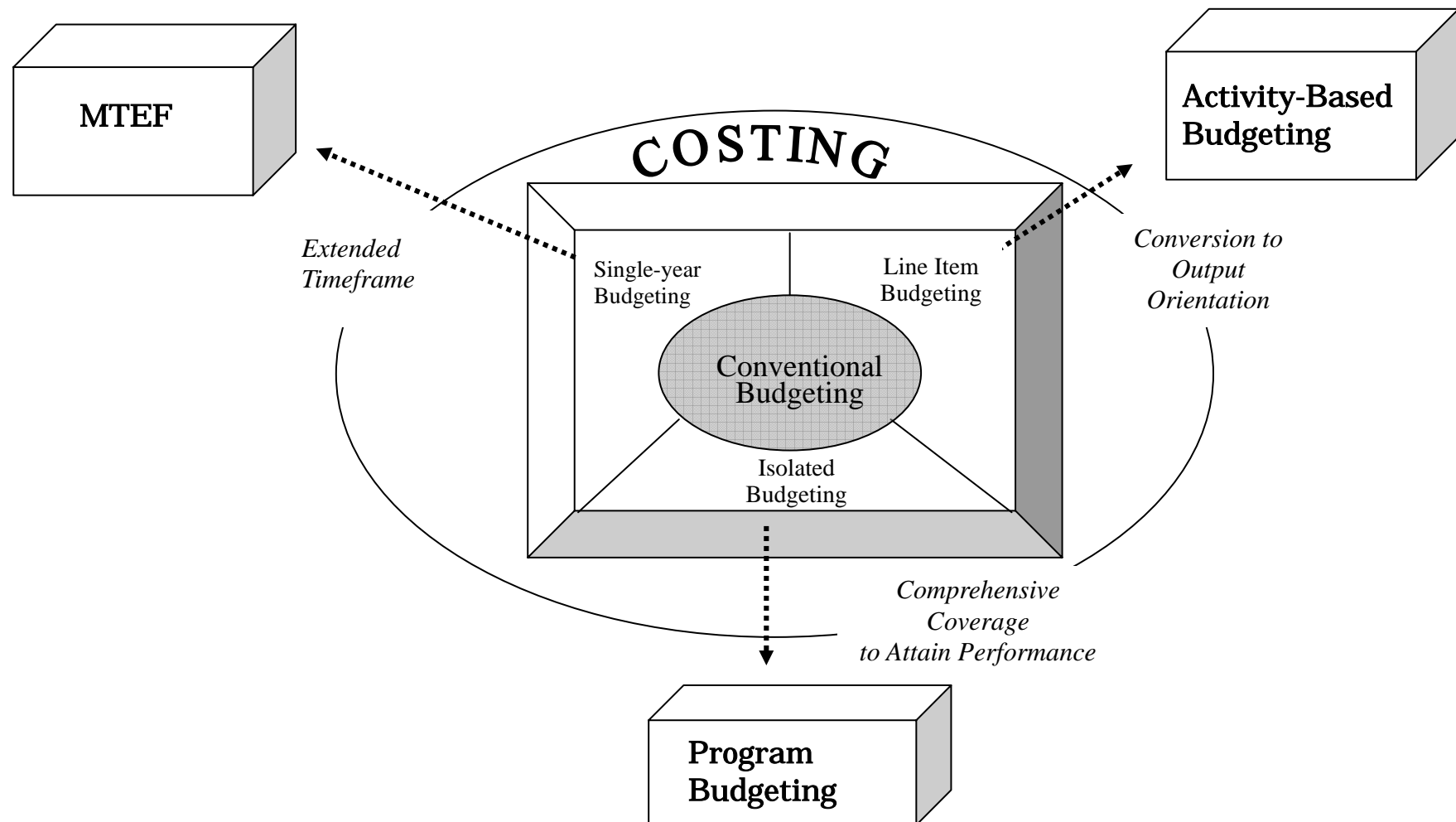


**Figure 1 : Paradigm Shift from Conventional Budgeting**



**Table 1 : Activity-Based Budgeting (ABB) : Layers of Objectives Achievement and Costing (Example in Health Sector)**

Objective	Target (Quantified Objective)	Strategy	Task	Activity	Costing
1.To expand the range and quality of health services focused on maternal health and children under the age of 5 year.	1.Maternal mortality reduced from 620 to 310 per 100,000. 2.Infant mortality reduced from 134 to 100 per 100,000. 3.Under-fives mortality rate reduced from 234 to 150 per 1,000 live birth. 4.Neonatal mortality rate reduced from 55 to 40 per 1,000births. 5.HIV sero-prevalence rate be reduced from 13% to 7%. 6.Average diarrhea episodes in under-five reduced from 6 to 3 per child.	1.Strengthen and integrate reproductive health services.  2.Strengthen and integrate child health services.	1.Improve the quality and access to family planning services.  2.Improve maternal health through improved access to quality maternal health care services. 3.Reduce the incidence of HIV and other STs in Blantyre.	1.Establish more F/P mobile clinics. 2.Conduct CBDA supervision. 3.Conduct CBDA refresher courses. 4.Conduct CBDA initial training. 5.Conduct community male motivators refresher course. 6.Conduct family planning providers refresher course.	Cost Items Unit Cost Quantity
2.To improve general health status of the population by strengthening, expanding and integrating relevant health services.					
3.To increase access to healthcare facilities and basic health care services					
4.To increase, retain and improve the quality of trained human resources and distribute them efficiently and equitably.					
5.To provide better health care in all health facilities.					
6.To improve efficiency and equity in resource allocation.					
7.To strengthen collaboration and partnership between health sector, communities, other sectors (Local Government and Tourism), and private providers (allopathic and traditional)					
8.To increase overall resources in the health sectors and allocate them efficiently and equitably.					

**Table 2 : “Programmes” and Selected Items by Pilot Ministries**

Code	PRPGRAMME TITLE	MOA	MOH	MOE
01	Administration and Support Services			
02	Auditing Services			
03	Budgeting Services			
04	Commerce and Industry Development Services			
05	Community Development Services			
06	Cultural and Social Development Services			
07	Curative Health Services			
08	Debt and Aid Management Services			
09	Disaster Preparedness and Rehabilitation Services			
10	Economic Management and Development			
11	Employment and Labour			
12	Energy and Mining Services			
13	Environmental Management			
14	Extension Services			
15	Financial Management and Accounting Services			
16	Fisheries and Aquaculture Development			
17	Foreign Services			
18	Gender Development and Welfare Services			
19	Governance			
20	Home Affairs and Internal Security			
21	Housing, Lands and Estate Management			
