



Project Document:

National Registration and Identification System (NRIS)

MALAWI, 2016 -2018

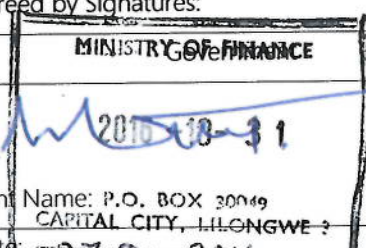
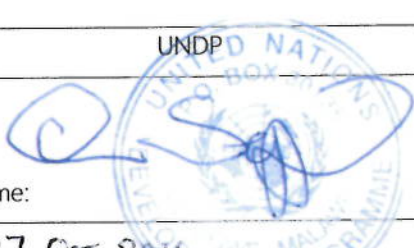
Project Title: National Registration and Identification System (NRIS)			
Project Number: TBD			
Implementing Partner: United Nations Development Programme			
Start Date: October, 2016	End Date: 31 December, 2018	PAC Date: 20 October, 2016	
Brief Description			
<p>Malawi endures a structural development challenge in the absence of an authoritative, comprehensive and accurate system of national identification. Fundamentally undermining most citizens' right to identity, the consequences are multi-sectoral, where citizens' access and entitlement to services are uncertain. Equally, the absence of a centralized and up-to-date national register has led to a fragile capacity for evidence-based planning, beneficiary and service targeting, and accountable administrative systems. Efforts in various arenas have led to fragmented initiatives, creating costly or unsustainable silos of information, while also imposing institutional and technical obstacles to interlink information. The Malawi National Registration Act (No. 13 of 2010) entered into force in August 2015 requiring all Malawians 16 years of age and older be registered in a National Registry and to be issued with an identity card, and mandates the National Registration Bureau (NRB) to fulfil this task. The expected results of the Project are to: design, establish and manage the necessary systems, infrastructure and equipment for the National Registration and Identity system, employing biometrically secure Smartcards; supervise the mass registration for all eligible Malawians (an estimated 9 million) within the country in 2017; transition the system to a continuous registration model in 2018 and to develop the capacity and systems of NRB to maintain and operate the system; provide an interface to other public and private sector systems that allow for appropriate data sharing within a legal framework that complies with international principles and standards for the right to privacy and data protection; and to ensure the effective management of the Project.</p>			
Contributing Outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.	Total Resources Required		\$ 49,694,000
	Total Resources Allocated		\$ 49,704,014
Indicative Output(s): (a) Up to 9 million Malawians are registered and issued with a National Identity card in 2017; (b) NRIS is transitioned to a permanent and continuous registration system; (c) Government MDAs are assisted to adopt the use of the NRIS; (d) Project is efficiently managed, staffed and coordinated, and is implemented with national ownership		Government	\$ 20,347,497
		DFID	\$ 11,092,105
		EU	\$ 8,879,023
		Ireland	\$ 2,774,695
		Norway	\$ 2,110,694
		US	\$ 2,000,000
		UNDP	\$ 2,500,000
	Unfunded	Not applicable	
Agreed by Signatures:			
 <p>MINISTRY OF FINANCE</p> <p>Print Name: P.O. BOX 30049 CAPITAL CITY, Lilongwe</p> <p>Date: 27 Oct 2016</p>		 <p>UNDP</p> <p>Print Name:</p> <p>Date: 27 Oct 2016</p>	

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I. DEVELOPMENT CHALLENGE

Malawi endures a structural challenge for efficient governance in the absence of an authoritative and comprehensive system of national identification. As reflected in Malawi's rankings in the Human Development Index (HDI), and its current rank of 173 from 188 countries in 2015, progress in development has been limited. Inherent to this development challenge is the weak capacity for evidence-based planning, beneficiary targeting and service delivery as well as accountable administrative systems that stem from a lack of individual identity and up-to-date aggregate information about the citizenry. Across a range of fragmented public and private administrative systems, no single system provides secure documented *prima facie* evidence of a citizen's basic information and identity, and their claim to entitlements. Meanwhile, isolated efforts in various arenas to bridge this gap have led to fragmented initiatives that create costly and often unsustainable silos of information, while also imposing institutional and technical obstacles to interlink identity information.

Malawi undertakes a Census every ten years to produce general aggregate information about its population for macro planning purposes. However, the corresponding systems of individual identification that are necessary to support individual targeting, detailed planning, verification of service delivery and accountable administration are often decentralized paper based systems that are unable to be scaled to a national architecture and interlinked. Nation-wide administrative systems that are operating, such as, health systems encounter significant problems in accuracy and costs for their maintenance, retrieval and use. Meanwhile, modern forms of official identification (e.g. passports and driver's licenses) exclude the majority of the population, as they are prohibitively expensive and of minimal value for almost 80% of the population that is based in rural communities and often engaged in subsistence agriculture.

In the absence of alternatives, the de facto national proof of identity document is the free voter's card that is available to persons 18 years of age or older, shortly before general elections every five years. However, this registration system is unable to fill the gap in fulfilling the role of a national identity document: the amount of information collected is legally limited to only establish voter eligibility; registration is voluntary and is therefore not comprehensive; it excludes eligible registrants between elections, in particular, the youth turning 18 years between polls; the quality of the voter card produced is of a short life span of a few years and has limited security features that can leave it vulnerable to forgery; and, each registration is undertaken afresh and a new voter ID number is issued, thereby breaking the continuity of linking an individual to one persistent identity number.

For the public and private sector, the risks of weak identity also translate into constraints on the services they can accountably deliver to the population and incur disproportionately high transaction costs to mitigate the risks caused by weak proof of identity. For Government, this situation creates an adverse political-economy that offers little relief against allegations of misdirecting resources and high levels of theft and wastage. In the private sector, bank lending rates sit above 40% driven in large part by the risk premium of bad credit that is generated by the inability to identify and hold individuals to account for repayment. This high cost of credit then curbs the capacity of Small and Medium Enterprises (SMEs) to diversify or expand their services, and narrows the opportunity for financial inclusion, which is estimated at only 12%.

Focused efforts within the public (e.g. social protection programs) and private (e.g. tobacco farmer management system) sectors have sought to introduce systems of identity for their target participants, but without a unique national identifier for each individual, these efforts are expensive and result in isolated silos of information that can only offer limited degrees of coverage and accuracy. Critically, without a universal and central point of identity reference there is minimal, if any, capacity to link an individual's records across these silos. Illustratively, Malawi has no functional credit bureau facility by which an individual's credit history can be reliably constructed. As well, challenges abound in the accuracy of data collection and data entry in Malawi: whether by accident or intent, errors during the process of data collection and subsequent data entry often lead to individuals being recorded multiple times with different details in the same system, and across different systems. In the absence of a central and universal point of identity reference the integrity, accuracy and sustainability of these systems is unattainable. The implications of this challenge is far-reaching for the majority

of Malawians, but is exacerbated for women, youth and marginal groups that are disproportionately affected by constraints on the ability to access limited services.

The multi-sectoral effect is pervasive and the impact illustrative, including: non-Malawians abusing the free national health care system; concerns with payroll systems for ghost workers and pensioners, and public sector reform; deterring corruption by linking criminal's assets to the proceeds of crime; the non-repayment of loans in the education sector; the lack of real-time data to assist disaster response management; and the high and recurring costs associated with beneficiary targeting and service delivery under social protection programs. Across this spectrum, the inability of Government to measure, assess and redress these inefficiencies is intrinsically linked to the lack of an individual identity system and a corresponding central national register that would enable evidence-based decision making. The Government has therefore sought to invigorate the mandate of the National Registration Bureau (NRB) to deliver on a promised National Identity and Registration System (NRIS) that would register every Malawian 16 years of age and older in a central national register and to issue them with a national identity card.

1-2 Situation Analysis

A distinguishing feature of Malawi is the lack of accessible, current and accurate information about its citizenry and population. Malawi is the only country in the Southern African Development Community (SADC) or Common Market for Southern and Eastern Africa (COMESA) that does not have a functional national registry and identification system. Moreover, Malawi is only now starting to re-establish its system of civil registration and vital statistics (CRVS), to comprehensively register births, deaths, and marriages. The absence of these two systems (NRIS and CRVS, collectively known as a population register), which are mandates of the NRB within the Ministry of Home Affairs and Internal Security, undermines an individual's ability to claim their citizen's rights and services, as well as Government's ability to fulfil its obligations to provide inclusive social services, and to foster evidence-based policy formulation and decision-making.

In 2015, funded by Irish Aid, UNDP technical assistance was provided to NRB to assist in developing a Concept of Operations (ConOps) for establishing a NRIS. The ConOps identified the need to establish critical systems and to conduct a Proof of Concept (PoC) and pilot registration exercises in 2016 that would inform the development of a mass registration exercise in 2017, before transitioning to a permanent and continuous system from 2018 onward. UNDP technical assistance then assisted the NRB in the development, procurement and implementation of the PoC. Key developments in the period have resulted in:

- a. the National Registration Act (No. 13 of 2010) entered into force as of 01 August, 2015 to provide a legal framework for the NRIS;
- b. a detailed capacity analysis of the organization of the NRB has led to a proposed expansion of staffing consistent with the required skills and staffing levels to maintain the NRIS after 2017, which is currently the subject of a functional review by DHRMD;
- c. the Government funded the cost of the PoC exercise, which completed its field work in mid-August and is now pending the distribution of cards to almost 6,000 registrants;
- d. the specifications of the National Identity Card were agreed to be in accordance with international standards, as elaborated under the International Civil Aviation Organisation (ICAO) Document 9303, and to adopt a Smartcard solution;
- e. a national register central database and biometric servers were installed and configured at the Government Wide Area Network (GWAN) data center following an assessment of its capacities, and a card production center established at the NRB offices;
- f. extensive consultations were conducted with the Government's Ministries, Departments and Agencies (MDAs) to advocate for a Whole of Government awareness and adoption of the system, eliciting several letters of endorsement and contributions to inform the design of the process and system;
- g. consultations with the Malawi Posts Corporation were held and agreement made that an MoU will be defined for the use of Post Offices as permanent and continuous registration centers from 2018 onwards;

- The design of the card (shown in Figure 1, below) has been approved by the Minister of Home Affairs to meet the three tier (visible to the eye security features; enhanced security features that require minimal equipment to verify; and, forensic analysis features that require high end equipment such as a microscope to verify) security requirements of ICAO and the information requirements elaborated in Section 8 of the law. As well, the card allows for data to be manually read or for various forms of machine reading (QR code, swipe read and chip read) that will avoid traditional challenges with data accuracy. Overall, the design and features of the card draw on key technologies and processes that make forgery of the card improbable, and enables mechanisms to verify its authenticity to ensure confidence that the card, as required by law, is *prima facie* evidence of the individual's recorded information.

