with consensus at the core of the decision-making process. In the absence of formal empowerment, there is need for the UN system to be open and flexible enough to explore and embrace alternative options or mechanisms to assist the RC functions in moving the change agenda forward. ‘Shared leadership’ with a clear division of labor among UN agencies could provide strategic vision and management responsibility based on which UN agencies at the country level will manage and sustain changes. More radical debates on how to address the current management issue which prevents the system from challenging the status quo has to be continued if DaO is meant to transform people lives.

Funding predictability has become a major issue in DaO. There is urgent need to improve partnership and resource mobilization strategies to ensure a better response from donors. Not securing the needed funds early in the process can jeopardize the effectiveness of the DaO efforts.

Interaction between programme and operations staff should be much stronger, to mutually reinforce changes taking place at the programmatic and operational levels.
An increased workload was noted and continues to be a challenge. Staff contribution to interagency processes linked to the UN reform need to be duly acknowledged in their performance appraisals to act as a motivating factor for the staff.

In addition to their work related to UN reform, UN staff still has to adhere to all standard UN rules and procedures which guide the work of UN offices anywhere in the world. There is need for UN agencies at global level to agree jointly on a number of issues and provide clear guidance to country teams on more synchronized and harmonized rules and regulations in procurement, human resources, finance and IT standards.

The implementation of the joint communication strategy helped to overcome communications challenges. However, much remains to be done to ensure that all stakeholders are properly informed. More concrete information focusing on behavioural change is required. Internally, the main challenge is to consistently communicate the progress of the reform and translate it into implications for staff, including in terms of the way we work together to Deliver as One. Externally, there is need to better communicate on the impact of delivering as one on development results.

2.2.2 Lessons Learnt

It is important for the UN Country Team not to get caught up in the “process” of Delivering as One. It is through joint planning and implementation that the real spirit of UN reform and teamwork takes place.

Capacity to deliver is enhanced through a clear division of labour with lead agencies coordinating the implementation of different activities.

Coordination and harmonization require dedicated effort by all agencies. All agencies including non-resident agencies participating in Delivering as One should be ready to significantly increase efforts to meaningfully participate and benefit from Delivering as One.

The added value of a comprehensive transformation plan lies in the integration of all aspects of Delivering as One into one document, which takes into account the interdependencies of the transformative process and establishes concrete deliverables for the UNCT.

2.3 Objectives of the Transformation Plan 2012 – 13

The UN Transformation Plan builds on the gains in Delivering as One (DaO) made in Malawi since 2007. Through the Transformation Plan, the UNCT hopes to achieve the following results:

(i) Implementation of the UNDAF Action Plan that closely aligns with the MGDS II and is a clear expression of the UN’s comparative advantages, corporate strengths and mandates.

(ii) UN capacities aligned to the operational and substantive challenges posed by the UNDAF Action Plan, with a clearly articulated capacity development plan for UN agencies that will allow for continued build up of excellence in policy and service delivery.
Business process harmonized, simplified and made more efficient and effective, with real net savings being calculated and elsewhere utilised.

3. Transformation Plan Components

3.1 Common Services

3.1.1 Human Resources

Situation Analysis
The smooth coordination of human resources (HR) lies at the heart of a well functioning staff body and this is supported in the UN by established mechanisms at agency level. To date, however, there has been very little harmonization of HR procedures among UN agencies due to the challenges faced by many HR procedures being set at the Headquarter level. Some agencies at country level do not have the autonomy to change centrally agreed upon policies and indeed often delegate their HR processes to other UN agencies (WFP and UNFPA to UNDP) or regional offices (UNHCR). That being said, this indirectly results in an element of harmonization as contractual modalities are harmonized for the most part and common procedures applied where one agency has responsibility for a number of others. A key opportunity for harmonization is the momentum of DaO which pushes for greater coordination among agencies and sharing of best practices. At national level, the current political and economic situation must also be considered in relation to HR issues. The lack of Forex and depreciating value of the Malawi Kwacha means that the cost of living is increasing and access to essential services such as medical facilities and schools are impacted by the lack of fuel and supplies. All this can contribute to a weakened morale among staff and cannot be underestimated. Furthermore, the country tax and pension regulations must also be taken into account, particularly with respect to the differences between staff and non-staff, and if not adequately considered can have an impact on how HR offices manage contracts and obligations.

Expected Areas of Interventions
Under the previous Transformation Plan 2010-2011 the HR Taskforce achieved a number of results such as the development of a UN ‘Welcome to Malawi’ Information kit for new staff to assist with staff inductions. The taskforce also worked with the ICT WG to develop a UN Consultant Database. Central to the efforts to develop common HR practices is increased communication and sharing of HR procedures among agencies so that a common approach can be recommended based on ‘best practices’ at country level and from other DaO pilot and self starter countries. Based on previous challenges faced on the development of a Joint UN Learning Plan, a different approach is being considered. Building upon the momentum of achievements in 2010/2011, rather than take a top down approach to identifying learning needs, the taskforce will in 2012/2013 analyse previous work plans and propose a Joint UN Learning Plan which agencies can then incorporate into their agency specific Learning Plans. As a way to increase efficiency among human resource staff, the taskforce will operationalise the Consultants Database and will look to scaling this up to the development of a UN staff roster. Finally the taskforce will design a system which ensures that staff contribution to DaO taskforces, working groups, teams and clusters will be duly assessed during the planning/appraisal process within individual agencies.
3.1.2 Joint Procurement

**Situation Analysis**
The harmonization of procurement procedures faces many challenges as there is a lack of common approach to procurement planning, and agencies face internal challenges with respective procurement policies and procedures. However, the procurement activities planned for 2012-2013 will represent a considerable opportunity for the advancement of progress in common procurement approaches. Externally, the procurement group faces a wide number of challenges, not least being the capacity of suppliers in general to respond to UN needs and comply with UN procedures, in particular to deal with increased procurement, forex and fuel issues. As a result of the global economic recession, the funding available to UN agencies is dwindling, which ultimately impacts upon the resources available for procurement. On the other hand, as political and economic instability continue to present development challenges in Malawi, donors are increasingly channelling funds through the UN which presents the agencies with a unique opportunity. Given the UN’s position as a trusted partner of both government and development partners, procurement is a key area where cost reductions can be made and efficiencies can be improved.

**Expected Areas of Interventions**
A clear vision of what model Malawi could introduce to rationalize current procurement procedures was defined. The three main approaches include: (i) establish common accounting methodology and baseline so that cost savings can be measured; (ii) exploit the strengths in procurement of each agency, so that the group benefits from the efficiencies achieved by each lead agency in its respective area of specialization; and (iii) go beyond the use of existing contracting tools such as shared LTAs, and utilize innovative mechanisms like in-sourcing, or consolidation.

Seven categories have been identified and agencies that have the capacity and expertise to assume a lead role in procurement were assigned. The goal of the Transformation Plan 2012 -2013 will be to operationalise this approach and see a 5 percent cost reduction in the identified categories. In addition, the Procurement Taskforce will work to develop a common supplier roster among the UN agencies in order to reduce the transaction costs associated with sourcing and assessing suppliers. The taskforce will play an advisory role to OMT and procurement staff in relation to best practices and issues which agencies might be facing in light of the current political and economic situation in Malawi.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Lead agency</th>
<th>Procurement approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels</td>
<td>UNICEF</td>
<td>Custodian of shared LTA</td>
</tr>
<tr>
<td>Computers</td>
<td>UNICEF</td>
<td>Custodian of LTA and/or consol. orders</td>
</tr>
<tr>
<td>Stationery and office supplies</td>
<td>UNICEF</td>
<td>Consolidation of orders</td>
</tr>
<tr>
<td>Security services</td>
<td>UNDP</td>
<td>Custodian of shared LTA</td>
</tr>
<tr>
<td>Vehicle parts and maintenance</td>
<td>WFP+UNFPA</td>
<td>Custodian of tender and/or consol. orders</td>
</tr>
<tr>
<td>Fuel &amp; lubricants</td>
<td>WFP</td>
<td>Custodian of shared LTA</td>
</tr>
<tr>
<td>Tyres</td>
<td>WHO+UNAIDS</td>
<td>Consolidation of orders</td>
</tr>
</tbody>
</table>

_Pilot Categories and Identified Lead Agencies_
3.1.3 ICT

**Situation Analysis**
The UN Country Team has defined a vision – to establish shared ICT services that aim to achieve cost reduction through economies of scale and offer reliability to ensure service continuity – and a strategy to achieve this vision - improving interconnectivity of the UN Country Offices and to build a common network infrastructure that offers online services to the UN family in Malawi.

In March 2009 the High Level Committee on Management visited Malawi and there was considerable emphasis placed on an integrated ICT to enhance efficiency and effectiveness. It was envisioned that through the development of a country level shared ICT service, more programmatic benefits will be achieved through data warehousing for country level program planning, monitoring and reporting, using common ICT infrastructure, shared expertise and cost savings. UNCT afterwards endorsed pursuance of development and establishment of an integrated and shared ICT system across the UN system in Malawi. A joint UNDG Assessment Mission funded by participating UN Agencies was undertaken in July 2011. The Assessment Mission developed a detailed assessment report which outlines the requirements and benefits of the project to the participating agencies if implemented. The One-Time-Cost or initial investment is up to US$345,000 depending on the proposed solution that the UNCT chooses to implement. The Monthly Recurring Costs are estimated to US$35,000 per month. This investment will lead to significant efficiency gain and some direct cost saving. In the shared VSAT and Internet area alone, the speed/capacity would be increased by a factor of 10 leading to staff efficiency gain factor above 5. In other area such as Telephony, the current total Monthly Recurring Cost of telephone charges of US$418,000 could be reduced by more than 25 percent, or the equivalent of Return on Investment of 2 years.

**Expected Areas of Interventions**
The proposed implementation plan has 2 phases and could start immediately and be completed as early as quarter 1 of 2012. The first phase would focus on the backbone infrastructure: Inter-agency connectivity, shared VSAT & Internet and network virtualization/access. It will provide a physical link to the different locations of the agencies, seamless mobility and high speed connection. It starts with the consolidation of procurement of ICT service such as local high speed Internet over fibre optic. The second phase would concentrate on CCA, telephony and wireless access. It requires basic infrastructure of phase 1 and focuses on a knowledge platform. It aims at providing business added value. It calls for the deployment of SharePoint platform for knowledge and collaboration.

Though the report details all the requirements in terms of investment and related recurring costs, this has not been approved yet due to its high cost as it was felt that the agencies would not be able to cater for the full cost of the project implementation plus recurring costs. The ICT TWG is now trying to tailor the recommendations to country context in order to increase efficiencies while remaining cost effective. UN Malawi has applied to be considered as a pilot country for the UNDG ICT Study project, and UNDG is yet to respond to the request. To move forward with the development of the Common ICT Infrastructure it would be to beneficial to have a highly qualified technical specialists within the UN at
headquarters level to support the Malawi ICTWG in developing and implementing the ICT Common Service to address various critical issues including security and segregation of various agencies systems, mobile connectivity, PBX integration etc. Approval of the project and onward financing of the same is the ultimate area of intervention the ICT WG is looking forward to. There are considerable financial gains to be made. As per the report by the UNDG Assessment Mission, the present cost of one staff per hour is $50. Implementing the project with a faster internet connection and interconnected/integrated telephony as envisaged in the assessment report, the time saved daily is at 0.5 hours while the cost saving per staff per day is estimated at $25.

