



USAID | **MALAWI**
FROM THE AMERICAN PEOPLE



Country Development Cooperation Strategy

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List of Acronyms

ADC	Area Development Committee
AGRESS	Agricultural Gender Roles Extension Support Services Branch
ASWAp	Agriculture Sector Wide Approach
CDC	Center for Disease Control
CDCS	Country Development Cooperation Strategy
CHAM	Christian Health Association of Malawi
CIDA	Canadian International Development Agency
CLA	Collaborative, Learning and Adaption
CSO	Civil Society Organizations
CVE	Civic Voter Education
DCA	Development Credit Authority
DFID	Department for International Development
DG	Democracy and Governance
DLI	Development Leadership Initiative Officers
DO	Development Objectives
DO 1	Development Objective 1
DO 2	Development Objective 2
DPs	Development Partners
DPP	Democratic Progressive Party
DRG	Democracy Human Rights and Governance
EU	European Union
FSN	Foreign Service Nationals
FTF	Feed the Future
FY	Fiscal Year
G2G	Government-to-Government
GBV	Gender-based Violence
GCC	Global Climate Change
GDC	German Development Cooperation (includes GIZ and the German Development Bank KfW)
GDP	Gross Domestic Product
GHI	Global Health Initiative
GIS	Geographic Information Systems
GOM	Government of Malawi
HOC	Heads of Cooperation
ICASS	International Cooperative Administrative Support Services
IMF	International Monetary Fund
IPR	Implementation and Procurement Reform
IR	Intermediate Results
INVC	Integrating Nutrition into Value Chains

JICA	Japanese International Cooperation Agency
LGBT	Lesbian, Gay, Bisexual, and Transgender
MCC	Millennium Challenge Corporation
MCH	Maternal and Child Health
MDG	Millennium Development Goal
ME&L	Monitoring, Evaluation and Learning
MGDS II	Malawi Growth and Development Strategy II
MOAFS	Ministry of Agriculture of Food Security
MOEST	Ministry of Education, Science and Technology
MOGCCD	Ministry of Gender, Children, and Community Development
MOH	Ministry of Health
NGO	Non-Governmental Organizations
NRM	Natural Resources Management
PBI	Performance-based Incentives
PFM	Public Financial Management
PFMRAF	Public Financial Management Risk Assessment Framework
PFOC	Program Funded Operational Costs
PWD	Persons with Disabilities
REACH	Rapid and Effective Action Combating HIV and AIDS
REDD	Reducing Emissions through Deforestation and Degradation
RF	Results Framework
SADC	South African Development Community
SIR	Sub-Intermediate Results
SUN	Scaling Up Nutrition
SWAp	Sector Wide Approach
TB	Tuberculosis
TCN	Third Country National
TFR	Total Fertility Rate
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USDH	U.S Direct Hire
USG	U.S. Government
USPSC	U.S. Personal Services Contractor
VDC	Village Development Committee
WALA	Wellness and Agriculture for Life Advancement
WFP	World Food Programme

I Development Challenges & Opportunities

Malawi is at a turning point in its young democratic history, with a chance to make major development progress. Sworn in on April 7, 2012, President Joyce Banda quickly introduced economic and political reform. While the U.S. Government (USG) played a significant and constructive role, it was the government and people of Malawi who reaffirmed their commitment to democratic principles with a peaceful and constitutional succession. Malawi must tackle fundamental governance issues that include corruption, institutional reform, and an inefficient bureaucracy. The current Administration and successive governments will require strong international support—especially from the United States, the largest and most influential donor—to succeed in an ambitious reform agenda and to best address the country's health, education, food security and other socioeconomic needs.

I.1 A Short Political History

Malawi achieved independence from Great Britain in 1964 under the leadership of Dr. Hastings Kamuzu Banda. Banda, an American- and British-trained physician adopted a messianic vision of his post-independence role. Declared “Life President” in 1971, Banda ruled through a combination of paternalism, intimidation and violent suppression. The pillars of his rule were captured in the motto of his Malawi Congress Party: “Unity, Loyalty, Obedience, and Discipline.” The last two, in particular, shaped Malawi’s political life throughout Banda’s lengthy rule. Eventually the increasingly frail and out of touch President was no match for pro-democracy movements that arose in the 1990s. In 1994 he was resoundingly voted out of office by a disillusioned electorate. His successor, Bakili Muluzi, won with 47% of the vote in 1994 and again in 1999 with 52%. In 2002, Muluzi tried, unsuccessfully, to have the constitution amended to continue in office for a third term.

In 2004, Malawians elected Bingu wa Mutharika as president. A retired international civil servant with training as an economist, Mutharika served his first term without a parliamentary majority. He is generally credited with reform efforts that halted Malawi’s slide into a chronic humanitarian crisis. During his first term, Malawi achieved remarkable progress in food security through a combination of input subsidies and good luck with successive rainy seasons. In the 2009 elections, Mutharika was reelected with a solid parliamentary majority.

During Mutharika’s second term, the President and his Democratic Progressive Party (DPP) government veered from their earlier track record of solid democratic and economic progress. The economy began to stagnate seeing both declining competitiveness and increasing corruption, and the President became increasingly intolerant of dissent. With a large parliamentary majority, he enacted legislation reflecting poor political and economic judgment and a tendency toward authoritarianism. The Mutharika era reached its nadir on July 20-21, 2011, when nationwide anti-government demonstrations sparked civil unrest that led to 20 fatalities in the capital Lilongwe and cities of Blantyre, Mzuzu and Karonga.

On April 7, 2012, following two days of uncertainty after the unexpected death of Mutharika, Vice President Joyce Banda, in accordance with Malawi’s Constitution, ascended to the presidency. Banda's rise was improbable. In 2009, she won the vice presidency as Mutharika's running mate but was expelled from the DPP party in December 2010 when she opposed the President's plan to make his

brother, Peter Mutharika, DPP's standard bearer in 2014. Banda responded by forming her own People's Party. DPP then attempted, unsuccessfully, to drive her from office, arguing that a party defector could not remain as Vice President.

1.2 Challenges

Malawi's development challenges are substantial. Over half the population lives below the poverty line, more than one-third consumes less than the required caloric intake, and 47 percent of children under five are stunted. Malawi's agriculture-based economy is dominated by rain-fed subsistence maize farming that is particularly vulnerable to periodic droughts. Agriculture represents over 38% of Gross Domestic Product (GDP), and employs over 85% of the labor force. The country's landlocked geography and limited access to ports result in some of the highest transportation costs in the world, amounting to as much as 30% of the total import/export bill. Malawi imports all of its fuel products.

Table 1: Malawi Major Statistics¹

Population estimate*	14.9 Million
Percent rural **	84%
Average household size+	4.6
Percent under 18 **	56%
GDP Growth++	4.3% 2012, 4.1% 2013
Gross National Income Per capita*	\$330
Ease of Doing Business*	157/183 countries ranked (2013 WB ranking)
Global Competitiveness +*	129/144 countries ranked
Life Expectancy *	53 years
Maternal Mortality	675 per 100,000 live births
Infant Mortality	66 per 1,000 live births

Though 100% of electricity is generated by hydroelectric stations, only 9% of the country's population has access. Available electricity is projected to be significantly below current and projected demand for years to come. Paucity of skilled labor, bureaucratic red tape, corruption, and inadequate and deteriorating road, water, and telecommunications infrastructure further hinder economic development. By early 2013, inflation reached 35%², the highest in the last decade and the primary cause of recent public sector strikes over wage and cost of living issues.

Malawi scores very low on major health indicators: maternal mortality (675 maternal deaths per 100,000 live births); under five mortality (112 deaths per 1,000 live

births); and infant mortality (66 deaths per 1,000 live births)³. In the current agricultural season, the Government of Malawi (GOM) estimates almost 2 million out of nearly 15 million people will require food aid. Deforestation rates are the highest in the Southern Africa Development Community (SADC), indicating rising vulnerability to food and water insecurity (from depleted soils and watersheds), climate change and natural disasters. The fact that most Malawians are rural smallholders intensifies sustainable development challenges.

