



End poverty. Together. End poverty. Together. End poverty. Together. End poverty. Together.

# 2009

ANNUAL REPORT



# OUR VISION

A nation without poverty in which every citizen can live a life of dignity by realising their social, political and economic rights.

# OUR MISSION

To work in partnership with poor and excluded people to eradicate poverty by challenging and overcoming the injustices and inequity that perpetuate it.

# OUR VALUES

Equity, Fairness and Justice

Solidarity with the poor and excluded people

Mutual respect

Honesty and Transparency

Humility

Courage of Conviction

Excellence

Proximity

Independence

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## ACRONYMS

AAIM	ActionAid International Malawi
ADC	Area Development Committee
AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CBO	Community Based Organisation
CIDA	Canadian International Development Agency
COWFA	Coalition of Women Farmers
COWLHA	Coalition of Women Living with HIV/AIDS
CS	Civil Society
CSCQBE	Civil Society Coalition for Quality Basic Education
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DA	Development Area
DEC	District Executive Committee
DEM	District Education Manager
DFID	Department for International Development
DI	Development Initiative
EFA	Education for All
EU	European Union
GCE	Global Campaign of Education
GVDC	Group Village Development Committee
HCT	HIV Counselling and Testing
HIV	Human Immune-deficiency Virus
HRIS	Human Resources Information System
HR	Human Recourse
ICT	Information Communication Technology
IEC	Information Education and Communication
IFI	International Financial Institution
IMF	International Monetary Fund
LFPPM	Local Financial Policies and Procedures Manual
LNGO	Local Non Governmental Organisation
MANERELA	Malawi Network of Religious Leaders Living with or Personally Affected with HIV and AIDS
MCF	Mother Care Foundation
MEJN	Malawi Economic Justice Network
MBCOC	Model Community Based Outreach Centre
MDGs	Millennium Development Goals
MHEN	Malawi Health Equity Network
MHRCC	Malawi Human Right Consultative Committee
MOU	Memorandum of Understanding
MPRSP	Malawi Poverty Reduction Strategy Paper
NGO	Non Governmental Organisation
NGOGCN	NGO Gender Coordinating Network
NONM	National Association of Nurses and Midwives
PEA	Primary Education Advisor
PEP	Post Exposure Prophylaxis
PLIV	People Living with HIV
PLWA	People living with HIV & AIDS
PDVA	Prevention of Domestic Violence Act
PRRP	Participatory Review and Reflection Process
RBA	Rights Based Approach
REFLECT	Regenerated Freirian Literacy through Empowering Community Techniques
SADC	Southern Africa Development Community
SAPP	Southern Africa Partnership Programme
SFA	Strategies For Action
STDs	Sexually Transmitted Diseases
TA	Traditional Authority
UNGEI	United Nations Girls Education Initiative
VAG	Violence Against Girls
VAW	Violence Against Women
VCT	Voluntary Counselling and Testing
WOLAR	Women and Land Rights

## FOREWORD

In 2009 we continued mobilizing and organising groups of poor and excluded people to build their capacity in rights issues. Strategically we refocused on three themes in our efforts to eradicate poverty: Education, Food & Human Security and Women's Rights while mainstreaming HIV/AIDS and Just & Accountable Governance. We worked with partners at both local and national level.

On Education, we supported partners so that every child learns in a conducive environment with adequate learning materials. On Food & Human Security we provided support to the COWFA to ensure they have food security at household level. We also worked with 36 representative structures of poor and excluded rights holders and 13 intermediary organizations in 13 DA/DIs and at national level.

To empower the women to demand their rights, we addressed the condition of the poor and excluded rights holders by looking into their immediate needs as a means. These efforts have enabled women to support themselves economically, and to organise, plan and make decisions to address issues that affect their daily life.

We also supported partners to engage with the duty bearers, mainly government, to provide services to the poor and excluded rights holders. This entailed the poor and excluded rights holders themselves organizing and inviting duty bearers to discuss and debate poverty issues.

In our advocacy work, we worked with civil society at national level to engage with government especially in the areas of Education, Women and Child Development. We also worked with government through the Department of Disaster Management Affairs of the Office of President and Cabinet on Human Security, where we influenced adoption of our DRR framework.

Apart from Sponsorship which forms the bulk of our income, we also engaged various supporters in Malawi, Spain and Italy. Irish Aid, NIZA and others supported us to the tune of £1,162,000.

As one way of strengthening our governance, we instituted a General Assembly which is composed of a cross-section of representatives of professionals, farmers and local leaders. We aim to be reviewed for Affiliation in third quarter of 2010.

Building on the restructuring which took place at the beginning of the year, we continued to work as a decentralized organization ensuring cost effectiveness. The head office in Lilongwe also hosts the Central region office. Other regional offices are in Blantyre and Mzuzu.

In 2010, we will concentrate on consolidating our Rights and Responsibilities to end poverty and to ensure the rights of the poor and excluded who include women and girls, are fulfilled. We will do this by engaging all relevant actors such as government and stakeholders at national and local level.

With CSPII coming to end in December 2010, we will undertake review of RRTEP to inform drafting of the next strategy.



Alick A. Msowoya  
National Board Chair



Boniface Msiska  
Country Director

## EXECUTIVE SUMMARY

In 2009, programme implementation started on a slow note due to delays in approving unit plans and budgets. It was necessary that the Regional office approves the unit plans and budgets in advance in order for AAI Malawi to receive timely funding in 2009.

Restructuring at the end of 2008 resulted in delays in recruitment of new staff to fill new positions. Combined these major processes affected the programme's takeoff in the first quarter of 2009. Programme implementation picked up in the second quarter.

### Key highlights

- Enhance capacity of partner institutions to engage in analysis of district assembly budgets, understand transactions at that level and advocate for pro-poor spending.
- Inspire the girl child in school through exchange visits and giving them the energy to make their dreams come to fruition.
- Revived civil society platform on Social Protection. Government has since extended an invitation to the CS to participate in the development of social protection programmes.
- Supported children through Chisomo Children's Club to engage with Parliamentarians and the later committees, to put children at the centre when discussing and passing bills.
- The HungerFREE Campaign influenced government officials to allocate subsidised farm input coupons to the Coalition of Women Farmers (COWFA) in Phalombe DA.
- Justice has prevailed by punishing male culprits who used to go Scot free even in obvious cases of child sexual abuse.
- Rumphu DI trained 26 women in the PDVA and Wills and the Inheritance Act – now the women are ably dealing with cases of Violence Against Women (VAW) and Girls.
- 91 REFLECT Circles have been formed in four (4) districts with support from the WOLAR Project to facilitate attainment and empowerment of women who were previously unable to write and read.
- Construction of MCBOCs has facilitated establishment of VCT services within the community where the SERVE project is implemented.
- More women are registering and leasing land in their own names with support from SERVE project.
- Demonstrable change has come about among teachers in the manner they are conducting themselves and executing their duty as a result of the training received through the Let the Child Learn Project.
- Sponsorship income realised above the forecast target; we planned £2,962,000, achieved £3,304,000.
- DA/DIs problems related to IT have significantly been dealt with; now all remote sites are able to access internet services.
- IT system has been upgraded to international standards
- AAIM work was reported on Voice of America which spurred international visitors to capture more stories about Malawi and AAIM work in particular.
- The Internal Audit function has exposed corrupt practices among some of our partners and staff; money lost through fraud has been recovered.
- For the first time AAIM has developed an Audit Charter (presently in draft form) which will be presented to the board for review and endorsement.
- From a total staff capacity of 58 in January, the Country Programme has grown to 62 as a result of new projects requiring additional HR.
- AAIM helped staff embrace organisational policies using the Policy of the Month campaign approach.

The highlight of the year on staff development was an All-Staff Retreat. This was necessitated by the restructuring that the CP underwent to enable bonding and sharing of the vision of the new ActionAid International Malawi. At the retreat, Work Life Balance and management of issues related to change were discussed and relevant interventions proposed for implementation. Staff Women Forum used the retreat to maximize on resources and refocus itself in line with the changes in the organisation. Staff Security Strategy was rolled out and all staff were trained to internalize the plan.

The CP's actual expenditure of £3,942,000 was 9% below the planned expenditure of £4,351,000. This was mainly due to the loss of value of the Malawi Kwacha against the British Pound Sterling. We planned that one pound would fetch K220. However, the average exchange rate was K242 to the pound. In Kwacha terms we overspent by K407,604.







**KEY ACHIEVEMENTS OF OUR  
WORK AGAINST OUR STRATEGIC OBJECTIVES**

## 2.0 KEY ACHIEVEMENTS OF OUR WORK AGAINST OUR STRATEGIC OBJECTIVES

### 2.1 Women's Rights and Gender Equity

We invested a total of £1,054,891 on women's rights and gender equity and did the following:

- . Created support systems for survivors of Violence Against Women (VAW)
- . Supported them so that they could access justice in the face of violence
- . Created the capacity of landless women to negotiate for land ownership
- . Influenced traditional and religious leaders to change harmful, cultural and religious practices
- . Continued working in partnership with the structures we established

#### 2.1.1 Increasing rights consciousness and capacity of poor and excluded rights holders

South and non-payment of dowry in the Central region and larger part in the Southern region make women to be treated as lesser human beings. Some husbands treat them as property that can be abused without questioning.

In matrilineal societies in the Central and Southern regions, when a marriage is on the rocks some husbands sometimes go as far as burning their marital house they constructed. Some take all the property they had bought for the use of the family. Children are abandoned. They do all this to show that even in the face of a marriage break-up they still have more power than the wife.

As one way of addressing this violence, we facilitated formation of structures that would work with us to implement activities in the years to come. The major activities included mobilising and building capacity of the implementing partners Women's Forums in all 13 districts we are working.

We also helped form Mother Groups, which are branches of Women Forums. Their main role is to work with girls to ensure their rights are respected both in school and at home; encourage girls who have dropped out of school for whatever reason to return to school and to report any violence against them.

The Women Forums have further formed anti-VAW committees whose role is to act on any violence against reported cases. In occasions where violence has been observed and no report is made, the victim is approached and encouraged to take the issue up to be addressed.

AAIM organised capacity building workshops where members of the Women Forums were trained on women's and girls' rights. Women and girls were also sensitised on the Prevention of Domestic Violence Act (PDVA) and Wills and Inheritance Acts.

The knowledge women have gained on women's rights and the PDVA and Wills and Inheritance Acts has been an eye-opener and emboldened them to report more cases of violence against them to police for redress in court.

For example, from January to December 2009, 811 VAW cases were reported, 250 more than



#### Empowerment tools: Women's forums instrumental in counselling girls

In 2009 we continued to work and support 8,292 women and girls in the 13 Development Areas we work. We work with women and girls because they are regarded as second class citizens who bear the brunt of the violence that is ingrained in their culture.

Most cultural practices such as lobola (bride price) common in the North and part of the

in 2008, exceeding our target of 700 by 15.8%. Some 35 women have won cases in court and got back their property including land which was grabbed from them. Eighty eight women have demanded and have been given land of their own, 20 girls have been rescued from early marriages and gone back to school.

