



REPUBLIC OF MALAWI

REPORT ON
THE REFORMS MONITORING PROGRAMME TO MINISTRIES
AND DEPARTMENTS
CONDUCTED FROM 25TH MAY TO 28TH JUNE, 2018

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1.0 INTRODUCTION

The Public Sector Reforms Management Unit (PSRMU) conducted monitoring and validation exercise to all Ministries and Departments which are implementing Public Sector reforms. The monitoring exercise was conducted from Friday 25th May to 14th June, 2018. The monitoring exercise also involved validation of project sites which are reforms related. The validation of reforms projects related sites in other districts was conducted from 18th June to 28th June, 2018.

All the seventeen (17) ministries were monitored in the implementation of reforms. A total of six (6) reforms related sites were visited. The monitoring exercise involved meeting officials represented at the highest levels of the ministry which included Principal Secretaries, Chief Directors, Directors and Management Teams all of them being Reform champions and agents.

2.0 OBJECTIVES OF THE MONITORING EXERCISE

The objectives of the monitoring exercise were:

- (i) To monitor, track and appreciate progress made in the implementation of reforms in all Ministries for the third quarter period (1st January to 31st March, 2018 and part of fourth quarter (1st April to May, 2018).
- (ii) To validate reported progress on selected projects/Programmes/sites.
- (iii) To identify challenges affecting Ministries in the implementation of reforms and to come up with recommendations to address the challenges encountered during implementation process.

3.0 METHODOLOGY OF THE MONITORING EXERCISE

In order to achieve the objectives of the Monitoring exercise, the PSRMU officers conducted the validation by visiting and meeting key officials in each Ministry. The validation of the implementation of the reforms was done through:

- i. Presentation of Progress Reports by Ministries;
- ii. Provision of documentary evidence by Ministries;
- iii. Site visits to reform related projects/programmes/sites.

4.0 PROGRESS ON THE IMPLEMENTATION OF REFORMS

4.1 MINISTRY OF AGRICULTURE, IRRIGATION AND WATER DEVELOPMENT

Introduction

The Ministry of Agriculture, Irrigation and Water Development is mandated to accelerate broad-based sustainable agriculture, water and irrigation development for socio-economic growth and development. It is aimed at improving agricultural productivity and sustainability through development and management of land and water resources to achieve food, nutrition and income security for economic growth and development.

The monitoring visit to the MAI&WD was conducted on 25th May, 2018. The PSRMU team was led by Director for Technical Services Ms. Emmie L. Galafa. Others were Director of Planning and Management, Mr. Sibusiso Jere; Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The Team was directed to the Department of Irrigation where it met and discussed with the Director of Irrigation, Engineer Geoffrey C. Mamba and Programme Irrigation Fund Mobilizing Specialist, Mr. Yoas Paul Mvula.

The meeting centred on the progress of the reform areas that the Irrigation Department is implementing with emphasis on the functioning of the National Irrigation Board that was being validated.

4.1.1 Progress

The Department presented a progress report on the following key reform areas and specific activities that were undertaken in the period under review:

(a) Establishment of National Irrigation Board

Progress made

- i. The National Irrigation Board has been established and is operational.
- ii. The Board meets once every Quarter.

(b) Establishment of National Irrigation Fund

Progress made

- i. Guidelines for the National Irrigation Fund have been developed.
- ii. Seed money for the National Irrigation Fund amounting to MK 1.6 million (instead of the required MK 20 million) has been provided in the 2018/19 Financial Year.
- iii. Farmers have started submitting Project Proposals for funding.

4.1.2 Validation

Documents presented and validated were:

- i. Ministerial approval of the Irrigation Board by the Minister of Agriculture, Irrigation and Water Development dated 9th December, 2016
- ii. Minutes of the last Board Meeting held on 8th February, 2018

- iii. The Master Plan for the National Irrigation Project.

A site visit was conducted to the Office which would be housing the constituted Irrigation Board. The fully furnished office and Board Room were seen.

4.1.3 Challenges and Possible Solutions

- i. Lack of coordination between the Green Belt Initiative (GBI) in OPC and the Irrigation Department in the MAI&WD
- ii. Although the GBI Act requires reporting to be done to the technical Minister, in practice reporting is done to OPC leading to silos mode of work among the two Institutions
- iii. **Solution** – there is need for strengthened coordination amongst the two parties

4.1.4 Other Reform Areas by the MAI&WD

Efforts to source a full progress report from the MAI&WD on the below reform areas were futile:

(c) Restructuring of the Farm Inputs Subsidy Program

Progress report not available

(d) Restructuring of the Seed Services Unit (SSU)

Progress report not available

(e) Enactment of Enabling Agriculture Acts and Policies:

Progress made

Progress report not available

- i. The Seed Policy
- ii. The Extension Policy
- iii. The National Fertiliser Policy
- iv. The National Agriculture Policy
- v. The National Irrigation Policy
- vi. The Plant Protection Bill
- vii. The Pesticides Amendment Bill
- viii. The Tobacco Industry Bill
- ix. The Seed Bill
- x. The Plant Breeders Rights Bill
- xi. The Water Supply Regulation Bill
- xii. Review of the Tobacco Act and the Control of Tobacco Auction Floors Act

(f) Improved Water supply and sanitation regulation through establishment of Independent upstream National Water Resources Authority

Progress report not available

(g) Improved Water supply and sanitation regulation through establishment of Independent downstream Water Supply and Sanitation Services Authority

Present Progress report not available

4.1.5 Action by the Ministry of AI&WD

- i. The Ministry to prepare and submit a comprehensive Progress Report on its Reform areas

4.1.6 Action by PSRMU

- ii. To receive a detailed progress report on reform areas by the MAI&WD
- iii. To call the MAI&WD for a meeting on its *laissez-faire* attitude on the reforms process

4.2 MINISTRY OF CIVIC EDUCATION, CULTURE AND COMMUNITY DEVELOPMENT

Introduction

The Ministry of Civic Education, Culture and Community Development has a mandate to contribute to sustainable national development through provision of civic education, cultural and community development services.

The PSRMU visited the Ministry of Civic Education, Culture and Community Development on 14th June, 2018. The PSRMU team was led by Director for Technical Services Ms. Emmie L. Galafa. Others were Director of Planning and Management, Mr. Sibusiso Jere; Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The MCEC&CD was led by the Principal Secretary, Mrs Ivy J. Luhanga. Other members were the Chief Director, Mr. M.G. Kadzuwa; the Deputy Secretary, Mr. Symon Maliko; the Director of Museums and Monuments, Dr. Elizabeth Gomani Chindebvu; the Director of Community Development, Mrs. Clotilda Sawasawa; the Principal Economist, Mr. Mhlelo Jere; and the Economist, Ms. Madalo Wawanya.

4.2.1 Progress

The Ministry presented a progress report on the following key reform areas and specific activities that were undertaken in the period under review:

(a) Restructuring the Department of Culture

Progress made

i. Splitting the Department of Culture into three was done following the approval of a Functional review in 2014. These three Departments are:

- Museums and Monuments (Museums of Malawi and Antiquities);
- Arts (Arts and Crafts and Censorship Board); and
- National Records and Archives Services (National Archives and MG Registries).

(b) Devolution of some Cultural Functions to Local Councils

Progress made

- i. A Devolution Plan and Management Guidelines have been developed and were submitted to the Ministry of Local Government and Rural Development and OPC in preparation for a Cabinet Committee Meeting.

(c) Legal Reviews (Review and revise some Acts of Parliament and other legal instruments)

Progress made

- i. Terms of Reference (TORs) have been developed and the process of procuring a Consultant is underway. The assignment will be supported by AfDB.
- ii. Various legal instruments will be revised and updated in accordance with the prevailing cultural environment as follows:
 - Monuments and Relics Acts, 1990
 - Arts and Crafts Act, 1990
 - Printed Publications Act, 1947
 - Censorship and Control of Public Entertainment Act, 1968-Classification Bill already submitted to Ministry of Justice.
 - National Archives Act, 1975
 - Museums Act, 1989

(c) Relocation of Head Offices of the National Records and Archives Services

Progress made

- i. Relocating Head Office of the National Archives from Zomba to Lilongwe: The Ministry sent a letter to the Ministry of Lands, Housing and Urban Development requesting for office accommodation and is currently awaiting response.
- ii. Establishing a Government Registry Common Service with all Government Registries to be under National Records and Archives Services: The Ministry is still consulting DHRMD on the proposal to expand the scope of registries.
- iii. The next step will be to consult all Principal Secretaries for their input and views on the issue and to endorse this concept.

(d) Establishment of the National Arts and Heritage Council

Progress made

- i. The draft National Heritage Council Bill was submitted to the Ministry of Justice and Constitutional Affairs for vetting but has been withdrawn for further consultations before taking the Bill to Cabinet for approval.
- ii. There is a proposal to have two councils namely; National Arts Council (NAC) and National Heritage Council (NHC) and thorough consultations will be made on the proposals before a bill (s) is/are drafted for submission to Ministry of Justice and Constitutional Affairs

(e) Introduction of Public Private Partnership (PPP) in management of some heritage facilities

Progress Made

- i. The following sites have been earmarked for PPP:
 - Blantyre Cultural Centre
 - Fort Lister in Phalombe
 - Fort Mangochi
 - Chongoni Rock Art World Heritage Site
 - Pabwalo Amphitheatre at Umodzi Park
- ii. A Cabinet paper on Blantyre Cultural Centre to be under PPP is being reviewed after comments from the Cabinet Committee.
- iii. The Ministry met with the PPPC on how to engage Private Investors to manage Blantyre Cultural Centre.

(e) Establishment of Information Centres in some selected Cultural facilities and Heritage sites

Progress made

- i. Conducted consultation meetings with managers/owners of the heritage:
 - Chongoni World Heritage Site
 - Kamuzu Memorial Park
 - National Memorial Tower
 - Nkhata-Bay Martyrs Memorial Site
 - Providence Industrial Mission
- ii. Land has been identified to construct an Information centre at Nkhata-Bay Martyrs Memorial Site.
- iii. A building to develop Information centre at Providence Industrial Mission was identified.
- iv. Developed proposals to mobilise resources for construction/renovation of the Kamuzu Memorial Park and the National Memorial Park.

(f) Introduction and establishment of service charges, treasury fund and cultural development fund

Progress made

- i. The Ministry developed the service charters and identified services that would require charges. This was done in consultation with the MFEP&D, Revenue Department
- ii. The current service charters now display the required charges.

(g) Upgrading the management system for entertainment articles and facilities

Progress made

- i. The migration from manual to electronic and online system of records used for censoring articles of entertainment and facilities in currently depending on the enactment of the Classification Bill which is currently with Ministry of Justice.
- ii. This Reforms Area will therefore be implemented in 2018/19 Financial Year.

(h) Strengthen the Operations of the Department of Community Development

Progress made

- i. The Ministry met with DHRMD to conduct a Functional Review.
- ii. Currently waiting for the report from DHRMD to map the way forward.

(i) Launch the Community Development Month

Progress made

- i. A draft Concept Note has been developed.

(j) Upgrade Magomero Community Development College to offer Diploma and Degree Community development courses

Progress made

- ii. Curriculum developed and the Diploma in Community Development Course launched

(k) Introduction of Zones/Zonal Offices

Progress made

- iii. Functional review meetings held with DHRMD currently awaiting report which will map way forward.

(l) Revive Community Based Population Education Programmes

Progress made

- iv. The process of developing the guidelines is underway.

4.2.2 Challenges and Possible Solutions

- i. Inadequate resources to implement most of the projects such as resources for conducting economic prefeasibility study and costs for every facility to be considered for PPP management.
- ii. Delays in finalization of Functions Reviews for the Department of Community Development, Establishment of Zone Offices and Records Management Common Service.

4.2.3 Validation

- i. Documents validated were the Devolution Plan and Guidelines for service charges.
- ii. **Site visit at Magomero Community Development Centre:** PSRMU validated reforms being implemented at Magomero Community Development Centre in Zomba. The team met and discussed with the Deputy Principal, Mr. Henry Chimbeleko; Lecturer, Mr. Phillimon Mwale; Tutor, Mrs Thokozani Mtapaonga; Librarian, Mr. Dickson Mwanga; Accountant, Mr. Welford Chithambo; and Bursar, Mr. Patrick Meleka.
- iii. The team viewed the new office block which is yet to be finalised and occupied, the library and the programmes for diploma courses.
- iv. **Site visit at Fort Lister:** The PSRMU proceeded to Fort Lister in Phalombe for a validation exercise. The team was supported by the team from the Ministry Headquarters, the Principal Conservator, Mr. Samba Kambalame; Chief Community Development Officer, Mr. Charles Mkunga; and Planning Officer, Mrs. Alice Kanyangala and were guided by the Fort Lister Guard, Mr. Mustafa Kaunde.
- v. The team viewed the ruins of prison rooms, kitchen, and stores for both the prison and staff. Tombs for Gilbert Stevenson [1867-1896], Collector and Gilbert Hunter [1871-1898], Assistant Collector and also their dog were viewed.
- vi. It was learnt that this was where Mulanje headquarters was situated. Their main duty was to track slave traders and stop them, put them in prison and release the slaves back to their respective homes. Remains of Mulanje headquarters being the hospital, Post Office and staff houses were seen.
- vii. PSRMU is of the view that if this site is well maintained and managed it can generate a lot of forex as already foreigners are interested in patronizing the tombs of the two heroes. The site should be accessible by road. Structures be put back reflecting the originals.