Across all sectors, low levels of knowledge and resources prevent Malawians from accessing services and demanding quality and accountability from GOM service providers. Access to information, particularly from mass media, is more limited in remote communities. Furthermore, community-level

¹Data compiled from *2012 World Bank, **2008 GOM Census, + 2010 DHS, ++ 2012 IMF World Economic Outlook, and the + *2012-13 World Economic Forum

² National Statistics Office Website http://www.nsomalawi.mw/index.php?option=com_content&view=article&id=186:malawi-consumer-price-indices-dashboard&catid=3&Itemid=37 (December 6, 2012)

³ Malawi 2010 Demographic and Health Survey.

platforms for social and behavior change communications require strengthening. Community organizations ranging from Village Health Committees and School Management Committees to legally-mandated Village Development Committees (VDCs) are not empowered to participate in decision making. They have few resources, insufficient training and limited options to hold officials accountable or to fully employ community resources. Insufficient numbers of adequately trained teachers, healthcare workers, and agriculture and natural resource management (NRM) extension agents remain a significant challenge. Staff shortages across all professional cadres, inadequate incentives for staff, lack of professional development, staff transfers, poor morale, and low capacity of training institutions persist. Although GOM's decentralization efforts led to more funding and responsibilities being devolved to districts, decentralized governance structures are ineffective with little to no capacity.

Underlying development problems include:

- *Rapid population growth:* Malawi's population, at its current 2.8% annual growth rate, is expected to triple to over 40 million people by 2040.⁴ Implications are staggering considering that the country is already densely populated with 139 persons/square kilometer.⁵ Although 42% of married women now use a modern contraceptive method, the Total Fertility Rate (TFR) has decreased very little from 6.7 in 1992 to 5.7 in 2010, and in rural areas is still 6.1.⁶ The result: Malawi's population growth rate is the highest regionally making it one of UNFPA's 15 global population hotspots. With 56% of the population under 18, there is immense pressure on government and society to deliver jobs and quality social services.
- *High Levels of Disease & Poor Health:* Among children under the age of five, 47% are stunted and 63% are anemic. HIV/AIDS remains a major cause of death followed by lower respiratory infections, malaria, diarrheal diseases, and pregnancy-related complications.⁷ HIV prevalence declined from 12% to 10.6% between 2004 and 2010, but for, e.g., urban women, prevalence is 22.7%. Over half of the one-million orphans found in Malawi resulted from AIDS-related deaths. Malaria accounts for 33% of all hospital visits with an estimated 6 million cases occurring annually. Tuberculosis (TB) remains a major public health threat with an estimated prevalence of 164/100,000 population, and 68% of TB cases are co-infected with HIV.⁸ Water related and water borne diseases are a major cause of high morbidity and mortality among children, accounting for more than 50% of illnesses in rural areas.
- *Low Productivity:* Smallholder farmers cultivate 90% of Malawi's arable land.⁹ With limited access to credit, inputs and price information, the typical farmer supports a family of six on roughly one hectare. An average landholding is 1.2 hectares per household, but over a third of households have plots of less than 0.7 hectares.¹⁰ Women are particularly disadvantaged. They constitute 70% of the agricultural labor force and produce 80% of household food, but have even poorer

⁴ RAPID: Population and Development in Malawi. Lilongwe, Malawi: Population Unit, Ministry of Development Planning and Cooperation. 2010, page 7.

⁵ Malawi Health Sector Strategic Plan: 2011-2016; percent of women using any method.

⁶ Malawi 2010 Demographic and Health Survey.

⁷ Malawi Health Sector Strategic Plan 2011-2016, Ministry of Health, 2011.

⁸ 2012 Global Tuberculosis Report

⁹ Malawi: Malawi Sustainable Agricultural Production Programme (SAPP), Programme Design Report – Annex I

¹⁰ Third Integrated Household Survey, Malawi, 2010/11. Government of Malawi, National Statistics Office.

access to inputs and extension services than men.¹¹ Female-headed households' landholdings average only 0.80 hectares.¹²

- *Poor education and skills:* Detrimental effects of poor education cannot be underestimated. Poor education itself, especially for girls,¹³ is illustrated by the fact that only 26% of Standard 6 pupils read with understanding. Learning assessments repeatedly show that Malawian students are failing to acquire basic literacy skills, highlighting the need to improve the quality of teaching and learning. For example, the majority of students leaving Standards 2 and 4 had zero scores in letter recognition, read few words and had extremely low comprehension of grade level texts.¹⁴ Only 50% complete primary school, and of those, only 68% successfully pass the primary school leaving exam.¹⁵ High repetition and dropout rates, discourage parents from sending children to school. A growing out-of-school population impedes future development, as Malawi's next generation will have even higher adult illiteracy than today's generation. This limits Malawians' ability to demand quality services needed to improve their lives. Notable capacity gaps exist in every sector indicating inadequate training. The World Bank's Doing Business Reports notes that a lack of skilled labor is a dominant factor in Malawi's low ranking.
- *Poor Economic Management:* The same World Bank report ranked Malawi as 157 out of 185 for Ease of Doing Business. Ranking is based upon several factors, including: tedious import and export processes, a skilled labor deficit, procedural constraints for starting businesses, and difficulty enforcing legal contracts. Though recent economic management gains are evident, the economy remains weak and unemployment remains high.
- *Weak Institutions and Governance:* Under-performance of government institutions and lack of transparency and accountability underscore rampant corruption and patronage. Decentralized structures remain weak, with poorly defined roles and responsibilities and little to no capacity to provide public services and meet local needs. Local Councilor elections have not taken place since 2000, and there have been no elected Local Councilors since 2005.
- *Gender Inequality:* Challenges are compounded by gender inequalities that subordinate women, limiting their access to agricultural inputs and their share in the benefits of production, as well as access to education, health, and other social services.

1.3 Opportunities

The peaceful and constitutional transition to the Presidency by Joyce Banda helped restore donor confidence and budget support which Development Partners (DPs) suspended in 2011.¹⁶ Her immediate effort to make considerable economic and governance reforms led to the reinstatement of the Millennium Challenge Corporation (MCC) Malawi compact on June 21, 2012. The International

¹¹ UNDP and FAO, Support to the Legislative Process of the Deceased Estates (Wills, Inheritance and Protection) Bill in Malawi under the project FNOP/INT/108/NOR: Improving Tenure Security of the Poor. Report on the Current Situation on Property and Inheritance Rights in Malawi, 2007

¹² Second Integrated Household Survey, Malawi, 2004. Government of Malawi, National Statistics Office.

¹³ Southern African Consortium for Monitoring Education Quality (SACMEQ III) 2009 Report

¹⁴ The 2010 and 2011 USAID/Malawi Early Grade Reading Assessments (EGRA) show that the majority of Standard 2 and 4 learners had 0 scores in letter recognition, knew few letter names, read few words, and had minimal comprehension of grade level text - some 97.1% of Standard 2 learners and 69.3% of learners in Standard 4 were unable to answer a single comprehension question correctly.

¹⁵ Government of Malawi. (2011). Education Management Information Systems Data. Ministry of Education, Science and Technology, Department of Planning.

¹⁶ In June 2011, the IMF suspended their Extended Credit Facility Program

Monetary Fund (IMF) Executive Board approved a new three-year, \$156.2 million Extended Credit Facility Program. Other DPs are following suit, reviving budget and development support to the GOM. These fortuitous events underscored Malawi's position at a historic development crossroads. In addition, the Banda administration has:

- Passed an austerity budget;
- Repaired relations with the United Kingdom, a key partner and provider of much-needed GOM budget support, and reestablished relations with Mozambique;
- Succeeded in passing a number of key legislative actions, including repeal of a number of what had been referred to as “bad laws” which barred suits against the government, expanded government’s censorship powers and gave police broad “search and seizure” powers; and
- Obtained passage of a long-delayed Disabilities Bill that had languished in Parliament for eight years. This requires the GOM to guarantee active participation in political life for all persons with disabilities (PWDs) including participation in local government structures and political processes.

Malawi exhibits promising signs that include:

- Increases in the availability of basic health and education services over the past decade providing a platform to build on through improved focus on quality and equity in access. For example; 85% of the population now lives within 10 kilometers of a health facility and over half live within five kilometers.¹⁷ Through a successful Emergency Human Resource Plan implemented between 2004 and 2010, the GOM increased the number of health workers in priority areas by 53 %;
- The HIV prevalence rate declined overall from 12% (2004) to 10.6% (2010). And, Malawi recently became the first country in the region to set the goal of putting all HIV positive pregnant and lactating women on a new antiretroviral-for-life regimen to prevent Mother-To-Child Transmission of HIV, an approach known as Option B+;
- Malawi is on track to meet Millennium Development Goal (MDG) 4 by reducing child mortality by two thirds in 2015 and has made considerable progress toward MDG 2 of universal access to primary education; nearly 100% of children now start primary school;
- The Judiciary remains independent and strong. Justices recognize their role to interpret the Constitution without bowing to political pressure;
- Independent media demonstrated courage in reporting on political, human rights and economic issues, despite pressure from the former government to self-censor or take a less critical tone. With few exceptions, independent media is growing and maturing as an important voice in civil society. In the 2013 Press Freedom Index (reflecting 2012 data), Malawi jumped a record 71 places from 146 to 75.¹⁸ Nevertheless the quality of reporting remains low;
- The GOM launched two new Presidential Initiatives, Poverty and Hunger Reduction, and Safe Motherhood (which includes training nurses and other healthcare workers), demonstrating GOM recognition of its fundamental development needs;

¹⁷ Quality of Maternal Health Systems in Malawi: Are Health Systems Ready for MDG 5? World Bank, 2010.

