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Action for Social Justice



**ACTIONAID MALAWI COUNTRY
STRATEGY PAPER V
2018–2023**

“Gender is a tool for empowerment not oppression. Let’s empower women, men, girls and boys against all forms of social injustices” **Senior Chief Kachindamoto**



Senior Chief Kachindamoto

Acknowledgement

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While this Country Strategy Paper (CSP V) comes at a time of transition in the leadership of the Board and Management, we firmly believe that with the support and solidarity of all our friends, supporters and partners, we will succeed in our quest towards social justice.

Foreword by AAM Board Chairperson



The Country Strategy Paper V has been developed with input from different stakeholders including our constituents (people living in poverty), partners, Government departments, Civil Society Organizations, AAM staff members, the Board and General Assembly.

This strategy is building on valuable lessons learnt over the past years of AAM development work, recommendations from stakeholder consultations and analysis of current development context.

AAM being an Affiliate of the ActionAid Global Federation, has aligned this strategy to the international strategy "*Action for Global Justice*".

Based on the AAI theory of change, AAM through CSP V, will promote social justice, gender equality and poverty eradication through purposeful individual and collective action in order to shift unequal and unjust power, whether it is hidden, visible or invisible.

The strategy therefore invigorates our actions and programming to influence **redistribution** of power and resources, strengthen **resilience** of communities and movements, and fulfil **rights** for people living in poverty and exclusion.

We have identified three programme priorities for the next five years that will contribute to securing social justice for people living in poverty and exclusion.

These are; women and young women's rights, just and accountable governance, community resilience to climate change, gender responsive public education and public health.

Our targets and agents of change include girls, women and young people especially those

and living in ultra-poverty. We will also work with other partners including Civil Society Organisations, Community Based Organisations and social movements to build collective action to transform power relations.

Cognisant of the ever-changing development context, AAM in this strategy has made organisational shifts to be responsive to changes and embrace diversity in fundraising, programming approach and MEAL systems.

We therefore appeal to all stakeholders to join us in solidarity in order to make our aspirations in this strategy a reality, as we seek for a better Malawi.

Board Chairperson

Professor Address Malata

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1.0 Abbreviations and Acronyms



AAI	:	ActionAid International
AAM	:	ActionAid Malawi
ART	:	Antiretroviral Therapy
CBCC	:	Community Based Child care Centre
CBM	:	Community Based Management
CBO	:	Community Based Organisation
CLT	:	Country Leadership Team
CMS	:	Contract Management system
CSO	:	Civil Society Organisation
CSP	:	Country Strategy Paper
DCCMS	:	Department of Climate Change and Meteorological Services
DFID	:	Department for International Development
DRR	:	Disaster Risk Reduction
ECD	:	Early Childhood Development
EITI	:	Extractive Industry Transparency International
EMIS	:	Education Management Information System
EWS	:	Early Warning Systems
FSW	:	Female Sex Workers
GDP	:	Growth Domestic Product
GFS	:	Global financial Systems
HIPC	:	Highly Indebted Poor Countries
HIV	:	Human Immuno Deficiency Virus
HRBA	:	Human Rights Based Approach
ICTs	:	Information and Communications Technologies
LRPs	:	Local Rights Program
LTPs	:	Long Term Perspectives
MDGS	:	Malawi Growth and Development Strategy
MDHS	:	Malawi Demographics and Household Survey
MEAL	:	Monitoring Evaluation Accountability and Learning
MNC	:	Multi National Companies
MoEST	:	Ministry of Education Science and Technology
MP	:	Member of Parliament
MSM	:	Men having Sex with Men
NAPA	:	National Adaptation Program of Action
NESP	:	National Education Sector Plan
NGO	:	Non-Governmental Organization
ODL	:	Open Distance Learning
PRS	:	Promoting Rights in School
PLHIV	:	People Living with HIV
PMTCT	:	Prevention of Mother to Child Transmission
PSIP	:	Primary School Improvement Programme
PRRP	:	Participatory Reflection and Review Processes
SRHR	:	Sexual and Reproductive Health Rights
SDGs	:	Sustainable Development Goals
SWAP	:	Sector Wide Approach
TB	:	Tuberculosis
UNAIDS	:	United Nations Programme on HIV and AIDS
UNDP	:	United Nations Development Programme
UK	:	United Kingdom
WEE	:	Women Economic Empowerment

2.0 Executive Summary

ActionAid Malawi CSP V (2018 - 2023) refines and re-affirms our commitment to drive social change towards a more just, equitable and sustainable society. Building on our learning and achievements over the past 27 years, the new strategy invigorates our actions and programming to influence redistribution of power and resources, strengthen resilience of communities and movements, and fulfill rights for people living in poverty and social exclusion. Our overall goal is to achieve social justice, gender equality and poverty eradication by shifting and Redistributing power and resources, strengthening the Resilience of communities and fulfilling the Rights of people living in poverty and exclusion. This will be achieved through an integrated programming agenda focusing on Rights, Redistribution and Resilience.

CSP V has three program priorities which are to;

- ✍ Promote and secure the realization of women, young women and girls' rights
- ✍ Build resilience of people living in poverty whilst strengthening women-led secure livelihoods, preparedness and emergency response
- ✍ Enhance civic participation and state accountability for the redistribution of resources and delivery of quality, gender-responsive public service

To deliver CSP V, ActionAid Malawi will invest in the following organizational priorities;

- ✍ Transformation of financial systems to improve reliability, timelines, compliance, transparency and accountability
- ✍ Sustained resource mobilization through enhanced and modernized child sponsorship and institutional partnerships
- ✍ Enhanced communication and organization visibility
- ✍ Robust risk management systems
- ✍ Adaptive organizational culture and effective people management
- ✍ Effective monitoring, evaluation, accountability and learning systems
- ✍ Effective internal governance systems and structures

The strategy deepens our commitment to work with communities, people's organizations, women's movements, groups and networks, representatives of local, district and national government, development partners and other allies to overcome the structural causes and consequences of poverty and injustice. Guided by feminist and human rights-based principles and approaches, we seek to shift and transform power, through empowerment, solidarity, campaigning and the generation of alternatives to ensure that every person enjoys a life of dignity and freedom from all forms of oppression.



3.0 ActionAid Malawi's journey to this strategy

ActionAid development approaches and strategies have significantly evolved since 1990's, when ActionAid started working in Malawi. From 1991 to 1997, ActionAid International-Malawi, used the 'basic needs' or 'service provision' approach focusing on meeting the basic needs of communities under a CSP that was largely called **'Long Term Perspectives (LTPs)**. This was the period when the ActionAid International (AAI) logo centered on, **'Giving People Choices'**.

From 1998 to 2004, the second CSP for ActionAid, **'Working Together to Eradicate Poverty (Umodzi Pothetsa Umphawi)'** provided a basis for ActionAid's work to support the empowerment of communities through Community Based Management (CBM). This was a continuation of the delivery of services to people in ActionAid's impact areas.

The third CSP **'Rights & Responsibilities to End Poverty (Ufulu Ndi Udindo Pothetsa Umphawi)'**- 2005 to 2011, deepened ActionAid's Human Rights Based Approach (HRBA) programming, with a specific focus on furthering rights of people living in poverty, exclusion and marginality and it also strengthened accountability and responsiveness of duty bearers.

CSP IV, **'People's Action to a Poverty Free Malawi'**, implemented from 2012 to 2017, focused on empowering poor and excluded people, as primary agents in bringing about desired change, whereas civil society remained allies, and not primary agents. The changes sought remained the realization of rights through holding governments and powerful institutions accountable.

3.1 Process of strategy development

CSP V has been developed from extensive participatory reflections and consultations with people living in poverty such as women, young women, girls, boys and men. This has been through direct engagement with individuals and organisations of people living in poverty and exclusion. The strategy has been further informed by views of development partners, to understand current global issues and likeminded civil society institutions and allies, both local and international, through workshops and working groups. Input from academia, especially through CSPIV programme reviews, were also solicited.

CSP V also emerged from extensive consultations with ActionAid Malawi (AAM) staff based in Local Rights Programmes as well as at the national and international office who, through organized programmer reviews, calls for big ideas, and repeated circulation of drafts, participated and shared their lessons and priorities. This was further enriched by input from ActionAid Malawi governance structures including the Board and General Assembly.

Above all, the strategy was informed by consultations with primary duty bearers - the government representatives and leaders at national, district and community levels, who lead the way in ending poverty and social injustices. As the global world unites to achieve the overarching vision of the 2030 agenda, this process also included understanding and alignment of the CSP V to global and local





development strategies' including the Sustainable Development Goals (SDGs), Vision 2020 and the Malawi Growth and Development Strategy III (MGDS) which Malawi has defined as its overarching medium-term development route from 2017-2022.