4.2.4 Action by the Ministry

- i. Use the standard progress reporting template and continue submitting quarterly progress reports.
- ii. Prepare a media write up that will capture the tangible achievements in reforms.
- iii. Follow up with the Ministry of Justice and Constitutional Affairs on the finalisation of the Classification Bill.
- iv. Follow up with DHRMD to finalise the Functional Review of the Ministry.
- v. Should document the history surrounding the tourism sites so that records are preserved
- vi. Finalise Guidelines for the introduction of Homecraft at Magomero Community Centre.

4.2.5 Action by PSRMU

- i. Help the Ministry to follow up with Ministry of Justice on legal documents in their custody.
- ii. Help advance the development of the tourism sites like Fort Lister by identifying interested donors/investors

4.3 MINISTRY OF DEFENCE

Introduction

The Ministry of Defence is mandated to enhance civil control of the Defence Forces and to provide strategic policy direction for upholding and defending the sovereignty and territorial integrity of the Republic of Malawi against external and internal threats through dynamic defence strategies.

The monitoring visit was conducted on 19th June, 2018 and the PSRMU team was led the Director of Planning and Management, Mr. Sibusiso Jere; other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. At the Ministry, the team met and discussed with the Director of Administration, Dr. Little D. Mtengano; Under Secretary, Mr. Oudney M. Mwale and Principal Planning Officer, Mr. M. Mussa Gama.

4.3.1 Progress

The Ministry presented a progress report on the following key reform areas and specific activities that were undertaken in the period under review:

(a) Commercialization of Malawi Defence Force Engineers Battalion

Progress made

- i. Work on registering a Company with Malawi Defence Force is in progress.
- ii. Engineers Battalion is allowed to implement contracts through exemptions after negotiation with the National Construction Industry Council.
- iii. The Engineers Battalion has contracts valued close to MK 15 billion it is implementing mostly road construction contracts such as Zomba-Changalume Road, Area 43 Roads, Blantyre City Roads, Tsangano-Mwanza-Neno Road.

(b) Establishment of a Military Referral Hospital

Progress made

- i. Tender process for selecting a contractor is almost complete and actual construction of the hospital will commence soon at Area 35

(c) Use of MDF transport assets for non-military activities

Progress made

- i. Little progress has been made because the Ministry was waiting for the amendment to the Malawi Defence Force Act which proposed the splitting of Malawi Defence Force into three services namely the Army, Air-wing and Marine.

- ii. The new Malawi Defence Force Act was passed by Parliament in January, 2018, the Ministry will now start to implement the proposed activities under the reform area.

(d) Malawi Defence Force and Ministry of Defence Organizational Restructuring Progress made

- i. Good progress has been registered as the Malawi Defence Force Act was amended to allow for establishment of three independent services in the Defence Forces; the Army, Air-wing and the Marine.

4.3.2 Challenges and Possible Solutions

- i. The Engineering Battalion is experiencing slow progress in the establishment of the registered company which will be a means through which the contracts will be implemented. The Ministry will continue negotiations with the construction regulator to register the Battalion as a company.
- ii. There are difficulties in identifying suitable financing arrangement for the Military Referral Hospital which is acceptable to the Government and cooperating partners. The Ministry of Finance will continue negotiating for an acceptable financing arrangement.
- iii. The use of transport assets requires huge capital investment. The Ministry will explore ways of entering into strategic partnership with other investors.
- iv. The restructuring process requires huge amounts of resources. However with the passing of the Malawi Defence Bill, it will facilitate the identification of alternative sources of funding.

4.3.3 Validation

- i. Ministry of Defence did not present any relevant documents related to reforms
- ii. The Ministry also failed to take PSRMU to the validation site of Mvera Engineers' Battalion Force and its work sites
- iii. It is the view of PSRMU that there is laxity on the coordination part by the headquarters because despite several postponements of our meetings made by them; the Ministry was not fully prepared for the monitoring/validation visit.

4.3.4 Action by the Ministry

- i. Prepare and submit progress reports every quarter
- ii. Prepare and submit a media write up on reforms with tangible achievements
- iii. Register the Civil Engineering Battalion of the Defence Force as a Company.

4.3.5 Action by PSRMU

- i. Follow up on the quarterly progress reports
- ii. Follow up on the media write up

4.4 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

Introduction

The Mandate of the Ministry of Education, Science and Technology is to promote education in Malawi irrespective of race, gender, ethnicity, religion or any other discriminatory characteristics.

The monitoring visit was conducted on 8th June, 2018 and the PSRMU team was led the Director of Planning and Management, Mr. Sibusiso Jere; other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. At the Ministry, the team met with the Deputy Director Planning, Mr. Edwin Kanyoma; Chief Economist, Mr. Joy Hara and Principal Planning Officer, Mrs. Grace Milner.

The Ministry was not prepared for the visit. They alleged unawareness of the meeting despite several letters and phone calls by PSRMU on the programme. It was agreed that they just send the progress report which is reflected at 4.4.1 below.

4.4.1 Progress

The following are key reform areas and specific activities that were undertaken in the period under review:

(a) New Criteria for the promotion of teachers

Progress Made

- ii. A Task force to draft the promotion criteria was constituted. The task force comprises of the Department of Human Resource Management and Development, Department of Basic Education in the Ministry and the World Bank from the Development partners' side. More departments will be incorporated as per the needs that arise. The task force has agreed that promotion of teachers should not be based on interviews only but rather that 30% should be allocated to classroom performance while 70% to oral interviews.
- iii. Continuous Professional Development framework has been completed which will also be aligned to the promotion of teachers.

(b) Improvement of school governance and management through legally recognised institutions. (School Management Committee [SMCs] for each Primary School; School Boards one each for Secondary School cluster & College Board for each public Teacher Training College)

Progress made

- ▶ **Governance and Management through SMCs for each Primary School.**
 - i. Rationalization of the 2004 and 2015 MOEST and Local Government Act is in process.
 - ii. Currently, the District Councils are headed by Grade K while the sectors at districts are headed by Grade G. A cleaning up process is in progress in order to come up with a new establishment that is in line with devolution guidelines.
 - iii. Terms of reference (regulations) for the School Management Committees and Boards of Governors have been developed and submitted to Ministry of Justice for vetting. MOEST is now waiting for Gazette notice from the Ministry of Justice.
- ▶ **Governance and Management through School Boards for each Secondary School Cluster.**

- i. Road map for the establishment of Board of Governors was already done. Funding was negotiated through the World Bank project ISEM. However, funding disbursement delayed until the Project Coordinator was replaced.

▶ **Governance and Management through a College Board for each Public Teacher Training College (TTC).**

- ii. Guidelines for the establishment of the Board of Governors for Public Teacher Training College were done and submitted for legal opinion.

(c) Establishment of the Malawi Qualifications Authority

Progress Made

- i. A draft Bill was finalised and submitted to Ministry of Justice for vetting.
- ii. The Ministry also held a sensitisation meeting with the Parliamentary Committee on Education, Science and Technology.

(d) Review of Rural Teachers Allowances

Progress Made

- i. Desk research on the definition of “rural schools” was done.
- ii. The new proposal for implementing rural school allowances has been completed. However, upon consulting Treasury on its implementation, it was observed that the proposed changes required additional funding. This issue is still outstanding.
- iii. A Team from DHRMD was constituted to develop a Robust Data Management System to Track Teacher Movement by linking DEMIS to EMIS and HRMIS.

4.4.2 Challenges and Possible Solutions

- i. The Ministry needs to deploy staff to District Councils to improve governance and management of Education Institutions. This is still not yet done because the Department of Human Resource Management and Development is taking too long to provide establishment warrants. Follow-ups have been made to the Department of Human Resource Management and Development in order to speed up the process of obtaining establishment warrants.
- ii. The appointment of Governors for school/college governance bodies is also not yet done as the Ministry is still awaiting Gazette Notice from the Ministry of Justice. These were submitted to Ministry of Justice before May, 2017. This is delaying all the other processes.
- iii. A draft Bill for the establishment of the Malawi Qualifications Authority Board 2016 was prepared and submitted to the Ministry of Justice for vetting. The Ministry is still waiting and this has caused delays in the process of establishing the Board.
- iv. Implementation of the reviewed Rural Teachers’ Allowances has delayed due to the availability of extra resources. Treasury is the key stakeholder as they have to accept the absorption of the additional funds that are required.

4.4.3 Validation

There was no validation since the scheduled meetings failed to take place.

4.4.4 Action by the Ministry

- i. Prepare and submit a progress report of the reform areas

- ii. Prepare and submit a media write up on reforms

4.4.5 Action by PSRMU

- i. Follow up on the quarterly progress reports
- ii. Follow up on the media write up.

4.5 MINISTRY OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

Introduction

The Ministry of Finance, Economic Planning and Development is responsible for formulating economic and fiscal policy and managing financial and material resources of the government of Malawi in order to realise balanced and sustainable economic growth and reduce poverty.

The monitoring visit to the MFEP&D was conducted on 30th May, 2018. The PSRMU team consisted of Director for Technical Services Ms. Emmie L. Galafa and Principal Reforms Officer, Mr. Blessings Mbewe. The Team was directed to the Department of Economic Planning and Development, in particular the Economic Planning Division where it met and discussed with Director of Administration, Mrs. Dean Stella Gausi and the Deputy Director of Planning, Mr. Idrissa Mwale.

The Economic Planning Division which is the interim Secretariat of the National Planning Commission gave a progress report on the functioning of the NPC that was being validated.

4.5.1 Progress

The following are key reform areas and specific activities that were undertaken in the period under review:

4.5.1.1 Development Planning:

a) Establishment of National Planning Commission (NPC)

Progress made

- i. The National Planning Commission Act came into force on 20th January, 2017
- ii. The National Planning Commission was established and is operational since 2017
- iii. 2017/18 Milestones are:
 - Meetings with stakeholders to sensitise them on the role of the NPC in National development
 - Finalisation of formulation of the MGDS III (2017-2022)
 - Development of MGDS III (2017-2022) Summary and brochure – to be used during dissemination
 - Launch of MGDS III (2017-2022) by His Excellency the President
 - Conduct interviews for the Director General

- Development of strategic documents for the Commission including Conditions of Service for the Commissioners, Job description for the Secretariat staff, and the NPC Organisation Structure.

4.5.1.2 Validation

Documents presented and validated were:

- iv. The Malawi Growth and Development Strategy III (2017-2022) – Main Document
- v. The Malawi Growth and Development Strategy III (2017-2022) – Summary Document
- vi. The Malawi Growth and Development Strategy III (2017-2022) – Brief [Brochure]
- vii. Minutes of the orientation of the National Planning Commissioners, 4th-6th December, 2018
- viii. Minutes of the third meeting of the NPC, 21st -23rd February, 2018
- ix. Minutes of the NPC budget briefing to Treasury, 17th April, 2018

4.5.1.3 Challenges and Possible Solutions

The following are the major challenges that derailed the planned activities of the commission during the 2017/18 FY:

- iv. Delayed finalisation of the functional review of the Ministry of Finance, Economic Planning and Development
- v. Delayed recruitment of the Director General and other staff members of the Commission
- vi. Delays in the endorsement of the conditions of service of the Commissioners
- vii. Difficulty in unlocking the resources of vote 277 which should have supported NPC activities.
- viii. **Solutions:** Continued liaison with relevant stakeholders to speed up the processes.

4.5.2 Other Reform Areas by the MFEP&D

An up dated full progress report from the MFEP&D has not been submitted, however the last progress report submitted (January-March, 2018) indicated the below:

4.5.2.1 Institutional Strengthening:

a) Establish a Functional Internal Audit System

Progress Made

- ▶ Engaging private auditors to work alongside the existing internal auditors in order to address capacity gaps.
 - i. The focus changed, private auditors were not engaged but Co Water International was engaged to train all internal auditors in modern auditing approaches.
 - ii. To-date all 136 internal auditors have been trained in risk-based internal auditing which has been fully adopted at both annual planning and during audit assignments
 - iii. The Central Internal Audit Unit (CIAU) has strengthened its monitoring and evaluation functions to ensure quality audit work and maintain the benefits gained from the Consultants' training.
- ▶ Refocusing Internal Auditors' programmes to focus on auditing key controls and reports, bank reconciliation, summary bank reports and IFMIS internal controls.

- i. Establishment of the Financial Compliance Units to ensure compliance with financial and other regulations in MDAs was done in seven Ministries of Finance, Education, Natural Resources, Agriculture, Transport, Health and Lands.
- ii. CIAU has procured and developed data analytical tools as a process of establishing functional continuous auditing in major government systems of IFMIS and HRMIS.