¹⁸ <http://en.rsrf.org/press-freedom-index-2013,1054.html>

- Reform legislation has been enacted. The Tripartite Election Act, passed in 2012, allows holding of simultaneous presidential, parliamentary and local council elections for the first time. In addition, Parliament passed the Disabilities Act guaranteeing persons with disabilities participation and social inclusion in development programs.
- The President declared her government's intention to repeal laws criminalizing same-sex sexual activity, promising no further prosecution under existing anti-sodomy statutes, and is engaged with the Lesbian, Gay, Bisexual and Transgender (LGBT) stakeholders to support their rights; and
- With the ascension of President Banda, opportunities to support transparency and accountability have increased. Government has shown strong commitment to open discussion of development issues. This year, for example, the Government readily acknowledged the need for an expanded food assistance program in response to crop failures, something previous governments were reluctant or refused to do.

I.4 Critical Assumptions

The following assumptions may affect the USAID strategy and approach to development assistance:

- Total fertility rate declines to a statistically significant extent and does not undermine development efforts. Family planning efforts must receive high priority and be coupled with efforts to create employment opportunities particularly for the more than half of the population that is under the age of 18.
- Food insecurity does not overwhelm GOM and donor abilities to respond. Even with strong agriculture production, Malawi is characterized by annual food insecurity, and rainfall variability from climate change is almost certain. Since 2005, the GOM's Farm Input Subsidy Program has done much to combat food insecurity. However, GOM and the DPs ability to continue funding such a large and heavily subsidized program will be increasingly difficult during these tight fiscal times.
- Continuation of positive macro-economic and democratic environment. Closely linked to this assumption is that there will be no major or sudden reductions in funding for the Sector Wide Approaches (SWAp) for health, agriculture and education that provide budget support to the GOM.
- Similarly, contributions from the Global Fund for AIDS, Tuberculosis and Malaria remain relatively stable. However, this is a somewhat weak assumption as there has been dissatisfaction with past management and funds accountability that led some donors to withhold SWAp contributions in 2011-2012. The CDCS assumes continued progress on core issues and maintained confidence and support of key SWAp contributors and the Global Fund.
- The 2014 Tripartite Elections will be credible, relatively peaceful and political protests and campaigning will not become violent. Any election protests that overwhelm security forces or result in government overreaction (martial law or excessive force) could destabilize the country. This would be the first that elections for Presidential, Parliamentary, and local government are held concurrently. The conduct and outcome of the multi-level elections will be a defining moment during this CDCS.

- The present conflict with Tanzania over oil in Lake Malawi does not escalate. Further escalation over resource rights or any resulting environmental damage could result in long term negative implications.

1.5 Development Assistance

The USG is the largest bilateral donor to Malawi. In FY 2011, its official bilateral assistance reached \$223 million. This figure excludes MCC funding, support through multilateral institutions (such as the Global Fund, World Bank, IMF, African Development Bank and the United Nations), and generous U.S. philanthropic efforts from large foundations and small charitable initiatives. Over 130 Peace Corps Volunteers are in Malawi's villages to improve local education, health, and environmental conditions.

Total aid disbursement during the Malawi FY 2010/2011 (July 1- June 30) was approximately \$1 billion and averaged 36% of government revenue over the past five years. USAID remained the largest donor (\$150 million), followed by the Global Fund (\$118 million), UK Department for International Development (DFID) (\$110 million), the European Union (EU) (\$97 million), the World Bank (\$85 million), and Norway (\$40.6 million).¹⁹ Other major donors include Japan, the African Development Bank, and Germany. Total contributions, counted as aid disbursements, from United Nations agencies equaled \$77 million. China's official aid disbursement was \$96 million, although primarily in the form of concessionary loans rather than grants; in contrast to Western donors, its assistance is not tied to improving governance.²⁰

1.6 Aid Effectiveness

Efforts to increase effectiveness, transparency and harmonization of USG assistance with the GOM and DPs, in line with the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008) and the Busan Partnership for Effective Development Cooperation (2011) are of central importance to the CDCS.²¹ USAID will provide leadership and support to maximize the effectiveness of SWAp governance mechanisms and donor coordination mechanisms in support of aid effectiveness principles. There is a high degree of formal and informal coordination and collaboration between DPs and the GOM through the SWAp mechanism. SWAps meet regularly at both senior and technical levels and provide joint development and monitoring of annual sector-wide programs. This permits broad input and participation by line ministries and DPs. The USG is an active contributor to various SWAp Technical Working Groups and sub-committees although it does not contribute directly to budget support, it aligns its programs with the sector wide programs. USG agencies currently chair donor groups in Education and Agriculture, and will chair the Health Donor Group in 2013-14.²² Heads of Cooperation (HOC) donors meet monthly to coordinate major development issues.²³ The HOC recently completed an analysis of Malawi's current key development achievements and challenges, to

¹⁹ All figures are compiled by Ministry of Finance's Aid Management Platform, which, owing to the USG not providing direct budget support, does not take into consideration all USG assistance. See Annex 3: Development Partner assistance to Malawi

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²⁰ Ministry of Finance's Aid Management Platform **

²¹ <http://www.oecd.org/development/aideffectiveness/34428351.pdf>

²² CDC currently serves as vice-chair / secretary for the Health Donor Group.

²³ These include the UN, African Development Bank, World Bank, the EU, Germany, Norway, Irish Aid, JICA, FICA, CIDA, DfID, Iceland, and USAID.

inform potential joint planning and programming that aligns with the Malawi Growth and Development Strategy (MGDS) II wherever possible.²⁴

USAID/Malawi will expand and broaden program impact through close alignment of investments to GOM strategies, priorities and other donor investments. USAID will provide leadership and support to maximize the effectiveness of SWAp governance mechanisms and donor coordination mechanisms in support of Paris Declaration principles. Adhering to USAID Forward's Implementation and Procurement Reform (IPR) 2, the Mission is planning to contribute to the Agriculture SWAp through a World Bank multi-donor trust fund that will be managed by the Ministry of Agriculture and Food Security. Where USAID does not contribute directly to SWAp pooled funds, it is a signatory to the sectoral approaches and thus is considered an integral partner in the coordination and integration processes. USAID also advances coordination through efforts such as resource mapping led by the Ministry of Health (MOH). USAID leverages and creates synergies with many other partners and private sector actors such as the Christian Health Association of Malawi (CHAM), which provides over 40% of Malawi's public health services.

I.7 Alignment with the Malawi Government Development Strategies

The GOM's primary roadmap for national development is through Malawi Growth and Development Strategy (MGDS II). USAID/Malawi's most prominent alignment with the MGDS II includes:

- Democracy, Human Rights and Governance (DRG) align with MGDS II's Theme: Improved Governance, Sub-Theme Democratic Governance and Malawi Governance Sector Framework Policy Pillars on Human Rights, Integrity, Accountability, and Transparency, and Free and Fair Elections.
- Feed the Future (FTF) & Global Climate Change (GCC) strengthen President Banda's Initiative to Reduce Poverty and Hunger and promote the Agriculture SWAp (ASWAp) priorities for food security/disaster risk reduction, commercial agriculture, land & water management, research/technology dissemination and capacity building. USAID's value chain focus and commodity selection complements the Ministry of Agriculture and Food Security (MOAFS) Diversification Strategy and Mobile Money activities that align with Ministry of Finance & Reserve Bank efforts.
- Global Health Initiative (GHI) investments center on Malawi's Health Sector Strategic Plan for 2011-2015, the National Strategic Plan (NSP) for HIV and AIDS, and sub-sector specific strategies such as the GOM's Scaling Up Nutrition (SUN) Framework.²⁵ These investments fit together well with President Banda's Safe Motherhood Initiative.
- Education investments follow Ministry of Education, Science and Technology's (MOEST) National Education Sector Plan to improve quality and relevance of education, reduce drop-out and repetition and promote effective learning.