22	Information and Communication Technology			
23	Infrastructure Development, Rehabilitation and Maintenance			
24	Inspectorate and Advisory Services			
25	Legal and Judicial Services			
26	Local Government Services			
27	Manpower Development and Institutional Strengthening			
28	Media and Information Services			
29	Meteorological Services			
30	Nutrition and Food Security			
31	Planning Services			
32	Preventive Health Services			
33	Primary Education			
34	Public Enterprise			
35	Research, Technology Generation and Development			
36	Secondary Education			
37	Special Services			
38	Standards, Testing and Censorship Services			
39	State Security			
40	Statehood Services			
41	Statistical Services			
42	Statutory Services			
43	Studies, Surveys and Valuations			
44	Technical Services			
45	Tertiary Education			
46	Tourism Development and Promotion			
47	Transport and Traffic Services			
48	Water Resource Development and Management			

**Table 3 : Proposed Budget Structure <Example for MOE>**

Programme	Objectives	Strategy	Activity	Costing		
				Current	Capital	Total
Service Cost : Cost directly attributable to services mandated to MOE						
33: Primary Education						
36: Secondary Education	1. Increase access to secondary education	1.1 Increase access to public secondary education	1.1.1 Construction of new classrooms/ schools within walking distance (not more than 10 km radius)			
			1.1.2 Re-organize/review the current selection system to fully utilize the existing infrastructure			
			1.1.3 Project 1.1.A			
		1.2 Increase access to secondary distance education	1.2.1 Provide distance education to primary school leavers who do not continue with formal schooling via MCDE			
			1.2.2 Provide distance education to adult group			
			1.2.3 Project 1.2.B			
	2. Improve equity to secondary education	2.1 Ensuring that access to secondary education is fairly distributed in every zone (315)	2.1.1 Construction of classrooms based on the school census and mapping			
			2.2.1 Review of bursary scheme to target students from low social-economic groups (needy students) with particular focus on girls and orphans and increase the budget allocation			
		2.2.2 Project 2.2.C				
45: Tertiary Education						
Overhead Cost : Cost not directly attributable to particular mandated services specified above but necessary to support their effective execution or to maintain overall capacity of MOE						
01: Administration & Support Services						
02: Auditing Services						
03: Budgeting Services						

Programme	Objectives	Strategy	Activity	Costing		
				Current	Capital	Total
11: Employment & Labor Services						
15: Financial Management & Accounting Services						
22: Information & Communication Technology						
23: Infrastructure Development, Rehabilitation & Maintenance						
27: Manpower Development & Institutional Strengthening:						
31: Planning Services						
35: Research, Technology Generation & Development						
43: Studies, Surveys and Valuations						
44: Technical Services						
Total Budget				Current	Capital	Total