



Republic of Malawi

MINISTRY OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

**STRATEGIC PLAN
2017 – 2022**

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FOREWORD

The Ministry of Finance, Economic Planning and Development (MoFEPD) is a key player in ensuring sustainable economic growth and development. In particular, it plays an important role in maintaining macroeconomic stability, coordinating development of national strategies and policies as well as ensuring sound management of public financial resources. This Strategic Plan has been therefore prepared to guide the Ministry in its implementation of programs, projects and activities.

The Ministry reviewed its 2013-2016 Strategic Plan and has developed the 2017-2022 successor plan to facilitate and support the implementation of its programs as well as the country's development strategies and policies. It is expected, therefore, that the Strategic Plan will help the Ministry to translate Government policies into meaningful action which contribute towards achieving national goals and objectives as espoused in its growth and development strategies. The Strategic Plan also makes provision for enhancement of macro-economic stability and prudent public finance management in line with recommendations by international bodies such as the International Monetary Fund (IMF) and World Bank.

The 2017-2022 Strategic Plan will focus on 6 Strategic Program Areas (SPAs), which are; Public Resource Management, Resource Mobilization, Economic Management and Development, Social Protection Coordination, Research and Statistics Management, and Management and Administration. These strategic areas will help the Ministry to fulfil its mandate by ensuring sustainable economic growth, macroeconomic stability and sound public financial management.

In conclusion, it is my expectation that by the expiry of this Strategic Plan, the Ministry will have contributed a lot in alleviating poverty through a sustained economic growth and development. I, therefore, implore management and staff in the Ministry and all stakeholders to work as a team and achieve this aspiration.

Hon. Goodall E. Gondwe

MINISTER OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

PREFACE

The Strategic Plan has been developed in line with the Malawi Growth and Development Strategy (MGDS III), Vision 2020 and other relevant policy documents. The development of the strategic plan is aimed at improving in some areas which the Ministry failed to implement in its previous strategic plan. It is, therefore, expected that the Strategic Plan will enable the Ministry to organize itself to improve its performance of various programs on a sustainable basis. The Plan has been developed following Government's new strategic planning guidelines and standards issued by the Office of the President and Cabinet (OPC) and Result Based Management reforms. The Strategic Plan spans for five years from 2017 to 2022.

In developing this Strategic Plan, the Ministry utilized inputs from various stakeholders at different fora. Among others, it included; Public Sector Institutions, the Private Sector, Civil Society Organizations (CSOs) and Development Partners (DPs). Furthermore, the Strategic Plan has considered situation analysis, current policies and action plans for the country. What now remains is implementation, monitoring, and regular review. The strategy will be reviewed in 2021.

Finally, I would like to thank the management and staff of MoFEPD and various stakeholders for their invaluable contributions towards the development of the 2017-2022 Strategic Plan. It is my belief that the Strategic Plan will guide our actions in the implementation of various programs in the Ministry in line with national policy documents.

Ben Botolo

SECRETARY TO THE TREASURY

ABBREVIATIONS AND ACRONYMS

AGD	: Accountant General's Department
ANRSSD	: Agricultural and Natural Resource Statistical Services Division
ASD	: Accounting Services Division
BD	: Budget Division
CIAU	: Central Internal Audit Unit
CIAU	: Central Internal Audit Unit
CMD	: Cash Management Division
CSF	: Critical Success Factors
CSOs	: Civil Society Organizations
DAD	: Debt and Aid Division
DD	: Development Division
DPs	: Development Partners
DSSSD	: Demographic and Social Statistical Services Division
EAD	: Economic Affairs Division
EP&D	: Economic Planning and Development
ESSD	: Economic Statistical Services Division
GFS	: Government Financial Statistics
HLF	: High Level Forum
HRMD	: Human Resource Management Division
IFMIS	: Integrated Financial Management Information System
IMF	: International Monetary Fund
KPAs	: Key Priority Areas
M&E	: Monitoring and Evaluation
MGDS	: Malawi Growth and Development Strategy
MoFEPD	: Ministry of Finance, Economic Planning and Development
MRA	: Malawi Revenue Authority
NSO	: National Statistics Office
OPC	: Office of the President and Cabinet
PAS	: Pension, Advances and Salaries

PFMSD : Public Finance Management Systems Division
PFSPD : Pension and Financial Sector Policy Division
RBM : Reserve Bank of Malawi
RPD : Revenue Policy Division
SPAs : Strategic Programme Areas
SPD : Social Protection Division
SWAp : Sector Wide Approach
SWG : Sector Working Group

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

This is the fourth Strategic Plan that has been developed by the Ministry and it covers the period 2017 - 2022. It builds on the 2013 – 2016 Strategic Plan and presents the strategic direction that the Ministry will take in the coming five years in order to achieve optimal performance in fulfilling its mandate. This Strategic Plan is anchored on nine outcomes which have been determined based on six strategic program areas (SPAs) that were identified from its mandate during the situation analysis. It is envisaged that the implementation and achievement of the determined outcomes will go beyond 2022 because of their continued relevance.

The third Strategic Plan, covering the period 2013 – 2016, identified six Key Priority Areas (KPA) which it aimed to achieve by June 2016. Implementation plans were developed as frameworks outlining specific outputs and tasks to be undertaken in order to achieve the stated outcomes and targets. With the change of the implementation modalities and planning the Ministry and Government at large is currently implementing the Programme Based Budget. This called for Strategic Programme Areas hence a change from Key Priority Areas as in the previous strategic plan. These SPAs are aligned to the MGDS III priority areas **to assist in building a productive, competitive and resilient nation.**

1.2 Background

On 5th September 2000, Government directed that all Ministries, Departments and Agencies (MDAs) should develop strategic plans which should give them a focused direction for their future operations and be aligned to the main government policy, which was the Poverty Reduction Strategy Program (PRSP) in readiness for rolling out the performance management system in the civil service. The initiative was aimed at facilitating the improvement of productivity of the civil service following the introduction of the performance related scheme for officers graded S4/P4 and above.

In compliance with this directive MoFEPD developed its first strategic plan that was aligned to the Poverty Reduction Strategy Paper and its second strategic plan for 2006 – 2011 was aligned to the Malawi Growth and Development Strategy I (MGDS I). Both the MGDS I and the strategic plan for

the Ministry expired in June, 2011. The MGDS I had been succeeded by MGDS II and there was need for the Ministry to develop and align its 2013 – 2016 Strategic Plan to the MGDS II.

The 2013 – 2016 Strategic Plan, though developed two years after the start of the implementation of the MGDS II, was aligned to this main Government Policy Document which outlined the aspirations of Government in its pursuit to achieve its vision of *“Poverty reduction through economic growth and infrastructure development”*.

1.3 Alignment of the Ministry’s Strategic Plan to the MGDS III and other policy documents

The Ministry’s Strategic Plan has been developed based on the aspirations of the Malawi Growth and Development Strategy (MGDS) III which is the successor to the MGDS II. The MGDS III is the overarching medium term strategy for the Government of Malawi that has been developed and covers the period from 2017 to 2022. The strategy serves as a single reference document for policy makers and implementers in Government, the Private Sector, Non-Governmental Organizations and Development Partners on Government’s socio-economic priorities.

The MGDS I and II had the objectives of reducing poverty and creating wealth through sustainable economic growth and infrastructure development in order to propel Malawi to a middle income status at the end of Vision 2020. The MGDS III aims at building a productive, competitive and resilient nation by consolidating achievements of the earlier strategies.

The Ministry’s strategic plan has been developed based on an outcome of macroeconomic growth and development in the MGDS III which among other things aims at reducing poverty and inequality.

1.4 Sector Working Group and the Role of Ministry of Finance

As a means to enhancing coordination and collaboration among the various stakeholders the Government emphasises the use of Sector Working Groups (SWGs-16 in total) in order to achieve the country’s development goals as enshrined in the National Development Strategy. The Development Cooperation Strategy (DCS, 2014-2018) also emphasises the need for inclusive sector-level dialogue through the SWGs, with links to the national dialogue through the high level forums on Development Effectiveness and the Development Cooperation Group meetings.

The MoFEPD is the focal point for Development Cooperation in Malawi and is therefore a member of each SWG. The Ministry also plays an important role of mobilizing resources required to support such processes as the establishment of a pooled fund or Sector Wide Approach (SWAp) where SWGs choose to do so.

Nevertheless, the MoFEPD is key under the Economic Governance Sector Working Group (EGSWG) which it chairs and is a major player within the sector. The EGSWG is entrusted with the responsibility of ensuring that the processes and means of achieving equitable growth and development are implemented in accordance with the priorities in the existing national agenda. The EGSWG is expected to ensure that Government develops suitable economic and financial policies. The group ensures that the policies are implemented in an acceptable manner within the relevant organisational structures that conduct economic and financial activities. Within its monitoring function, the EGSWG is also expected to ensure that sound practices are adhered to in dealing with public finance, business activities and legal rights in economic activities. The implementation of this strategic plan will contribute to the EGSWG through the following pillars under EGSWG; Development Planning, Coordination and Review, Resource Mobilisation, Public Financial Management and Financial Sector Development.

1.5 Institutional Setup of the Ministry of Finance

The Ministry of Finance, Economic Planning and Development comprises of four Departments which report to the Secretary to the Treasury as the overall controlling officer. The departments are as follows:

- The Treasury;
- Economic Planning and Development (EP&D);
- Accountant General's Department; and
- National Statistical Office (NSO).

The Treasury is made up of eight Divisions and two Units namely; Budget Division (BD), Economic Affairs Division (EAD), Debt and Aid Division (DAD), Public Finance Management Systems Division (PFMSD), Revenue Policy Division (RPD), Pension and Financial Sector Policy Division (PFSPD),

Administration, Human Resources Management Division (HRMD), Central Internal Audit Unit (CIAU) and Cash Management Unit.

Department of Economic Planning and Development is made up of Economic Planning Division (EPD), Development Division (DD), Monitoring and Evaluation (M&E) Division, and Social Protection Division (SPD).

Accountant General's Department has four Divisions, namely; Cash Management Division (CMD), Accounting Services Division (ASD), Pension, Advances and Salaries (PAS) and Integrated Financial Management Information System (IFMIS).

National Statistics Office is made up of Economic Statistical Services Division (ESSD), Agricultural and Natural Resource Statistical Services Division (ANRSSD), Demographic and Social Statistical Services Division (SSSD) and Administration.

There are other Departments which are under the Ministry of Finance, Economic Planning and Development, but have not been taken into account in this Strategic Plan, as they are stand-alone institutions. However, it should be noted that the Controlling officer of these institutions is the Secretary to the Treasury (ST). These institutions are as follows:

- Local Development Fund (Vote 272);
- Malawi Revenue Authority (Vote 273);
- Road Fund Administration (Vote 274);
- Sub-vented Organisations (Vote 275);
- National Planning Commission (Vote 277); and
- All Treasury and Trust Funds.

CHAPTER 2: REVIEW OF THE IMPLEMENTATION OF THE 2013-2016 STRATEGIC PLAN

The Ministry of Finance, Economic Planning and Development made notable improvements over the period between 2013 and 2016. However, the Ministry did not achieve all that was intended in its 2013 -2016 Strategic Plan. Therefore, significant improvements are still required in certain key areas. At the same time there are a number of emerging issues that need to be addressed by the Ministry. This section reviews the progress made in the past four years from 2013 and draws out some key lessons learnt.

2.1 Overview of Planned Outcomes

In 2013, the following six strategic outcomes were determined:

- Improved economic and financial sector policy for sustainable socio economic growth and development;
- Improved medium term planning, financial management and monitoring and evaluation system(s);
- Improved resource mobilization, coordination and debt management;
- Enhanced planning and coordination of social protection policies and programs;
- Improved production of reliable statistics; and
- Improved institutional capacity and organizational efficiency and effectiveness of the Ministry.

2.2 Major Achievements from the 2013 – 16 Strategic Plan

The achievements highlighted herein include achievements made by the Department of Economic Planning and Development which was merged with the Ministry of Finance in the course of implementation of 2013 – 2016 Strategic Plan. Below are the highlights of achievements:

- Rolled out Program Based Budgeting (PBB) to all Central MDAs, Local Councils and Subvented Organisations;
- Adopted and implemented the Medium Expenditure Framework approach;
- Expanded the tax base;
- Extended Credit Facility Programme implemented Successfully;

- Attained Single digit inflation and stable exchange rate;
- Managed to maintain the fiscal deficit within its recommended sustainable levels;
- Introduced the contributory pension scheme to civil servants (For employees who were 35 years and below, and new recruits);
- Developed and implemented the service charter (both Chichewa and English version);
- Upgraded IFMIS which has led to significant improvement of processing speed of transaction ;
- Upgraded the Public Sector Investment Programme database from version 1 to version 3;
- Introduced Unified Beneficiary Registry;
- Reviewed Malawi National Social Support Programme;
- Maintained public debt within the recommended sustainable levels;
- Migrated from Government Financial Statistics 1986 reporting classification to 2001/2014 classification;
- Produced Annual Economic Report, Budget Statement, Economic and Fiscal Policy Statements (EFPS) and Mid-year fiscal performance reports;
- Introduced Malawi Government Digital Payments roadmap;
- Developed and disseminated Financial Sector Development Strategy, Financial Inclusion Strategy and Microfinance Policy;
- Developed and published a comprehensive Quality Assurance Framework (QAF);
- Developed the Dividend and Surplus policy for statutory bodies in Malawi; and
- Rolled-out Results Based Management in MDAs and local councils.

2.3 Challenges Encountered During the Period 2013- 2016

Despite the achievements outlined above, the Ministry continued to face a number of challenges which the 2017 – 2022 Strategic Plan endeavours to address. The following are some of the key challenges that were encountered:

- Non fulfilment of donor partners’ commitments affecting budget implementation;
- Lack of interface between Integrated Financial Management Information System (IFMIS), Human Resource Management Information System (HRMIS) and other core systems;
- Lack of a proper monitoring framework for statutory bodies and other government investments;
- Multiple and uncoordinated financial and progress reporting systems;

- Huge wage bill as a result of incessant demand by the public service for higher pecks;
- Noncompliance by Parastatals to PFM legal frameworks;
- High contingent liabilities due to MDAs negotiating contracts without involving MoFEPD;
- Lack of proper prioritization of projects by MDAs with the Public Sector Investment Program (PSIP);
- Continued decline in capital spending relative to recurrent expenditure (consumption);
- Weak appraisal framework which resulted in project cost overruns and delays;
- Below targets in domestic revenue collection due to amongst others, high cases of defaulters and tax evaders;
- Delays in processing payments due to frequent breakdown of internet and IFMIS;
- Weaknesses in project appraisals and feasibility studies; and
- Slow progress in implementation of Sector Working Groups.

2.4 Lessons Learnt and need for a successor Strategic Plan

The following lessons which the Ministry has learnt from the implementation of 2013 – 2016 Strategic Plan will enhance the implementation of the 2017 – 2022 Strategic Plan:

- Successful implementation of a strategic plan requires commitment of management at all levels including involvement of relevant stakeholders where necessary;
- Results-based planning assists organizations to be more focused on targets to be achieved and in the process this increases productivity and performance significantly;
- Enhanced human and financial resources capacity is critical for successful implementation of strategic plans;
- Risk management is very important as it sets the mitigating agenda in place before hand;
- Availability of data is crucial for monitoring progress in the implementation of the plan; and
- Regular monitoring and evaluation to achieve set targets in the strategic plan

CHAPTER 3: STRATEGIC ANALYSIS

3.1 Situational Analysis

This part of the report highlights the internal and external environmental scan or situation analysis of MoFEPD using the **SWOT Analysis** technique. The analysis has taken into account information from annual progress reports, feedback received from staff members within the Ministry and contributions received during the strategic planning workshop.

The analysis considers the internal (strengths and weaknesses) and external (opportunities and threats) factors that are most pertinent to the economic governance sector and MoFEPD in particular. Above all, the analysis centred on issues that impact on the identified Strategic Program Areas.

3.2 Identification of Strategic Program Areas

Strategic Program Areas are basically primary responsibilities of the Ministry where it will be held accountable to Government. These programs fall directly under the Ministry's mandate such that if the Ministry doesn't act on them, no other institution will deliver the services in question. The following SPAs were identified through the examination of the Ministry's mandate:

- i. Public Resource Management;
- ii. Resource Mobilization ;
- iii. Economic Management and Development;
- iv. Social Protection Coordination;
- v. Research and Statistics Management; and
- vi. Management and Administration.

3.3 SWOT Analysis

The Ministry's strengths, weaknesses, opportunities and threats or challenges are highlighted in **Table 1.1** below based on each Strategic Program Area.