- ▶ **Strengthen governance of the internal audit functions through ensuring the effective functionality of independent audit committees.**
 - i. Reorganised Independent Audit Committees to enhance enforcement on resolving of audit findings were established in all Ministries. They consist of at least two non public officials.
 - ii. However due to funding constraints, the IACs have been inactive in most Ministries.
 - iii. Legal frameworks for internal auditing in Malawi are being developed. The Internal Audit Policy is formulated awaiting Cabinet processes thereafter an Internal Audit Bill will be drafted.

4.5.2.2 Infrastructure Strengthening:

b) Ensure that IFMIS is fully configured to integrate all Governments Accounts Progress Made

- ▶ **Enhancing network connectivity**
 - i. E- Government upgraded backbone network at Capital Hill and City Centre which has improved network connectivity
 - ii. The rehabilitation of Local Area Network (LAN) at Accountant General's Department and Ministry of Finance is underway
 - iii. E- Government is implementing a National Fiber Backbone network connecting all districts in Malawi. This will further enhance IFMIS operations in the districts.
- ▶ **Upgrading IFMIS Data Centre**
 - i. The IFMIS Data Centre is in the process of being rehabilitated so that it is improved and meets best standards
- ▶ **Electronic Funds Transfer (EFT)**
 - i. The AG has introduced the EFT payment system as one way of improving its payment systems
 - ii. Salaries of Civil Servants are being paid using the EFT means
- ▶ **Operationalization of MG Account No 1 and Public Debt Accounts**
 - i. The MG Account No 1 is fully operational and successful in IFMIS
 - ii. The Debt and Aid Account is operational in IFMIS on manual thus on post transactional basis. This is due to functional limitations of the current IFMIS

- c) Ensure that funding to MDAs as well as payment systems are working efficiently
 - ▶ **Strengthen cash planning and management through capacity building for the cash management committee and orientation of MDAs.**

- i. The Cash Management Technical Committee meets every second working day of the month to provide forecasts cash inflows and outflows
- ii. The Cash Management Committee meets two working days later to analyse the forecasts and make a decision

4.5.3 Action by the Ministry of MFEP&D

- i. The Ministry to prepare and submit a comprehensive Progress Report on its Reform areas
- ii. The Ministry to prepare and submit a media write up

4.5.4 Action by PSRMU

- iii. To receive a detailed progress report on reform areas by the MFEP&D
- iv. To receive a detailed media write up on reform areas by the MFEP&D

4.6 MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION

Introduction

The Ministry of Foreign Affairs and International Cooperation is mandated to formulate and implement Malawi's Foreign Policy in order to promote and protect Malawi's interests.

The monitoring visit to the MFA&IC was conducted on 31st May, 2018. The PSRMU team consisted of Director for Technical Services Ms. Emmie L. Galafa and the Principal Reforms Officer, Mr. Blessings Mbewe. The MFA&IC was led by the Director of Administration, Ms. Veronica Z. Chidothe. Others were Director of International Cooperation, Mr. Richard Perekamoyo; Assistant Director- Political Affairs, Mrs. Faith Kazembe- Mwalubunju and Assistant Director- International Cooperation, Mr. John Kabaghe.

4.6.1 Progress

The MFA&IC presented a progress report on the reform areas and specific activities that were undertaken in the period under review:

(a) Restructuring of the Ministry of Foreign Affairs and International Cooperation

Progress made

- i. Letter to DHRM&D written to request for a Functional Review
- ii. Task force to facilitate Functional Review constituted and one meeting held
- iii. Draft Functional Review report produced and input from stakeholders being sourced

(b) Introduction of Career Foreign Service

Progress made

All planned activities as below not yet done

- iv. Develop concept paper
- v. Obtain Ministerial approval

- vi. Develop Cabinet paper
- vii. Obtain Cabinet approval

(c) Enactment of the Malawi Foreign Service and International Relations Bill

Progress made

All planned activities as below not yet done

- i. Desk research conducted
- ii. Zero draft Foreign Service and International Relations Bill developed
- iii. Three consultative meetings to obtain inputs on draft Bill held

(d) Establish Malawi Foreign Service Training Programme

Progress made

Only one planned activity is being processed

- i. Develop concept paper – done the concept is being refined
- ii. Obtain Ministerial approval
- iii. Develop Cabinet paper
- iv. Obtain Cabinet approval

4.6.2 Challenges and Possible Solutions

The failure to hold meetings with some stakeholders, whose schedules are always busy e.g. DHRM&D.

4.6.3 Validation

Documents presented and validated were:

- i. The MFA&IC Reform Areas reporting matrix
- ii. Zero draft Foreign Service and International Relations Bill (e copy)

4.6.4 Action by the Ministry

- i. The Ministry to prepare and submit a comprehensive Progress Report on its Reform areas

4.6.5 Action by PSRMU

- ii. To follow up on the detailed progress report on reform areas from the MFA&IC

4.7 MINISTRY OF GENDER, DISABILITY AND SOCIAL WELFARE

Introduction

The Ministry of Gender, Disability and Social Welfare (MGD&SW) is mandated to promote gender equality and protect the welfare of Malawian women, men, girls and boys with special focus on persons with disabilities and older persons to become self-reliant and active participants and beneficiaries of the national socio-economic development agenda.

The monitoring visit to MGD&SW was conducted on 5th June, 2018 and the PSRMU team was led the Director of Planning and Management, Mr. Sibusiso Jere; other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The MGD&SW was led by the Principal Secretary, Dr. Esmie Kainja. Others were Chief Director, Mr. James Ali; Director-Administration, Mr. McCallum Sibande; Director- Planning and Research, Mr. Richard Chakhame; Deputy Director-Administration, Mr. Patrick Ndasauka; Deputy Director-Planning, Mr. Joshua Mkwewiwa; Chief Economist, Mr. Geoffrey Chimwala; Principal Economist, Mr. Chimwemwe Khoswe, CEPO, Mr. Steve Vinkhumbo; DDEP, Mr. Gideon Kachingwe; CDAEO, Mrs Juliana Mabangwe; CSWO, Mr. Chifundo Nanchukwa and DDGA, Mrs. Alice Mkandawire.

4.7.1 Progress

A presentation was made on the reform areas and specific activities that were undertaken in the period under review:

(a) Providing conducive Policy and legal environment for the vulnerable groups

Progress on reforms:

- i. Gender related laws were disseminated in sixty-four Traditional Authorities.
- ii. Developed the Lilongwe Charter for Street Children.
- iii. The Ministry developed a comprehensive policy to guide delivery of social welfare services in Malawi.
- iv. Continued implementation of an all-inclusive response plan to address the increased cases of attacks on persons with albinism in Malawi.
- v. Developed the NGO Strategic Plan which is expected to guide the NGO Coordination in the next five years.
- vi. Established the Women Economic Empowerment Fund.

(b) Strengthening the Ministry's institutional capacity

Progress on reforms:

- i. Recruited twenty-one Gender Officers.
- ii. Facilitated the establishment of Gender Studies at LUNAR (Diploma, Bachelors and Masters) and CHANCO (Bachelors) whose graduates are expected to increase the capacity of the Gender sub sector.
- iii. Trained over 1,857 ECD caregivers on service provision.
- iv. Trained four Trainers of Trainers in Gender Responsive Budgeting in Dominican Republic.
- v. Conducted a training session on Integrated ECD implementation for members of the Social and Community Affairs Committee of the Malawi National Assembly.
- vi. Constructed forty-two ECD centres.
- vii. Facilitated the development of two hostels for young females at Mpemba and Chilwa Reformatory Centres.

viii. Provided vocational skills and rehabilitation training to thirty-nine (twenty females and nineteen males) persons with visual impairments at Mulanje School for the Blind and forty-one (twenty-seven males and fourteen females) persons with various forms of disabilities at MACOHA's Lilongwe Vocational Training Centre.

(c) Improving service delivery at community level

Progress on reforms:

- i. Facilitated access to ECD services for 1.6 million children of which 385,798 (24%) are orphans and other vulnerable children and 80,375 (5%) are children with special needs.
- ii. Facilitated the participation of one hundred and three (103) children aged from ten to thirteen years in the First Children's Parliament Session for Neno and Mwanza Districts where children expressed their concerns including violence against children, roads maintenance, healthcare and education services.
- iii. Mapped Children Corners and reviewed the Children Corner Model

(d) Promoting Gender, Children, Disability, Elderly mainstreaming

Progress on reforms:

- i. Gender mainstreamed in the following MDAs
 - a. Department of Human Resources Management and Development
 - b. Ministry of Education, Science and Technology
 - c. Ministry of Health and Population
 - d. Ministry of Local Government and Rural Development
 - e. Ministry of Agriculture, Irrigation and Water Development

Major achievements

Legal Framework enacted

- Adoption Act (2015)
- Marriage, Divorce and Family Relations Act (2015)
- National Gender Policy (2016)
- Domestic Violence Act Reviewed (2017)
- Electoral review on increased political participation of women (2016)
- National Early Childhood Policy (Cabinet Level)

Ending Harmful Practices

- i. Assaults on People with Albinism: Decrease in incidences of assault against people with albinism.
- ii. Child Marriages:
 - Malawi leading on the fight to end child marriages (Uganda and Ethiopia delegations visited Malawi on a study tour).
 - Revised the age of marriage to eighteen (18).

Digitalization, Monitoring & Evaluation

- i. Development of Monitoring & Evaluation: Child Protection Information System; Gender Based Violence Module and Women Empowerment Module.
- ii. Digitalization of Information Management System: Child Helpline and Mtukula Pakhomo System.

Recruitment:

Recruitment of sixteen (16) Gender Officers and Social Welfare Assistants with support from UNICEF.

4.7.2 Challenges and Possible Solutions

None given

4.7.3 Validation

- i. Documents validated were Early Childhood Development Policy, Non Governmental Organisations Policy, Integrated Children Policy and the draft Disability Act.
- ii. The PSRMU made a validation visit to Chilwa Reformatory Centre to view the integration preparatory exercise. The visit was made on 26th June, 2018 and the PSRMU consisted of the Director- Planning and Management, Mr. Sibusiso Jere and Chief Reforms Officer, Mrs. Emily Tembo, who met and discussed with the Acting Principal, Mr. Moffat Hara and Head Teacher for Chilwa Approved School, Mr. Symon Chikwakwa. The school is well furnished with teaching and learning materials. It has classes up to Standard four (4).

4.7.4 Action by the Ministry

- i. Complete the process of reviewing the Disability Act
- ii. Finalise the ECD Policy
- iii. Finalise the development of Reintegration Programme Module
- iv. Follow up with Ministry of Justice and Constitutional Affairs on the Amendment of the NGO Act
- v. Follow up with OPC on the process of developing the National Children's Policy
- vi. Roll out to other districts the Unified Social Cash Transfer Beneficiary Registration.

4.7.5 Action by PSRMU

- i. Follow up with OPC on the development of the National Children's Policy.

4.8 MINISTRY OF HEALTH AND POPULATION

Introduction

The Ministry of Health is mandated to ensure universal access to quality and efficient essential health services consisting of promotive, preventive, curative, rehabilitative services to all people of Malawi.

The monitoring visit to MH&P was conducted on 6th June, 2018 and the PSRMU team was led the Director of Planning and Management, Mr. Sibusiso Jere; other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The team was

briefed of the reforms progress by the Deputy Director of Planning, Dr Gerald Manthalu. Proceeding from there, the PSRMU team went to CHAM Secretariat where it met and discussed with the Head of Health, Dr Titha Dzowela; Monitoring and Evaluation Officer, Mrs. Thangei Pretty Mazizwa and S&AM, Mr. Mafase Sesani.

4.8.1 Progress

The MH&P presented a progress report on the reform areas and specific activities that were undertaken in the period under review:

(a) Revision of Partnership Agreement of Ministry of Health with CHAM

Progress made:

- i. A total of 131 Service Level Agreements (SLAs) have been signed representing 93% of the target set for 2017/18 Financial year.
- ii. An estimated 3.4 million people are reached under the SLA program representing about 20% of total population on Malawi.
- iii. Strengthened SLA Management unit at CHAM by supporting the recruitment of five members of staff.
- iv. SLA contract template in use for 2017/18 Financial year has been updated for 2018/19 Financial year.
- v. Salaries for CHAM personnel amounting to MK3.7 billion was paid for all facilities covered by the MOU between January and March, 2018.

(b) Reforming Hospital Operations

Progress made:

(i) Central Hospital Autonomy

- Cabinet approved the establishment of Central Hospital Board of Trustees in February, 2018.
- The Ministry is currently conducting Management and Capacity Assessments for the five (5) Central Hospitals.
- The Ministry is also developing Trust Deeds and TORs for the Central Hospital Boards.

(ii) Decentralization of the district health system

- The Ministry has reviewed a Concept Note on full decentralization of the district health system that was developed in 2016 and will be presented to the Technical Working Group (TWG).
- The Ministry is currently conducting the decentralized health system assessment.

