



# GUIDELINES FOR MALAWI 2063 PILLAR AND ENABLER COORDINATION GROUPS



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# Table of contents

Foreword .....	ii
Abbreviations .....	iv
<b>Chapter 1: Introduction .....</b>	<b>1</b>
1.1 Background .....	1
1.2 Rationale for Pillar and Enabler Coordination Groups .....	1
1.3 Objectives of Pillar and Enabler Coordination Groups .....	1
1.4 Objectives of the Guidelines .....	2
<b>Chapter 2: Institutionalization of Pillar and Enabler Coordination Groups .....</b>	<b>3</b>
2.1 Functions of Pillar and Enabler Coordination Groups .....	3
2.2 Conceptualization of Pillar and Enabler Coordination Groups .....	4
2.3 Structure of Pillar and Enabler Coordination Groups .....	4
2.4 Mapping of Sector Working Groups to Pillar and Enabler Coordination Groups .....	9
2.5 Alignment of Pillar and Enabler Coordination Groups to National Budget .....	9
2.6 Principles of Pillar and Enabler Coordination Groups .....	9
<b>Chapter 3: The Role of Key Stakeholders .....</b>	<b>11</b>
3.1 Role of Government .....	11
3.2 Role of Development Partners .....	11
3.3 Role of other stakeholders .....	11
<b>Chapter 4: Reporting, Monitoring and Evaluation .....</b>	<b>12</b>
<b>Chapter 5: Financing Modalities/Mechanisms for Pillar and Enabler Coordination Groups</b>	<b>13</b>
<b>ANNEXES</b>	
Annex I : Pillar and Enabler Coordination Groups and Lead Institutions .....	14
Annex II: Standard Terms of Reference for Pillar/Enabler Coordination Group or Sector Working Groups .....	19
Annex III: Standard Terms of Reference for Technical Working Groups .....	21

# Foreword

On 19<sup>th</sup> January 2021, the country led by its President, His Excellency Dr Lazarus McCarthy Chakwera, launched the Malawi 2063 (Malawi 2063) which succeeds Vision 2020. The new vision articulates three pillars and seven enablers that anchor its aspiration of an inclusively wealthy and self-reliant nation. The vision is being operationalized by a series of 10-year implementation plans. In line with this, and as provided for in the Malawi 2063, the Government of Malawi, through the National Planning Commission and Ministry of Economic Planning and Development and Public Sector Reforms, has facilitated the establishment of the Pillar and Enabler Coordination Groups (PECGs) to ensure a coordinated and systematic approach to the implementation and realization of Malawi 2063. The PECGs have replaced the Sector Working Groups (SWGs), which were aligned to the Malawi Growth and Development Strategies (MGDS) that were the medium-term development frameworks that operationalized Vision 2020.

The PECGs will ensure the successful implementation of the Malawi 2063 and its 10-year implementation plans by coordinating efforts of all stakeholders. The Ministry responsible for economic planning and development as a policyholder and the National Planning Commission whose mandate is to oversee implementation of the plans, will rally all relevant stakeholders and ensure that Government prioritizes the Coordination Groups as means of achieving the Malawi 2063. This entails that all coordination groups are meeting and delivering the intended results using robust monitoring frameworks.

These guidelines have, therefore, been developed to serve as administrative instructions and standard operating procedures for enhanced coordination of development programs at a Pillar and Enabler level in line with Malawi 2063. The Guidelines will, therefore, assist in improving the coordination and adoption of Pillar and Enabler level strategies with the aim of realizing the goals and objectives of the 10-year Implementation Plans of Malawi 2063. They also present management tools that are needed by all MDAs to effectively and competently manage PECGs operations. In addition, the Guidelines provide a framework for assisting policy makers, planners, technical experts, Development Partners (Dps), academia, Civil Society Organisations (CSOs), the private sector and all other stakeholders in any group on coordinated prioritization, implementation, monitoring and review of Pillar/Enabler interventions.

Constituting of the Pillar and Enabler Coordination Groups has drawn on lessons from the SWGs and have carried forward those SWGs that remain relevant and effective. The PECGs shall also serve as a means of fulfilling and localizing international commitments on aid effectiveness, notably the Paris Declaration (PD, 2005) and the Accra Agenda for Action (AAA, 2008). The Ministry of Finance shall ensure that resources are prioritized for the meetings of the coordination groups as well as monitoring and review of their interventions.

Additionally, stakeholders are being requested to support a Development Coordination Fund that will be put in place to support these coordination efforts. Development partners, private sector, and all non- state actors are encouraged to contribute their technical and financial support towards the coordination groups.

I therefore call upon all Government Ministries and Agencies (MDAs), development partners, private sector, religious organizations, non-governmental organizations and all other non-state actors to work together in the relevant coordination groups.

The Malawi we want is possible and will happen.

A handwritten signature in black ink, appearing to read 'Zanga Zanga Chikhosi', with a stylized, jagged flourish above the text.

**Zanga Zanga Chikhosi**

Secretary to the President and Cabinet

# Abbreviations

AU	African Union
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organization
MEPD & PSR	Ministry of Economic Planning and Development & Public Sector Reforms
ICT	Information and Communication Technology
MDA	Ministry Department and Agency
MGDS	Malawi Growth and Development Strategy
MTEF	Medium Term Expenditure Framework
MW2063	Malawi 2063
NPC	National Planning Commission
NSA	Non-State Actors
PECG	Pillar and Enabler Coordination Group
PSIP	Public Sector Investment Programme
RBM	Reserve Bank of Malawi
SADC	Southern African Development Community
SWG	Sector Working Group
TWG	Technical Working Group
UN	United Nations
WTO	World Trade Organization

# Chapter 1: Introduction

## 1.1 Background

The Malawi 2063 (Mw2063), which is the successor to the Vision 2020, was launched on 19 January, 2021 and articulates three pillars and seven enablers that anchor its aspiration of an inclusively wealthy and self-reliant nation. Malawi 2063 will be implemented by a series of 10-year implementation plans which will also highlight 5-year quick win strategies that can be implemented in the first 5 years to accelerate the achievement of the aspirations of the Vision. In line with this, and as provided for in the Malawi 2063, the Government of Malawi, through National Planning Commission and Ministry of Economic Planning and Development and Public Sector Reforms, is establishing Pillar and Enabler Coordination Groups (PECGs) to ensure a coordinated and systematic approach to the implementation and realization of Malawi 2063.