3.1.4 ERT (Emergency Response Team)

Situation Analysis

Having a strong and efficient Emergency Response Team (ERT) is crucial to the operations of the UN as no project or programme can be run effectively without due consideration to security matters. The ERT therefore provides the backbone to a leadership, operational support and oversight role with regards to the security of UN programmes.

As a result of the current political and economic climate in Malawi, there is potential for instability in general and a rise in criminal activity in particular. This poses particular threats for UN staff who are often targeted by criminals and are often highly visible, particularly UNVs based in the Districts. Thus, staff needs to be well informed and take proactive measures to ensure their own security. The political situation, culminating in the riots witnessed on July 20 2011, the vendor led riots witnessed at the beginning of 2012 and indeed the assaults on women made in January and February 2012 all contribute to an increasingly unstable environment. This represents a challenge to UNDSS and the ERT who must ensure there are reliable channels of information and appropriate plans developed with the Security Management Team.

Interventions for Transformation Plan 2012/2013

There are a number of outputs which remain constant and support the operations of UNDSS, namely the enhanced ERT response ability and the activities undertaken to achieve this. However, there is also a need to have a better understanding of staff needs and their knowledge of UNDSS and ERT. With this aim, a UN staff security survey will be undertaken to identify possible areas of intervention. In turn, it is expected that the findings should assist in the development of improved approaches to communicating security matters to UN staff.

An evaluation of the current market in Malawi for security companies needs to be undertaken in order to identify those services providers with the strongest capacity to address the staff and office security needs of the UN. In addition, a performance review of the current contracted companies is necessary.

A better coordinated approach to contracting security services can also enhance the UN position as a customer and its ability to utilize the contracted company as a source of reliable information in emergency situations.
Irrespective of the partnership with the contractors, the police remain the primary security resource. Therefore the relationship between UN and the police is a key foundation for ensuring security at staff residences and offices and should be nurtured.

The warden system is similarly an important existing structure for coordinating staff security and, using the results of the staff security survey, UNDSS will address the weaknesses and develop a more effective staff security management system.

One final point of intervention is the development of a common approach to security among the UN agencies. UNDSS will formulate a joint security plan which it is proposed all agencies will adopt so that security procedures are harmonized among the different offices. This should also lead to the use of a common security guard company for all agencies, thus increasing cost effectiveness and reducing the transaction costs in the engagement with and management of the contracted company.

### 3.1.5 Fuel Contingency Plan

**Situation Analysis**

The situation with fuel became particularly unstable in Malawi in 2011 and threatened the smooth delivery of programmes by the UN in Malawi. To reduce risk, the OMT established the Fuel Contingency Plan coordinated by a Taskforce and led by WFP. The overall objective of this plan is to ensure that the UN system in Malawi can continue to deliver its programmes in Malawi without the risk of interruptions in fuel supply. On October 1 2011 UN agencies in Malawi signed a MOU concerning fuel procurement, storage and handling in Lilongwe and Blantyre. The Fuel Contingency Plan is now fully operational and has been used on a needs basis by agencies to refuel their vehicles.

**Interventions for Transformation Plan 2012/2013**

The Fuel Contingency plan is now fully operational and means that fuel is readily available for UN vehicles; successfully mitigating the risk of the Malawian Fuel Crisis affecting the programmes of the UN in Malawi has been significantly reduced. This plan will continue to operate on a needs basis over the Transformation Plan period 2012/2013, ensuring that the lack of fuel does not affect the implementation of this Transformation Plan.

### 3.1.6 UN Health Facility

**Situation Analysis**

Ensuring that there is a safe and suitably resourced facility for the health and welfare of UN Staff is paramount to a conducive and effective working environment for the staff in Malawi. To this end, the OMT established a Health Facility Taskforce comprised of medical doctors charged with the task to evaluate the best way forward to ensure a cost effective reliable service.
In view of the improvement of health facilities in Malawi and in order to achieve cost efficiency from economies of scale, while ensuring appropriate quality of health service to their staff, one recommendation agreed among the UN Agencies was to terminate the existing system of the UN Dispensary service and to move toward a much more medically effective services recovering costs, directly from the extensive UN medical insurance systems. A thorough evaluation into the available health facilities in Lilongwe was conducted. Out of this survey it was evident to the Taskforce of Medical Doctors that current service provider continues to be the most appropriate health facility available for the needs of the UN in Malawi. The Taskforce continued their task and developed a Long Term Agreement (LTA) on a yearly renewable basis subject to satisfactory service delivery.

**Interventions for Transformation Plan 2012 - 2013**

Over the Transformation Plan 2012 – 2013 the LTA will be monitored and evaluated by the Health Facility Taskforce to ensure a cost effective, reliable service is being delivered consistently.

### 3.1.7 HACT

**Situation Analysis**

UNDP, UNICEF, UNFPA and WFP (the Ex-Comm Agencies) have been implementing the Harmonized Approach to Cash Transfers (HACT) in Malawi since 1st January 2008 as a step in implementing the Paris Declaration which calls for a closer alignment of development aid with national systems and priorities. While some challenges to full HACT implementation remain, the initial feedback confirms that partners see HACT as contributing to better planning and monitoring, with great potential to reduce transaction costs. The UNCT has estimated savings of about 20 percent of GoM and UN staff time with the adoption of HACT.

In 2011 UNAIDS and FAO joined the HACT group as new members. However, the group struggled to secure consistent government representation and for the next period, HACT WG will make every effort to ensure that government members are given more of a leadership role. One of the major achievements of the HACT WG in 2011 was the Joint HACT Audit activity through which 30 IPs with funding from two or more UN agencies were audited- the results of which will inform the decisions made concerning risk ratings and funding modalities. In addition, and in preparation for the 2012-2016 programme cycle, a Macro Assessment of the country was successfully completed in May 2011, and which showed improvement in a number of areas from the 2007 Macro Assessment. A Capacity Development Strategy was developed based on findings and recommendations of the Macro Assessment, programmatic and financial spot checks, audits and micro assessments. The overarching challenge which faces the work of the HACT WG is that the Head Quarters of each UN agency do not have a uniformed approach to HACT, hence making it difficult for the WG at country level to operate, thus there is need for policy harmonisation at HQ level.

**Expected Areas of Interventions**

Continued and increased assurance activities will remain the key focus of the HACT WG, with joint spot checks and micro assessments being undertaken. In addition, HACT WG will follow up on the implementation of recommendations of the Macro
Assessment and Joint Audit to ensure identified weaknesses are being addressed. In line with this, the Capacity Development Strategy will be scaled up and institutionalized. Furthermore, there will be three main new areas of intervention undertaken during 2012/2013, namely: Development and Implementation of HACT Communication Strategy; Advocacy for, and hosting of, regional HACT forum in Malawi; and Modelling of HACT Implementation Plan based on four IPs. Many of the challenges faced by the HACT WG concern a lack of understanding about HACT activities, both internally and externally, and as such the Communication Strategy will help inform donors and government of the progress being made, and internally, keep programme and operations staff updated about new procedures. Similarly, the hosting of a regional HACT forum would represent a major opportunity to raise the profile of HACT and indeed recognise the considerable progress which the UN in Malawi has made. In terms of developing standardized guidelines, it is necessary for the HACT WG to develop a model for a HACT Implementation Plan so that there are the tools for following up on audit recommendations and joint approaches to funding modalities.

3.2 UN Coherence

3.2.1 Humanitarian Reforms

Situation Analysis
For a long time in Malawi humanitarian action has been characterized by diverse and fragmented humanitarian actors, each trying to respond in their own way. This resulted in the absence of strategic partnerships and hence delays in humanitarian responses and more often duplication of efforts. Since 2009 under the auspices of humanitarian reform, a number of efforts were initiated that have led to a more cohesive humanitarian group. Principal among the initiatives was the establishment of the Humanitarian Country Team (HCT) which has provided a platform where humanitarian actors at the highest level give strategic direction to the humanitarian discourse. At the operational level - to ensure that strategic decisions made at the HCT level are implemented in an equally coordinated and joint manner - the Humanitarian Technical Working Group was restructured. Terms of Reference were reviewed, and membership has been expanded including focal points from civil society organizations and government.

Expected Areas of Interventions
Implementation of Humanitarian reform relies on a strong base and partnership among humanitarian actors. While acknowledging that Humanitarian response remains the primary responsibility of government, humanitarian reform seeks to support government efforts by strengthening preparedness and response planning for better national led response efforts. Under the Transformation Plan 2012-2013 the team will endeavour to strengthen data collection through the creation of a data collection system that would input into the early warning mechanism to supplement the current Malawi Vulnerability Assessment Committee. Having a continuous monitoring mechanism will provide sufficient early warning especially in the areas of food insecurity.

3.2.2 Capacity Development and Aid Effectiveness

Situation Analysis
Capacity Development and Aid Effectiveness are complimentary facets which ensure Government ownership and leadership of the development process and increased coordination and accountability in the achievement of development results. Capacity Development lies at the heart of the Aid Effectiveness agenda. Under the previous UNDAF, there were notable achievements made in capacity development but there are still significant capacity gaps, confounded by the high turnover of staff in government ministries. The Paris Declaration (PD) Survey conducted in 2011 revealed that out of the 12 indicators, Malawi has been able to meet 5 (operational development strategy; alignment of aid flows to national priorities; strengthening capacity for building for coordinated support; predictability of aid and mutual accountability). While progress on alignment and ownership has been good, progress on harmonization has been very limited.

**Expected Areas of Interventions**

Under the Transformation Plan 2012-2013, the UN will ensure that alignment continues and that government ownership is strengthened further. Donors continue to favour direct project support over direct budget support, which provides an entry point for the UN to strengthen donor aid coordination through facilitating funding direct to programmes and projects. However, many challenges remain, not least the issue of economic and democratic governance as signified in the suspension of the CABS in 2011. The UN will provide support to strengthen governance in Malawi so that donor funding is sustained. In addition, the UN will support the SWGs and MGDS II to develop results oriented and measurable frameworks, and work with donors to develop joint oriented results framework as a way to reduce conditionalities placed on government. Internally, the UN needs to find ways to ensure that aid disbursements are made on time, as the unpredictability of One UN funding has a negative impact of the ability of government to implement projects. Finally, using the findings of the UN Capacity Assessment, the design of UN development programmes and projects should ensure increased consultation with development partners and targeted interventions to avoid fragmentation or overlapping.