(c) Malawi Health Fund

Progress made:

- i. The MH&P and the World Bank are conducting a detailed health efficiency study to expand fiscal space for health sector.
- ii. The MH&P is discussing with Ministry of Finance on new earmarked taxes/levies (Storage levy, Sharing MAREP levy and Levy on Third Party Insurance).

(d) National Health Insurance Scheme

Progress made:

- i. Detailed technical analysis on establishing a full NHIS recommended that NHIS should be a long-term objective of a health financing strategy.
- ii. MRA has developed mechanisms to reach out to the informal sector to support health financing.

(e) Paying Services/Health Financing

Progress made

- i. Proposal to roll out Paying Services to District Hospitals was approved
- ii. Mzimba, Nkhata Bay, Nkhotakota and Chitipa have introduced paying services.

Additional Reform Areas

(a) Total Quality Management

- i. The Quality Management Unit was established by the Department of Human Resources Management and Development;
- ii. Drafted the National Quality Management Policy.
- iii. Drafted the National Quality Management Strategy.

(b) Aid Coordination

- i. The Aid Coordination Unit was established and is operational
- ii. Developed a data base of NGOs and partners in the Health Sector (currently under review).
- iii. Regularly conducts meetings with Treasury (Debt and Aid Division) and the NGO Board.
- iv. Drafted MOU templates.
- v. Conducting Resources Mapping exercise.
- vi. Drafted Strategy and Guidelines and presented to the TWG.

(c) Drug Theft and Investigation Unit (DTIU)

- i. Set up the DTIU and it is operational
- ii. The DTIU has conducted investigative Audits on drugs in fourteen (14) districts. Some drug theft cases have been successfully prosecuted.
- iii. Operations have now become routine activities under office of Internal Audit Department.

(d) Work in progress on other reforms

- i. Reviewing the HIV and AIDS Management Policy
- ii. Reviewing the Pharmacy, Medicines and Poison Board Bill.
- iii. Introduction of Medical records and Certification of Death.
- iv. National Public Health Bill is being developed.
- v. Pharmacy and Medicines Regulatory Authority Bill was approved by Cabinet for deliberation by Parliament.

4.8.2 Challenges and Possible Solutions

- i. There are a lot of donors supporting health sector contributing 75% of health financing. The Ministry has established Aid Coordination Unit to improve donor coordination.
- ii. The health sector requires substantial amount of resources and adequate financing and the Ministry is developing Health financing strategy to support the operation of the health sector.

4.8.3 Validation

PSRMU validated the Service Level Agreement reforms the Ministry is implementing at CHAM Secretariat in Lilongwe.

At CHAM Secretariat, PSRMU noted the inflow of Health equipment that the SLA has unlocked since the inception. The agreement has opened CHAM health facilities to poor Malawians where public health facilities are not available.

Another validation was done at a CHAM hospital - Mlambe Catholic Hospital in Blantyre on 25th June, 2018. The PSRMU team consisted of the Director of Planning and Management, Mr. Sibusiso Jere and the Chief Reforms Officer, Mrs. Emily Tembo. It met and discussed with the Hospital Administrator, Sr. Cotilda Makweya; Head of Clinical Dept, Dr D. Twizelimana; Hospital Matron, Mrs Sekundina Matewere; Deputy Matron, Mrs Anna Balley; and Hospital Accountant, Mr. Devison Makowa.

The PSRMU viewed the Nursing Report and noted the rising figures of patients treated and the decreased maternal mortality rates since inception of SLA with MH&P. Minutes of the HAC meeting between Kadidi Health Centre and Mlambe Hospital were also tendered as evidence of SLA administration.

4.8.4 Action by the Ministry

- i. Prepare and submit Progress Report of the Reforms being implemented by the Ministry.
- ii. Help CHAM Secretariat with their Functional Review
- iii. Do an audit and pay amounts owed in SLA

4.8.5 Action by PSRMU

- i. Follow up with DHRMD on the Functional Review proposed by CHAM Secretariat

4.9 MINISTRY OF HOME AFFAIRS AND INTERNAL SECURITY

The mandate of the Ministry of Home Affairs and International Security is to facilitate the provision of safe and secure environment by providing civilian oversight and advisory services to the security institutions for sustainable social and economic development.

The monitoring visit to the MHA&IS was made on 13th June, 2018. The PSRMU team was led by Director for Technical Services Ms. Emmie L. Galafa. Others were Director of Planning and Management, Mr. Sibusiso Jere; Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The Team was directed to the Senior Deputy Secretary, Ms Patricia Liabuba who asked for a reschedule of the meeting to 20th June, 2018; as she was not aware of the programme. However, on the rescheduled day the MHA&IS was not available. The below progress report was sent to PSRMU in July, 2018.

4.9.1 Progress

The following are reform areas and that were implemented in the period under review:

4.9.1.1 Malawi Police Service Resources Mobilization Projects

a. Establishment of commercial driving and riding school

Progress made

- i. Approval given by the Attorney General to establish a commercial driving school.

b. Breeding and training of dogs and dog handlers

Progress made

- i. Two (2) dog kennels constructed
- ii. Ten (10) puppies sold since December 2017 (MK 600,000) and money deposited Resource Mobilization Account

c. Private Security Training Unit

Progress made

- i. Needs assessment in various security companies and other organizations conducted and a report is being compiled

d. Commercial Farming

Progress made

- i. Thirty (30) hectares was cultivated (of which 15 hectares is maize and 15 hectares is soya beans) at Mbalangwe farm
- ii. The Malawi Police have partnered with Greenbelt Authority to develop between 200 and 300 hectares of the farm in 2018/19 for crop husbandry.
- iii. Twenty-three (23) heads of cattle and 86 goats are being reared at Mbalangwe farm

4.9.1.2 Management and Administration Services

a. Review Malawi Police Service Regulations

Progress made

- i. Reviewed Malawi Police Service Regulations gone through a number of stages waiting to be submitted to Ministry of Home Affairs and Internal Security after it has been cleaned at the Ministry of Justice.

b. Functional and Establishment Review

Progress made

- i. Implemented new grading system and formed two new administration regions
- ii. Not yet operational

c. Affiliating Police College in Zomba to the University of Malawi

Progress made

- i. Continued with the process of affiliating Police College in Zomba to the University of Malawi.
- ii. The Police College will offer a bachelor's degree in Law Enforcement Management and Leadership.

d. Review of the syllabus for the initial recruit training curriculum

Progress made

- i. Continued with the review of the syllabus for the initial recruit training.

e. Development of 2018/2022 Strategic Development Plan

Progress made

- i. Development of 2018/2022 Strategic Development Plan is in pipeline.

4.9.1.3 The Malawi Prison Services Reform Areas

a. Enhanced agricultural production

Progress made

- i. Cultivated 505 ha (400 - maize, 60 ha - pigeon peas, 30 ha- soya, 15 ha - sorghum, with an expected maize harvest of 52,512 (50kg) bags.
- ii. Procured three (3) tractors as a way of enhancing farm mechanization.
- iii. Procured 30,000 fingerlings, 115 goats, and 30 piglets
- iv. Cultivated 10 ha of land for winter cropping

b. Improved skills development

Progress made

- i. Completed rehabilitation of Zomba Prison Industrial Workshop
- ii. Trained 33 Prison officers in various trades that will work as instructors. Tool boxes provided to all tradesmen.
- iii. Permanent staff (instructors) deployed to Balaka Half Way House in readiness for the first cohort of residents (offenders that are being prepared for re-integration).

4.9.1.4 The Department of Immigration and Citizenship Services Reform Areas

a. Decentralize passport printing services to Mangochi

- i. The Passport Issuance System has been installed at Mangochi Office
- ii. Test printing is in progress and by end July 2018 Mangochi will be a fully-fledged Passport Issuance Centre.
- iii. Passport printing was also decentralized to Lilongwe and Mzuzu Immigration offices in 2014 and 2015 respectively which enhanced efficiency and effectiveness passport issuance tremendously.

b. Roll out passport services to Malawi Post Corporation under Mlambe One Stop Public Delivery Centres

- i. Lilongwe and Mangochi Post offices (Mlambe Centres) are installed with the Passport Issuance System where applicants can register passport and applications and collect issued passports.

c. On-line Visa Application

- i. All procurement processes were done
- ii. Techno brain Limited was awarded the contract to supply and install the system on a Build Operate and Transfer Model for 3 years.
- iii. Contract negotiations are currently underway
- iv. Once finalised the contract will be signed and implementation will commence.

d. Computerization of the Permit Issuance System

- i. Techno brain limited was awarded the contract and currently implementation processes are underway and the system will be up and running by August 2018.

4.9.1.5 National Registration Bureau reform Areas

(a) Registration of births and deaths

Progress made

- i. All registered health facilities are registering live births at the facilities.
- ii. Currently two hundred and seventy eight thousand, six hundred and eighty (278,680) births have been registered across the country.
- iii. The aggregates for Registration of deaths are-
Reported deaths: 6,725
Printed certificates : 6,245

(b) Production and issuance of Identity Cards

Progress made

- i. The target set of registering nine million plus by 2018 was achieved during the Mass Registration. Thirteen million, three hundred and forty six thousand, nine hundred and forty two (13,346,942) nationals were registered and IDs issued.
- ii. All National Identity Cards for people that registered during the mass registration have been distributed to the various registration centres.
- iii. Continuous registration goes on.

4.9.2 Challenges and Possible Solutions

- i. Most reforms in the MPS are being derailed by inadequate or unavailability of funds; the Malawi Police is partnering with and will seek to partner with other organizations like Greenbelt Authority to finance some of its reform programmes
- ii. Low approved budgets. Engage donors and stakeholders to support the initiatives.
- iii. Lack of space for rehabilitation activities due to overcrowding. Expansion of prison infrastructure through construction of additional cells
- iv. Drought and fall army worms as experienced during 2017/2018 will affect crop production. An investment in winter/irrigation farming will help to fill the gap.
- v. Collection of the Identity Cards from the Registration Centres by the clients was not impressive. This has resulted in accumulation of cards at the District Offices. There is need to intensify awareness campaigns.

4.9.3 Validation

None was done

4.9.4 Action by the Ministry

Pursue actions to solve the challenges that are derailing reforms implementation

4.9.5 Action by PSRMU

Continue monitoring implementation of reforms in the MHA&IS

4.10 MINISTRY OF INFORMATION AND COMMUNICATIONS TECHNOLOGY

Introduction

The mandate of the Ministry of Information Communication and Technology is to provide policy direction and guidance in the production and dissemination of public information; coordinate and manage ICT development and services.

The monitoring visit to the MI&CT was conducted on 7th June, 2018 and the PSRMU team was led the Director of Planning and Management, Mr. Sibusiso Jere; other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The MI&CT was led by the Deputy Secretary, Mr. Samuel Nankhuni. Others were the Deputy Director–Information Technology, Mr. Prosper Mopiwa; Under Secretary, Mr Joseph Chisala; Information Specialist, Mr. Frederick Ndala, CHRMO, Mr. Estonie Zembere and Network Technician, Mrs. Jayne Kwalimba.

4.10.1 Progress

The Ministry presented a progress report on the following key reform areas and specific activities that were undertaken in the period under review:

4.10.1.1 Department of E- Government Reform Areas

a) Upgrade of Government ICT Infrastructure

Progress made

- i. Upgrade the Government Wide Area Network Infrastructure: Local Area Network (LAN) has been upgraded through replacement of old network cables (Cat5) with high speed network cables (Cat6) in three building at Capital Hill (Health, Foreign Affairs and Education).
- ii. Extension of the Broadband infrastructure to districts: Eight (8) Districts (Lilongwe, Mchinji, Salima, Nkhotakota, Nkhatabay, Mzuzu, Rumphu, Karonga) along the Virtual Landing Point (VLP) route connected to SimbaNet Broadband Internet at Council (Secretariat) offices.
- iii. Last Mile Connectivity completed for 3 sectors (Health, Agriculture, Education) in Mchinji, Salima, Nkhotakota, Nkhata Bay, Rumphu and Karonga.
- iv. Upgrade of the email system: Migrated the Email System to Zimbra Platform and have registered 10,000 government emails (official emails).

- v. Established Wireless Hotspots in five (5) Buildings at Capital Hill (Health, Works, Agriculture, Foreign Affairs and Accountant General).
- vi. Establishment of mechanisms for managing the backbone: Completed MPLS configuration for all Districts along VLP route. Government sector will have access to other network services apart from internet.
- vii. Procured Bandwidth Allocation Tool (Sophos) which will assist in monitoring and management of internet bandwidth.

b) Review of the Mandate and structure of the Department of E-government

Progress made

- i. A consultant has been procured through Digital Malawi project to assist in the development of e-Government/digital government strategy which will address the review of the mandate, structure and redefine the ICT career path in line with the new structure.
- ii. Development of Legal and Regulatory environment for ICT: Malawi Cyber Security Strategy was developed and is one of the pillars in the Digital Government strategy.
- iii. Stakeholder consultations have been made in the development of Data Protection Act.

c) Development of the Government ICT Architecture

Progress made

- i. The contract for the consultant developing the Malawi Government Enterprise Architecture and Inter-Operability Framework (MEAIF) has been extended.
- ii. The actual Architecture is expected to be ready by September, 2018 and trainings will take place thereafter.

d) Transformation of NACIT

Progress made

- **Introduce e-learning programmes**
 - i. E-Learning initial equipment preliminary set up for training is now available and ready.
 - ii. E-Learning platform trainer has been identified and is waiting for a letter of no objection from ODPP.
 - iii. Mzuzu centre was visited and building has been allocated for immediate occupation before a multipurpose built centre is operational.
- **Introduce new programmes such as ICT Auditing and Information Security**
 - i. Workshop for the formulation of content for Information Security course has been schedule for July, 2018.
- **Introduce tailor made courses for public servants**
 - ii. Tailor Made courses available but have been suspended due to financial and human resource constraints.