3.2 Alignment to global strategy

CSP V has been aligned to the global strategy of the ActionAid federation, Action for Global Justice, which was adopted in December 2016. The international strategy is advancing social justice for all by shifting and redistributing power and resources, strengthening the resilience of communities and movements, and fulfilling the rights of people living in poverty and exclusion. This will be achieved through integrated programming focused on **Rights, Redistribution and Resilience** as three interconnected pillars which are mutually reinforcing.

CSP V refines and re-affirms our commitment to drive social change towards a more just, equitable and sustainable world, Malawi inclusive. Building on our learning and achievements over the past 27 years, the strategy invigorates and deepens our actions and programming to advance women's rights, influence

redistribution of power and resources and strengthen resilience of communities and movements.,

3.3 Reflections, lessons and moving forward from CSPIV

Through CSP IV, ActionAid Malawi has contributed to tangible improvements in the lives of people and to policy changes that address structural causes of poverty and injustice.

Key reflections and lessons from CSPIV:

1. Empowerment of women in the existing legal instruments and structures enhances the likelihood of attaining gender equality. Using the formal and institutionalized frameworks has helped women to understand the gender and power dynamics and use them to exploit and challenge the dynamics.
2. Working with community structures like mother groups, community leaders and girls' clubs on girls education has helped in reducing school dropouts.

4. The use of research/evidence is key for effective advocacy and campaign; for example, Tax Justice report titled; *An Extractive Affair: How One Mining Company's Tax dealings are costing the world's poorest countries millions'* showing revenue forgone due to harmful tax practices has been a good basis with evidence for advocacy on the tax justice campaign.
5. Promotion of climate-resilient and sustainable livelihoods strategies such as sustainable land use, diversification of income sources and alternative livelihood sources among the people living in poverty and disaster prone areas results in more sustainable outcomes.
6. Use of strategic partnerships enhances effective advocacy and synergy. For example working with the Civil Society Education Coalition and its membership, to advocate with Parliamentarians to increase allocation to the education sector resulted in the education budget getting 18.1% of the overall national budget.

4.0 Brief Background

ActionAid is a global justice Federation working to achieve social justice, gender equity and poverty eradication founded as a UK charity organization in 1972. In 2003, ActionAid established International Federation comprising members in every region of the world, and headquartered in Johannesburg, South Africa.

ActionAid Malawi (AAM) is an affiliate member of ActionAid Federation. ActionAid Malawi was established in 1990 and started working in 1991. In 2007 it was registered as a local Non-Governmental Organization (NGO) under the Companies Act (Reg. No. 8289) as a Company Limited by Guarantee. It is a local non-governmental organization governed by a General Assembly mostly comprising people living in poverty; and local Board of Directors with a secretariat located in Lilongwe.

AAM has programs in all the 28 districts with support from global fund and Local Rights Programmes in 12 districts namely, Chitipa, Rumphi, Mzimba, Ntchisi, Mchinji, Lilongwe Peri-Urban, Dedza, Machinga, Phalombe, Neno, Nsanje and Chiradzulu. Four Development Areas in Dowa, Mwanza, Nkhatabay and Salima Districts were phased out.

4.1 Our Uniqueness

- ✍ We are guided by feminist and human rights-based principles and approaches.
- ✍ We are rooted in remote and marginalized communities.
- ✍ We are primarily accountable to the people living in poverty.
- ✍ We mobilize and strengthen the active agency of people living in poverty and exclusion, especially women and young people, whom we directly work with to claim their rights.
- ✍ We connect our work from community, district, national, regional to international levels to make the greatest contribution towards social change.
- ✍ We seek to shift and transform power, through empowerment, solidarity, campaigning and the generation of alternatives.
- ✍ We prioritize the leadership of women and young people, especially those living in poverty and exclusion.
- ✍ We create platforms for collective action and solidarity by enabling people to unite and contribute to social justice struggles in various ways - as active citizens, supporters, staff and volunteers.
- ✍ We have a two-tier governance structure, the General Assembly and the Board of Directors.
- ✍ We have a dual identity as a local Malawian organization and an affiliate of ActionAid International federation.



4.2 Global and Regional Trends

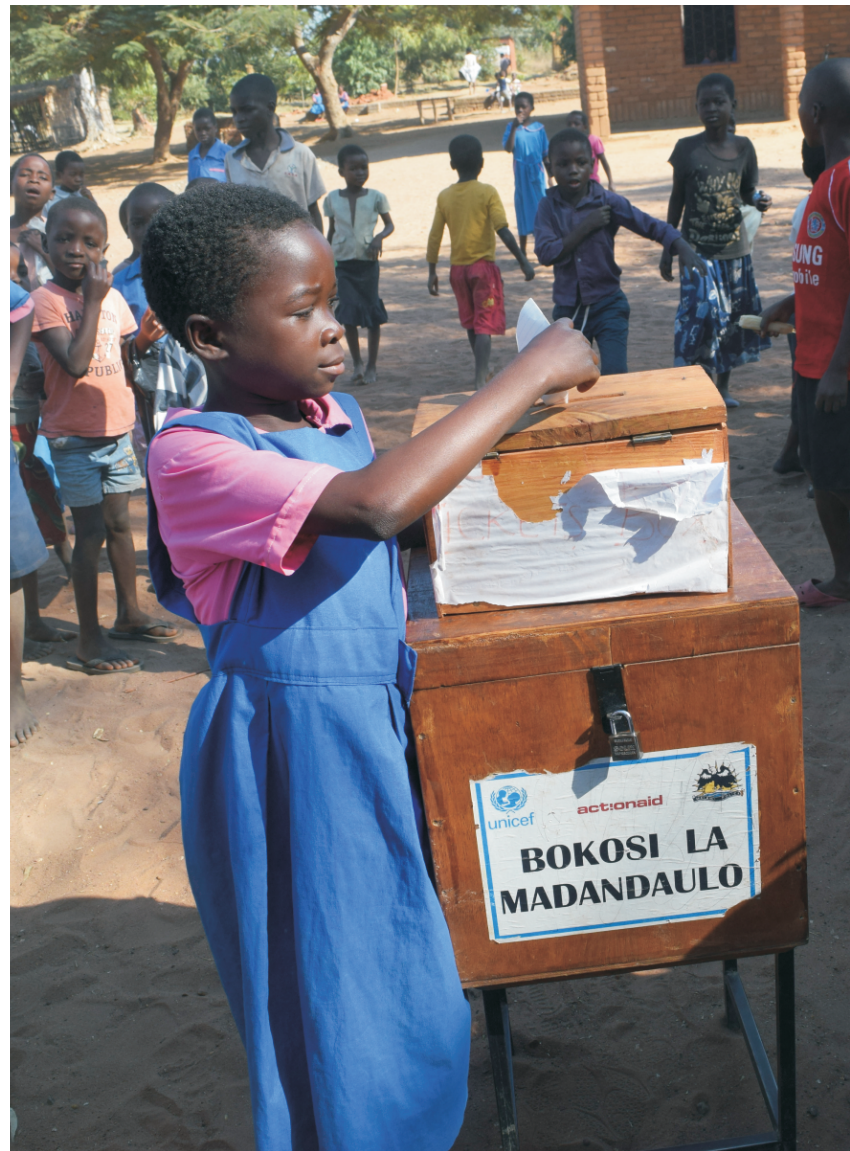
Poverty remains high globally with women and youth highly affected. Some of the contributing factors include, the increased occurrence of both natural and man-made emergencies and disasters resulting in priority funding shifts by donors from livelihood support to humanitarian aid. Market liberalization has become the norm of governments in developed and developing countries, where the private sector has taken over the role of governments in delivering public services. This has led to an increase in the cost of access to basic public services, thus exacerbating both socio and economic inequalities. Political changes in the north, for instance in the United States, have already started to threaten funding to climate change related initiatives and indeed the thinking about the existence of climate change, which threatens resilience building efforts in developing countries.

The adoption of the SDGs in 2015 aimed at creating a just society, where resources are sustainably utilized to safeguard lives and well-being of all citizens is one of the agendas that will influence the development landscape for poor countries. Equality, ending poverty in all its forms, partnerships among third and with first world countries and environmental development; are some of the key aspects of the 2030 agenda. Implementation of the SDGs is crucial for Malawi, as 56.1% of the population is multidimensionality poor while 27.2% live near multidimensional poverty (Malawi Human Development Report, 2016).

Agenda 2063, initiated by the African Union in 2013, is a pan-African long-term set of seven aspirations for the **"Africa We Want"** by 2063. Some key investment preferences are on women, youth, good governance, democracy, respect for human rights, justice and the rule of law. In Malawi, investment in women and youth is crucial because inequalities have exacerbated poverty and vulnerability among youths and women.

5.0 Contextual Analysis

The 2018-2023 strategy has been predominantly built on the premise that the context in which ActionAid Malawi operates is changing rapidly and this necessitates continuous analysis of power and rights to inform our choices and actions.



