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PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR MALAWI

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The preparation of the fourth country programme for Malawi was conducted in close co-operation between the Government and UNDP. The Resident Representative initiated the programming process with the submission to the Government of his Note of 15 April 1985 on the country programme. The Note identified the inherent constraints facing the country on the achievement of desired economic growth. To assist the Government to redress those problems, the Note emphasized the need to enhance the effectiveness of technical assistance through the formulation of a targeted, well-co-ordinated country programme, responsive to priority development needs, emphasizing human resource development and institution building.
2. The programme is built on UNDP's experience in Malawi, particularly that gained over the course of the third country programme as assessed in the October 1984 mid-term review and the December 1985 retrospective evaluation of technical assistance accomplishments and challenges. These two studies highlighted projects where positive technical assistance performance was achieved, and also identified a series of design, budgetary and management issues hampering the optimum performance of some projects. The reviews concluded that human resource development and institutional development - the main objectives of UNDP assistance - could be enhanced in the fourth country programme through better targeting assistance towards training, particularly in the development of national institutions; more effective and efficient use of experts; increased utilization of national experts and institutions in project execution; and more direct collaboration with the private sector.

3. The actual focus of technical assistance was clarified by a joint Government/UNDP Task Force which was actively presided over by the Head of the Co-ordinating Agency based in the office of the President. Inputs received from some executing agencies also have been incorporated into the country programme. The overall programme and project flow was discussed with the sectoral ministries during the programming process to ascertain priorities among them, thus guiding allocation of resources to both active pipeline and programmed reserve. The compilation of a formal cross-sectoral listing of technical assistance needs under a National Technical Co-operation Assessment Programme (NaTCAP) exercise is being considered. The programme is fully supported by the World Bank (IBRD).

## II. THE FOURTH COUNTRY PROGRAMME

4. The overall strategy of the programme is to assist the Government to achieve national self-reliance through human resource development and through institution building. It is based on development objectives articulated in the country's Structural Adjustment Programme and Public Sector Investment Programme which, for the time being, are taken as the development plan. The priorities and development objectives of the Government are not likely to change in the near future. Hence, it has been possible to identify many projects for implementation.

5. The basic goal of the programme is pursued through a relatively well-balanced programme of activities encompassing four key interrelated objectives: (a) to strengthen national capability to meet priority manpower needs (25.7 per cent); (b) to enhance government capability to plan and manage the socio-economic development process (17.3 per cent); (c) to expand and diversify agricultural output (30.6 per cent); and (d) to accelerate industrial growth and promote trade and commerce (18.7 per cent). The remaining 7.7 per cent of the resources include funds for the unprogrammed reserve of \$1.8 million and funds to complete ongoing activities which are not related to the new programme. The programme reflects the Government's firm belief that only through human resource development can the need for future technical assistance be reduced significantly; the IPF allocation for training is more than twice the average for Africa. The programme also supports Malawi's designated lead role within the Southern Africa Development Co-ordination Conference (SADCC) framework as co-ordinator of fisheries development through projects in this area. The country programme will also systematically explore opportunities to increase the direct participation of women in project activities.

6. Resources available from the Special Measures Fund for Least Developed Countries (SMF/LDC), United Nations Capital Development Fund (UNCDF) and IBRD have been taken into consideration for programming purposes. Since the IPF resources are limited, the Government is committed to use them in a catalytic manner and intends to make greater use of such modalities as project cost-sharing and co-financing to enhance complementarity of resources. It is also proposed that greater use of the United Nations Volunteers (UNV) will be made.

### III. MANAGEMENT OF THE COUNTRY PROGRAMME

7. Overall implementation of the fourth country programme will be overseen by the Government through the Aid Co-ordination Committee which is served by the Aid Co-ordination Section of the Department of Economic Planning and Development (EPD) of the Office of the President and Cabinet as its secretariat. This organizational focus of responsibility for programme implementation will ensure both timely response to any problems which may arise and significantly strengthened co-ordination of UNDP assistance with that of other donors.

8. A formal mid-term review of programme performance is planned for 1989, at which time the need for any redirection of resources in light of evolving needs will be assessed. Tripartite reviews and evaluations on projects will continue in accordance with the established rules and regulations.

### IV. RECOMMENDATION OF THE ADMINISTRATOR

9. In the light of the foregoing, the Administrator endorses the fourth country programme for Malawi and recommends that it be approved by the Governing Council.

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