3.2.3 Gender

**Situation Analysis**

The Government of Malawi is a signatory to both the CEDAW and the Beijing Platform of Action; and has adopted and/or ratified several gender-related international and regional conventions, treaties and protocols. Malawi is currently on track to achieve five out of the eight Millennium Development Goals (MDGs). The off-track goals include Goal 2: Achieve Universal Primacy Education: Goal 3: Promote Gender Equality and Empower Women and Goal 5: Improve Maternal Mortality. While it is acknowledged that mainstreaming gender equality in the implementation processes of all MDGs is crucial, the slow achievement of the three mentioned above is particularly indicative of deep seated gender inequalities in Malawi. These need to be addressed as a matter of priority if the country is to make further inroads in the progress towards achievement of the above three Goals that are lagging behind, as well as ensure that the Goals that are currently on track remain on course. In June 2011, a UN inter-agency mission on gender, led by UNWomen was fielded in Malawi to assist with the formulation of a Joint Programme on Adolescent Girls which the GWG will take up in the Transformation Plan 2012-2013.
**Expected Areas of Interventions**

In 2012/2013 the Gender WG will further its advocacy work to strengthen MoGCCD capacity in mainstreaming gender and providing necessary leadership in addressing gender inequalities in Malawi. The White Paper on Gender Machinery identifies entry points for addressing capacity gaps in the current national gender frameworks and institutions.

The current development of a government led MDG Acceleration Framework (MAF) presents a key opportunity to align the Adolescent Girls Joint Programme with the national strategies on MDG achievement. In addition, the establishment of a SWG on Gender and Youth Development will be an opportunity for the UN to leverage its joint comparative advantage and provide continued support to the MoGCCD. The GWG will support the institutionalization of the SWG on Gender and Youth Development, and with UNFPA as co-chair of the SWG, the UN has a strategic convening role to play. Going a step further in terms of UN harmonisation, the GWG will also develop Gender Mainstreaming Guidelines for UN Malawi which will serve as a key reference document for all UN staff, particularly programme staff to ensure that gender is mainstreamed effectively. Finally, the GWG will collaborate with the Monitoring & Evaluation TWG and UNDAF Clusters in the development of tools for quality assurance of gender reporting of the UNDAF Action Plan.

### 3.2.4 Human Rights

**Situation Analysis**

Malawi’s National Constitution and Bill of Rights, which are broadly based on the Universal Declaration of Human Rights, provide a strong foundation and entry points for the promotion and protection of Human Rights in the country. However, the current context in Malawi is characterized by a progressively constraining space for the discourse on, and exercise of, fundamental Human Rights; weak capacity of Human Rights institutions and actors; and lack of compliance with International Human Rights reporting obligations. The current Human Rights challenges in Malawi erode gains made in Human Rights promotion and protection as well as seriously undermine the Malawi Constitution and Bill of Rights. There is, however, strong support in the institutional environment for the UN to support the Government and people of Malawi in addressing the identified critical gaps in Human Rights.

**Expected Areas of Interventions**

The 2012/2013 Transformation Plan of the HR TWG will focus on the following four key areas of intervention: (i) Strengthening National Capacities in Human Rights; (ii) Advocacy and Partnership; (iii) Reporting; and (iv) Internal UN Capacity. The HR TWG will develop a Joint Programme on the Human Rights Based Approach to programming in order to build the capacities of government and civil society. Recognizing the importance of Partnership in promoting and protecting human rights, envisaged that a forum comprising membership from government, donors and civil society would be established. The Forum would create a space for dialogue around human rights issues and focus on the Right to Development. Internally, the HR TWG and Governance Unit will work more closely together, particularly in the development of the Governance SWG to enhance coherence in UN activities on Human Rights. With regard to reporting, the HR TWG will follow up with government on the timely submission of state party reports as well as on the implementation of the recommendations of the UPR. The HR TWG will also focus on
producing periodic reports on the Human Rights situation in Malawi to the UNCT. Finally, in relation to building internal UN capacity greater effort is needed in the sharing of information among agencies and improving channels of communication.

3.2.5 Joint Communication

Situation Analysis
Findings from the 2009 Perception Survey reaffirmed the need for more comprehensive and better targeted internal and external communication efforts. Joint communication is more about implementation and less about coordination - the UN needs to strike the right balance between communicating its work and communicating the results of its work. There is therefore need for more communication of results to donors and the general public and much remains to be done to ensure that all stakeholders are properly informed. Indeed, as a result of budgets becoming tighter, there is also a need to find innovative and cost-effective ways of communicating. The Joint UN Communication Group continues to face challenges to meet the UNCT expectations. Significant gaps in the capacities of agencies in terms of communications need to be addressed urgently to ensure effective communications being carried out jointly.

Expected Areas of Interventions
Joint Communication under the Transformation Plan 2012-2013 will have 4 main objectives. First being that Government and donors have a better awareness and appreciation of key UNDAF results achieved. The UNCG will achieve this by producing and disseminating human interest stories, organizing annual joint UN/donor visits to the field, conducting public exhibitions on the UNDAF and Delivering as One, and producing a UN Malawi annual report. The second objective - strengthened advocacy for accelerated action to achieve the MDGs – will be achieved through live monthly discussions on radio on the MDGs, with a specific focus on gender, maternal health, and universal primary education, continued sponsorship of the annual NAMISA Media Awards, regular interactions with the Editors’ Forum, and publication of 10 opinion pieces in the daily newspapers every year. The third objective, which is to promote information flow among UN staff for a better understanding of Delivering as One, will be achieved through quarterly town-hall meetings, the UN Malawi Intranet, information sheets, Delivering as One Change Champions, and Nkhani Zathu, the quarterly newsletter. Finally, the fourth objective, is to improve the perception of the UN ‘capacity to deliver results of the UNDAF among staff and stakeholders, will be achieved through conducting and communicating the results of a perception’s survey, communicating the results of the UN Capacity Assessment, and using these results to revise and refine the UN Communication Strategy to enhance better and more effective communication.

3.2.6 Monitoring & Evaluation

Situation Analysis
Delivering as One starts with planning together. In 2010 and 2011, all UN agencies in Malawi actively participated in preparing the UNDAF 2012-2016. The M&E TWG
played a key role in facilitating this joint planning process and contributed to ensuring the alignment of the UNDAF with the MGDS II. The M&E TWG coordinated the UN-wide analysis of common development obstacles and their root causes; the M&E TWG also offered a UN-wide training on results-based management and M&E to strengthen staff capacity in good planning and programming. The regular interactions of the M&E TWG with the UNDAF clusters and the Government M&E team has provided entry points for future engagement and a platform for joint programming. However, the progress made in joint planning and programming in 2010-2011 might be undermined to some extent if the lack of agency-specific Country Programme Action Plans (CPAPs) prompts individual agencies to undertake their own micro planning processes (should they find that the level of detail in the UNDAF Action Plan (UNDAF AP) is insufficient for agency-specific planning). Another threat to successful programme implementation is posed by technical capacity constraints on the side of the national implementing partners that the M&E TWG will contribute to address.

**Expected Areas of Interventions**

The UNDAF AP result matrices with the associated performance indicators provide appropriate grounding for results-based monitoring, evaluation and reporting. At the centre of effective M&E of the UNDAF AP will be an active and dedicated M&E TWG. The TWG has been structured to systematically coordinate and facilitate UNDAF-related M&E activities through provision of technical support to UNDAF clusters to ensure quality and timely reporting on UNDAF AP implementation. Among the primary roles, the TWG will coordinate and facilitate the conducting of joint monitoring activities, annual reviews and reporting, the Mid-term and end-of-term review/evaluation of the UNDAF, studies and surveys. The TWG will actively participate in selected studies such as further analysis of national surveys (DHS 2010, WMS, IHS) to enhance their utility to the UN System.

UNDAF related studies and evaluations will be undertaken to generate information for decision-making and planning towards improving programme effectiveness and efficiency. In addition to improving programme quality, the UNCT will promote utilization of study and evaluation recommendations to enhance learning for future programming. A system will be developed to enable the UNCT to monitor implementation of agreed study and evaluation recommendations. Complementary to this initiative, the TWG will explore the creation of a central repository for major studies, evaluations and survey reports with the aim of facilitating their access.

The development of knowledge and skills in M&E/RBM within the UN System will continue to be a preoccupation of the UNCT as it aims to instil a culture of focusing on results in planning, management, monitoring and evaluation and reporting. In this regard, the TWG will arrange for periodic training in advanced M&E-related topics and knowledge sharing sessions on RBM practices for relevant UN staff. Ultimately, this will improve utilization of development resources and accountability for achievement of UNDAF results by the UN System.

### 3.3 Joint Programming/Joint Programmes
Country-driven joint programming processes, resulting in new and innovative joint programmes will increasingly be identified and developed during the implementation of the UNDAF AP. Joint programming by UN agencies will be enhanced by the encouragement of and engagement in national sector-wide programming initiatives, with a focus on results through policies/systems reform, quality services taken to scale and a focus on life-improving impacts on families and communities. Below is a summary of a number of possible Joint Programmes which have emerged during the formulation of the UNDAF. These include Climate Change, HIV and AIDS, M&E and Maternal Health. Further discussions and deliberations will continue with other potential joint programmes such as the Adolescent Girls, Private Sector Reform or Youth Employment.

3.3.1 Joint Programme on Climate Change

Situation Analysis
The UN recognizes Climate Change as an important development issue that may hamper the attainment of the MDGs. This is reflected in statements made by the Secretary General and other high level officials on different stages, making the case of mitigating and adapting to climate change as one of the main development agenda issue for the coming years. This is furthermore reflected in the global attention to the work of United Nations Framework, Convention for Climate Change (UNFCCC), especially around its annual Conferences of Parties (CoPs), e.g. the CoP-17 in Durban in November – December 2011.

The UN Country Assessment for Malawi that was undertaken in 2010 recognized that climate change negatively affects agricultural productivity, the main production sector in Malawi, but also has devastating effects on the availability of clean water, fish resources, energy and health. The Government has recognized this challenge, and included “Climate Change, Natural Resources and Environment Management” as one of the new 9 Key Priority Areas in the Malawi Growth and Development Strategy (MGDS). In further recognition of this, the GoM together with UNDP developed the National Climate Change Programme (CCP), which brought together a variety of donors (Norway, DfID, Spain, complemented by Japan) that routed funds through the One UN Fund, where a specific window was earmarked for climate change. The CCP is coordinated by the Ministry of Finance and Development Planning, and operates since 2010 with Technical Assistance from UNDP, UNEP, UNFPA, UNIDO, WFP, FAO, UNICEF, UN-Habitat, IAEA and UNITAR. The Flemish Government has in early 2012 contributed to the One UN Fund, and the United Nations Institute for Training and Research (UNITAR), using Swiss Development Funds, will partner in this programme from 2012 onwards as well. Other major donors in Malawi (e.g. EU) are now also exploring how best to support the Climate Change challenges using the coordinated approach instigated by the UN.

Expected Areas of Interventions
In the UNDAF 2012–2016 development process the coordination around climate change was strengthened by integrating it with Environment, Natural Resources and Disaster Risk Management under one specific outcome: “Targeted population in selected districts benefit from effective management of environment, natural resources, climate change and disaster risk by 2016”. This Outcome will be implemented with support from UNDP, UNEP, UNFPA, UNIDO, WFP, FAO, UNICEF, UN-Habitat, IAEA and UNITAR. The expected Outputs under this Outcome are
geared towards: 1. Mainstreaming of Climate Change into policies, development plans and programmes at national and district level; 2. Data and knowledge Management on the impact of climate change; and 3. Coordination and effective management of climate change and disaster risk. The expected coordinated approach will have numerous advantages. It will ensure a holistic approach to tackling problems instead of piece meal approaches as well as more efficient implementation with more effective delivery of results. Climate Change as cross-cutting issue will benefit from the different expertise from UN agencies, e.g. on coordination and capacity development (UNDP), agriculture (FAO), Disaster Risk reduction (UNDP, WFP, UNICEF), data & knowledge (UNEP), education (UNICEF), population (UNFPA), Industry (UNIDO), Urban and waste (UN-Habitat), etc. There will be less transaction costs for Government as a result of more coordinated donor efforts, and the UN is in a position to convene and broker with other DPs in the country, and internationally (UNFCCC process). Finally, the Joint Programme is an opportunity to combine forces for resource mobilization, including from the myriad of international funds for carbon financing, etc.