Table 1.1, Strategic Program Area 1: Public Resource Management

STRATEGIC PROGRAM AREA (SPA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Public Resource Management	<p>Legal frameworks (PFMA, PPA & Public Procurement and Disposal of Assets and Treasury Instructions) in place</p> <p>Availability of Public Finance Management Reform program</p> <p>Availability of Pre-audit services</p>	<p>Delays in incorporating reforms into the legal frameworks</p> <p>Multiple and uncoordinated financial and physical progress reporting system</p> <p>No interface between financial systems (Central IFMIS, Councils IFMIS, HRMIS, RBM system and MRA system)</p> <p>Lack of reward and sanctions in financial management.</p> <p>Weak enforcement of pieces of legislation and public finance management systems.</p> <p>Inconsistence budget codes between central government, HRMS and local councils' IFMIS</p> <p>Inadequate coverage of GWAN and LAN</p>	<p>Availability of IFMIS platform GWAN Network</p> <p>Stakeholders' collaboration Parliament (Budget & Fin. Committee), CSOs</p> <p>Political will and commitment.</p> <p>Review of the PFM Act</p> <p>Financial expectorate services</p> <p>Stable macro-economic environment.</p>	<p>Noncompliance by Parastatals to PFM legal frameworks</p> <p>Breach of contracts and poor contract management.</p> <p>Expenditure overruns and virements</p> <p>Incessant demand by the public service for higher pecks</p> <p>Financial underperformance of parastatals overburdening government with bailouts</p> <p>Rising contingent liabilities</p>

Strategic Program Area 2: Resource Mobilisation

STRATEGIC PROGRAM AREA (SPA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Resource Mobilisation	<p>Existence of Debt and Aid information management systems. (AMP and CSDRMS)</p> <p>Availability of effective tax policy and administration</p> <p>Availability of enabling Acts</p> <p>Availability of tax administration reform programme</p> <p>Development Corporation Strategy (DCS) in place (a tool that guide how different stakeholders operates in the development cooperation)</p> <p>Availability of DFA (development financial assessment)</p> <p>Availability of draft debt and aid management policies</p>	<p>Noncompliance of some Government Agencies in meeting tax obligations</p> <p>Low involvement of MoFEPD by the MDAs in negotiating contracts guaranteed by Government or Government Departments and Agencies</p> <p>Delayed processing of approved Debt and Aid transactions</p>	<p>Untapped domestic revenue base</p> <p>Availability of non-traditional donors.</p> <p>Untapped natural resources.</p> <p>Private capital</p> <p>International commitment to raise unprecedented levels of financing, “from billions to trillions” (Addis Ababa Action Agenda 2015)</p>	<p>Defaulters and revenue evaders</p> <p>Donor conditionalities</p> <p>Abuse of tax incentives/holidays.</p> <p>Unsolicited financial and technical support.</p> <p>Large informal sector</p> <p>Policy changes in Development Partners’ countries</p> <p>Performance based approach allocation of funds from the donors</p>

Strategic Program Area 3: Economic Management and Development

STRATEGIC PROGRAM AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Management and Development	Availability of the; Pension Act, MGDS III, and Financial Services Act	<p>Weak enforcement of Fiscal Policies</p> <p>Recurrence of high levels of extra budgetary expenditures</p> <p>Excessive domestic borrowing</p> <p>Lack of explicit fiscal rules</p> <p>Time inconsistency between macroeconomic forecasting function and the Budgeting process</p> <p>Very low capital expenditure relative to recurrent expenditure</p>	<p>Successor IMF/ECF programme</p> <p>Reduced external debt stock.</p> <p>Growing interest in the financial sector by stakeholders</p> <p>Increased national savings that will propel development</p>	<p>Macroeconomic instability</p> <p>Inadequate financing of the budget</p> <p>Political interference</p> <p>Climate change</p> <p>External factors e.g. international oil price changes</p>
	<p>Availability of Policy and Legal Framework for financial sector development</p> <p>Availability of specialized technical expertise for financial sector development</p>	<p>Inadequate financial resources for the development of the financial sector</p> <p>Inadequate coordination among stakeholders</p>	<p>Financial Support from development partners</p> <p>Strong political will.</p> <p>Production of economic analysis reports that are more responsive to the needs of the stakeholders</p>	<p>Macro-economic instability</p> <p>Weak investment climate</p> <p>High staff turnover</p>
	Strong network with other line Ministries' planning Departments	<p>Weak information management systems</p> <p>Absence of M&E policy</p>	Improved capacity of the Planning Units in line Ministries	

STRATEGIC PROGRAM AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	Experience and track-record in leading economic policy and strategy; formulation for government such as the MPRSP, MGDS I, II and the current MGDS III	No clear roles and functions between the Ministry and National Planning Commission Absence of planning units in some MDAs	Establishment of National Planning Commission Existence of structure for planning units	
	Existence of PSIP database system which captures all development projects Alignment of development programs and projects to MGDS III	Limited MDA capacity to develop viable projects and MoFEPD to rigorously appraise projects Limited domestic resource envelope to implement development programs and projects	Potential of the private sector to fund public investment through PPPs	Reduction in donor support towards infrastructure development; Political direction

Strategic Program Area 4: Social Protection Coordination

STRATEGIC PROGRAM AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Social Protection Coordination	Policy, programme and other guiding documents in place Availability of coordination structures at both national, district and community levels	Sustainability concern as currently social protection programs are mostly funded by donors with government making very minimal contribution Inadequate programs and coverage to reach out to all the people in need of the social protection programs Inadequate resources for effective coordination of the MNSSP	Increased collaboration between the humanitarian and the social protection sectors which brings out synergy Very high donor support High interest from more donors to support the social protection sector	Political interference in the implementation of social support programs

Strategic Program Area 5: Research and Statistics Management

STRATEGIC PROGRAM AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Research and Statistics Management	<p>Availability of data warehousing, dissemination and archiving tools</p> <p>Availability of technology i.e. use of tablets, and PDAs.</p> <p>Availability of National Statistical System(NSS)</p> <p>Availability of skilled staff</p>	<p>Low utilization of administrative data for statistical purposes</p> <p>Insufficient number of qualified staff</p> <p>Lack of coordination among data producers</p> <p>Over dependency on donor funding</p>	<p>Stakeholders demand for services</p> <p>Increased demand for statistics by users</p> <p>Technological advancement</p>	<p>Lack of cooperation by stakeholders in surveys (low appreciation of the need for data by stakeholders)</p> <p>Donor fatigue</p>

Strategic Program Area 6: Management and Administration

STRATEGIC PROGRAM AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Management and Administration	<p>Availability of qualified and dedicated staff</p> <p>Availability of rules, regulations and procedures</p> <p>Availability of credible systems.</p> <p>Strong coordination among divisions</p> <p>Good staff turnover.</p>	<p>Inadequate staff.</p> <p>Inadequate financial resources and unpredictable cash flow</p> <p>Inadequate office space.</p> <p>Poor record keeping.</p> <p>Frequent breakdown of internet and IFMIS.</p> <p>HRMIS not fully operationalized.</p> <p>Failure to enforce government systems, rules regulations and acts.</p>	<p>Availability of training opportunities.</p> <p>Availability of specialized personnel.</p>	<p>Policy shifts/change</p> <p>Political direction</p>

3.4 Key Strategic Issues

Some of the key strategic issues and challenges which were identified that impact heavily on the effective implementation of the Ministry's programs and are addressed in this strategic plan include the following:

- Fiscal policies;
- Donor support;
- Coordination amongst divisions and MDAs;
- Financing of the budget Government priorities;
- Domestic resource mobilization;
- Public investments;
- Public Finance legislation; and
- Reliable Statistics.

CHAPTER 4: THE 2017-2022 STRATEGIC PLAN

The 2017-2022 strategic plan has been developed in line with the MGDS III priority areas and its key focus areas. The strategy feeds into the National Development Strategy through the joint sector strategy for Economic Governance Sector Working. The Ministry is the key player in the sector hence the need for its well established strategy for positive contribution in the sector.

The development of this strategy also considered the review of the 2013 – 2017 Strategic Plan, the situation analysis of MoFEPD's current operating environment and lessons learnt from the implementation of the previous strategic plan. The six strategic program areas have been identified in which strategic objectives, outcomes and targets will be formulated. This will guide implementation of activities of the Ministry between 2017 and 2022.

The strategy has been developed following the result management programme based approach which Government is implementing. This is consistent with programme based budgeting and medium term expenditure framework. In the same way, the strategy will help in implementing these approaches.

4.1 Mandate

The mandate of the Ministry is to formulate economic and fiscal policies that seek to manage Government financial and material resources and provide strategic guidance on economic and development planning based on accurate and reliable statistics for attainment of socio-economic development.

4.2 Vision

To achieve sustainable high economic growth, macroeconomic stability and sound financial management for socio-economic development; and provide reliable statistics.

4.3 Mission

To provide socio-economic policies based on high quality and timely statistics; mobilize and prudently manage public financial and material resources in order to achieve sustainable economic growth and development.

4.4 Core Values

The Ministry has come up with a set of guiding principles that will set the behaviour standards of its members of staff for internal conduct as well as its relationship with its external stakeholders. These are:

- *Professionalism;*
- *Results Oriented;*
- *Accountability and Transparency;*
- *Integrity and Scientific Independence;*
- *Team work ;*
- *Impartiality;*
- *Creativity and Innovation;*
- *Inclusiveness; and*
- *Zero Tolerance to Corruption.*

4.5 Core Functions

The delivery of MoFEPD services to achieve its mandate and vision is accomplished through the following core functions:

- Provision of Government budget planning and management services;
- Mobilisation and management of domestic and external resources;
- Formulating, implementing and reviewing of economic, fiscal and financial sector policies;
- Designing and carrying out public finance policy studies for evidence based fiscal policy formulation;
- Provision and administration of Pensions Services, gratuity to public servants and payments for compensations and losses to the public;
- Provision of internal audit and accounting services to Ministries, Departments and Agencies;
- Monitoring financial performance of public enterprises;
- Provision of Financial Management and Accounting services;
- Formulation and dissemination of high quality and reliable statistical information for policy formulation, decision-making, research, transparency, and general public awareness; and
- Coordination and formulation of Public Sector Investment Programs and projects.

4.6 Strategic Program Objectives, Outcomes and Outcome Targets, Outputs and Output Targets

This part of the report outlines the strategic program objectives which will drive the strategic direction of the Ministry of Finance, Economic Planning and Development. Based on the identified program objectives, the Ministry has determined nine outcomes to be achieved by 2022. The strategic objectives constitute the strategic direction that the Ministry will take between 2017 and 2022, which are as follows:

✓ **Public Resource Management**

To improve public resource management so as to promote transparency, accountability, fiscal discipline, efficiency and effectiveness in the management and use of public resources.

✓ **Resource Mobilization**

To improve mobilization of domestic and foreign financed resources to fund the National Budget.

✓ **Economic Management and Development**

To provide strategic guidance on development planning, economic and financial sector development to ensure stable macroeconomic environment that supports sustainable socio-economic growth and development.

✓ **Social Protection and Coordination**

To enhance planning and coordination of poverty reduction and social protection policies and programs.

✓ **Research and Statistics Management**

To provide coordinated, timely and high quality statistics to satisfy user needs.

✓ **Management and Administration**

To improve institutional capacity for efficient and effective service delivery.

4.6.1 Strategic Program Areas, Objectives, Outcomes and Outcome Targets

Table 2 below provides the link between strategic program areas, strategic objectives, outcomes and targets for the Ministry.

Table 2: STRATEGIC PROGRAM AREAS, OBJECTIVES, OUTCOMES AND OUTCOME TARGETS

N O .	STRATEGIC PROGRAM AREA	STRATEGIC PROGRAM OBJECTIVE(S)	STRATEGIC PROGRAM OUTCOME(S)	OUTCOME TARGET(S)
1	Public Resource Management	To improve public resource management so as to promote transparency, accountability, fiscal discipline, efficiency and effectiveness in the management and use of public resources.	1.1 Enhance efficiency and effectiveness in resource use and allocation.	<p>1.1.1 Budget credibility increased and medium term expenditure framework (MTEF) strengthened by 2022.</p> <p>1.1.2 Legal and institutional framework of Malawi's public finance management systems strengthened by 2022.</p> <p>1.1.3 Provision of financial management and accounting services improved by 2022.</p> <p>1.1.4 Internal oversight over management of public resources Improved and Internal Audit coverage of budgeted resources in MDAs increased from 43% to 75% by 2022.</p> <p>1.1.5 Financial oversight over statutory bodies and other government investments improved by 2022.</p> <p>1.1.6 Fiscal burden arising from financial bail outs of statutory bodies reduced.</p>
2.	Resource Mobilization	To improve mobilization of domestic and foreign resources to fund the National Budget.	2.1 Improved resource mobilization, aid coordination and debt management.	<p>2.1.1 Domestic resource mobilization improved by 80% as proportion of the national budget by 2022.</p> <p>2.1.2 Aid mobilization and management systems strengthened by 2022.</p> <p>2.1.3 External and Domestic Debt Management strengthened by 2022.</p>

N O .	STRATEGIC PROGRAM AREA	STRATEGIC PROGRAM OBJECTIVE(S)	STRATEGIC PROGRAM OUTCOME(S)	OUTCOME TARGET(S)
3.	Economic Management and Development	To provide strategic guidance on economic and development planning and ensure stable macroeconomic environment to support sustainable socio-economic growth and development	<p>3.1 Enhanced Evidence based planning and policy formulation</p> <p>3.2 Improved macroeconomic stability</p> <p>3.3 A vibrant financial sector developed and sustained</p> <p>3.4 Improved formulation of public sector investments development projects and programs</p>	<p>3.1.1 Evidence based planning and policy formulation enhanced by 2022</p> <p>3.2.1 A stable macro-economic environment (single digit inflation, lower fiscal deficit, stable exchange rate and economic growth rate) attained and sustained by 2022</p> <p>3.3.1 Improved access to financial services up to 70% by 2022</p> <p>3.4.1 Increased level of public investments to at least 30% of total annual budget by 2022</p>
4	Social Protection Coordination	To enhance planning and coordination of poverty reduction and social protection policies and programs	4.1 Enhanced coordination and linkages in poverty reduction and social protection	4.1.1 Enhanced coordination and linkages in poverty reduction and social protection by 2022
5	Research and Statistics Management	To provide coordinated, timely and high quality statistics to satisfy user needs.	5.1 Provision of coordinated, timely and high quality statistics that meet user needs	5.1.1 95% of all statistical programs implemented by 2022
6	Management and Administration	To improve institutional capacity for efficient and effective service delivery	6.1 Improved institutional capacity for efficient and effective service delivery	6.1.1 institutional capacity for efficient and effective service delivery improved by 2022

4.6.2 Output and Output Targets by Strategic Program Area

STRATEGIC PROGRAM AREA 1 (TABLE 3): PUBLIC RESOURCE MANAGEMENT

OBJECTIVE: To improve public resource management so as to promote transparency, accountability, fiscal discipline, efficiency and effectiveness in the management and use of public resources

STRATEGIC OUTCOME		1.1 Enhance efficiency and effectiveness in resource use and allocation				
OUTCOME TARGET		1.1.1 Increased budget credibility and strengthened medium term expenditure framework (MTEF)				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Variation of budget outturn as a percentage of approved budget less than 10%	Variance of fund release and actual budget within 10% band	Variance of fund release and actual budget within 10% band	Variance of fund release and actual budget within 10% band	Variance of fund release and actual budget within 10% band	Variance of fund release and actual budget within 10% band
		Variation of inflows and outflows between forecast and actual maintained within 10%	Variation of inflows and outflows between forecast and actual maintained within 10%	Variation of inflows and outflows between forecast and actual maintained within 10%	Variation of inflows and outflows between forecast and actual maintained within 10%	Variation of inflows and outflows between forecast and actual maintained within 10%
Output 2	Variation of annual ceilings as a percentage of MTEF ceilings less than 10%	Variation of Approved budget from the MTEF ceilings within 15 percent band	Variation of Approved budget from the MTEF ceilings within 12 percent band	Variation of Approved budget from the MTEF ceilings within 10 percent band	Variation of Approved budget from the MTEF ceilings within 10 percent band	Variation of Approved budget from the MTEF ceilings within 10 percent band
Output 3	All MDAs budgets aligned to policy documents	90% of MDAs aligning their budget submissions to National policy documents	95% of MDAs aligning their budget submissions to National policy documents	100% of MDAs aligning their budget submissions to National policy documents	100% of MDAs aligning their budget submissions to National policy documents	100% of MDAs aligning their budget submissions to National policy documents

OUTCOME TARGET		1.1.2 Legal and institutional framework of Malawi's public finance management systems strengthened by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	PFM Act and Treasury Instructions reviewed	Consultation meetings on the review of PFM Act and Treasury Instructions conducted	PFM Act and Treasury Instructions amended to incorporate emerging issues	Stakeholders oriented on the revised PFM Act and Treasury Instructions	100% compliance to the reviewed legal instruments	100% compliance to the reviewed legal instruments
Output 2	Budget Law Formulated and enacted	Consultation meetings on the Budget Law Conducted	Draft Budget Law formulated and submitted to cabinet	Consultations on the Draft Budget Law	Budget Law enacted	Sensitization meetings on the Budget Law enacted
Output 3	Internal Audit Legal and regulatory frameworks developed and reviewed	Internal Audit Policy Developed	Draft Internal Audit Bill enacted	Internal Audit Manuals reviewed; Internal Audit Charter Approved	Internal Audit Legal and regulatory frameworks in use	Internal Audit Legal and regulatory frameworks in use
Output 4	Public Finance Management Rolling Plan developed and implemented	PFM Rolling Plan Document prepared	PFM rolling plan reviewed	PEFA assessment recommendations incorporated into the PFM Rolling Plan	Ongoing projects reviewed and aligned to the PFM Rolling Plan	PFM rolling plan reviewed
OUTCOME TARGET		1.1.3 Provision of financial management and accounting services improved by 2022.				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Financial & accounting services in compliance with national and international standards	80% compliance to national and international standards	85% compliance to national and international standards	90% compliance to national and international standards	95% compliance to national and international standards	100% compliance to national and international standards

Output 2	Management and Accountability of Assets in the Public Services	MDAs asset register updated, Obsolete and unserviceable government assets properly disposed,	MDAs asset register updated, Obsolete and unserviceable government assets properly disposed	MDAs asset register updated, Obsolete and unserviceable government assets properly disposed	MDAs asset register updated, Obsolete and unserviceable government assets properly disposed	MDAs asset register updated, Obsolete and unserviceable government assets properly disposed
Output 3	Provision of banking and payment services improved	All Government Banking services completed within 2 working days of delivery	All Government Banking services completed within 2 working days of delivery	All Government Banking services completed within 2 working days of delivery	All Government Banking services completed within 2 working days of delivery	All Government Banking services completed within 2 working days of delivery
Output 4	Quality accounting and financial management information systems	100 percent monitoring of budget implementation within IFMIS	100 percent monitoring of budget implementation within IFMIS	100 percent monitoring of budget implementation within IFMIS	100 percent monitoring of budget implementation within IFMIS	100 percent monitoring of budget implementation within IFMIS
Output 5	Internal oversight over management of public resources improved	Audit coverage and scope increased by 10%	Audit coverage and scope increased by 10%	Audit coverage and scope increased by 10%	Audit coverage and scope increased by 10%	Audit coverage and scope increased by 10%
OUTCOME TARGET		1.1.4 Internal oversight over management of public resources improved and Internal Audit coverage of budgeted resources in MDAs increased from 43% to 75% by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Operational, Compliance, financial, Investigative and advisory audits conducted	60 reports produced	60 reports produced	60 reports produced	60 reports produced	60 reports produced
Output 2	ICT and continuous audit of IFMIS and HRMIS conducted	6 audit reports produced	6 audit reports produced	6 audit reports produced	6 audit reports produced	6 audit reports produced