In Rumphu district, after 26 women were taken through the Acts they were able to reach other 120 women from the Women Forums and handled issues of violence against women and girls better than before. One issue of violence they handled was for Eluby Mwale of Mtembenge Village, T/A Chikulamayembe in the district. She had this to say:

*“I have benefited a lot from the workshop. My husband abandoned me with our three children. He took most of the items from the grocery that we used to run together including five bags of fertiliser that we had bought together. He took these to the new wife.*

*“Despite marrying a new wife he continued to visit me, disturbing me and sometimes even beating me and collecting more items from the grocery and other household items. I reported my case to Women Forum who referred it to court.*

*“The court issued a protection ordering him to give back the five bags of fertiliser, three bags of maize and K3,000 for grocery items. I am happy to be free. I’ve grown my tobacco and maize.”*

Here are more examples of cases the Women Forums have handled:

#### **CASE: One**

*Ziloya Mkandawire, 42, from Mwachanda Village, Paramount Chief Chikulamayembe, is a herbalist. In 2008, he met Tiwine Gondwe, 14, from Chidolozu Village, the same T/A. She was coming from Nkhozho F.P. School where she was in standard 6. Ziloya lied to Hannah that he knew her father. Hence he cheated her that he would give her traditional charms to enable her to pass her Standard 6 examinations. Hannah agreed to get the charms from Ziloya’s house where he raped her. He threatened that she would die if she revealed to any one what*

*had happened and she complied.*

*After three months, signs of pregnancy became evident. Her parents forced her to disclose who*



#### **Parental role: Tiwine’s mother took up her daughter’s issue with the police**

*was responsible. When she did, they reported the case to the local chief who just fined Ziloya MK43,000 and ordered him to marry her. Tiwine’s mother was not satisfied with the chief’s determination and advised by community members to report the matter to Police. Police arrested Ziloya but released him two days later on the pretext that the case was civil as there was no evidence of rape.*

*Still not satisfied the mother reported the matter to Chikulamayembe Women Forum who with AAIM staff took the case up with the Officer-In-Charge, Rumphu Police. After revisiting some documents, the Officer-In-Charge agreed it was a rape case and a criminal one. Ziloya was re-arrested and the case was referred to Rumphu Magistrate Court where on March 10, 2009, he was convicted and sentenced to 12 years Imprisonment with Hard Labour on rape charges. He is currently serving the sentence at Zomba Central Prison.*

#### **CASE: 2**

*Mercy Msiska of Wisimavi Village, T/A Mwalweni attested that she was not aware of her rights and gender-based violence until she was sensitized by Rumphu women Forum. At that time her husband had abandoned her and married another woman. After realizing her rights and understanding gender-based violence, she reported her case to the Women Forum who*

referred the case to police and court.

In August, 2009, the Magistrate court at Rumphu Boma determined and fined her husband that he should be paying her MK10,000.00 per month effective that month until he took her again as wife. He only paid her MK4,000.00. The case is continuing as she is yet to go back to court. Women Forum is expected to follow the case to its final conclusion.



### **Making a difference: Nthalire Women's Forum efforts resulted in more VAW/VAG being reported**

Nthalire Women Forum in Chitipa conducted a meeting with 45 people from different stakeholders on women's rights to raise awareness, common understanding and coordination on issues of women's rights in Nthalire. The activities have resulted in an increase of cases of VAW/VAG being reported. Thirteen cases of VAW were reported to Women Forum, eight of which were handled successfully. Some cases are in court while others are being followed up. Below is another example of such a case handled by Women Forum:

### **Lobola and arranged marriages ruining the future of girls in Nthalire**

*Diana Simwaka, 13, from Mwankhila village comes from a family of five. Her case represents the overwhelming patriarchal traditions which constrain the lives of women and girls in Nthalire.*

*Her marriage to her uncle was arranged between her father and his sister when she was just eight years old. The marriage agreement included paying lobola (dowry) of K8,500*

*(€38), two hoes and a blanket to her father so that she becomes her uncle's fourth wife on reaching a suitable age.*

*When she was 11 and in standard three, unaware of the arrangement, she was made to drop out of school. Her parents plotted to move her into her aunt's home on the fringes of Nthalire Trading Centre to help out with household chores.*

Today, Diana recalls how she discovered her prearranged marriage:  
"When my aunt came home she told me she had health problems and needed assistance. But when we got to her house she said I was now my uncle's co-wife."

She reasoned with her aunt that she was too young to be a wife let alone to her 61-year-old husband who was more of a grandfather to her. But her plea fell on deaf ears. Marriage, the aunt told her, had no age limit and she was just fine as a wife.

"My aunt kept telling me the arrangement was agreed with my father and that a dowry was already paid."

"I reasoned with her aunt that I was too young to be a wife, let alone to her 61-year-old husband who was more of my grandfather. But my plea fell on deaf ears. Marriage, the aunt told me, had no age limit and I was just fine as a wife."

With no option, Diana remained in her uncle's home performing household chores such as cooking, cleaning and working in the garden. Her dreams for education were shattered. Then came the bomb shell.

"My aunt said I would soon start sleeping with my uncle, washing his clothes and preparing his baths. I was distraught with anxiety and fears of sexual abuse.

"I would run away from the house at night because I was afraid of what my uncle might do to me. I tried going home to my father but he chased me away. I then started spending nights in the bush and only return to my uncle's house during the day."

Diana lived in this hell for over one-and-a-half years until her cousin discovered her in the forest. He gave her refuge in his house for two months. Her aunt visited her to try and coax her to comeback and become her co-wife to

her uncle. But Diana dug in. Taking the advice of a friend she sought help from Women Forum in Nthalire.

The group in collaboration with Action Aid Office in Nthalire took up the case. Diana's uncle and aunt were summoned to the police station where they were ordered to release Diana immediately so she could go back to school. Her parents were sensitised on the rights of the girl child and the impact and violations of cultural practices such as mbirigha.

*Diana is now in her parents' abode. She is also continuing with her education. Thanks to the efforts of the Women Forum.*

The achievements recorded above are in line with our goal of supporting **“Women and girls to gain power to claim and realise their rights to have access to and control over information, services and resources, and participation in decision-making on issues affecting them”**.

They are a result of strengthening women's movements to promote women's rights issues, enable women and girls to make decisions, gain control over resources such as land and opportunities.

The support women are receiving is making them report more cases on violence against women and girls. We anticipate that as many cases are addressed and perpetrators punished with a view to reducing violence against women and girls.

The achievements gained are due to increased capacity building of Women Forums, which is a platform for women's voice, in all our Development Areas through which dissemination of the Prevention of Domestic Violence Act and the Wills and Inheritance Act were made. One of the actions taken by AAIM is to link Women Forums to the District Executive Committee so that they can ably lobby for support.

### **2.1.2. Building capacity of landless women to negotiate for land ownership**

In Mzimba DA, COWLHA and COWFA groups continued to mobilize women to participate in development. They have also been influential in advocating for women land rights. With support from AAIM, the women groups have sensitized fellow women on land policy issues and roles of local leaders in land

administration.

The groups have also taken an active role in advocating for women's land rights. Through such advocacy, 31 women in Inkosi ya Makhosi M'mbelwa's area and 40 women in Inkosi Mzukuzuku's area who previously had no land now own land. One of such woman is Dezina Phiri.

Dezina Phiri, 55, comes from Dowera village in Inkosi ya Makhosi M'mbelwa in the district. She is one of the many women benefiting from REFLECT circles at Engalaweni trading centre. She narrated her life story to stress just how difficult it is for a woman to own land under Ngoni culture.



#### **Thankful: Beneficiary of REFLECT circles now own land**

*“My father had three wives; mum was the second. There are two of us in our family, I and my sister who got married a long time ago and stays at her husband's village. I have never been married, and as such I have never moved out of this village.*

*“When my father died in 1977, my step-brothers inherited all the property he left, including land. Our family got nothing because my mum did not have a son.*

*“Through the years, we farmed on land borrowed from sympathizers. Such land was usually small and we were only allowed to grow crops deemed suitable by the land owners. Most of the time, our harvest did not take us through the year.*

*“On three occasions I went to our village headman to request him to instruct my stepbrothers to give us our own share of our deceased father's land. On all those occasions, the chief said in Ngoni culture a woman does not own land. So we somehow got used to our fate and suffered silently year in year out.*

*“But the story of our lives changed in October, 2009 when I received training in women’s land rights. With the help of a few friends (who also received the same training) we went to the chief and sensitized him on some of the land rights that we had learnt. He did not immediately react to the issue, and after some days I went back to him and reminded him about my land issue. He eventually gave me land which I now proudly own.*”

*“My immediate challenge now is to find some money with which to develop it. I’m not bothered though. I hope to borrow some from our group’s savings. (She meant the village savings and loan scheme)”*”.

### **2.1.3. Reducing Vulnerability of Women and Girls to Violence**

Justice Link, a national level partner, conducted paralegal trainings in four implementing districts to equip participants with sufficient legal knowledge on national policies and laws with regard to women’s issues, legal systems, and methods and alternative redress mechanisms. Ninety-six paralegals were trained—59 women and 37 men. The trainings targeted chiefs, police, the judiciary and local assembly officials.

networking in handling cases of VAW. They are now able to provide informed redress to female victims of VAW.

The networking has improved collaboration among them. They now consult and share ideas on how to handle cases of VAW. This has speeded up the process and simple cases are resolved faster than before.

Justice Link also provided legal redress support on 22 complex cases of VAW in Chiradzulu, Salima and Rumphu. Three of the cases are in court following improved networking with legal experts.

Handling cases of VAW and girls in the project has remained a day-to-day activity in all the implementing districts. Women Forum and SAWEG handled over 250 cases ranging from physical abuse, economic abuse, property grabbing and sexual abuse. Of these 150 were successfully completed.



**Through legal training they are now able to provide informed redress to female victims of VAW**

Following the trainings participants in their respective districts developed plans on



## **RIGHT TO EDUCATION—**

LEGAL TRAINING FORUMS PROVIDE INFORMED REDRESS AMONG GIRLS

## 2.2. Right to Education

In the year, our commitment made in RRTEP mandated us to promote the attainment of quality basic education as a right for all especially vulnerable children (girls, children with disabilities, those infected and affected by HIV & AIDS, orphans), adult women and men. With a total investment of £515,172 most of our effort was on promoting retention of vulnerable children in school especially girls, influencing government and donors to provide good teachers' houses in the rural areas to attract female teachers, and building capacity of partners in rights-based programming in education, among many more.

### 2.2.1. Promoting girls attain their right to education

To ensure children, especially girls and vulnerable children's right to education is fulfilled, we worked with mother groups and children themselves. We sensitised mother groups on the Convention of the Rights of the Child. As a result, the women are now taking girls back to school and are also sensitizing girls and parents on the rights to education.

The Ministry of Education and UNICEF have recognised us for our work with the mother groups in promoting girls' education to the extent they always seek our views when they have initiatives that involve mother groups.

We are also a member of the Advisory Committee of the United Nations Girls Education Initiative (UNGEI).

In Kabunduli DA mother groups organised anti-child labour campaigns to ensure under-aged girl children are not employed in estates. They also campaigned against negative cultural practices that exposed girls to early marriages. Two girls were withdrawn from marriages and are back in school with support from mother groups.