5.1 Violence against Women and Girls

Social inequalities in gender, income, class, location, disability, age, race, ethnicity, sexual orientation and gender identity are preventing millions of people from enjoying a life with dignity. We live in a moment where women and girls in Malawi continue to face widespread forms of violence in many of the spaces they populate, beginning from their homes, workplaces, the streets and on public transport. According to MDHS 2016 report, one third of women-and more than two-thirds in some countries-have experienced physical or sexual violence inflicted by an intimate partner or sexual violence inflicted by a non-partner. Some 20 percent of women experienced sexual violence as children. Nearly a quarter of girls ages 15-19 worldwide reported having been victims of violence after turning 15. Violence against women can be perpetuated through social norms. Therefore addressing structural causes of violence against women and girls, including the intersections between patriarchy, unequal access to



5.2 Women's Economic Empowerment

Empowering women and girls in the economy is central to ActionAid and it also forms a cornerstone of the Sustainable Development Goals (SDGs). Despite the progress in closing the gender inequalities in health and education, these changes have not resulted in equal outcomes for women and men in the labour market. In many communities, women perform a disproportionate share of unpaid household care work and are constrained from taking decent jobs on an equal footing with men. Closing gender gaps in the world of work and addressing engendered division of unpaid labour is therefore, a powerful way to respect, protect and fulfil women's human rights.

5.3 Women's Participation in Decision making

Due to high patriarchal values, there are fewer women than men that participate in decision-making processes and politics in particular. Fewer women than men have contested in the presidential, parliamentary and local government elections since 1994. The following tables give a summary of the number of aspiring and successful female MPs since 1994;

Table 1
Malawi Elections results 1994 to 2014

Year	Candidates			Winners		
	Women	Total Mps	%	Women	Total MPs	%
1994	46	587	7.84	10	177	5.65
1999	62	668	9.28	16	193	8.29
2004	154	1,098	14.03	27	193	13.99
2009	237	1,175	20.17	42	193	21.76
2014	261	1,285	20.31	32	193	16.58

Source: MEC (2014)

Table 2
Local

Government Election Results 2014 Year	Candidates			Winners		
	Women	Total Ward councilors	%	Total Women	Total	%
2014	462	457		56		

Malawi has progressive laws and policies in terms of advancing gender equality. However the implementation of the policies remains a challenge due to limited political will. A study by the Malawi Institute of Management, (2013 Women's Political and Legal Empowerment in Malawi Lilongwe: UNDP at p. 31) found that lack of financial resources, high illiteracy level among women (44.8% as at 2015), and lack of skills, rank high as the leading factors that hinder women's participation in contesting in elective political offices. It was found that 74% of women that were relatively young i.e. 30 years and below, were unable to participate due to lack of financial resources and only 35% of women that are relatively old, 30 years and above, cited the same factor as a constraint. While 55% of women that are relatively old said they have not been able to participate more in public decision making processes because they simply have not been motivated to do so, 50% of women that are relatively young cited the same as a major constraint. Women's participation in decision making in the public sector also rates lowly-currently at 24.6% (UNDP report 2016).

5.4 Climate Change, Disasters and Resilience Building

In Malawi, since the 1970s, there is an increase in extreme weather events, in magnitude and frequency (2010 Malawi State of Environment and Outlook Report). Such shocks include dry spells, strong winds and floods. The most recent major floods which occurred in 2015, affected 1.14 million people, displaced 80,000 households and damaged 64,000 hectares of crop fields. 153 deaths were reported. In 2016, there were dry spells as a result of the El Nino.

Rural farming communities, especially women, girls, the elderly and children have been particularly vulnerable to these disasters. These shocks, attributed to climate change, have also included the infestation of pests, like Fall Army Worms (FAW) and diseases whose occurrence has also been attributed to climate change, resulting in reduced crop yields. Climate injustice practices both within and outside the country, continue to exacerbate climate change, which is affecting weather related patterns.





Efforts to put in place robust Early Warning Systems (EWS) and disaster risk reduction strategies have been supported by the National Climate Change Management Policy, National Disaster Risk Management Policy, National Adaptation Program of Action (NAPA), National Resilience Strategy and the Draft National Meteorological Policy among others. However, Disaster Risk Reduction (DRR) gaps remain. They include poor quality of generated data due to old equipment, fragmented DRR interventions by stakeholders, limited human and financial capacity of the Department of Climate Change and Meteorological Services (DCCMS) to downscale predictions to smaller units or villages.

Other factors being attributed to low agricultural

productivity, apart from climate change and climate variability, are poor agricultural policies and practices, limited access to reliable markets and unfair pricing of products, limited value addition,

small landholding sizes and lack of control and access to productive resources especially for women due to discriminatory cultural practice

5.5 Political and Socio-Economic Context

Malawi's current economic and political climate remains unresponsive to people living in poverty. In 2017, real gross domestic product (GDP) growth picked up to 4% from 2.5 in 2016. Despite external shocks, the government managed to contain fiscal slippages with the deficit narrowing to 4.8% of GDP. After six years of double digit inflation, the headline rate has receded to single digit levels (7.8% in February 2018), driven by a sustained fall in food inflation due to affordable maize on domestic markets. Fiscal policy is being challenged by revenue shortfalls, non-availability of donor budget support, spending pressures from

domestic debt servicing costs and the high costs of Farm Input Subsidy Programme. Corruption has led to withdraw of development partners' direct budgetary support. As such, government has resorted to borrowing domestically and externally. The public debt has grown to as high as 54.3% of GDP and this has more than doubled compared to 26.7% of GDP in 2007, just after the debt relief. The accumulation of domestic debt and a large amount of arrears, has led to the large amount of resources generated going into the repayment of debt and the settlement of arrears instead. Consequently this has affected the quality public services especially education and services; important for the determinants of health, such as water, sanitation and basic healthcare.



Government's revenue generated domestically remains extremely low. Government revenue per capita in the country is \$49, excluding grants and social contributions and \$79 per capita including grants. Tax avoidance and tax breaks are factors to the revenue loss. Malawi is losing revenue through the regressive tax system that is offering harmful tax incentives to Multinational Companies (MNCs) as well as the tax avoidance by MNCs being aided by the weak international tax system. Lost government revenues in Malawi are as high as \$38 per capita, including US\$117 million a year due to tax incentives and \$86 million due to international corporate tax avoidance. Lost government revenue is two thirds of the aid budget and nearly twice the combined government health and education budget. This is putting pressure on the limited resources that Malawi has and affecting public service delivery.

The extractive industry in Malawi has become a big opportunity for Malawi's Social economic development to complement agriculture. Nevertheless, the extractive industry is plagued with lack of accountability and transparency. The industry is being governed by a poor and outdated regulatory framework -The Malawi Mines and Minerals Act of 1981. The legal and policy framework guiding the oil and gas sector is old and the technical expertise for the sector from the government is limited.

Financial abuse and corruption remain high at national level and local councils. Corruption is eroding governmental legitimacy because it is hampering the effective delivery of public goods and services. It is limiting economic growth because it is reducing the amount of public resources, discouraging private investment and saving and impeding the efficient use of government revenue. Overall, corruption is reducing efficiency and increasing inequality. Corruption is disproportionately affecting the poor who not only suffer from the lack of services and efficient government, but are also powerless to resist the demands of corrupt officials.

Citizen participation and accountability remain elusive ideals in public policy. Capacity constraints are a major transversal challenge faced by the public, affecting their efforts to operate effectively in their various areas of policy. This is particularly evident in the realm of accountability processes, notably in policy dialogue, public expenditure tracking and responsiveness to citizen's needs. This is rendering public participation in policy dialogue and demand for social accountability very limited.

¹ 2015 Issue of the Food and Nutrition Working Group Regional Update

² Strengthening Early Warning in Malawi, Stakeholder Workshop on Enhancing Early Warning System in Malawi, Golden Peacock, 10 to 11 August 2016



5.6 Education

The Malawi government's commitment to education is strong as improving education and skills development remains one of the five key priority areas in MGDS III. Government has offered free primary education since 1994. As a result, enrolment in primary school has increased, notably from 3.7 million in the 2009-10 to 4.2 million in 2011-12 school sessions. Some 94% of children of school going age are now in primary school, with roughly equal numbers of girls and boys enrolled.

However, challenges remain such as high dropout rates. In 2015, the dropout rate for girls was 4% compared to 3.6% for boys. The primary school completion rate for girls was 47% and for boys it was 56% (EMIS; 2015). The secondary school completion rate in 2016 was 19.8% for females and 23.8% for males while the enrollment rate for public universities was 22% (EMIS 2017).

In addition, the introduction of the

Open and Distance Learning (ODL) programme to train teachers was a major success, nearly doubling the number of teachers trained per year although it was discontinued in 2015. The number of primary school teachers increased from 46,380 in 2010 to 55,265 in 2012 in public schools, resulting in an improvement in the pupil-teacher ratio from 80:1 in 2010 to 74:1 in 2016 against a recommended ratio of 60:1.