Output 3	Internal audit activities automated	Continuous auditing software and hardware procured and installed	Automation strategy for internal audit service developed	Internal audit management software procured and installed	Internal audit units networked through a shared server	Internal audit units networked through a shared server
Output 4	Facilitation of Resolution of Internal Audit Findings Increased	55% of audit findings resolved	60% of audit findings resolved	70% of audit findings resolved	80% of audit findings resolved	85% of audit findings resolved
Output 5	Audit committees resumed in all MDAs	Audit recommendations implementation committees established	Audit committees' charter reviewed, funding secured and secretariat established	Handbook and operations manual for Audit Committees developed and 4 meetings facilitated	6 meetings facilitated	8 meetings facilitated
Output 6	Pre-auditing of 90% budgeted financial resources	15% of budgeted resources pre-audited	50% of budgeted resources pre-audited	65% of budgeted resources pre-audited	80% of budgeted resources pre-audited	90% of budgeted resources pre-audited
OUTCOME TARGET		1.1.5. Improved financial oversight over statutory bodies and other government investments				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Compliance by statutory bodies to public finance management Act	70% Compliance by statutory bodies to public finance management Act	75% Compliance by statutory bodies to public finance management Act	80% Compliance by statutory bodies to public finance management Act	90% Compliance by statutory bodies to public finance management Act	100% Compliance by statutory bodies to public finance management Act
Output 2	Monitoring framework for statutory bodies and other government investments developed	-	Development of the monitoring framework	Monitoring framework in use	Monitoring framework in use	Monitoring framework reviewed

Output 3	Planning and budgeting for statutory bodies improved	80% of sub-vented statutory bodies oriented on PMPB guidelines	Use of PMPBs for budgeting rolled out to sub-vented statutory bodies	All sub-vented statutory bodies using PMPBs as a budgeting tool	All sub-vented statutory bodies using PMPBs as a budgeting tool	All sub-vented statutory bodies using PMPBs as a budgeting tool
OUTCOME TARGET		1.1.6 Reduced fiscal burden arising from financial bail outs of statutory bodies by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Risk management framework developed and operationalised	Risk management framework developed	Risk management framework operationalised	Risk management framework in use	Risk management framework in use	Risk management framework reviewed
Output 2	Borrowing levels for parastatals monitored	Quarterly monitoring reports on parastatal borrowing levels	Quarterly monitoring reports on parastatal borrowing levels	Quarterly monitoring reports on parastatal borrowing levels	Quarterly monitoring reports on parastatal borrowing levels	Quarterly monitoring reports on parastatal borrowing levels
Output 3	Returns on government investments improved	Returns on government investments improved by 10%	Returns on government investments improved by 10%	Returns on government investments improved by 10%	Returns on government investments improved by 10%	Returns on government investments improved by 10%

STRATEGIC PROGRAM AREA 2: RESOURCE MOBILISATION

STRATEGIC OBJECTIVE

To improve mobilization of domestic and foreign financed resources to fund the National Budget

STRATEGIC OUTCOME		2.1 Improved resource mobilization, aid coordination and debt management				
OUTCOME TARGET		2.1.1 Domestic resource mobilization improved to 80% as proportion of the national budget by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Gap (variance) between projected and actual revenues reduced to within 5%	Gap (variance) between projected and actual revenues reduced to within 10%	Gap (variance) between projected and actual revenues reduced to within 8%	Gap (variance) between projected and actual revenues reduced to within 5%	Gap (variance) between projected and actual revenues reduced to within 5%	Gap (variance) between projected and actual revenues reduced to within 5%
Output 2	Tax legislation reviewed	80% use of reviewed Tax legislation	100% use of reviewed Tax legislation	100% use of reviewed Tax legislation	100% use of reviewed Tax legislation	100% use of reviewed Tax legislation
Output 3	Five (5) Double Taxation Avoidance Agreements negotiated and signed	1 Double Taxation Avoidance Agreement negotiated	1 Double Taxation Avoidance Agreement negotiated	1 Double Taxation Avoidance Agreement negotiated and signed	1 Double Taxation Avoidance Agreement in use	1 Double Taxation Avoidance Agreement in use
Output 4	Increase revenues as a percentage of GDP to 25%	Increase revenues as a percentage of GDP by 0.9%	Increase revenues as a percentage of GDP by 1%	Increase revenues as a percentage of GDP by 1%	Increase revenues as a percentage of GDP by 1%	Increase revenues as a percentage of GDP by 1%
Output 5	Development of Treasury Funds and Trust Funds guidelines	Treasury Funds and Trust Funds guidelines developed	Treasury Funds and Trust Funds guidelines Developed	Treasury Funds and Trust Funds guidelines approved	Treasury Funds and Trust Funds guidelines implemented and adhered to by all MDAs	Treasury Funds and Trust Funds guidelines implemented and adhered to by all MDAs

Output 6	Regional integration enhanced	-	250 tariff lines removed	123 tariff lines removed	100 tariff lines removed	50 tariff lines removed
Output 7	EITI implementation in Malawi	Produce and launch 1st EITI report	Achieve country compliance status and produce 2nd report	Produce 3rd EITI report and develop EITI policy	Produce 4th EITI report	Produce 5th EITI report
OUTCOME TARGET		2.1.2 Aid mobilisation and management systems strengthened by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Human and institutional capacity built for effective and efficient debt management in order to achieve lower cost of debt and low risk rating of debt distress	Capacity improved to 80%	Capacity improved to 90%	lower cost of debt and low risk rating of debt distress achieved to 95%	lower cost of debt and low risk rating of debt distress achieved to 98%	lower cost of debt and low risk rating of debt distress achieved to to 100
Output 2	Volume of external resources for development increased	Volume of external resources for development increased by 10%	Volume of external resources for development increased by 20%	Volume of external resources for development increased by 30%	Volume of external resources for development increased by 40%	Volume of external resources for development increased by 50%
Output 3	Development cooperation more effective, harmonized and aligned to country priorities and contributes to lasting development results	70% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results	80% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results	90% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results	100% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results	100% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results
Output 4	Volume of ineligible expenditure reduced	70% of ineligible expenditures reduced	80% of ineligible expenditures reduced	90% of ineligible expenditures	100 % of ineligible expenditures	100 % of ineligible expenditures

	from the current levels			reduced	reduced	reduced
Output 5	Absorption Capacity improved from current levels	Absorption capacity improved by 70%	Absorption capacity improved by 80%	Absorption capacity improved by 90%	Absorption capacity improved by 100%	Absorption capacity improved by 100%
OUTCOME TARGET		2.1.3 External and Domestic Debt Management strengthened by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	External debt Management enhanced and tied with capital projects with high rates of return	70% of External debt tied with capital projects with high rates of return	80% of External debt tied with capital projects with high rates of return	90% of External debt tied with capital projects with high rates of return	100% of External debt tied with capital projects with high rates of return	100% of External debt tied with capital projects with high rates of return
Output 2	Share of short term instruments (T-Bills) in the domestic debt portfolio reduced	Share of short term instruments (T-Bills) in the domestic debt portfolio not exceed 40 percent	Share of short term instruments (T-Bills) in the domestic debt portfolio not exceed 35 percent	Share of short term instruments (T-Bills) in the domestic debt portfolio not exceed 25 percent	Share of short term instruments (T-Bills) in the domestic debt portfolio not exceed 20 percent	Share of short term instruments (T-Bills) in the domestic debt portfolio should not exceed 15 percent
Output 3	Reduced debt service costs (refinancing risk)	Amount of domestic debt falling due in one year less than 40 percent of the total domestic debt	Amount of domestic debt falling due in one year less than 35 percent of the total domestic debt	Amount of domestic debt falling due in one year less than 30 percent of the total domestic debt	Amount of domestic debt falling due in one year less than 25 percent of the total domestic debt	Amount of domestic debt falling due in one year less than 20 percent of the total domestic debt
Output 4	Publicly Guaranteed Debt Management strengthened	60 % of guarantees issued in accordance with the approved procedure manuals.	70 % of guarantees issued shall be in accordance with the approved procedure manuals.	80 % of guarantees issued shall be in accordance with the approved procedure manuals.	90 % of guarantees issued shall be in accordance with the approved procedure manuals.	100 % of guarantees issued in accordance with the approved procedure manuals.

STRATEGIC PROGRAM AREA 3: Economic Management and Development

OBJECTIVES

To provide strategic guidance on development planning, economic and financial sector development to ensure stable macroeconomic environment that supports sustainable socio-economic growth and development.

STRATEGIC OUTCOME		3.1 Enhanced Evidence based planning and policy formulation				
OUTCOME TARGET		3.1.1 Enhance evidence-based planning and policy formulation by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Long and medium term strategies and policies developed and disseminated	National strategies and programs developed and disseminated	National strategies and programs developed and disseminated	Implementation of all national strategies coordinated	Implementation of all national strategies coordinated	Implementation of all national strategies coordinated
Output 2	Monitoring and evaluation improved	Periodic monitoring and evaluation of National Policies, Strategies, Projects and Programs	Periodic monitoring and evaluation of National Policies, Strategies, Projects and Programs	Periodic monitoring and evaluation of National Policies, Strategies, Projects and Programs	Periodic monitoring and evaluation of National Policies, Strategies, Projects and Programs	Periodic monitoring and evaluation of National Policies, Strategies, Projects and Programs
STRATEGIC OUTCOME		3.2 Enhanced macroeconomic stability				
OUTCOME TARGET		3.2.1 A stable macro-economic environment (single digit inflation, lower fiscal deficit, stable exchange rate and economic growth rate) attained and sustained by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Prudent fiscal policy implemented and enhanced	Prudent fiscal policies implemented and inflation reduced	Prudent fiscal policy implemented, Inflation reduced to Single digit inflation and exchange rate stabilised	Prudent fiscal policy implemented, Inflation maintained in Single digit and exchange rate stabilised	Prudent fiscal policy implemented, Inflation maintained in Single digit and exchange rate stabilised	Prudent fiscal policy implemented, Inflation maintained in Single digit and exchange rate stabilised

Output 2	Macroeconomic modelling skills enhanced	Officers trained in Macroeconomic modelling	A macroeconomic model for Malawi Developed	The Macroeconomic model launched and adopted	Officers trained in Macroeconomic modelling	Officers trained in Macroeconomic modelling
Output 3	Macroeconomic Policy Formulation and Management improved	Corresponding economic policy documents produced				
Output 4	Country's macroeconomic Programmes successfully implemented	Program's quantitative targets and structural benchmarks met				
Output 5	Reduce and maintain low fiscal deficit and primary balance	Fiscal deficit reduced to less than 3% percent of GDP	Fiscal deficit reduced to not more than 3% of GDP	Fiscal deficit reduced to not more than 3% of GDP	Fiscal deficit reduced to not more than 3% of GDP	Fiscal deficit reduced to not more than 3% of GDP
Output 6	Domestic debt reduced to lower and manageable levels	Net domestic debt reduced to less than 15 % of GDP	Net domestic debt reduced to 15% of GDP	Net domestic debt reduced to 15% of GDP	Net domestic debt reduced to 15% of GDP	Net domestic debt reduced to 15% of GDP
STRATEGIC OUTCOME		3.3 A vibrant financial sector developed and sustained				
OUTCOME TARGET		3.3.1 Improved access to financial services to all by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Developed and stable financial sector for increased and inclusive access to financial services	Financial sector policies, strategies, frameworks developed and financial institutions established	Financial sector policies, strategies, frameworks developed and financial institutions established	Financial sector policies, strategies, frameworks developed and financial institutions established	Financial sector policies, strategies, frameworks developed and financial institutions established	Financial sector policies, strategies, frameworks developed and financial institutions established
Output 2	Increase coverage of contributory pension from 8% to 15% of	Increase coverage of contributory pension from 8% to 9% of	Increase coverage of contributory pension from 9% to 11% of	Increase coverage of contributory pension from 11% to 13% of	Increase coverage of contributory pension from 13% to 14% of	Increase coverage of contributory pension from 14% to 15% of

	the workforce	the workforce	the workforce	the workforce	the workforce	the workforce
Output 3	New financial sector institutions established to support financial inclusion and stability	-	2 financial sector institutions established to support financial inclusion and stability	2 financial sector institutions established to support financial inclusion and stability	1 financial sector institution established to support financial inclusion and stability	2 financial sector institutions established to support financial inclusion and stability
STRATEGIC OUTCOME		3.4 Formulation of public sector investment development projects and programs improved				
OUTCOME TARGET		3.4.1 Increased level of public investments to reach 30% of total annual budget by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Formulation of development projects and programs improved	92% of projects and programs in the PSIP data base formulated on time	95% of projects and programs in the PSIP data base formulated on time	100% of projects and programs in the PSIP data base formulated on time	100% of projects and programs in the PSIP data base formulated on time	100% of projects and programs in the PSIP data base formulated on time
Output 2	Public Sector Investment Programme database improved	PSIP database upgraded to version 4	PSIP database maintained and updated	PSIP database interfaced with IFMIS	PSIP database upgraded to version 5.0	PSIP database maintained and updated
Output 3	Public investment policy developed	Issues paper on Public sector Investment Policy produced	Draft policy document produced	Policy document and supporting guidelines formulated	sensitization to stakeholders done on the policy document and guidelines	Policy implemented
Output 4	Capacity in project appraisal and programming enhanced	Capacity in project appraisal and feasibility analysis increased	Capacity in project appraisal and feasibility analysis increased	Bankable projects developed	Bankable projects developed	Bankable projects developed
Output 5	Implementation of PSIP projects improved	91.6% of development projects implemented	95% of development projects implemented	97% of development projects implemented	100% of development projects implemented	100% of development projects implemented

STRATEGIC PROGRAM AREA 4: SOCIAL PROTECTION

OBJECTIVE: To enhance planning and coordination of poverty reduction and social protection policies and programs

STRATEGIC OUTCOME		4.0 Enhanced planning and coordination of poverty reduction and social protection policies and programs				
OUTCOME TARGET		4.1 Enhanced coordination and linkages in poverty reduction and social protection by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Strengthened policy guidance and implementation standards and guidelines of poverty reduction and social support programs	Policy guidance and standards and guidelines for social protection programs provided strengthened at all levels	Policy guidance and standards and guidelines for social protection programs provided strengthened at all levels	Policy guidance and standards and guidelines for social protection programs provided strengthened at all levels	Policy guidance and standards and guidelines for social protection programs provided strengthened at all levels	Policy guidance and standards and guidelines for social protection programs provided strengthened at all levels
Output 2	Enhanced Capacity Development in Poverty Reduction and Social Protection	Capacity Development in Poverty Reduction and Social Protection increased	Capacity Development in Poverty Reduction and Social Protection increased	Capacity Development in Poverty Reduction and Social Protection increased	Capacity Development in Poverty Reduction and Social Protection increased	Capacity Development in Poverty Reduction and Social Protection increased
Output 3	Establishment of Social Support Fund (SSF)	Preparatory work for Establishment of Social Support Fund (SSF) done	Preparatory work for Establishment of Social Support Fund (SSF) done	Social Support Fund (SSF) established	Social Support Fund (SSF) operationalized	Social Support Fund (SSF) reviewed
Output 4	Establishment of the Unified Beneficiary Registry (UBR) for all Social Support Programs	Data for UBR collected for the remaining 18 districts	Data for UBR collected for the remaining 18 districts	Unified Beneficiary Registry for all SSP and other programs established	UBR Effectiveness monitored	UBR Functionality Reviewed UBR Database updated

STRATEGIC PROGRAM AREA 5: RESEARCH AND STATISTICS MANAGEMENT

OBJECTIVE

To provide coordinated, timely and high quality statistics to satisfy user needs.

STRATEGIC OUTCOME		5.1 Enhanced production of timely and high quality statistics				
OUTCOME TARGET		5.1.1 95% of all statistical programs implemented by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Population and Housing Census (PHC) conducted	40% of PHC activities done	90% of PHC activities done	100% of PHC activities completed		
Output 2	Routine and periodic surveys conducted	95% of the surveys completed				
Output 3	Well-coordinated and harmonised National Statistical system	Coordination with Big Data producers improved from 35% to 45%	Coordination with Big Data producers improved from 45% to 55%	Coordination with Big Data producers improved from 55% to 65%	Coordination with Big Data producers improved from 65% to 75%	Coordination with Big Data producers improved from 75% to 80%
Output 4	Quality Assurance Framework (QAF) rolled out to the remaining 8 MDAs and subsequent monitoring of all MDAs for compliance	QAF rolled out to 8 MDAs	Monitoring of all MDAs for compliance with QAF	Monitoring of all MDAs for compliance with QAF	Monitoring of all MDAs for compliance with QAF	Review of the QAF

STRATEGIC PROGRAM AREA 6: MANAGEMENT AND ADMINISTRATION

OBJECTIVE: To enhance and strengthen services through the provision of policy guidance and administrative support

STRATEGIC OUTCOME		6.1 Improved institutional capacity for efficient and effective service delivery				
OUTCOME TARGET		6.1.1 Institutional capacity for efficient and effective service delivery improved by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Vacancy Rate reduced to 20%	Vacancy rate reduce to 27%	Vacancy rate reduce to 25%	Vacancy rate reduce to 23%	Vacancy rate reduce to 21%	Vacancy rate reduce to 20%
Output 2	Improved ICT Infrastructure in place and operational	Management Information Systems operational to 100%	Network facilities enhanced to 100%	ICT infrastructure maintained to 100%	ICT infrastructure maintained to 100%	ICT infrastructure maintained to 100%
Output 3	Management and Accountability of MoFEPD assets and unserviceable assets properly disposed	MoFEPD assets managed, obsolete and unserviceable assets properly disposed	MoFEPD assets managed, obsolete and unserviceable assets properly disposed	MoFEPD asset register updated, assets maintained/repaired, obsolete and unserviceable assets properly disposed	MoFEPD asset register updated, assets maintained/repaired, obsolete and unserviceable assets properly disposed	MoFEPD asset register updated, assets maintained/repaired, obsolete and unserviceable assets properly disposed
Output 4	Development of MoFEPD work plans and budgets coordinated	MoFEPD work plans and budgets developed and implemented	MoFEPD work plans and budgets developed and implemented	MoFEPD work plans and budgets developed and implemented	MoFEPD work plans and budgets developed and implemented	MoFEPD work plans and budgets developed and implemented

Output 5	Developed Effective financial management frameworks for administering divisional budgets with appropriate independent and accountability	Efficient and effective budget implementation with minimised audit queries	Efficient and effective budget implementation with minimised audit queries	Efficient and effective budget implementation with minimised audit queries	Efficient and effective budget implementation with minimised audit queries	Efficient and effective budget implementation with minimised audit queries
Output 6	Gender, disability, HIV and AIDS issues mainstreamed in the Ministry's programs	20% of Gender, disability HIV and AIDS crosscutting issues mainstreamed in the Ministry's programs	20% of Gender, disability HIV and AIDS crosscutting issues mainstreamed in the Ministry's programs	20% of Gender, disability HIV and AIDS crosscutting issues mainstreamed in the Ministry's programs	20% of Gender, disability HIV and AIDS crosscutting issues mainstreamed in the Ministry's programs	20% of Gender, disability HIV and AIDS crosscutting issues mainstreamed in the Ministry's programs
Output 7	MoFEPD performance in service delivery improved	MoFEPD performance in service delivery improved	MoFEPD performance in service delivery improved	MoFEPD performance in service delivery improved	MoFEPD performance in service delivery improved	MoFEPD performance in service delivery improved
Output 8	Employee satisfaction achieved and workplace conditions of service improved	100 % Employee satisfaction achieved and working conditions improved	100 % Employee satisfaction achieved and working conditions improved	100 % Employee satisfaction achieved and working conditions improved	100 % Employee satisfaction achieved and working conditions improved	100 % Employee satisfaction achieved and working conditions improved
Output 9	Cost centres audited	60% of Audits and follow ups on audit queries conducted	60% of Audits and follow ups on audit queries conducted	80% of Audits and follow ups on audit queries conducted	90% of Audits and follow ups on audit queries conducted	100% of Audits and follow ups on audit queries conducted
Output 10	Provide office equipment and supplies	90% of Office supplies and equipment's provided				

CHAPTER 5: STRATEGIC PLAN IMPLEMENTATION

The implementation of this Strategic Plan will be financed through domestic and foreign resources. Implementation will be based on systematic schedule of activities in-order to achieve the stated outcomes. Furthermore, a monitoring and evaluation framework will be used in assessing achievement of the results over the five year period. *Refer to annex 1 for the detailed strategic implementation plan, and Annex 2 for the monitoring and evaluation framework.*

5.1 Institutional Arrangements for Implementing the Plan

For successful implementation of this strategic plan, the Ministry will institutionalise regular management reviews to assess progress made towards the achievement of results stated herein. The meetings will be both technical and management meetings conducted at different levels and time intervals.