- Partner with other accredited institutions to provide professional and certification courses
- iii. There are plans to partner with Institute of Information Security from India apart from the current Greenwich University and National Computing Centre.
- Partner with DHRMD, MIM and SDI to offer training to public/civil servants under the Malawi School of Government.
- iv. Collaborative meeting has been scheduled and will take place in 2018/2019 Financial year.

4.10.1.2 Department of Information Reform Areas

a) Decentralization of the Department

Progress made

- i. Tendering for Studio equipment to be placed in the 3 Studios (Blantyre, Lilongwe and Mzuzu) under phase I of the devolution process has been done. Bids were evaluated and submitted to ODPP for further scrutiny.
- ii. Task Force for the devolution exercise was formed.
- iii. First consultative meeting with the Ministry of Local Government was done.
- iv. Functions to be devolved have been identified and will be presented to the Ministry of Local Government for further guidance.

b) Establishment of Presidential Press Unit at the State House/OPC

- i. A meeting with State House and OPC was convened but there is resistance from other quarters.

c) Revamping of Government Newspaper

- i. Job descriptions for editorial team were developed.
- ii. Editorial team has been identified.
- iii. Thematic areas for coverage in the papers were identified.

d) Establishment of Printing Press at State House/OPC

- i. Journalists were identified for the Press Unit.
- ii. Desk Research was conducted.

4.10.2 Challenges and Possible Solutions

- i. There are delays in completing some of the activities such as Last Mile Connectivity and MPLS Configuration in other districts due to inadequate resources. Proposals have been developed and submitted to potential donors.
- ii. Inadequate lecturing staff has limited ability to provide additional courses. There is need to finalise e-learning to create a new avenue for course delivery and facilitate partnership with other institutions.

4.10.3 Validation

- i. Documentary evidence tendered on the implementation of reforms were letters and reports.
- ii. There was a visit to the Kamuzu Central Hospital to site validate the internet connectivity of the new Theatre Structure
- iii. PSRMU was conducted through the Simbanet connections at Mchinji Local Council where the DC's office, Agriculture Offices, the DHO Offices and Education Offices are connected.

4.10.4 Action by the Ministry

- i. Continue monitoring reforms implementation in the MI&CT

4.10.5 Action by PSRMU

- ii. Continue reforms implementation and submit quarterly reports.

4.11 MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS

Introduction

The mandate of Ministry of Justice and Constitutional Affairs is to provide legal services to the Government and its citizens. Its mission is to promote the rule of law through the provision of professional legal services to Government and other stakeholders in a transparent and accountable manner in order to ensure a just, fair and democratic society.

The monitoring visit to the MJ&CA was conducted on 12th June, 2018 and the PSRMU team was led by the Director of Technical Services, Ms. Emmie Galafa. Other members were Director of Planning and Management, Mr. Sibusiso Jere; Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The MJ&CA was led by the Director of Administration and Finance, Mr. William Kantayeni. Other members were Deputy Registrar General, Mr. Chiku Namelo; Chief State Advocate, Mr. R. Santhe; Chief Economist, Mr. H. Kamwana; Principal Administrative Officer, Mr. Christopher Herbert; Economist, Mr. Chrispine Kalungulu; Economist, Mr. S. Joseph; Stastician, Mr A. Mwamlima; Administrative Officer, Mr. B. Simtowe; CO-Administrator General, Mr. J. Chirambo; and SAAG- Administrator General, Mr. M. Jali Mandula.

4.11.1 Progress

The Ministry made a presentation on the following the reform areas and specific activities that were undertaken in the period under review:

a) Policy and Legal Reforms

This relates to the development of two key policies and enactment of various pieces of legislation to govern improved delivery of various services by the Ministry.

Progress made

i. National Prosecution Policy

The Prosecution Policy was drafted and submitted to the Office of the President and Cabinet. The Policy will be aligned to Government format by 30th June, 2018.

ii. Intellectual Property Rights Policy

The draft Intellectual Property Rights Policy was submitted to Office of the President and Cabinet and will be aligned to the Government format by 30th June, 2018.

iii. Drafting various Legal Frameworks

MoJCA is currently working on the following Bills:

- Constitution (Amendment)-under consultancy
- Public Service Act (Amendment) - vetting stage
- Public Finance Management Bill (Amendment) - drafting stage
- National Local Government Finance Committee Bill - in Cabinet
- Public Universities Bill - drafting stage
- Mines and Minerals Bill (Amendments) – Cabinet stage
- Gaming and Lotteries Bill (Cabinet stage).

b) Administrative Reforms

Progress made

i. Computerization of Civil Registry

The Ministry purchased hardware in terms of computers.

A Consultant has been procured to develop Soft Ware to be supported by the Chilungamo Project.

ii. Establishment of Collateral Registry

The Ministry launched the Collateral Registry and is fully operational.

iii. Introduction of Online Registration of Companies and Businesses

The Ministry launched the Online Registration of Companies and Businesses system and is fully operational.

iv. Computerization of Records Management System in the Register General Department

A Consultant has been hired and hardware has been procured through Treasury.

v. Provision of Information and Communication Services

The Ministry developed Public Service Charters and reviewed the website. (www.justice.gov.mw/registrargeneral.org.mw).

4.11.2 Challenges and Possible Solutions

- i. Inadequate funding to support the legislative drafting and procurement of both hardware and software for computerization processes.
- ii. Delays in vetting of draft Bills due to shortage of legislative drafting experts.
- iii. There is need to streamline the vetting process in order to fast track the vetting of the outstanding Bills.

4.11.3 Validation

- i. PSRMU validated the website www.justice.gov.mw/registrargeneral.org.mw

4.11.4 Action by the Ministry

- i. Prepare and submit a Reforms Progress Report
- ii. Prepare and submit to PSRMU a media write up for tangible and impactful progress to be published in the newspapers.

4.11.5 Action by PSRMU

- i. Follow up on the Progress report and the media write up.

4.12 MINISTRY OF LABOUR, YOUTH, SPORTS AND MANPOWER DEVELOPMENT

Introduction

The Ministry of Labour and Manpower Development is mandated to protect and develop the labour force in order to contribute to the socio-economic development in Malawi. This mandate is derived from the laws of Malawi, International Conventions and other legal instruments as follows: Labour Relations Act (1996); Occupational Safety, Health and Welfare Act (1997); TEVET Act (1999); Employment Act (2000); Workers Compensation Act (2000); and International Labour Conventions.

The monitoring visit to the MLYS&MD was conducted on 5th June, 2018 and the PSRMU team was led by the Director of Planning and Management, Mr. Sibusiso Jere. Other members were Chief Reforms Officer, Mrs. Emily Tembo and Principal Reforms Officer, Mr. Blessings Mbewe. The MLYS&MD was led by the Director of Sports, Mr. Joseph Ndalama; Chief Sports Officer, Mr. J. Kayamba; Chief Sports Officer, Mr. J.E.E Mazaza; Principal Sports Officer, Mr. J. Kaoche; and the Principal Economist, Mr. Yona Chawanje.

4.12.1 Progress

A progress report was only presented on the reform areas being implemented by the Department of Sports as follows:

4.12.1.1 Department of Sports Progress made

a) Develop Guidelines for Standard Sport Facilities

- i. Guidelines have been developed and the finalization process remains with validation and launch of the Guidelines.
- b) Revise Management Structure for Sports in Malawi**
- i. The Ministry reviewed management structures for a few sampled countries including South Africa and Zambia to draw lessons on how they operate with a view of adapting some of their best elements to our situation here in Malawi.
 - ii. Various models are being used for instance in South Africa, the Sports Council and the Olympic Committee operate as one entity. Hence lessons learnt will be used to develop a management structure that will promote sports in the country.
- c) Establish National Sports Development Fund**
- i. A draft Constitution and operations guidelines have been developed.
 - ii. The Ministry held validation meetings.
 - iii. The reform area has moved to Malawi National Council of Sports (MNCS) under the Marketing Committee.
- d) Establish Incentives and Welfare Programme for Sports Persons**
- i. Guidelines for the Fund have been developed and sensitisation process has started for example the Football Association of Malawi.
- e) National Fitness Programme**
- i. No progress made
- f) Establish Sports Marketing and Research Department at MNCS**
- i. A Functional Review was conducted by DHRMD
 - ii. A Marketing Officer has since been recruited
- g) National School Development Programme**
- i. No progress made

4.12.1.2 Department of Labour

h) Review of Temporary Employment Permit (TEP)

Progress made:

- i. The Ministry is in the process of conducting skills survey with the objective of ascertaining the number of jobs being occupied by foreigners that could be executed by local Malawians and this will partly inform the TEP process.

i) Establishment of Workers Compensation Fund

Progress made:

- i. A structure and system for the Workers Compensation Fund is in place.
- ii. A request for seed money amounting to MK 1.5 billion submitted to Treasury for consideration.

j) Abolishment of Tenancy Labour

Progress made:

- i. The Employment Act has been revised to include issues of tenancy labour and has now passed Cabinet Committee stage.

k) Establishment of unified TEVET Assessment and Certification Body and Review of the Examination Setting Methodology

Progress made:

- ii. The Assessment and Certification Unit (ACU) was formed in September 2017 and is operational.
- iii. The ACU shall be transformed into a full TEVET Assessment and Certification Body.
- iv. A total of 3,608 Level 1 candidates were tested by the ACU in the December 2017 examination series.

l) Establishment of a Labour Market Information System (LMIS)

Progress made:

- i. The LMIS prototype was developed.
- ii. Infrastructure to house the prototype has been procured.
- iii. A Consultant has been engaged to install the system.

m) Review of the Occupational Safety, Health and Welfare (OSHW) Act

Progress made:

- i. A draft Occupational Safety, Health and Welfare (OSHW) Act is in place awaiting review by the Cabinet Committee

n) Review of the Labour Relations Act (1996) and Employment Act (2000)

Progress made:

▶ **Labour Relations Act (1996)**

- i. The Labour Relations Act was revised and is ready for submission to the Cabinet Committee

▶ **Employment Act (2000)**

- ii. The Employment Act has been revised to include issues of tenancy labour and has now passed the Cabinet Committee stage and awaiting comments from main Cabinet.

o) Transforming labour inspections (including OSHW)

Progress made:

- iii. 1,300 out of 4,000 targeted labour inspections conducted.

4.12.2 Challenges and Possible Solutions

- i. The movement of Department of Youth and Sports to the Ministry of Labour has affected the implementation of the planned activities since funding is still with the Ministry of Civic Education.

- ii. There are delays in providing Feedback from stakeholders since most of the Ministry's Reforms depend on stakeholder input.
- iii. No clear financing mechanisms for the Assessment and Certification Unit. No approved budget resources to meet the cost of running the unit; lack of permanently recruited personnel and lack of legal frameworks to guide governance of the unit. In 2018/19 fiscal year, MK609 million kwacha is being required for the functioning of the Assessment and Certification Unit which among others will oversee the assessment of the harmonised curriculum in the TEVET sector;
- iv. Poor network cabling of the new building and poor coordination among necessary stakeholders affected implementation of the establishment of LMIS;
- v. Inadequate financial resources and vehicles affect labour and occupation safety inspections across the three regions including procurement of industrial hygiene kit which is essential for monitoring working environment in the country;
- vi. Poor coordination and communication amongst Sports Department, District Sports offices, Sports Associations, Sports sponsors and other stakeholders.

4.12.3 Validation

- i. PSRMU was taken to taken to Malawi Institute of Sports to view the wall under construction; Olympic Games offices and a modernised Basket Ball court

4.12.4 Action by the Ministry

- i. Prepare and submit a full Reforms Progress Report containing the remaining Departments whose report was not presented
- ii. Prepare and submit to PSRMU a media write up for tangible and impactful progress to be published in the news papers.

4.12.5 Action by PSRMU

Follow up on the above action points

4.13 MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

Introduction

The Mandate of Ministry of Lands, Housing and Urban Development is to provide services that are aimed at improving tenure security and equitable access to land in order to achieve sustainable use of land and land based resources; increasing access to decent and affordable housing and improving structures and functions in urbanising systems by providing advisory services.