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II. STRATEGY

The National Registration and Identification System (NRIS) project will contribute to Government's efforts to guarantee the fundamental right to identity, entitlement and enjoyment of full citizenship in Malawi. The development of the NRIS initiative is consistent with SDG 16 to: "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". Specifically, the NRIS will address SDG Target 16.9 that refers to providing legal identity for all, and will also facilitate the goal of achieving comprehensive birth registration by 2030. The NRIS project is aligned to the UNDP Strategic Plan (2016–2018) Outcome 2, which places an emphasis on achieving the following: "citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance". The Project seeks to actualize the Right to Identity in partnership with the NRB, ensuring that all Malawians 16 years and older are uniquely registered in a permanent and continuous system that provides proof of their identity, and to be issued with an identity card that is evidence of that identity. Correspondingly, the system will establish the management information systems that will allow Government and stakeholders to access and use that information in aggregate for planning, and as a central reference point for individual identity to be linked across multiple systems. Simultaneously, the management information systems and identity cards will enable the strengthening of accountability and verification processes within both the public and private sector domains that will enhance services for Malawi's citizens. The transformative shift toward official identity is depicted in the below figures.

Figure 2 Present Identity Model

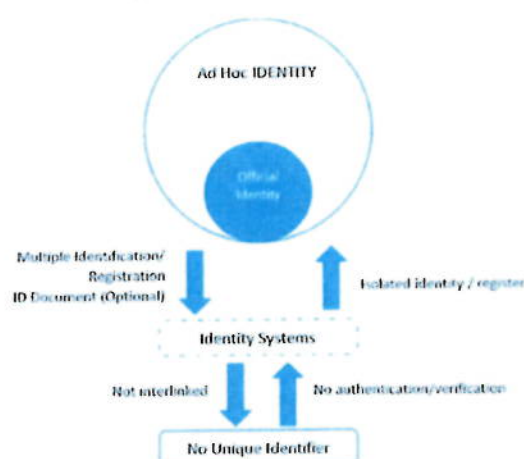
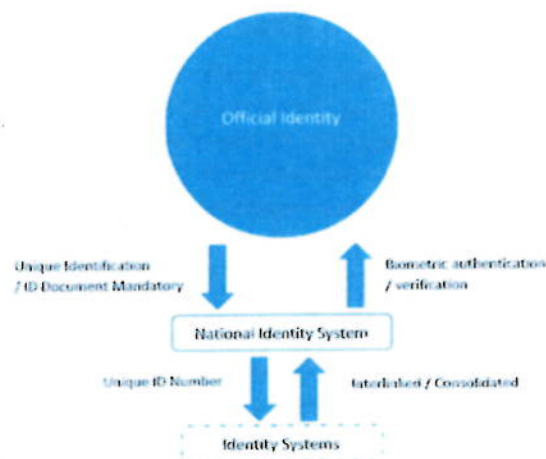


Figure 3 Future Identity Model



The centrality of the system to subsequent service delivery across the country and link to political enfranchisement necessitates that all eligible Malawians be registered within a limited period to avoid inequitable access to services and higher operational costs. Conscious of the pressures and sensitivities of general elections in 2019 and the schedule for Census in 2018, the window of opportunity to identify and mass register an estimated 9 million eligible Malawians within the country is constrained to the calendar year of 2017. After 2017 the system will need to transition to a permanent and continuous registration process that allows Malawians that become eligible (turning 16 years of age) to progressively register and be issued with an identity card. Additionally, the mandate to register foreigners that reside in Malawi under a few visa¹ categories, will also be made available from 2018 onward.

The Project strategy is structured over 2016-2018 to meet benchmarks that would position Malawi to independently operate, maintain, and sustain the NRIS by the start of 2019. Broadly, the Project will operate

¹ Section 7(b), National Registration Act: those with permanent residence permit, temporary employment permit or a business residence permit are required to be registered and issues with a foreign citizen identity card.

in three distinct phases over the period: preparatory phase in 4th Quarter of 2016; mass registration in 2017, and the establishment of a permanent and continuous registration process from 2018 onward. The PoC phase is awaiting its final stage to distribute cards back to registrants, pending a Presidential Launch event. This phase has been used as an opportunity to analyze institutional capacities, develop and trial technology, define processes, and establish key infrastructure. The PoC phase has established the NRIS national datacenter facilities in Lilongwe within the GWAN datacenter, as well as a facility with the capacity to personalize cards for up to 500,000 persons per year (the anticipated annual work load for the continuous system from 2018 onward). UNDP has also supported the development of pre-production software during this phase, which will avoid the risk of vendor-lock with ICT systems and allow for full ownership of the software to be transferred to the NRB at the appropriate juncture of the operation.

Operational plans and requirements for conducting mass registration in 2017 will be continuously refined, while Project staffing and preparatory steps are taken during 4th Quarter of 2016. Large-scale procurement for the mass registration will be started in 2016, drawing on the expertise of UNDP's Procurement Support Office² and lessons learned from the PoC. The contracting of suppliers will be done through UNDP drawing on funding for the operation via the UNDP administered Basket Fund, using contributions from GoM and Development Partners. Proposed amendments to the National Registration Act and its regulations will be drafted and proposed to GoM to bring the legal framework into alignment with the technology being used, and to elaborate measures that align access processes with the respect for the right to privacy and data protection that is framed under the Electronic Transactions Bill of 2015, which is currently pending assent by the President. Interlinked to these activities, draft instruments for inter-institutional collaboration and arrangements around the NRIS will be developed to establish key partnerships, such as, with the Malawi Posts Corporation, the National Initiative for Civic Education (NICE) and Malawi Electoral Commission (MEC).

The mass registration in 2017 is to be conducted using approximately 2,200 registration teams, each deployed with a Direct Data Entry (DDE) Biometric Registration Kit (BRK) that digitally collects a person's information³ and biometric features (all fingerprints, photograph and signature) at the time and place of registration. The mass registration for the expected 9 million registrants will be done over five phases in areas of approximately 2 million registrants each, using approximately 4,500 locations across the country that are usually used for voter registration and polling, which ensures reasonable and equitable access for citizens to the process. Gender participation analysis has been benchmarked from 2014 voter registration, where women registered at a rate 1% higher than the national gender ratio of 52% women. This quantitative data and the qualitative lessons learnt by the MEC experience and similar UNDP operations elsewhere (such as Tanzania and Sierra Leone) will be leveraged to ensure the inclusion and participation of women as both administrators and beneficiaries of the process. Illustratively, such analysis has reinforced that the first card to be issued will be free of charge to remove financial barriers, and has led to flexibility for women to nominate their maiden or married name to be recorded on their National Identity Card. Additionally, specific provisions will be made for vulnerable and marginalized groups to be included, such as, priority in queuing for Albinos, the elderly and people living with disabilities. For the mass registration, any person turning 16 years of age in 2017, or older, will be able to register. This will allow the continuous registration to start nationwide at the start of 2018 without a backlog of registrants and will ensure that youth are not excluded. For the five phases, two will be conducted prior to mid-year 2017, while the remaining three will be conducted after final tranches of funds are received in the month of July, which are necessary to meet the cash flow requirements for completing the mass registration exercise.

A comprehensive public information campaign will be designed and implemented that informs the population of the benefits and obligations to register, as well as where, when and how they will be able to register. The information campaign will operate at two levels; the first as a general national awareness and persuasion campaign; and second, as operational information campaigns focused on each of the phase

² The UNDP Procurement Support Office located in Copenhagen, Denmark is an internal business unit of UNDP that prequalifies and contracts service providers as Long Term Agreement holders through competitive international bidding processes to supply goods and services in several specialised areas, including, biometric registration systems.

³ The information to be collected is defined in accordance with Section 8 of the National Registration Act.

locations, in the weeks preceding and during the registration. Procedures established under the PoC have already identified a range of documents (which will be scanned as part of their record during registration) that registrants will need to prove their identity and citizenship for registration. If, in the case that an individual does not have sufficient documents, then community witnesses will be able to endorse a registrant, but will also be fingerprinted with their endorsement and will be subject to criminal proceedings if found to have lied. Auditability and verification of registration will be an integral aspect of the process to ensure confidence in the integrity of the system.

On a by-phase basis, at the end of a phase, the data will be consolidated and transmitted to the national datacenter where the biometric data will be processed and cross-referenced for any duplicates. A provisional list of registrants will be displayed back in the registered communities to allow for any challenges or corrections to be made and adjudicated. The mass production of identity cards from a phase will be contracted to be done outside of the country, and will be distributed back to registrants via either post offices, registration points or village heads, or a combination of these mechanisms. For the mass registration exercise, registrants will be provided with a staggered expiration date for their ID cards, varying from three to ten years. This will ensure that the replacement of ID cards does not culminate at the same time and create a major burden on the system in 2027. The expiration date on the card, which is in accordance with international standards for photograph identity documents (the same as for Malawi's passports and driver's licenses) will also provide "proof of life" verification that registrants have not passed away, and thereby maintains the integrity and accuracy of the overall system.