In Machinga, we worked with father groups whose effort is also to promote girls' education. One such group—Tithandizane Fathers' Support Group—in GVH Machinjiri [in Chiuta area], T/A Ngokwe, started when the community leaders realised that children were drop-

ping out of school from as early as standard 4 largely to get married.

Being near the lake, fishermen in Chiuta used to entice girls into marriages by offering them "big monies". The chiefs in the area sensitised people on the importance of education. This led to the formation of Tithandizane which encourages children to go to and remain in school.

Tithandizane and chiefs signed a Memorandum of Understanding (MOU) which has committed chiefs to encourage children to go to school. Tithandizane assisted two boys in livelihood skills before switching to girls who are more affected than boys.



### Chiefs tasked to ensure domestic chores not end of story for girls

In 2009 the group paid school fees for two Ngokwe Community Day Secondary School girls—Melina and Margret—and also assisted them with learning materials. They want to help more girls and to look for donors to support their efforts.

We also enhanced girls' capacity to participate in national matters. A Girls' Conference attended by 54 girls from Paramount Chief Chikulamayembe in Rumphi enhanced their capacity to debate on the Marriage Age Bill after Parliament passed into law that the girls' marriage age be raised from 15 to 16 years. The girls presented a Petition on the bill to the



Speaker of Parliament through the District Commissioner for Rumphi to revise the marriage age to 18 years.

Similar activities took place in Phalombe, Nsanje and Machinga. The girls' voice added to the voices of the Civil Society Organisations who petitioned the State President against assenting to the bill. The bill was sent back to Parliament and has been referred to the Law Commission to rework on it.

In Neno, we established a children's council to instill confidence in fellow pupils. A pupil of Mchenga children's council testifies:

*"The group was established in 2008 by ActionAid Neno after the launch of the National Day of Education and GCE, which was held at Mchenga primary school. Our objective is to bring awareness on education rights to fellow pupils, livelihood skills and address VAGE, which girls face at home and in schools. Once a week we encourage each other to work hard in class and to have good manners to teachers and parents. Every month we meet the whole school to discuss issues that affect our education."*

*"ActionAid took us through three days of training covering education rights, child rights and roles of the Children Council. Some girls from the council were also taken to Blantyre to participate in a girl's education conference. In the past we were all coming to school as participants and we were not involved in managing our own education. We are happy to be part of the education system. Through the encouragement of the group, more children are enrolling and remaining in school."*

*"Three out of four of our members who sat for examinations were selected to secondary school. The rest of the pupils at our school are inspired and geared to completing our education. We are the source of pride and good examples to the school and entire community"*.

In Chitipa our partners, Malumbo CBO, lobbied for provision of teachers from the Ministry of Education, recognising that it is the government's duty to provide all resources required for quality education in primary

schools. They signed an agreement with government to provide qualified teachers to these schools soon after finishing construction of two classrooms.

Participation during the 2009 GCE Action Week doubled—from 2,500 in the previous year to about 5,000. After the national launch, various districts (Phalombe, Nsanje, Machinga and Mzimba) also launched campaigns at local level.

In Mzimba district the launch was patronised by District Executive Committee (DEC) members, adult literacy functional educators, local leaders and community members. Reports from Mabilabo show that with government support, six villages opened adult literacy classes where 68 villagers (47 women, 21 men) are accessing basic education. Partners also report that four villages started functional adult literacy classes where 52 people (35 women, 17 men) are accessing education.

### **2.2.2. Enhancing parental involvement in children's learning**

Through a project Let the Child Learn, we embarked on improving the ability of government, communities and parents to monitor learning outcomes in standard 1-3 using five monitoring tools. The tools were developed in such a way that they can be used by anybody interested to know the level of learning a learner has acquired in any subject at any point in time.

The outcomes are indicated in the tool benefits to the teacher, the Primary Education Adviser (PEA), the learner and the District Education Manager (DEM).

Part one is used to assess teaching in the classroom and teachers' competency, teaching rate in terms of syllabus coverage per term and per year. It can also be used by a teacher to monitor his/her teaching progress and how the learners are learning. The tools can also assist a teacher to develop informed schemes of work and lesson plans. In addition they can be used by PEAs to assess teacher performance.

Part two of the tool assesses skills a learner has

acquired in class at the end of a term or a year.

The results of this exercise and the survey tools themselves will form the basis of on-going monitoring of learning outcomes at primary school level. We will also involve Ministry of Education officials when deriving practical solutions for improving the quality of learning. The engagement of key bodies ensures each person has a role to play and that everyone takes responsibility in making education as effective as possible. Some of the immediate results include:

**On Teachers:** There is some demonstrated change in the actions of teachers, PEAs and DEMS. Teachers have found the tools very useful in developing schemes of work and monitoring their progress in teaching. PEAs have noted the importance of visiting schools regularly. The tools have been instrumental in revealing weaknesses in teachers. PEAs will have an overview on how teachers are delivering. The teachers are motivated to teach and prepare for their teaching better than before.

ation process on the delivery of teachers and PEAs. I will use them to identify challenges at zonal level and classify challenges per zone and suggest interventions that would be introduced to reduce the challenges.”

### 2.2.3. Education Financing

Through the education and Advocacy project eight partner organisations have been trained in economic literacy. These are Malawi Economic Justice Network (MEJN), Malawi Health Equity Network (MHEN), Malawi Human Rights Consultative Committee (MHRCC), Teachers Union of Malawi (TUM), Civil Society Coalition for Quality Basic Education (CSCQBE), National Association of Nurses and Midwives (NONM), Malawi Network of Religious Leaders Living with or Personally Affected with HIV and AIDS (MANERELA+) and NGO Gender Coordinating Network (NGOGCN). The NGOs are confident in discussing issues with government and donors. This was evident at a meeting with the IMF mission in October, 2009 where five out of the eight partners who were trained in economic literacy were present and contributed to the discussions.

This was not the case in the past when only MEJN economists would attend. A case was made to the IMF on education and Health and the Mission chief promised to discuss with government on the expenditure and financing of these sectors.



**Appreciative: Teachers and DEMS from schools like this one in Mwanza acknowledge new skills**

**On DEMs:** DEMs have acknowledged that the tools will be very useful in monitoring the work of teachers. This is what Alfred Hauya, DEM Mchinji said:

“The tools will be very helpful. I can see us extending their use well after the project to other schools. The tools enhance the evalu-



**INFORMATION IS KEY—**  
DEMANDING INCREASED ACCESS TO  
INFORMATION

## 2.3. Promoting Right to a life of Dignity in the face of HIV & AIDS

In the effort to support the creation of a just and enabling environment where those infected and affected, especially the poor and socially excluded, can demand and realize their right to information and access to quality HIV & AIDS prevention, treatment, care and support service, our major focus was supporting communities to advocate for increased access to information. It also focussed on prevention, treatment, care and support services; improving programme quality of partners to ensure increased availability of HIV & AIDS services, and to popularise and institutionalise women's rights in HIV & AIDS programming. The initiative attracted a total investment of £180,323.

### 2.3.1 Using STAR to raise rights consciousness

Society Tackling Aids through Rights (STAR) was the main approach used in promoting the rights of people living with the virus to access treatment. We worked with partners to implement action points from STAR circles in Phalombe DA and prompted couples to visit VCT centres for counselling and testing. The result was many couples came to know their sero-status and those diagnosed with HIV began treatment.

Another result led to improved food security and nutrition for HBC clients' households due to establishment of communal gardens which a chief from Yohane village provided to the STAR circle participants. They also engaged with the Department of Works responsible for road improvement to construct feeder roads which have improved mobility to VCT and health centres and markets.

STAR action points in Chitipa helped people access HCT Services as described in the story below

*One area that was heavily affected by lack of HCT services within their locality is Mahowe. People from this area were travelling 45km to access HCT services in Nthalire. Realising this problem the community leaders engaged Maukako CBO, a development organisation made up of representatives of the poor and vulnerable, to engage the government's district hospital to set up these services at a health clinic in their area. The government hospital officials said they have the materials to establish the centre but they do not have the money to train the human resource (volunteers) to run the operations at the centre. They could not therefore open up the centre unless volunteers had been trained.*

*Maukako CBO approached ActionAid for funding assistance and convened a meeting with the CBO and the hospital personnel to agree on roles each partner was to play in this project. District*

*Hospital staff conducted the training for eight HCT volunteers at a cost of MK1,000,000.00. The HCT facility was established with all materials provided by the government. Government monitors operations of the centre—which is now fully operational—to ensure they follow the set standards.*

*Lekani Mnyenyembe, 29, a mother of three, from Matulo village is one of the beneficiaries of the HCT services at Mahowe and had this to say to express her happiness: "The coming of this centre means a lot to the people and especially women of Mahowe. Previously only a few women bothered to get tested for HIV because we did not have such a centre close by here. But now more women are getting tested for HIV and have changed their sexual behaviours because of the counselling they receive from this centre.*

*"I am one of the people who know my HIV status, thanks to this centre. The other good thing is that couples now go for an HIV test before they are married. This is all happening because the centre is close to us."*

In Chiradzulu DI, CAVWOC our partner facilitated the formation of Nkalo and Kadewere COWLHA to address problems women with HIV & AIDS experience. There are over 1,000 women who have come together and are advocating for the rights of women living with HIV & AIDS. Already their existence is bearing fruit.

For instance, they advocated for inclusion of women living with HIV & AIDS in the fertilizer subsidy programme. In the past chiefs and other local leaders were sidelining these women on the basis of their health status.

Another milestone is that they engaged MSF officials on administration of ARVS and other services at Nkalo Health Centre. COWLHA is also advocating for MSF to open a separate window where women living with HIV & AIDS can access medicines without being insulted and discriminated against by other members of the community. These women have also formed Village Savings and Loans groups where they are saving and lending money. They also have communal gardens where they grow maize with support from Red Cross.

In Salima DA we supported members of COWLHA who conducted community awareness campaigns on the availability of Post Exposure Prophylaxis (PEP) for HIV infection prevention. This is a package which most communities were not familiar with and therefore could not ask for it from health care facilities when they needed it. It is expected community members will start demanding this service now that they are aware of it. The awareness was conducted in coordination with health personnel which improved coordination between COWLHA and the district hospital.



COALITION OF WOMEN FARMERS  
FOR EMPOWERMENT AND  
PREVENTION OF MARGINALISATION  
OF RURAL WOMEN FARMERS

ENACT LAND BILL:  
ADDRESS LEGAL  
GAPS IN LAND  
ADMINISTRATION

RA NTHITO  
YOMWE BOMA LIKUGWIRA  
POTETEZA UFULU WA  
ALIMI ACHIZIMAI

KUSAMA  
ODWALA S  
UDINDO V  
AMAYI OKH

MOTHER'S DAY 2009

MOTHER'S DAY

MOTHER'S DAY 2009

MOTHER'S DAY

**LEGAL RIGHTS—**  
RIGHTS TO JUST AND  
DEMOCRATIC GOVERNANCE

## 2.4. Right to Just and Democratic Governance

In 2009, we continued to ensure that we adhere to RRTEP by increasing capacity of the poor and excluded, people's organisations and civil society to dialogue, engage and take action on governance and macro socio-economic issues impacting on poverty. We also made efforts to increase accountability, transparency and political and executive commitment of governing institutions to protect and fulfil the social and economic rights of citizens. The total investment in the programme is £191,244.