3.3.2 Joint Programme on HIV/AIDS

Situation Analysis
The HIV/AIDS cluster had been legitimized as one of four key priorities of the UNDAF 2012-2016. The cluster is led by UNAIDS and is operating at country level according to its 2011 Division of Labour guidelines, which had been agreed to globally and adapted to Malawi, and in close partnership with national stakeholders from Government, civil society and private sector.

However, the cluster faces some challenges as the country deals with a gradual deterioration of the political, social and economic context, with serious threats posed to civil liberties and political rights, particularly those related to minorities (sexual minorities, sex workers and prisoners) and to people living with HIV (PLHIV). At the global level, there is also challenge due to the paradox of recent scientific findings which allow the global community to foresee the end of AIDS, while for the first time in a decade, international funds for AIDS has fallen (from US$ 8.7 billion in 2009 to US$ 7.6 billion in 2010). That paradox calls for an urgent leverage of the synergy among all UN agencies, through an informed-based, coordinated HIV response with a focus on value for money. Strengthening the UN Joint Programme is critical at this juncture of the epidemic.

Expected Areas of Interventions
The 2012/2013 Transformation Plan of the HIV/AIDS Joint Programme will focus on the legal and human rights area of intervention, in order to ensure a conducive legal, policy and institutional environment for the national HIV response. This in turn will positively impact critical issues on the rights of minorities and PLHIV. In other terms, through this Transformation Plan the UN will envisage the enhancement of its partnership with Government entities and civil society to foster a legal environment in which all sides will continue to be guided by international agreements, mechanisms and standards. This will aim to impact current joint activities on reduced stigma and discrimination, gender inequality and averting the controversial aspects of the draft HIV/AIDS Bill (mandatory HIV testing, criminalization of PLHIV, forced disclosure and pre-employment testing for certain professions).
3.3.3 Joint Programme on Monitoring & Evaluation

Situation Analysis
As we approach the 2015 target year of the MDGs, the UN will implement a series of actions to ensure the country will have credible and comprehensive data and analytical capacity for reporting on the status of the MDGs. The Ministry of Finance and Development Planning together with the EU, DFID, GIZ and the UN developed a Joint Programme Support for Strengthening National M&E Systems as the main vehicle for operationalising the National Monitoring and Evaluation Master Plan road map. The programme aims to strengthen and develop sustainable national systems for monitoring and evaluation of development strategies and programs, in order to contribute to an improved national capacity to monitor the implementation and impact of the MGDS, and ultimately, the MDGs.

Expected Areas of Interventions
The scope of the joint programme will include capacity development in results-based management practices, application of human rights based-approaches and MDGs-based planning and costing, analysis and alignment of budget with MGDS II priorities and MDGs. The programme will make provisions for conducting performance audits in agriculture, health and education; public expenditure tracking surveys; preparation and dissemination of MGDS and MDG reports; and development and implementation of a national strategy to achieve the MDGs which are lagging behind.

The UNDAF Action Plan anticipates the contribution of development partners to fill a gap of about US$ 8 million. The UN will make every effort to engage potential donors in the programme. In this regard, it will be important that UN agencies demonstrate unity in promoting the programme and that there is a clear stakeholder development plan engagement strategy. The UN M&E TWG will provide an oversight role of the programme to ensure regular monitoring and effective UN feedback.

3.3.4 Joint Programme on Maternal Health

Situation Analysis
Despite the achievements which have been made, Malawi still remains off track in achieving MDG 5 – Maternal Health. The 2010 EmONC assessment showed that lack of basic health infrastructure such as water and electricity; inadequate access to skilled care at birth, to emergency obstetric and neonatal care, and poor quality of services compounded by lack of obstetric equipment and supplies for the provision of quality MNCH services have a negative effect on the maternal and new-born outcomes. As a result, hundreds of women die from pregnancy related complications in Malawi. Other factors contributing to the negative trends MNH indicators include; social, cultural and economic barriers from accessing care, including structural factors such as accessibility to health facilities with only 46 percent of the population living within 5 Km radius of a formal health care service delivery point; understaffing within health facilities remains a challenge; and shortages of commodities such as lifesaving obstetric drugs, supplies and contraceptives.
The challenge to provide life-saving obstetric care among the most deprived women in Malawi is made almost impossible by the shortage of midwives and doctors particularly in rural and hard to reach areas. The unavailability of maternity waiting homes at health institutions makes it impossible for women to access emergency obstetric care when they need it. The midwives and medical doctors are largely drained away from rural to urban areas due to adverse living conditions, low salaries and weak health systems. The resulting very high maternal mortality and morbidity is a true human rights challenge and also, implicitly, a gender inequity issue imbedded in culture, high illiteracy of women and their limited role in decision making. Investing in cost-effective evidence based interventions that reduce MMR and NMR such as family planning, provision of emergency obstetric care, skilled attendance at birth and community mobilisation would accelerate efforts to achieve MDG-5.

**Expected Areas of Interventions**

In an effort to support the national response towards the acceleration of the reduction of maternal and neonatal morbidity and mortality, the three UN Agencies of UNFPA, UNICEF and WHO are planning to support implementation of a joint programme to improve efficiency and effectiveness of interventions capitalizing on their comparative advantages towards the achievement of MDG 5. One of the main reasons for the situation is the underfunding of maternal health sub-sector and currently the traditional sources of financial resources to affect the necessary drive for addressing MDG 5 are unpredictable. Funding obtained will be used to cushion, consolidate and sustain the current momentum to accelerate the current interventions towards the reduction of maternal and neonatal morbidity and mortality, the estimates could be further reduced to 367/100,000 live births by 2015. This will also allow Malawi to achieve MDG-5 target not very far from 2015. The Maternal Health Joint Programme will address national priorities in line with the national Programme of Action of the International Conference on Population and Development (ICPD), Millennium Development Goals, the Maputo Ministerial Plan of Action and the national MNH Road Map. It is aligned, and has been articulated within the context of the Malawi Growth and Development Strategy and the SRHR policy. The programme will contribute to the Malawi Growth and Development Strategy theme two on Social Development whose goal is to raise health status of all Malawians.

To achieve the above mentioned expected results, the UN Joint action will focus its efforts in building capacity of health workers; procurement of essential drugs, commodities, equipment and supplies together with strengthening of supply chain management at district and sub-district level; strengthen quality of care at different level of health care facilities through evidence based planning, monitoring and leadership at national, district and community level. In addition, the Joint action will work closely with community groups, CSOs and local NGOs in leadership and community mobilization to educate and empower the community to respond to MNCH issues.

4. **Governance Structure**

The diagram below reflects the Transformation Plan 2012-2013 governance structure, with an Operations Management Team in charge of the day-to-day management of Business Operations, and a Programme Management Team in
charge of the day-to-day management of programmatic issues on behalf of the UNCT, supported by functional Task Teams that deal with specific areas, including the Communications Group and the M&E TWG.

It is agreed that the performance appraisal of the staff member involved in any of the below platforms will reflect their contribution and results to be achieved, as this plays a critical role in terms of increased incentive and accountability.

4.1 United Nation Country Team (UNCT)

The United Nation Country Team (UNCT) is an interagency coordination and decision making body at the country level. The main purpose of the Country Team is to plan and work together, through the Resident Coordinator Office (RCO), to ensure the delivery of tangible results in support of the Malawi Growth and Development Strategy. The UNCT is supported by the UNDAF Clusters, the Operations Management Team (OMT), and the Programme Management Team (PMT). The UNCT is composed of Heads of all resident and non-resident UN agencies, funds and programmes accredited to the Government of Malawi. Non-Resident Agencies that are not accredited are represented at the UNCT by the RC.

4.3 Resident Coordinator Office (RCO)

The Resident Coordinator’s Office provides support to the Resident Coordinator and the UN Country Team. It facilitates day-to-day collaboration, joint initiatives, and implementation of the Transformation Plan.

The Resident Coordinator system is hosted by UNDP and funded through resources raised by UNDP, UN Development Group and with contributions from agencies. The
UN is headed by the Resident Coordinator (RC), who is the designated representative of the UN Secretary-General for development operations at the country level.

The RC system aims to bring together all UN agencies to improve the efficiency and effectiveness of collective UN activities. It supports national development efforts by coordinating activities within the UN family and between the UN and its development partners, donors, civil society, the private sector and the Government of Malawi.

4.3 **Operations Management Team (OMT)**

The Operations Management Team (OMT) provides support and advice to the United Nation Country Team and to all UN programmes in the context of the Secretary-General’s UN reforms, in all identified areas of operations for effective implementation, coordination and management. The spirit of OMT membership is inclusive and founded on commitment to active participation. It is open to all UN agencies and affiliated organizations and projects, and generally will consist of each office’s Managers, Officers and/or Unit Heads for Operations, Administration, Finance, Procurement and Human Resources.

4.4 **Programme Management Team (PMT)**

The UN Country Team has recognized the need to enhance the current oversight mechanism to ensure system wide coherence and programme coordination. The findings of the Capacity Assessment and the experience from the latest UNDAF formulation revealed a missing link between the Country team and staff responsible for programmatic activities at country level. With the aim of improving the articulation of the results of the UN work in Malawi, the UNCT decided to establish a Programme Management Team (PMT).

The PMT will fill the gap in terms of programme coordination. It will serve as UN think tank playing an advisory role and guiding the formulation of UN position papers. The PMT will advise the UNCT through the collaboration with UNDAF Clusters and technical working groups. All resident agencies will be represented in the PMT through their agency deputies (programme), Chairs of the Human Rights TWG, Gender TWG, M&E TWG, and Communications Group.

The PMT focus areas include:

- Coordination/Oversight
- Joint Programme/Joint Programming
- Advisory
- Think tank

4.5 **UNDAF Clusters**

The 2012-2016 UNDAF constitutes the basis for UN programming activities in Malawi. Building on the experience and established goodwill to work as ‘One UN’ in Malawi, UN support to the Malawi Growth and Development Strategy (MGDS II) is
organised through multi-agency clusters based on the four UNDAF themes (hereby referred to as clusters):

1. Sustainable and Equitable Economic Growth and Food Security
2. Basic Social and Protection Services
3. HIV and AIDS
4. Governance

A Cluster is established to help deliver results in the UNDAF/One Plan in a more coordinated and effective manner. Clusters aim at enhancing efficiencies, improving coherence and reducing transaction costs for the UN and other stakeholders in the long run. The objectives of Clusters also include high quality coordination, institutional learning (across UN Agencies) and staff development.