Notably, the mass registration is an exceptional exercise that is conducted only once, and as such, the capacities of NRB and regular workload processes need to be aligned with the demands and profile of permanent and continuous registration. Accordingly, the UNDP Project will assume direct supervision, management and implementation of the mass registration exercise in close collaboration with NRB, which will be principally responsible for coordinating in-kind Government support (e.g. security, transportation, use of Government facilities, consultations with local communities and public information) to the operation. In parallel to this process, NRB is expected to complete its restructuring and expansion of staffing, to enable it to manage and operate the continuous NRIS from 2018 onwards. With ongoing UNDP assistance, the NRB will simultaneously focus in 2017 on the development of systems, infrastructure, equipment and processes for the transition to the third phase of continuous and permanent registration.

The third phase will commence in 2018, where NRB will take over principal responsibility for the management, coordination and implementation of the continuous registration system, supported by ongoing international technical assistance from the Project during the transition to full national ownership. NRB will assume responsibility for procurement and operating costs, such as card consumables, that will sustain the continuous registration process. Permanent and continuous registration facilities will be established at Malawi's Post Offices and at District Commissioner's Offices, where DDE BRKs will be positioned for the purpose. Data will be uploaded to the GWAN datacenter for processing. Initially, the upload process may occur via a variety of available data transmission methods as dictated by available facilities, but is intended to progressively migrate to using the fiber optic network system that is being installed across Malawi to GoM offices and at least one post office per District, under the combined efforts of the GoM, World Bank Group (WBG) and Chinese government. New registrants and update transactions (such as a change of residential address) will be processed and new identity cards produced following biometric cross-referencing against the database, and will then be distributed back to registrants via the post offices.

In parallel to this transition, the Project will assist other Government MDAs in the implementation of systems that interface with the NRIS. The BRKs are modular kits that contain a variety of devices (e.g. laptop, Smartcard reader, barcode scanner) that can be reconfigured and repurposed. As such, excess BRKs that are not required for NRB to maintain the continuous registration process can be reallocated to other institutions to support the use of the National ID card in service transactions. Illustratively, preliminary discussions are under way for re-purposed BRKs to be made available at each of Malawi's 400 health facilities to work in conjunction with a proposed E-Health Passport to be loaded on the Smartcard. Similarly, a portion of BRKs will be made available to the MEC to provide equipment for the implementation of their voter registration

exercise, where they will be able to use the laptop and barcode reader to register voters using the National ID card.

Broadly, the NRIS and in particular, the National ID card is a "solution platform" that is designed to allow for a range of interoperable solutions to evolve for MDAs and private sector entities to achieve improved efficiency, accuracy and transparency. The NRIS does not dictate a universal "one-size fits all" approach and allows for a range of different interfaces that can accommodate different levels of investment and focus from partner institutions to implement. Fundamentally, the national identity card offers *prima facie* evidence of the bearer's identity and details that can be read manually, by barcodes or from the chip. At the level of the National Registry, the comprehensive set of data and its maintenance will allow for data mining to occur, especially to inform on the spatial relationship of population, including gender and age distribution. This will provide a near-real time set of data for evidence-based decision making to inform public policy and investments intended to enhance Malawi's prospects for development.

III. RESULTS AND PARTNERSHIPS

III-1. Expected Results

The National Registration and Identification System (NRIS) project will contribute to Government's efforts to guarantee the fundamental right to identity, entitlement and enjoyment of full citizenship in Malawi. The development of the NRIS initiative is consistent with SDG 16 to: "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". Specifically, the NRIS will address SDG Target 16.9 that refers to providing legal identity for all, and will also facilitate the goal of achieving comprehensive birth registration by 2030. The Whole of Government impact of the system will offer improvements in planning, service delivery, and the operation of administrative systems supported by a functional NRIS.

The NRIS project is therefore aligned to the UNDP Strategic Plan (2016–2018) Outcome 2, which places an emphasis on achieving the following: "citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance". The NRIS project will directly contribute to the strengthening of national institutions to effectively discharge their mandate to deliver legal rights and services to the citizenry. In the execution of the NRIS, it will promote national ownership and capacity development; ensure greater strategic coherence across sectors and stronger complementarities with bilateral and multilateral stakeholders; and, ensure compliance with international standards for national IDs that facilitate global and regional cooperation.

The Malawi UNDAF 2012–2016 and the UNDP CPD 2012–2016 respectively have been extended by two years to align with the new National Development Strategy (NDS) to be formulated by Government. While the focus of the new NDS is yet to be known, the national ID system is seen as a game changer for Malawi given its potential various uses for many sectors and government departments. This UNDP support will therefore align with a key national priority. It will also align with the revised UNDP Country Office portfolio on supporting responsive institutions and citizens' engagement (RICE).

The results expected from Output 1 (up to 9 million Malawians are registered and issued with a National Identity card in 2017) addresses the necessary requirements are met to successfully register the eligible population and issue them identity cards in the course of mass registration. Interventions include the review of the legal framework to ensure that it is consistent with the technology being employed. It addresses the necessary ICT systems to operate the National Register, and the operational requirements for the conduct of five phases of field work, including the procurement of BRKs; recruitment, training and deployment of registration staff; the conduct of a national awareness campaign and by-phase information sensitization to registrants; the consolidation and processing of data; an exhibition and correction phase; and, the mass production of national ID cards and their distribution. The overall result is that by the end of 2017, up to 9

million Malawians will be registered in the central National Registry database and will be in possession of a National ID card.

The results expected from Output 2 (NRIS is transitioned to a permanent and continuous registration system) addresses the necessary support to NRB and key partners to sustain the NRIS. Interventions include formulation of NRB regulations and policies, the preparation of offices and data communication facilities, the training of staff that have been recruited by Government, maintenance of public awareness efforts, and the development of a Strategic Plan over 2019 to 2020. The expected result is that with ongoing technical assistance and limited financial support from the Project, the NRB will be able to register up to 0.5 million new registrants and provide update services to existing registrants at permanent registration sites established at Post Offices and District Commissioners Offices.

The results from Output 3 (Government MDAs are assisted to adopt the use of the NRIS) are oriented toward facilitating Government's Ministries, Departments and Agencies (MDAs) to adopt and use the NRIS. Policy advisory services, analytical support and inter-institutional agreements are foreseen to assist MDAs in developing interfaces for the use of the NRIS. This approach will assist MDAs in assessing the benefits and most suitable method for their specific needs. The expected result is that the Whole of Government adoption of the system will be facilitated through this Output and allow for expert advice and custom solutions to be developed for MDAs where necessary.

The results from Output 4 (Project is efficiently managed, staffed and coordinated, and is implemented with national ownership) is to ensure that the Project progress is monitored and guided by an appropriate Governance structure (refer section on Project Management below) and engenders national ownership, that the Project is properly managed, staffed and capacitated to fulfil the Outputs, and that it is evaluated and audited in accordance with UNDP's rules and regulations.

III-2. Resources Required

The resources to directly support the Project are expected to be consolidated in a UNDP administered Basket Fund to ensure that the required funds are unified and available to support the operation's cash flow needs. A breakdown of the resources is detailed in Section VII, below. The figures presented do not include corresponding GoM increases in the NRB's ORT costs necessary to support the restructuring of the institution. Similarly, the budget does not take into account in-kind Government operational and support services, such as, to provide transportation assets, security and some public outreach activities, nor the costs of common service facilities, like the Government Wide Access Network (GWAN) fiber optic network or national datacenter.

The human resources required to meet the expected results include the recruitment of international experts under the Project to address unique areas arising from Output 1. These Project staff will need to work closely with NRB counterparts throughout and with other Government partners, such as, GWAN, MPC, MEC and other national partners. The NRB staffing structure will also need to be expanded in the course of 2017 to meet the requirements of Output 2. To address Output 3, Malawi's MDAs will need to make key staff available for consultations with the NRB and Project staff to develop specifications and plans for the process. To ensure an effective Governance structure, representatives from Government and donors will need to commit to meetings to provide the necessary level of monitoring, guidance and quality assurance.

The financial resources necessary to support the Project are estimated at US\$49,770,844. These funds are to be pooled in a UNDP Basket Fund for national and international contributors, which have agreed to a 40:60 percent division of the costs. The large scale nature of the operation and limited period in which it will be undertaken requires that commitments be met on schedule. In particular, the completion of the five phases of registration will depend on the receipt of contribution commitments in July 2017, for which three of the five phases will depend. The prospect of delays will threaten completion in 2017 ahead of the wet season in November, and would potentially lead to major deviations from the expected results of the Project. Project Output costs are highlighted in the Multi-Year Work Plan section below.

III-3. Partnerships

The Project will work in close collaboration with the NRB, and engage with other Governmental and non-governmental stakeholders to ensure the alignment of the NRIS with other evolving infrastructure and systems. At the outset, the Project will work closely with e-Government that administers the Government Wide Access Network (GWAN) national datacenter and provides related staff that maintain the service. As the GWAN sits at the nexus of the fiber optic network being deployed across Malawi to 24 of its 28 districts, in collaboration with the Government of China and World Bank, this initiative will also be engaged to make use of services during 2017 where available for data communications, but critically, to make use of these services for the operation of the continuous registration from 2018 onward. The Project will also engage with the World Bank and Malawi Posts Corporation on their development of post offices toward becoming One Stop Service Centers for Citizen-to-Government transactions. The Project will work closely across Malawi's MDAs to assist in the development of systems to make use of the cards and National Registry, in alignment with Output 3.