The education sector faces infrastructure challenges. The primary pupil-classroom ratio has been worsening from 85:1 in 2005 to 116:1 in 2015/16 due to continued increase in enrolment pegged at 4% per annum in the 2012 Education Sector Performance Report as well as the low rate of classroom construction (EMIS; 2016). Inadequate housing, unsafe water and poor sanitary facilities are some of the factors that are contributing to the shortage of teachers in rural areas.

Inadequate financing is also a problem the sector is grappling with, which has led to introduction

of user-fees in some schools despite government's policy of free primary education. Schools continue to demand different contributions towards examinations, recruitment of assistant teachers, report cards and others from parents. This is pushing children from poor families out of school as some parents cannot afford to make such contributions. There is need to influence government to increase education allocation and spending to 20%, the minimum recommended for the achievement of SDG 4.

The right to education is guaranteed in Malawi's constitution. Primary education is free and compulsory in Malawi, according to the Education Act; however, the compulsory element has neither been implemented nor



³For Example see Education in Malawi', <http://www.globalpartnership.org/country/malawi>

The right to education is guaranteed in Malawi's constitution. Primary education is free and compulsory in Malawi, according to the Education Act; however, the compulsory element has neither been implemented nor enforced. Malawi's main education policies are the National Education Sector Plan 2008-17, the Education Sector Implementation Plan, and the National Girls Education Strategy, launched in 2014. The Child Marriage strategy (March 2018) and Malawi's Vision 2020 also highlights education and focuses on improving access, quality and equity in education.

The 2008-2017 National Education Sector Plan (NESP) outlines the country's strategy to achieve equitable access to education and improve the quality of learning, system governance and management. The plan aims to: expand early childhood education, improve infrastructure and the supply of teaching materials, improve the quality and relevance of basic education, and promote technical and vocational training responding to labour market needs and support higher education and research.

The government developed the National Girls' Education Strategy, and an accompanying National Girls' Education Communication Strategy (2014) and The Re-admission Policy (2013). These focus on improving girls' enrolment, attendance, retention, completion and transition from primary to secondary education and on addressing social norms and attitudes among leaders, communities and families.

Malawi has made significant progress towards delivery of quality ECD programs, despite its low profile and limited resources. Since the revision of the ECD policy in 2015, there has been increased investment in ECD though not adequate to cater for all as 60% of the children still do not access ECD Services. Despite increased coordinated efforts to address challenges in ECD in Malawi, there is no specific legislation to guide and regulate the provision of ECD services in Malawi. As a result, the 2003 ECD Policy has not been fully implemented and the lead Ministry has a low budget allocation at 0.005 percent (still lower than the 2000 EFA commitment of 3

percent). There is still limited access to CBCCs and it is estimated that 60% of the children do not have access to CBCCs especially girls, children with special needs, orphans, children on the streets and other vulnerable children. National ECD standards are not reinforced, and service providers are not properly coordinated or regulated. This situation is worsened by inadequate trained personnel to facilitate delivery of quality and comprehensive ECD programs; lack of nutritious food, lack of early learning and stimulation materials for both indoor and outdoor play; unqualified caregivers who in most cases are volunteers; lack of a proper tracking system for children graduating from ECD centers into primary school, lack of knowledge on how to create a smooth transition for ECD graduates in primary school; lack of a screening process for early identification of disabilities and referral, weak linkages among various key ministries to promote delivery of a comprehensive ECD program and lack of a national monitoring framework.

⁴National Statistical Office of Malawi (NSOM), Malawi MDG Endline Survey 2014, June 2015, p.169.
[http://www.nsomalawi.mw/images/stories/data on line/demography/MDG%20Endline/MES%202014%20Report.pdf](http://www.nsomalawi.mw/images/stories/data%20on%20line/demography/MDG%20Endline/MES%202014%20Report.pdf)

⁶DFID, 'Education Sector Reform Programme, Annual Review, July 2013, <https://devtracker.dfid.gov.uk/projects/GB-1-201551/documents>

For example see 'Education in Malawi', <http://www.globalpartnership.org/country/malawi>



5.7 Community and Public Health

HIV remains one of the top causes of illness and death in the world. Globally, there were approximately, 36.7 million People Living with HIV (PLHIV) at the end of the year 2016. 20.9 million PLHIV were receiving Antiretroviral Therapy (ART) by mid-2017. Since the beginning of the epidemic, more than 70 million people have been infected with the HIV virus and about 35 million people have died of HIV. Although the burden of the epidemic continues to vary considerably between countries and regions, Sub-Saharan Africa remains most severely affected, with nearly 1 in every 25 adults (4.2%) living with HIV and accounting for nearly two-thirds of the people living with HIV worldwide (UNAIDS;2014).

Malawi is among the countries worst affected by the HIV epidemic in the sub-Saharan region. According to the 2016 MDHS report, the prevalence rate for adults aged 15-49 years is at 8.8 %. The Population-Based HIV Impact Assessment 2015/16 report has shown a decrease of incidence rate from 0.41% in 2010 to 0.37%. The UNAIDS spectrum model estimates the number of people living with HIV and AIDS (PLHIV) at about 1 million. The key population groups namely female sex workers (FSW) and men having sex with other men (MSM) have been greatly affected by the pandemic currently estimated at 60% and 18 % respectively (2014 BBSS). HIV prevalence is reported to be higher among young women (4.9%) versus young men (1%). Based on Ministry of Health report, 744,000 HIV positive clients were on ART by December 2017.

Despite above strides, new HIV infections remain high and the pandemic continues to overstretch health services, increase the number of orphans and reduce productivity among both skilled and unskilled workforce due to high HIV-related morbidity. In pursuit to reduce further HIV incidence, morbidity, mortality and other related impacts, Malawi embraced ambitious UNAIDS 90-90-90 goals. By the end of 2020, Malawi will have 90% of all PLHIV



diagnosed, started and retained 90% of those diagnosed on ART and achieved viral suppression for 90% of patients on ART.

Violation and realization of Sexual and Reproductive Health Rights (SRHR) continue to be a challenge among young women resulting in high prevalence of HIV, early pregnancies, early marriages and unsafe abortions. Globally, there are 44 births per 1000 to girls aged 15 to 19 per year. About 1 million girls under 15 give birth every year, most in low and middle-income countries. Every year, some 3 million girls aged between 15 and 19 undergo unsafe abortions.

Tuberculosis (TB) is one of the top ten causes of illness and death and leading killer of people living with HIV worldwide. In 2016, 10.4 million people fell ill with TB, and 1.7 million died from the disease. According to WHO report (2016), over 95% of TB deaths and new infections occur in low- and middle-income countries including Malawi. Currently, Malawi has a TB prevalence of 159/100,000 per annum. In 2016, 16/ 100, 000 people died of the disease in the country, the deaths were two times higher among PLHIV. Contributing factors of infection and illness include poor living conditions, poor nutrition and mining.

Vision

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

Mission

To achieve social justice, gender equity, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organisations, activists, social movements and supporters.

Values

Mutual Respect, requiring us to recognize the innate worth of all people and the value of diversity.

Equity and Justice, requiring us to ensure the realization of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, class, age, HIV status, disability, location and religion.

Integrity, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgments and communications with others.

Solidarity with People Living in Poverty and Exclusion will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality.

Courage of Conviction, requiring us to be creative and radical, bold and innovative - without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.

Independence from any religious or party-political affiliation. Humility, recognizing that we are part of a wider alliance against poverty and injustice.

6.0 Our Approach to Bringing About Change

Social justice, gender equality and poverty eradication are achieved through purposeful individual and collective action to shift unequal and unjust power, whether it is hidden, visible or invisible, from the household level to local, national and international levels. Empowerment of people living in poverty and exclusion is crucial. Active and organized people develop and drive change; which will transform power when led primarily by those who are directly affected, and by individuals committed to deepening democracy and achieving social justice.

Collective efforts and struggles are more impactful when linked through solidarity, campaigning and common cause between communities, people's organizations, social movements, citizen's groups and other allies to strengthen the power of people to drive structural change. This includes advocacy, campaigning and policy influencing to engage with power structures from local to global.

Change is not linear, and opportunities to drive social change, advance alternatives and resist injustice open up at different moments. Different contexts will require different strategies. ActionAid is both a catalyst and a contributor to social change processes. We will be prepared to seize key moments for social transformation when they arise, and to resist backlash, guided by our long-term rootedness in communities and by working closely with people's organizations, social movements and other allies. ActionAid will also enable platforms for citizens' actions to hold duty bearers to account.

6.2 Who we work with

ActionAid Malawi believes that people living in poverty and exclusion must be central in driving social change towards a more just and equal world. Within this, we prioritise women and young people in our work. Women, who pay the highest price of unjust policies and patriarchal societies, must play a key role as change agents in order to shift unequal gender power relations. Young people are important innovators and drivers of change throughout the world.