²⁴ Heads of Cooperation Joint Country Analysis, December 2012.

²⁵ USAID has fully embraced the Scaling-up Nutrition (SUN) and 1,000 days movements, both of which aim to reduce under-nutrition in children under the age two by targeting interventions from the beginning of pregnancy up to a child's 2nd birthday.

I.8 Fit with the Presidential Policy Directive for sub-Saharan Africa

USG assistance to Malawi informs all four pillars of the U.S. Strategy Towards Sub-Saharan Africa. USAID/Malawi development assistance strongly aligns with Pillars 1, 2 and 4 in the following ways:

Pillar 1 Strengthen democratic institutions: USAID will promote accountable, transparent and responsive governance, especially at the local level, through building the capacity of decentralized GOM structures and local non-governmental organizations (NGOs) and civil society organizations (CSOs). Citizens, particularly women and other marginalized groups, will have the tools to be more informed about their rights and more involved in their own development. USAID will help Malawi hold peaceful and credible elections to ensure Sustained Focus on the Credibility of Democratic Processes and promote Strong Democratic Norms. Using the Elections and Political Processes Fund, USAID will support civic and voter education and balanced media coverage.

Pillar 2 Spur economic growth, trade and investment: Through crop, livestock and dietary diversity, USAID will increase profitability and the ability of farmers to better access and benefit from local and regional markets. USAID will improve business practices, competitiveness and expand agricultural trade. Together with the GOM, USAID will strengthen public financial management, create demand for greater accountability, transparency and improved governance.

Pillar 4 Promote Opportunity and Development: USAID will strengthen quality and availability of essential health and education services. Reading comprehension will be improved in the early grades. The quality of an integrated package of healthcare services will reach more people. Households will adopt positive behaviors that make them more food and nutrition secure and more resilient to climate change.

2 Development Hypothesis

A recently completed stakeholder analysis²⁶ exemplified the supply and demand side challenges in the Malawian development context. Simply stated the GOM is unable to supply citizens with services and citizens are ill equipped to demand them from the government. USAID's CDCS addresses this imbalance through an integrated approach that concentrates resources geographically where and when feasible. Integration will allow the Mission to experiment and determine what combination of investments has the most profound impact. Through what the Mission is calling a 3-C Approach, USAID will integrate development activities by:

- Co-locating interventions to the extent that it is sensible;
- Coordinating better within USAID and with other DPs, and
- Collaborating to foster linkages among implementing partners and the DPs to improve results, and sustainability.

USAID hypothesizes: **if** assistance is integrated **then** development results will be enhanced, more sustainable, and lead to achievement of our CDCS goal: **Malawians' quality of life improved.**

²⁶ USAID/Malawi CDCS Stakeholder Consultations Report, University of Malawi's Centre for Educational Research and Training, February 2012.

The USAID/Malawi 3-C Approach will be the platform for operationalizing integration and the new strategy. It will include changes in how the Mission does business (everywhere) and doing “new things” that better incorporate integrated principles. It will be used to address identified development challenges and build on current opportunities. USAID will address interconnected development challenges with integrated solutions.

Malawi’s high population growth exemplifies this complexity and need for integration. Rampant population growth contributes directly to forest loss, land degradation, overcrowded schools, taxed health services and greater demands on arable land. These include settlement/urban expansion, and fuel wood needed by families to cook, heat homes, and construct brick houses.²⁷ Education and health challenges link directly to rapid population growth. The most recent Demographic and Health Survey (DHS 2010) illustrated how uneducated women desire twice as many, and have three times as many children than women who completed secondary or higher education (4.9 and 6.9 versus 2.8 and 2.1, respectively). Uneducated women get married, on average, seven years earlier and have their first child six years earlier (17.1 and 18.4 years versus 24.5 and 24.4 years, respectively), use family planning less (37% versus 49%), and suffer more from seeing their children die before age five (138 versus 96 deaths per 1,000 live births).²⁸

Two recent evaluations informed the development of the CDCS. The first was USAID experience with the REACH (Rapid and Effective Action Combating HIV and AIDS) activity that illustrated how an integrated approach improved outcomes. The final evaluation documented how systems strengthening, community based approaches and volunteers had significant impact on results. REACH achieved this by combining organizational capacity development, grant making and technical support to local sub-partners.²⁹ Local partners took initiative and obtained resources from other funding sources. They coordinated, collaborated, and developed avenues for sharing best practices and minimizing duplication. They became more involved, more informed and created demand for services.

Secondly, a mid-term evaluation of the P.L. 480 Title II-funded Wellness and Agriculture for Life Advancement (WALA) project provided valuable lessons. WALA integrates maternal and child health (MCH), nutrition, agriculture, natural resources management, and disaster risk reduction strategies. The evaluation praised the approach and recommended further integration.³⁰ One of the strongest recommendations was to increase community/beneficiary involvement to increase the sustainability of the development gains. This means that beneficiaries need to play a greater role in planning and evaluating these interventions to increase ownership, accountability and transparency.

The Mission will use four levels (full, partial, sector, and limited) as groupings to study the various levels of integration. Table 2 describes the levels integration by district and Figure 1 shows their geographic location. The area outlined in blue indicates where hunger is most prevalent.

²⁷ Sustainable Landscapes Assessment: Malawi, USFS & USAID, December 2011.

²⁸ Malawi Demographic and Health Survey, 2010.

²⁹ Pact Malawi Community REACH Program Final Evaluation, Salephera Consulting Ltd., March 2012.

³⁰ FY 2009-2014 Multi-Year Assistance Program, Wellness and Agriculture for Life Advancement Malawi Mid-Term Evaluation, Catholic Relief Services, March 2012. Recommendations included: greater involvement of men in MCH, diversify crops and livestock (diets and income), strengthen irrigation and watershed and disaster management, and further consider gender issues.

Table 2 Levels of Integration

Level of Integration	USAID Program Area	Focus Districts
Full Mission integration	Economic Growth, Education, Health, and Food for Peace	Lilongwe Rural (except FFP), Balaka, Machinga.
Partial integration	Health and Economic Growth	Mangochi, Thyolo, Mulanje, Chikwawa, Nsanje, Zomba Mchinji, Dedza, Chiradzulu, Ntcheu.
Sector Specific only	Health	Chitipa, Dowa, Karonga, Kasungu, Nkhatakota, Likoma, Salima.
Limited presence	Health	All other districts

Health will concentrate the majority of its activities in 15 districts, plus additional districts based on epidemiology, need and USAID comparative advantage.³¹ Economic Growth (e.g. FTF) will focus in seven districts with the greatest potential to strengthen legume and dairy value chains through FTF and eight districts with chronic food insecurity through Food for Peace. Economic Growth will also add interventions in GCC and biodiversity where they will achieve the greatest impact and support national strategies. Education will focus in three districts where full integration will occur. Within these districts, USAID will use a saturation model whereby education investments will target approximately 100% of schools, GHI will target 80% of Traditional Authorities (a geographic area), and FTF will cover targeted production areas to achieve greater impact. Democracy Rights and Governance (DRG) interventions will concentrate on the three focus districts by integrating capacity of the decentralized structures in the district, Area Development Committees (ADCs) and VDCs. This will add value and build upon specific governance and civil society interventions implemented through education, health and economic growth portfolios. Civic, voter, human rights education and the media will be strengthened. Citizens, government and institutions require skills and capacity to demand and deliver results (DO 3). Nurses and teachers (DO 1) must be trained to deliver quality services. Economic opportunities (DO 2) are in turn critical to better livelihoods, but their impact will be limited if access to and quality of education and health services remains poor, or if they come at the cost of environmental sustainability.

³¹ Under PEPFAR, USAID programs cover a total of 20 districts – including the 15 integrated districts - based on HIV prevalence and USAID commitments under the PEPFAR Partnership Framework with the GOM. For Malaria, there are 19 PMI focus districts receiving USAID assistance for malaria prevention and control, of which includes the 15 integrated districts.