5. Monitoring, Evaluation and Reporting

The UNCT in Malawi will take immediate action on challenges in reporting and benchmarking progress and achievements. The evolving role of the UN M&E TWG coupled with complementary functions of the UN Communications Group will help the UN address the weak reporting performance and the lack of capacity to communicate on both development results and DaO progress.

Monitoring, evaluation and reporting on the progress of implementation for each of the UN Transformation Plan components will lie with individual groups. The M&E TWG will provide assistance to relevant groups, should a need arise, with the design of quality M&E matrices, reviewing and advising on targets, baselines and indicators and for regular (usually annual) reviews of progress of the Transformation Plan using the results matrices. Note that, in case the UNCT uses results based allocations of fund, the frequency of review of progress may be increased (for example bi-annually).

As the Transformation Plan 2012-2013 is for two years, the annual Transformation Plan report will be an opportunity to assess the progress made in DaO. The UNDAF Action Plan annual reports will be based on inputs and reports prepared by four UNDAF clusters. Together, the findings and recommendations of the UNDAF Action Plan report and Transformation plan Report will inform the Resident Coordinator’s annual report.

The Transformation Plan offers the opportunity for integrated reporting on progress to government and development partners, having a single report for UN results at the country level. The report can be based on the full scope of the Transformation Plan or focussed on specific components or programme areas.
### Appendix 1: Transformation Plan 2012-2013 - Indicative Budget

<table>
<thead>
<tr>
<th>Transformation Plan Components</th>
<th>Required</th>
<th>Agency cost-shared</th>
<th>RCO catalyst contribution</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>M&amp;E</td>
<td>25,500</td>
<td>-</td>
<td>20,000</td>
<td>5,500</td>
</tr>
<tr>
<td>Gender</td>
<td>75,000</td>
<td>-</td>
<td>20,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Capacity Development/ Aid Effectiveness</td>
<td>220,000</td>
<td>-</td>
<td>20,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Human Rights</td>
<td>57,000</td>
<td>-</td>
<td>20,000</td>
<td>37,000</td>
</tr>
<tr>
<td>Humanitarian Affairs</td>
<td>55,000</td>
<td>-</td>
<td>20,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Communications</td>
<td>71,500</td>
<td>-</td>
<td>20,000</td>
<td>51,500</td>
</tr>
<tr>
<td><strong>HACT</strong>*</td>
<td>635,200</td>
<td>635,200</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Joint Programmes</strong>**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate Change</td>
<td>82,000</td>
<td>-</td>
<td>-</td>
<td>82,000</td>
</tr>
<tr>
<td>RBM and M&amp;E</td>
<td>40,000</td>
<td>-</td>
<td>-</td>
<td>40,000</td>
</tr>
<tr>
<td>HIV &amp; AIDS</td>
<td>40,000</td>
<td>-</td>
<td>-</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>Operations/Common Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Procurement</td>
<td>7,500</td>
<td>-</td>
<td>-</td>
<td>7,500</td>
</tr>
<tr>
<td>Human Resources</td>
<td>23,000</td>
<td>-</td>
<td>20,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Emergency Fuel Supply****</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Health Service*****</td>
<td>80,000</td>
<td>80,000</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Emergency Response Team*****</td>
<td>55,000</td>
<td>55,000</td>
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<td>-</td>
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<tr>
<td>ICT***</td>
<td>15,000</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>UN CARES</td>
<td>107,995</td>
<td>107,995</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL AMOUNT</td>
<td>1,589,695</td>
<td>878,195</td>
<td>155,000</td>
<td>372,500</td>
</tr>
</tbody>
</table>

*HACT's budget is made up from 6 member agencies: UNDP, UNFPA, UNICEF, WFP, FAO and UNAIDS
**Financed from Agency programmes
***To be funded through DOCO
****Fully cost shared by agencies on a needs basis. It is difficult to calculate for the two years as it is dependent on a needs basis.
*****Fully funded by Common Services contributions
## Appendix 2: Transformation Plan Results Matrix

### 3.1.1 Human Resources

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets / Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| **Common Consultant and Staff Databases Developed and Operationalized** | Database in place Usage of Database Source: Evaluation Survey | **Risks**: lack of commitment from agencies and staff; increased workload  
**Assumptions**: (i) HR staff will use the databases; data input will be accurate and useful  
(ii) All candidates in the database went through a competitive process | 1. Develop MOU for Consultant Database  
2. Feasibility Assessment for UN Staff Database  
3. Roll out of Consultant Database  
4. Develop UN Staff Database  
5. Roll out of UN Staff Database  
6. Undertake survey to Evaluate Usage of Consultant Database | 1. Q1 2012  
2. Q1 2012  
3. Q3 2012  
4. Q1 2013  
5. Q3 2013  
6. Q3 2013 | HR Taskforce | 18,000 TBC by ICT |
| **Joint UN Learning Plan Developed and Implemented** | Learning Plan in Place  
Number of Joint Trainings undertaken | **Risks**: Competing learning priorities; time constraints for staff to attend joint training  
**Assumptions**: (i) Agencies will have common training needs  
(ii) Joint training would reduce training costs for agencies. | 1. Identify common learning activities  
2. Identify Chichewa and French tutors for common language learning  
3. Work with RC Office in developing an information sheet on DaO in Malawi to be incorporated in the Induction training.  
4. Incorporate induction training in individual Agency learning plans  
5. Development and Endorsement of Joint Learning Plan  
2. Q2 2012  
3. Q3 – Q4 2013 | HR Taskforce | 3,000 for training that is not cost shared. |
| **Harmonised Human Resources Procedures** | Checklist Developed  
Revised Consultant Remuneration Scale | **Risks**: Different policies and procedures amongst agencies; Unwillingness of agencies to adopt new practices; consequences of new practices maybe difficult to manage  
**Assumptions**: Agencies will be able to adopt good HR practices for staff/non-staff | 1. Sharing and communication of Best Practices  
2. Develop Joint Checklist and Guidelines on HR Policies and Procedures  
3. Advocate for harmonized practices in HR among UN agencies in Malawi for all personnel categories (staff/non staff)  
4. Undertake Review of Consultants Remuneration Scale | 1. Ongoing  
2. Q2 2012  
3. Ongoing  
4. Q2 2013 | HR Taskforce | 2,000 for meeting costs |
<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/ Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| **Common Supplier Base/Roster in place** | - Common supplier profile form in place.  
- Market survey concluded  
- Roster operational:1 | **Assumptions:** Full UN agencies participation  
**Risks:** Data not readily available by the agencies | 1. Define criteria for registration  
2. Analyze different hosting tools  
3. Market survey  
4. Compile agency data | Feb 12 –Feb 13 | All agencies (Procurement WG) | 5,000 |

| **Operationalise the lead agency approach for categories with potential for efficiency gain** | - Number of categories a year, over two years  
- 5% cost reduction in identified categories, against the baseline identified for each of them | **Assumptions:** Support/clearance from Heads of Agencies or headquarters divisions may be required to operationalise the strategies.  
A range of assumptions will need to be introduced for each category to allow for cost analysis | 1. Identify and endorse focus categories, with respective lead agencies for each year.  
2. Develop procurement strategy for each category  
3. Establish baseline, and methodology for cost analysis  
4. Establish and execute the framework between agencies required for the strategy to be implemented  
5. Coordinate and monitor execution of the strategy  
6. Perform data compilation and cost analysis | 1. Q1 12 and Q1 13  
2. Q1 12 and Q1 13  
3. Q1 12 and Q1 13  
4. Q1 12 and Q1 13  
5. 2012 and 2013  
6. Q4 12 and Q4 13 | All  
Lead agency  
Lead agency  
Lead agency  
Lead Agency  
Lead Agency | None |

| **Improved access and dissemination of procurement information** | - Quarterly newsletter  
- Develop Web page  
- Closed User group e-mail address | **Assumptions:** Funding availability | 1. Success stories in different agencies  
2. Current challenges with the local market  
3. Cost savings in bulk buying  
4. Emerging up market services  
5. Staff profiles  
6. UN vendor Roster  
7. Shared LTAs/ Contracts/SLA  
8. UN Procurement focal persons  
9. Client Orientation forum  
10. Solicit list of procurement staff and alternates  
11. ICT create group e-mail address | Feb 12 –Feb 13 | All agencies (Procurement WG) | 2,500 |
| Increased procurement support to OMT and Common Services | - Number of requests from Common Services supported  
- Number of agencies participating in a particular Common Service | Untimely submission of requests may hamper the procurement process | 1. Compile procurement plans for common services  
2. Enhance participation of OMT members  
3. Harmonise some procurement procedures at Country Office Level  
4. Categorise the Common Services | Q 1 2012 | None |
### 3.1.3 ICT

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| Development and Implementation of the DaO initiative (ICT infrastructure) | 1. Develop business case  
2. ICT Infrastructure Assessment  
3. Implement ICT Common Infrastructure  
4. Selection of a Database consultant to develop a HR database  
5. Development of ICT requirement for HR Database system | 1. Identify list of common / shared IT applications in order to determine links requirements for bandwidth and servers storage capacities.  
2. Identify access security, authentication and restriction technology and develop users’ access lists.  
3. Prepare Network diagram to be adopted by UN ICT WG for presentation and approval to OMT.  
4. Identify possibility to introduce dedicated PBX and interconnection for VoIP applications at Inter-Agency level  
5. Provision for features and services required, including numbering planning, for DMZ PBX.  
6. UN ICT WG members to check with their Network Security entities at respective HQs for compliance with Agencies’ connectivity, applications, monitoring and data security.  
7. Identify staffing requirements and submit to OMT for approval.  
8. Budget preparation and revision.  
9. Implement Common ICT System | July-Sept  
July  
July - Aug  
July - Aug  
July - Aug  
July - Aug  
Aug - Oct  
Aug-Nov 12 | ICTWG & UN ICT Task Team | 15,000.00 |
### 3.1.4 ERT

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| Enhanced ERT Response Ability | - Quarterly confirmation of staff details with security focal points | - **Risk:** Lack of commitment from staff; poor response to survey; limited funding  
- **Assumptions:** Staff willing to change behaviour and attitude to security matters | a) Undertake Staff Security Survey  
b) Development of revised staff and office security strategy  
c) Development of security communication strategy | - 1<sup>st</sup> quarter 2012  
- 3<sup>rd</sup> quarter 2012  
- 3<sup>rd</sup> quarter 2012 | UNSA | N/A |
| | | | | | | 2,500 |
| Enhanced security infrastructure | - Reduced incidences of crime against staff | - **Risk:** Unstable Political and Economic Environment; reliability of information from police and security companies  
- **Assumptions:** Police and security companies have capacity to meet UN security needs | a) Undertake Evaluation of Market for Security Firms  
b) Develop revised approach to warden system, based on findings of Security Survey  
c) Regular liaison with police | - 1<sup>st</sup> quarter 2012  
- 2<sup>nd</sup> quarter 2012  
- On-going | UNSA | N/A |
| | | | | | | 1,500 |
| | | | | | | 1,400 |
| Harmonised Security Procedures | - Improve security coordination mechanisms. | - **Risk:** Lack of commitment from agencies; limited staff engagement with adhering to new rules  
- **Assumptions:** UN Agencies willing to participate in and adopt harmonised procedures | a) Security Strategy Workshop  
b) Development and Endorsement of Harmonised Strategy  
c) Communicate Strategy to all agencies and staff  
d) Hold Joint training of security guards | - 3<sup>rd</sup> quarter 2012  
- 1<sup>st</sup> quarter 2013  
- 3<sup>rd</sup> quarter 2013  
- 3<sup>rd</sup> quarter 2013 | UNSA | N/A |
| | | | | | | 2,000 |
| | | | | | | N/A |
| Emergency Preparedness | - Fully equip Crisis Coordination Centre (CCC) | - **Risk:** Absence of Crisis Coordination Centre could cause confusion during an emergency situation.  
- **Assumptions:** UN Agencies will provide the resources necessary to equip a CCC. | Complete the process of ensuring that a fully functional Crisis Coordination Centre (CCC) is in place. | - 2<sup>nd</sup> quarter 2012 | SMT/UNSA | 1,800 |
### 3.1.6 HACT