Partnerships will also be established with local service providers that can expand on key functions, such as, the National Initiative for Civic Education (NICE) to support public information and civic education campaigns. Similarly, building acceptance for the system by engaging key ministries (Ministry of Information) and entities like the Center for Multiparty Democracy (CMD, political parties) and the Public Affairs Committee (PAC, faith based organizations) will be undertaken, as will special representation needs through organizations like the Federation of Disability Organisations in Malawi (FEDOMA), to guide measures that will ensure inclusion of marginalized groups. Equally, partnerships across the UN family will be leveraged to engage specific expertise on key areas, such as, UN Women to enhance messaging and activities to engage women, UNICEF and UNFPA to engage youth platforms, UNHCR on refugees and the United Nations Capital Development Fund (CDF) to engage with the private sector, and in particular, the financial and telecommunications sectors to enhance financial inclusion.

III-4. Risks and Assumptions

The scope of the Project necessitates the identification of several key assumptions that inform the Project and expected results, including:

1. The full funding commitment will be made prior to the commencement of the operation and contribution schedules met on time, to ensure that the operation is not disrupted or abandoned due to financial shortfalls. Funds will be committed and deposited on schedule into a UNDP Basket Fund that includes all Government and Development Partner contributions. Exchange rate fluctuations against the US dollar are anticipated, and will be mitigated by provisions within the respective Contribution Agreements.
2. Government will fast track necessary legislative and regulatory amendments to align the law and regulations with the technology being employed, and to ensure adequate data protection provisions are in place to respect a citizen's right to privacy and data protection. If these legal amendments are delayed, NRB regulations and administrative procedures will be implemented to provide a high level of individual auditability and accountability for access and release of information.
3. In anticipation of all eligible Malawians being registered by the end of 2017, legislation will be amended to require all Government MDAs to include the unique National ID number into their collection of data procedures to prove individual identity in Citizen-to-Government transactions from 2018 onwards. Similarly, that banking and telecommunication sectors will be required to incorporate the unique ID number in their administrative systems.
4. Projected population figures provided by NRB of up to 9 million eligible registrants in 2017 are reasonably accurate, and that the estimated number of Malawians annually turning 16 years of age is approximately 500,000 per year. If these estimates prove significantly incorrect during preliminary phases of mass registration or during the first year of continuous registration, amendments to the budget will be

proposed to the Steering Committee to ensure sufficient materials are available to include all eligible registrants.

5. That the GWAN fiber optic network will be successfully deployed by mid-2018 to 24 of the 28 Districts in Malawi. If progress on this system is delayed the NRB will be able to utilize alternative data transmission systems, such as GSM, or physical delivery of removable drives for the movement of data.

6. That the full revised Personnel Emolument (PE) and Operational Recurring Transaction (ORT) costs for the NRB will be allocated and released on schedule, and that the NRB restructuring and staffing will be complete by the end of 2017. If the revised staffing levels are not met on schedule, interim solutions may need to be considered by NRB, such as, seconding personnel. However, this may incur a potential loss of investment in training, and will be addressed to the Steering Committee for necessary consideration.

7. That all GoM in-kind contribution services and assets, such as, security, warehousing, vehicles and common services will be allocated and released on schedule to support the operational timelines. The failure of in-kind contributions to be provided to support the necessary operational goals may delay or derail the process, or incur significantly higher costs to contract private service providers. If challenges are met the matter will be referred to the Steering Committee for its consideration.

As part of the UNDP preparatory assistance to NRB, consultations were conducted with a range of national and international stakeholders to identify relevant strategic risks to the success of the NRIS. A Risk Score was calculated based on a maximum of 5 points each being allocated to the impact of a risk, and the probability of its occurrence. The averaged responses were then multiplied together to reach a maximum risk score of 25. The resulting risk log is attached in Annex. In the course of the Project, through the relevant committees the risk log will be updated as the Project progresses.

III-5. Stakeholder Engagement

Output 1 and 2 of the Project frame dedicated activities toward engaging the populace in awareness of the NRIS throughout mass registration and the first year of continuous registration in 2018. The main demographic bloc to be targeted are those Malawians 15 years of age and above. Targeted operational information campaigns will be directed toward residents within the geographical catchment area of each phase. For the general campaign as well as the phase-driven campaigns, the demographic will be sectorized and messages targeted (both in content and use of media channel) to account for variations in rural-urban context, gender, age, disability, literacy-levels and dialectic variation. Eligible foreigners, who will need to register will also be the target of key messages on inclusion in 2018, while ineligible foreigners will also be the target of messages to deter any accidental or fraudulent attempts to register.

Also, as identified under partnerships, key groups have been identified to support awareness and acceptance of the registration process. Notably, however, preceding the PoC a VIP registration exercise has been undertaken to raise awareness of the initiative, including among Members of Parliament, Cabinet members and senior managers. This process will continue as part of the pilot registration activities to include Paramount Chiefs, the Judiciary and other leaders in the private and public sector.

III-6. South-South and Triangular Cooperation

In the context of South-South cooperation Malawi is one of the last countries in the region to introduce a NRIS. Countries like Rwanda and Botswana are advanced in the management and evolution of their systems, and can afford opportunities for bilateral information sharing and advice, where Malawi can draw from the lessons achieved. Similarly, Nigeria and Kenya have implemented biometric registration systems into the administration of their civil service bureaucracies to address ghost workers that may offer key insights for Malawi to make similar progress. Also, as noted above, the Government of China is engaged with Malawi in

the rollout of sections of the nation-wide fiber optic network. Opportunities may therefore exist for future triangular cooperation and coordination between GoM, Government of China and UNDP to leverage this system towards greater connectivity down to the Post Office level, which would strengthen the reach and capacity of data transmission facilities within the country.

Finally, while trade links per se are not a regular aspect of South-South cooperation, the prospect of introducing an ICAO compliant identity card for Malawians holds the potential to reduce the barriers for regional trade. Successive Malawian administrations have highlighted the need to improve regional trade as a means of economic growth. As has occurred elsewhere in regional economic blocs, if a suitably secure and credible identity document is available and mutually recognized as authoritative it can facilitate trade deals. Equally, the National ID card may also offer Malawi the opportunity of participating in the African Union's ambition toward a common passport. Accordingly, the NRIS "future proofs" the capacity of Malawi to engage with its neighboring countries to lower trade and freedom of movement barriers, if the opportunity and collective will arise.

III-7. Knowledge Products

The Project results will necessitate the development of custom software systems (databases), training manuals, legal and policy frameworks that will serve as knowledge products of potential use in other countries initiating or considering similar processes. Equally, in terms of analysis and research, pre-benchmarks on macro-economic and social indicators will also enable a case study on the impact of fulfilling the Right to Identity. Similarly, as the Project will occur between elections, it will also enable an analysis of its influence on political factors.

III-8. Sustainability and Scaling

The operational sustainability of the system is integral to the design and goal of the project. Where possible and as exemplified by the use of the existing national datacentre to house the National Registry and anticipated use of the fibre optic network, the Project will draw on other national initiatives to strengthen national ownership and sustainability. The Project will develop key elements of the biometric and database software that can be transferred to GoM and thereby avoid vendor-lock problems that have been encountered elsewhere, and will allow the GoM to avoid a service-provider monopoly for maintaining the technology. Equally, the decision to establish a Microsoft-based platform for the National Registry database ensures that maintenance of the system will benefit from a large and competitive pool of certified software engineers, support services and well established benchmarked. While there is often an attraction to the concept of "Open Source Software" due to perceived savings, in reality, the total cost of operating and maintaining these systems are often problematic, where the hidden costs of recruiting suitably expert staff are high, training and qualifications are difficult to benchmark, and ultimately, software updates are difficult to verify as secure, as they are often authored by unknown third parties.

To promote the goal of universal Malawian registration and the issuance of a National ID card at 16 years of age and above, a citizen's first card is to be issued free of charge, in consideration of the legal obligation to register. However, subsequent replacement cards will be subject to a fee to ensure that the cost of the card is met. Financially, the NRIS platform will offer a range of revenue generating possibilities to sustain the system, such as, fee-based transactions with both public and private institutional users. Illustratively, the pervasiveness of the National ID card will enable business models using high volume-low cost profiles that have been unachievable in the past due to the high-level of financial exclusion. Likewise, the broad utility and use case scenarios for the NRIS has underpinned the "Whole of Government" approach and key areas of private sector adoption. Accordingly, the evolution of the NRIS is intended to achieve a sustainable national scalability.

IV. PROJECT MANAGEMENT

IV-1 Cost Efficiency and Effectiveness

In the design of the mass registration operation, analysis has been conducted to ensure that key decisions are designed to ensure cost-effectiveness and sustainability of the system. For example, the decision to outsource card production for 9 million in 2017 was based on the assessment that it would require 147 card printer machines to meet the compressed timeframes and operational requirements, while only ten card printers are required to produce the annual workload. The possibility of leasing rather than purchasing BRKs for the mass registration was also assessed, given the projected need for 2,200 in 2017, but a NRB requirement for a maximum of 1,000 from 2018 onward. The exploration of leasing with potential vendors indicated that while leasing arrangements might be possible, the overall cost benefit analysis weighted heavily towards purchasing the machines, and as touched on above, reconfiguring excess units to facilitate the use of the National ID card among MDAs, offered a more sustainable and value for money solution. Illustratively, the electoral commission will be able to use reconfigured equipment from the BRKs to conduct voluntary voter registration, rather than having to make large investments in the election budget.

The production of cards and the biometric de-duplication process has been fully centralised drawing on the lessons learnt from challenges faced by Malawi's passport system. Centralising the system is key for ensuring security, but also reduces the costs and complexity of inventory management and maintenance cycles. As well, the National ID card "blank" (referring to the base card upon which personalised information is added) will be manufactured with several security and background features already built-in. This ensures a professional and durable card, but importantly, significantly reduces the cost of equipment and amount of consumables necessary to produce a registrant's final card. Similarly, the decision as to whether the National ID card would be a Smartcard or a simpler design was the source of extensive cost-function analysis and discussion. Ultimately, Government's ambition toward adopting the Smartcard solution is aligned with international experience, where many systems that had initially adopted non-Smartcard solutions have since transitioned to the Smartcard design to leverage its functionality. In Malawi, addressing immediate priorities to enable secure biometric transactions without internet connectivity will be met by a biometric "Match on Card" feature.