The PECGs will replace the Sector Working Groups (SWGs), so that there is effective coordination in the implementation of Malawi 2063 by focusing on its Pillar and Enabler priorities. The PECGs may have sector or technical working groups (SWGs or TWGs) if deemed necessary for their efficient and effective performance. The PECGs will also be responsible for defining multi-year pillar and enabler priorities as well as advising Government on the resources required for meeting the defined Vision priorities within their respective pillars and/or enablers. Therefore, the PECGs are instrumental in the development of the 10-year Implementation Plans and identification of 5-Year quick wins, scheduled for launch by May, 2021.

## 1.2 Rationale for Pillar and Enabler Coordination Groups

The SWGs were expected to enhance the implementation of national development plans, including monitoring of their progress; and were premised on championing the implementation of MGDs and hence the Vision 2020. It has now become imperative that the SWGs be reconceptualized and aligned to Malawi 2063.

To meet the objectives of championing the implementation and realization of Malawi 2063, SWGs and their TWGs must be structured in a manner that follows the framework of Malawi 2063 in terms of Pillars and Enablers. To ensure the effective implementation of national development plans, the current 16 SWGs must be reconstituted to functional Pillar and Enabler Working Groups in line with Malawi 2063, its implementation framework, and sector policies to support the realization of the aspiration of **"inclusive wealth creation and self-reliance"**. Additionally, inadequate implementation has often been linked to misalignment of national development plans and the national budget. The Pillar and Enabler Coordination Groups will address this challenge by aligning the Budget SWGs to the Pillars and Enablers of the Malawi 2063.

## 1.3 Objectives of Pillar and Enabler Coordination Groups

The primary objective of PECGs is to foster a Pillar and Enabler-centric approach to coordinated planning and management; and



promote focus on prioritized and strategic issues within the Pillar and Enabler.

This entails that Government coordinates the implementation of activities in a PEGC to ensure leadership in the sustainable socio-economic transformation and development of the country. The PEGC, therefore, facilitates the channeling of resources towards a common planning and management framework centered on the country's priorities and vision.

## 1.4 Objectives of the Guidelines

The Guidelines serve as administrative instructions and standard operating procedures for enhanced coordination of development programs at a Pillar and Enabler level in line with Malawi 2063. The Guidelines will, therefore, assist in improving the coordination and adoption of Pillar and Enabler level strategies with the aim of realizing the goals and objectives of the 10-year Implementation Plans of Malawi 2063.

# Chapter 2: Institutionalization of Pillar and Enabler Coordination Groups

## 2.1 Functions of Pillar and Enabler Coordination Groups

Generally, PEEGs will provide a forum for negotiation, policy dialogue and agreement of plans, resources and undertakings among Government, private sector, civil society organizations, development partners, academia and research institutions at the pillar and enabler level in line with Malawi 2063.

Specifically, PEEGs will perform the following functions:

- Facilitate policy dialogue where stakeholders discuss and generally agree on Pillar and Enabler priorities;
- Consider emerging local and global developments and strategize on how the same can be addressed or used to ensure that the performance of the Pillars and Enablers is enhanced and remains on course;
- Identify the roles of different stakeholders in the Pillars and Enablers to ensure the full and optimal utilization of comparative advantages and ownership of interventions;
- Develop a strategy (Joint Pillar or Enabler Strategy) by clearly highlighting harmonized objectives, outcomes, outputs, strategies and activities as well as indicators and targets for the Pillar or Enabler in line with the Malawi 2063;
- Come up with quick wins and transformative interventions that will contribute to the realization of the set milestones under each Pillar and Enabler;
- Agree on transformative interventions under each Pillar or Enabler that need scaling-up;
- Conduct routine joint monitoring and evaluation functions on activities and projects being implemented in the Pillars and Enablers;
- Conduct joint reviews, at least once a year, of the Pillars and Enablers and ensure the same are disseminated to relevant stakeholders for feedback;
- Discuss capacity issues to delivering the milestones of the Pillars and Enablers and strategies and programs for addressing bottlenecks;
- Determine resources and resource constraints in delivering on the Pillar and Enabler goals and milestones at set periods and strategize on the generation of resources using sustainable resource mobilization mechanisms in the life of the Malawi 2063 and its operationalizing strategies; and
- Learn from M&E reports; and discuss and identify ways of addressing the challenges and bottlenecks in the implementation of Pillar and Enabler programs and projects.

## 2.2 Conceptualization of Pillar and Enabler Coordination Groups

Effective coordination and implementation of PECGs requires strong leadership. Apart from facilitating the institutionalization of open discussions, strong leadership is instrumental in building mutual trust and accountability among various stakeholders within the Pillar and Enabler. PECGs must, therefore, be guided by an established administrative structure that promotes accountability, reporting, communication and interaction among stakeholders while providing guidance on issues of procedure and practice.