### 2.4.1. Changing Policies and Practices

We supported IPRSE financially and technically to revive the CSO platform on Social Protection. The platform members were updated on the progress that the Government has made on the Social Support Policy. The platform members have been invited to participate in the development of social protection programmes organised by government and donors. The platform will ensure that the voices of the people are taken on board in developing these programmes.

We also scrutinised bills passed in Parliament. One of the bills that we intervened in was the Marriage Age Bill which raised the marriage age from 15 to 16. We joined other civil society organizations and petitioned the President against assenting to the bill. The bill was sent back to Parliament and has been referred to the Law Commission to work on it again.

In conjunction with Eye of the Child we engaged with parliamentarians by supporting the participation of 10 children from Chisomo Children's club in a meeting with the lawmakers. The meeting was organized to sensitise the parliamentarians on the Child Care Protection and Justice Bill. Before passing this bill it was important for parliamentarians to fully understand it and get the views of Civil Society and the children themselves.

The children were given an opportunity to raise issues that



are affecting their lives. The MPs were touched by issues raised by the children and promised to take their views into consideration when passing the bill. They said they will consider raising marriage age when the bill is re-tabled as

#### **GCE gave the girls a voice to speak out on issues affecting them**

requested by the children.

We also supported the participation of grassroots people (from Phalombe, Nkhata Bay, Chitipa and Lilongwe) in the Southern Africa Social Forum in Lesotho where they

were able to interact with people from other countries and share ideas around advocacy, influencing and activism. These people will take the lead in advocacy work in their respective districts.

Prior to the Southern Africa social forum, three regional forums were held within the country in Phalombe, Dedza and Mzuzu. This accorded the grassroots people an opportunity to raise issues that were shared with the general public and the decision makers. Issues raised at these social forums were taken up as advocacy issues for the CSOs we worked with in 2009 and parliamentarians.

Macroeconomic literacy trainings that we conducted for partners in the Education and Advocacy project have increased CSOs engagement with the IMF mission. In the past it was mainly the organizations that are working in economic justice that were attending these meetings. In 2009, we also had organizations like the Education Coalition, the Teachers Union of Malawi, the National Organisation of Nurses and Midwives and MANERELLA attending the meetings. After undergoing trainings, CSOs working in economic justice now recognise these partners and participate in important meetings with IMF and World Bank.

Our work in Kabunduli continued to strengthen governance structures like Villlage Development Committees and Area Development Committees. In collaboration with the District Assembly, inactive structures have been activated and have benefited from trainings in good governance, human rights, and paralegal issues such as on good governance and anti-corruption KACBON and KAWOF. They are able to follow up outstanding issues from duty bearers.

During Global Campaign of Education (GCE) and the National Day of Education (NDE) the GCE provided platforms for pupils and their parents to air out their concerns in primary school education. All the demands the pupils, parents and others made were consolidated and presented to DEC for action.

We continued to curb corruption. We worked with Malumbo CBO by training its members in what is involved in corruption. The CBO later conducted sensitization meetings in six villages. People became aware and started to take their chiefs to task when they suspected corruption. McFelix Kaonga, 32, from Mataghandubi village testified as follows:

*"In my area the village headmen were very corrupt when distributing coupons for subsidized farm input from the government. The village headmen were selling the coupons or giving them to their relatives thereby depriving the legitimate beneficiaries what was theirs. But sensitisation meetings on corruption have changed this. People now take the chiefs to task if they suspect corruption. A certain chief gave back six coupons he intended to sell after being taken to task by the eligible beneficiaries."*

In Lilongwe Peri-Urban DI we supported Peri-Urban Poor Peoples Network (LUPPEN) in Chinsapo. LUPPEN worked with the community in that area to address issues of corruption by a police officer. They reported an issue to higher authorities which resulted in the transfer of the police officer. This gave confidence to the community that they can speak out on issues affecting their community and be heard.

Through advocacy on land issues in the city by LUPPEN, the poor and excluded people from Chinsapo were able to fight for the right to have a grave yard in their community. The government granted them back the land they had earmarked as a graveyard but which was sold to a developer.



**RIGHTS TO FOOD—**  
ABUNDANT FOOD RESULT OF  
ACCESS TO LAND

## 2.5. Rights to Food

In line with RRTEP strategic objectives of improving access to adequate nutritious food among the poor and vulnerable groups especially women, girls, men and boys; mitigating against external influences that propagate food insecurity among vulnerable populations (food dumping, food aid, GMOs, WTO conditionalities); improving access and ownership of land by women; ensuring that PLWAs have direct access to nutritious food; raising awareness on the right to food and on land policy and Right to Food Bill; our work was to:

- > Improve access and ownership of land by women;
- > Ensure PLWAs have direct access to nutritious food;
- > Raise awareness on the right to food and on land policy and Right to Food Bill;
- . Build the capacity of partners in delivering the HungerFREE campaign.

We invested £127,398 in the initiative.

### 2.5.1. Bringing Women Closer to Policy Makers

The major part of our response to address shortage of food especially for women headed households was through the HungerFREE campaign.

To bring rural women farmers closer to policy makers and also to promote visibility of their groups and networks, we supported COWFA through the Women Land Rights (WOLAR) project. COWFA'S task was to implement different awareness campaigns on women and land. We mobilized 75 rural women farmers

who pushed the agenda for the HungerFREE Campaign into the mainstream of the World Rural Women's Day commemorated on 15th October, 2009 at Makawa Primary School ground in Mangochi.

During this function which was attended by over 10,000 people, rural women farmers displayed some of the achievements in the agriculture sector. COWFA members also interacted with the State President, donor representatives and other policy makers and presented their concerns on the plight of women farmers with regard to land control, climate change, access to credits and women's role in the agricultural sector.

Rural Women Farmers' concerns and displays caught the eyes of many stakeholders including the State President who was immediately prompted to give the coalition \$3,500 from his personal coffers. Government, through the State President, also pledged to design more social protection programmes targeting rural women farmers.

Through such lobbying and advocacy platforms, rural women farmers achieved a lot in terms of gaining trust, confidence and recognition from partners who are strategic for women farmers to access stable markets for their inputs and outputs and engage in agri-business. Stemming from the links COWFA established, 575 women in Mzimba accessed seeds (legumes) in their own right for their gardens.

In Dowa, 575 women in 23 REFLECT circles also managed to find a stable market at Chibuku Breweries for their 100 metric tonnes of sorghum.

At local and district levels, COWFA has also gained recognition and acceptance in forums where they were previously under-represented. COWFA representatives now attend meetings at Area Development Committee (ADC), Village Development Committee (VDC) and District Executive Committee (DEC) level where key decisions pertaining to development are made. This has accorded women a better opportunity to influence from within.

On mobilising political support for women's land rights agenda, we managed to convince local leaders to support the review and enactment of the Land Bill. Previously, there was resistance from local leaders on the Land Act review for fear of losing their position and power of controlling land currently vested in their custody.



**The rural women interacted with the President on issues affecting them**





However, after local leaders and district assembly officials were enlightened on women's land rights and the significance of the Land Act review, more leaders have understood and are now working in solidarity with women. With support from local

**With access to land she can grow any crop she wants**

leaders, 21 women who have been destitute for a long time now own land in their own right. Through 91 REFLECT circles, 2,275 women in Mzimba have gained knowledge on land rights which has enabled them to gain confidence to demand control over and access land. Sixteen women have been given various pieces of land to use for farming by their Inkosanas (chiefs).

In Phalombe through the HungerFREE campaign, our partner COWFA was able to influence change in the distribution of fertiliser subsidy coupons to include women. As a result women farmers were registered to receive coupons.

We continued to participate in national level engagements where we influenced development of the M&E framework for the Flood Mitigation Project supported by Irish Aid/UNDP through the Department of Disaster Management Affairs in the OPC.

**2.5.2. Right to food bill**

Our work to promote right to food was also implemented through the human right to food partnership project funded by the Canadian Food Grain Bank (CFGB), the Presbyterian World Service and Development (PWS & D) of Canada, International Centre of Human Rights and Democratic Development of Canada, at an initial cost of CD\$67,420. The project aimed to facilitate the implementation of the Right to Food in Malawi through promotion of grassroots awareness on the Right to Food, consolidation of the national coordination mechanisms of the right to food, legislation of the Food Security Bill and monitoring and evaluation of right to food national policy strategies.

The first phase of the project was launched in February, 2007 to run up to January, 2008. The project was extended to February, 2010 following delays in the legislation of the Food Security Bill due to a parliamentary stand-off before Presidential and General Elections in May, 2009.

We worked with the National Right to Food

Network to initiate the right to food advocacy issues generated by the Food Crisis research report of 2001/2002, titled 'State of Disaster' and the 2006 Right to Food research report coordinated by Rights and Democracy and FIAN. The Food Security policy formulation process adopted the right to food concept.

Together with CISANET and the National Right to Food Network we facilitated the implementation of the first project objectives to: Mobilize and consolidate the national coordination mechanism on the Right to Food, and Promote Human Rights awareness (pertaining to the Right to Food) at the grassroots Level.



**Rural women are now able to ask for access to credit**

In collaboration with the National Right to Food Network (RTF), Malawi Human Rights Commission (MHRC), Malawi Law Commission (MLC), and the Ministry of Agriculture and Food Security (MoA & FS) we facilitated the implementation of the second project objective of lobbying for the adoption of the right to food legislation.

The draft Right to Food Bill was reviewed, redrafted and discussed by the Food & Nutrition Security Policy Sub-Committee of the Ministry of Agriculture and Food Security and Senior Policy Makers for adoption. The bill was renamed 'Food Security Bill' by the Senior Policy Makers committee meeting after debating the recommendation of the Department of Nutrition and HIV & AIDS. The bill awaits submission to the Ministry of Justice and Constitutional Affairs for enactment in Parliament.

Through the HungerFREE Campaign, and in collaboration with the Department of Extension and Communication of the Ministry of Agriculture & Food Security, FAO, CISANET and the National Right to Food Network, we facilitated District Executive Committee meetings and community consultation workshops in the implementation of the third project objective which focused on Promoting Human Rights Awareness (pertaining to the Right to Food) at the grassroots level.

As part of the preparations for the World Food Day commemoration the project facilitated the design, publication and distribution of a brochure on the Right to Food which was translated in two local languages (Chichewa and Tumbuka). Radio and TV jingles and messages were also produced and aired to the public on local radios and national TV stations.

## 2.6 Disaster Risk Reduction and Education

We have implemented DDR activities in schools mostly affected by floods because we believe that activism and creation of consciousness on effects of climate change should start at a tender age. The youth in all schools working with us have formed a platform to discuss issues of climate change and mitigation of its effects. At Namiyala, Muona and Chikali in Fatima Zone the Community Natural Resources Management (NRM) clubs have taken part in planting and caring of seedlings. Kapalakonje School club has planted acacia trees and Msenjere along the Nyamadzere river.



### Dyke magic: Dykes helped prevent flooding around schools like the one on the top

Muona School is one of the schools that are worst hit by floods. The wanton cutting down of trees uphill has led to flooding of Thangadzi river. When the river breaks its banks, water used to flow right into the classrooms forcing pupils out of the classrooms.