Based on these levels of integration, Monitoring, Evaluation and Learning (ME&L) will examine activities

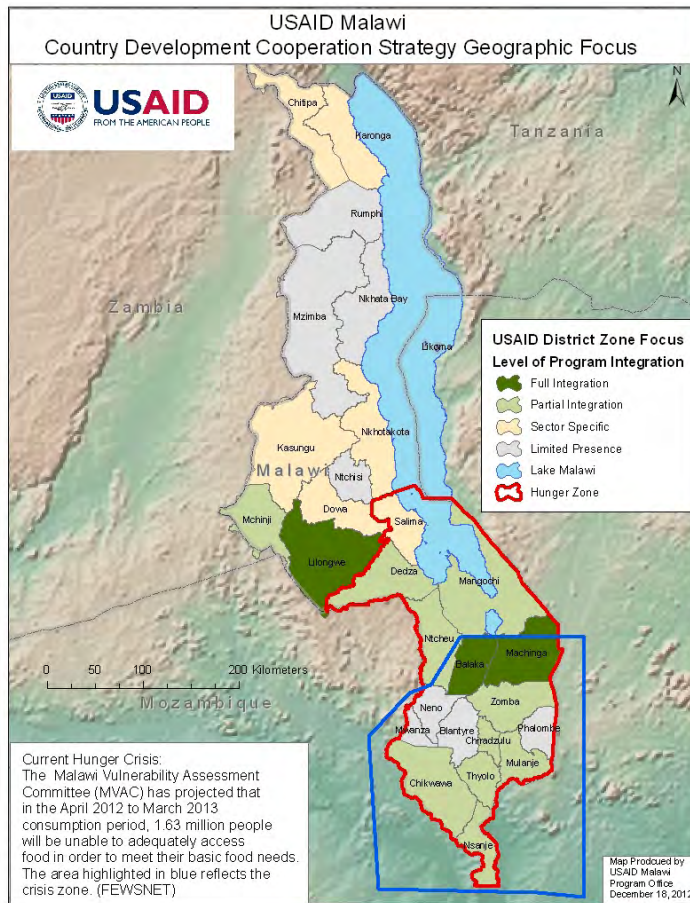


Figure 1: USAID Malawi Geographic Focus and Integration

Please note that the red outline represents the greater area which is generally susceptible to food insecurity. The area outlined in blue denotes the zone of current crisis where approximately 1.63 million people require immediate food assistance (FEWSNET)

co-located in districts, using evidence to learn which combinations are most cost-effective.

Figure 2 below, represents the proposed CDCS Results Framework (RF). Intermediate Results (IRs) do not represent a hierarchy to achieve Development Objectives (DOs). However, they are additive, meaning that IRs when aggregated will achieve the objective. USAID's institutional and technical analyses revealed that there were similar issues that impeded

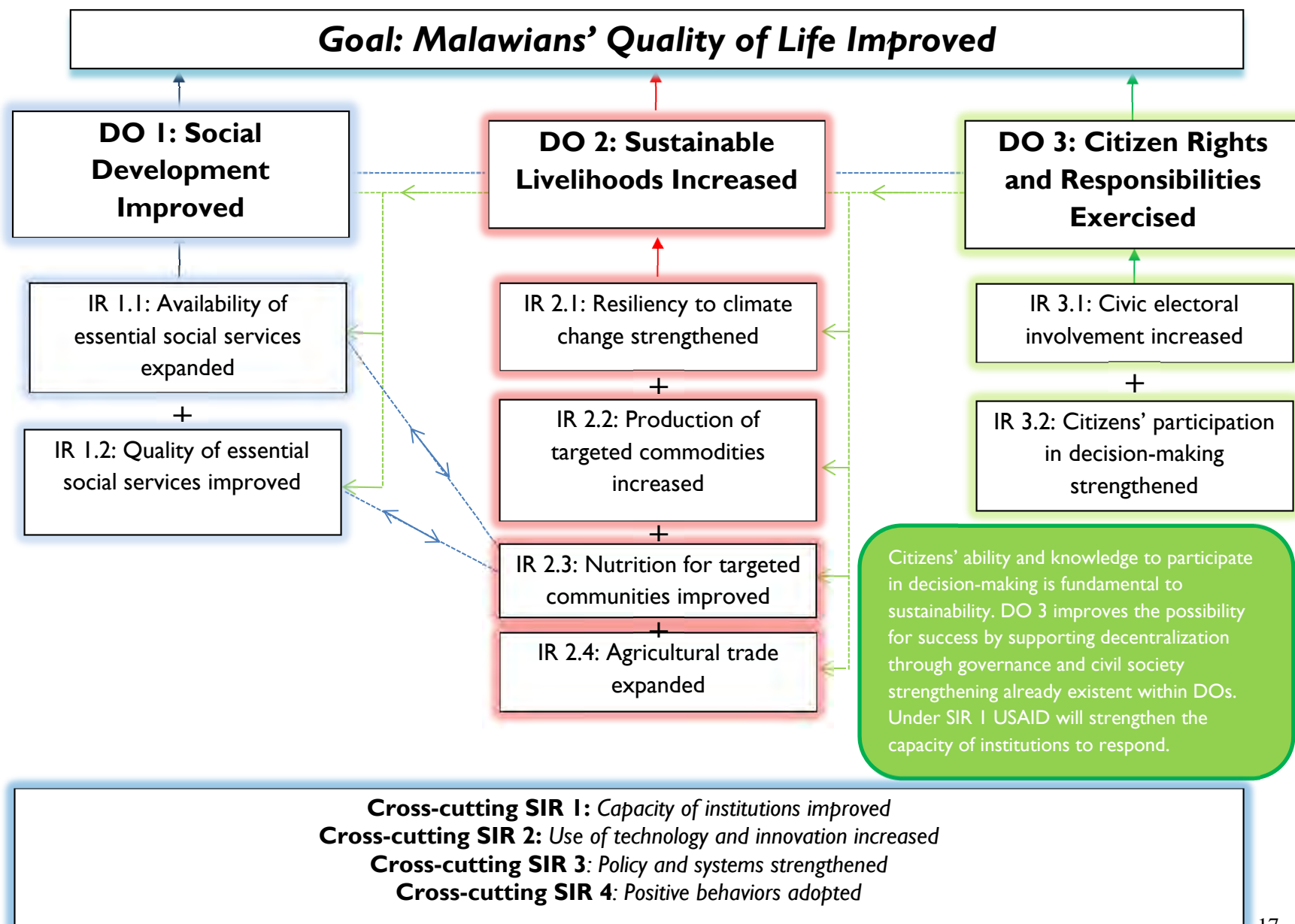
performance. In response, the Mission developed underpinning crosscutting sub-intermediate results (SIRs) that address these fundamental issues:

- The lack of capacity at all levels, including those of citizens and the institutions that are intended to serve them;
- The inadequate use of technology and innovation to improve development outcomes;
- Weak policies and systems that result in poor coordination and inadequate transparency and accountability for public resources; and
- Slow adoption of behavior change messages due both to the poor quality and quantity of these messages.

Note: All indicators presented throughout the results framework discussion will be disaggregated by gender, age group and to the extent available a subset of those with disabilities. Further, these indicators are with reference to the districts in which USAID has programs and not nationwide unless otherwise noted. When the frequency of data collection does not allow annual reporting (e.g., DHS), the Mission will use proxies.

Note: Not all baseline and target data is available. In some cases the data is currently being collected, but in other cases the Mission will need to obtain it, probably through the services it will engage for implementation of the ME&L agenda.

Figure 2: USAID Malawi Results Framework



Relationships between DO's and the Overall Goal

USAID's three development objectives: **DO 1 Social Development Improved, DO 2 Sustainable Livelihoods Increased, and DO 3 Citizen Rights and Responsibilities Exercised** are underpinned by the need to address four crosscutting sub-IRs that: build local capacity, use more technology and innovation, strengthen systems, and create positive behaviors.

DO 1 Social Development Improved

DO 1 expands the availability and improves the quality of essential social services. The development hypothesis linking DO 1 to the Goal is **if** access and quality of services (Health, Education and Agriculture) are expanded and improved **then** Malawians' Quality of Life will be improved. A healthy, educated population is essential to improving citizens' social development and their livelihoods. People need access to quality services and the right types of services. By using services more they will ultimately become healthier and hence more productive. Children who achieve greater educational outcomes will become more productive adults and more likely to have fewer children. Together these outcomes should lead to improving their quality of life. By addressing the SIRs the Mission will improve the organizational capacity of the MOH and MOEST. Increased use of technology such as mobile phones to gather health statistics or teacher attendance data will bring innovative methods to bear. Strengthening systems and policy will permit USAID to address macro-level issues. Adopting positive behaviors, such as increasing contraceptive use will strengthen the causal logic to improve social development leading to improved quality of life. Similarly in education, parents need to be more involved in developing a reading culture and holding their teachers accountable for attendance and performance.