ActionAid Malawi will work to address intersecting inequalities in gender, income, location, disability, that exacerbate poverty and exclusion. We will work with both urban and rural poor, specifically women and young people. We will support the voice and agency of those who are most excluded wherever we work, strengthening their leadership and engagement in people's organisations and social movements, allies, as well as national, and regional and global policy spaces.



6.3 How we will work

In line with our Theory of Change we will continue to use the Human Rights Based Approach (HRBA) in the analysis, design, implementation and monitoring of initiatives.

We will deepen program integration by ensuring that projects are conceptualized and built on existing program work. This will also include standardizing partnerships models under the regular giving and in the institutional as well as developing a coherent organizational structure.

We will use digital transformation and innovation to improve programming and engagement of people living in poverty, allies and duty bearers at local and national levels. We commit to participate and influence federation level practices through the international platforms of the federation. We will further engage in regional and international spaces to further our advocacy and campaigning work.

6.4 Where we will work

(A map of Malawi with all districts highlighted)



ActionAid Malawi will continue to work at the national level and local levels. At local level, we will work in 12 LRPs as well as in the rest of the districts in Malawi with and through partnerships. However we will phase out child sponsorship programming in 3 LRPs (Neno, Machinga and Ntchisi) due to the pulling out of Spanish supporters from the ActionAid Federation. Nevertheless, we will still operate using institutional funding programs in these 3 LRPs.

7.0 Our Programme Priorities

Our analysis across priority areas will help generate evidence that will be used for programming and connecting our work at local, national, regional and international levels to maximize the added value that comes from working across the levels.



DISTRICTS

- | | |
|---------------|----------------|
| 1. Chitipa | 15. Mangochi |
| 2. Karonga | 16. Ntcheu |
| 3. Rumphi | 17. Balaka |
| 4. Nkhata Bay | 18. Machinga |
| 5. Mzimba | 19. Zomba |
| 6. Likoma | 20. Neno |
| 7. Nkhosakota | 21. Mwanza |
| 8. Kasungu | 22. Blantyre |
| 9. Ntchisi | 23. Phalombe |
| 10. Mchinji | 24. Chiradzulu |
| 11. Dowa | 25. Mulanje |
| 12. Salima | 26. Nthyolo |
| 13. Lilongwe | 27. Chikwawa |
| 14. Dedza | 28. Nsanje |



7.1 Priority 1: Promote and secure realization of women, young women and girls' rights

Promoting women and girls' rights lies at the heart of AAM programs and also resonates with development priorities for Malawi Government and Agenda 2030 - the Sustainable Development Goals (SDGs) as well as the Urban Agenda 63 that requires a focus on the most marginalized women and those facing intersecting discriminations based on class as well as gender.

Building on existing programing and key emerging issues, our work will aim to promote women's rights by addressing structural causes of violence against women and girls, including the intersections between patriarchy, unequal access to power and resources, and socially constructed norms. In both private and public spaces, violence against women and girls remain both a cause and a negative outcome of women and girls' multidimensional disadvantages in social, political and economic life. Priority area one therefore aligns well with priorities in the "National Plan of Action to Combat Gender-Based Violence in Malawi" 2014-2020 as well as the "post 2015 SADC Gender Protocol" which calls for member states to develop strategies to prevent and eliminate all harmful social and cultural practices such as child marriage, forced marriage and teenage pregnancies.

Under CSP V, ActionAid Malawi will therefore work with young women's movements, women's movements and women rights and feminists organisations to address the structural causes of

violence, including the intersectionality between patriarchy, unequal access to power and resources, and socially constructed norms, as well as a failed economic model which devalues and exploits women's paid and unpaid labour while ensuring accountability in delivery of factions aiming at preventing and responding to violence against women and girls. This includes addressing the deep rooted unequal power relations between men and women, boys and girls and addressing barriers women and girls experience to participate in leadership and decision making processes. ActionAid Malawi will purport to realize women's sexual and reproductive health rights by

addressing challenges in delivery of sexual and reproductive health care supplies and information, as well as autonomy in sexual and reproductive decision making.

With growing attention to women's economic empowerment as 'an engine for growth', AAM will also focus on addressing structural barriers that prevent or limit women exercising their economic rights. This includes deficient macroeconomic and other policies as well as social norms and practices that drive gender inequitable division of labour, and barriers in access to and control over income by women and men. The current economic model with its strong focus on profit-led growth is increasingly recognized for its role in perpetuating this inequality and poverty - and women are impacted disproportionately across the globe. The ability to advance women's economic empowerment (WEE) therefore largely depends on changes in the economic environment, and macroeconomic policies influenced by strengthened women's agency and voice. A core part of this will be advocating for increased corporate accountability for upholding human rights standards, and protection for women in informal and precarious work, particularly the increasing numbers of young urban women living and working in unsafe conditions.

Cognizant that violence against women and economic injustice are mutually-reinforcing and that progress in one area is crucial for results in the other, within programme priority one, AAM will adopt a more interlinked approach that embeds the following four key focus areas:

Focus Areas for Programme Priority 1

1. Addressing structural causes of violence against women, young women and girls, and promoting effective response mechanisms for survivors of violence.
2. Promoting women's economic justice.
3. Promoting participation of women, young women and girls in leadership and decision making to influence state accountability on gender equality.
4. Promoting women, young women and girls to control their bodies inward and outwardly.

The Change we want to see

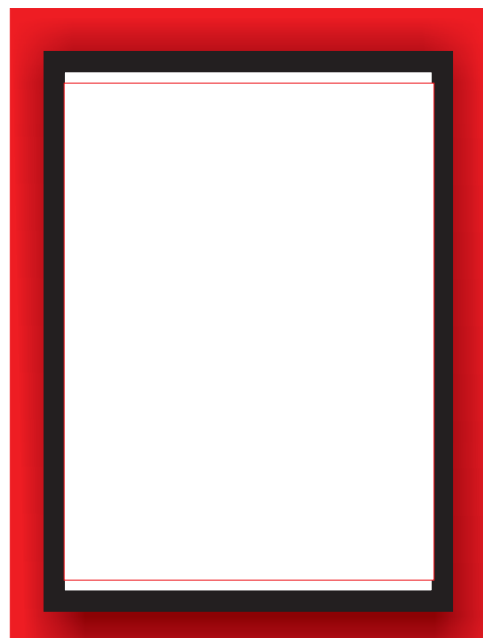
1. Empowered agency of women, young women and girls that are able to challenge patriarchy that predisposes them to violence and exploitation.
2. Empowered women and girls who are able to demand for responsive structures, systems, practices and laws that ensure access to timely justice.
3. Conducive environment that enhances equal access to productive resources and economic opportunities for women, young women and girls.
4. Empowered women, especially young women that are able to demand provision of gender responsive public services to ensure realization of their economic justice.
5. Equal participation of women in decision making and electoral processes.
6. Empowered women, young women and girls who are able to demand fulfillment of their sexual reproductive health rights and live a dignified life.
7. Enhanced state accountability on provision of quality gender responsive public services.
8. Enhanced state accountability on policy formulation and implementation.

In our efforts to improve resilience to different shocks, we put women, other vulnerable groups of people and communities at the centre of our work. We will support women, communities and other vulnerable groups of people to build stronger preparedness to all sorts of shocks and further support them to advocate for government to strengthen its disaster risk management systems for their good. In both preparedness and humanitarian work, we will work to promote strengthened women's leadership leading to power shifts, increased accountability of government and humanitarian actors to affected communities. We will continue to advocate for fairer redistribution of productive resources, land inclusive and other productive resources and access to extension services, leading to increased secure access to and control over land for women, young people and other excluded groups. Our focus will also be to support these vulnerable groups to challenge climate injustice practices by all polluters.

Focus Areas for Programme Priority 2:

Food and nutrition sovereignty, agroecology and natural resource rights and defense of the commons (natural resources for common good)

Women and other vulnerable groups like the youth have suffered hunger due to climatic shocks that have occurred rapidly over the last few years. Such shocks have been on the rise also due to unsustainable farming practices, inaccessibility to productive resources - land inclusive and due to misuse of the commons that includes wanton cutting down of trees, unsustainable use



Climate justice through transformative resilience

Climate injustice is real through actions of big polluters of the environment that affects women, young people and other vulnerable groups of people and communities. While big polluters must be challenged, our focus is to support the efforts of women, young people and other vulnerable groups of people and communities to enhance their resilience. Localized women and young people-led emergency and humanitarian preparedness and response that promotes stronger accountability to affected populations

Since women, young people, other vulnerable groups of people and communities continue to be affected by disasters, we seek to support these to better prepare, respond to and recover from disasters. We seek to support affected communities to demand inclusive response, including women's and affected communities' leadership.

Technical and livelihood skills capacity built of youth living in disaster prone areas

Youth in disaster prone areas suffer exclusion, are prone to exploitation of all sorts in the process denying them and abusing their rights. This is why we seek to support youth inclusion in all preparedness and response mechanisms to disasters, the transfer of technical and livelihood skills to youth and indeed the ultimate protection of youth from exploitation and abuse.