Roads and foot paths to the school used to be water logged which prevented little children up to the age of 10 from enrolling in school. The construction of drainages and bunds around the school has brought an end to class disruption.

Muona school's headmistress said enrolment at the school has since risen from 570 in 2008 to 705 in January 2010. Of these 366 are girls. Standard One enrolment has shot up from 52 in 2008 to 231. Out of 22 candidates that sat for the Primary School Leaving Examinations, 12 were selected to various secondary schools.

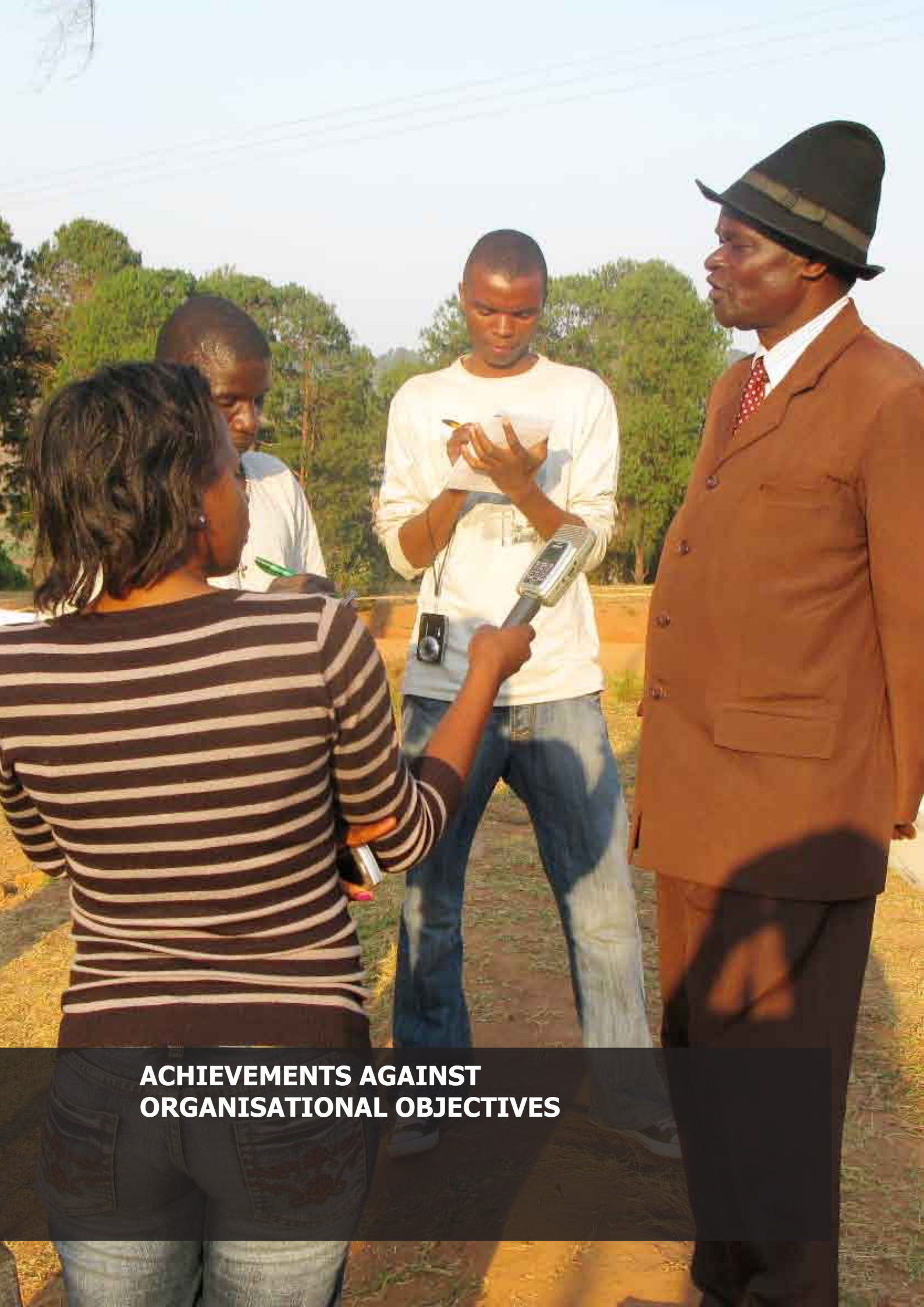
Kapalakonje and Thangazi One schools also experienced flooding of the Nyamadzere and Thangazi (W), respectively. The 2008 flooding of Nyamadzere damaged the head teacher's

house and the school's brick wall perimeter fence.



On the other hand, Thangazi One river burst its banks and flooded Thangazi One school damaging toilets and disturbing lessons. The floods also made roads and foot paths impassable for school children. AAIM through their partners Mother Care Foundation (MCF) and Mmembe under the supervision of the District Assembly intervened as follows:

- Constructed dykes around the schools. The schools are now protected from flooding resulting into high school enrolment, attendance and retention. Whenever there were floods, it was mostly the children in the lower classes (young children) who suffered from fear of the impact of flooding. The security provided by the bunds and drains have created a conducive environment and young children have nothing to fear whenever it floods because they won't be affected. This has resulted in an increase in enrolment particularly in the lower classes.
- MCF reconstructed the perimeter fence that bars roaming livestock from entering the school premises
- It also constructed three toilets at Thangazi One school



**ACHIEVEMENTS AGAINST  
ORGANISATIONAL OBJECTIVES**

### 3.0. ACHIEVEMENTS AGAINST ORGANISATIONAL OBJECTIVES

#### 3.1. HUMAN RESOURCES AND ORGANISATION DEVELOPMENT

The year started with a staff establishment of 58 staff, but as at end of December staff numbers rose to 62. The increase was due to establishment of two projects WOLAR and SERVE which saw us adding more staff members.

However, we also experienced staff turnover (two male and three female staff) which included IT Coordinator, Head of Finance, Regional Accountant – Central Region, Internal Audit Manager, and WOLAR Project Officer.

On a sad note, within the year we also lost a member of staff responsible for Women’s Rights and Gender equity, Mildred Sharra, who died in a road accident.

##### 3.1.1. Position Re-alignment and Secondments

Restructuring that occurred at the end of 2008, meant re-organising positions and job roles. The new job portfolios included:

1. Regional Finance and Administrative Assistant
2. Regional and Thematic Coordinator (S,N,C)
3. Human Resources and Administration Officer
4. Front Desk Administration assistant
5. Programme Quality and Effectiveness Coordinator

**All these positions were filled by both new and old AAIM staff**

Staffing levels as at end of December are gender diversified as follows:

Level	Male	Female
Senior Management	13	6
Middle Management	17	21
Other	1	4
Total	31	31

As one way of enhancing staff development, we seconded our staff to Somaliland, Liberia and Uganda and hosted staff from Somaliland, China and Kenya.

#### 3.1.2 People Management Issues

In 2009 we continued improving and strengthening communication, recruiting and managing staff motivation and performance. We held a successful all-staff retreat where staff discussed in depth issues surrounding the restructuring, how they felt, how those who left felt and what it means for them to be back in the family.



##### Sharing experience: Staff exchange ideas about their work

Staff also discussed the HIV & AIDS workplace policy and agreed to form regional committees to oversee use of the policy in their locations as well as the Anti-Sexual Harassment Policy. After the retreat it became clear that the CP staff were committed to take the organisational mission forward in which management could leverage CP performance.

#### 3.1.3 Policy Awareness Campaign

Through our HROD Unit we shared the values and policies of Compliance Statement for all staff to read through and sign to indicate their agreement. The Unit also encouraged all staff to read through the Global HR Standards and provide their comments reflecting on current provisions.

Staff also participated in a Work-Life Balance survey which resulted in a draft charter that was yet to be approved by the Board as at the end of December 2009. A separate report on actual actions to work on has also been prepared and will be used to inform future interventions to further improve work-life balance in AAIM. In November 2009 members of staff participated in the Child Protection Policy Awareness and discussed issues about working with children. This could well be a future subject for consideration in programming.

## 3.2. PARTNERSHIP DEVELOPMENT AND RESOURCE MOBILISATION

### 3.2.1. Sponsorship Management

In 2009 Child Sponsorship remained the blood line of AAIM in terms of fundraising. It contributed 79% of the total funding. The sponsorship unit has been able to maintain and grow the funding base for the country programme. We have managed to maintain our supporter levels with an attrition rate of less than 4% (based on NK figures provided in the table below). Following the global melt down, ActionAid globally feared for massive loss of supporters. On our part, we increased our level of commitment by trying hard to satisfy our supporters by providing them with quality feedback through child messages and reports. We planned to raise £2,962,000 but raised £3,304,000 (2% increase) despite a decline of 4% in link levels compared to 2008.

In the year, we focussed on invigorating Child Sponsorship with an aim of aligning the fundraising mechanism to AAIM values through successful migration of 3 DAs: Nkhulambe, Rumphu and Mchinji into ICS 2. ICS aims at enhancing supporter retention through increased accountabilities to both children as ambassadors of their respective communities and supporters. The unit has managed to support ICS 1 recommendation in sensitisation and education meetings. It has also allowed children and communities to take part in and take control of our work and also involve both children and community in our work plans.

We strategically positioned the fundraising function by creating a coordination role to enhance performance. The Sponsorship Coordinator position is aimed at increasing sponsorship effectiveness through increased quality and timeliness of supporter feedback. This has also increased the political power that is influencing timely management of decisions for effective delivery.

The department has prioritized enhancement of capacities of sponsorship, programme as well as partners to develop a cadre of competent staff for effective alignment of sponsorship to programmes through periodic field support visits, regional joint planning, meetings and trainings.

In 2009, we continued to support other growing Country Programmes through support visits to Lesotho and Liberia on secondments. The experiences gained enhanced innovation in terms of advancement of sponsorship initiatives for effective programme delivery by wooing both children and supporter long term commitment.



**Planning: Key to effective implementation of programmes**

**Table 1, 2009 AAIM Sponsorship Link Levels**

Name of Funding Affiliate	Link levels at start and end of the year		Commentary
	January 2009	December 2009	
Italy	12, 877	12, 203	We lost 674 Italian links (5% drops) in the year. This is within normal and expected trend with the economic crisis
Spain	5, 556	5, 436	No significant decline was made on Spanish supporters despite the global crisis as projected
UK	4, 528	4, 420	There was a 2% drop from UK links which was quite minimal during the crisis.
<b>Total</b>	<b>22, 961</b>	<b>22, 059</b>	There was a 3.9% decline which is within normal and is encouraging as we had anticipated a drop of between 10-15% from the global crisis.

**Capability & Skills:** The unit has one Sponsorship Coordinator and four Sponsorship officers who are equipped with knowledge and capability to handle Sponsorship work on both communication and data communications. We have managed to overcome a challenge we have been facing with communities resistance to our work. With the child focused intervention, communities are now able and geared to work with us.

We experience stiff competition on the ground on fundraising work mainly because of saturation of the market. Many NGOs fundraise through child sponsorship and their mode of programme delivery is service provision and direct support which sounds more palatable to people in need than our strategic approach.