DO 2 Sustainable Livelihoods Increased

DO 2 will pursue market-led growth and work comprehensively in specific agricultural value chains. The development hypothesis linking DO 2 to the Goal is **if** sustainable livelihoods are increased **then** Malawian's Quality of life will be improved. Strengthening resiliency to climate change (IR 2.1), adding value to agricultural production (IR 2.2), better nutrition (IR 2.3), and expanding agricultural trade (IR 2.4) together are means to achieve increased sustainable livelihoods. Better agricultural services, crop and nutritional diversity, economic and food security and the ability to preserve natural resources will result in increased sustainable livelihoods. SIRs will improve the capacity of citizens and institutions to participate. Increased use of technology such as "Climate Smart-Agriculture" will improve land quality, while innovative use of SMS technology will provide real-time price and market data to farmers. This is especially important for adding value to and expanding agricultural production. Strengthening systems and policy will permit USAID to address macro-level trade (regional and local) issues. Adopting positive behaviors related to agriculture (conservation technologies, protecting soil and water resources, etc.) and nutrition will strengthen the causal logic to increase sustainable livelihoods and lead to improved quality of life.

DO 3 Citizen Rights and Responsibilities Exercised

DO 3 encompasses the need to enhance demand for development, while DO 1 and 2 focus on improving the supply of delivered services. The development hypothesis linking DO 3 to the Goal is **if** citizen rights and responsibilities are exercised and participation in decentralized government strengthened **then** Malawians' Quality of Life will be improved. Citizens, communities and organizations need to exercise their rights and responsibilities and be involved in elections and decision-making processes at the local government level. By participating in government, Malawians will become invested

in their own future. IR 3.1 will focus on increasing civic electoral involvement in the tripartite election while 3.2 will strengthen citizen participation in decision making processes.

Aspects of DO 3 (governance, accountability, and civil society inclusion) are inherent to DO 1 and DO 2 interventions. In education, research shows that community engagement and parental participation in children's education mobilize communities and build capacity at the decentralized level. They also increase accountability for learning outcomes.³² This example demonstrates the interconnectedness of DO 3 across the results framework. Similarly, citizens who are better able to exercise their rights, who know and accept their responsibilities, and hold their elected leaders accountable will more effectively demand better services and governance. Those who understand and participate in decision-making processes will be able to advocate for improved social development (DO 1) and livelihoods (DO 2). SIRs will improve district, ADC and VDC capacity to advocate and demand services for citizens. Innovative technologies will help PWDs to become more involved in the electoral process. USAID will promote policies that enhance the rights of the LGBT community which typically suffers from laws, cultural attitudes, and practices that punish and stigmatize homosexual behavior.³³ Overall this DO will promote behaviors that encourage community participation and development ownership.

2.1 What's Different

Focus and integration within and across all sectors. USAID will utilize the 3-C Approach to achieve greater integration, efficiencies and synergies across sectors. USAID will integrate multiple health services through common delivery platforms to reduce costs and increase coverage of care. Program interventions will be coordinated with other DPs and co-located where feasible. Internally, the Mission will coordinate to leverage complementary synergies from interventions. USAID will focus and concentrate investments geographically (See map on page 12). Through a phased approach, the Mission will use a "saturation" model to scale up interventions that reach maximum communities in targeted districts.

Greater emphasis on building host country capacity. The Mission is committed to increasing investment and building Malawian capacity to lead and manage its own development (DO 3, SIR 1, 3 & 4). In line with USAID Forward IPR, USAID will build capacity of the GOM to manage, implement and sustain development programs. Simultaneously, USAID/Malawi will build capacity of citizens to become more involved and informed in order to exercise their rights and responsibilities. Mission programs will encourage citizens to demand accountability from service providers and the government. This integrated governance approach will improve systems, management, and accountability to the citizens of Malawi. Specifically USAID will seek to:

- **Increase share of Mission programming through local CSOs.** The Mission will increase direct investments through partner country systems and local organizations (for-profit and not-for-profit). Given the widespread capacity issues, USAID will need to strengthen all aspects of our implementing partners' organizational capacity, including both that of public and non-governmental institutions, to create a more capable cadre of local implementers.

³² EGRA PAD USAID Malawi

³³ Homosexual activity is technically illegal and punishable by up to 14 years in prison in Malawi; however, President Banda has instructed the Attorney General not to prosecute cases pending repeal of legislation.

- **Explore direct Government-to-Government (G2G) assistance.** The Mission will expand GOM systems and capacity to manage and account for funds. Specifically, USAID will identify opportunities for direct G2G support with the ministries most relevant to the program, including the MOH, MOEST and MOAFS. Moving forward with any G2G investments will depend upon the outcome of the Stage Two Public Financial Management Risk Assessment Framework (PFMRAF), which will start in Quarter three of FY 2013.
- **Action learning.** During strategy development, USAID engaged the Centre for Educational Research and Training to conduct stakeholder consultations in the three focus districts.³⁴ Through these discussions, the Mission learned that rural communities place strong emphasis on increasing their literacy skills and ability to effectively participate in the decentralized government structures. Given its link to other development outcomes in health, education and economic growth (DO 1-3), USAID will provide learning methods appropriate to people who are semi-literate. To increase citizens' knowledge about and benefit from services, participation, economic opportunity and positive behavior change, action learning technologies³⁵ will be used. For example, radio, cellphone, etc. will be complemented by community mobilization and peer learning. Such an intervention will give adult beneficiaries a tool for gathering and acting upon information in the increasingly literate and numerate world of the mobile phone, and will serve as a focal point for other community capacity development interventions.
- **Build capacity of Decentralized Structure in three focus districts.** Through SIRI, USAID will build the capacity of VDC, ADC, and district level authorities as key interlocutors. By improving decentralized governance structures USAID will improve the supply side of civil society's demand for development, services and accountable leadership. SIRI activities will complement governance related technical sector interventions implemented in DO 1 and DO 2. For example, USAID assistance will improve links between District Development Plans and Local Development Fund budgeting processes (decentralized budgeting) to institutionalize capacity and improve planning, management, and implementation of local resources in targeted districts.

3 Results Framework

3.1 CDCS Goal: Malawian's Quality of Life Improved

This goal encompasses the major development challenges USAID/Malawi can address, with its anticipated resources. USAID's development hypothesis postulates that targeted, integrated interventions will improve Malawians' quality of life.

³⁴ Centre for Educational Research and Training, USAID/Malawi Country Development Cooperation Strategy, Stakeholder Consultation Reports, January 2012.

³⁵ Action Learning is an educational process whereby people work and learn together by tackling real issues and reflecting on their actions. Learners acquire knowledge through actual actions and practice rather than through traditional instruction.

“We are pursuing what is called country ownership of development. That means a nation’s own efforts to lift your own people out of poverty, improve health and education, grow your economy, are led, planned, and ultimately implemented by your own government, your own communities, your own civil society, your own private sector.”

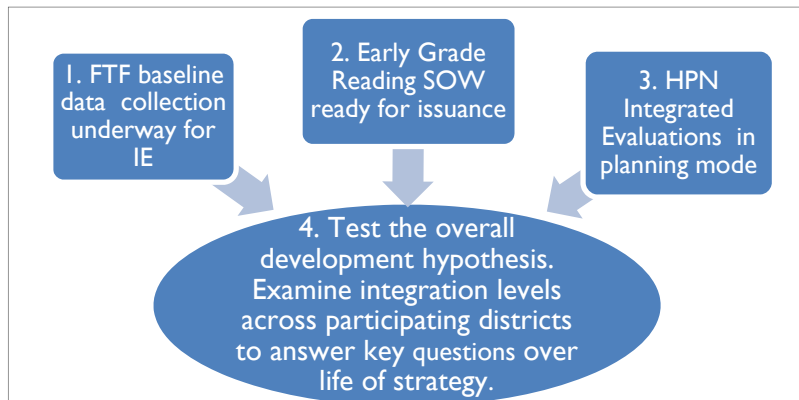
–Secretary Of State Hillary Clinton, Dakar, Senegal, August 1, 2012

In line with Secretary Clinton’s August 2012 speech in Dakar (see text box), the CDCS goal requires Malawians, (individuals, communities, local governments, NGOs and CSOs) to adopt behaviors that enable ownership of development interventions.