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| 1. Micro assessments of 60 IPs annually | • Risk rating of 60 IPs determined annually  
• None as new programme cycle is yet to start  
• CTM determined for 60 IPs annually  
• Micro assessment results feed into HACT CD strategy | • Appropriate service provider is available  
• Cost of micro assessments too high | • Map and select IPs to be micro assessed  
• Identify suitable service provider  
• Conduct micro assessments  
• Review and analyze micro assessment results and recommend appropriate CTMs | Apr-Aug 12 | WG, Service provider | 220,000 per annum |
| 2. Assurance activities undertaken  
2.1 Joint Audits undertaken annually | • Baseline 30: another 60 over two years  
• Indicators, 60 IPs audited by end of 2013  
• Follow up action plan developed | • That same issues will be found if no interventions have been carried out  
• Funding for full audit | • ToRs/Contracting  
• Auditing  
• Meeting of IPS and UN and Feedback (july – 3rd quarter)  
• And immediately develop the action plan | May-July | HACT WG, service provider | 210,000 per annum |
| 2.2 Joint Spot checks undertaken | • 1 in 2011, 18 by end of 2013 | • Convening spot check teams  
• Fuel availability to travel | • Need to modify the tool, develop a standard format for reporting on spot checks  
• Develop spot check calendar, including agency plans for spot checks  
• Undertake spot check  
• Share report and action  
• Report to UNCT and programme staff for interventions | 3 per qtr | HACT WG | 2,500 per IP |
| 2.3 Audit recommendations followed up | • 30 IPs (audited in 2011)  
• Targets:  
• 0: 30 action plans for each IP  
• IP with significant & high ratings micro assessed by end 2012 (11) | • That same issues will be found if no interventions have been carried out  
• Funding for micro assessment | • Meeting with UNCT  
• Meeting with MoF, Auditor General, Accountant General and Local Gov  
• Meet with management of 30 IPs to discuss findings (one with gov, one with NGOs)  
• Spot checks if agencies are funding these IPs | 19th Feb 1st qtr  
1st qtr  
Final qtr | HACT WG | |
### 3. Capacity of 30 IPs & staff annually built relevant areas

- 180 staff of IPs trained in procurement, financial management and RBM
- Reduction in audit queries on procurement and financial management
- 37% IPs rated significant/high, target 25%
- Quality of AWPs improved
- Activity based
- All new staff trained in HACT principles
- No. of refresher courses for staff
- IPs will refute findings
- Government continued interest in capacity development
- Staff turnover and mobility
- Micro assess these at the end of the year
- Devise HACT Capacity Development Strategy
- Develop Joint CD Project
- Identify appropriate IP for joint HACT CD Project
- Implement training under the joint HACT CD Project
- Assess impact of training under the Joint HACT CD project
- Identify new staff in agencies
- Develop HACT induction materials
- Conduct training of new staff
- Conduct refresher course(s) for old staff

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<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Responsible Party</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>devise HACT Capacity Development Strategy</td>
<td>Quarterly</td>
<td>HACT WG, Service provide/IP</td>
<td>100,000 per annum</td>
</tr>
<tr>
<td>Develop Joint CD Project</td>
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<tr>
<td>Identify appropriate IP for joint HACT CD Project</td>
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<tr>
<td>Implement training under the joint HACT CD Project</td>
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<tr>
<td>Assess impact of training under the Joint HACT CD project</td>
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<tr>
<td>Identify new staff in agencies</td>
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<tr>
<td>Develop HACT induction materials</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Conduct training of new staff</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Conduct refresher course(s) for old staff</td>
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### 4. Communication Strategy

Currently not in place/0:1/developed and implemented in first year – continued to second year

- Question the need for a specific strategy
- Funding available
- Concept Note
- Sharing information with UNCT
- Communication Workshop to develop strategy with HACT WG and subcommittee
- Communication focal points
- Publishing on Website
- 3monthly newsletter

<table>
<thead>
<tr>
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<th>Frequency</th>
<th>Responsible Party</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question the need for a specific strategy</td>
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<tr>
<td>Funding available</td>
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<tr>
<td>Concept Note</td>
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<td></td>
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<tr>
<td>Sharing information with UNCT</td>
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<tr>
<td>Communication Workshop to develop strategy with HACT WG and subcommittee</td>
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<tr>
<td>Communication focal points</td>
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<tr>
<td>Publishing on Website</td>
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<tr>
<td>3monthly newsletter</td>
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### 5. Modeling of HACT implementation for 4 IPs supported by 2 or more UN agencies

- Harmonized procedures in place
- None except FACE
- All 4 IPs using harmonised HACT procedures
- At least 2 UN agencies using harmonised approach in dealing with the 4 IPs
- UN agencies using different approaches & procedures
- UN agencies willing to utilise harmonised approach
- Select 4 IPs supported by 2 or more agencies
- Review UN agency current approaches and procedures
- Develop model including harmonised procedures
- Implement and monitor model

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Responsible Party</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>Select 4 IPs supported by 2 or more agencies</td>
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<tr>
<td>Review UN agency current approaches and procedures</td>
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<tr>
<td>Develop model including harmonised procedures</td>
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<tr>
<td>Implement and monitor model</td>
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<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Responsible Party</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harmonized procedures in place</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>None except FACE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All 4 IPs using harmonised HACT procedures</td>
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<td></td>
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<tr>
<td>At least 2 UN agencies using harmonised approach in dealing with the 4 IPs</td>
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<td></td>
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</tr>
<tr>
<td>UN agencies using different approaches &amp; procedures</td>
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</table>

### April-August 12

HACT WG, Agency borne
### 3.2 UN Coherence

#### 3.2.1 Humanitarian Reforms

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline: 2012-2013</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengthened Early Warning System for food security</strong></td>
<td>Number of HCT Decision made based on triggers (baseline n/a, target 50%)</td>
<td>Existing data collection mechanism will be maintained</td>
<td>1. Concept note developed and agreed 2. Data Focal Points identified and trained 3. SOPs established and agreed 4. Humanitarian Indicator Monitoring Framework Operational 5. Review of the framework</td>
<td>1. Q1 2. Q2 &amp; Q3 3. Q3 4. Q4 5. Q1 2013</td>
<td>H TWG</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Knowledge Management packages created</strong></td>
<td>Number of information packages created (baseline: n/a; target: 75%)</td>
<td>Commitment to work together from all actors</td>
<td>1. Review a humanitarian profile for Malawi 2. Develop an inventory of key messages for both preparedness and response 3. Establish a central repository for studies, assessments accessible to all Humanitarian actors</td>
<td>1. Q2 &amp; Q3 2. Q4 3. Q1 2013</td>
<td>HTWG</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Cross cutting issues incorporated</strong></td>
<td>Number of staff trained in protection (baseline: 0; target: 75%)</td>
<td>Commitment from non traditional humanitarian actors</td>
<td>1. Facilitate training in protection at all levels 2. Institutionalize protection in preparedness and response 3. Establish a network of protection actors</td>
<td>1. Q1 2. Q2 3. Q3</td>
<td>H TWG</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Funding mechanism Operational</strong></td>
<td>(Baseline: n/a; Target: 20% disbursements)</td>
<td>Development partners’ willingness to put resources in fund</td>
<td>1. Hold training on management of fund for relevant actors 2. Develop M&amp;E plan for the humanitarian fund 3. Carry out an inventory of HCT partners and 3Ws</td>
<td>1. Q1 – 4 2. Q3 3. Q4</td>
<td>HTWG</td>
<td>5,000</td>
</tr>
</tbody>
</table>
### 3.2.2 Capacity Development and Aid Effectiveness

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/ Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CD and AE knowledge sharing and learning events held.</strong></td>
<td>1. Number of public fora held on catalytic development themes (baseline: 0; target: 4) 2. Number of CD and AE publications disseminated in a year (Baseline: 2; Target 4)</td>
<td>Active participation and coordination of all UN agencies &amp; government, DPs and other stakeholders.</td>
<td>1. Prepare background papers on CD and AE for public debate 2. Conduct periodic CD and AE discussion fora 3. Develop and disseminate CD &amp; AE publications</td>
<td>2012 – 2013</td>
<td>UNDP; UNFPA; UNICEF</td>
<td>90,000</td>
</tr>
<tr>
<td><strong>Joint programmes formulated to enhance Division of Labour and strengthen effective service delivery</strong></td>
<td># of active joint programmes (baseline: 1 ; target: 3)</td>
<td>Risk of individual agency structures, priorities or reporting processes inhibiting joint programme formulation or delivery Active participation and coordination of all relevant UN agencies</td>
<td>1. Situation analysis and mapping of UN projects by agencies 2. Develop UN joint programmes</td>
<td>2012 -2013</td>
<td>UNICEF; UNDP, UNFPA</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Capacity of UN agencies built to mobilize alternative sources of funding to supplement traditional financing</strong></td>
<td>No. Of cost sharing agreements signed with non-traditional donors (Baseline: 0; Target: 2)</td>
<td>Global economic crisis</td>
<td>1. Develop UN strategy for resource mobilization 2. Train UN Staff on programme formulation and resource mobilization. 3. Undertake advocacy programmes for donors and the private sector.</td>
<td>2012 -2013</td>
<td>UNDP,UNICEF, UNFPA</td>
<td>110,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>220,000</strong></td>
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</tbody>
</table>
### 3.2.3 Gender