### 3.2.2 Partnership Development

In the year, we intensified efforts towards non-sponsorship funding with management

allocating 80% of the Partnership Development and Fundraising Coordinator towards this funding product. We managed to produce 15 concepts. Eight proposals from these concepts were successful.

This was the first year that we responded to three consultancy tenders and managed to get two: Evaluation Consultancy of Tiwoloke Project from DFID for £28,000 and a contract for consultancy services for the Formation of Water Users Association and Capacity Building worth US\$556,802.

By end of 2009, we realised partnership income of £1,162,000 (4% below the target for 2009). There were encouraging income trends compared to 2008 and our entry into tendering as a source of alternative income proves to be reliable for the Country Programme. In summary, the following were IPD efforts in 2009:

**Table 2, Project proposals generated in 2009**

Donor	Name of project	Project Budget	Status by end 2009
Waterloo and others	Let the Child Learn	£85,150	Funded
Voces para la Paz (Spain)	Keep the Girl Child in School	€50,000	Funded
AAI UK	Sukulu Ku Malawi and Priority Project	£120,000	Accepted and funded
Irish Aid (AA Ireland)	SERVE Bridge project	€255,000	Accepted and funded
La Caxia Foundation	STAR Rumphu Project	€20,000	Accepted and funded
Fundazone Zannetti (Italy)	Improving the Children's wellbeing through CBCC	€101,000	Accepted and funded
DFID (AAI Malawi)	Evaluation Consultancy of Tiwoloke Project	£28,000	Funded
Ministry of Irrigation and Water Development (AAI Malawi)	Consultancy Services for the Formation of Water Users Association and Capacity Building	US\$556,802	Contracted/Accepted
UNDP (AAI Malawi)	Flood Mitigation	MK3.6 Million	Funded
Presbyterian Mission	Right to Food	30,000 CD\$	Funded
UNICEF (AAI Malawi)	Education project in Mwanza	MK3 Million	Funded
Ayuda en Action	DDR funding appeal	£600,000	Held for further negotiation
Ayuda en Action	Socio-Economic Empowerment of Women through the Craft Centre in Lilongwe DI	€150,000	Held for further negotiation
Godorn Cooper (AA USA)	Child Empowerment high value funding	£169,000	Funded
NIZA	Primary Sector resource management	Concept	Rejected
AAI	6 funding appeals concepts	Concepts	Held for marketing at AAI

You will notice that the year saw AAIM breaking through ActionAid Spain by clinching two (High Value) funded projects while two other proposals were returned (held) for further consideration in 2010. In 2009 we also received High Value funding for AA USA from Mr. Gordon Cooper worth £169,000. We would like to nurture these relations in 2010 for further funding opportunities.

**Capacity & Skills:** We feel we have sufficient skills in the unit on PD work as manifested by the income realised. This has been invigorated by mainstreaming the fundraising into key positions in the CP as KPI that drive the spirit to engage on PD work. Locally, we have the donor projects monitoring tool that we are developing further with support from ARO (IPD) to support contract management. There has been a general improvement in project management skills in the CP following

regular support from AAI. With support from AAI we also conducted proposal development training.

**Funding Planning:** The funding planning process was part of the 2009 plans and forms the basis for 2010. The process will be kept alive through regular updating in liaison with ARO (IPD Coordinator).

**Donor relationships:** We continue to enjoy cordial relationships with both local and international donors. In 2009 we managed to work closely with DFID and UN bodies such as UNICEF and UNDP on projects in country. We are also enjoying new partnerships in Ayuda en Action (La Caxiia foundation and Voces para la Paz) and in AA USA, Gordon Cooper. We are also nurturing relations with Irish Aid through AAI Ireland (through SERVE project) and donors in AAUK and AAI Italy as shown in table 2 above.

### **3.3. STRENGTHENING ACCOUNTABILITY AND FINANCIAL MANAGEMENT**

With reference to the lessons learnt on the financial crisis of 2008, in 2009 we used a risk-based audit approach. One major risk that we checked during the audit is the risk of pre-financing projects whose income is not yet confirmed. One significant observation we

made was the inadequacy of matching funds that the organization put in its 2009 budgets on the Cord Aid funded Addressing Violence Against Women, Girls and their Vulnerability to HIV & AIDS in Malawi project. Whilst we expected to provide matching funds amounting to MK4.4 million, only MK2.2 million was budgeted for.

Management has since responded to this observation and has indicated that it will use foreign exchange gains to cover this gap. We also carried special investigations which led to discovery that four members of our partners (Kabua) misappropriated programme funds. The probe revealed that MK850,212.50 was misused. The partners reported the matter to police after the suspects failed to pay back the money. Three of them have been convicted.

The conviction is an achievement for both the Khosolo poor communities and the partner although the money will not be recovered. It works as a wake-up call for all other members of CBOs that they should be accountable to the people they serve.

#### **Engaging with Planning, Finance & Audit Committee of the Board**

In the year, the Planning, Finance and Audit Committee which is a sub-committee of the National Board met four times. The meetings have provided an opportunity for oversight on our financial management.

#### **Draft Internal Audit Charter**

In order to enhance our Internal Audit function, we have drafted an Internal Audit Charter, which is a document that sets out the authority of the Internal Audit function and governs internal audit operations.

#### **Review of Risk Matrix for the Country Programme**

Through our internal audit function we ensured that risk matrices are reviewed during the plans review process. We ensured that functional heads are aware of all significant risks that their units are facing and that they have put in place measures to counter such risks in the event that they occur.

#### **Lessons Learnt**

Partners and community members should be sensitized on the whistle-blowing policy and encouraged to use it. This will promote financial integrity, transparency and accountability among our partners.

Management should always ensure that it has enough resources to meet contractual obligations like matching fund agreements before signing the funding contracts/agreements to avoid spending funds meant for other programmes.



### 3.4. INTERNAL GOVERNANCE

In its obligation to oversee the governance and stewardship of AAIM, the board met five times in March, May, August, October and December. A board review was held in May where the board assessed its performance. The board sub-committees (Governance and Board Development committee and the Planning, Finance and Audit Committee) also met prior to board meetings during the year.

#### Recruitment of New Directors

- Director Abiel Banda, a small scale farmer replaced the late Dr. Glyvins Chinkhuntha bringing in agricultural expertise to the board. The addition brought the number of directors to 11.
- The Board endorsed the Governance Manual for AAIM.
- Towards the end of 2009, the board lost two directors through resignations: directors Magela and Nyasulu.

#### Recruitment of the General Assembly

Board was engaged in the process of recruiting General Assembly members in which 24 (13 men and 11 Women) ordinary Assembly members across the country were recruited from Nsanje to Chitipa representing the poor and the excluded. It was the General Assembly members who approved the 2008 audited financial statements and the recruitment of external auditors for 2009. Prior to the Annual General Meeting, the newly-recruited General Assembly members were inducted on their roles. The members were introduced to the Board and Country Management Team.



**Playing governance stewardship role: General Assembly members meet**

#### Key Highlights of Board Engagements

The Board chair continued to attend international board meetings where he made contribu-

tions. The Board chair represented the Country Programme in Rome at the first AAI Annual General Meeting where new International Board members were introduced. At the same assembly, a new ActionAid International Board Chairman was elected and the AAIM Board chair was nominated as a member of the International Governance and Board Development Committee. The assembly reviewed and approved the new and Federal Governance structure.

AAIM Board directors presided over a number of functions as follows:

- Director Wambali Mkandawire presided over a cheque presentation ceremony in Kabunduli
- He also presided over a Sponsorship gifts presentation to Kabunduli sponsored children where assorted items were distributed. He attended water project meetings with the communities in Mzimba
- Director Nyasulu participated in a safe motherhood launch in Mchinji officially launched by the Vice-President Right Honourable Joyce Banda, The Vice-Treasurer Director Kavinya presided over a cheque presentation ceremony in Mwanza district
- The Board chair also participated the launch of the Early Childhood Development in Zomba officially launched by the Minister Women and Child Development Honourable Patricia Kaliati
- The Board chair and two other directors, Directors Kamanga and Banda presided over the phasing out ceremony of Mwanza DA. Mwanza was established in 1993. The Board chair handed over keys of a complete secondary school to the Government. In his remarks the Board chair requested government to take good care of the structures.
- Certificates of recognition were also handed over to partners in the DA encouraging them to continue development work in the district.

#### Milestones in 2009

- May 2009, the board approved the Governance Manual
- May 2009, First General Assembly
- May 2009, First Board Review
- October 2009, Appointment of General Assembly and orientation
- December 2009, Second General Assembly

### 3.5. ORGANISATION IDENTITY COMMUNICATIONS AND PROFILE RAISING

Much of our work in 2009 focused on raising and maintaining our visibility and bringing out issues affecting the poor and excluded and how they are working towards improved livelihood.

#### 3.5.1 Raising and maintaining AAIM's visibility

Much of the work was done through the media (both local and international journalists).



**International:** Reports aired on Voice of America radio and online newspaper generated interest which resulted in the CP receiving international visitors to the DA's & DI's.

#### Partnering with the media raised AAIM's profile locally and abroad

Spanish journalist Rafael Ruiz and photo journalist Alfredo Caliz with help from Marta Macias Delegada from Cataluña Baleares Fundación Ayuda en Acción visited Malawi and captured our work in feminización of poverty in Malawi. An article appeared in the highly circulated Spanish newspaper, *Alpais*.

Our visibility was also raised through the storyhub with articles and photographs having been uploaded by Sarah Gilliam who visited the CP in August 2009.

The communications function also took advantage of the website, hive and storyhub to raise the CP's visibility. In 2009, 28 articles on our work were uploaded and shared through the country programmes website.

Locally: The function introduced an E-newsletter which was initially shared internally. However, the newsletter which is aimed at sharing our work is now being shared through the hive.

In October and end November – December, a media tour to the DAs & DIs in the North and South was conducted. Following this, 80 news articles on our work have been shared by the local media. Six of them were features while 62 were hard news articles.

#### 3.5.2 Bringing Out Issues Affecting the Poor and Excluded

Partnering with the media in our work proves to be a success. The journalists most of whom did not have a clear picture of our approach to work are now able to understand and have developed interest to work with AAIM with the aim of giving the underprivileged a podium to speak out.

The media tours did fulfil objective two of the function. The field media visits gave the poor and socially excluded a voice to air their concerns as a means to end their struggles. The tour generated 28 news articles.

Following the visit to Chiradzulu and a TV broadcast of a disabled woman who struggles to survive, government and other NGOs have since assisted the woman who is appreciative of AAIM's work in promoting women.