The change we want to see

- ✍ Improved and sustained food and nutrition security.
- ✍ Improved resilience of women, young people, other vulnerable groups of people and communities to all sorts of shocks.
- ✍ Increased inclusion of the voices of women, young people and other affected communities by climate change in policy documents on climate change.
- ✍ Increased protection of youths and other vulnerable groups of people against abuse and exploitation prior to, in and after emergencies.
- ✍ Increased women led emergency and humanitarian preparedness, response and accountability to affected populations.
- ✍ Enhanced state accountability on policy formulation and implementation.

7.3 Program Priority 3: Enhance civic participation and state accountability for the redistribution of resources and delivery of quality, gender-responsive public SERVICES

A photo of people participating in governance activities

AAM will work with people living in poverty, peoples' organisations and social movements and activist groups to increase civic participation in decision making that shapes delivery of public services. We will advocate for the participation of women, young people and excluded groups in decision making and governance processes affecting them. We will also work to ensure democratic and accountable state and governance institutions wherever we work and increased accountability from multi-national corporations. Our agenda will include promoting redistributive policies that facilitate more equitable sharing of power and resources. We will advocate for public investment in and accountability for delivering quality, gender responsive public services, especially public education, health, and agriculture.

We will challenge the privatization of these services. We will advocate for these services to be financed through progressive taxation systems, as well as implementation of fairer national and global tax rules. ActionAid Malawi will work to protect and expand political space for civil society organizations and participation in democratic decision making, as well as support human rights defenders. AAM will also encourage, support and empower women and young women to actively participate in electoral process in order to increase their representation in elected positions at both national and local government levels.

With our rootedness, we will work with the Activista, youth and offer spaces for political reflection and development of alternatives. We will offer journeys of Activista, youth and their local organizations and bring new voices to national and global campaigns and mobilization. With Activista, we will continue to build a rooted youth campaign network with the identity and legitimacy to convene other youth organizations and movements.

In line with SDG's vision of a world with universal literacy: A world with equitable and universal access to quality education at all levels, ActionAid will build on the gains realized over the period to contribute to free, equitable, inclusive and quality early childhood, primary and secondary education. Using the Promoting Rights in Schools Framework, ActionAid will empower communities and school stakeholders to generate evidence on the provision of quality education in their schools and demand accountability from the duty bearers on improving the delivery of education in these schools.

In and out of school youths, especially adolescent girls and young women, will be supported with technical and vocational skills, while supporting them to demand realization of sexual and reproductive health rights and economic empowerment.

ActionAid Malawi will continue to empower communities to be co-implementers of community based TB, HIV and SRH interventions rather than being mere recipients. ActionAid Malawi will also ensure continued advocacy and lobbying for more resources which will effectively and meaningfully fulfill community HIV, SRH and TB needs. AAM will also thrive to improve community access and linkages to health services.

Focus Areas for Programme Priority 3

1. Active participation - promotes and sustains people's participation in democratic decision making to influence and hold the state accountable.

2. State management for the Redistribution of resources:-

- Promoting efficient, participatory and progressive tax system and accountable state in the delivery of public services. Our focus will be on strategic planning, domestic resource mobilization and allocation; expenditure management; performance management; public integrity; and oversight.
- Promoting public investment in and accountability for delivering quality, gender responsive public services, especially public education, and challenge the privatisation of these services. We will advocate for these services to be financed through progressive taxation systems.

3. Accessible, quality, equitable and inclusive public education:

- Promote access to quality, equitable and inclusive

Early Childhood Development for 3 to 5 year old children.

- Ensure increased civic participation and state accountability in the provision of gender responsive quality public primary and secondary education.
- Strengthen youth participation in public social accountability monitoring on delivery of quality, inclusive education services.
- Public Primary and Secondary Education - promote child friendly learning environment to enhance enrolment, retention and completion for learners in public schools.
- Enhance/ Facilitate young people's participation in spaces to influence and hold duty bearers to account on delivery of quality inclusive education services and state accountability to the young people on the same.

4. Strengthening Community Systems in addressing public health

- Ensure and support integrated case finding, patient-centered diagnosis and treatment and care. ?
- Reducing new HIV infections among key and vulnerable populations including women and youth through addressing structural, cultural and behavioral factors.
- Promoting HIV and TB treatment adherence using existing community structures.
- Promoting Sexual and Reproductive Health Rights for vulnerable and marginalized populations including women, adolescent girls, disabled and key populations.

The change we want to see

- ✍ Enhanced peoples participation in democratic decision making processes
- ✍ Enhanced capacity of the people in demanding state and institutions accountability
- ✍ Enhanced state accountability
- ✍ Progressive tax system for gender responsive public service
- ✍ Improved expenditure management; performance management; public integrity; and oversight
- ✍ Increased size, share, scrutiny and sensitivity of the education budget
- ✍ Improved access to quality, equitable and inclusive education
- ✍ Expansion of inclusive spaces for young people's participation in public service delivery
- ✍ Sustained access to health and education public services during disasters and emergencies
- ✍ Improved preventions, diagnosis, treatment and care of TB, HIV and sexually transmitted infections
- ✍ Improved TB/HIV/SRH integration and collaboration across all levels of service delivery
- ✍ Strengthened community engagement in, and ownership of community health programs

8.0 Organisational Priorities

8.1 Financial systems

To deliver on this strategy, AAM has embarked on the transformation of the financial systems by implementing the Global Financial System (GFS) as part of the Finance Transformation project which has been identified as a key enabler to improve reliability and timeliness of financial information for decision makers in the General Secretariat as well as improving overall compliance, transparency and accountability.

The overall objective is to deliver efficiencies in business processes, access to the system and its support, and enhance ways of doing business aimed at eliminating duplicity and downtime and an integration operating environment which provides data uniformity across the federation.

Key Commitments:

- ✍ Ensure integrated and streamlined end-to-end standard and simplified financial processes that will be predictable and repeatable, leveraging fully the benefits of automation;
- ✍ Ensure relevant, accurate and timely financial information for informed management decision making with focus on resource optimisation and value for money which will result in Finance providing a strategic advisory role to operational leads;
- ✍ Ensure protected financial information as a vital asset of the organisation and ensure compliance with contractual and regulatory requirements;
- ✍ Ensure enhanced internal controls and compliance through effective use of system controls such as data validation, central administration of master data for example, creation and management of chart of accounts, automated workflows aligned with approvers delegated authority, improved analysis, asset stewardship and access restrictions appropriate to users' roles and responsibilities;
- ✍ Ensure improved assessment and management of financial risk and developing mitigating strategies;
- ✍ Ensure increased efficiency and effectiveness in the utilization and management of resources Value for money (VFM) principles will be the foundation upon which our financial management will be built. It will be integrated at every stage from budgeting & planning,

implementation, monitoring and control. This will contribute to the economic, efficient, effective and equitable management of our resources. We will adopt a full cost recovery (FCR) approach in all existing and new projects.

- ✍ Ensure improved system connectivity given that the system will be cloud based and that system support will be streamlined.

8.2 Resource Mobilization

To deliver on this strategy, AAM will mobilize resources using two models; sponsorship and institutional fundraising. Under sponsorship, we will enhance child and modernize sponsorship and pilot local child sponsorship, community sponsorship and local corporate fundraising to ensure sustainability. However child sponsorship is projected to continue declining by 5% annually over the strategy period. We will enhance programme-led funding by partnering with institutional donors that share our vision, understand our theory of change and value our development approach and strategic goals. We will invest in staff and partners' capacity in institutional fundraising. The objective is to mobilise, secure resources from different sources to meet our strategic goals. In our quest to be innovative, comply with changing dynamics of resource mobilisation landscape AAM will implement a robust contract management system. This system will support the organisation in generating proposals and enhanced knowledge management.

Key Commitments

- ✍ Ensure sustained resource base to deliver the strategy i.e. a ratio 70:30 institutional vs regular giving;
- ✍ Ensure high supporter and donor retention;
- ✍ Improve (quality, innovation, timeliness) supporter and donor communication;
- ✍ Enhance child and community participation in sponsorship;
- ✍ Single source of information on all donor opportunities and contracts;
- ✍ Ensure a standardised framework for grants management processes along the programme lifecycle is in place;
- ✍ Enhance knowledge management of grants;

8.3 Communication and Organization visibility

The objective is to improve communication and visibility on the role and impact of AAM work. In this strategy we will use our communication for advocacy, mobilization of supporters, people living in poverty and allies, fundraising, sharing and learning and enhancing our work. Key Commitments

- ✍ We will use mainstream media and digital platforms internally and externally;
- ✍ We will refresh our internal communications, systems, connectivity, programmes and fundraising to ensure that they are up to date with current technology and benefit from digital advancements;
- ✍ Strategic investments will be made in the use of technologies in all aspects of our work to drive greater organizational efficiencies and effectiveness in our systems and processes;
- ✍ We will continue to grow our social media presence and use of digital platforms for strengthening national solidarity with people living in poverty and exclusion through campaigning and online actions;
- ✍ We will build the capacity of the media to understand relevant development issues to improve the quality of reportage and media engagement on the issues and amplify our perspectives;
- ✍ We will ensure that AAM is known for its commitment to support people living in poverty and their organization to realize positive change;
- ✍ We will monitor and learn from our communications work, measure effectiveness of how we are reaching our audiences and how our brand is impacting on our targets.