Malawi 2063 conceptualizes PECGs as follows:

### Pillars

- Agriculture Productivity & Commercialization Coordination Group
- Industrialization Coordination Group
- Urbanization Coordination Group

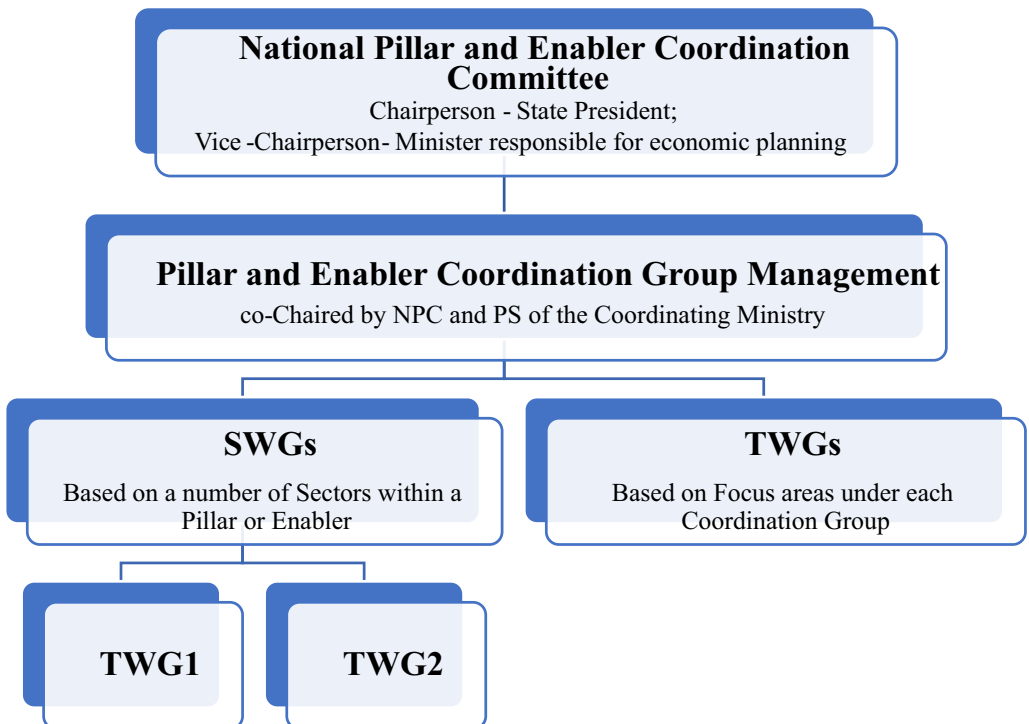
### Enablers

- Mindset Change Coordination Group
- Effective Governance Systems and Institutions Coordination Group
- Enhanced Public Sector Performance Coordination Group
- Private Sector Dynamism Coordination Group
- Human Capital Development Coordination Group
- Economic Infrastructure Coordination Group
- Environmental Sustainability Coordination Group

## 2.3 Structure of Pillar and Enabler Coordination Groups

### 2.3.1 Management Structure

The Management Structure considers the alignment of the 16 SWGs to PECGS as per Annex 1.:



**National Pillar and Enabler Coordination**

**Committee:** The State President shall be the Chairperson of the National Pillar and Enabler Coordination Committee which shall comprise all the Chairpersons of the PEGCs; the Minister and Ministry responsible for economic planning serving as the Vice-Chairperson and Secretariat, respectively; and the National Planning Commission and Ministry of Finance serving as permanent members of the Committee. As Secretariat, the Ministry responsible for economic planning will be responsible for convening Committee meetings in consultation with the Chairperson and keeping records.

**Pillar and Enabler Coordination Group**

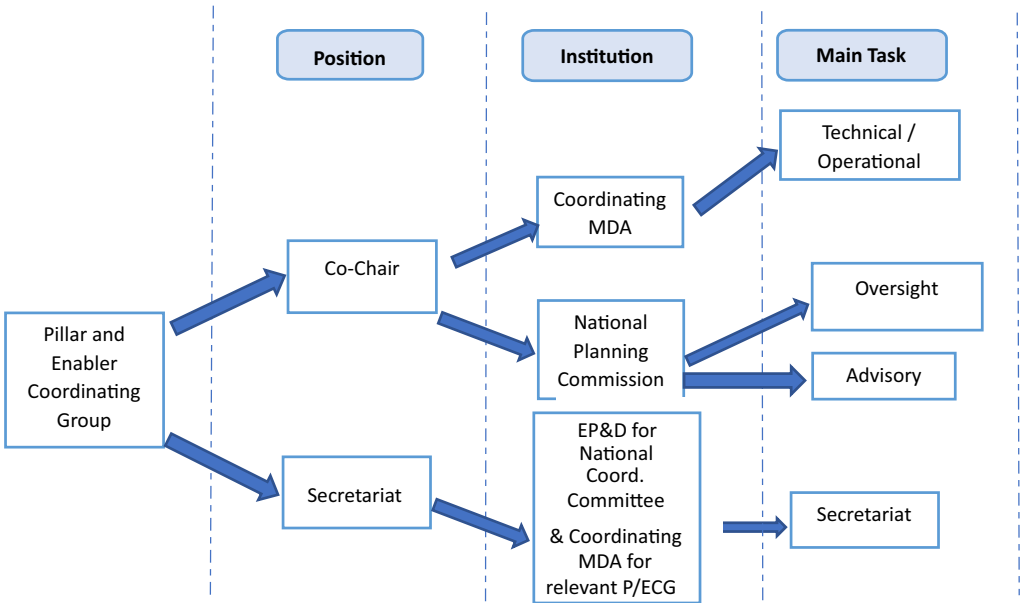
**Management:** The Director General of the National Planning Commission (NPC) will co-chair each of the PEGCs along with the Head of the relevant Government Ministry, Department and Agency (MDA).

The relevant MDA shall also be the Secretariat for the Pillar and Enabler which they co-chair. Where a Pillar or Enabler spans over more than one MDA, there shall be yearly rotation of chairpersonship across those MDAs and the chairing MDA shall also be the Secretariat. The Ministry responsible for economic planning and development shall be a member to all PEGCs with NPC as an advisory member, essentially to ensure alignment with Malawi 2063 and provide oversight in that regard.

The specific role of NPC as co-Chairperson will be to perform oversight and advisory functions; while the coordinating MDA will be responsible for the technical /operational function.

The co-Chairpersons will have the power to call for meetings, set the agenda for meetings and define the modus operandi; and the responsibility to ensure that meetings actually take place as scheduled.