5.2 Risks and Mitigation Measures

Risks associated with implementation of this strategic plan and its mitigation measures are listed below:

Table 5: Risks and Mitigation Actions

No.	Risk	Mitigation Action
1.	Lack of collective ownership and responsibility for the outcomes	Stronger collaboration amongst divisions through divisional and interdivisional meetings. Strengthen the Economic Sector Working Group Revive the Economic Management Committee Improve institutional set up and collaboration with other stakeholders
2..	Delays in the finalisation of the review and amendments of the PFM Act and other PFM legal frameworks	Enhance the amendment process to the PFM legal frameworks
3.	Lack of resource rationalization for optimal achievements of results	Optimal resource utilization and coordination
4.	Unreliable, and un automated data	Adequately provide resources for development of database; and Ensure input of high quality data into the database

CHAPTER 6: CRITICAL SUCCESS FACTORS

In determining strategic outcomes and targets, output and annual output targets to be achieved, there are certain critical elements that must be made available for the outcomes to be successfully attained and sustained. These include important assumptions which must be considered, put in place and observed in order to successfully realize the intended results from implementing the strategic plan.

Critical Success Factors (CSF) may change overtime, hence the need for the Ministry to regularly observe them and make necessary adjustments to the set targets in relation to the CSF depending upon the circumstances. The following are the CSF that are assumed to be in place for MoFEPD to achieve the targets reflected in **4.6** above.

6.1 Political Environment

It is assumed that the political environment will be stable for the entire strategic plan implementation period and beyond. It is also assumed that the political leadership will support the activities of the Ministry which are contributing to the achievement of the aspirations of the National Development Strategy.

6.2 Socio-Economic Environment

The assumption over the implementation period of the strategy is that the socio-economic environment will be stable.

6.3 Human Resource Capacity

The Ministry will have adequate number of personnel with sufficient requisite knowledge, skills and competences for providing quality services and technical support to MDAs and the general public.

6.4 An up-to-date ICT system

The Ministry will have in place an up to date and operational ICT systems that will support the Ministry's operations.

6.5 Adequate financial resources

The MoFEPD will ensure that the resources are available and are well managed for the implementation of the strategic plan over the five year period.

6.6 Staff and Client Relationship

The Ministry will review and update its service charter that will among other things address the following:

- A sound, fair, open and results-oriented organizational culture,
- Timely service delivery,
- An improved and effective internal and external communication system with clients, and
- Good and effective co-ordination mechanisms with stakeholders.

CHAPTER 7: MONITORING AND EVALUATION

Monitoring and Evaluation process will ensure the objective implementation of the strategic plan on track. It will enhance the achievement of the strategic programme areas since it will act as a trend setting tool. The framework has been developed following the strategic program areas, outcomes, and outputs presented in tables 1 to 4.

Since the Plan has been prepared after making specific assumptions which may change during the implementation period, the assumptions will be closely monitored during the entire period of its implementation as they may affect the achievement of the set performance targets. *Refer to annex 2 for the M&E framework.*

7.1 Monitoring

Implementation of the Plan will be through annual work plans and programme based budgets. Every implementing unit will ensure that their respective annual work plans and budgets are prepared within the framework of the Plan. The tasks detailed in the implementation plans will form the basis for preparing departmental annual work plans and budgets.

Management will ensure that all policies, programs, rules and regulations are prepared and reviewed on the basis of the Plan. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. Furthermore, the Economic Affairs Division will also monitor the implementation of the strategic plan in all divisions and departments of this Ministry.

7.2 Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In a changing environment, some of the key assumptions in the Plan may drastically change and affect implementation of the set outcome targets. It is in the course of evaluation that the effect of such changes will be determined and appropriate corrective action taken.

The information generated from the Monitoring and Evaluation exercise will be used to make any necessary adjustments during the implementation process and input into annual review programs.

CHAPTER 8: REVIEW OF THE STRATEGIC PLAN

The implementation plans which have been developed based on annual output targets will be reviewed at the end of each financial year prior to the budget development for the impending fiscal year. A full review of the plan will be conducted at the end of the implementation period in 2022 when the plan expires. However, the plan may be reviewed at any time to incorporate new developments and emerging issues requiring immediate attention since it is a flexible document.

CHAPTER 9: CONCLUSION

The strategic plan is therefore designed to assist the Ministry of Finance, Economic planning and Development in contribution to the implementation of MGDS III to attain a productive, competitive and resilient nation. The strategy has been formulated following the results based strategic approach. It is therefore entrusted that this Ministry through its Divisions and Departments will achieve its goals with the use of this strategy.

10.0 ANNEXES

10.1 ANNEX 1: IMPLEMENTATION PLANS

STRATEGIC PROGRAM AREA 1: PUBLIC RESOURCE MANAGEMENT

STRATEGIC OUTCOME	1.1 Enhance efficiency and effectiveness in resource use and allocation				
TARGET	1.1.1 Budget credibility increased and medium term expenditure framework (MTEF) strengthened by 2022				
OUTPUT 1	Variation of Budget outturns as percentage of approved budget less than 10%				
TARGET - 2018/19	2018/19 Variation of funds released and actual budget within 10% bund				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Consolidate Cash Flow to inform borrowing plan	CMU/BD	Cash Flow Plan	May - June 18	2 months	Timeliness of data submission
Regular revision of cash flows	CMU/BD	updated cash flow	quarterly	one week	Timeliness of data submission
Develop quarterly expenditure ceilings to be informed by inflows.	CMU/BD	ceilings	Quarterly	Quarterly	
MG1 Monitoring	CMU/BD	Reports (Weekly & Monthly)	weekly & monthly	12 months	Daily report timeliness
Develop weekly & Monthly Revenue & Expenditure Forecasts	CMU/BD	Forecast Reports	weekly & monthly	12 months	accuracy and timely availability of data
Coordinate the development of annual borrowing requirement to inform the borrowing plan and financing plan	CMU/SBR	Weekly forecasting reports	Weekly	weekly	Timeliness of data submission
Regular update of the cash flow matrix	Regular update of the cash flow matrix	CMU	Updated Matrix	monthly and Quarterly	12 months
Enhancement of officer's capacity in cashflow management and forecast	CMU	training Reports	Aug/Sept/Nov	2 to 3 weeks	
Build capacity in cashflow forecast preparation	CMU	orientation &	Quarter 1 and 3	1 week	

informed by work plans in MDAs		training reports			
Sensitize MDAs on government cash flow processes and procedures.	CMU	workshop reports	Q 3	1 week	
Coordinate CMC & CMTC meetings	CMU	minutes	monthly, Quarterly	monthly	
Review cash management policies in PFMA	CMU/PFEM	progress reports	regularly		
Preparation of Monthly Funding Proposal and Loading of Approved Funding Figures in IFMIS	BD	IFMIS funding reports	Monthly	1 week	Timeliness of data submission
Reconciliation of Funding Figures	BD	Forecast Reports	weekly & monthly	12 months	Accuracy and timely availability of data
Performance Tracking and Production of Reports of Special Budget Lines (Subsidy, PE,)	BD	Reports	Updated Matrix	monthly and Quarterly	12 months
Digitization of funding documents (including procurement of scanners and server)	BD	Equipment bought	August to December 2018	5 months	
Participate in Preparation of Final Accounts	BD	Final Accounts	April to June 2019	5 months	
Analysis of Expenditure, Payroll and Commitment Reports	BD	Monthly Expenditure Analysis Reports	Monthly	1 week	Timely submissions from MDAs
Monitoring of special budget lines (Drug, FISP, TLM, etc)	BD	Adhoc issue specific reports	A month after a quarter has elapsed	2 weeks	
Processing Virements	BD	Number of Virements processed	routine work	1 week	
Analysis of funding requests	BD	Analysis reports	routine work		
OUTPUT 2	Variation of annual ceilings as a percentage of MTEF ceilings less than 10% by 2022				
TARGET - 2018/19	Variation of Approved budget from the MTEF ceilings within 12% band				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK

Develop 2019-20 PBB MTEF indicative ceilings and circulate	BD	Indicative Ceilings	March 2018	1 week	
Circulate final 2019-20 PBB MTEF ceilings	BD	Budget Hearing Meetings Issues Report	March 2018	1 week	
OUTPUT 3	All MDAs budgets aligned to policy documents				
TARGET - 2018/19	95% of MDAs aligning their budget submissions to National policy documents				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Review of Payee for Subvented Organisations	BD	Review report	Q 3	1 week	
Develop 2019-20 Draft PBB Budget Guidelines	BD	PBB Guidelines	Jan-19	1 week	
Update 2019-20 Detailed Budget and PBB templates	BD	Updated template	Jan- 19	1 week	
Develop web-based PBB database in consultation with DEAP Consultant	BD	Website	Oct to Dec 18	3 months	
Consolidation of 2018-19 Approved Budget in IFMIS	BD	Documents sent to printers	July 2018	1 month	
Printing of 2017-18 Approved Budget Documents	BD	Budget Documents	August 2018	1 month	Late confirmation of final ceilings by cabinet
Budget Division In-house review of 2018-19 PBB execution	BD	Availability of the Review Report	Aug-18	3 days	
MoFEPD and OPC in-house review (Budget, M&E, DP, DAD, EAD, EP, Revenue), agree and finalize the PBB execution and Manual	BD	Availability of the Review Report	Nov-18	2 days	
Finalise the Integrated Budget Planning Manual / PBB Execution Manual	BD	Budget Planning Manual	Nov-18	2 days	
Approval of the Integrated Budget Planning Manual by Management/ST	BD/ST		Dec-18	1 days	
Printing of the Integrated Budget Planning Manual	BD		Dec-18	2 weeks	

MPs/Parliamentary Committees; daylong training sessions for each of the parliamentary committees depending on committee meetings schedule (17 sessions, 1 for each committee - 2 or 3 committee sessions could also be combined to reduce the number of sessions)	BD	Report	Feb-19	2 weeks	
Civil Society, 1 briefing workshop in Lilongwe	BD	Report	Feb-19	1 day	
Local Councils, 3 training workshops (1 in each region)	BD	Workshop report	Mar-19	1 week	
Subventions, 2 training workshops (Lilongwe and Zomba)	BD	Workshop report	Mar-19	1 week	
Review of PBB budget documentation and performance indicators for Local Councils, Subventions and Treasury Trust Funds	BD	Review Report	Mar-19	1 week	
Train Subventions, Treasury Trust Funds and Local Councils on PBB budget formulation and reporting	BD	Workshop Report	Mar-19	1 week	
Individual subvention capacity building sessions in their respective offices	BD	Report	Mar- 2019	1 day per institution	
Training of Budget Staff	BD	Ministry's training report	Ongoing	Ongoing	
Conduct Strategic Issues Hearing meetings with major MDAs on 2018-19 ceilings	BD	Issues Report	March	One month	
Produce Cabinet Strategic Issues Paper together with Mid-Year Considerations	BD	Cabinet Paper	February and March 2019	3 weeks	
Develop 2019-20 Budget Guidelines	BD	Budget guidelines	March 2019	1 week	
Conduct 2019-20 Budget Briefing Meetings (2 with central MDAs, 3 with Councils)	BD	Workshop reports	March 2019	1 week	
Conduct 2019-20 Budget Hearing Meetings	BD	Ceilings Notification letters	March 2019	1 week	

Assisting MDA's in Budget Preparation	BD	Ceilings Notification letters	Feb/March 19	Feb/Mar 19	
2019-20 Budget Consolidation	BD	IFMIS budget reports	April - May 2019	2 months	
Printing of 2018-19 Draft Budget Documents	BD	Budget Documents	May-19	2 weeks	
Cover Budget Cluster Meetings and Budget deliberations	BD	Issues Reports	May-19	2 weeks	
Produce 2018/19 Mid-Year Review Report	BD/EAD/DAD	Mid-Year Review Report	Jan-18	1 month	
Quarterly Budget Monitoring Exercise (ORT and Devt Part 2)	BD	Quarterly Performance Reports	A month after a quarter has elapsed	2 weeks	
Analysis and compilation of Audits Reports	BD	Quarterly Audit Reports	A month after a quarter has elapsed	2 weeks	Availability of the audit reports
Preparation of Treasury Minute	BD	Treasury Minute	Oct-17	1 month	
OUTCOME TARGET	1.1.2 Legal and institutional framework of Malawi's public finance management systems strengthened by 2022				
OUTPUT 1	PFM Act and Treasury Instructions reviewed				
TARGET - 2018/19	PFM Act and Treasury Instructions amended to incorporate emerging issues				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Review and amend the Public Finance Management act	PFMS	Final act	Q2 2018	6 months	Parliament failure to discuss the act
Review and amend the Treasury Instructions	PFMS	Final report	Q2 2018	6 months	
Orient all controlling officers on provisions in the amended PFMA and treasury instructions	PFMS	Meetings/report	Jan/Feb 19	1 week	

OUTPUT 2	Budget Law Formulated and enacted				
TARGET - 2018/19	Budget Law formulated and submitted to cabinet by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Consultation meetings on the Budget Law Conducted	PFMS	Report	Q2 2018	1 month	
Draft Budget Law	PFMS	Final report	Q3 2019	6 months	
Submission of the Budget Law to cabinet for enactment in parliament	MoFEPD	Report	May/June 19	1 week	Parliament failure to discuss the act
Sensitization meetings on the Budget Law enacted	PFMS	Meetings/report	Sept 2019	1 week	
OUTPUT 3	Internal Audit Legal and regulatory frameworks developed and reviewed				
TARGET - 2018/19	Draft internal audited bill enacted				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Consultation meetings on the internal audit policy	CIAU	Report	Q2 2018	1 month	
Draft the internal audit policy	CIAU	Final policy	Q3 2019	6 months	
Submission of the internal audit policy to cabinet for enactment in parliament	CIAU	Report	May/June 19	1 week	
Sensitization meetings on the internal audit policy	CIAU	Meetings/report	Sept 2019	1 week	
OUTPUT 4	Public Finance Management (PFM) Rolling Plan developed and implemented				
TARGET - 2018/19	Public Finance Management (PFM) Rolling Plan reviewed by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
PEFA assessment recommendations incorporated into the PFM Rolling Plan	PFMS	Report	Q3 2019	2 weeks	
Review and align ongoing projects to the PFM Rolling Plan	PFMS	Final report	Q1 2019	4 weeks	
Review of the PFM rolling plan	PFMS	Report	May/June 19	3 weeks	

OUTCOME TARGET	1.1.3 Provision of financial management and accounting services improved by 2022.				
OUTPUT 1	Financial and accounting services in compliance with national and international standards				
TARGET - 2018/19	85% compliance to national and international standards				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Production and submission of appropriation accounts by 31 st October annually	Internal Financial Accounts	Reports	ongoing	ongoing	
Reconciliation of monthly Government bank accounts by 5 th day of the following month	Internal financial Accounts	Reports	ongoing	2 weeks	
Conduct monthly monitoring and evaluation of the MDAs reconciliations	AGD/ Internal Financial Accounts	Reports	ongoing	1 week	
Train 100 accounting staff in reconciliation and other accounting services	Internal Financial Accounts	Training sessions/staff trained	Sept-Dec 18	3 weeks training	
OUTPUT 2	Management and Accountability of Assets in the Public Services				
TARGET - 2021/22	Management and Accountability of Assets in the Public Services improved to 100%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Updating MDAs asset register	AGD	Updated register	Ongoing	2 weeks	
Proper disposal of obsolete and unserviceable government assets	AGD	Report	Sept 18 – June 19	monthly	
Implement automated consolidated asset register	AGD	Report	ongoing	-	
OUTPUT 3	Provision of banking and payment services improved				
TARGET - 2018/19	Processing time for all banking services reduced from 5 working days to 2 working days of delivery				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK

Regular updating of government bank accounts database	AGD	Database	ongoing	Monthly	
Procure database management software	AGD	Procured software	Sept/Nov 18	2 months	Lack of funds
Implement Electronic Funds Transfer	AGD	Report	ongoing	ongoing	
Implement IFMIS/HRMIS/EPICOR interface	AGD	Report	ongoing	ongoing	
OUTPUT 4	Quality accounting and financial management information systems				
TARGET - 2018/19	85% percent monitoring of budget implementation within IFMIS				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct month/year end procedures	AGD	report	ongoing	1 week	
Procurement of IFMIS finalised	PFMS/AGD	New IFMIS	July 18	1 month	Late disbursement of funds
Award contract for IFMIS	AGD	Contract	Sept- Dec	4 months	
Procure Server for current IFMIS/IFMIS	AGD	Delivery note	Jan/Feb	1 month	
OUTPUT 5	Internal oversight over management of public resources improved				
TARGET - 2018/19	Audit coverage and scope increased by 10%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct Operational, Compliance, financial, ICT, consulting and advisory audits	AGD/CIAU	Reports	ongoing	1 week	
Conduct follow up audits	AGD/CIAU	Reports	ongoing	2 weeks	
Develop audit findings resolution monitoring tool	CIAU	Monitoring tool	July-Sept	3 months	
Escalate outstanding audit recommendations to audit committees	CIAU/AGD	Report	Feb/March 19	1 month	
Resume Audit committees in all MDAs	CIAU	Committees	July 18	1 month	
Implement Risk based internal audit approach in public service	CIAU	Report	ongoing	ongoing	
Create internal audit website and publish newsletter	CIAU	Website	Nov/Dec	2 months	