USAID will enhance learning through rigorous documentation and evaluation, including impact evaluations that will inform programs and achieve better results. Education, Health and Economic

Growth (Feed the Future) will procure impact evaluations (IEs) that examine issues of integration, i.e., nutrition and agriculture, early grade reading and health specific social services and messaging, etc. Holistic IEs will examine what is being achieved at the four geographic levels and whether some combinations of interventions are most cost effective.

Figure 3: Impact Evaluation Integration



Interventions under each DO include an explicit focus on improving outcomes among vulnerable populations, which include the poor, subsistence farmers, women and children, people at risk of HIV or other infectious diseases, and persons with disabilities. As gender inequality particularly subordinates women, gender-sensitive

programming approaches will be used in all sectors to increase women’s and girl’s access to quality education, health and other social services.

Primary CDCS indicators include:

- Change in UNDP Human Development Index (next date 2015)
- Percent living on less than \$1.25/day

3.2 Development Objective I: Social Development Improved

Recent countrywide stakeholder consultations revealed that Malawians from diverse backgrounds view the lack of quality basic services as a fundamental barrier to achieving their own development goals. In order for citizens and institutions to fully own and drive their own development, they require access to essential inputs to improve health and education services. Development Objective one will leverage investments under GHI, the BEST Action Plan³⁶, PEPFAR, the President’s Malaria Initiative and USAID’s Basic Education Earmark to achieve development outcomes through expanded availability to essential

³⁶ GHI strategic action plans are called "BEST" - BEST Practices at scale in home, community, and facilities for smart integration that draw on latest evidence and best practices. <http://transition.usaid.gov/press/factsheets/2011/fs110503.html>

social services and improved quality of essential social services. Gender-sensitive programming approaches will be used in all sectors to increase girls' and women's access to quality education, health, and other social services, and emphasize their critical role in advancing development. As with the other two DOs, DO 1 will use the 3-C Approach. In health, the primary focus is to work with the public and private sectors to improve quality and expand access to the Malawi Essential Health Package.³⁷ As part of the Mission's commitment to the Agency's global target of 100 million early grade readers, the Mission will strengthen services that improve early grade reading skills for 490,000 children.³⁸

Primary indicators for DO 1 include:

- Total Fertility Rate reduced
- HIV prevalence reduced
- Under 5 mortality reduced
- Percent of students who by end of Standard 2 demonstrate reading comprehension at grade level

IR 1.1 Availability of Essential Social Services Expanded

To increase the availability of essential services for improving health and education, USAID/Malawi will address core supply constraints by integrating services for HIV, family planning, and maternal and child health services, and better nutrition for mothers and children. Health service integration is intended to increase access and thereby reduce health disparities and gender, stigma and discrimination-related barriers to services. Design and planning of integrated service delivery will take into consideration gender and social norms that govern women's access to and use of services, including partner and family engagement, support and economic constraints. To help ensure that these broader concerns are addressed, health activities will include assessments and research exploring the specific needs and perspectives of women, adolescents and minority groups to inform programming as HPN integrates services. The Mission will address core barriers to the availability of services including lack of staff, equipment, infrastructure, drugs and supplies. For example, where these represent major barriers to core public health services, USAID will increase the number of new healthcare workers, strengthen training institutions and pre-service training, and improve human resource management and support systems (e.g., the Human Resource Information System).³⁹ USAID will help the MOH to develop and implement a national human resource strategy through the Health Systems Strengthening Program (SIR 3). In collaboration with the CDC and other USG agencies, the numbers of new health workers are expected to increase. This will require training as many as 2,500 new nurses, midwives, and pharmacy assistants over the next five years.⁴⁰ To achieve IR 1.1 and in line with USAID Forward, the Mission will increasingly use local implementing partners (SIR 1) involved in providing health services.

Health programs will emphasize increased adherence to Malawi patients and service providers' rights

³⁷ The Essential Health Package focuses on evidence-based, high impact interventions at the facility and community level to reduce morbidity and mortality related to malaria, maternal and neonatal health, child health, family planning and reproductive health, nutrition, HIV/AIDS, and water and sanitation.

³⁸ With prior year funding the number of beneficiaries may increase to 800,000 early grade readers

³⁹ USAID will support Malawi to undertake a Service Provision Assessment of health facilities in 2012-2013 that will provide comprehensive evidence for decision-making regarding needs to enhance availability of services.

⁴⁰ Key training institutions include the Kamuzu College of Nursing, the Christian Health Association of Malawi, and Mzuzu University.

charters. The Mission will work on Reproductive Health and Rights Policy to increase access to health services, including the LGBT community. Laws stigmatizing and punishing homosexuality continue to impede efforts to reach and treat this highly vulnerable population despite high HIV prevalence and reported bisexual concurrent relationships. Linked to SIR 1, CSOs lack capacity to address human rights issues affecting sexual minorities. Similarly, linked with DO 3 greater community involvement in development, increasing knowledge of women's and girls' rights to education and access to family planning services will help decrease teenage pregnancy and exposure to sexually transmitted infections and HIV, and promote healthy sexual behaviors (SIR 4). Such efforts will bring future social and economic gains to the entire household. Another priority is to address stigma associated with HIV that USAID will address by working with communities and the GOM to adopt or improve national policies related to HIV (SIR 3).

In education, USAID will increase access of learning materials to primary school students. Most significantly, this will include the development of local language materials including new decodable readers in Chichewa that will use phonics, replacing the whole word recognition texts that have failed to produce readers. Developing new readers and promoting local languages offers a unique opportunity to promote key development messages (DO 1-3 and SIR 4) that increase to parents', particularly mothers' accessibility in rural areas where literacy levels have been historically low. Such texts may also be suitable for adult learners. Encouraging parents to become more involved in stimulating a culture of reading could have spillover effects that would help parents improve their own literacy skills. USAID will emphasize skills for engaging boys and girls equally, while proving the requisite foundation in literacy to reduce the gender gaps that inhibit girls from progressing through the education system while sensitizing communities on the importance of school for girls and boys (e.g., combatting the cultural preference to pull girls out of school for household duties, and early marriage). In addition, USAID will leverage a World Bank Education Disability activity in Lilongwe District, to increase access to learning materials for special need students and support Special Needs Schools in target districts.

Primary indicators for IR 1.1 include:

- Number of individuals who receive HIV counseling, testing and results
- Percent of population with access to essential health services
- Percent of children who interact with texts on a daily basis

IR 1.2 Quality of Essential Social Services Improved

Increasing essential service availability (IR 1.1) is important to achieving social development results. However, without heightened emphasis on improved essential service quality, it is not likely to be sufficient to realize achievement of DO 1. USAID will help service providers in both the public and private sectors build their capacity to deliver higher-quality services by increasing adherence to national and international standards, expanding supervision and mentoring, improving the allocation of resources toward evidence-based interventions, and strengthening monitoring and evaluation so that lessons-learned inform programming.

In health, USAID will support the delivery of an integrated package of health services in 15 districts, to improve quality of care, ensure supply chain reform, and strengthen management of facilities and resources by the MOH, CHAM, and the private sector. Integrated health service delivery will take into

consideration gender and social norms that govern women, girls, PWDs and other disadvantaged groups' access to and use of services. This will include partner and family engagement and support. Assessments and other research will identify the specific needs and perspectives of these traditionally disadvantaged groups.

USAID will work with the MOH and partners at central, district, and zonal levels to improve decentralized management of services, and streamline key systems such as the supply chain for essential medicines and supplies to increase the availability of products. To improve the performance and retention of health workers and teachers, and to empower their managers, USAID will pilot and scale-up a Performance-based Incentive (PBI) activity for District Health Management Teams. Payments will be based on achievement and external verification of specified management and service delivery performance targets. As well, the new Early Grade Reading project will attempt to motivate teachers through incentive systems.

To improve the quality of education, USAID will use evidence-based best practices identified during recent evaluations to scale up improvements for targeting early-grade reading. Working with MOEST, the Mission will fund continuous professional development for primary school teachers of early grade reading. USAID-sponsored teacher training will specifically emphasize skills for engaging boys and girls equally while equipping teachers with enhanced classroom management and pedagogical skills. Teachers' participation in USAID supported training will receive credit toward certificates, helping to elevate the status of teaching in the early grades and increasing the promotion eligibility of early grade teachers, particularly women. This approach will combine intensive continuous professional development training for Standard 1-3 teachers spaced throughout the academic year and the assignment of reading coaches to mentor teachers in using new techniques directly targeted at improving student reading abilities.