## STRUCTURE OF PILLAR AND ENABLER COORDINATING GROUP



**Sector Working Groups/Technical Working Groups:** Each Pillar or Enabler will have SWGs if the Pillar/Enabler has specific sectors which are coordinated by a relevant MDA. Depending on the size of the Pillar/Enabler or Sector, TWGs will be formed to cover specific focus areas. To ensure easy monitoring, the number of TWGs shall be kept at a minimum. The relevant MDA for the SWGs/TWGs shall be the Secretariat of the SWG or TWG. Each sector shall designate desk officers.

The Secretariat of SWG/TWG will be headed by Head of MDA or by the Director of Policy and Planning Division or the equivalent of that office in the Coordinating MDA who will also serve as the first contact point for SWGs/TWG matters. This means that the Head of MDA or Policy and Planning Units in the coordinating MDA will be providing a link with the Ministry responsible for economic planning and development and other partners in facilitating the activities of the SWG/TWG.

The Secretariat, with guidance from the Chairpersons of the Pillar and Enabler Management Committee, will be responsible for organising SWG meetings. The SWGs and TWGs shall be co-Chaired by the Sector Head (MDA) and a relevant Non-State Actor where necessary.

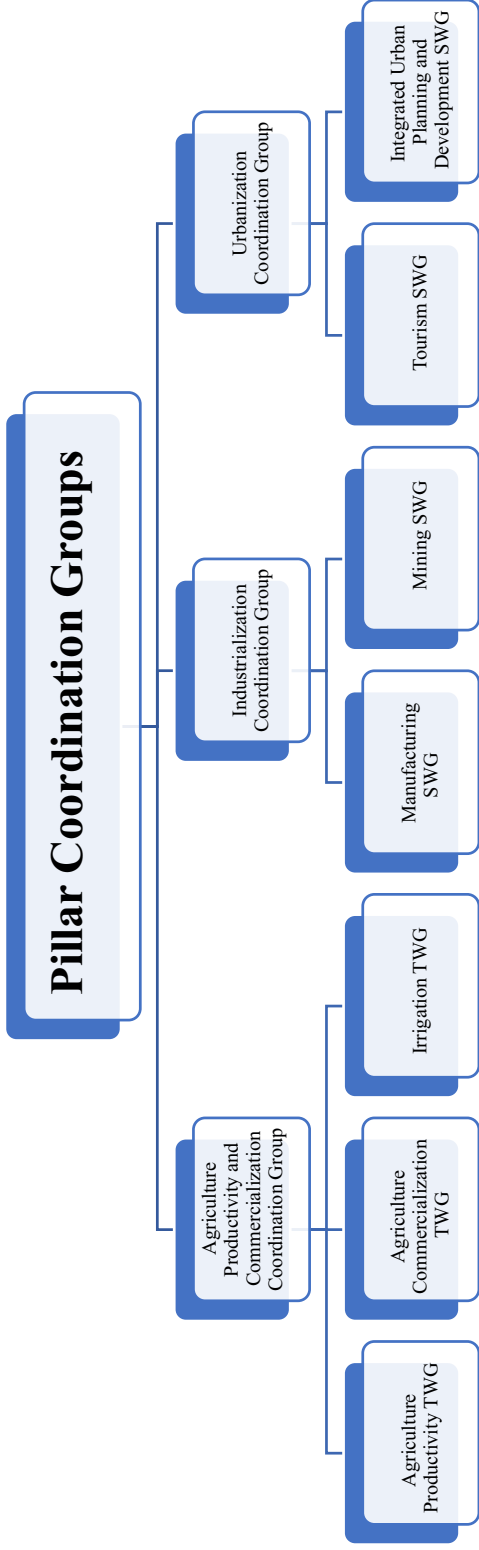
All PECGs shall be providing quarterly reports to the Coordinating Secretariat housed in the Ministry responsible for economic planning and development with copies to NPC.

### 2.3.2 Detailed Operational Structure of Pillar and Enabler Coordination Groups

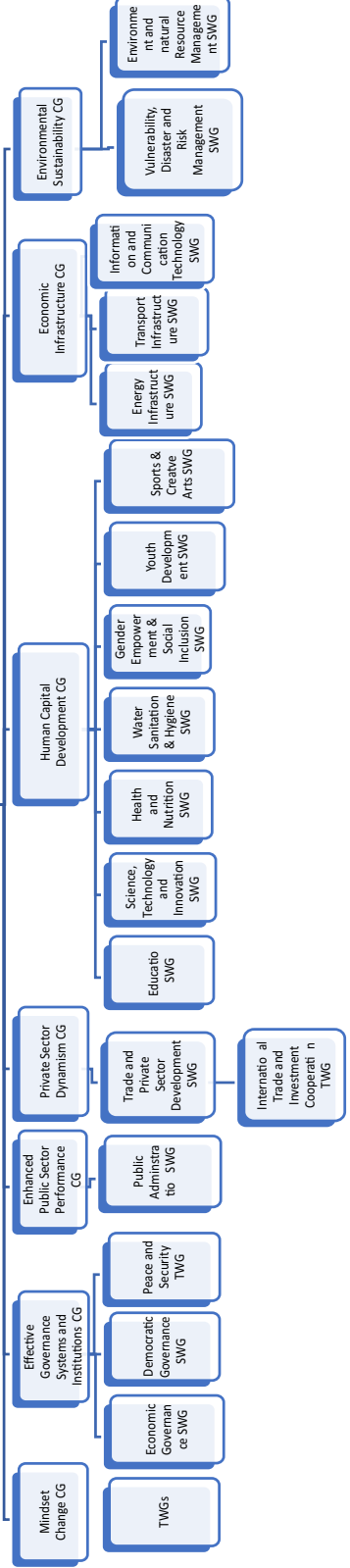
Figure 1 shows the detailed operational structure of PECGs.

The detailed structure has three Pillars and Seven Enablers; with proposed SWGs and TWGs. However, under each Pillar, it is the responsibility of the Pillar and Enabler Coordination Committee to determine the required TWGs under the Pillar/Enabler or SWG.