The Smartcard design "future proofs" the system to enable other functions to be added to the card in the future, avoiding medium-term reengineering of the card design and duplicate efforts, and ensuring that the card's functionality can be scaled upward. UNDP will retain ownership of all intellectual property produced with Project resources, except where explicitly stated in officially signed asset transfer or contractual documents. This is in the interest of ensuring that such intellectual property can be used in the public domain where so demanded. In the case of software developed by UNDP that is essential to the operation of the NRIS, the source code shall be transferred without limitation or warranty to the Government of Malawi.

IV-2 Project Management

Project technical staff will be based at the NRB Headquarters (HQ) at Capitol Hill, Lilongwe with field monitoring staff also located in the Northern and Southern Region. Technical staff of the Project will be able to work closely with their NRB counterparts through co-location, with several Project positions also being required to conduct extended deployment periods in NRB District offices as the operation progresses. However, given current office size constraints at NRB HQ and anticipated staffing increases in the course of 2017, a separate Project Office may be necessary to temporarily house Project and NRB staff. The Project will be supported by a dedicated Project Implementation Unit (PIU) located at the UNDP Country Office to manage financial and administrative tasks. Specialized assistance for large scale international procurement will draw on services from UNDP's Procurement Support Office (PSO) based in Copenhagen. The services of

UNDP's Procurement Support Office are provided at 4.5% of the value of contracts administered through their office. The staffing table for the Project is attached.

The Project will be led by a Chief Technical Advisor (CTA), reporting directly to the UNDP Resident Representative, and liaising closely with the Deputy Resident Representatives of Programmes and Operations. Coordination and liaison with interlinking projects within the UN family will be managed through the Resident Coordinator's Office, and be regularly coordinated through bi-monthly Technical Working Group meetings. At the UNDP Country Office project level, the CTA will liaise closely with the DRR(P) on coordinating information sharing and cross-over inputs between UNDP projects. Independent evaluations and audits of the Project will be administered through the DRR(Ops), who will also ensure the provision of UNDP's global and common services that will be paid through Direct Project Costs (DPC). The costs for the services provided by UNDP are divided into two categories: GMS (General Management Services) and DPC (Direct Project Costs)⁴. As discussed and decided by the Executive Board of the UNDP the GMS includes the overhead and back-stopping by UNDP offices in Lilongwe and the support of the Headquarters in New York.

The Project will be undertaken using UNDP's Direct Implementation Modality (DIM). This modality requires that all activities of the Project be directly implemented by the Project in accordance with UNDP's relevant rules, regulations and procedures. As detailed below under the Governance and Management Arrangements, the Steering Committee will provide strategic guidance and oversight to the Project, with quality assurance being provided by the Technical Committee. The composition of these committees, including Government, Development Partners and other stakeholders as identified, ensures that the Project is aligned and sensitive to national priorities. The CTA will be responsible for implementation of all activities established under the Project and for day-to-day management and decision making, as well as ensuring that the programme produces the outputs and results specified in the programme document. Although the CTA will be responsible for the overall programme, given the role of other offices in the implementation of various components, he/she will concentrate daily on the core assistance to the NRB. Furthermore, one of the first tasks of the CTA to delineate, in a participative and inclusive manner, the programme into more specific activities, including the elaboration of a detailed Monitoring and Evaluation Plan.

Where possible, a common logo for marketing and branding will be employed. Subject to the specific Contribution Agreements, a common logo that emphasizes the NRB's identity with less prominent display of the logos of contributing DPs will be sort. The purpose of this approach is to seek to emphasize the symbolism that the NRB is the principal party responsible for the NRIS and to enhance their institutional image, while still recognizing the contributions of DPs. In public statements or press releases from the Project, donors will be recognized and acknowledged as funding the Project.

⁴ According to UNDP Rules and Regulations, Direct Project Costs (DPC) are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmes and projects (i.e. costs directly related to the delivery of programmes), and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants; (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, travel arrangements and ICT commons services; and, (5) Shipment, custom clearance, vehicle registration and accreditation.

V. RESULTS FRAMEWORK

Outcome Goal: The establishment of a permanent and continuous national registration and identification system in Malawi.							
Outcome Indicators:							
<ul style="list-style-type: none">Number of MDAs using NRIS for administrative or operational systems (Baseline: 0; Target: 10; Source: Official records)Percentage of eligible resident Malawians registered and issued with an identity card (Baseline 0; Target: >90%; Source: National Register, NSO)Assessed capacity of NRB to operate and maintain the NRIS (Baseline: None; Target: Good capacity; Source: Project Evaluation Report)							
UNDP Strategic Plan (2016–2018) Outcome 2: "citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance"							
Project title and Atlas Project Number: National Registration and Identification System (NRIS). Project Number: TBD							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		Data Collection Methods and Risks
			Value	Year	2017	2018	
Output 1 Up to 9 million Malawians are registered and issued with a National Identity card in 2017	1.1 Number of Malawians registered in the National Register, disaggregated by gender	National Registry	0	2016	More than 8.5 million	More than 8.5 million	Data extraction.
	1.2 Number of Malawians issued with a National ID card, disaggregated by gender	NRB Records	0	2016	More than 8.5 million	More than 8.5 million	Data extraction.
	1.3 Proposed amendment of National Registration Act submitted to Ministry of Justice	Public Record	0	2016	1	0	Public record
	1.4 Number of paid information campaign products aired on radio	Project records	0	2016	10	0	Media monitoring reports. Survey reports
Output 2	2.1 Number of District Registration Offices equipped for continuous registration	NRB Records	0	2016	20	8	NRB Records. Spot check.

NRIS is transitioned to a permanent and continuous registration system	2.2 Percentage of registrars trained in rules and procedures.	Training records.	0	2016	70%	20%	90%	Training participation records.
	2.3 Number of Malawians issued with a National ID card in 2018, gender disaggregated	NRB Records	0	2016	0	0.3 million	0.3 million	Data extraction
	3.1 Number of meetings held with individual MDAs to formulate plans for using the National ID in data collection	Official Records	0	2016	5	5	10	Official Project records
Output 3 Government MDAs are assisted to adopt the use of the NRIS.	3.2 Number of inter-institutional agreements between NRB and MDAs to receive aggregate reports	NRB records	0	2016	5	5	10	Official requests
	4.1 Percentage of agreed M&E activities implemented	Project records	0	2016	80%	80%	80%	Official records
	4.2 Percentage of Project positions filled	UNDP records	0	2016	95%	95%	95%	UNDP records
Output 4 Project is efficiently managed, staffed and coordinated, and is implemented with national ownership	4.3 Steering and Technical Committee meetings held per year	Project records	0	2016	4/8	4/8	8/16	Project records

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans. A detailed and progressive monitoring and evaluation plan will be drafted by the Project M&E and Reporting Officer.

Table 1 Monitoring and Evaluation

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator, as developed by the M&E officer	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Monthly, through Technical Committee	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. Issues may be escalated from the Technical Committee to the Steering Committee.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly, through Steering Committee	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders,	Annually, and at the end of the project (final report)	

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. Mid-term and in the project's final year, the Project Board shall hold a review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly through Steering Committee meetings.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
Project Evaluation	A final project evaluation will be conducted to assess the achievements of the Project against expected outputs.	Final Evaluation.	The final evaluation will take stock of the Project and assess the state of the NRB to maintain the NRLS.

VII. MULTI-YEAR WORKPLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			PARTY	PLANNED BUDGET		
		2016	2017	2018		Funding Source	Budget Description	Amount
Output 1 Up to 9 million Malawians are registered and issued with a National Identity card in 2017	1.1 Activity: Central database software and registration software developed, tested and installed.	0	0	0	UNDP		Existing capacity	0
	1.2 Activity: At least 2,000 Biometric registration kits (BRKs) are procured and deployed.	10,708,381	0	0	UNDP	Basket Fund	Procurement	10,708,381
	1.3 Activity: National Registration legal framework is reviewed and necessary amendments proposed to Ministry of Justice.	10,000	50,000	0	UNDP	Basket Fund	Meetings/ Services/ Printing	60,000
	1.4 Activity: inclusive national civic awareness campaign is conducted on NRIS.	0	100,000	0	UNDP/ NRB	Basket Fund	Procurement/ Services	100,000
	1.5 Activity: operational information campaigns are conducted for each phase and targeted efforts are made for vulnerable groups.	0	740,000	0	UNDP/ NRB	Basket Fund	Procurement/ Services	740,000
	1.6 Activity: registration teams are recruited, trained and deployed and field registration is conducted in five phases	24,000	2,897,500	0	UNDP/ NRB	Basket Fund	Procurement/ Services	2,921,500
	1.7 Activity: Registration data is consolidated and biometric de-duplication conducted by phase	0	2,821,400	0	UNDP/ NRB	Basket Fund	Data transmission	2,821,400

Output 2 NRIS is transitioned to a permanent and continuous registration system	1.8 Activity: provisional registration data is displayed and amendments made	0	0	0	0	Existing capacity	0
	1.8 Activity: Up to 9 million National ID cards are produced, personalize and distributed to citizens	0	18,784,800	0	0	Procurement	18,784,800
	Monitoring	0	100,000	0	0	Services/ Meetings/ Spot checks	100,000
	Sub-Total for Output 1	10,742,381	25,493,700	0	0		36,236,081
	2.1 Activity: Develop NRIS policies and Memoranda of Understanding (MoU) between NRB and MEC, MPC and NICE.	0	12,500	12,500	0	Meetings/ Services/ Printing	25,000
	2.2 Activity: required additional NRB staff are recruited and deployed	0	0	0	0	GoM HR costs	0
	2.3 Activity: NRB staff are trained in national registration management	0	50,000	0	0	Training materials/ meetings	50,000
	2.4 Activity: Develop communication strategies and reporting procedures between HQ, district and local levels	0	0	0	0	Existing capacity	0
	2.5 Activity: NRB/GWAN ICT staff trained in the maintenance of the National Register	0	10,000	0	0	Training materials/ Meetings	10,000
	2.6 Activity: District Registration Offices (DROs) and Post Office facilities are equipped for continuous registration and update services	0	100,000	0	0	Training materials/ Meetings	100,000
	2.7 Activity: Renovate office space for DROs and Post Office facilities	0	529,000	135,000	0	Equipment and services	664,000