8.4 Risk Management

In the implementation of CSP V, AAM will encounter a number of risks which need to be mitigated against. In recent years, AAM has significantly diversified its funding and is now heavily reliant on institutional funding. This has come with compliance risks. AAM will ensure that there is compliance with the terms of grant agreements and Memorandum of Understanding (MOUs) in order to maintain donor confidence and increase funding opportunities. We will work to strengthen internal controls to manage the risks.

LRPs, projects and units will carry out risk assessments in their areas in order to identify risks they face and put in place mitigation plans. These will

be consolidated for the organization and reviewed regularly to ensure that controls are working and risks are at an acceptable level. Regular updates will be provided to the Audit and Risk Management Committee to allow them to discharge their oversight role. AAM's risk management policy will be reviewed in the course of CSP V to ensure that it is current and in line with any changing industry practices.

The objective is to ensure effective identification and management of the risks that would hamper delivery of the strategy, growth and existence of AAM. AAM Internal Audit will carry out risk-based audits to make the best use of the limited resources available within the organization and support management to discharge their duties in risk management and internal controls. We will pay close attention to donor funded projects in order to increase donor confidence.

Key Commitments:

- ✍ Ensure the effectiveness of internal controls in the organization by carrying out audits in accordance with the approved annual plans;
- ✍ Develop a risk register that will be reviewed periodically to eliminate risks or reduce the risks significantly to acceptable levels;
- ✍ Ensure effective implementation of the AAM organizational policies to enhance accountability to all our stakeholders.

8.5 Culture and Human Resource Systems

CSP V comes with new Human Resource and organization development demands for AAM to be able to operationalize, implement and achieve the strategy goals. The objective is to ensure a well-functioning organizational structure, systems, policies and culture for the effective delivery of the CSP.

Key Commitments

- ✍ AAM will ensure gender balance across all cadres of staff. Further to that we will promote women leadership within the organization'
- ✍ The HROD function will formulate a HROD strategy to guide people management'
- ✍ We will undertake review of various policies and systems in alignment with the Global AA policy and standards, feminist leadership principles, AA Value practice to be able to meet our CSP requirements designed to identify, develop,

- ✍ deploy and retain pools of talent to achieve strategic objectives and meet future workforce needs of AAM;
- ✍ We commit to enforce compliance of the HR policies;
- ✍ Core organisational competencies for strategy CSP V execution will be formulated and embedded as a part of the Talent Management and Succession Planning (TMSP intervention) i.e:
 - i. Human Rights Based Approach;
 - ii. Project Management;
 - iii. Feminist Leadership Practice;
 - iv. Activist & Networked culture attributes;
 - v. Resource Mobilization/Fundraising;
 - vi. Knowledge Management.
- ✍ AAM will maintain a flexible size of core staff to enhance organizational effectiveness and efficiency, with clear roles and accountabilities.
- ✍ HR will champion a Comprehensive Remuneration Benchmarking Exercise and Job Analysis/Evaluation, and Staff Engagement Survey, HROD audit which will inform AAM to effectively respond to staff related issues in the immediate and long term.
- ✍ AAM will invest in capacity building for staff to develop new core competencies in areas of focus under CSP V.
- ✍ HROD function will be charged with the responsibility of enhancing and strengthening the quality of AAM work through coordinating capacity building initiatives for AAM staff as well as linking staff to international capacity building opportunities. This calls for a culture of continuous learning.
- ✍ The HROD function will ensure that AAM has a conducive environment to learning through experience with previous CSPs, coaching, mentoring and self-learning. It will ensure that learning is followed by its application for bringing improvement in AAM's work.
- ✍ AAM will invest in automated HR systems in order to facilitate effective reporting in HR metrics and analytics, recruitment, strengthen performance systems/culture and ensure alignment to CSP V
- ✍ goals, leave management, track learning and development initiatives among others.
- ✍ We will enhance our internal communication systems; strengthen staff participation and collaboration to ensure a more unified AAM team.
- ✍ We will continuously encourage staff to actively participate in thought leadership and cross-cutting development platforms to advance our global justice agenda and remain networked

globally.

- ✍ We will ensure continuous conversations about our culture and how that will need to evolve to support CSP V.
- ✍ The Human Resource and Organization Department will play a vital role in change management processes and in the revision of HR systems and procedures, policies and standards to ensure that these are in line with the in-country labour laws and AAI policies.

8.6 Monitoring Evaluation Accountability and Learning

The Objective is to promote quality Monitoring, Evaluation Accountability and Learning that generates evidence of impact and new knowledge.

Consistent with our ALPS (Accountability Learning and Planning Systems), we will put in place a robust participatory MEAL (Monitoring Evaluation Accountability and Learning) system to enhance our planning, monitoring, review, evaluation and accountability for learning. We will ensure that our MEAL system integrates sponsorship programming and institutional donor funded programmes.

We will consistently review progress towards the achievement of CSP V in line with our Theory of Change. We will strengthen measurement of results and identification of lessons learnt, as this is critical to drive continuous improvements in our programmer design and implementation to better deliver our commitments.

We will use political economy analysis and feminist lens as an integral part of learning process with innovation around knowledge generation and its dissemination.

We recognize that the MEAL system will also be pivotal for improved decision-making, accountability, planning, influencing policy change, resource mobilization and allocation. This is more so, as through deliberate learning, we will always pursue evidence based advocacy in our work.

As a way of investing in technical capacities and systems, we will deliver quality MEAL at all levels.

Key Commitments

- ✍ To oversee capacity development of diverse partners and staff members in monitoring, evaluation, accountability and learning (MEAL). This will guarantee collection of quality data, use

of MEAL for resource mobilization, data management that will inform learning for effective programming.

- ✍ Modernize MEAL system through web based electronic database for easy and timely accessibility to programme stakeholders. We will develop MEAL framework to guide in capturing the impact of our work both qualitatively and quantitatively considering these are complimentary and change is multi-dimensional. This will further enhance accountability, transparency and learning to institutional partners, supporters, government, implementing partners and people living in poverty.
- ✍ Ensure that staff and partners understand, internalize and apply the VFM concept so that it is integrated at every stage from programme design, planning, budgeting, implementation, monitoring and evaluation.
- ✍ Develop a shared learning strategy that will ensure strong culture of learning at personal, group and organizational levels. Ensure that staff and partners understand, internalize and apply the VFM concept so that it is integrated at every stage from programme design, planning, budgeting, implementation, monitoring and evaluation.
- ✍ Develop a shared learning strategy that will ensure strong culture of learning at personal, group and organizational levels.



8.7 Internal Governance

ActionAid Malawi embraces a two-tier model of governance comprising the Board and the General Assembly that is key for providing policy and strategic guidance in the implementation of CSP V.

AAM will continue to comply with AAI membership agreement as well as national legal and statutory requirements.

Board Members during the meeting

The objective is to strengthen internal governance oversight of the organisation.

Key Commitments

- ✍ We will recruit appropriately skilled new Board members with the wide range of skills issues emerge in the organisation to ensure they are effectively playing their oversight role.
- ✍ We will ensure continuous induction of the new board and general assembly members.
- ✍ We will ensure gender balance in the board and general assembly with a particular focus to promoting women leadership. We will ensure smooth transition for directors who have completed their term of office.
- ✍ We will ensure that AAM has robust systems on, risk management, financial management, programme design, people management, monitoring and evaluation and monitoring organizational performance.
- ✍ We will provide exposure that will inspire active participation of the board and general assembly members in the international governance arena by encouraging them to vie for international positions as well as fielding and actively supporting motions.
- ✍ We will ensure that the board and general assembly members are involved and participate in the ActionAid events to ensure they are familiarised with the work of AAM to build a strong solidarity network.
- ✍ We will continue to ensure clear separation of governance roles, adhering to the Governance Manual and Memorandum and Articles of Association.
- ✍ We will ensure improvement of internal administrative structures that would reinforce effective and efficient execution of the activities of the Affiliate in the fulfilment of its vision, mission, goals and objectives.

*Your passiveness serves
no other purpose but
to put you on the side of the
oppressors." ?*

Jean-Paul Sartre

Glossary

We have adopted the following operational definitions for terms frequently used in this Strategy Paper:

Accountability: Officials entrusted with public resources are answerable for fiscal and social responsibility to the citizens and take responsibility for their actions and decisions.