**Figure 1: Detailed Operational Structure of Pillar and Enabler Coordination Groups**



# Enabler Coordination Groups



## 2.4 Mapping of Sector Working Groups to Pillar and Enabler Coordination Groups

The institutionalization of PECGs considers all the 16 existing SWGs. As presented in Annex 1, all the existing SWGs have been mapped either in their existing form or changed to align to the relevant Pillar or Enabler in the Structure. This has been done to ensure that the existing SWGs are aligned to the aspirations of the Malawi 2063 through relevant Pillars and Enablers. Further, the alignment has ensured continuity of the good progress made by some of the SWGs.

## 2.5 Alignment of Pillar and Enabler Coordination Groups to National Budget

To ensure that the interventions discussed are implemented, the PECGs will generally operate as a means through which programme-based approaches such as programme-based budgeting (PBB), result-based management or stand-alone projects will be coordinated. MDAs will be discussing their priorities with stakeholders under each Pillar or Enabler and this will help to rationalize financing in deliverables that will accelerate the achievement of the aspiration of inclusive wealth creation and self-reliance. This will reduce the financing of unnecessary administrative expenditures.

The Pillar and Enabler Strategies shall inform the programs in the medium-term expenditure frameworks (MTEF) and national budgets. The results framework at the Pillar, Enabler and sector level will outline performance indicators for the Pillar and Enabler and provide the basis for the Organization Performance Assessment (OPA) of MDAs which will help assess the financing requirements. The PECGs shall form the basis for MDAs to come up with budget working groups within each Pillar or Enabler and their relevant sectors.

## 2.6 Principles of Pillar and Enabler Coordination Groups

The principles of PECGs are underpinned by the Implementation Guidelines of the Malawi 2063. Ensuring result-oriented focus, the realization of Malawi 2063 requires collective responsibility with mutual accountability mechanisms in place. The PECGs are expected to operate within the implementation guiding principles in order to make things, including:

- **Alignment to MW2063 Priorities (i.e. Medium-Term Development Plans, Political Party Manifestos):** To ensure continuity of development plans, PECGs must ensure that all medium-term development plans and political party manifestos are aligned to and reflect the aspirations of Malawi 2063, with clear strategies on how they will contribute to the realization of Malawi 2063;
- **Coordinated Approach to Implementation:** The PECGs must ensure that they bring together all stakeholders (state and non-state) in that Pillar or Enabler and their relevant SWGs and TWGs;
- **Consistency in Prioritization of Public Investments:** The PECGs must ensure that resources are not just spread over many projects and programs; that, within the Pillars and Enablers, critical and high value investments and initiatives are prioritized for implementation as identified, with a high-level flagship body/committee evaluating the prioritized projects based on an agreed assessment criterion. The annual PSIP review shall be coordinated by the Ministry responsible for economic planning and development and presented to the National Pillar and Enabler Coordination Committee to ensure that priority projects are identified and implemented in support of Mw2063;



- **Resource Availability for Development:** There must be no development initiative taking off under Malawi 2063 if full resource availability for its implementation is not assured at the time of the commencement of the project. Cost-benefit analyses must be conducted before projects are commissioned, especially in cases where they are being financed by borrowing; and borrowing shall only be permitted for projects with high returns. Relatedly, a solid multi-year maintenance plan must accompany all infrastructure projects such as roads, rail, ports, energy, ICT, irrigation, health, education facilities, etc.;
- **Inclusiveness in the Implementation of Malawi 2063:** the implementation of Malawi 2063 must ensure inclusiveness by ensuring the continuous substantive participation and engagement of religious, political, civil society and business organizations, youths, men, women, those with disabilities and minority groups through varied channels;
- **Servant Leadership:** Servant leadership must be embraced where our political leaders (President, Vice-President and Cabinet) set an example that must be emulated by those in authority at all levels to shift their mindset to leadership as service; ensuring the needs of Malawians first. This will initiate and sustain a culture in our people of striving to create their own wealth and desist from worshipping and praising those in authority in search of undue 'economic entitlements' and handouts;
- **Private Sector Active Involvement:** Strong alliances shall be harnessed with the private sector in the implementation of all the pillars and relevant enablers. The setup of the PEGCs embrace the spirit of public-private sector dialogue; and the sustenance of regular public-private dialogue must be an indispensable and central obligation on the part of Government.
- **Deepening Regional and Global Integration:** Malawi must take full advantage of its being a member of the UN, AU, SADC, COMESA, WTO and other such regional and global bodies to tap in the trade and economic investment opportunities that they offer for the realization of the aspiration of inclusive wealth creation and self-reliance.

# Chapter 3:

## The Role of Key Stakeholders

The PECGs shall have key roles of specific stakeholders as outlined in the Management Structure in Chapter 2. These stakeholders are categorized as Government, Development Partners and Non-State Actors.

### 3.1 Role of Government

- Government shall take full responsibility of the management and operation of the Pillar and Enabler Coordination Groups. The following shall have specific roles as already outlined in Chapter 2:
- The National Planning Commission shall be co-chairing the Pillar and Enabler Coordination Groups with a relevant Coordinating Ministry or Government Agency.
- The Office of the President and Cabinet shall be the overall authority and chair the National Pillar and Enabler Coordination Committee which shall be represented by all Chairs of the Coordination Groups.
- The Ministry responsible for economic planning and development, as secretary to the PECG Committee, supported by NPC, shall ensure that Pillar and Enabler meetings are held on a regular basis.

- At a minimum, the Ministry of Finance shall ensure that resources are available for at least quarterly meetings of the Pillar and Enabler Coordination Groups.
- Ministry of Finance shall be a member of all Pillar and Enabler Coordination Groups.

### 3.2 Role of Development Partners

Development partners shall align and harmonize their support according to Pillar and Enabler agreed priorities; and participate as members in the Pillars and Enablers relevant to their areas of intervention.