The monitoring visit to the MLH&UD was conducted on 4th June, 2018 and the PSRMU team consisted of the Director of Planning and Management, Mr. Sibusiso Jere and Principal Reforms Officer, Mr. Blessings Mbewe. The MLH&UD was led by the Principal Secretary, Mr. Charles P. Msosa. Other members were Director of Administration, Mr. Duncan Chione; Commissioner of Lands, Mr. Felix Mangani; Director of Housing, Mr. George L. Nthachi; Deputy Director- Planning, Mr. Misheck Longwe; Deputy Director- ICT, Mr. Peter G. Chadza; Ag. Deputy Director- Housing, Mr. Esau Mwambira; Chief Economist, Mr. James Namfuko; Principal

Economist, Mr. M. Jere; Director of Physical Planning, Mr. Gladstone Mchoma; Principal Physical Planning Officer, Mr. Just Chilale; Administrative Officer, Mr. Gerald Mvula and AHOM-Surveys Mrs. Alice Gwedeza.

4.13.1 Progress

A presentation was made on the reform areas and specific activities that were undertaken in the period under review as follows:

a) Policy and Legal Reforms

Progress Made

- **National Housing Policy**

- i. The review of National Housing Policy was completed and the Policy was submitted to Cabinet Office which advised that the main Policy document should be merged with implementation, monitoring and evaluation plan as one document and incorporate the SDGs and MGDS III elements.
- ii. The processes of resubmitting the Policy to Cabinet Office are being finalized.

- **National Land Use Policy**

- i. Completed stakeholders' consultations on formulation of the Policy.
- ii. A draft was prepared which was to be discussed at Principal Secretaries' Committee level and thereafter submitted to the Cabinet Office for approval.
- iii. Submission of Cabinet Paper awaited finalisation of the Policy which never materialised due lack of funds to push through the remaining processes.

- **Formulate National Urban Policy**

- i. A draft National Urban Policy was prepared but required a review to take into account recent study by World Bank on urbanisation in Malawi. The comments have since been incorporated including the preparation of the implementation and the M&E plan.
- ii. The Ministry plans to prepare the Cabinet Paper and submit the policy by the end of the financial year (2017/18).

- **Formulate National Resettlement Policy.**

- i. Internal consultations on the National Resettlement Policy were completed and draft Policy was prepared.
- ii. The Ministry planned to hold a consultation workshop with external stakeholders before it is discussed at Principal Secretary Committee level. However the donor money for the exercises was never made available.

Enforcement of Land Related Laws

Progress Made

- i. The Ministry planned to fast-track the process of ensuring that the land related laws that were enacted in 2016 and 2017 were gazetted and enforced to ensure that implementation of the same commences. These are:
 - Land Act;
 - Customary Land Act;

- Registered Land (Amendment) Act;
 - Lands Acquisitions (Amendment) Act;
 - Physical Planning Act;
 - Land Survey Act;
 - and Malawi Housing Corporation (Amendment) Act;
 - Resettlement Bill and
 - Sectional Titles Bill.
- ii. Currently, all the land related laws are in force and implementation of the laws has commenced. Particularly, implementation of the piloting of registration and titling of customary estates has commenced with the demarcation of the Traditional Land Management Areas (TLMAs) by the Ministry with technical support of the Regional Centre for Mapping Resource for Development (RCMRD) from Kenya for which Malawi is a member. In total 56 TLMAs have already been demarcated and the rest of the TLMAs will be completed by August 2018.
 - iii. The pilot implementation of the new laws is to be carried out in the following districts; Mzimba, Kasungu, Phalombe, Karonga, Rumphi, Nkhhotakota, Salima, Mchinji, Chikwawa and Nsanje. Currently, the PIU to oversee the pilot implementation is already established and the skeletal staff has been identified and awaiting approval from OPC.
 - iv. The Ministry also developed the Subsidiary regulations for the Customary Land Act (CLA) which came into force on 7th March, 2018 and the CLA came into force on 1st March, 2018. The Physical Planning Act and the Registered Land (Amendment) Act came into force on 20th April 2018. For the rest of the Land Related Laws, they were all gazetted in October 2017.
 - v. In order to synergise the implementation of the laws, the Ministry also developed the Land Reform Implementation plan for the pilot.
 - vi. The Ministry has also developed the Land Survey Act Subsidiary Legislations that have already been shared with all the relevant stakeholders
 - vii. The Ministry also development the Communication Strategy for the new land laws.

(b) Administrative Reforms

Progress made

- **Computerisation and modernisation of land related information**
 - i. The Ministry digitised about 35, 000 files using a Consultant under ASWAP-SP which is being funded by the World Bank. The processing of developing Computerised Land Information Management System (LIMS) is on-going.
 - ii. The Ministry continued working with an International Consultant to carry out the LIMS design. Due to the poor performance of the Consultant, the Ministry terminated the Contract and has communicated the same to the World Bank and the Ministry is awaiting the response.

- iii. ToRs to engage another Consultant have been developed. However, some progress has been registered to date in that one of the priority attributes of the system, the Land Rent Roll Module is being finalised. Land Rent Roll module will assist the Ministry in calculating ground rents and produce the invoices electronically, an exercise that is currently done manually.
 - iv. The Ministry has also captured and digitised over 16,000 survey records as part of the process of piloting a land information system for Lilongwe City and Mchinji District.
- **A sustainable mechanism for providing institutional housing**
 - i. An Action plan on the provision of 10,000 institutional houses for the Security Institution was developed by a technical committee comprising the Ministry of Lands, Housing and Urban development, Ministry of Transport and Public Works, Ministry of Home Affairs and Internal security, Ministry of Finance, Economic Planning and Development and the Office of the President and Cabinet. Priority locations for the first phase of the construction has already been surveyed. The first phase will start with 4,500 housing units.
 - ii. The exercise has commenced starting with the major cities of Blantyre, Lilongwe and Mzuzu based on monthly funding levels.

c) Institutional Reforms

Progress made

- **Unified functional structure of Ministry**
 - i. Held a meeting with Department of Human Resource Management and Development (DHRMD) to carry out the Function Review.
 - ii. An Inception Report is ready that provide a framework to conduct a comprehensive Function Review. The review will take into account the need for decentralizing the Ministry's functions.
- **Information and Communication of Ministry's activities**
 - i. The Service Charter was developed and approved by Office of President and Cabinet (OPC) and the Ministry is in the process of reproducing the Charter for distribution to the regional offices.

4.13.2 Challenges and Possible Solutions

- ii. Limited resources are affecting finalization of the policies which solely depends on donor money (World Bank ASWAP – SP) and due to cash flow problems, the Ministry failed to proceed with the other processes.
- iii. The PSIP project on Development of Land Information Management System has not been allocated funds. There is an increasing demand for institutional houses from other Government Ministries and Agencies whose officers reside in houses rented by Government which exerts pressure on rental bills.
- iv. Limited resources for conducting the comprehensive functional review and translating the service charter to local languages.

4.13.3 Validation

The evidence tendered on the implementation progress included copies of policies and enacted Acts. These documents were collected and can be accessed.

4.13.4 Action by the Ministry

- i. Conduct Stakeholder consultations for the review of the National Resettlement Policy and Land Lord and Tenant Draft Bill.
- ii. Disseminate and enforce land Related Laws (Land Act, Customary Land Act, Physical Planning Act, Malawi Housing Corporation Act, Sectional Titles Bill).
- iii. Conduct Functional Review of the Ministry of Lands

4.13.5 Action by PSRMU

- i. Continue monitoring the implementation of Reforms in the Ministry of Lands. Focus should be on the proper allocation of Lands/Plots to clients to minimize double allocation of Plots.

4.14 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

Introduction

The Ministry of Local Government and Rural Development is mandated to promote local governance and coordinate development interventions at Local Authorities. The Ministry is a link point between citizenry and leadership through district councils.

The monitoring visit to the MLG&RD was conducted on 31st May, 2018 and the PSRMU team was led by the Director of Technical Services, Ms. Emmie Galafa. Other members were Director of Planning and Management, Mr. Sibusiso Jere and Principal Reforms Officer, Mr. Blessings Mbewe. The MLG&RD was represented by the Deputy Director-Planning, Mr. Walusungu Kayira.

4.14.1 Progress

A presentation was made on the reform areas and specific activities that were undertaken in the period under review:

4.14.1.1 Decentralisation

(a) Complete devolution of Human Resources in Councils

Progress made

- i. The payroll has been devolved to all the Councils with servers currently instituted in the following Local Authorities: Kasungu, Lilongwe, Mzuzu, Blantyre, Balaka, Machinga, Zomba and Blantyre.
- ii. Staff rationalization programme has been done and the report is currently being finalised.

- iii. Local Government Human Resources Guidelines have been developed and are currently awaiting launching.
- iv. The recruitment plan has been developed and submitted to DHRMD.

(b) Devolution of Development Budget to local Authorities

Progress made

- i. The Ministry of Finance, Economic Planning and Development in collaboration with both the Ministry of Local Government and Rural Development and OPC conducted a validation workshop for all the sectors which had planned to devolve some micro projects to Local Authorities in order to validate the earmarked Micro projects, before further processing with regard to the outlook of the 2018/19 budget
- ii. Pilot Ministries of Agriculture & Water, Health, Education and Transport were identified where micro-projects plus their resources were listed down and are now under process at EP&D
- iii. It is planned that the devolved micro projects in the Local Authorities be handled under the DDF

(c) Amendment of Local Government Act

Progress made

- i. The Bill was presented in the November, 2017, sitting of Parliament and it was rejected
- ii. The Minister of Local Government to bring again on the floor the Bill

4.14.1.2 Rural Development Reforms

(d) Finalisation and establishment of funding mechanism of the Integrated Rural Development Strategy (IRDS)

Progress made

- i. The draft Integrated Rural Development Strategy (IRDS) was finalised
- ii. The IRDS was launched and remaining is its dissemination
- iii. The initial plans to have a SWAp arrangement as a funding mechanism were superceded by the OPC directive to amalgamate the National Local Government Finance Committee (NLGFC) and the Local Development Fund (LDF)
- iv. The new body was up effective 1st April, 2017 and the proposed name of “National Local Government Finance and Development Commission” pends approval by the Ministry of Justice

(e) Review of legislation for Chiefs Administration

Progress made

- i. The Law Commission undertook the review process and produced a draft report
- ii. The draft amended Act awaits submission for Cabinet processes

- iii. On devolution of Chiefs' payroll to Local Authorities, OPC has approved the concept
- iv. With USAID funding Machinga, Balaka and part Lilongwe are pilots for digitalisation of Chiefs' payments

4.14.2 Challenges and Possible Solutions

- i. Freezing of recruitment by Government has compounded Councils to have low staffing levels. Government should waive the freeze to allow Councils implement the Establishment fully and provide additional resources for recruitment.
- ii. Inadequate financial resource to facilitate implementation of some key planned activities. Government to consider adjusting upwards the 2018/19 Local Government budget and with support from Irish Aid and Local Governance Accountability and Performance Programme (LGAP) programme will facilitate the implementation of some key activities.
- iii. Resistance by some Line Ministries to devolve the micro Projects to Local Authorities. The MLG&RD in collaboration with the MFEP&D shall enhance interface meetings with the involved Line Ministries

4.14.3 Validation

The following documents were validated:

- The Amended Local Government Act
- The report on the Review of legislation for Chiefs Administration
- The Decentralisation Policy
- The Local Government Human Resources Guidelines

4.14.4 Action by the Ministry

To draw the reforms media write up and submit to PSRMU

4.14.5 Action by PSRMU

To continue providing technical assistance i.e. in process of review of legislations

4.15. MINISTRY OF NATURAL RESOURCES, ENERGY AND MINING

Introduction

The Ministry is mandated to ensure the sustainable development and utilization of energy, minerals, forestry and wildlife resources for socio-economic growth and development of Malawi.

The monitoring visit to the MNRE&M was conducted on 30th May, 2018 and the PSRMU team was composed of Director of Technical Services, Ms, Emmie Galafa and Principal Reforms Officer, Mr. Blessings Mbewe. The MNRE&M was led by the Principal Secretary, Mr. Patrick Matanda. Other members were the Chief Director Mr. Bright B. Kumwembe and the Economist, Mr. J. Mwale.

4.15.1 Progress

The following are key reform areas and specific activities that were undertaken in the period under review:

4.15.1.1 Energy Department

a) Creation of Electricity Generation, Transmission and Distribution Companies from Current ESCOM

Progress made:

- ▶ **Power Market Restructuring (PMR)**
 - i. PMR was completed with the existence of two power utility companies Electricity Generation Company (EGENCO) responsible for electricity generation. ESCOM responsible for transmission and distribution of electricity.
 - ii. To achieve PMR, the Ministry reviewed *The Energy Policy* and *the Electricity Act* as legal instruments governing energy matters.
- ▶ **Reforms to compliment PMR (unbundling of ESCOM)**
 - i. **Independent Power Producer (IPP) Framework**
 - A guide for Independent Power Producers (IPPs) has been drawn.
 - It will guide on how the Single Buyer in ESCOM intends to procure power in the Country; for both solicited (advertised) proposals and unsolicited (single sourcing) proposals
 - ii. **Integrated Resource Plan**
 - A guide for Government and its Parastatal Agencies on the Least Cost development path for the power sector in Malawi has been drawn.
 - Power demand projected for the next 20 years; power projects have been identified and ranked to meet this type of demand for the next 20 years.
 - iii. **Expanded Malawi Rural Electrification Programme**
 - The expanded MAREP has included drop - down transformers in centres which would not have been electrified in the past.
 - Phase 8 is targeting 338 centres which have been selected across the country.
 - iv. **National Electrification Strategy (under preparation)**
 - Aimed at supporting the National Electrify Access Agenda.
 - The objective of the Agenda is to increase access to electricity to 30% by 2020.