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/ Indicators</th>
<th>Risks and Assumptions</th>
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<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengthened Capacity of UN Staff in gender, especially analysis and mainstreaming</strong></td>
<td>Target: All programme staff members in UN have capacity to mainstream gender&lt;br&gt;<strong>Indicators:</strong> - By 2013, All UN programme staff members trained in gender mainstreaming - By end 2012, Gender mainstreaming guidelines for UN Malawi developed</td>
<td><strong>Assumptions:</strong> That UN agencies will commit time and resources to allow staff to attend the training&lt;br&gt;<strong>Risks:</strong> That UN agencies will not attend the training or use the guidelines provided</td>
<td>1. Develop Gender Mainstreaming Guidelines for UN Malawi&lt;br&gt;2. Conduct Training of UN programme staff in gender analysis and mainstreaming&lt;br&gt;3. Conduct Training of UN general service staff in gender</td>
<td>1. Q1 2012&lt;br&gt;2. Q2 2013&lt;br&gt;3. Q2 &amp; Q3 2013</td>
<td>Gender Technical Working Group</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td><strong>Target:</strong> All programme staff members in UN have capacity to mainstream gender&lt;br&gt;<strong>Indicators:</strong> - By 2013, All UN programme staff members trained in gender mainstreaming - By end 2012, Gender mainstreaming guidelines for UN Malawi developed</td>
<td><strong>Assumptions:</strong> That UN agencies will commit time and resources to allow staff to attend the training&lt;br&gt;<strong>Risks:</strong> That UN agencies will not attend the training or use the guidelines provided</td>
<td>1. Develop Gender Mainstreaming Guidelines for UN Malawi&lt;br&gt;2. Conduct Training of UN programme staff in gender analysis and mainstreaming&lt;br&gt;3. Conduct Training of UN general service staff in gender</td>
<td>1. Q1 2012&lt;br&gt;2. Q2 2013&lt;br&gt;3. Q2 &amp; Q3 2013</td>
<td>Gender Technical Working Group</td>
<td>60,000</td>
</tr>
<tr>
<td><strong>Enhanced UN coordination in support of the gender SWG</strong></td>
<td>Target: Gender focal points in all agencies coordinating their Gender SWG support&lt;br&gt;<strong>Indicators:</strong> gender SWG results jointly achieved by agency gender focal points</td>
<td><strong>Assumptions:</strong> That gender focal points will commit extra time and resources to coordinating their SWG support&lt;br&gt;<strong>Risks:</strong> That Gender focal points will have too many competing priorities and not commit enough time and resources to the gender SWG coordination.</td>
<td>1. Review and provide UN input into the joint sector strategy&lt;br&gt;2. Mapping of UN support to the implementation of the joint sector strategy&lt;br&gt;3. Provide coordinated technical support for implementation of joint sector strategy&lt;br&gt;4. Participate in quarterly review meetings for SWG</td>
<td>1. Q1 2012&lt;br&gt;2. Q3 2012&lt;br&gt;3. On-going&lt;br&gt;4. Quarterly</td>
<td>Gender Technical Working Group</td>
<td>None</td>
</tr>
<tr>
<td><strong>Achievement of MDG 2,3 &amp; 5 Accelerated</strong></td>
<td>Target: By end 2012, Joint Programme on adolescent girls is in place and rolls out to 2 districts&lt;br&gt;<strong>Indicators:</strong> 2 districts start implementing the UN Joint programme on adolescent girls</td>
<td><strong>Assumptions:</strong> That Government and UN are committed to accelerate progress on MDG 2,3 &amp; 5 and will commit financial resources</td>
<td>1. Support Government in Development of MDG Acceleration Framework&lt;br&gt;2. Develop Joint Programme on Adolescent Girls</td>
<td>1. Q1 &amp; Q2 2012&lt;br&gt;2. Q1 &amp; Q2 2012</td>
<td>Gender Technical Experts in Agencies</td>
<td>10,000</td>
</tr>
<tr>
<td>Quality Assurance of Gender Reporting of the UNDAF AP</td>
<td>Baseline: Gender infused as a cross cutting issue in all UNDAF clusters during planning.</td>
<td>Assumption: Good coordination with the M &amp; E technical working group and clusters</td>
<td>1. Collaborate with M&amp;E technical work group in development of UNDAF reporting tools 2. Review agency proposals from a gender perspective 3. Participate in the Cluster Review Meetings 4. Review UNDAF Cluster Reports</td>
<td>Periodic (as and when UNDAF AP reports are produced)</td>
<td>Gender Technical Working Group</td>
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<td>Target: Gender aspects clearly measured and reflected in UNDAF AP reports. <strong>Indicators:</strong> UNDAF AP reports with clear gender variables</td>
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<td></td>
<td>Assumption: Gender Reporting of the UNDAF AP</td>
<td>On-going</td>
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<tr>
<td></td>
<td>1. Conduct Joint monitoring of implementation of Joint Programme</td>
<td>On-going</td>
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<td></td>
<td>Risks: - Competing priorities - Poor coordination in support of the program</td>
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<td></td>
<td>Strengthened coordination of the UN GWG</td>
<td>Baseline: Monthly meetings</td>
<td>Assumptions: All UN agencies will be committed to gender and delegate committed individuals as GFP</td>
<td>1. Convene and Participate in monthly meetings (last Thursday of the month) 2. All agencies to nominate members and alternates to UNGWG</td>
<td>On - going</td>
<td>Gender Technical Working Group</td>
</tr>
<tr>
<td></td>
<td>Target: All resident UN agencies have a GFP by mid 2012 <strong>Indicators:</strong> representation of agencies in Gender TWG</td>
<td>Risks: Competing work priorities, commitment to gender,</td>
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<td>Assumptions: On-going</td>
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### 3.2.4 Human Rights

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<tr>
<th>Expected Outputs</th>
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<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| 1. HRBA applied to all UN funded projects (Gov’t and civil society) | Baseline: unknown  
Target: 80% of UN funded projects following a HRBA | 1. Commitment of government  
2. Constrained Political environment which has poorly treated HR-focused activities  
3. Focus on 2014 election will impact (particularly in 2013) on Gov’t willingness to engage on issues of human rights  
4. Limited funding for UN activities on HR  
5. Continuation of repressive laws on statutes, as Law Commission lacks capacity for timely review  
6. Inadequate understanding of HRBA among national partners | 1. To advocate for HRBA inclusion throughout ALL Government and Civil society projects funded by UN agencies  
2. To disseminate UNDG toolkit on HRBA to civil society and Government  
3. Share links with partners for UN online tools for HRBA  
4. Lay foundation for preparatory activities for a Joint Programme on Human Rights Based Approach | 1. Continuous  
2. September 2012  
3. Continuous  
4. September 2012 | HR TWG | 10,000 |

| 2. Human Rights promoted through advocacy and partnership | Baseline: 80% participation in Government meetings by UN  
Targets: 100% participation in Government meetings by UN | 1. Continued commitment of institutions and individual due to political environment/intimidation | 1. Participate in meetings of Governance TWG.  
2. Partner with relevant government/CSO agencies/quasi gov to undertake commemoration of Human Rights Day  
3. Advisory role to UNCT and RC for advocacy  
4. Support to Government and CSO activities related to Human Rights  
5. Participate on UNCT meetings when needed to discuss HR issues | 1. Continuous  
2. Continuous  
3. Continuous  
4. Continuous  
5. Continuous | | 20,000 |
### Reporting

- **a) UNCT fully and consistently briefed on HR situation in Malawi**
- **b) State Party reports fully followed up by UN and timely submitted.**

<table>
<thead>
<tr>
<th>Baseline: UPR produced. CEDAW and CRC have been partially disseminated</th>
<th>Target: CEDAW, CRC and UPR and others compiled, elaborated and disseminated</th>
<th>1. Political will to submit reports</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2. Internal Reporting – our own internal capacity and commitment</td>
</tr>
<tr>
<td>1. UN periodic reports on human rights situation in Malawi to UNCT</td>
<td></td>
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</tr>
<tr>
<td>2. Follow up with Gov’t on timely submission of state party reports</td>
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<tr>
<td>3. Support compilation of reports on CEDAW and CRC and others</td>
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</tr>
<tr>
<td>4. Support dissemination (both internally and externally) of UPR and other reports</td>
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<tr>
<td>5. Circulating information between the HRWG</td>
<td></td>
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</tbody>
</table>

### UN staff fully protecting, respecting and promoting HR in Malawi.

<table>
<thead>
<tr>
<th>Baseline: None</th>
<th>Target: 1) HRBA continuous training applied HR protection campaign implemented</th>
<th>1. Limited funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Staff commitments – performance appraisal</td>
<td></td>
</tr>
<tr>
<td>1. Training for all UN staff on HRBA and Human Rights Fundamentals</td>
<td></td>
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<tr>
<td>2. Advocate for the continuous training for UN staff through the UN Agencies</td>
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<tr>
<td>3. To liaise with UN Communication Group for a Human Rights Protection Internal Campaign</td>
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<tr>
<td>4. To liaise with UN Cares and UN Plus associations to organize an internal HR Mobilization day and other activities accordingly with their respective work plans</td>
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<tr>
<td>5. Sharing of information among agencies/communication team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Monthly meetings of the HR TWG</td>
<td></td>
<td></td>
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<tr>
<td>7. Prepare a UN HR “toolkit” for UN staff in Malawi</td>
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</tbody>
</table>

| 1. October 2012 |
| 2. Continuous |
| 3. UN HR Day Dec 2012 |
| 4. May 20th 2012 |
| 5. Continuously |
| 6. Monthly |
| 7. June 2012 |

<table>
<thead>
<tr>
<th>UN HRTWG</th>
<th>2,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN HRTWG</td>
<td>20,000</td>
</tr>
<tr>
<td>UN HRTWG</td>
<td>5,000</td>
</tr>
</tbody>
</table>
### 3.2.5 Joint Communication

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| **1. Government and Donors have a 'better' awareness and appreciation of key UNDAF results achieved.** | **Indicator:**% of government and donor partners responding to perception survey who are aware of the key UNDAF results  
**Baseline:**50%  
**Source:** Perception Survey 2009  
**Target:**75% | **Assumption:** that Government and donors are committed to collaborating with the UN  
**Risk:** inaccurate reporting. | 1. Produce and disseminate human interest stories  
2. Organize Annual UN/Donor field visit to joint UN programme sites  
3. Produce and disseminate public versions of the UN Annual Report  
4. Conduct public exhibitions on the UNDAF and Delivering as One on UN Day | Quarterly  
2nd quarter  
2nd quarter  
4th quarter, | UNCG | 5,000  
2,000  
5,000  
2,000 |
| **2. Advocacy strengthened for accelerated action to achieve the MDGs in Malawi** | **Indicator:**Implementation rate of the advocacy activities planned in the year  
**Baseline:** Number of MDG advocacy activities undertaken during Transformation Plan 2010/2011  
**Target:**All advocacy activities undertaken | **Risk:** limited funding, message fatigue, political sensitivities.  
**Assumption:** Continued credibility and reliability of UNCG partners | 1. Organize MDG monthly discussion live on radio (gender equality, maternal health, primary education)  
2. Sponsor World Press Freedom Day Media Awards (May)  
3. Organize an annual meeting with the Editor’s Forum (Sept)  
4. Publish (10 on key days) opinion pieces on key development issues | Monthly  
2nd quarter  
3rd quarter  
Monthly | | 15,000  
16,500  
3,000  
NONE |
### 3. Facilitate information flow among UN staff to create a better understanding of DaO

**Indicator:** % of UN staff responding to perception survey with clear understanding of DaO, disaggregated by level of staff

**Baseline:** 66.7% senior mgmt. identified with agencies; 81.8% programme staff; 75% support staff (Source: Perception Survey 2009)