### 3.3 Role of Other Stakeholders

The private sector, CSOs, academia and other key stakeholders within a Pillar and Enabler will form part of a Pillar(s) and/or Enabler(s) and be assigned specific tasks to ensure that there is evidence-based policy dialogue, planning, resource mobilization, implementation and monitoring and evaluation.

# Chapter 4: Reporting, Monitoring and Evaluation

The overarching aim of reporting, monitoring and evaluation is to provide a systematic, periodic and ongoing tracking of progress of the implementation of Mw2063.

The National Pillar and Enabler Coordinating Committee shall call for meetings at least twice a year to review the progress of the activities of PECGs. The Chairperson of the National Coordinating Committee shall have the power to call for progress reports on any Pillar, Enabler or sector at any given time.

PECGs shall meet on a quarterly basis and when it is deemed necessary to do so. In between the quarters, SWGs and TWGs should meet to discuss progress on the implementation of activities and report to the PECGs at the end of the quarter. On an annual basis all PECGs shall be required to report progress at the National Development Conference to be convened by the NPC, expected to take place annually and be presided over by the State President.

All Pillars and Enablers and associated SWGs/TWGs shall ensure that there are deliberate interventions to have Information and data available in time.

The Pillar and Enabler Coordination Group and/or SWG Secretariat will be expected to put in place a management information system that will be used to collect, analyse and store monitoring data from all the development activities as agreed. The Secretariat, with assistance from any specialised department within the coordinating ministry or any other ministry must develop and maintain a Monitoring and Evaluation Framework with a common set of monitoring indicators guided by National Planning Commission and Ministry responsible for economic planning.

In addition, M&E activities should be used to generate and document lessons learned during implementation of the agreed activities and shared at scheduled meetings.

# Chapter 5: Financing Modalities/ Mechanisms for Pillar and Enabler Coordination Groups

Development cooperation in Malawi must be based on country-owned and Government-led strategies, policies and plans. Development assistance to support Pillar and Enabler priorities must be provided in a manner that enhances the ownership of the development agenda by Malawi. It is the responsibility of Government to ensure that PEEGs have adequate resources to meet for prioritisation and review of their agreed interventions on a regular basis.

Development partners and other Non-State Actors shall, however, play a complementary role through the provision of technical and financial support.

**A Development Coordination Fund** shall be set up as a joint Government/partners Fund to be coordinated by the National Planning Commission to support regular prioritization, monitoring and review interfaces and capacitating of PEEGs secretariats.

## ANNEX 1. PILLAR AND ENABLER COORDINATION GROUPS AND LEAD INSTITUTIONS

PILLAR/ENABLER	PILLAR/ ENABLER LEAD INSTITUTION	SWG/TWG	SWG/TWG LEAD INSTITUTIONS /SECTORS	Key MDAs	Donors	SCO's	Private Sector	Academia & Research Institutions
<i>Agriculture Productivity and Commercialization</i>	Ministry responsible for agriculture	Agriculture Productivity TWG	Ministry responsible for agriculture	Min. Agric, Min Trade, ADMARC,	AfDB, EU, USAID, World Bank, JICA, DFID, IFAD, Norway, WFP, CIDA, ICEIDA, FAO, FICA, Flanders	CISANET, MEJN, NASFAM, FUM, World fish Center, IFPRI	MCCCI Illovo	LUANAR
		Agriculture Commercialization TWG	Ministry responsible for Agriculture					
		Irrigation TWG	Ministry responsible for irrigation					
<i>Industrialization</i>	Ministry responsible for industry	Manufacturing SWG	Ministry responsible for industry	Min of Industry, Min of Mining, Geological Survey Dept, MSE	UNIDO, AfDB, EU, USAID	MEJN, NASFAM	Nyasa Mining Coopera- tives, NAMSE, STD Bank, FDH	MUST
		Mining SWG	Ministry responsible for mining					
<i>Urbanization</i>	Ministry responsible for local government. (This shall be on rotational basis with ministries responsible for lands and Tourism	Integrated Urban Planning and Development SWG	Ministry responsible for integrated urban planning	Min. Local Government, Ministry of Lands, Mzuzu City Council, Lilongwe City Council, Zomba City Council, Blantyre City Council,	World Bank, EU, KfW, JICA, ADB, Norway, GTZ, IFAD	CCODE, WVI, Clinton Hunter Foundation	Housing Develop- ment Coopera- tive	MZUNI

PILLAR/ENABLER	PILLAR/ ENABLER LEAD INSTITUTION	SWG/TWG	SWG/TWG LEAD INSTITUTIONS /SECTORS	Key MIDAs	Donors	SCO's	Private Sector	Academia & Research Institutions
				Parliamentary Committee on Industry, Trade and Tourism, SMEDI,				
		Tourism SWG	Ministry responsible for tourism	Min. Tourism, Mw Tourism Council,		MTA		
<i>Mindset Change</i>	Ministry responsible for civic education and national unity	Various TWGs as may be relevant	Ministry responsible for promoting mindset change	Min. Civic education, NICE	EU		Wealthnet	MUST UNIMA
<i>Effective Governance Systems and Institutions</i>	Ministry responsible for Justice	Economic Governance SWG	Ministry responsible for finance	Min. Finance, Min. Justice, MHRC, ACB, Ombudsman Min.	EU, WB OSISA	MEIN, ECAMA, ICAM MIPs		UNIMA
		Democratic Governance SWG	Ministry responsible for justice	Min. Homeland Security, MDF, RBM				
		Peace and Security TWG	Ministry responsible for security					