4.15.1.2 Environment Affairs Department

b) Amendment of Environment Management Act 1996

Progress Made

- i. The Environment Management Act which was passed on 7th February 2017 and was assented to by H. E. the President on 30th April 2017
- ii. A task team was set up to facilitate the operationalization of the EMA 2017. The task team will consist of representatives from Environmental Affairs Department,

Ministry of Natural Resources Energy and Mining, Ministry of Finance, Department of Statutory Corporations, Department of Human Resources Management and Development, Ministry of Justice and Constitutional Affairs, Office of President and Cabinet.

- iii. The task team has worked on the organogram, salary structure, conditions of service, code of conduct, work plan and budgets. It is also working to facilitate the appointment and orientation of Board Members as well secondment/recruitment of staff of MERA
- iv. A Steering Committee which will serve as oversight team that will endorse the recommendations of the task team was set up and consist of representatives from the above institutions
- v. A project proposal on operationalization of the Malawi Environmental Protection Authority was developed and submitted to the Ministry of Finance, Economic Planning and Development.

4.15.1.3 Natural Resources Department

c) Private Sector Participation in the Management and Development of Forests.

Progress Made

▶ Viphya Forest Plantation

- i. Negotiations have been completed to offer concessions as follows:
 - 12,000 ha. Total Landcare/GEF Consortium
 - 1,301 ha. Alliance One Tobacco Limited
 - 4,000 ha. Reformed Timber Millers Union
- ii. The PPPC, GCU, Treasury and MOJ&CA are vetting the draft Agreement documents
- iii. The target is to have 50,000 ha of Viphya Forest Plantation managed and developed by the private sector

▶ Dzalanyama Forest Reserve

- i. Through the *Project for Conservation and Sustainable Management of Dzalanyama Forest Reserve*, engaged private companies e.g. Lilongwe Water Board and Communities in the protection and management of the reserve.
- ii. Drafted and negotiated a Forest Management Agreement document for 140 ha under Alliance One Tobacco Limited. The Agreement is under PPPC finalization
- iii. The target is to have 53,000 ha of Dzalanyama Forest Reserve managed and developed by the private sector

▶ Thuma Forest Reserve

- i. Thuma Forest Reserve is currently under a Management Agreement with Wildlife Action Group through an MOU
- ii. MOU is being revised to strengthen and extend into a Concession Agreement for the entire Thuma Forest Reserve
- iii. Completed drafting and negotiations of Management Agreement and submitted to the Solicitor General and PPPC for vetting and finalization
- iv. The target is to have the entire Thuma Forest Reserve managed and developed by the private sector

- ▶ **Mangochi Forest Reserve**
 - i. Management Agreement document signed with African Parks Limited
 - ii. The entire Mangochi Forest Reserve is now managed and being developed by the private sector

- ▶ **Kaombe and Ngala Forest Reserves**
 - i. Completed drafting and negotiations of Management Agreement and submitted to the Solicitor General and PPPC for vetting and finalization
 - ii. The target is to have 670 ha and 351 ha managed and developed by the private sector (Alliance One Tobacco Limited) in Kaombe and Ngala Forest Reserves respectively

- ▶ **Luwawa Forest Protection Zone**
 - i. Completed drafting and Concession Agreement document for areas surrounding Luwawa Lodge and Dam
 - ii. Document under the Solicitor General and PPPC vetting prior to signing

4.15.1.3 Mines Department

d) Amendment of the Mines and Minerals Act 1981

Progress Made

- i. The Bill was vetted by the Solicitor General and comments incorporated
- ii. The Bill was sent to OPC for Cabinet processes
- iii. The establishment of the Minerals Resources Committee awaits the passing of the Bill

4.15.2 Challenges and Possible Solutions

- i. Negotiations for private sector participation in the management and development of forests have taken too long
- ii. The vetting processes for the Agreements are too cumbersome
- iii. Private investors are generally not interested to invest in forests management and in particular Dzalanyama Forest Reserve

4.15.3 Validation

No documents were produced for validation. The planned visit to the site of the proposed Kam'mwamba Coal Powered Generation Plant did not take place.

4.15.4 Action by the Ministry

- i. To submit a written progress report
- ii. To submit a media write up

4.15.5 Action by PSRMU

- i. To follow up on the above submissions

4.16. MINISTRY OF INDUSTRY, TRADE AND TOURISM

Introduction

The Ministry of Industry, Trade and Tourism is mandated to promote industry, trade, tourism and private sector development for sustainable economic growth.

The monitoring visit to the MIT&T was conducted on 4th June, 2018 and the PSRMU team consisted of the Director of Planning and Management, Mr. Sibusiso Jere and Principal Reforms Officer, Mr. Blessings Mbewe. The MLH&UD was represented by Director of Planning, Mr Francis Jhuwawo; Chief Economist, Mr Cuthbert Wadonda and Principal Economist, Mr Martin Magalasi. They however did not present the progress report because Management had not yet approved the progress report.

4.16.1 Progress

After Management approval an e-copy of the progress report was submitted to PSRMU indicating the following implementation progress:

(a) Create Enabling And Competitive Environment For Private Sector Development Progress made

Review of economic laws and accompanying regulations

i. Enactment of the Credit Reference Bureau Act

The Bureau compiles databases that collect, store, consolidate and process information related to credit history of individuals and companies. The revised Credit Reference Act was assented by the President following approval of its amendments in Parliament on November 17, 2015.

ii. Coordinate the development of an Investment and Export Promotion Bill

The Ministry conducted validation meetings for the Draft Investment and Export Promotion Bill in all the three regions of the country. Views of stakeholders were sort and these were incorporated in the final draft. The document was sent to the Ministry of Justice and Constitutional Affairs (MoJCA) for vetting.

iii. Enactment of Malawi Gaming and Lotteries Authority (MAGLA) Bill

The bill has since been discussed with the Legal Affairs Committee of the Cabinet and will soon be presented for discussion at the full Cabinet.

iv. Review the Control of Goods Bill

The Ministry conducted a review of the Control of Goods Bill meeting on 8th September, 2017 at Sogecoa Golden Peacock Hotel in Lilongwe. The aim of the meeting was to review the Bill and get proposed amendments to render improvements to the business-enabling environment.

(b) Enhance industrial development (industrial productivity and competitiveness increased)

Progress made

i. Upgrading/Enhancement of the Standards, Quality Assurance and Metrological Infrastructure in Malawi

- Government, through Malawi Bureau of Standards is implementing the SQAM Infrastructure development project aimed at addressing the issues of equipment, purpose-built structures, office space and other capacity constraints. The expectation is that the project will be completed by September, 2018.
- MBS reviewed 14 existing standards and developed 10 new standards during the period under review. A comprehensive checklist in line with MBS has also been developed.

ii. Development of Special Economic Zones (SEZs)

- The Special Economic Zones (SEZs) Concept and Cabinet papers were drafted and circulated to stakeholders for comments and the Ministry is currently incorporating comments and finalizing the documents.
- In addition the Ministry visited one of the potential sites for SEZ in Chintheche, Nkhata-Bay on 26th January, 2017 to ascertain its optimality.

iii. Launch of Buy Malawi Strategy Website

- The Website was launched by the Honourable Minister of Industry, Trade and Tourism. The BMS Website serves as a platform to link up buyers, producers and consumers of goods and services produced in Malawi.
- The Ministry is also spearheading the implementation of an SMS-based price dissemination system to disseminate prices of major agricultural commodities to farmers in order to ensure that the Buy Malawi/ Market linkage promotion programmes are successfully implemented.
- The Ministry held its first meeting with staff of the Ministry as well as UMODZI Consulting regarding the system and currently the team is working on a concept note.

iv. Develop an MOU for the Pharmaceutical Sector

- The Ministry developed a draft MOU for the Pharmaceutical Sector to enhance Industrial Development.
- The draft MOU has been sent to the Ministry of Justice for vetting and approval.
- Currently the Ministry has received two applications from Worldwide and Medicare for the production of IV fluids.

b) Expand domestic and international market share for Malawian products and services Progress made

i. Development of Trade Portal

- The Ministry developed and launched the Malawi Trade Portal. This is a one-stop website aimed at providing easy access to trade-related regulatory information in

order to enhance transparency and accountability and reduce the time traders of all levels and sizes have been spending to get their documentation in order.

- The development of the portal was financially supported by the World Bank Group.
- ii. Conduct feasibility study for the Dedza, Mwanza and Muloza One Stop Border Post projects**
- The Ministry completed a feasibility study for the Dedza, Mwanza and Muloza One Stop Border Post projects. The study focused on among other things, the designs and viability of the one stop border posts in the areas.
 - The Ministry also participated in the development of an Action Plan/ Road Map to implement the cabinet directive of maintaining only five institutions at the border.
- iii. Conduct an orientation seminar for all agencies active at the borders of Malawi**
- The Ministry held an orientation seminar for all agencies active at the Malawian Borders. The Objective was to rationalize the border functions to five thematic areas, resulting in a reduction of border agencies to five (from 13 currently).
 - As a central outcome of the seminar, a roadmap and implementation plan were agreed upon.
- iv. Establishment of the Collateral Registry under the Personal Property Act**
- The collateral registry is based on the Personal Property Security Act which was passed by Parliament in 2013. It aims at addressing the discrepancies associated with accessing credit in Malawi. It was envisaged that the collateral registry will provide information to the local commercial banks about prospective borrowers in terms of repayment records as well as financial status.
- v. Enactment of the Warehouse Receipt Bill**
- The Ministry participated in the presentation of the Warehouse Receipt Bill to Cabinet in readiness for its presentation in Parliament.

(c) Enhancing Ministry's capacity to carry out its mandate

vi. Review of Ministry's Policies and strategies

In the pursuit of its mandate of promoting industry, trade, tourism and private sector development for sustainable economic growth, the Ministry of Industry, Trade and Tourism has developed the following policies and strategies:

▶ **National Trade Policy**

The Ministry developed and launched the National Trade Policy with the aim to support the private sector in furthering economic development, generating employment and reducing poverty.

▶ **National Industrial Policy**

The Ministry also launched the National Industrial Policy. Its goal is to increase the proportion of manufacturing in GDP through structural transformation of the Malawian economy.

▶ **National Quality Strategy**

The Government launched the first ever National Quality Strategy (NQS). The National Quality Strategy (NQS) is a roadmap for the implementation of the National Quality Policy.

▶ **MSME Policy**

The Ministry has drafted MSME Policy. The policy is aimed at enhancing the MSME sector in Malawi.

▶ **National Economic Empowerment Policy**

Through a number of meetings and discussions the Ministry finalised drafting of the National Economic Empowerment Policy and its implementation plan. The purpose of this NEEP is to enhance inclusive participation of the majority of Indigenous Malawian citizens in terms of share ownership, control and management of the country's wealth in the formal economy.

▶ **National Tourism Policy**

Through a series of consultations with stakeholders from the both public and private sectors, the Ministry finalised the drafting the National Tourism Policy. The goal of the National Tourism Policy is to create an enabling environment for the development, regulation and promotion of a sustainable tourism sector which enhances tourist experiences and satisfaction whilst improving the socio-economic wellbeing and maintaining cultural identity of the local communities. The draft policy has been submitted to OPC for vetting and approval by Cabinet.

(d) Create an enabling environment for the tourism sector

Progress Made

i. Hotel Star Grading System implemented

With the aim of improving the quality of service delivery in the tourism sector, the Ministry implemented the star grading system. This is an internationally recommended system of grading tourism establishments. Every year hotels and other gradable accommodation units are assessed for grading and awarded stars depending on their service standards.

ii. Visibility of Malawi as a tourist destination increased

- The Ministry identified 5 more tourist source markets namely USA, Australia, Italy, France and Russia and recruited a market representative for the Dutch market. This is in addition to the already existing Cape Town, Johannesburg, London, Germany and China.
- The Ministry conducted a sensitization campaign on TV and Radio in the areas of safety, pricing, exclusivity and community operator relations. To complement these efforts, the Ministry upgraded the Tourism Website.
- The Ministry also established the Takulandirani Malawi International Tourism Expo (MITE). The fair is aimed at uplifting the country's tourism

brand and providing a platform for local tourism operators to access both the local and international market.