Develop Automation strategy for internal audit service	CIAU	Strategy	Mar-June 19	4 months	
Procured and install internal audit management software	CIAU	Report	Feb-June 2019	5 months	Delays in procurement process
OUTCOME TARGET	1.1.4 Internal oversight over management of public resources Improved and Internal Audit coverage of budgeted resources in MDAs increased from 43% to 75% by 2022				
OUTPUT 1	Operational, Compliance, financial, Investigative and advisory audits conducted				
TARGET - 2018/19	60 reports produced				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Compile annual work plans	Director (CIAU)	Consolidated Annual Work Plan	1 - 30 July	1 month	Time constraints
Conduct training on RBIA process	Director(CIAU)	Training report	14 Aug - 21 Sept	4 weeks	Non availability of personnel to train
Carry out various audit assignments	Director (CIAU), Internal Audit Units Heads	Internal audit report	1 Sept - 30 June	10 months	Non availability of personnel to train
Carry out on-the-job training of various audit assignments	Director(CIAU)	Internal audit report, Training report	1 Sept - 30 June	10 months	Non availability of personnel to train
Conduct audit follow ups	Director (CIAU), Internal Audit Units Heads	Status report	1 Sept - 30 June	10 months	Non availability of financial and material resources
OUTPUT 2	ICT and continuous audit of IFMIS and HRMIS conducted				
TARGET - 2018/19	6 audit reports produced				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct Continuous Auditing of Government Systems	CIAU	Audit reports	1 Sept - 30 June	10 months	System not fully customized

Conduct ICT audits	CIAU	Audit reports	1 Sept - 30 June	10 months	Unskilled personnel
OUTPUT 3		Internal audit activities automated			
TARGET - 2018/19		automation strategy for internal audit services developed			
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Procure software and hardware equipment for Continuous Auditing	CIAU	Software procured	1 July - 30 Aug	2 months	Lack of coordination with other actors such as e-government, DHRMD
Train Internal Auditors in continuous auditing	CIAU	Trained auditors	1 Feb - 14th Feb	2 weeks	Non availability of skilled supplier of training
OUTPUT 4		Facilitation of Resolution of Internal Audit Findings Increased			
TARGET - 2018/19		60% of audit findings resolved			
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop audit follow up tools	CIAU	Tools	1 - 15 Oct	2 weeks	Non availability of skilled staff
Conduct follow ups on audit findings	CIAU	Follow up report	1 Oct - 30 June	10 months	Uncooperative auditees
OUTPUT 5		Audit committees resumed in all MDAs			
TARGET - 2018/19		audit committees charter reviewed, funding secured and secretariat established			
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop and disseminate concept	CIAU	Concept paper	Jan-Feb 19	8 weeks	
Establish ARICs	CIAU	Operational ARICs	March-June 19	4 months	Weak enforcement

OUTPUT 6	Pre-auditing of 90% budgeted financial resources				
TARGET - 2018/19	50%of budgeted resources pre-audited				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Rolling out to all (18) ministries	FIU	Placement of financial inspectors	1 – 30 July	1 month	
Review and expand the pre-audit manual	FIU	Reviewed manual	1 Oct – 30 Dec	3 months	Lack of funds
Train pre-auditors on the pre-auditing procedures	FIU	Training report	1 Feb -15 Feb, 2019	2 weeks	Lack of funds
Sensitise stakeholders on pre-auditing	FIU	Sensitisation report	1 Nov - 30 Nov	1 Month	Inadequate attendance
OUTCOME TARGET	1.1.5 Improved financial oversight over statutory bodies and other government investments				
OUTPUT 1	Compliance by statutory bodies to public finance management Act				
TARGET - 2018/19	75% Compliance by statutory bodies to public finance management Act				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Submission of Performance Management Plans and Budgets (PMPB)	PFMS	PMPBs submitted	March 19	2 weeks	Timeliness of PMPBs submission
PMPB submissions analysed in preparation for budget hearing meetings	PFMS	PMPBs analysed	April 2019	1 weeks	
Submission of Audited financial statements	PMFS	Audited FS submitted	October	2 weeks	
Analyse and provide feedback of audited financial statements to statutory bodies	PFMS	Analysis reports	Nov – Dec 18	3 months	Late submission of financial statements
Submission of annual reports	PFMS	Reports	October	2 weeks	
Analyse and provide feedback of annual reports analysed to statutory bodies	PFMS	Reports	Nov – Dec 18	3 months	Late submission of annual reports

Submission of quarterly reports	PFMS	Reports	30 days after each quarter	Quarterly	
Analyse and provide feedback of quarterly reports to statutory bodies	PFMS	Quarterly reports analysed	Quarterly	1 month	Late / non-submission of quarterly reports
OUTPUT 2	Monitoring framework for statutory bodies and other government investments developed				
TARGET - 2018/19	Monitoring framework developed by August 2018				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Formulate monitoring indicators for each statutory body	PFMS	Monitoring framework in place	July to Aug 2018	2 months	Unavailability of data
Develop data collection tools	PFMS	Tools developed	Aug 18	7 days	
Develop data base for statutory bodies and other investments	PFMS	Database established	Oct 2018	1 month	
Conduct training of users	PFMS	Training report	Dec 18	1 week	
Conduct quarterly monitoring	PFMS	Report	Quarterly	2 weeks	
Conduct annual performance review	PFMS	Report	Annually	1 week	
Conduct stakeholders meeting on the monitoring framework and operationalise	PFMS	Reports	Nov 18	1 week	
OUTPUT 3	Planning and budgeting for statutory bodies Improved				
TARGET - 2018/19	All sub-vented statutory bodies using PMPBs as a budgeting tool				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct (PMPB) budget hearing meetings	PFMS	Meeting resolutions	April 19	1 month	Delay in submission of PMPB
Signing and dispatching of shareholder's Letters of Expectations	PFMS	Letters dispatched	June 2019	1 month	
Conduct mid-year budget review meetings	PFMS	Reports	February 2018	1 week	

Review the PMPB guidelines	PFMS	Report	Oct/Nov 2018	2 weeks	
Conduct stakeholders meeting on revised PMPB guidelines	PFMS	Minutes	Oct/Nov 2018	1 months	
Publish and disseminate the PMPB guidelines	PFMS	Published guidelines	Oct/Nov 2018	2 months	Funding
Rolling out of the PMPBs for budgeting to all subvented statutory bodies	PFMS	Report	ongoing	ongoing	
Conduct orientation meetings with Subvented organisation	PFMS	Reports	Nov/Dec 18	2 months	
OUTCOME TARGET	1.1.6 Reduced fiscal burden arising from financial bail outs of statutory bodies by 2022				
OUTPUT 1	Risk management framework developed and operationalised				
TARGET - 2018/19	Risk management framework developed and operationalized by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct meeting to draft the guidelines on issuance of parastatal guarantees, indemnities, and letters of consent	PFMS	Draft guidelines	May 2018	1 month	
Submit guidelines for approval	PFMS	Memo submitted	August 2018	1 month	
Conduct stakeholders meeting on the guidelines	PFMS	Minutes	August 2018	1 month	
Publish and disseminate the guidelines	PFMS	Published guidelines	Sep/Oct 18	1 month	
Develop the risk management framework	PFMS	Framework developed	Dec18-Feb 19	3 months	Unavailability of data
Conduct stakeholders meeting on the risk management framework	Director (PFMS)	Minutes	Nov 2018	1 week	
OUTPUT 2	Borrowing levels for parastatals monitored				
TARGET - 2018/19	100% monitoring of borrowing levels for parastatals				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Analyse borrowing levels of statutory bodies	PFMS/DA	Reports	ongoing	Monthly	

	D				
Analyse borrowing applications	PFMS/DA D/EAD	Reports	Quarterly	Quarterly	Data unavailable
Update data on borrowing	PFMS/DA D	Report	Quarterly	Quarterly	
OUTPUT 3	Returns on government investments improved				
TARGET - 2018/19	Returns on government investment improved by 10%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Compile annual forecast for remittance of parastatal dividends	PFMS	Annual cash flow forecast	June 2019	1 month	Unavailability of data
Monitor the remittance of dividends and surpluses to government	PFMS	Report	June 2019	Monthly	Non-remittance of dividends
Develop investment framework and guidelines	PFMS	Framework developed	Nov to Dec 2018	4 months	Unavailability of data
Conduct stakeholders meeting on the investment framework	PFMS	Minutes	Dec 2018	1 week	Unavailability of data

IMPLEMENTATION PLAN; STRATEGIC PROGRAM AREA 2: RESOURCE MOBILISATION

STRATEGIC OUTCOME :2.0	Improved resource mobilization, aid coordination and debt management				
TARGET	2.1.1 Domestic resource mobilization improved to 80% as proportion of the national budget by 2022				
OUTPUT 1	Gap (variance) between projected and actual revenues reduced to within 5%				
TARGET - 2018/19	Gap (variance) between projected and actual revenues reduced to within 8% by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Consolidate revenue forecasting models	RPD	Models developed	July- Sept 18	3 months	
Develop comprehensive revenue data base	RPD	Database established	Oct – Dec 18	3 Month	Availability of resources
Development of data collection template completed	RPD	Data collection template	August 18	1 Month	Availability of resources
Train officers in revenue forecasting	RPD	Officers trained and training reports	Sept 18-Feb 19	3 weeks training	
Develop tax expenditure models	RPD	Models developed	July- Sept 18	3 months	
Conduct quarterly tax and non-tax revenue monitoring exercise	RPD	Monitoring report	Quarterly	Quarterly	
Business processing Re-engineering of MDAs for automation of non-tax revenues.	RPD	Number of institutions automated	Annually	Ongoing	
Automation of non-tax revenue collection, reporting, and management systems with revenue collecting institutions	RPD	Number of institutions automated	Annually	Ongoing	

Conduct tax related research studies	RPD	Number of studies conducted	Quarterly	Quarterly	
OUTPUT 2	Legislation (Taxation Act, VAT Act, Customs & Excise Act) reviewed by 2021				
TARGET - 2018/19	Tax legislations Reviewed by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop Revenue Appeals Tribunal Act	RPD	Act developed	July 2018-December 2018	6 months	
Develop Tax Administration Act	RPD	Act developed	July 2018-December 2018	6 months	
Review of the Customs and Excise Act	RPD	Act reviewed	July 18-April 19	10 months	
Development of a Mid-Term Revenue Mobilization Strategy	RPD	Document developed	July 18- June 19	12 months	
OUTPUT 3	Five (5) Double Taxation Avoidance Agreements negotiated and signed				
TARGET - 2018/19	2 DTAs negotiated for signing by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct Task team meetings for DTA negotiations	RPD	Report	July 2018-June 2019	1 year	
Review DTA model for Malawi	RPD	Draft Model	July- Sept 18	3 months	
Capacity building on BEPS, transfer pricing and negotiating skills	RPD	Number of officers trained	July 18- June 19	1 year	
Facilitate agreements signing with five countries: namely: Ethiopia, UAE, Zimbabwe, Mozambique and Morocco	RPD	Agreements Signed	quarterly	1 year	

OUTPUT 4	Increase revenue as a percentage of GPD to 25%				
TARGET - 2018/19	Increase revenue as a percentage of GPD by 1%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Review tax incentives	RPD	Tax incentives rationalised	ongoing	ongoing	
Review exemptions, and zero rated products for VAT	RPD	Number of products	Mar-April 19	2 months	
Conduct a study review on widening the tax net and broadening the base (property tax, taxation of the informal sector etc).	RPD	Number of studies conducted	Quarterly	1 year	
Review of all government agreements with fiscal incentives in line with the PFMA	RPD	Agreements reviewed	Quarterly	1 year	
Consolidation of all government agreements	RPD	Report	March 19	1 month	
Conduct quarterly meetings with key ministries to improve reporting and revenue management issues	RPD	Meetings conducted	Quarterly	Quarterly	
Conduct consultative meetings with ministries and departments on fees and fines to be reviewed	RPD	Report of the meetings	19-Apr	1 Month	
Review user fees, charges and fines	RPD	Report	Mar- April 19	2 months	
Review legal instruments	RPD	Draft legal instruments in place	May –June 19	2 months	
Present reviewed legislation to parliament for approval and gazetting	RPD	gazette notice	19-Aug	weeks	
Monitoring of revenues collected from investments abroad	RPD	Revenues collected	Quarterly	Quarterly	
Coordinate Implementation of Digital Payments in Revenue collection fully in	RPD	Number of MDA fully digitalized.	ongoing	ongoing	

MDAs and MRA					
Review tax incentives	RPD	Tax incentives rationalised	ongoing	5 ongoing	
Review exemptions, and zero rated products for VAT	RPD	Number of products	Mar-April 19	2 months	
OUTPUT 5	Development and implementation of the Operation Guidelines for Treasury Funds				
OUTPUT TARGET - 2018/19	Development and implementation of the Operation Guidelines for Treasury Funds by MDAs by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop operations of Treasury guidelines	RPD	Report	19-Apr	2 months	
Revised guidelines produced	RPD	Guidelines produced	19-May	2 weeks	
Enforce use of guidelines to enhance adherence of Fund Orders by all revenue collecting Ministries and Departments	RPD	% of compliance by MDAs	ongoing	ongoing	
OUTPUT 6	Regional integration Enhanced				
OUTPUT TARGET – 2018/2019	523 tariff lines removed				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop tariff offers under the CFTA and Tripartite FTA (SADC, COMESA & EAC)	RDP	Tariff offers for Malawi	2 nd -3 rd quarter	2 quarters	
Finalization of tariff offer under SADC RSA	RDP	Tariff offers for Malawi	2 nd -3 rd quarter	2 quarters	
Domestication of Regional Integration initiatives under SADC & COMESA (STR, CTN etc)	RDP	Bills and Gazette Notice	2 nd -3 rd quarter	2 quarters	
Implementation of APEI Initiatives	RDP	Implemented	2 nd -3 rd quarter	2 quarters	

		agreed program			
Impact of Tariff liberalization (SADC, Comesa, CFTA)	RDP	Report	2 nd -3 rd quarter	2 quarters	
Analysis of the proposed 0.2% levy on eligible imports by the African Union	RPD	Study conducted	2 nd -3 rd quarter	2 quarters	
Implementation of the Addis Tax Initiative	RDP	Government commitment to step up Domestic Resource Mobilization	Quarterly	1 year	
OUTPUT 7	EITI Implementation in Malawi				
OUTPUT TARGET - 2018/19	Achieve country compliance status and produce second report				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Launch of the second Malawi EITI report	RDP	2 nd EITI report launched	October 2018	1 day	
Implementation of recommendations of the Second Malawi EITI report	RDP	No. recommendations implemented	1 st -4 th quarter	4 quarters	
Develop MWEITI Policy document and Law	RDP	Policy document drafted	4 th quarter	1 quarter	
Capacity building on revenue transparency and accountability in the Extractive Industry	RDP	No. of officers trained	1 st and 4 th quarter	2 quarters	
Preparation of the 3 rd EITI report	RDP	Draft report 1	3 rd r and 4 th quarter	2 quarters	
OUTCOME TARGET	2.1.2 Aid mobilisation and management systems strengthened by 2022				
OUTPUT 1	Human and institutional capacity built for effective and efficient debt management in order to achieve lower cost of debt and low risk rating of debt distress				
OUTPUT TARGET - 2018/19	Staff capacity in debt management improved by 90%				

TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct training needs assessment	DAD	TNA Report	Jan-19	1 week	financial constraint
Draft Training Plan	DAD	Draft Training Plan	Feb-19	1 week	financial constraint
Review draft Training Plan	DAD	Final Training Plan	Mar-19	2 days	financial constraint
OUTPUT 2	Volume of external resources for development increased by 20%				
OUTPUT TARGET – 2018/19	Volume of external resources increased by 10%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Mapping the PSIP resource gap to potential external resources	DAD	Report	Ongoing	Ongoing	
Mobilise new and existing development partners to finance the PSIP resources	DAD	Report	Ongoing	Ongoing	
OUTPUT 3	Development cooperation more effective, harmonized and aligned to country priorities and contributes to lasting development results				
OUTPUT TARGET - 2018/19	80% of Development cooperation, harmonized and aligned to country priorities and contributes to lasting development results				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop all CASs in collaboration with Government	DAD	Reports	On-going	On-going	
Conduct inclusive and democratic dialogue mechanisms on development effectiveness	DAD	Reports	On-going	On-going	
Formulate successor Development Cooperation Strategy	DAD	Draft strategy	Aug 18-Jan 19	6 months	

OUTPUT 4	Volume of ineligible expenditure reduced from the current levels				
OUTPUT TARGET- 2018/19	80% of ineligible expenditure reduced				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop expenditure tracking system for donor funded projects	DAD	Tracking system	July-Dec 18	6 months	
Calls for expenditure reports for donor funded projects	DAD	Report	Ongoing	Monthly	
OUTPUT 5	Absorption capacity improved from current level				
OUTPUT TARGET- 2018/19	Absorption capacity improved by 80%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Facilitate meetings by special cabinet committees on projects	DAD	Reports	Ongoing	Ongoing	
Develop capacity building for project staff in MDAs	DAD	Reports	Ongoing	Ongoing	
OUTCOME TARGET	2.1.3 External and Domestic Debt Management strengthened by 2022				
OUTPUT 1	External debt Management enhanced and tied with capital projects with high rates of return				
TARGET - 2018/19	80% of external debt tied with capital projects with high rates of return				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Debt and Aid staff trained in negotiation	DAD	Staff trained	Jan –May 19	3 weeks training	
Establish and strengthen already existing Sector Wide Approaches (SWAPs)	DAD	SWAPs established	ongoing	ongoing	
Conduct debt sustainability analysis	DAD	Report	Feb - April 19	2 months	