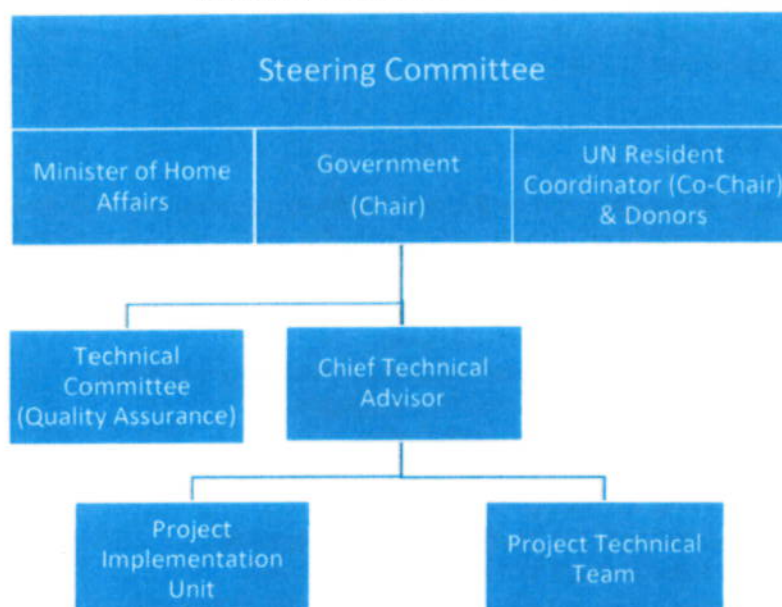
Output 3 Government MDAs are assisted to adopt the use of the NRIS.	2.8 Activity: DRO and Post Office data communication services are available	0	0	240,000	UNDP	Basket Fund	Data transmission costs	240,000
	2.9 Activity: ongoing inclusive public awareness and targeted information campaigns are conducted	0	0	50,000	UNDP/ NRB	Basket Fund	Services/ Meetings	50,000
	2.10 Activity: registration of up to 0.5 million new persons through continuous registration and update of existing records.	0	0	0	NRB	NRB		0
	2.11 Activity: regulations and procedures developed for access and use of National Registry that respect right to privacy and data protection	0	12,500	12,500	UNDP/ NRB		Meetings/ Manuals/ Printing	25,000
	2.12 Activity: NRB Strategic Plan developed for 2019-2020	0	0	0	UNDP/ NRB		Existing capacity	0
	Monitoring		56,000	56,000	UNDP	Basket Fund	Services/ Meetings/ Spot checks	112,000
	Sub-Total for Output 2	0	770,000	506,000				1,276,000
	3.1 Activity: Policy advisory services provided to MDAs	0	10,000	20,000	UNDP/ NRB/ GoM	Basket Fund	Meetings/ Services	30,000
	3.2 Activity: Assist MDAs in the adoption, integration and use of the NRIS	0	10,000	35,000	UNDP/ NRB/ GoM	Basket Fund	Meetings/ Services	45,000
	3.3 Activity: formulate and develop inter-institutional agreements with MDAs for access and use of National Registry reports	0	12,500	12,500	UNDP/ NRB/ GoM	Basket Fund	Meetings/ Services	25,000

Output 4 Project is efficiently managed, staffed and coordinated, and is implemented with national ownership	3.4 Activity: Excess BRKs are reconfigured and reassigned to MDAs	0	0	0	0	0	Existing capacity	0
	Monitoring	0	0	0	0	0	Meetings	0
	Sub-Total for Output 3	0	32,500	2,723,701	285,642	67,500		100,000
	4.1 Activity: Project staffed, equipped and operational	2,699,017	2,723,701				Staffing/ Travel/ Direct costs	5,708,360
	4.2 Activity: Regular Steering Committee meetings conducted	0	0	0	0	0	Basket Fund	0
	4.3 Activity: Regular Technical Committee and Consultative meetings held	0	0	0	0	0	Basket Fund	0
	4.4 Activity: M&E plan is developed and implemented	0	0	0	0	0	Basket Fund	0
	4.5 Activity: Project external audits are conducted	0	25,000		25,000		Audit	50,000
	4.6 Activity: Project Final Evaluation is conducted	0	0	0	50,000		Evaluation	50,000
	Monitoring	0	0	0	0	0	Existing capacity	0
Project Costs	Sub-Total for Output 4	2,699,017	2,748,701	360,642		5,808,360		
	Contingency Funds (5%)	672,070	1,452,245	46,707			Contingency	2,171,022
	Procurement Support Office (4.5%)	481,877	950,504	0			Cost recovery fees	1,432,381
	General Management Service Fees	628,500	1,983,726	57,930			Overhead	2,670,156
	PROJECT TOTAL	15,223,845	33,431,376	1,038,779				49,694,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented directly by UNDP under its Direct Implementation Modality (DIM) and will formally commence on 1 October, 2016 upon approval and formal signature by the GoM and UNDP. The key beneficiary for the Project is the Ministry of Home Affairs, while stakeholders include the Government of Malawi, Development Partners (DPs) and UNDP. The Project governance and management arrangements are depicted in Figure 4 below. The financial contributions of the GoM, DPs and UNDP will be consolidated, coordinated and administered by UNDP in a Basket Fund, which will be the subject of regular financial reporting throughout the duration of the Project. The respective responsibilities of the key players are set out below:

Figure 1. Project Governance Structure



VIII-1 Government of Malawi

The Government of Malawi will need to fund its commitments to the Project in US dollars and to the required amount on schedule. At the same time, the GoM will need to increase its funding of NRB's ORT and Personal Emoluments (PE) to accommodate the staffing expansion, restructuring and equipping of the Bureau. The GoM will also provide, in-kind operational and support services to the process through the use of public facilities throughout the country including schools, post offices, and community halls, as well as government services such as Police security, transportation and logistics. Similarly, the Government will also be responsible for expediting the formal process of amendments to the laws (for submission to Parliament) and regulations to ensure the legal framework is amended to use the NRIS technology systems. The GoM will have continuous engagement throughout the life of the Project through its representatives in the Steering and Technical Committees (terms of reference attached), and will coordinate and implement the decisions of these committees, when tasks or responsibilities emanate from them.

VIII-2 National Registration Bureau, Ministry of Home Affairs

As the principal beneficiary of the Project, the Ministry of Home Affairs and NRB will work closely with UNDP throughout the Project. The Ministry and NRB's responsibilities will include:

- Provide Ministerial representation in the Project Steering Committee;
- Provide quarterly narrative and financial progress reports of preparations for work being directly undertaken by NRB;
- Produce and implement annual and quarterly work plans, as well as budgets to be supported by the Government;
- Report on progress to the Project Committees and any other meetings called as and when necessary;

- Provide the Principal Secretary to Co-Chair the Technical Committee (TC);
- Arrange, coordinate and monitor the implementation in-kind contributions from the Government that contribute to the Project;
- Provide a senior managers team, chaired by the NRB Chief Director to work with the Project Technical Team, that will assume leadership during the transition to the continuous registration system in 2018;
- Develop and prepare submissions to the TC in close liaison with the UNDP Project Team;
- Provide suitable office space, furniture and facilities (e.g. Internet connection, printers and consumables) for technical advisers to be co-located with NRB.

VIII-3 United Nations Development Program

UNDP will be the lead implementer for the Project, and the coordinating partner of international and national assistance and support. The United Nations Resident Coordinator will provide senior representation at the Steering Committee and fulfill the role of the Co-Chair.

VIII-3-a Project Technical Team

A Project Technical Team, comprised of technical advisors under the supervision of the CTA will work in close collaboration with NRB and other technical stakeholders in the process. The Project Team responsibilities will include:

- Provide policy advice, guidance and expert assistance;
- Develop and deliver technical products and operational task for mass registration;
- Coordination and delivery of international technical assistance;
- Provide capacity building and institutional development;
- Monitor and report on progress and risks;
- Provide contract monitoring and management;
- Implement required actions under the monitoring and evaluation plan;
- Support the harmonization of support through the TC and SC; and
- Coordination among stakeholders, including the preparation and dissemination of regular reports for their information on progress.

VIII-3-b Project Assurance

Project Assurance will be provided by the Technical Committee and may draw upon other UN (global, regional or country) technical resources to assist in this function, as necessary. The UNDP DRR (Programmes) will Chair the Project Technical Committee in accordance with its terms of reference and provide quality assurance review to the Project Technical Team.

VIII-3-c Project Implementation Unit

UNDP will put in place a dedicated Project Implementation Unit (PIU) to manage and administer the Basket Fund, as well as other administrative tasks under the supervision of the Chief Technical Advisor (CTA) and in close liaison with the Deputy Resident Representatives. The Project will draw on the existing operational, financial and administrative capacities within the UNDP Country Office, as well as other UNDP and UN system resources, to ensure effective and efficient implementation. A chart of the PIU's interaction with other UNDP units is attached, while its duties will include:

- Coordination with NRB on the submission of operational and financial reports;
- Procurement of agreed materials and services through the Basket Fund;
- Provide timely financial and technical reports as outlined in the respective Contribution Agreements with each stakeholder.