PILLAR/ENABLER	PILLAR/ENABLER LEAD INSTITUTION	SWG/TWG	SWG/TWG LEAD INSTITUTIONS /SECTORS	Key MIDAs	Donors	SCO's	Private Sector	Academia & Research Institutions
<i>Enhanced Public Sector Performance</i>	Office of the President and Cabinet	Public Administration SWG	Government Department responsible for human resources	DHRMD, OPC, MEPD & PSR			EU	UNIMA
<i>Private Sector Dynamism</i>	Ministry responsible for trade	Trade and Private Sector	Ministry responsible for trade	Min. Trade, MITC, Min. Foreign Affairs,	AFDB, WB, USAID, UNDP, KFW, GIZ	MTA	MCCCI, SMEA, NASME	MUST
		Development SWG						
		International Trade and Investment Cooperation TWG	Ministry responsible for foreign affairs					
<i>Human Capital Development</i>	Ministry responsible for education (This shall be on rational basis with Ministry responsible for health, Gender)	Education SWG	Ministry responsible for education	Min. Education, Min of Health, Min of Gender, Min. Labour, Min. Youth & Sports, Min. of Information, NCST, TEVETA,	UNICEF, UNDP, UN Women, UNDP, WFP, EU, WHO, World Bank, USAID, GIZ, UNAIDS, ILO, FAO, UNFPA,	Malawi Economic Justice Network, Malawi Health Equity Network, Civil Society Education Coalition (CSEC),	Standard Bank, National Bank, NBS, FDH, My Bucks, NICO	University of Malawi (UNIMA), Kamuzu University of Health Sciences (KUHS), MZUNI,

PILLAR/ENABLER	PILLAR/ENABLER LEAD INSTITUTION	SWG/TWG	SWG/TWG LEAD INSTITUTIONS /SECTORS	Key MIDAs	Donors	SCO's	Private Sector	Academia & Research Institutions
		Skills and Labour TWG	Ministry responsible for labour	National Council for Higher Education, NAC, Malawi National Council of Sports, MACOHA, MIE,		ECAM, Save the Children, Action AID Malawi, World Vision Malawi, Plan International, Malawi CONGO-MA		Malawi University of Business Applied Sciences (MUBAS)
		Health and Nutrition SWG	Ministry responsible for health					
		Gender Empowerment and Social Inclusion SWG,	Ministry responsible for gender					
		Youth Development SWG	Ministry responsible for youth					
		Sports and Creative Arts SWG	Ministries responsible for sports and creative arts					
		Water, Sanitation and Hygiene SWG	Ministries responsible for water and sanitation					
		Science, Technology and Innovation SWG	Ministry responsible for science and technology					



PILLAR/ENABLER	PILLAR/ ENABLER LEAD INSTITUTION	SWG/TWG	SWG/TWG LEAD INSTITUTIONS /SECTORS	Key MDAs	Donors	SCO's	Private Sector	Academia & Research Institutions
<i>Economic Infrastructure</i>	Ministry responsible for Transport (And this shall be on rotational basis with ministries of information, Energy)	Information, Communication & Technology (ICT) and Research & Development SWG	Ministries responsible for energy, transport and ICT	Min. Information, NACT, Min. of Transport, Road Traffic Directorate, Roads Authority, Airport Development Authority Min. Energy, ESCOM, EGENCO, NOCMA,	WB, JICA EU, AfDB	MABCATA, MIE RTOA	Nacala Logistics	MUBAS, LUANAR,
		Transport Infrastructure SWG	Ministry responsible for transport					
		Energy Infrastructure SWG	Ministry responsible for energy					
<i>Environmental Sustainability</i>	Ministry responsible for forestry and natural resources	Vulnerability, Disaster and Risk Management SWG	Government Department responsible for disaster management	Min. of Natural Resources, Dept of Disaster Risk Management	UNDP	CEPA	Waste Advisors	MUBAS, LUANAR
		Environment, Natural Resources SWG	Ministry responsible for environment and natural resources					

# ANNEX II: STANDARD TERMS OF REFERENCE FOR PILLAR/ ENABLER COORDINATION GROUPS OR SECTOR WORKING GROUPS

## 1.0 Overview

These standardized Terms of Reference (TORs) have been developed to guide PEEGs and SWGs in developing their own particular TORs. Each PEEG and SWG is expected to contextualize these TORs in the light of Malawi 2063 Vision (Mw2063). In general, TORs should have a background, purpose, objectives and functions of the Pillar/ Enabler or SWG; and outline the management structure, membership, frequency of meetings, reporting and funding modalities as summarized below.

### 1.1 Background

In 2021, Government, through the National Planning Commission and Ministry of Economic Planning and Development and Public Sector Reforms, established Pillar and Enabler Coordination Groups (PEEGs) to ensure a coordinated approach to the implementation of MW2063 which was launched on 19th January, 2021. The PEEGs replaced the Sector Working Groups (SWGs) to ensure effective coordination in the implementation of MW2063 by its Pillar and Enabler priorities.

### 1.2 Purpose

The main purpose of PEEGs and SWGs is to provide a forum for negotiation, policy dialogue and agreement of plans and undertakings among Government, private sector, civil society organizations, development partners, academia and research institutions at a Pillar/Enabler or sector level in line with MW2063. The PEEGs will also be responsible for defining multi-year Pillar and Enabler priorities as well as advising Government on the resources required for meeting the defined priorities within their respective Pillars and/or Enablers.

### 1.3 Objectives of Pillar and Enabler Coordination Groups or Sector Working Groups

The primary objective of PEEGs is to foster a Pillar and Enabler-centric approach to coordinated planning and management; and promote focus on prioritized and strategic issues within the Pillar and Enabler. The PEEGs should agree on key strategies and activities that need to be promoted including those activities that require scaling up.

This entails that Government coordinates the implementation of activities in a PEEG to ensure leadership in the sustainable socio-economic transformation and development of the country. The PEEG, therefore, facilitates the channeling of resources towards a common planning and management framework centered on the country's priorities and vision.

The SWGs should adapt these objectives at a sector level to ensure coordination of the priority sector level activities which should inform the Pillar or Enabler priorities.