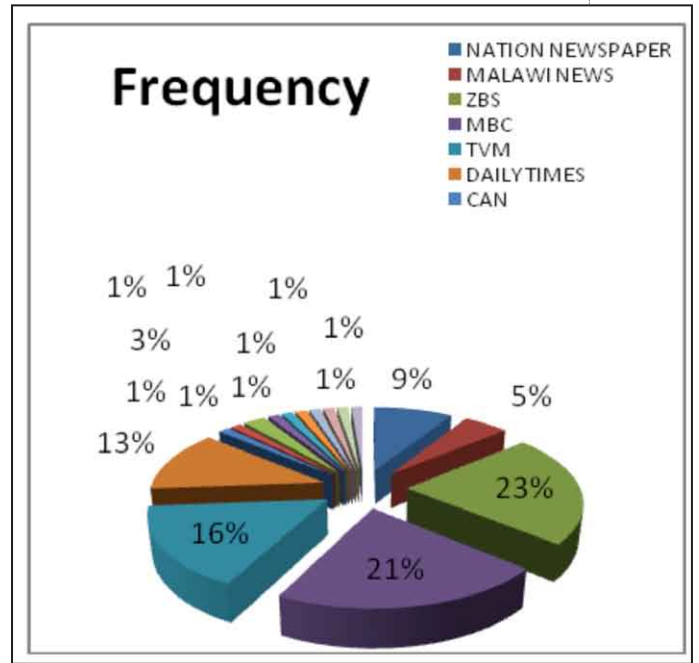
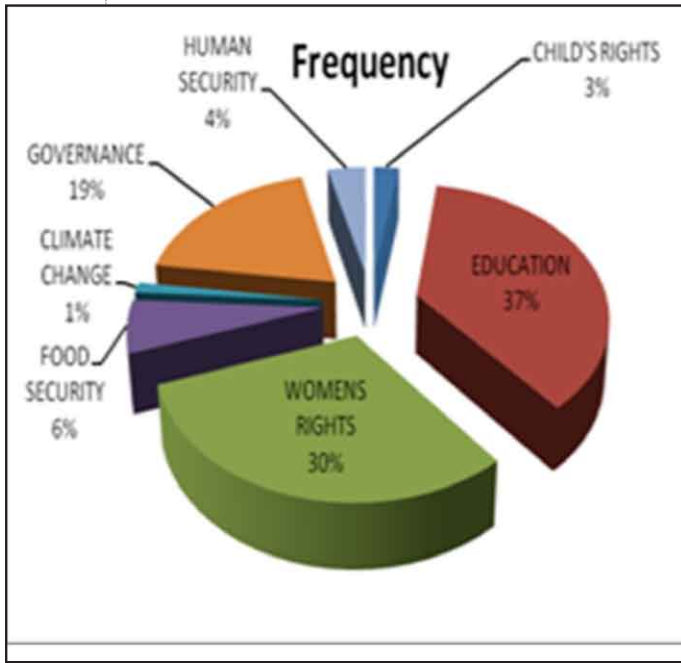


#### Media tour was eye-opener and gave underprivileged podium to speak out

A visit to Kabua in Mzimba revealed the problems being faced by people there. One major problem that stood out was the maternal deaths related to pregnancy and child birth complications. The radio broadcasts and publication of two deaths which occurred in two months resulted in the Vice-President, then Goodwill Ambassador for the reduction of maternal deaths in Malawi, responding by visiting the area. This is the first time in the history of Kabua for a person of high office to visit people in the area.

Below are charts of media coverage percentage and which media channels carried more articles of AAIM

**Media coverage as per thematic area**  
**How we fared in each media**



### **3.6. STRENGTHENING INFORMATION TECHNOLOGY**

In our effort to encourage and sustain publication of development practice from our experiential learning and to influence application of best practices among staff, partners and supporters, we embarked on the following activities:

#### **Single Sign On (SSO) System Implementation**

This is in line with AA International; we managed to implement Single Sign On by upgrading the system to Fighting Poverty Together Domain Controller and setting up users to use one username and password to access global resources in Actionaid e.g. HIVE, Mail, NK System. The system is being hosted by VMware ESXi server and replicates its records with the UK Servers. The Finance System is embedded in the SSO as well and users of Citrix use SSO credentials.

#### **Migration of Mail Server to UK**

We migrated our mailboxes to the UK server

for us to have a centralized mail system that allows remote site users to access mail on availability of Internet connection. The migration has improved security issues that were being experienced as regards mails.

#### **System Improvement**

We have managed to provide Internet access to Regional Offices and DA/DIs. Users are almost accessing Internet using Mobile Dongles and Access points. This has also improved communication. However, the gadgets being used are not reliable, they depend on availability of network and are also expensive.

Despite the above achievements the unit met the following challenges:

- Some of the equipment in use in the country programme is very old and needs replacement to catch up with time.
- The human capacity on best practical use of ICT equipment is a challenge such that there is need for more capacity building.
- Funds for the unit were not sufficient to improve hardware upgrades.

### 3.7. STRENGTHENING QUALITY AND EFFECTIVENESS

AAIM aimed at ensuring programmes are delivered effectively with quality, and that change is visible in whatever we do within allocated resources. There is a spirit of cost consciousness in delivering programmes/projects, and that all projects spend within budgets.

We continued holding quarterly reviews as one way of ensuring programme implementation is within the planned schedules and results, outputs and outcomes are being realized. Lessons learnt were documented and shared and actions implemented. Gaps and challenges were identified, discussed and a way forward reached. The processes helped us to fully implement our programmes.

We reviewed our Monitoring and Evaluation/Impact Assessment framework in order to incorporate PPA indicators. With the M&E/IA framework in place, it was easy to collect relevant data which helped us to track progress against plans.

We organised programme forums where we discussed the findings of the CSPiii Mid-Term. At the end of the discussion a number of priority focus areas for the rest of the CSP iii period were agreed. These included mainstreaming of governance and HIV & AIDS themes in Women's Rights, Food and Nutrition Security, and Education. Other issues that emerged which needed our consideration included child rights to be part of women's rights, and Food and Nutrition Security to include Human Security. We also added a component of climate change.

To ensure adherence to Rights Based Programming, a Rights Based Approach (RBA) Staff Conference was organised in response to what had come out from various reviews, meetings and corridor discussions when people talked about challenges in implementing RBA. The staff conference was an opportunity to deeply discuss the issues and the challenges that staff were facing every day. The conference was attended by all programme staff and some functions.

One of the outputs of the conference was development of a Rights Based Approach Framework. The RBA conference created space for staff to understand the RBA concept. This has helped management to monitor and provide support where necessary to frontline staff on rights based programming and reporting. One of the outcomes of the conference has been demonstrated by the high quality of reports DA/DIs produce which have informed this report.

We also intensified interaction with partners, providing support in planning, monitoring and reporting. These efforts helped improve the quality of partners' plans and budgets.

We focused on developing the 2010 and 2011 Plans and budgets. We invited our partners to share with us their plans (both short and long term). These were used to consolidate DA/DI draft programme plans and budgets. The themes isolated and summarized pertinent areas of focus in line with the CP strategic priorities. CP functions also developed their respective plans informed by the implications analysis emanating from the Unit plans. One effective approach we used to review the plans was through peer review where units reviewed each others' plan to strengthen synergy between units and connectivity between DA/DIs and policy work at national level.

Country Management set up a resource allocation team comprising the CD, HoF, RTCs, Programme Quality Coordinator and the Fundraising Coordinator to allocate available resources across the various units and functions following a well thought through criteria.

In compliance with the Open Information Policy, we published our 2009 annual plan and 2008 annual report in the print media as planned which can also be accessed on hive. The information is also displayed on transparency boards at various offices of AAIM programme. In 2010, the DA/DIs will work with those partners who do not have the transparency boards to have them mounted.

## 3.8. ACCOUNTABILITIES

In the year 2009, we continued to respond to issues raised by the poor and excluded rights holders as well as promoting donor management by demonstrating accountabilities to them.

### 3.8.1. Accountability to Poor and Excluded Rights Holders

#### Disbursement of funds

During 2009 Participatory Review and Reflection, a number of issues were raised by the communities. One such issue was that the communities wanted to know how much money AAIM disburses each year to its partners and how it is monitoring its use. They said it is difficult for them to challenge a partner on how much money it has used on a programme if they don't know in the first place how much the partner received from AAIM.

ble activities taking place. They said they do not want to be used as vehicles of generating money for a few individuals.

They also challenged AAIM as to why we entertain requests by partners without seeking more information from them. They wanted AAIM to be in the forefront of disseminating financial information to them.

The communities are aware that some partners mount transparency boards but there are also some who don't have permanent offices where they can display information.

In a response to these challenges, apart from publishing the amount of money disbursed to each partner in the print and electronic media, AAIM has also been displaying dummy cheques during disbursements for the community to see how much is involved. AAIM has also set up a mechanism that allows it and community members to check partners' books. All this seeks to demonstrate that ActionAid is accountable to the poor and excluded and that partners are similarly accountable to the people they serve.

### 3.8.2. Streamlining donor reporting

In 2009 we became more conscious of donor maintenance for future funding opportunities, hence the need for accountability to the communities and the donors. To this end AAIM dedicated 80% of the Partnership Development and Fundraising Coordinator's time to fundraising, relationship building and donor contract management.

We have developed an in-house donor project management tool that aids responsible persons to follow through contractual requirements on specific projects such as on reporting. The Coordinator has set a four-week advance warning to the due deadline for key activities such as audits, evaluations and reporting on every project by aligning it to the outlook calendar. Negotiations with focal persons for each project on the donor side commence at least a month before the required reporting due date. We instituted a project steering committee which reports to the Country Management Team to iron out internal project issues and highlight those requiring CP management's attention.



#### For all to see: Dummy cheque used to promote spirit of transparency

The issue came about when it was learnt that communities are not consulted for their input into plans and only know about some programmes during implementation when the partners mobilize them for their participation. Sometimes communities do not see tangi-

In the first quarter of 2009, following the 2008 financial crisis, the Project Steering Committee used to meet on a monthly basis. It was later meeting once every quarter. The committee reviews fundraising and donor project management updates before they are discussed at Country Management Team level.

The role of fundraising also became a Key Result Area of both financial and technical staff members in AAIM. This was emphasised to arouse enthusiasm of staff to engage in both local and international funding opportunities in the 2009 staff performance plans. The Partnership Development and Fundraising Coordinator (PDFC) provided the required leadership in donor (official) fundraising and relations building with support from CMT and the Board. To ensure total accountability checks in the donor report we involved Regional and Thematic Coordinators to check the partners and DA/Is reports.

To fundraise for 2010 to 2011, we have developed funding plans with clear targets. The plans have been developed using the planning guide provided by ARO. A clear road map stipulated as the 2010 and 2011 fundraising plan has been developed to meet these funding gaps for the Country Programme.

We also prioritised areas of focus for 2009 and beyond with new approaches for the remaining part of the CSP (Women Rights, Education, and Food & Nutrition and Human Security). Profile raising became an integral part of monitoring visits and reporting of donor projects.

### **3.8.3. Responding to Rights Holders' Demands – Merger of Institutions—Salima Case**

From the time the DI adopted the Rights Based Approach (RBA) the following 10 community based institutions have been our key partners: Salima Women's Network on Gender (SAWEG), Salima Governance Network (SAGNET), People Living with HIV (PLIV) Network, Coalition of Women Living With HIV and AIDS (COWLHA), Tiyende Pamodzi Women's Voice, Umodzi Youth Organization, Tiunike CBO, Ndichola CBO, Mnema CBO and Mgwirizano Wapachilumba CBO. Institutions like SAWEG,

SAGNET, COWLHA, PLIV network and Tiyendepamodzi Women's Voice are networks whose interventions may or may not be confined to the initial DA programme area, while CBOs like Umodzi Youth Organization, Mgwirizano, Tiunike, Mnema and Ndichola are localized in Naliomba, Mwakundi, Mnema and Lifidzi zones, respectively.