VIII-4 Steering Committee

The Steering Committee (SC) is responsible for the oversight and strategic leadership of the Project. The Steering Committee will enable the Project to have a high-level of strategic consensus on overall direction and provide strategic guidance to the Project and TC on priorities and risks. The Steering Committee shall convene at least once every quarter, or more often, as requirements dictate. The Steering Committee will be chaired by a Government Minister and Co-Chaired by the UN Resident Coordinator, while the Minister of Home Affairs and Internal Security will be the main Project beneficiary. Development Partners will represent the international community in the Steering Committee at the level of Heads of Mission. Any major deviations to the process or the Project Document will be approved through the Steering Committee. Terms of reference for the Steering Committee are attached.

VIII-5 Technical Committee

The Technical Committee (TC) shall be in charge of Quality Assurance for the Project based on the strategic direction of the SC, and shall be consulted by the CTA on progress as well as issues of significance to operational and technical issues. Project tolerances (i.e. constraints in terms of time and budget) will be an ongoing area of assessment for the TC throughout the life of the Project, to support the management and priorities of the outputs. The committee will concentrate on the management and technical aspects of the Project such as planning and budgeting, financial and technical reports, and risk management. The TC will also conduct preliminary analysis and lay out options for discussion and adoption during SC meetings, and may propose agenda items for the SC meetings. The TC will be constituted of stakeholders' senior technical representatives and will be Chaired by the UNDP DRR(P) and the Chief Director of NRB. The TC shall convene at least monthly during the running of the Project or more often as necessary.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

IX-1 Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Malawi and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

IX-2 Risk Management Standard Clauses

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening
3. Risk Log
4. Steering Committee Terms of Reference
5. Technical Committee Terms of Reference
6. Chief Technical Advisor Terms of Reference
7. Project Staffing Table
8. Project Implementation Unit Relationship Chart

Annex 2. Social and Environmental Screening Checklist

Project Information

Project Information	
1. Project Title	National Registration and Identification System Project
2. Project Number	TBD
3. Location (Global/Region/Country)	Republic of Malawi

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The Project addresses a long standing issue of proof of legal identity in Malawi for its citizens. Historically, birth registration has depended on the Birth Registration Act of 1904, which did not make it compulsory for indigenous Africans births to be registered. As Malawian citizenship is an entitlement through blood (a person inherits Malawian citizenship through a parent) it has led to inter-generational challenges of eligible citizenship. (The legal framework has changed as of August, 2015 to make birth and national ID registration mandatory). In line with the goal of SDG 16.9 (legal identity for all and birth registration by 2030) the Project will enable citizens to have *prima facie* evidence in the form of a National Identity card to prove their identity and citizenship, and their commensurate entitlement to claim social, economic and political rights.

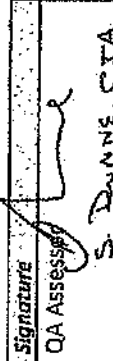
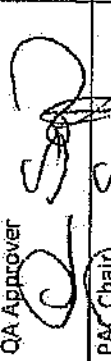
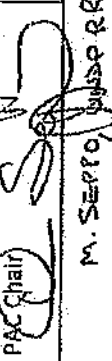
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The absence of a system of central and accurate data about the population undermines the capacity for indicators to be measured along age and gender. The system will create a central National Registry that is comprehensive (all Malawians 16 years of age and older are required by law to register) and will provide the capacity for gender disaggregated data to be made available by location and age structure. Equally, as the system will be used as the basis for future voters' registers the system will allow for identification of areas where registration of women is under par against the number of women registered in a locality. This will provide critical targeting data to improve outreach and engagement of women in political processes, and thereby offer additional means to empower women. As well, financial inclusion in Malawi is estimated at less than 12%. The proof of identity afforded by the National ID card will lower the risk of credit providers to extend loans, and will therefore enable heightened inclusion for women in the formal economy and via access to credit.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Malawi's current administrative systems largely depend upon decentralized paper-based systems. The Project will be employing Direct Data Entry (DDE) technologies that capture information at point of entry electronically. The registration of an anticipated 9 million eligible Malawians, if involving a single A4 sheet of paper and taking into account packaging, would amount to almost 45,000 metric tons of paper for each sheet used. The DDE nature of the operation is such that it will significantly reduce the use of paper, and the associated additional transportation logistics, which would otherwise incur negative environmental impacts in the form of consumption of paper and emissions. The technology also being employed allows for systems to be powered by solar panels (as one of several configurations), reducing electricity demand and consumption by the system.

Final Sign Off

Signature	Date	Description
 QA Assessor S. DUNNE, CTA	20 OCT 16	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
 QA Approver	20 OCT 16	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
 PAC Chair	20 OCT 16	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

M. SERRO, UNDP RR.

OFFLINE RISK LOG National Registration and Identification System Project

Project Title: National Registration and Identification System				Award ID:	Date: 20 October, 2016
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Funding availability	20 Oct 16	Financial	Late deposit of funds will undermine operational delivery and confidence of stakeholders. P = 5 I = 5	Contributions will be integrated into a Basket Fund. All contributions will be subject to agreements stating the timeline.	Technical Committee	CTA	20 Oct 16	
2	Slippage on operational timelines	20 Oct 16	Operational	Timelines are constrained with census in 2018 and elections in 2019. If not implemented on schedule major deviations off plan may need to be considered. P = 4 I = 5	Monthly monitoring of progress in Technical Committee to determine corrective actions as necessary.	Technical Committee	CTA	20 Oct 16	
3	Institutional national capacity	20 Oct 16	Operational	A lack of sufficiently trained national staff will compromise the implementation and sustainability of continuous registration. P = 3 I = 5	Government is conducting a functional review to increase staffing. Project has capacity building and training elements for skill transfer.	Technical Committee	CTA	20 Oct 16	
4	External fraud	20 Oct 16	Operational	Non-Malawians seek to register as Malawians, undermining the integrity of the NRIS. P = 5 I = 3	Operational policies and procedures developed to prove entitlement at registration. Public information campaigns will highlight criminality. Coordination with law enforcement.	Technical Committee	CTA	20 Oct 16	
5	Procurement timelines	20 Oct 16	Operational	Procurement timelines are not met, creating operational delays. P = 3 I = 4	Procurement expertise of UNDP PSO to be retained. Close monitoring of progress against benchmarks to effect	Technical Committee	CTA	20 Oct 16	
6	Technology adoption	20 Oct 16	Operational	Introduction of new technologies and systems, introduces unprecedented challenges for implementation and sustainability. P = 3 I = 4	International expertise to implement under the Project, supported by contractor arrangements. Skills transfer for the new technologies is built into the design of the Project.	UNDP/NRB	CTA	20 Oct 16	

TERMS OF REFERENCE

NRIS, Steering Committee

Background

The Steering Committee will be a high-level oversight and strategic decision-making body that will be guided by the commitment to establish a permanent and continuous national registration and identification system. The Steering Committee will ensure that the Government and Development Partners' strategic efforts are harmonized and prioritized, responsive to the interests of all Malawians, and the efficient implementation of the National Registration and Identification System (NRIS).

The Steering Committee will be Chaired on behalf of Government by a Minister and co-chaired by the Resident Coordinator of the United Nations in Malawi. The principal role of the Steering Committee is to oversee the strategic priorities and progress of the Project, ensure the coordination of efforts across multiple stakeholders, Government and Development Partner priorities, and to provide a forum for high-level decision-making and oversight.

While the Project Steering Committee has important quality assurance review and strategic guidance functions, it is not aimed at detailed technical oversight. These detailed functions will be undertaken by a Technical Committee that will report to the Steering Committee.

Responsibilities and Functions

The Steering Committee will:

- Promote the Right to Identity for Malawians, with a particular focus on vulnerable groups that may be underrepresented;
- Promote and guide a "Whole of Government" approach to the adoption of the NRIS;
- Provide a forum for the efficient and effective collaboration of Government and Development Partners on the implementation of the Project;
- Provide high-level decision-making and strategic oversight to the Project;
- Provide high level coordination of support to the Project across Government entities and Development Partners, ensuring accountability for actions assigned;
- Review and approve any major revisions to the Project;
- Approve plans and reports submitted by UNDP;
- Monitor the progress on key milestones and objectives;
- Monitor progressive narrative and financial reports of the Project;
- Provide high-level quality assurance review for Project results;
- Monitor progress and provide guidance on long term sustainability of the Project's achievements; and
- Monitor strategic risks and implement agreed risk mitigation measures.

Decision Making

The Steering Committee will make decisions on the basis of (non-voting) consensus.

TERMS OF REFERENCE

NRIS Technical Committee

Background

The Technical Committee will provide on-going quality assurance and monitoring of implementation progress, risk identification and monitoring, and detailed technical oversight of the Project. The Technical Committee will also monitor the progress of the Project against its milestones and deliverables. The Technical Committee will review plans and give substantive guidance on achieving Project results and monitor their achievements, ensuring accountability.

The Technical Committee Chair and co-Chair will report to the Steering Committee and may identify and escalate any strategic or other high-level issues that may require guidance or deliberation. Technical Committee reports will be provided to the Steering Committee together with other supporting documentation. The Technical Committee will be Chaired by the UNDP Deputy Resident Representative (Programmes) and co-Chaired by the Chief Director of the National Registration Bureau of the Ministry of Home Affairs and Internal Security.

Functions and Responsibilities

The Technical Committee will:

- Review and assess operational plans, budgets and other key documentation;
- Evaluate and report on the progressive achievement of milestones and objectives, against the Project schedule;
- Provide quality assurance for Project component results, as well as the overall progress of the Project;
- Review documentation and reports prepared under the Technical Committee for submission to the Steering Committee;
- Monitor progress and provide guidance on long term sustainability of the Project's achievements;
- Identify and formulate any major revisions to the Project for the approval of the Steering Committee;
- Provide on-going risk identification and monitoring, and formulate risk mitigation measures as required; and
- Identify and escalate issues for strategic guidance and/or decision-making to the Steering Committee.