### 1.4 Functions of Pillar and Enabler Coordination Groups

The PEEGs should perform functions including:

- Facilitate policy dialogue where stakeholders discuss and generally agree on Pillar and Enabler priorities;
- Consider emerging local and global developments and strategize on how the same can be addressed or used to ensure that the performance of the Pillars and Enablers is enhanced and remains on course;
- Identify roles of different stakeholders in the Pillars and Enablers to ensure the full and optimal utilization of comparative advantages and ownership of interventions;

- Develop a strategy (Joint Pillar or Enabler Strategy) by clearly highlighting harmonized objectives, outcomes, outputs, strategies and activities as well as indicators and targets for the Pillar or Enabler in line with the Mw2063;
- Come up with quick wins and transformative interventions that will contribute to the realization of set milestones under each Pillar and Enabler;
- Agree on transformative interventions under each Pillar or Enabler that need scaling-up;
- Conduct routine joint monitoring and evaluation functions on activities and projects being implemented in the Pillars and Enablers;
- Conduct joint reviews, at least once a year, of the Pillars and Enablers and ensure the same are disseminated to relevant stakeholders for feedback;
- Discuss capacity issues to delivering the milestones of the Pillars and Enablers and strategies and programs for addressing bottlenecks;
- Determine resources and resource constraints in delivering on the Pillar and Enabler goals and milestones at set periods and strategize on the generation of resources using sustainable resource mobilization mechanisms in the life of the MW2063 and its operationalizing strategies; and
- Learn from M&E reports; and discuss and identify ways of addressing the challenges and bottlenecks in the implementation of Pillar and Enabler programs and projects.

## 1.5 Management Structure

The Pillar or Enabler Coordination Group shall be co-chaired by Head of the Coordinating Ministry and Director General of National Planning Commission. Depending on the Pillar

or Enabler, there shall be SWGs and TWGs. At the sector level, the SWG shall be chaired by the Head of the Ministry responsible for the sector who may choose a supporting co-chair or vice-chair from the non-state actors, on a yearly rotational basis. Each SWG should have a reasonable number of TWGs. The work of SWGs should be facilitated by the Secretariat, which is the Policy and Planning Unit of the coordinating Ministry. All technical departments as well as other stakeholders should support the Secretariat in its work.

## 1.6 Membership

Membership is expected to include relevant stakeholders from MDAs, private companies, development partners, CSOs and other Pillar/Enabler/Sector-relevant NSAs.

## 1.7 Frequency of Meetings

Both PECGs and SWGs are required to meet on a quarterly basis and when it is deemed necessary to do so. In between the quarters, TWGs should meet to discuss progress on the implementation of activities and report to the Pillar or SWG at the end of the quarter.

## 1.8 Reporting

Each PECG must report to the National Pillar and Enabler Coordination Committee which shall be chaired by the State President as an overall authority over PECGs. The Ministry responsible for economic planning and development shall be the secretary to the Committee. On an annual basis, PECGs shall be required to report progress at the National Development Conference to be convened by the National planning Commission in conjunction with the Ministry responsible for economic planning, expected to take place annually and be presided over by the State President.

## 1.9 Funding modalities

All activities being undertaken by Pillars/Enablers and SWGs will be funded by Government primarily and its partners.

# ANNEX III: STANDARD TERMS OF REFERENCE FOR TECHNICAL WORKING GROUPS

## 1.0 Overview

These standardized Terms of Reference (TORs) have been developed to guide Technical Working Groups (TWGs) in performing their assignment as and when Sector Working Groups (SWGs) expect specific technical input into their normal operations. The TWGs are expected to incorporate in these TORs specific issues depending on the tasks to be performed for each assignment. In general, TWG TORs should have a purpose, objectives and deliverables with a timeline.

### 1.1 Purpose

The purpose of a TWG is to act as a think tank for the Pillar or SWG. As such, the TWG is expected to technically assist the Pillar or SWG in the implementation of its strategies as defined in the 10-Year Implementation Plan and be able to deliver on its goals and objectives. Each TWG should include technical experts from Government, private sector, civil society organizations, development partners, academia and research institutions. The composition should, therefore, be based on and informed by the skills required to deliver the expected assignment on behalf of the Pillar.

### 1.3 Objectives of Technical Working Groups

The TWG is the technical arm of the Pillar or under SWG, as such, each TWG is expected to perform all the technical duties within the Pillar to the requisite standard and with due diligence. Each Pillar is expected to be supported by a TWG which will be responsible for promoting the best practices related to thematic issues, planning, managing and other issues for the effective and sound implementation and delivery of the Joint Strategies or any other strategic area of intervention by Pillar.

## 1.4 Functions of TWGs

TWGs should act as think tanks for the Pillar; with the following specific responsibilities:

- Promote best practices and document lesson learning for wider sharing in the sector;
- Review, evaluate and make recommendations to Pillar or SWG regarding Strategy implementation and results: for instance, conduct semi-annual, annual and 5-year reviews for its Pillar/thematic areas;
- Develop the required implementation and monitoring frameworks for the Pillar activities relating to a specific functional area;
- Identify areas for harmonisation for the Pillar in terms of impact, outcomes, outputs, and activities or strategies;
- Conduct research, identify and propose new areas of focus for the Pillar in line with new developments in a sector;
- Contribute to the drafting of the Pillar Strategies for its functional area; and
- Conduct routine monitoring of activities and projects being implemented in its functional area on behalf of the Pillar.

## 1.6 Membership

Since the TWG is expected to provide a platform for discussing technical issues, membership is expected to include relevant technical stakeholders from MDAs, private companies, development partners, academia, CSOs and other relevant NSAs.

## 1.7 Frequency of meetings

The TWG will meet at such times as it deems necessary and appropriate to fulfill its responsibilities as directed by the Pillar or SWG. The TWG shall establish its own schedule of activities that will be submitted to the Pillar through the Secretariat.

## 1.8 Reports/Minutes

The TWG is required to document minutes of its meetings and report main issues to the Pillar or SWG meeting at the end of the quarter. The report shall include recommendations for action.

## 1.9 Delegation of Authority

With permission from the Pillar, TWGs may form or delegate authority to a specialized working group such as Task Force or sub-committees with a view to undertake specific activities within a limited time period. These Task Forces will be dissolved once they deliver on the allocated assignments.