Review the capital projects of high returns for possible financing	DAD/EAD/EPD	Report	ongoing	ongoing	
Develop guidelines for on lent financing to parastatals, including interest levels and debt servicing procedures	DAD	Guidelines	Jan – June 2019	6 months	Availability of resources
OUTPUT 2	Share of short term instruments (T-Bills) in the domestic debt portfolio reduced				
OUTPUT TARGET	Share of short term instruments (T-Bills) in the domestic debt portfolio not exceeded 35%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Lengthening of debt maturities by substituting short term instruments with longer dated instruments	DAD	Reports	Ongoing	Ongoing	
Develop an issuance calendar reflecting the desired shift from long term to short term	DAD	Issuance calendar	July 18	Two weeks	
OUTPUT 3	Reduced debt service costs				
TARGET - 2018/19	Amount of domestic debt falling due in one year less than 40% of the total domestic debt				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop medium term debt management strategy	DAD	Debt Strategy	April- May 19	2 months	Late approval of proposed strategy
Develop issuance calendar	DAD/CMU	Issuance calendar	May	May	Late approval of proposed calendar
Road shows and sensitisation meetings	DAD	Reports	ongoing	ongoing	Availability of resources
OUTPUT 4	Management of Publicly Guaranteed debt enhanced				
TARGET - 2018/19	Reduced call on guarantees by 70%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Developing guidelines for issuance of guarantees	DAD	Debt Management Guidelines	August – October 2018	2 months	Late approval of proposed guidelines
Increase Involvement of private sector in	DAD	Report	ongoing	ongoing	

development projects					
Minimize call on guarantees associated with On-lending and Public Private Partnerships (PPP)	DAD	Report	ongoing	ongoing	

IMPLEMENTATION PLAN; STRATEGIC PROGRAM AREA 3; ECONOMIC MANAGEMENT AND DEVELOPMENT

STRATEGIC OUTCOME	3.1 Enhanced Evidence based planning and policy formulation				
OUTCOME TARGET	3.1.1 Enhanced evidence based planning and policy formulation by 2022				
OUTPUT 1	Long and medium term planning strategies developed and disseminated				
OUTPUT TARGET 2018/19	Long and medium term planning developed and disseminated by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Development and print MGDS III communication strategy	EPD	Communication strategy	July-Oct 18	4 months	Inadequate funding
Coordinate the implementation of the MGDS III	EPD	Report	ongoing	ongoing	
MGDS III coded into national budget	BD/ EPD	MGDS III coded budget	July-Dec 18	6 months	
Review and analyse the MGDS III	EPD	Report	annually	ongoing	Inadequate funding
Review and analyse Vision 2020	EPD	Review Report	July 18-June 19	1 year	Inadequate funding
Develop MoFEPD strategic plan	EAD	Strategic plan developed	July- Sept 18	3 months	
Coordinate the implementation of the strategic plan	EAD	Report	Ongoing	Ongoing	
Translate MGDS III into 3 vernacular languages	EPD	Reports	July- Sept 18	3 months	
OUTPUT 2	Monitoring and evaluation improved				
OUTPUT TARGET 2018/19	National Strategies, Programs and Projects monitored and evaluated by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Analyse and align Sectoral Policies, Plans and programs to MGDS III	EPD	Report	Aug-Dec 18	5 months	Inadequate funding

Integrate domestic, regional and international development initiatives	EPD	Report	Ongoing	Ongoing	
Review progress with respect to commitments in the National and international strategies	EPD	Reports	Quarterly	Quarterly	
Monitor and Evaluate PSIP Projects periodically	EPD	Reports	Quarterly	Quarterly	
Staff trained all levels and regulars M&E visits conducted	EPD	Staff trained	Ongoing	Ongoing	
Coordinate 16 Sector Working Groups	EPD	Report	Ongoing	Ongoing	
Develop M and E Policy	EPD	Report	Aug-Dec 18	5 months	
Establishment of integrated performance information management system	EPD	Database	July 18-June 19	1 year	
Conduct food security vulnerability assessments	EPD	Report	Nov-June 19		
Develop a joint sector economic governance sector working group strategy with M & E framework and implementation plan	EPD/EAD	Strategy	July-Nov 19	5 months	Inadequate funding
STRATEGIC OUTCOME	3.2 Improved macroeconomic stability				
OUTCOME TARGET	3.2.1 A stable macro-economic environment (single digit inflation, lower fiscal deficit, stable exchange rate and economic growth rate) attained and sustained by 2022				
OUTPUT 1	Prudent fiscal policies implemented and enhanced				
OUTPUT TARGET 2018/19	Prudent Fiscal Policies implemented and single digits inflation sustained				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Producing Monthly and Quarterly fiscal performance reports to guide budget implementation	EAD	Report	Monthly	ongoing	
Conduct public finance policy research/studies to provide guidance to management on prudent fiscal management	EAD	Report	Quarterly	Quarterly	Inadequate and erratic funding

Programme and coordinate Public Finance Sectoral Policy Studies	EAD	Report	Quarterly	Quarterly	Erratic and Inadequate funding
Coordinate and Conduct Public Expenditure Reviews (PERs) to ensure efficient and effective spending against plans and priorities	EAD	Report	Annually	3 months	
OUTPUT 2	Macroeconomic modelling skills enhanced				
TARGET - 2018/19	Develop a macroeconomic model for Malawi				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Send officers for short courses in macroeconomic modelling and forecasting	EAD/EPD	Number of officers trained	ongoing	ongoing	
Review and update a Macroeconomic model for Malawi	EAD/EPD	Updated model	ongoing	ongoing	
Undertake macroeconomic modelling and forecasting	EAD/EPD	Reports	ongoing	ongoing	
Develop user friendly Financial Programming Policies model and manual	EAD/EPD	Model developed and Manual in place	07/2017-07/2018	ongoing	
OUTPUT 3	Macroeconomic Policy Formulation and Management improved				
TARGET - 2018/19	Corresponding economic policy documents and economic policy research reports produced by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop and disseminate EFPS to the public	MoFEPD	Report	May-19	2 months	
Produce Annual Economic Report	EPD/EAD-	Economic Report	May-19	3 months	
Develop Fiscal Rules	EAD	Fiscal Rules Developed	ongoing	ongoing	

Conduct public finance policy research/studies to provide guidance to management on prudent fiscal management based on evidence	EAD	Report	quarterly	quarterly	Inadequate and erratic funding
Produce Budget statements	EAD	budget statement	April 19	1 month	
Conduct annual Economic Survey, Business Interviews and Business perception surveys	EPD/EAD	Reports	Quarterly/annually	Quarterly/annually	
Train staff in public finance management	EAD/EPD/PFMS	Staff trained	ongoing	3 weeks training	
Conduct Public Expenditure Reviews	EAD	Report	Annually	3 months	
Conduct Policy Research carried out to inform macroeconomic policy	EPD/EAD	Report	Quarterly	Quarterly	
Conduct Public Expenditure Tracking Survey (PETS)	EPD	Report	Annually	3 months	
Financial implications of bilateral, regional and multilateral agreements/protocols on the national budget analyzed(fiscal deficit,central government borrowing etc)	EPD/EAD	Report	ongoing	ongoing	
Conduct Medium Term expenditure/performance review	BD/EAD	Reports	annually	Year end	
OUTPUT 4	Country's macroeconomic Programs successfully implemented				
TARGET - 2018/19	Program's quantitative targets and structural benchmarks met				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct fortnight economic programme monitoring meetings	EAD	Reports	ongoing	ongoing	Delays in provision of data
Compile Economic Programme monthly M&E reports	EAD	Reports	ongoing	ongoing	Delays in provision of data from data sources

Compile Quarterly Economic Programme review reports	EAD	Reports	ongoing	ongoing	Delays in provision of data
Semi-annual Economic Programme reviews undertaken	EAD/EPD	LOI/TMU/MEFP produced	October and March	ongoing	Delays in provision of data
OUTPUT 5	Low fiscal deficit reduced and maintained				
TARGET-2018/19	Fiscal deficit reduced to $\leq 3\%$ percent of GDP and primary balance reduced				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Production of the Debt Sustainability Analysis Report to provide guidance on levels of financing/budget balance that is consistent with sustainable debt levels	DAD	Report	Annual	ongoing	Low frequency of DSA production
Develop Robust Fiscal Framework with realistic targets using a financial programming model	EAD	A Financial Programme produced	ongoing	ongoing	Low commitment from other departments in FPP/modelling TWG
Provide guidance to cash management committee on adherence to the programmed fiscal framework	EAD	Fiscal reports	ongoing	ongoing	Unexpected extra budgetary pressures
Provide guidance to ensure no accumulation of arrears	PFMS/EAD	Fiscal reports	ongoing	ongoing	Lack of unautomated system of capturing arrears in IFMIS from all MDAs
Carry out domestic borrowing analysis and provide guidance to reduce domestic and external borrowing	EAD/DAD	Report	Quarterly	ongoing	Huge lags in data submission on domestic debt
Carry out primary balance analysis to provide guidance on reducing primary balance to sustainable/targeted levels	EAD	Report	Monthly	ongoing	Unreliable above the line data to determine real time primary balance position

OUTPUT 6	Domestic debt reduced to lower and manageable levels				
TARGET - 2018/19	Net domestic debt reduced to less than 15 % of GDP				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Strict adherence to PFMA provisions on spending and commitments by MDA controlling officers	EAD	Fiscal reports	ongoing	ongoing	
Enforce statutory ceiling on ways and means by producing ways and means advisory analyses	EAD	Fiscal reports	ongoing	ongoing	Donor aid freeze
Ensure domestic debt repayment by advising cash management technical committee to only allow spending within targets	EAD	Fiscal reports	Monthly	ongoing	Donor aid freeze, interest rate increase, Interest accumulated on debt
Utilise IMF supported programme targets and benchmarks to control domestic borrowing	EAD	Fiscal reports	ongoing	ongoing	Failure to meet ECF targets, Interest accumulated on debt
STRATEGIC OUTCOME	3.3 A vibrant financial sector developed and sustained				
OUTCOME TARGET	3.3.1 Improved access to financial services up to 70% by 2022				
OUTPUT 1	Developed and stable financial sector for increased and inclusive access to financial services				
TARGET - 2018/19	Financial sector policies, strategies, frameworks developed and financial institutions established				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Establish Agriculture Cooperative Bank	PFSPD	Bank established	ongoing	ongoing	
Review Business Plan and Institutional framework for the Financial Sector Deepening Trust (FSDT)	PFSPD	Report	Nov 18-Jan 2019	3 months	

Expand reach/funding capacity of the FSĐT by engaging more donors	PFSPD	Report	June 2019	ongoing	
Establish the Financial Sector Deepening Trust	PFSPD	Trust established	ongoing	ongoing	
Review the legal and regulatory framework to allow Islamic finance in Malawi	PFSPD	Report	On-going	on-going	
Facilitate enactment of Malawi Deposit Insurance Corporation Bill and business plan and submit to Cabinet;	PFSPD	Draft bill	On-going	On-going	
Establish Deposit Insurance Cooperation	PFSPD	DIC established	ongoing	ongoing	
Establish Mortgage finance policy and regulatory framework	PFSPD	Policy paper	ongoing	ongoing	
Develop/review the legal and regulatory framework for mortgage finance	PFSPD	Policy paper	ongoing	ongoing	
Draft and submit Financial Ombudsman Bill to Parliament for enactment;	PFSPD	Draft bill	Sept- May 19	9 months	
Establish the Financial sector ombudsman	PFSPD	Report	ongoing	ongoing	
Draft and submit Financial Ombudsman Bill to Parliament for enactment;	PFSPD	Draft bill	Sept- May 19	9 months	
Conduct annual reviews of FSDS, Financial Inclusion Strategy, Long Term Finance Policy, Microfinance Policy and Roadmap for digitising Government Payments	PFSPD	Reports	Annually	1 month	
Conduct mid-term reviews of FSDS, Financial Inclusion Strategy, Long Term Finance Policy, and Microfinance Policy	PFSPD	Reports	Periodic	Periodic	
Conduct feasibility study and develop institutional framework for securities stabilisation fund	PFSPD	Report	Feb- April 19	3 months	

Develop FARMSE Project Appraisal Document (PAD) and commence operations	PFSPD	Reports	July 18	1 month	
OUTPUT 2	Increase coverage of contributory pension from 8% to 15% of the workforce				
TARGET - 2018/19	Increase coverage of contributory pension from 9% to 11% of the workforce by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct sensitization programs for the civil service pension fund and procure pension software	PFSPD	Reports	On-going	On-going	
Develop/review investment plan for the Civil Service Pension Fund	PFSPD	Report	Aug- Dec	5 months	
Gazette establishment of National Pension Fund	PFSPD	Report	July-Aug 18	2 months	
Review the Pension Act to allow establishment of voluntary pension plans	PFSPD	Report	Jan – Mar 19	3 months	
Voluntary personal pension plan established	PFSPD	Report	May/June 19	2 months	
STRATEGIC OUTCOME	3.4 Improved Formulation of public sector investment development projects and programs				
OUTCOME TARGET	3.4.1 Increased level of public investments to at least 30% of total annual budget by 2022				
OUTPUT 1	Formulation of development projects and programs improved				
TARGET - 2018/19	Public sector investment programme (PSIP) timely formulated				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Review the 2017/18 PSIP performance	EPD	PSIP Document	July-Sept 2018	3 months	
Quarterly monitoring of 2018/19 PSIP	EPD	Reports	Quarterly	Quarterly	No funding
Formulate 2019/20 PSIP cycle	EPD	Report	Aug-May19	10 months	
Provide input in the Formulation of 2019/20 development budget	EPD, BD, DAD	Approved national budget	Aug 2018-May 2019	10 months	

OUTPUT 2	Public Sector Investment Programme database improved				
TARGET - 2018/19	PSIP database maintained and updated				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Populate PSIP database	EPD	Reports	Ongoing	Ongoing	
Revise PSIP Database manual	EPD	Manual	July-Sept 18	3 months	
Upgrade PSIP excel templates	EPD	Excel templates	July-Aug 18	2 months	
OUTPUT 3	Public investment policy developed				
TARGET - 2018/19	Draft policy document produced				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Review issues paper	PSIP	Issues paper	ongoing	Ongoing	
Establish public investment management regulatory framework	PSIP	Policy paper	ongoing	Ongoing	
Draft and submit PSIP sections to be included in reviewed PFM Act	PSIP PFMS	Consultant report	Aug- Oct 18	3 months	
OUTPUT 4	Capacity in project appraisal and programming enhanced				
TARGET - 2018/19	Capacity in project appraisal and feasibility analysis increased				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Conduct needs assessment and develop Capacity Development Plan	EP&D	Training plan	Sept-Oct 2018	2 months	
Training on project formulation and feasibility analysis	EPD	Number of officers trained	Nov-2018	1 month	
Review PSIP appraisal manual	EPD	Manual	Jan 2019	1 month	

OUTPUT 5	Implementation of PSIP projects Improved				
TARGET - 2018/19	Periodic monitoring of the performance of PSIP projects				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Undertake joint monitoring exercises	EPD	Reports	Quarterly	Quarterly	
Conduct mid-term review of 2018/19 development budget execution	EPD BD	Report	Dec 2018	1 month	
Convene review meetings for special Cabinet on projects	EPD	Reports	Quarterly	Quarterly	

STRATEGIC PROGRAM AREA 4: SOCIAL PROTECTION

STRATEGIC OUTCOME	4.0 Enhanced Linkages and coordination of poverty reduction and social protection policies and programs				
OUTCOME TARGET	4.1 Enhanced coordination and linkages in poverty reduction and social protection by 2022				
OUTPUT 1	Strengthened policy guidance and implementation standards and guidelines of poverty reduction and social support programs Successor MNSSP developed				
TARGET - 2018/19	Policy guidance, standards and guidelines for social protection programs provided and strengthened at all levels				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop and disseminate successor MNSSP	EPD	Report	July-Sept 18	3 months	
MNSSP Communication strategy developed	EPD	Report	Oct-Dec	3 months	
Coordinate implementation of MNSSP	EPD	Report	Ongoing	Ongoing	
Develop and validate M&E tools for national social support programme	EPD - PRSP	Validated M&E Framework	Sept- Dec 18	3 month	Availability of funds
Periodic monitoring and evaluation of the MNSSP	EPD	Reports	Quarterly	Quarterly	
Mapping of all institutions implementing social support programs	EPD	List of institutions	July 2018	1 months	Availability of funds
Provide policy guidance on all social protection programs	EPD	Policy briefs	ongoing	1 year	
Establish harmonised case management and grievance redressed mechanisms	EPD	Harmonised case management mechanisms	Jan - Jul 2019	6 months	
Validate and disseminate harmonised Case Management mechanisms for Social Support Programs	EPD	Report	Jan - Jul 2019	6 months	Availability of funds
Establish harmonised coordination structures at national, district and community levels	EPD	Report	Oct –Feb 19	5 months	
Develop and implement graduation pilots for	EPD	Developed strategy	Jan - Jul 2019	6 months	Availability of funds

poverty reduction programs					
Link strategies for poverty reduction, social support and other programs	EPD	Report	Ongoing	Ongoing	
Expanded and improve E-payment for social support programs	EPD	Report	Ongoing	Ongoing	
OUTPUT 2	Enhanced Capacity Development in Poverty Reduction and Social Protection by 2022				
TARGET - 2018/19	Capacity Development in Poverty Reduction and Social Protection increased by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Map poverty Reduction programs	EPD	Report	Oct -Dec 19	3 months	
Develop Poverty Reduction Concept and guidelines	EPD	Concept developed	Aug-Sept 19	2 months	
Develop Capacity Development Plan and train officer in Social protection issue	EPD	Report	ongoing	3 weeks training	availability of funds
Capacitate district councils to integrate DDPs with catchment management plans	EPD-PRSP	Reports	Jan-Feb 2019	8 weeks	Availability of funds
OUTPUT 3	Establishment of Social Support Fund (SSF) by 2022				
OUTPUT TARGET - 2018/19	Preparatory work for Establishment of Social Support Fund (SSF) done by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop capacity development plan and institutional arrangement	EPD	Report	July-Dec 18	6 months	
Produce the piloting plan for the Fund developed	EPD	Report	Jan –Mar 19	3 months	
Conduct feasibility study for Apex Fund	EPD	Report	Sept-Dec 18	4 months	
Establish Apex Fund for Microfinance	EPD	Report	Jan –July 19	6 months	

OUTPUT 4	Unified Beneficiary Registry for all SSP and other programs established				
TARGET - 2018/19	Data for UBR collected for the remaining 18 districts by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Up-scaling of UBR in 18 remaining districts	EPD	UBR in 18 more districts	July-Dec 18	6 months	Availability of funds
Data use and sharing protocols in place	EPD	Report	April 19	ongoing	
Coordinate the enrolment of MNSSP beneficiaries through UBR Data Base	EPD-PRSP	Report	ongoing	ongoing	