Activista: ActionAid's global organising medium for young people to build solidarity, inspire each other, participate in and influence decision making in governance and development at all levels.

Campaigns: creating and harnessing people's power around a simple and powerful demand, to achieve a measurable political or social change to the structural causes of poverty

Climate resilience: Ability of small-holder farmers and communities to withstand and recover from the shocks of climate change through adaptation, enabling them to live with minimal disturbances to their normal lives and sources of livelihoods.

Climate Resilience Sustainable Agriculture Model (CRSA): A model developed by ActionAid and partners that prioritises the right to food, environmental conservation, and long-term community resilience to reduce food insecurity at the local level, and which contributes to effective national and international climate change policies that support self-sufficiency and sustainability in agricultural systems worldwide.

Domestic Resource Mobilization (DRM): A government creating revenue from domestic resources - different to just taxation because DRM can come from both the public and private sectors, and the public sector does this through tax and other forms of public revenue generation.

Empowerment: the process through which we enable people living in poverty to become rights activists. We do this by making them more aware and more critical of power relations and by strengthening their own power.

Extreme poverty: A condition of dire and perpetual need, vulnerability and powerlessness. People living in extreme poverty often lack the support system to exit from poverty and are often left out of mainstream poverty eradication programmes.

Feminism: A social and political struggle against all forms of male domination (patriarchy) - an ideology that advocates for the transformation of all social relations of power that oppress, exploit, or marginalise women.

Feminist analysis: The application of a set of analytical frameworks aimed at eliminating all forms of discrimination against women.

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Gender equality: The absence of discrimination in opportunities, allocation of resources or benefits, or in access to services based on a person's sex.

Gender equity: Fairness and justice in the distribution of benefits and responsibilities to women and men.

Gender responsive: Consideration that all provided social services should meet the needs of women and men, boys and girls without discrimination.

Hidden Power: these are certain powerful people and institutions maintain their influence by controlling who gets to the decision-making table and what gets on the agenda.

Invisible Power: It involves the power that shapes the psychological and ideological boundaries of participation. It keeps important issues away from the decision-making table, and also out of the consciousness of the different people involved, even those directly affected by the problem.

Patriarchy: The systemic and institutionalised male domination embedded in and perpetuated by cultural, political, economic and social structures and ideologies. Patriarchy makes women inferior and subordinate and confers control and decision-making to men.

Progressive taxes: Taxes that charge more to those who can afford it most. That is, when your income or wealth is bigger you pay more. This protects the poorest who can afford it least. It has a

redistributive effect in the economy, reducing inequality between richest and poorest.

Power: The ability of citizens to use their humanity and constitutional mandate to influence how development responds to the rights, needs and aspirations of the most vulnerable persons in the community. ActionAid seeks to harness people's power to influence those in power.

Regressive taxes: Taxes which are applied indiscriminately without regard to individual wealth, for instance at flat rate no matter how much income or wealth you have, or which don't discriminate enough between rich and poor people. This means the poorer you are, the more difficult you find to pay the tax. This can have the effect of increasing inequality.

Social justice: The view that everyone deserves equal economic, political, social rights and opportunities. This requires that we open the doors of access and opportunity for everyone, particularly those in greatest need. Social justice entails fair and just relations between the individual, society and State.

Social movements: Groups of people and their organisations (mostly informal) committed to social justice, working beyond one geographical area to achieve changes in laws, policies, practices and the way institutions operate.

Solidarity: involves people and organisations sympathetic to the struggles of people living in poverty supporting and sustaining a movement for change, with people living in poverty taking the lead.

Tax raising: How government raises taxes revenue to have money to spend on public services and goods. ActionAid want a progressive tax raising system, and our Tax Power campaign is focused on ways governments can raise more corporate tax revenue.

Tax allocation: How a government allocates percentages of its annual spending budget to different sectors, such as health, education, defense, etc. ActionAid want government budgets to be progressively allocated and spent on gender-responsive public services.

Tax spending: How government budget is actually spent. Involves participatory, gender-responsive budgeting, budget tracking, and ensuring transparency and no corruption

Visible Power: This includes the formal rules, structures, authorities, institutions, and procedures of decision-making. Examples include elections, political parties, laws, legislatures, budgets, corporate policy, by-laws, etc.

Young people: Young females and males aged between 12 and 30 years. Social movements: Groups of people and their organisations (mostly informal) committed to social justice, working beyond one geographical area to achieve changes in laws, policies, practices and the way institutions operate.

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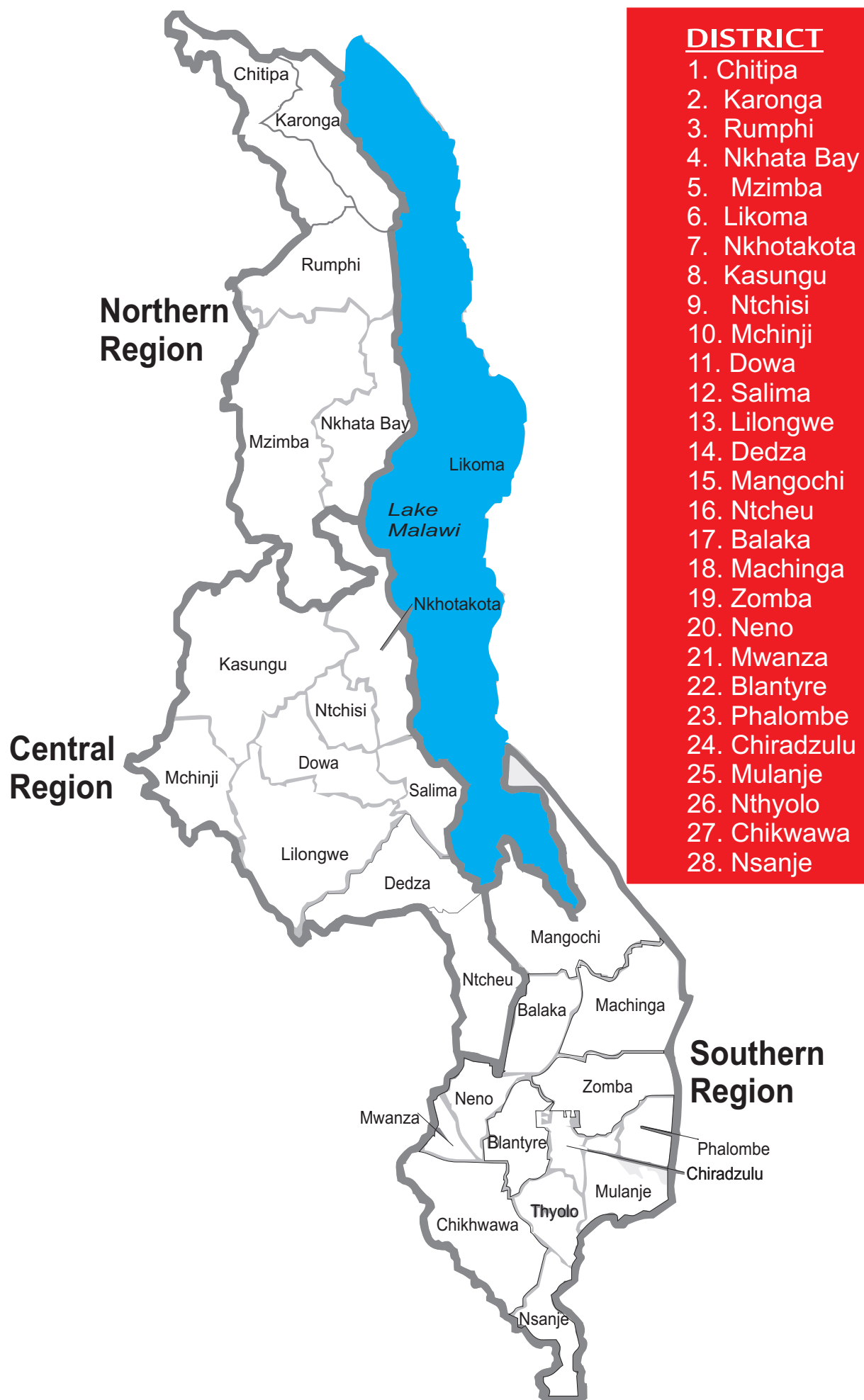
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DISTRICT

1. Chitipa
2. Karonga
3. Rumphi
4. Nkhata Bay
5. Mzimba
6. Likoma
7. Nkhosakota
8. Kasungu
9. Ntchisi
10. Mchinji
11. Dowa
12. Salima
13. Lilongwe
14. Dedza
15. Mangochi
16. Ntcheu
17. Balaka
18. Machinga
19. Zomba
20. Neno
21. Mwanza
22. Blantyre
23. Phalombe
24. Chiradzulu
25. Mulanje
26. Nthyolo
27. Chikwawa
28. Nsanje



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