- So far, two expos have been held. The first MITE took place from 30th August to 1st September, 2017 with 80 local and international businesses that exhibited. The Expo attracted 17 international buyers and the Ministry attended to and addressed 4,500 enquiries.
- The second edition of MITE took place from 26th to 28th April, 2018, at the Bingu International Convention Centre in Lilongwe. It was attended by 120 local and international exhibitors and 60 international buyers and media from the United Kingdom, Germany, Holland, United States of America, China and South Africa among others.

iii. International, Regional and Domestic Tourism Promoted

- The Ministry hosted the first Joint Tourism Technical Committee (JTTC) meeting between Malawi and Zimbabwe.
- The second Joint Technical Committee on Destination Marketing took place on 1st October 2017 in Bulawayo, Zimbabwe.
- The two countries signed an implementation plan on areas of cooperation in the field of tourism for the next five years.
- The Government through the Ministry also signed an MoU with Governments of the Republic of South Africa and Zambia on co-operation in the field of Tourism. The Malawi/South Africa Agreement Implementation Plan has been discussed and inputs incorporated ready for submission to the Ministry of Foreign Affairs for official Diplomatic channel.
- An MoU with Tanzania was drafted and has been sent to the Ministry of Justice for their comments.
- MoUs with Botswana and Ethiopia have been sent to Ministry of Foreign Affairs.

4.16.2 Challenges and Possible Solutions

- i. The Ministry experienced delays and low disbursement of recurrent and development budgets and also support towards implementation of TIPSWAp. This has resulted in difficulties in implementation of priority activities in the Ministry.
- ii. Inadequate and absence of development funding for the financial year (2016/2017) has also critically affected most of Ministry's activities such as the construction and upgrading of access roads to resort areas, the National Export Strategy (NES) and OVOP activities

4.16.3 Validation

The Public Sector Reforms Management Unit monitoring Team only managed to source the Reform Progress Report from the Ministry of Trade.

4.16.4 Action by the Ministry

- i. Finalize the development of the National Export Strategy (NES)
- ii. The Ministry to provide PSRMU with Policy documents (National Trade Policy, National Industry Policy, National Quality Strategy, MSME Policy, National Economic Empowerment Policy and National Tourism Policy).

4.16.5 Action by PSRMU

Collect Policy documents and Strategies (Buy Malawi Strategy, National Export Strategy) from the Ministry of Trade.

4.17 MINISTRY OF TRANSPORT AND PUBLIC WORKS

Introduction

The mandate of the Ministry of Transport and public works is to spearhead the development of the policies on transport and public works and provide policy direction, guidance, oversight, facilitation, coordination, supervision, monitoring and evaluation of the transport and built environment sectors.

The monitoring visit to MT&PW was not conducted because the scheduled date was declared an Eid Mubarak Public Holiday. Efforts to reschedule the visit were not successful due to the tight diaries of both the MT&PW and PSRMU, it was finally agreed that the MT&PW submit a progress report for the fourth quarter period. The noted progress is outlined below:

4.17.1 Progress

a) Upgrade of the Malawi Traffic Information System (MalTIS)

- i. The core functionalities of MalTIS have been upgraded and the system has been rolled out leading to automation of most transactions with the exception of weighbridge and electronic traffic enforcement
- ii. The upgrade was designed to be implemented in modular format and some modules remain non upgraded these are Accident module, Financial Management module and Management Information and Systems Administration module
- iii. The MalTIS has been interfaced with INTERPOL, MRA, Driving Schools, VIS Centres' operating systems for ease of sharing information and NBS Bank for all payments. Works are underway to link with Insurance Companies' operating systems
- iv. Two service centres were opened at City Centre in Lilongwe and Makata in Blantyre in order to decongest the DRTSS regional offices
- v. All work stations for the DRTSS were installed with an alternative network solution using ESCOM's fibre as a backup during the downturn of the main network

b) Outsourcing of Vehicle Inspection Service (VIS)

- i. VIS is being offered by six (6) private vehicle testing centres. Three in Lilongwe namely Autotech, Motor Service Centre and Nu Trade; three in Blantyre by Toyota Malawi, Motor Service Centre and Motor Vehicle Inspectorate.
 - ii. Two VIS are near completion thus Mzuzu Panel Beaters in Mzuzu and Centre Tech in Lilongwe
 - ii. DRTSS partnered with PVHES to offer VIS in Mangochi, Ngabu and Karonga. DRTSS procured vehicle inspection equipment and civil works to upgrade sites are in process in readiness for installation.
- c) Increase private participation in the importation of Number Plates**
- i. MOVESA had the monopoly of importation of number plates. In a bid for fair competition and better service, the function was opened up.
 - ii. To date two companies, MOVESA and Bull Dog Suppliers have been licenced to import number plates, however the blank number plates imported by Bull Dog Suppliers failed the quality test by MBS
 - iii. Effective 2016, PVHES commenced embossing number plates and has now applied for a licence to import blank number plates
- d) Review of the Civil Aviation Act and Establishment of the Civil Aviation Authority (CAA)**
- i. The Civil Aviation Act came into force on 18th August, 2018
 - ii. Processes for the establishment of the CCA are underway, with the receipt by the Ministry of nominations from relevant organisations as per the Civil Aviation Act 2017, Section 8.
Proposed names will be submitted to H.E. the President for his approval to be appointed to the CAA Board
- e) Review of the Malawi Cargo Centre Limited (MCCL) Concession Agreement**
- i. The PPPC conducted a legal due diligence and feasibility study for MCCL to inform the review process and MCCL submitted a proposal with regard to rehabilitation, improvement and maintenance of the two facilities at Mbeya and Dar es Salaam
 - ii. In corroboration with the MOJ&CA, a Concession Agreement (Public Private Partnership Agreement) was drafted and is ready for signing
 - iii. The proposed Concession period is twenty-five (25) years with reviews scheduled in the first five (5) years and subsequent reviews in the fifteenth (15th) and twenty-fifth (25th) years
 - iv. The Shareholders' Agreement with MCCL was signed as a pre-requisite to the signing of the Concession Agreement between Government and MCCL
- f) Recapitalization & Identification of a Strategic Partner of Plant Vehicle Hire and Engineering Services (PVHES)**
- i. TORs for a consultancy study were developed; Bids were solicited and evaluation done in October, 2106. However PVHES could not manage the cost of the consultancy study. Discussions with stakeholders are ongoing for a way forward

- ii. Specification of desired equipment were formulated
- iii. Asset valuation is underway
- iv. Infrastructure improvement works are ongoing

g) Establishment of Central Materials Laboratory (CML) Treasury Fund

- i. Concluded the Fund Order with assistance from MOJ&CA and submitted to Treasury in September, 2015
- ii. The rates for services rendered by CML were revised, and the new rates were effective 1st November, 2015; in readiness for the Commercialization process
- iii. In 2016, Treasury gave a feedback that it was conducting an assessment to review the performance of all Treasury Funds.
- iv. When the Treasury Fund is approved the Ministry will engage the Accountant General to open Accounts with Commercial Banks

4.17.2 Challenges and Possible Solutions

- i. The MalTIS Consultant is yet to resolve the outstanding system errors and provide technical training to DRTSS staff in readiness for system handover. The Ministry has just granted a no cost extension to the Consultant in order for the company to complete outstanding assignment by end August, 2018
- ii. Misunderstandings with the supplier of the vehicle inspection equipment led to the stall of civil works. However outstanding issues have been outlined and civil works, installation and commissioning will be done by end September, 2018.
- iii. Treasury not providing a feedback on the creation of the CML Treasury Fund. Engagement with Treasury continues.

4.17.3 Validation

Did not take place and the planned visit to proposed Ngabu VIS site was not done

4.17.4 Action by the Ministry

To send an e-copy of the progress report [not done]

4.17.5 Action by PSRMU

To continue monitoring progress of reforms implementation by MOT&PW

5.0 RECOMMENDATIONS AND CONCLUSION

The monitoring team believes that the exercise was a productive undertaking. The intended purpose of conducting the monitoring exercise was achieved, thus the objectives of the monitoring exercise were met:

- (i) The progress made in the implementation of reforms in all Ministries for the third quarter period (1st January to 31st March, 2018 and part of fourth quarter (1st April to May, 2018) was monitored, tracked and noted,
- (ii) Reported progress on selected projects/programmes/sites was validated,
- (iii) Challenges affecting Ministries in the implementation of reforms were identified and in corroboration with the implementing Ministry, came up with recommendations to address the challenges encountered.

One notable observation by the monitoring team is that there is commendable progress made by the majority of Ministries in the reforms implementation process. However all Ministries need to adhere to their mandate of submitting quarterly progress reports which they are not doing.

Substantive issues related to challenges faced and the pace of reforms implementation in the Ministries are outlined in detail in the report. The solutions that were explored and agreed during the monitoring visit are also outlined the report. It is expected that the involved Ministries will act on the recommendations made so that the obstacles met are done away with.

PSRMU will continue to perform its mandate of monitoring the implementation process of reforms to keep them on track so that benefits accrued on each reform area have positive impact both to the institution and the citizenry. Overall the monitoring exercise was a worthwhile undertaking that served the visibility of PSRMU and confirmed to the Ministries the seriousness that government places on the reforms agenda.

6.0 ANNEXES

Annex I

REFORMS MONITORING PROGRAMME TO MINISTRIES AND DEPARTMENTS

DATE	PLACE (CONFERENCE ROOMS)	VALIDATION/ SITE VISITS IN LILONGWE	VALIDATION/ SITE VISITS IN OTHER DISTRICTS
25/5/18	9:00am , Ministry of Agriculture, Irrigation and Water Development	14:00pm , National Irrigation Board offices	
28/5/18	9:00am , Ministry of Gender, Children, Disability and Social Welfare	Copies of enacted Acts and Policies	27/6/18; 10:00am , Zomba, Magomero Community Development School
29/5/18	PS Consultative meeting	On the reviewed Acts and	Regulations at BICC
30/5/18	9:00am , Ministry of Finance, Economic Planning and Development	National Planning Commission, minutes of meetings	
30/5/18	14:30pm Ministry of Natural Resources, Energy and Mines.	Progress documents on establishment of MEPA	25/6/18, 10:00am , Neno, Kam'mwamba Coal Powered Generation Plant
31/5/18	9:00am , Ministry of Foreign Affairs and International Cooperation	Progress documents on enactment of new laws and policies	
31/5/18	14:00pm Ministry of Local Government and Rural Development	Copies of enacted Acts and Policies	
4/6/18	9:00am , Ministry of Industry, Trade and Tourism	Copies of enacted Acts and Policies	
4/6/18	14:00am , Ministry of Lands, Housing and Urban Development	Copies of enacted Acts and Policies	
5/6/18	9:00am , Ministry of Labour, Youth, Sports and Manpower Development	11:00am , Sports Infrastructure in Lilongwe schools	29/6/18; 9:00am , Blantyre, Work places visits
5/6/18	14:00pm , Ministry of Gender, Children, Disability and Social Welfare	Copies of enacted Acts and Policies	
6/6/18	9:00am , Ministry of Health and Population	14:00pm , CHAM Hqrs, management of SLAs	25/6/18; 14:00pm , Blantyre, Mlambe Hospital on SLA

7/6/18	9:00am , Ministry of Information and Communications Technology	14:00pm , Extended GWAN services, a few selected sites	18/6/16, 10:00am , Mchinji, SimbaNet Broadband Internet
8/6/18	9:00am , Ministry of Education, Science and Technology	14:00pm , School blocks and libraries in Lilongwe city	21/6/18, 10:00am , Nkhotakota, School blocks and libraries
11/6/18	9:00am , Ministry of Defence	Copies of relevant documents on all reforms	19/ 6/18; 10:00am , Mvera Engineers Battalion Force
12/6/18	9:00am , Ministry of Justice and Constitutional Affairs	14:00pm , Lilongwe Computerized Civil Registry	
13/6/18	9:00am , Ministry of Home Affairs and Internal Security	14:00pm , Lilongwe Private Security Training School	20/6/18; 10:00am , Dedza, Mbalangwe Farm
14/6/18	9:00am , Ministry of Civic Education, Culture and Community Development	Copies of relevant documents on reforms	27/6/18; 10:00am , Zomba, Magomero Community Development School 28/6/18; 10:00am , Phalombe, Fort Lister
15/6/18	9:00am Ministry of Transport and Public Works	14:00pm , Central Materials Laboratory	26/6/18, 10:00am , Ngabu, VIS Infrastructure

Annex 2:

LIST OF OFFICIALS ENGAGED

PUBLIC SECTOR REFORMS MONITORING VISIT TO MINISTRIES

MINISTRY: DEFENCE

11TH JUNE, 2018

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MINISTRY: NATURAL RESOURCES, ENERGY AND MINES

30TH MAY, 2018

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Blessings Mbewe	OPC - Reforms	PRO	blessingsmbewe@yahoo.com

CHAM - MLAMBE HOSPITAL

25TH JUNE, 2018

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MINISTRY : GENDER, CHILDREN, DISABILITY AND SOCIAL WELFARE

(CHILWA APPROVED SCHOOL)

26TH JUNE, 2018

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27TH JUNE, 2018

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MINISTRY: HEALTH 7 POPULATION (CHAM SECRETARIAT)
6TH JUNE, 2018

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MINISTRY: COMMUNITY DEVELOPMENT, CIVIC EDUCATION & CULTURE
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