STRATEGIC PROGRAM AREA 5: RESEARCH AND STATISTICS MANAGEMENT

STRATEGIC OUTCOME	Enhanced production of timely and high quality statistics				
Output TARGET 1	95% of all statistical programs implemented by 2022				
OUTPUT 1	Population and Housing Census (PHC) conducted				
TARGET - 2018/19	90% of PHC activities done				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Mapping exercise for EAs continued	NSO	Number of EAs done	July/ October	60 days	ORT funding challenges
Conduct the population and Housing Census	NSO	Survey report	September 18	1 month	
Development of Census CAPI	NSO	Census CAPI developed	October 2018-March 2019	6 months	ORT funding challenges
Conduct advocacy meetings with MPs, DCs, TAs, Councillors and the general public	NSO	Meeting Reports	January-June 2019	6 months	ORT funding challenges
Training of District Census supervisors	NSO	Training Report	July-August 2018	2 months	ORT funding challenges
Conduct government finance statistics training	EAD	Training report	October-November	2 months	ORT funding challenges
Conduct government finance statistics training	EAD	GFS published	September-November 18	3 months	ORT funding challenges
Updating the GFS Framework (central budgetary operations, Extra budgetary units, local government unit, quasi fiscal operations, consolidation.	EAD	Framework	November-December 18	2 months	ORT funding challenges
OUTPUT 2	Routine periodic surveys conducted				
TARGET - 2018/19	95% of surveys completed				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Welfare Monitoring Survey (WMS)	NSO	Survey Report	Oct 18-June 19	9 months	ORT funding challenges

Survey on Foreign Trade Indices	NSO	Foreign Trade Indices published	July 18-Jun 19	12 months	ORT funding challenges
Survey on Indices of Industrial Production (IIP)	NSO	IIP published	July 18-Jun 19	12 months	ORT funding challenges
Survey on Producer Price Indices (PPI)	NSO	PPI published	July 18-Jun 19	12 months	ORT funding challenges
Annual Economic Survey (AES)	NSO	AES published	July 18-Jun 19	12 months	ORT funding challenges
Updating Business Information Register (BIR)	NSO	Business Information Register updated	July-December 2018	6 months	ORT funding challenges
Survey on monthly Consumer Price Indices (CPI)	NSO	CPI Report	July 2018-June 2019	12 months	ORT funding challenges
Foreign Private Capital (FPC) Survey	NSO	Survey Report	October 2018-June 2019	9 months	ORT funding challenges
Analysis of Tourism statistics	NSO	Tourism Report	August 2018-June 2019	11 months	ORT funding challenges
Balance of Payments (BOP) compilation	NSO	BOP statistics published	August 2018-April 2019	10 months	ORT funding challenges
National Accounts (NA) compilation	NSO	NA statistics published	August 2018-April 2019	10 months	ORT funding challenges
Analysis of Integrated Household Survey (IHS) data	NSO	Preliminary and Final Report	July-November 2018	5 months	Erratic funding
Economic Census	NSO	Census Report	October 2018-May 2019	8 months	Erratic funding
OUTPUT 3	Well-coordinated and harmonised National Statistical system				
TARGET - 2018/19	Coordination with Big Data producers improved from 45% to 55%				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Train staff in data collection	NSO	Staff trained	ongoing	2 weeks training	

Rolling out NSS to 20 MDAs	NSO	Report	ongoing	ongoing	
Create Database for Big Data	NSO	Database created	Oct-Dec 18	3 months	
Sign MOUs with 20% of Big Data producers	NSO	Signed MOUs	April-May 19	2 months	
OUTPUT 4	Quality Assurance Framework (QAF) rolled out to the remaining 8 MDAs and subsequent monitoring of all MDAs for compliance				
TARGET - 2018/19	QAF rolled out to 8 MDAs by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
QAF rolled out to 8 MDAs	NSO	Report	July –Dec 18	6 months	
Monitoring of all MDAs for compliance with QAF	NSO	Report	Quarterly	Quarterly	
Review of the QAF	NSO	Report	annually	1 month	

STRATEGIC OUTCOME 6: MANAGEMENT AND ADMINISTRATION

STRATEGIC OUTCOME	6.1 Improved institutional capacity for efficient and effective service delivery				
OUTCOME TARGET	6.1.1 institutional capacity for efficient and effective service delivery improved by 2022				
OUTPUT 1	Vacancy Rate reduced to 20%				
OUTPUT TARGET 2018/19	Vacancy Rate reduced to 25% by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Develop recruitment and promotion plan	HRMD	Plan developed	July-Aug 18	2 months	
Conduct Functional Review for all divisions and departments	HRMD	Report	July- Sept 18	3 months	
Recruit and promote staff in vacant positions	HRMD	Report/staff recruited or promoted	Ongoing	Ongoing	
OUTPUT 2	Improved ICT Infrastructure in place and operational				
OUTPUT TARGET	ICT Infrastructure in place and operationalised by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Operationalize management Information Systems (IFMIS, HRMIS & Payroll, CS-DRMS, AMP)	IT	Systems in place	Ongoing	Ongoing	
Upgrade all ICT systems (security systems, install antiviruses, storage sever)	IT	Systems upgraded	July- Sept 18	3 months	
Review and update Ministry Website(s)	IT	Website updated	Oct- Dec 18	3 months	
Disseminate the ICT Policy Guidelines	IT	Report	July- Nov 18	5 months	
Digitalise the resource centres (Registry & Library)	IT	Report	July to June 19	1 year	
Operationalize Security Services (CCTV & Door Access Control), Video Conferencing and Public Address systems	IT	Report	July to June 19	1 year	
OUTPUT 3	Management and Accountability of MoFEPD assets, obsolete and unserviceable assets				

	properly disposed				
OUTPUT TARGET	MoFEPD assets managed, obsolete and unserviceable assets properly disposed by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Manage and maintain Ministry's Fleet	ADMIN	Report	Ongoing	Ongoing	
Rehabilitate and maintain office buildings	ADMIN	Report	Ongoing	Ongoing	
Maintain Office furniture and equipment	ADMIN	Equipment maintained	Ongoing	Ongoing	
updating of office inventory and fixed assets register	ADMIN	Updated inventory	Monthly	1 week	
Dispose obsolete and broken down furniture, equipment and Government vehicles	ADMIN	Report	Annually	1 month	
OUTPUT 4	Development of MoFEPD work plans and budgets coordinated				
OUTPUT TARGET	Work plans and Budgets produced by March 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Coordinate preparation of Budget estimates	ADMIN	Report	Jan 19	1 month	
Coordinate negotiations and approval of budget	ADMIN	Approved budget	April 19	3 weeks	
Communicate review of budget estimates after ceiling disbursement	ADMIN	Report	Jan 19	1 week	
Coordinate formulation of work plans and cash flows	ADMIN	Final workplans	Jan –Mar 19	3 months	
Print and deliver budget documents to parliament	ADMIN	Printed budget documents	April/May 2019	2 months	
OUTPUT 5	Developed effective financial management frameworks for administering divisional budgets with appropriate independent and accountability				
OUTPUT TARGET	Efficient and effective budget implementation with minimised audit queries by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Provide Framework for financial management and operations	ADMIN	Framework developed	July - Sept	3 months	

Provide professional accounting services	ADMIN	Report	Ongoing	Ongoing	
Provide timely and comprehensive budgetary reporting	ADMIN	Report	Quarterly	Quarterly	
Financial prudence of Public resources to minimise audit queries	ADMIN	Reports	ongoing	Ongoing	
Self-guarding Government assets	ADMIN	Reports	Ongoing	Ongoing	
OUTPUT 6	Gender, HIV and AIDS issues mainstreamed in the Ministry's programs				
TARGET - 2018/19	20% Gender, Disability, HIV and AIDS issues mainstreamed in the all programmes by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Establish Gender, Disability, HIV and AIDS Focal Point in all departments	HRMD	Number of focal persons	July – August 2018	2 month	
Conduct dissemination and awareness of GHA programs	HRMD	Reports	Ongoing	Ongoing	
Develop and disseminate Gender, HIV AIDS workplace policy	HRMD	Reports	Oct – Dec 18	3 months	
Formulation of GDHA committees	HRMD	Reports	July – Aug 18	Ongoing	
Train GDHA committee crosscutting issues	HRMD	Reports	July, 2018	Ongoing	
OUTPUT 7	MoFEPD performance in service delivery improved				
OUTPUT TARGET - 2018/19	MoFEPD performance in service delivery improved by June 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Train 20% of officers for capacity building courses	HRMD	Staff trained	ongoing	ongoing	
Formulation of annual performance contract	HRMD	PC formulated	April/May 19	2 months	
Conduct annual performance appraisals	HRMD	Report	July/Aug 19	2 months	
Organise and coordinate management meetings	EAD/ADMIN	Minutes	Ongoing	Ongoing	
OUTPUT 8	Employee satisfaction achieved and workplace conditions of service improved				

OUTPUT TARGET - 2018/2019	100 % Employee satisfaction achieved and working conditions improved by 2019				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Counseling system and programs established.	HRMD	Systems report	August 18	2 weeks	
Physical fitness programs established	HRMD	Programs schedule	August 18	1 week	
Strengthen observation of Workplace procedures	HRMD	Procedure manual	Sept 2018	2 weeks	
Conduct Employee satisfaction survey	HRMD	Survey report	October 18	4 weeks	
Awarding Annual Best Performing Officers	HRMD	Report	Dec 2018	1 week	
OUTPUT 9	Cost Centres audited				
TARGET - 2018/201	60% of cost centres audited by 2019 audit and follow ups on audit queries				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Formulate Annual Audit work plans	ADMIN	Report	Mar-19	1 month	-
Conduct assurance and consulting audits	ADMIN	Reports	Jul - Jun -19	On going	
Conduct follow-up audits and consolidated audit reports for management action	ADMIN	Reports	Ongoing	Ongoing	
Train Internal Auditors in IT auditing and have access to IFMIS and TIBCO	ADMIN	Staff trained	Ongoing	Ongoing	
Conduct follow-up audits on assurance and consulting assignments	ADMIN	Reports	Jan - 19 - Jul 19	4 Weeks	Lack of financial resources
Conduct in house training on how to use audit tools	Internal Audit Section	2 per year	Mar - 18 and Jun - 19	4 Weeks	Lack of funds
OUTPUT 10	Office supplies and equipment Provided				
TARGET - 2018/2019	90% of office supplies and equipment provided				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Produce annual procurement plan	ADMIN	Procurement plan	July	2 weeks	

Conduct Internal procurement and disposal committee meetings	ADMIN	Minutes	ongoing	ongoing	Availability of members for meetings
Collect quotations and issue LPO	ADMIN	Signed LPO	ongoing	ongoing	
Procure and distribute office items	ADMIN	Delivery note	ongoing	ongoing	
Produce procurement report	ADMIN	Reports	Quarterly	1 week	

10.2 ANNEX 2: TABLE 6, MONITORING AND EVALUATION FRAMEWORK

STRATEGIC PROGRAM AREA	PUBLIC RESOURCE MANAGEMENT											
OBJECTIVE:	To improve public financial management so as to promote transparency, accountability, fiscal discipline, efficiency and effectiveness in the management and use of public resources											
STRATEGIC OUTCOME	1.1 Enhance efficiency and effectiveness in resource use and allocation											
OUTCOME TARGET 1	1.1.1 Increased budget credibility and strengthened medium term expenditure framework (MTEF)											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data Collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Variation of budget outturn as a percentage of approved budget less than 10%	Variation of budget outturn as a % of approved budget	The difference of fund release and actual budget	54.3%	10%	10%	10%	10%	10%	Reports	Monthly	Budget framework	BD
	% variation of inflows and outflows (forecast and actuals)	The difference of inflows and outflows between forecast and actual	16% (inflow) 4% (outflow)	10%	10%	10%	10%	10%	Reports	Monthly	Cash flow plan	CMU
Variation of annual ceilings as a percentage of MTEF ceilings less than 10%	Variation of annual ceilings as a percentage of MTEF ceilings	The difference of Approved budget from the MTEF ceilings	41%	15%	12%	10%	10%	10%	Reports	Annually	Reports	BD/CMU
All MDAs budgets aligned to policy documents	% of MDAs aligning their budgets to policy documents	The number of MDAs (against the total MDAs) aligning their budget submissions to National policy documents	66%	90%	95%	100%	100%	100%	Reports	Quarterly	Reports	BD
OUTCOME TARGET	1.1.2 legal and institutional frameworks of Malawi's public finance management systems strengthened by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data Collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
PFM Act and Treasury Instructions reviewed	Number of Reviews conducted/Amended documents	Relooking at the PFM Act and Treasury Instructions to identify the gaps	2	2	2	2	-	-	Report	Periodic	Report	PFMS

	% compliance of MDAs to the reviewed legal instruments	The total number of MDAs complying to reviewed legal instruments expressed in %	-	-	100%	100%	100%	100%	Report	ongoing	Report	PFMS
Budget Law Formulated and enacted	Number of budget law	The number of possible budget laws that might be formulated	0	-	-	1	1	1	Report	annual	Report	BD/PFMS
Internal Audit Legal and regulatory frameworks developed and reviewed	Number of frameworks developed/ Number of frameworks reviewed	The number of possible Internal Audit Policy regulatory frameworks that can be developed	1	2	2	2	2	2	Report	Semi annual	Report	PFMS
Public Finance Management (PFM) Rolling Plan developed and implemented	Developed PFM Rolling Plan	The final PFM rolling plan that has been developed	1	1	1	1	1	1	Report	Annual	Report	PFMS
	% of projects aligned to PFM rolling plan	The number of projects aligned to PFM rolling plan expressed in %	-	100%	100%	100%	100%	100%	Report	ongoing	Report	PFMS
OUTCOME TARGET	1.1.3 Provision of financial management and accounting services improved by 2022.											
OUTPUTS	Performance Indicators	Definition of indicator	Targets					Data source	Frequency	Data collection instrument	Responsibility for data collection	
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4					Yr5
Financial and accounting services in compliance with national and international standards	% compliance to the standards	The percentage level of compliance to national and international standards		80%	85%	90%	95%	100%	Reports	ongoing	Reports	AGD
Management and Accountability of Assets in the Public Services	Inventory of MDAs asset (register),	An updated inventory of MDAs asset		5	5	5	5	5	Inventory	Quarterly	Asset register	HR/ADMIN
	% of Obsolete and unserviceable government assets properly disposed	The count of Obsolete and unserviceable government assets which were properly disposed expressed in %		100%	100%	100%	100%	100%	Reports	Quarterly	Reports	HR/ADMIN
Provision of banking and payment services improved	Number of days it takes to complete the services	The total number of working days it takes to complete a single Government Banking services		2	2	2	2	2	Reports	Monthly	Reports	AGD
Quality accounting and financial management information systems	% monitoring of budget implementation within IFMIS	Total measure of budget implementation information integrated and monitored within IFMIS		100%	100%	100%	100%	100%	Reports	Monthly	IFMIS	AGD

Internal oversight over management of public resources improved	% increase in audit coverage and scope	An additional Audit coverage and scope expressed in percentage		10%	10%	10%	10%	10%	Reports	Annually	Reports	AGD/CIAU
OUTCOME TARGET	1.1.4 Internal oversight over management of public resources Improved and Internal Audit coverage of budgeted resources in MDAs increased from 43% to 75% by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Baseline 2016/17	Targets					Data source	Frequency	Data collection instrument	Responsibility for data collection
				Yr1	Yr2	Yr3	Yr4	Yr5				
Operational, Compliance, financial, Investigative and advisory audits conducted	Number of audit reports	Number of audit reports produced after conducting audit reviews	36	60	60	60	60	60	Annual report	Annually	Audit reports	CIAU
ICT and continuous audit of IFMIS and HRMIS conducted	Number of audit reports	Number of audit reports produced after conducting ICT and continuous audit reviews	0	6	6	6	6	6	Annual Report	Annually	Audit reports	CIAU
Internal audit activities automated	Number of audit processes automated	Number of audit processes undertaken using ICT systems	0	-	1	1	1	1	Report	On-going	Audit reports	CIAU
Facilitation of Resolution of Internal Audit Findings Increased	% audit recommendations addressed by MDAs	% audit recommendations addressed by MDAs	51%	55%	60%	70%	80%	85%	Annual Report	Annually	Audit follow up reports	CIAU
Audit committees resumed in all MDAs	Audit committee reports	Reports produced by audit committee after audit committee meetings	0	-	-	4	6	8	Report	Quarterly	Audit committee reports	CIAU
Pre-auditing of 90% budgeted financial resources	% of annual budget pre-audited	% of annual budget pre-audited	15%	15%	50%	65%	80%	90%	Report	Annually	Inspection reports	FIU
OUTCOME TARGET	1.1.5 Improved financial oversight over statutory bodies and other government investments											
OUTPUTS	Performance Indicators	Definition of indicator	Baseline 2016/17	Targets					Data source	Frequency	Data collection instrument	Responsibility for data collection
				Yr1	Yr2	Yr3	Yr4	Yr5				
Compliance by statutory bodies to public finance management Act	% compliance by statutory bodies PFM Act	Refers to cooperation of statutory bodies in adhering to PFM Act		70%	75%	80%	90%	100%	Reports	ongoing	Reports	PFMS
Monitoring framework for statutory bodies and other government investments developed	Number of frameworks developed/reviewed	Total number of monitoring and investments frameworks that have been developed for statutory bodies		2	2	2	2	2	Reports	annually	Framework	PFMS

Planning and budgeting for statutory bodies improved	% of subvented statutory bodies using PMPBs	Number of statutory bodies using PMPBs expressed in percent		80%	90%	100%	100%	100%	Reports	ongoing	Report	PFMS
OUTCOME TARGET	1.1.6 Reduced fiscal burden arising from financial bail outs of statutory bodies by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets					Data source	Frequency	Data collection instrument	Responsibility for data collection	
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4					Yr5
Risk management framework developed and operationalized	Developed framework % use of the framework	The development of the framework and its use for implementation		80%	90%	100%	100%	100%	Report	ongoing	Framework	PFMS
Borrowing levels for parastatals monitored	Periodic monitoring of borrowing levels	Quarterly monitoring of parastatal borrowing levels		4	4	4	4	4	Reports	Quarterly	Reports	PFMS
Returns on government investments improved	% increase in returns	Changes in returns on government investments expressed in %		10%	10%	10%	10%	10%	Reports	Annually	Reports	PFMS