While some of these partners have specific areas of focus three of the networks—SAWEG, Tiyendepamodzi and COWLHA—have interventions which overlap and at times confuse the rights holders. The focus of SAWEG is women's rights with emphasis on ending VAW and girls, promoting girls' education, women economic empowerment, fighting for the rights of HIV-positive women, and provision of care and support services to the chronically ill.

Tiyendepamodzi Women's Voice focuses on promoting girls' education and women economic empowerment, while COWLHA fights for the rights of HIV-positive women through advocacy, providing care and support services to the chronically ill.

During 2009 PRRPs rights holders complained that these three partners are at times not able to differentiate education interventions from SAWEG and those by Tiyendepamodzi. The same is the case between SAWEG's interventions on HIV & AIDS and COWLHA's. The rights holders requested that each partner should have a clear focus. We engaged the three institutions and after a lengthy discussion, they proposed to merge. Following the merger SAWEG has assumed overall focus on women's rights work in general. Tiyendepamodzi Women's Voice is now an education arm for SAWEG, while COWLHA is now the HIV & AIDS intervention arm of SAWEG. The merger has also resulted in changes in SAWEG's executive committee to accommodate key officers from Tiyendepamodzi and COWLHA. It is expected that the merger has ended the confusion that was there.

The merger has, however, challenged power of the leaders in the three institutions. It was to be managed properly through negotiation with our facilitation.

The merger has also resolved issues to do with some powerful people aligning themselves to one institution because of perceived benefits. The new institution is also more accountable than when there were three separate institutions.

### 3.9. FINANCIAL PERFORMANCE

#### 3.9.1. Income, Expenditure and Reserves

##### Regular Income

The CP's 2009 planned sponsorship income was £2,962,000 while the actual sponsorship income was £3,304,000. Sponsorship income is thus 2% above the planned. At £1,162,000 the actual partnership income was 4% below the CP's planned partnership income of £1,212,000.

Sponsorship has continued to be the major source of income for the CP accounting for 71% of the total income in 2009, despite being lower than for 2008 when it was 80%. This, however, shows an increase in partnership income.

##### Partnership Income

In the year, the following were our main sources of partnership income: £169,000 from USA high value donor; £84,000 from Waterloo foundation for the Let the Child

project; £40,000 from Ayuda en Accion for the Keep the Girl child in school project; £33,000 for the Wella project; and £24,000 for the Community Based Monitoring projects. It is also worthwhile to notice that in October 2009, we signed a US\$556,000 contract with Ministry of Irrigation for a Water Users' Association consultancy funded by African Development Bank.

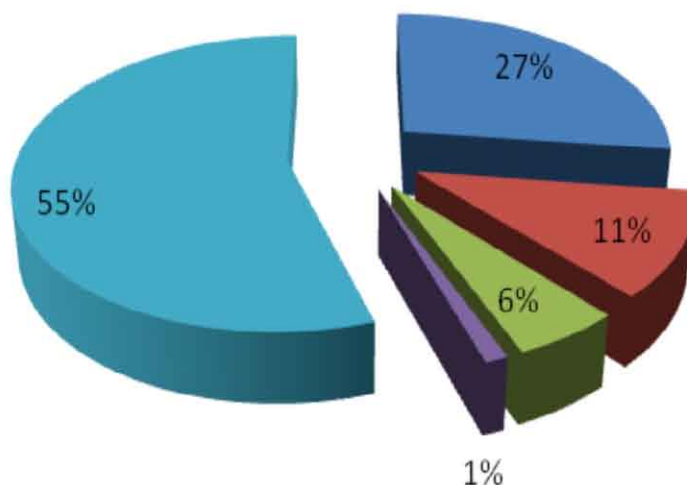
##### Expenditure

The weakening of the kwacha (local currency) against the Pound Sterling in 2009 resulted in a 12% increase in local income from the Pounds received.

The CP's planned expenditure was £4,351,000 against the actual expenditure of £3,942,000. The 9% variance is attributable to the loss in value of the Kwacha against the British Pound Sterling. While we planned that one Pound would fetch K220, with the Kwacha's loss of value, the average exchange rate was K242 to the pound. In Kwacha terms we over spent by K407,604.

### Expenditure ratios

■ Staff Costs ■ Office costs ■ Travel &TPT ■ Capital costs ■ Total Programme





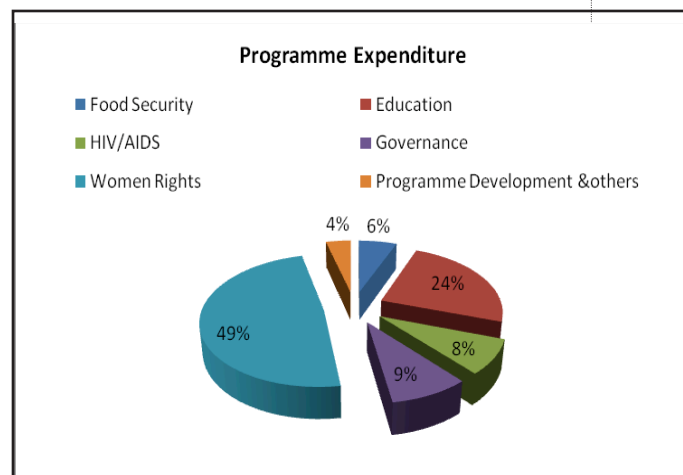
In the year, staff costs amounted to 27% of our total costs against a budget of 29%; capital expenditure was 1%, same as what was budgeted for; travel and transport costs were 6%, against a budget of 5%; office costs accounted for 11% against a budget of 8%; and 55% of our total costs were on programme implementations, which was 2% lower than what we budgeted for.

We spent 3% more on office costs because of the significant increases in the postage costs from K250 to K300 per letter from March 2009. This was increased further from 1 July, 2009 to K440 per letter against our budget of K300 postage costs per communication. Another reason for the over expenditure was the introduction of Invigorating Child Sponsorship2 (ICS2) which created a change in our plan. We had budgeted to conduct photo updates for 3 DA/DIs. But with ICS2, we made photo updates for 10 DA/DIs. These created many unplanned costs for photo taking and printing. This change came in after the CP plans had already been approved.

#### Grants and Community inputs

Generally the capacity to implement programmes has improved. We implemented 97% of the programmes in 2009 compared

to 77% in 2008. Although we started the year on a very low note, we managed to pick up programme implementation in the course of the year. The disbursements to partners were made almost according to the year's plans and budgets.



#### Regular Giving Reserves versus Plan

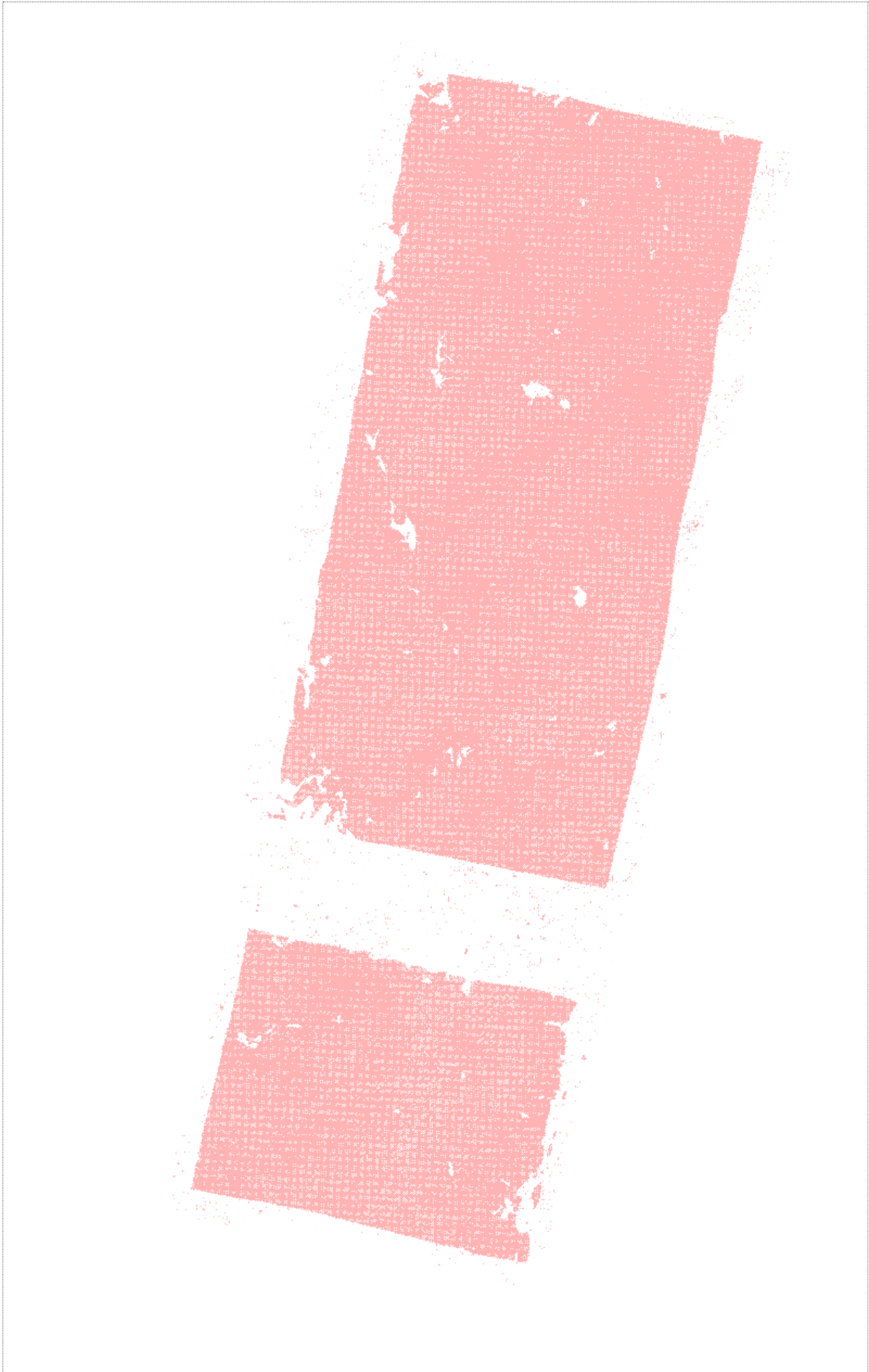
The CP ended the year 2008 on a very low note because we had an advance of £650,000 to help us pay off our liabilities. Our 2009 plans were that we would close with £409,000 reserves. However, the actual closing reserves position is £522,000.

## 4.0. GENDER BUDGET ANALYSIS

Our budget on women's rights work has been improving. There has been an increase in expenditure on programmes that directly address the position, power and rights of women from 9.3% in 2008 to 38.3% in 2009. On pro-

grammes that assist women to gain resources and confidence there is some reduction in 2009 (14.7%) from 15.3% in 2008. But there has been a great improvement in reducing expenditure on programmes that just involve women and girls from 75.4% in 2008 to 45.7% in 2009. This means more expenditure is directed towards programmes that empower women and girls.





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International Malawi

ActionAid is an International anti-poverty agency working in over 40 countries, taking sides with poor people to end poverty and injustice together

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