Decision Making

The Technical Committee will make its decisions during meetings on the basis of (non-voting) consensus. These decisions will be communicated as Recommendations to the Steering Committee, as the highest decision-making body.



**UNITED NATIONS DEVELOPMENT PROGRAMME
MALAWI
JOB DESCRIPTION**

I. Position Information

Job Code Title: Chief Technical Advisor
Position Number:
Department: Democratic Governance
Duty Station: UNDP Malawi
Reports to: Resident Representative
Reports:
Position Status: *non-Rotational*

Proposed Grade: FTA
Current Grade: N/A
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

The National Registration Bureau (NRB) of Malawi is legally mandated to implement and maintain a National Registration and Identification System (NRIS) to register and issue identity cards to all citizens 16 years of age and older. UNDP has provided preparatory technical assistance to the NRB in the elaboration of a NRIS Concept of Operations, the design and development of critical software and operational procedures, and support to a successful Proof of Concept exercise conducted in early August, 2016. A Project for NRIS has been designed and negotiated with Government and Development Partners around the Concept of Operations. The Concept of Operations foresees UNDP directly implementing the registration and issuing of a biometrically-secure identity smart card to approximately 9 million citizens in 2017, and the establishment of a national registry to process and store individuals' records in a central database. Thereafter, the system is to transition to a continuous registration system that will be progressively transferred to NRB in the course of 2018 to annually register an expected half-a-million new registrants as well as updating existing registrants' information. It is expected that with institutional and capacity development as an integral component of the Project, NRB will be positioned to independently administer, manage and operate the NRIS from 2019 onward.

The NRIS Project is expected to deliver potentially transformative benefits for governance in Malawi, redressing fundamental obstacles in satisfying the right to identity and to progress the ambition of Sustainable Development Goal 16.9, to ensure legal identity for all. A whole of government approach towards the adoption of use of the system is pivotal to both maximize the benefits of the system and to achieve these goals, as well as a return on investment. The NRIS Project is designed around two principal phases: direct implementation of the mass registration exercise in 2017 with preparatory institutional and capacity development; and, a transitional process to fully capacitate and transfer the management and administration of a continuous registration process to the NRB in the course of 2018. Integral to delivering on these operational goals will be a close partnership with NRB, engagement with a broad spectrum of Ministries, Departments and Agencies (MDAs) on the adoption of the technology and modeling of their business processes, engagement with civil society and other stakeholders, the UN Country Team, and a close partnership with donors engaged in the Project and contributing to the Basket Fund.

Under the direct supervision of the UNDP Resident Representative the Chief Technical Advisor (CTA) is responsible for the overall planning, implementation, coordination, risk management,

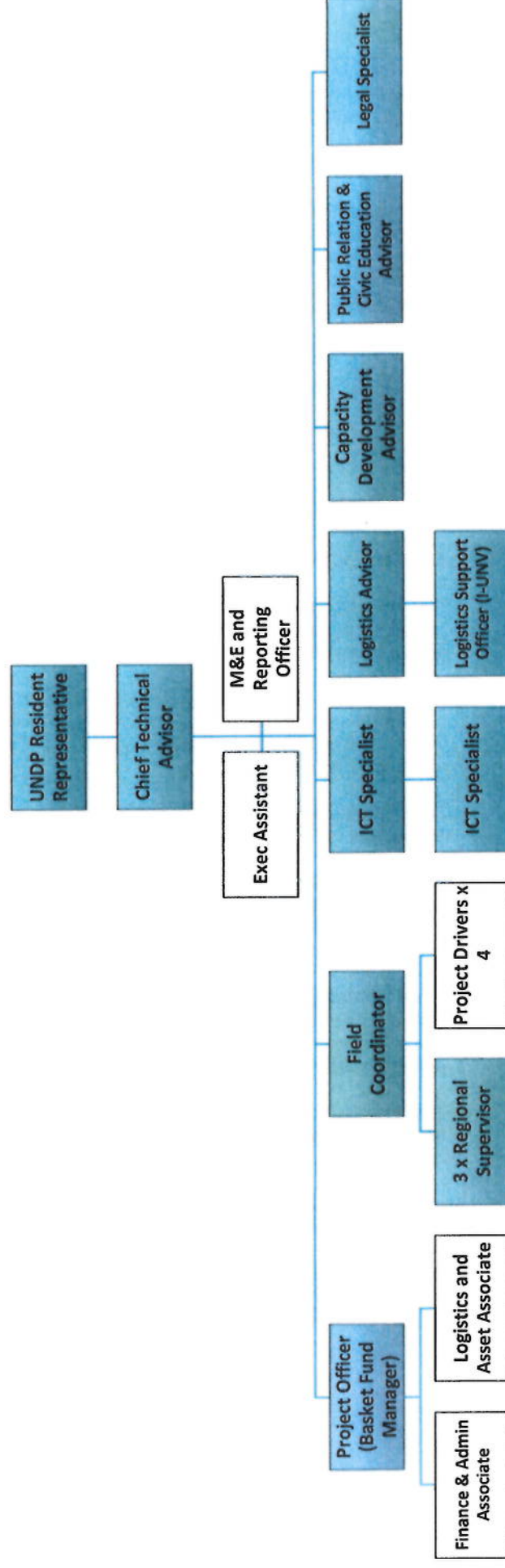
<ul style="list-style-type: none"> ▪ Oversee and manage all assigned Project staff, ensuring compliance with UN Human Resource rules and regulations, cultivating and coordinating team work; ▪ Oversee and manage risk issues ensuring the continuous identification, assessment and mitigation of risks to the Project; ▪ Facilitate and integrate mechanisms to periodically measure the public sentiment related to the registration exercise and role of NRB, and integrate analysis into the formulation of risk scenarios; ▪ Coordinate and supervise the project actions and deliverables, including tracking and evaluating performance; ▪ Conduct Project contracting and contract management, directly or in partnership with the Procurement Support Office (PSO), and in close liaison with Deputy Resident Representatives, in accordance with UNDP's rules and regulations; ▪ Ensure appropriate Project procedures are undertaken to provide budgetary control through ATLAS; and ▪ Manage Project resources to implement its goals in accordance with UNDP's rules and regulations.
<p>3. Ensure monitoring and oversight of the project deliverables, focusing on achievement of the following results:</p> <ul style="list-style-type: none"> • Manage budgets, control expenditure and ensure the efficient use of resources and value for money; • Ensure the operations of the project team and national counterparts are subject to rigorous and proactive risk management, and position the NRIS as a potential role model for transparency and excellence in UNDP's collaboration with the Government of Malawi and development partners; • Ensure procedures and systems are in place to track performance, deliverables and cash flow to inform the Project; • Ensure that any deviation or amendment to the Project plans is appropriately documented and approved in accordance with the management arrangements of the Project; • Monitor and review progress and performance of activities and results of the NRIS Project, ensuring accurate and timely reporting to the Project governing bodies; • Manage and ensure timely and accurate reporting for contribution and partnership agreements; • Oversee and ensure that all Project funds used through third parties via contracts, Letters of Agreement and similar instruments are tracked and comply with relevant terms and conditions, as well as UNDP's relevant rules and regulations; and • Ensure compliance with UNDP's required reporting requirements.
<p>4. Effective Communication, knowledge sharing and partnership building, focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Undertake partnership development, networking and ongoing resource mobilization, as well as managing the relationships with international and national stakeholders in the NRIS; ▪ Develop a close working relation with NRB, Government and other agencies to ensure effective communication and coordination on the NRIS; ▪ Build professional and technical networks with Ministries, Departments and Agencies of the Government of Malawi, to promote and foster the adoption and use of the NRIS across the Whole of Government; ▪ Provide regular, briefs and issues papers, progress reports and background documents on the NRIS for UNDP and its partners, including actioning decisions and recommendations taken; ▪ Develop and maintain professional networks and manage relationships with stakeholders; ▪ Ensure identification of issues and lesson learnt in the execution of the project to inform the future implementation of the registration system; ▪ Support knowledge sharing and best practices, innovative strategies and new approaches that promote effective adoption and use of the NRIS;

- Builds strong relationship with clients, focuses on impact and result for the client and responds positively to feedback, timely responses to queries
- Demonstrated ability to manage multidisciplinary and multicultural teams, harnessing diversity to achieve goals
- Demonstrated ability to manage political sensitivities and operate in complex political circumstances
- Excellent communication skills (written and oral)
- Ability to negotiate and forge consensus among diverse partners
- Demonstrates openness to change and ability to manage complexities
- Demonstrates strong administrative skills and result oriented approach to work
- Provides inspiration and leadership to project staff as well as all the partners

VI. Recruitment Qualifications

Education:	Minimum of a Master's Degree in Politics, Political Science, Business Administration or similar qualification from a recognized institution
Experience:	<p>A minimum of fifteen years of experience in international development work.</p> <p>Demonstrated experience in institutional analysis and capacity development, and the provision of technical assistance to national institutions.</p> <p>Demonstrated experience in providing senior level policy advice to national and international stakeholders, and the development and implementation of strategic plans, in cooperation with national institutions.</p> <p>Demonstrated experience in successfully managing multicultural Project teams to achieve demanding operational goals.</p> <p>First-hand managerial experience and knowledge of large scale registration exercises (e.g. civil registration, voter registration, census), Must be able to demonstrate string understanding and working knowledge of identification technologies and databases.</p> <p>Demonstrated experience in resource mobilization, working with donors and managing national and international stakeholder relationships. Prior experience in overseeing a Basket Fund is highly desirable.</p> <p>Demonstrated working knowledge of UN rules and procedures. First-hand experience of UNDP rules and regulations is desirable.</p> <p>Prior experience working in a lesser developed country context is essential. Prior experience in Africa is desirable,</p> <p>Excellent analytical, communication and reporting skills, both written and oral.</p>
Language Requirements:	Fluency in English

NRIS, Project Staffing Table



NRIS, Project Implementation Unit