STRATEGIC PROGRAM AREA 2	RESOURCE MOBILISATION											
STRATEGIC OBJECTIVE	To improve mobilization of domestic and foreign financed resources to fund the National Budget											
STRATEGIC OUTCOME	2.1 Improved resource mobilization, aid coordination and debt management											
OUTCOME TARGET	2.1.1 Domestic resource mobilization improved by 25% as proportion of the national budget by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Gap (variance) between projected and actual revenues reduced to within 5%	Gap (variance) reduced to within 10%	The difference between the projected and actual revenues	6%	10%	8%	5%	5%	5%	Report	Monthly	framework	RPD
Tax legislation reviewed by 2021	Tax legislation reviewed % use of tax legislation	Number of tax legislation reviewed and % of their usage/adherence by institutions	0	1 80%	- 100%	- 100%	- 100%	1 100%	Reports	Annually	Reports	RPD
Five (5) Double Taxation Avoidance Agreements negotiated and signed	Number of signed agreements	The total number of signed DTAs	0	1	1	1	1	1	Reports	Ongoing	DTAs	RPD
increase in revenue as a percentage of GDP to 25%	% increase in domestic revenue	An increase in domestic revenue as proportion of GDP	19.1%	0.9%	1%	1%	1%	1%	Reports	annually	Reports	RPD
Development of Funds and Trust Funds reviewed and enforced	Number of reviews % of MDAs adhering	Total number of reviews for Treasury and Trust Funds and the % of MDAs adhering to it.	1 -	1 100%	1 100%	1 100%	1 100%	1 100%	Reports	Annually	Reports	RPD
Regional integration enhanced	Number of tariff lines removed	Total number of tariff lines that have been removed	0	0	250	123	100	50	Reports	Annually	Reports	RPD
EITI implementation in Malawi	EITI report produced	total number of reports produced on annual basis	1	1	1	1	1	1	Reports	Annually	Reports	RPD

OUTCOME TARGET	2.1.2 Aid mobilisation and management systems strengthened by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Human and institutional capacity built for effective and efficient debt management in order to achieve lower cost of debt and lower risk rating of debt distress	Capacity improved in %	The human and institutional capacity that will enable efficient debt management	60%	80%	90%	95%	98%	100%	Reports	ongoing	Reports	DAD
Volume of external resources for development increased	% increase in volume of external resources	The increase in volume of external resources for development expressed in %	-	10%	20%	30%	40%	50%	Reports	annually	Reports	DAD
Development cooperation more effective, harmonized and aligned to country priorities and contributes to lasting development results	% of Development cooperation, harmonized and aligned to country priorities	The alignment of DCs to country's priorities	60%	70%	80%	90%	100%	100%	Reports	annually	Reports	DAD
Volume of ineligible expenditure reduced	% of reduction ineligible expenditures	Total reduction of ineligible expenditures expressed in %	-	70%	80%	90%	100%	100%	Reports	annually	Reports	DAD
Absorption capacity improved	% reduction in absorption capacity	Total reduction of absorption capacity	-	70%	80%	90%	100%	100%	Reports	annually	Reports	DAD
OUTCOME TARGET	2.1.3 External and Domestic Debt Management strengthened by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
External debt Management enhanced and tied with capital projects with high rates of return	% of External debt tied with capital projects	Total External debt tied with capital projects with high rates of return expressed in %		70%	80%	90%	100%	100%	Reports	annually	Reports	DAD
Share of short term instruments(T-bill) in the domestic debt portfolio reduced	% share of short term instruments	share of short term instruments in the domestic debt portfolio expressed in %	-	40	35	25	20	15	Reports	Annually	Reports	DAD

reduced debt service cost	% decline/decrease in short term debt instruments and increase investor base	Proportion of short term debt instrument declining over the period with RBM holding less of the domestic debt	45	40	35	30	25	20	Reports	Annually	Reports	DAD
Management of Publicly Guaranteed debt enhanced	% of guarantees issued in accordance with the approved procedure manuals	Share of guarantees issued in accordance with the approved procedure manuals expressed in %	50%	60	70	80	90	100	Reports	Annually	Reports	DAD

STRATEGIC PROGRAM AREA 3	ECONOMIC MANAGEMENT AND DEVELOPMENT											
OBJECTIVE	To provide strategic guidance on development planning, economic and financial sector development to ensure stable macroeconomic environment that supports sustainable socio-economic growth and development											
STRATEGIC OUTCOME	3.1 Enhanced Evidence based planning and policy formulation											
OUTCOME TARGET	3.1.1 Evidence based planning and policy formulation enhanced by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Long and medium term strategies and policies developed and disseminated	% of National strategies and programmes developed and disseminated	Count of national strategies and programmes that have been developed and disseminated expressed in %	2	1	2	2	2	2	Reports	Annually	Reports	EPD
Monitoring and evaluation improved	Periodic monitoring and evaluation	Refers to number of periodic monitoring and evaluation of National Strategies, Programmes and Projects		4	4	4	4	4	Report	Quarterly	Reports	EPD
STRATEGIC OUTCOME	3.2 Improved macroeconomic stability											
OUTCOME TARGET	3.2.1 A stable macro-economic environment (single digit inflation, lower fiscal deficit, stable exchange rate and economic growth) attained and sustained by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Prudent fiscal policy implemented and enhanced	% adherence to prudent fiscal policies	Refers to adherence of the fiscal policies and other related PFM legal Acts that are in place		100%	100%	100%	100%	100%	Reports	Monthly	Frameworks	EAD
	% of inflation	The actual attained inflation on monthly and annual average		<10%	<10%	<10%	<10%	<10%				
Macroeconomic modeling skills enhanced	% of officer sent on training courses	Total number of officers participating in macroeconomic modelling courses	30%	60%	70%	80%	90%	100%	Reports	Ongoing	Reports	EAD/EPD
	Number of macroeconomic	Total number of models and	0	1	1	1	1	1	Reports	Annually	Reports	EAD/EPD

	models developed	manuals being developed for use										
Macroeconomic Policy Formulation and Management improved	Number of corresponding economic policy documents produced	Refers to all corresponding economic policy documents that are produced during the period	7	7	8	8	8	8	Reports	Annually	Final policy documents	EAD/EPD
Country's macroeconomic Programmes successfully implemented	Program's quantitative targets and structural benchmarks met	The agreed targets between the development partners and Government (MoFEPD) in their supported programmes including ECF	-	-	-	-	-	-	Reports	Ongoing	Reports	EAD
Reduce and maintain low fiscal deficit	Fiscal deficit (%)	Fiscal deficit as a percentage of GDP	-3.16	<-3%	<-3%	<-3%	<-3%	<-3%	Report	Annual	Fiscal framework	EAD
Reduce and maintain low primary balance	Primary balance (%)	Primary balance as a percentage of GDP	7%	<3%	3%	<3%	3%	<,3%	Report	Annual	Fiscal framework	EAD
Domestic debt reduced to lower and manageable levels	% of domestic debt	Percentage of net domestic debt in terms of absolute GDP		<15%	<15%	<15%	<15%	<15%	Report	Annual	Report	DAD/EAD
STRATEGIC OUTCOME	3.3 A vibrant financial sector developed and sustained											
OUTCOME TARGET	3.3.1 Improved access to financial services to all by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Developed and stable financial sector for increased and inclusive access to financial services	Number of financial sector policies, strategies, frameworks developed	A count of financial sector policies, strategies, frameworks developed and financial institutions established	1	3	3	2	1	1	Reports	Annually	Reports	PFSPD
	Number of financial institutions established		0	2	1	1	1	1	Reports	Annually	Reports	PFSPD
Increase coverage of contributory pension from 8% to 15% of the work force	% increase in coverage	The increase in coverage of contributory pension in % of the workforce in public service	8 %	9%	11%	13%	14%	15%	Reports	Annually	Reports	PFSPD

STRATEGIC OUTCOME	3.4 Formulation of public sector investments development projects and programs improved											
OUTCOME TARGET	3.4.1 Increased level of public investments to at least 30% of total annual budget by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Formulation of projects and programs improved	% of development projects and programs in the PSIP database formulated on time	Total number of projects in the national budget enrolled in the PSIP database	85%	92%	95%	100%	100%	100%	Reports	Annually	PSIP database www.psip.malawi.gov.mw	EPD (Dev)
Public Sector Investment Programme database improved	Version of PSIP upgraded	PSIP database will be improved to include new features (versions)	4.0	4.2	4.6	4.8	5.0	5.2	Web based data	Annually	Mysal and symphony	EPD (Dev)
Public investment policy developed	% of policy formulation completed	Percentage of stages in the policy formulation process completed	0	20	60	100	-	-	Reports	Annually	Policy documents	EPD (Dev)
Capacity in project appraisal and programming enhanced	% of officers trained in project planning and appraisal	Percentage of officers participating in project formulation and feasibility study analysis courses	0%	30%	70%	100%	100%	100%	Reports	Annually	Training plans	EPD (Dev)
Implementation of PSIP projects Improved	% of development projects implemented	All projects in the national development budget funded their full appropriation	77%	91.6	95%	97%	100%	100%	Reports	Bi-annually	Approved national budget	EPD (Dev)

STRATEGIC PROGRAM AREA 4	SOCIAL PROTECTION											
OBJECTIVE:	To enhance planning and coordination of poverty reduction and social protection policies and programs											
STRATEGIC OUTCOME	4.0 Enhanced planning and coordination of poverty reduction and social protection policies and programs											
OUTCOME TARGET	4.1 Enhanced coordination and linkages in poverty reduction and social protection by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Strengthened policy guidance and implementation standards and guidelines of poverty reduction and social support programs successor NSSP developed	% of adherence to standards and guidelines	Adherence to standards and guidelines of poverty reduction and social support guidelines by MDAs	60%	100%	100%	100%	100%	100%	Reports	ongoing	Reports	EPD
Enhanced Capacity Development in Poverty Reduction and Social Protection by 2022	% of officer trained	Percentage of officers in capacity Development in Poverty Reduction and Social Protection against planned ones	70%	100%	100%	100%	100%	100%	Reports	Annually	Reports	EPD
Establishment of Social Support Fund (SSF) by 2022	% of progresswork for establishment	Percentage of progress work for Establishment of Social Support Fund (SSF) until its completion and operationalization	5%	30%	70%	100%	-	-	Reports	Annually	Reports	EPD
Establishment of the Unified Beneficiary Registry (UBR) for all Social Support Programs	% of districts fully registered with UBR	The percentage of districts where UBR has been established against all districts in the country	36%	40%	60%	80%	100%	-	Reports	Annually	Reports	EPD

STRATEGIC PROGRAM AREA 5	RESEARCH AND STATISTICS MANAGEMENT											
OBJECTIVE	To provide coordinated, timely and high quality statistics to satisfy user needs.											
STRATEGIC OUTCOME	5.1 Enhanced production of timely and high quality statistics											
OUTCOME TARGET	5.1.1 95% of all statistical programs implemented by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Population and Housing Census (PHC) conducted	% of PHC activities done	Percentage of processing activities against the entire exercise	10%	40%	90%	100%	-	-	Reports	Annually	Reports	NSO
Routine and periodic surveys conducted	% of surveys completed	Percentage of total survey expected to be conducted during the period	65%	95%	95%	95%	95%	95%	Reports	Annually	Reports	NSO
Well coordinated and harmonised National Statistical system	% of data collected	Refers to data that has been collected against the required data for the entire database	35	45%	55%	65%	75%	80%	Reports	Annually	Database	NSO
Quality Assurance Framework (QAF) rolled out to the remaining MDAs and subsequent monitoring of all MDAs for compliance	Periodic monitoring of QAF	Regular monitoring of QAF to the rolled out MDAs for compliance	1	4	4	4	4	4	Reports	Quarterly	Framework	NSO

STRATEGIC PROGRAM AREA 6	MANAGEMENT AND ADMINISTRATION											
OBJECTIVE	To enhance and strengthen services through the provision of policy guidance and administrative support											
STRATEGIC OUTCOME	6.1 Improved institutional capacity for efficient and effective service delivery											
OUTCOME TARGET	6.1.1 institutional capacity for efficient and effective service delivery improved by 2022											
OUTPUTS	Performance Indicators	Definition of indicator	Targets						Data source	Frequency	Data collection instrument	Responsibility for data collection
			Baseline 2016/17	Yr1	Yr2	Yr3	Yr4	Yr5				
Vacancy Rate reduced	% of reduced vacancy rate	The percentage change in the vacancy rate	30%	27%	25%	23%	21%	20%	Reports	Annually	Reports	HRMD
Improved ICT Infrastructure in place and operational	% use of ICT infrastructure	Percentage of the ICT infrastructure that are operational and in use	70%	100%	100%	100%	100%	100%	Reports	Ongoing	Report	ADMIN
Management and Accountability of MoFEPD assets and unserviceable assets properly disposed	Inventory of MoFEPD asset (register),	An updated inventory of MoFEPD asset	5	5	5	5	5	5	Inventory	Quarterly	Asset register	HR/ADMIN
	% of obsolete and unserviceable government assets properly disposed	The count of obsolete and unserviceable government assets which were properly disposed expressed in %	50%	100%	100%	100%	100%	100%	Reports	Quarterly	Reports	HR/ADMIN
Development of MoFEPD work plans and budgets coordinated	Annual work plan developed	Number of annual workplan and budget that have been developed	1	1	1	1	1	1	Report	Annually	Budget Document	ADMIN
Developed Effective financial management frameworks for administering divisional budgets with appropriate independent and accountability	% of budget implementation with minimised audit queries	The magnitude at which the budget has been executed with minimal audit queries	70%	80%	90%	90%	90%	90%	Report	Annually	Report	ADMIN
Gender, HIV and AIDS issues mainstreamed in the Ministry's programs	% of programmes mainstreaming Gender, disability, HIV and AIDS issues	Percentage of programme of all programmes implementing GHA	10%	20%	20%	20%	20%	20%	Report	Annually	Report	HRMD
MoFEPD performance in service delivery improved	% change in service delivery	MoFEPD performance in service delivery in % against the previous achievement	-	10%	10%	10%	10%	10%	Report	Annually	Report	ADMIN

Employee satisfaction achieved and workplace conditions of service improved	% of Employee satisfied	Percentage of Employee satisfied with workplace environment and conditions of service of MoFEPD	30%	100%	100%	100%	100%	100%	Report	Annually	Report	HRMD
Cost centres audited	% of Audits and follow ups on audit queries conducted	Total number of audits and follow ups of the audit queries that are reported during the period	40%	60%	60%	80%	90%	100%	Report	Annually	Report	ADMIN
Provide office equipment and supplies	% of office equipment's and supplies provided	Total number of office equipment and supplies provided expressed in term of percentages	80%	90%	90%	90%	90%	90%	Report	Annual	Report	ADMIN

10.3 ANNEX 3: TASK FORCE TEAM FOR THE DEVELOPMENT OF THE STRATEGY

The table 7 below outlines the list of officer from various departments and division who were part of the task team in the development of the strategy.

A. COORDINATING TEAM			
ID	NAME OF OFFICER	POSITION	DEPARTMENT/DIVISION
1	Ben Botolo	Secretary to the Treasury	Treasury
2	McDonald Mwale, PhD.	Director	Economic Affairs Division
3	Rhino Mchenga	Deputy Director	Economic Affairs Division
4	Elsie Salima	Chief Economist	Economic Affairs Division
5	Stanley Longwe	Chief Economist	Economic Affairs Division
6	Chimwemwe Kaunda	Principal Economist	Economic Affairs Division
7	Jaynie Phiri	Economist	Economic Affairs Division
8	Yalenga Nyirenda	Economist	Economic Affairs Division
9	Mathias Mailosi	Economist	Economic Affairs Division
10	Anold Kondowe	Economist	Economic Affairs Division
11	Felix Linje	PHRMO	HRMD
12	Wilson Nyasulu	Economist	Economic Affairs Division
B. TASK FORCE TEAM			
1	Chrighton Chimombo	Accountant General	AGD
2	James Ndawala	Deputy Commissioner	NSO
3	Ambrose Mzoma	Director	Pensions
4	Kenneth Matupa	Director	Revenue
5	Betty Ngoma	Director	DAD
6	Hetherwik Njati	Director	PFMSD
7	William Chiomba	Director	HRMD
8	Jollam Banda	Director	EPD
9	Harry Mwamlima	Director	EPD
10	Sophie Kang'oma	Director	EPD
11	Jean Munyenyembe	Director	AGD

12	Patrick Machika	Deputy Director	AGD
13	Alfred Kutengule	Deputy Director	Pensions
14	Martha Chizimba	Deputy Director	PFMSD
15	Levi Chirwa	Deputy Director	Budget
16	Priscilla Fatch	Deputy director	Budget
17	Idriss Mwale	Deputy Director	EPD
18	Adwell Zembele	Deputy Director	EPD
19	Victoria Geresomu	Deputy Director	EPD
20	Twaib Ali	Deputy Director	DAD
21	Davis Sado	Deputy Director	ADMIN
22	Chifundo Kapulula	Deputy Director	Internal Financial Accounts
23	Hector Kankuwe	Assistant Deputy Commissioner	NSO
24	Tithokoze Samuel	Assistant Deputy Director	CMU
25	Lucius Chipendo	Chief Budget Officer	Budget
26	Tiyamika Kanthambi	Chief DAD officer	DAD
27	William Harawa	Chief Revenue Officer	Revenue
28	Norah Chikhungu	Chief Human Resource Officer	HRMD
29	Winston Nyasulu	Chief Budget Officer	Budget
30	Watch Chataika	CIAS	CIAU
31	Gift Kalilangwe	Principal Systems Analyst	ICT
32	Frank Kaphamtengo	Revenue Officer	Revenue
33	Chikondi Phiri	Economist	EPD
34	Felix Nkhoma	Economist	Pensions

10.4 ANNEX 4: REFERENCE DOCUMENTS

Table 8 below provides a list of documents that were used for reference in the development of this strategic plan.

No.	Reference Document
1.	MoFEPD 2013 – 2016 Strategic Plan:
2.	MoFEPD 2016/17 Organizational Performance Agreement
3	Malawi Growth and Development Strategy III 2017 - 2022
4	Malawi Vision 2020 National Strategy
5	GoM (2008), Institutionalizing Sector Working Groups to Strengthen the Implementation of the Malawi Growth and Development Strategy II: Guidelines, Lilongwe, Malawi
6	GoM (2011), Public Financial and Economic Management Reform Programme (PFEM RP)
7	GoM (2004), Public Finance Management Act
8	Financial Sector Development Strategy