**Target:** 80%, 90% & 90%.

**Risks:** Resistance to change; Message Fatigue;

**Assumptions:** Interest of staff in DaO

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Arrange quarterly townhall meetings with Guest Speakers on specific themes.</td>
<td>Quarterly</td>
<td>4,000</td>
</tr>
<tr>
<td>2. Develop a UN Malawi intranet</td>
<td>June 2012 Regular</td>
<td>5,000</td>
</tr>
<tr>
<td>3. Develop and disseminate Delivering as One information materials</td>
<td>Regular</td>
<td>NONE</td>
</tr>
<tr>
<td>4. Facilitate the work of “change Champions”</td>
<td>Quarterly</td>
<td>2,000</td>
</tr>
<tr>
<td>5. Produce and disseminate quarterly newsletter ‘NkhaniZathu’</td>
<td>NONE</td>
<td></td>
</tr>
</tbody>
</table>

### 4. Improved perception of the United Nations' capacity to deliver results of the UNDAF among staff and stakeholders

**Indicator:** % of UN staff, government and donor partners responding to perception survey who believe the UN has the capacity to deliver the results in the UNDAF

**Baseline:** 79.5% of UN staff described their heads of agencies as striking the right balance between their agencies and the UN system. Source: 2005 Capacity Assessment

**Target:** 90%  

**Risks:** Activities not completed on time; resistance from staff

**Assumptions:** That staff and stakeholders will cooperate

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Communicate Process and Results of UN Capacity Assessment</td>
<td>1st quarter 2012</td>
<td>NONE</td>
</tr>
<tr>
<td>2. Coordinate UN Perception Survey- Once results are out, develop communication materials in form of leaflets to disseminate the information to all UN staff.</td>
<td>2012</td>
<td>12,000</td>
</tr>
<tr>
<td>3. Revise UN Communication Strategy</td>
<td>1st quarter 2013</td>
<td>NONE</td>
</tr>
</tbody>
</table>
### 3.2.6 Monitoring & Evaluation

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline: 2012-2013</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
</table>
| UNDAF strategic and operational planning, reporting and review processes effectively supported | # of UNDAF 2012-2016 Reviews conducted (baseline: 0; Target: 2 by 2013) | Funding for UNDAF related Studies and Evaluation will be available; reports produced and shared | 1. Facilitate the translation of UNDAF Action Plan into cluster annual work plans, upon request (e.g. SMART indicators, targets etc)  
2. Support the finalization of quality Transformation Plan 2012-2013  
4. Update midyear / annual reporting templates for UNDAF 2012-2016 to ensure simplification, coherence and harmonization  
5. Support cluster midyear and annual reviews upon request  
6. Quality assurance of cluster annual reports on UNDAF | 1. Q1  
2. Q1  
3. Q4  
4. Q1 & 2  
5. Q2 & 4  
6. Q4 | UNDAF TWG | None |
| UNDAF related studies and evaluations undertaken for improved decision making | Percentage of UNDAF related studies and evaluations whose findings and recommendations were acted upon by relevant UN agencies (baseline: n/a; target: 75%) | Funding for UNDAF related Studies and Evaluation will be available; reports produced and shared | 1. UNDAF Action Plan IMEP 2012-2016 updated on a semi-annual basis  
2. Establish and update a central repository for major studies, evaluation, surveys and reports indicated in the IMEP, accessible to all UN agencies  
3. Provide technical support to | 1. Q1 & 3  
2. Q1 – 4 | UNDAF TWG | 4,000  
4,000 |
<table>
<thead>
<tr>
<th>Knowledge and skills in M&amp;E/RBM within the UN System enhanced</th>
<th>Percentage of UN programme staff with essential RBM skills (baseline: TBD; target: 95%)</th>
<th>Interest and commitment to RBM training</th>
<th>1. Training of new UN staff in RBM 2. Based on the capacity assessment, strengthen capacity and skills of M&amp;E TWG members 3. Training of all UN staff on advanced M&amp;E related topics</th>
<th>1. Q2 2. Q3 3. Q3</th>
<th>UNDAF TWG 1. 4,800 2. 9,500 3. 2,400</th>
</tr>
</thead>
<tbody>
<tr>
<td>M&amp;E TWG operational systems developed and implemented</td>
<td>Number of M&amp;E TWG meetings per year: (Baseline: n/a; Target:4)</td>
<td>Active participation and cooperation by members</td>
<td>1. Actively participate in quarterly and ad hoc TWG meetings 2. Undertake one high level joint monitoring visit per year, including DPs, Government and relevant UN agencies 3. Undertake one joint monitoring visit by the M&amp;E TWG and relevant program staff 4. Conduct midyear and final review of M&amp;E TWG Annual Work Plan 5. Strengthen the working relationship between the M&amp;E TWG and the Malawi Evaluation Association annually</td>
<td>1. Q1 – 4 2. Q3 3. Q4 4. Q2 &amp; 4</td>
<td>UNDAF TWG 800</td>
</tr>
</tbody>
</table>
## 3.3 Joint Programming/Joint Programmes

### 3.3.1 Joint Programme on Climate Change

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint Climate Change (CC) Programme Developed</td>
<td>Existing National CCP / New Joint CC Programme Support Document (PSD)</td>
<td>Continued interest of partners in joint programme; Technical and programming expertise available</td>
<td>Formulate joint CC PSD</td>
<td>December 2012</td>
<td>UNDP</td>
<td>30,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop resource mobilization plan</td>
<td>March 2013</td>
<td>UNDP + All Agencies</td>
<td>5,000</td>
</tr>
<tr>
<td>Knowledge, awareness and capacity within UN Malawi on CC enhanced</td>
<td>Scattered knowledge available, not shared / Shared and common knowledge on CC within all UN Agencies No common CC training for UN Agencies undertaken / Quarterly training events organized</td>
<td>Up-to-date knowledge available and shared; Continued interest of partners in joint programme</td>
<td>Establish Knowledge forum on Climate Change</td>
<td>June 2012</td>
<td>UNDP</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Training on CC concepts</td>
<td>2012 - 2013</td>
<td>All participating UN Agencies</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Share Lessons learned with other countries or region on CC (including seminars / study tours)</td>
<td>2012 - 2013</td>
<td>All participating UN Agencies</td>
<td>20,000</td>
</tr>
<tr>
<td>Improved coordination on CC within UN Malawi</td>
<td>Apart from CCP, largely uncoordinated efforts / Fully informed and coordinated efforts on CC in participating UN Agencies</td>
<td>Continued interest of partners in joint programme</td>
<td>Develop ToRs for Interagency CC Task Force</td>
<td>April 2012</td>
<td>UNDP</td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establish UN Interagency CC Task Force</td>
<td>July 2012</td>
<td>UNDP</td>
<td>10,000</td>
</tr>
</tbody>
</table>
### 3.3.2 Joint Programme on HIV/AIDS

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible parties</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Key populations at higher risk</strong> have their Rights respected, promoted and protected</td>
<td>No arrests no penalties, no public derogatory Government declarations against MSM, sex workers or other minorities. Sex Workers association established and well-functioning</td>
<td>Risk: of political, social and economic instability deepens generating a socially disruptive process in country in 2012. <strong>Assumptions:</strong> UN has the power to positively influence Government to respect human rights international agreements, mechanisms and standards to promote peace and development.</td>
<td>1. UN internal discussions among UNFPA, UNDP, UNAIDS and UNOHCHR to prepare a common strategy to support the Sex Workers Association creation in Malawi. 2. To facilitate a National Dialogue between Government and Civil Society about Minority Rights in accordance with international agreements and standards. 3. To facilitate a process to build an advocacy agenda on HIV Epidemic and Minority Rights involving Government and CSO (including FBOs).</td>
<td>Ongoing</td>
<td>UNDP, UNAIDS, UNODC, UNFPA, ILO, FAO</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>2. PLHIV Rights Respected, promoted and protected</strong></td>
<td>HIV &amp; AIDS Law passed in the Parliament without the controversial issues (mandatory testing, forced disclosure, criminalization of transmission and pre-employment testing)</td>
<td></td>
<td>1. UN internal discussions among, UNDP, UNFPA, UNAIDS, ILO and UNOHCHR to prepare a joint position concerning the actual HIV &amp; AIDS Bill, following the international standards. 2. Round Table with Government, CSOs, PLHIV Networks, the UN and development partners to present and discuss the UN Position Paper. 3. Participation on the Public Hearings organized by the Law Commission 4. To support PLHIV Networks to organize public discussions about HIV &amp; AIDS Bill. 5. To lobby HIV &amp; AIDS parliamentary Sub-Committee about the contentious articles vis-à-vis the international standards. 6. To support employers and workers organisations to develop a sustainable HIV &amp; AIDS workplace policy implementation strategy</td>
<td>1. May, 2012  2. June, 2012  3. Depending on the Law Commission calendar  4 &amp; 5. Throughout the year, previous to Parliament discussions  6. Ongoing</td>
<td>UNDP, UNAIDS, UNODC, UNFPA, ILO, FAO</td>
<td>20,000</td>
</tr>
</tbody>
</table>

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\(^4\)Including women, children, MSM, persons with disabilities, sex workers and prisoners
### 3.3.3 Joint Programme on Monitoring & Evaluation

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Performance Baseline/Targets/Indicators</th>
<th>Risks and Assumptions</th>
<th>Activity</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Joint programme on RBM/M&amp;E developed in consultation with participating UN agencies and development partners</td>
<td>Joint Programme Support Document in place with 4 UN agencies as partners. Baseline (2012 March): 1 with 3 UN agencies; Target (December, 2012): 1 with 4 UN agencies</td>
<td>Availability of funding for RBM/M&amp;E in UN agencies</td>
<td>7. Finalize programme formulation TOR</td>
<td>Mar 12 Apr/May 12 June 12</td>
<td>UNDP</td>
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<tr>
<td></td>
<td></td>
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<td>8. Facilitate consultative meetings</td>
<td></td>
<td>UNDP</td>
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<tr>
<td></td>
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<td></td>
<td>9. Organize Local Programme Appraisal Committee</td>
<td></td>
<td>UNDP</td>
<td></td>
</tr>
<tr>
<td>2. Pooled funding mechanism in place</td>
<td>MoU between Management Agent and UN agencies signed by December, 2012</td>
<td>Willingness to pool programme resources</td>
<td>1. Determine roles of UN agencies</td>
<td>May/June 12 Jun 12</td>
<td>UN M&amp;E TWG</td>
<td></td>
</tr>
<tr>
<td>3. Road-map for 2015 MDGs data generation established and operational</td>
<td>Comprehensive list of data sources in line with MDGs indicators 15 reporting ready by July, 2012</td>
<td>Commitment and capacity to generate date</td>
<td>1. Identify data sources (surveys and studies) for generation of complementary data sets</td>
<td>Mar/Jul 12</td>
<td>UN M&amp;E TWG</td>
<td>20,000</td>
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<tr>
<td></td>
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<td></td>
<td>2. Assess the quality and comprehensiveness of data</td>
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<td>3. Prepare a plan to address data and analysis gaps</td>
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<tr>
<td>4. Common Annual Workplan for national M&amp;E activities in place</td>
<td># of Joint M&amp;E programme monitoring visits</td>
<td>Willingness to coordinate in the implementation of M&amp;E activities.</td>
<td>1. Map M&amp;E activities of all development partners, civil society organizations and government;</td>
<td>May 12</td>
<td>UN M&amp;E TWG</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Organize validation meetings</td>
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</table>