Primary indicators for IR 1.2 include:

- Percent of health facilities with drug stock outs
- Percent of health service delivery points complying with national quality standards
- Percent of teachers who demonstrate essential skills in teaching reading

3.3 Development Objective 2: Sustainable Livelihoods Increased

DO 2 focuses on enabling Malawians to sustainably improve their own economic and food security and complements DO 1. Integrated investments in seven districts of south central Malawi will assist 275,000 households to participate in high potential value chains (dairy, groundnuts and soya). USAID chose value chains characterized by strong female participation and leadership roles. FTF implementation will demonstrate how investments can further elevate the role of women and stimulate economic gains for both poor male and female farmers. USAID will encourage activities to use strategies that ensure women are not marginalized from their roles in value chains as they become more profitable and gain more prominence. This will improve family and community nutritional status and raise household incomes as priority value chains were selected based on their market demand and potential to earn income and improve household nutrition. Simultaneous investments in the health activities that emphasize breastfeeding and vitamin supplementation will complement the nutrition objectives. Similarly increased use of family planning will help safeguard advancements in economic growth and food security.

To assist smallholder farmers to make greater profits (IR 2.4), increased production of marketable commodities (IR 2.2) is required. Explicit efforts will be made to expand agricultural trade by encouraging private sector investment using USAID's Development Credit Authority (DCA). Specifically, it will be used to reduce lending risk for small and medium agricultural enterprises. Cutting across these efforts are conservation activities that will assist farmers to adapt to and improve resiliency from climate change.

In focus districts, GHI, education, and Title II will link with FTF to leverage synergies from health, education, environment, economic growth, and food security investments. The FTF Long-Term Training and Capacity Initiative will improve NRM capacity via Masters in Science degrees and short-term training⁴¹ in food science, technology standards and quality, food safety, and increasing the capacity of agricultural extension services. Additional training and capacity building are planned as part of the U.S.-India-Africa Trilateral Agreement. Female participation will be promoted for all such training.

Primary indicators for DO 2 include:

- Household expenditures
- Value of household production of soybean and groundnuts

IR 2.1 Resiliency to Climate Change Strengthened

Achieving sustainable increases in economic growth and food security is inextricably linked to climate change. USAID is undertaking a climate change assessment to identify current and future vulnerabilities through climate and crop modeling as well as extensive consultations with local communities to understand their vulnerabilities and adaptation strategies. The vulnerability assessment will identify key priorities for climate change adaptation activities and opportunities to mainstream climate change across sectors. In forestry, USAID has embedded a National Advisor within the Ministry of Forestry, who in coordination with the GOM and other DPs will develop a Reducing Emissions through Deforestation and Forest Degradation (REDD+) national strategy. The Mission will develop pilot REDD+ activities that feed into the national strategy and offer the greatest potential for scale and impact in addressing the drivers of deforestation. One of the most important issues facing the Mission is a deeper understanding of how gender roles influence the use and management of Malawi's forest resources. Evidence illustrates that women often possess special skills and experiences relevant to climate change, especially knowledge of local ecosystems, agriculture and natural resources management. They hold great potential as entrepreneurs in clean technology and eco-friendly enterprises. Women are also more vulnerable to the effects of climate change and are often left out of technological development.⁴² Gender formed activities will promote sustainability in fuel wood production and utilization while integrating with biodiversity conservation, family planning, and livelihood interventions. FTF interventions will further support climate change resiliency through practices such as conservation agriculture and crop diversification. Meanwhile Title II activities will continue to support watershed management, small scale irrigation, and soil conservation practices that increase farmers' resiliency to climate change. Based on an assessment of non-food needs, a team from OFDA identified several programming opportunities focused on one-year

⁴¹ Malawi is one of the few countries that can boast of a near 100 percent return rate for overseas trainees.

⁴² USAID climate change and development strategy 2012-2016. January 2012. P. 10

short term resiliency including conservation agriculture, livestock, cassava and sweet potato.⁴³ These will be introduced in southern Malawi and complement ongoing FTF and Title II activities including agriculture, livelihoods, nutrition, and water, sanitation and hygiene.

Primary indicators for IR 2.1 include:

- Number of hectares of bio-diverse significance and/or natural resources under improved NRM practices
- Number of communities implementing risk reducing practices to improve resiliency to climate change

IR 2.2 Production of targeted commodities increased

To achieve IR 2.2, USAID/Malawi will facilitate a range of services throughout the value chain that will enable farmers to produce higher quality agriculture commodities and earn greater incomes from targeted value chains. Services include improved extension, increased access to financial services, and high quality inputs. To properly utilize services, farmer groups will create the necessary scale to stimulate the supply of inputs, and thereby enable farmers to aggregate their commodities for sale to traders and processors who demand high value products. USAID does not wish to inadvertently crowd out private sector service providers. Therefore, FTF value chain services will be provided by local organizations with an emphasis on creating sustainable models of service provision. USAID's past and continued focus on the dairy sector presents an opportunity to concentrate on a value chain with high female participation and sustainable service provision. More than 45% of farmer members of Malawi Dairy Development Alliance, Milk Bulking Groups are comprised of women. Milk Bulking Groups allow micro-dairy businesses to aggregate their production and capture higher prices from more consistent buyers. For example, USAID links dairy farmers to milk processors who provided agriculture inputs and milk cooling tanks to farmers that are financed through small deductions in daily milk sales. In FY 2012 1,873 women benefitted from training aimed at improving their production process, quality control, marketing and business planning and animal health.⁴⁴ High female participation in Village Savings and Loans⁴⁵ and the potential for a comparatively more profitable dairy sector⁴⁶ creates opportunities for women to benefit from the production of higher value commodities.

Primary indicators for IR 2.2 include:

- Gross profit margin in soybean, groundnuts and dairy
- Number of hectares under soy or groundnut cultivation

IR 2.3 Nutrition for targeted communities improved

A more diverse food supply, coupled with behavior change communication messaging (SIR 4), will increase consumption of high quality nutritious foods and decrease malnutrition. Nutrition interventions are in GHI, Title II and FTF programs. IR 2.3 will increase the diversity of agricultural

⁴³ Follow up to the October 5, 2012 Disaster Declaration issued by the U.S. Embassy Lilongwe

⁴⁴ USAID Malawi 2012 Gender Assessment

⁴⁵ FY 2009-2014 Multi-Year Assistance Program, Wellness and Agriculture for Life Advancement Malawi Mid-Term Evaluation, Catholic Relief Services, March 2012.

⁴⁶ Malawi Dairy Development Alliance Final Evaluation, Kadale Consultants, March 2012.

production and consumption of more nutritious crops while also achieving both greater food security and higher incomes.

When USAID assigned priority to the FTF value-chains it used both economic potential and nutritional criteria to select the commodities. This resulted in choosing dairy, groundnuts and soybeans. In addition, the Mission sustainable economic growth team is working closely with the health team to coordinate nutrition messages that will be delivered in tandem with agriculture interventions.⁴⁷ The SUN framework emphasizes the practice of essential nutrition actions such as breastfeeding, vitamin A supplements, and improved sanitation and hygiene practices. School texts and learning materials will also include educational messages that promote positive nutrition and dietary behaviors (DO 1 and SIR 4). Evidence increasingly indicates a strong connection between well managed natural resources and healthy families. Preliminary research shows that areas of the country with the highest rate of forest degradation also have some of the poorest nutritional outcomes, while communities with more abundant forest cover have healthier children.⁴⁸

Primary indicators for IR 2.3 include:

- Prevalence of moderate/severe underweight children under 5 years of age
- Percent of women of reproductive age consuming diverse diet (soy, groundnut or dairy)
- Percent of children aged 6-23 months consuming a minimum acceptable diet apart from breast milk (continued breast feeding, age appropriate dietary diversity and age appropriate frequency of feeding)

IR 2.4 Agricultural trade expanded

This focuses on increasing profitability for market-oriented production among smallholder farmers. By itself, diversified production is not sufficient to grow rural sector incomes. Growth also requires that farmers produce increasing surpluses for market sales. A main barrier is that smallholder farmers often do not view farming as a business, but as a means for survival. Most are subsistence farmers and produce just enough food for their own consumption. Generally they remain net buyers of food. FTF interventions will help farmers conduct business plans and make sound production choices that yield greater profits and contribute to food security. The Mission will work to change cultural behaviors (SIR 4) such as maize mono-culture. By involving value chain actors, including agro-processors and seed companies, the Mission will promote structured and transparent commodity trading systems. Activities also include linking smallholder farmers and producer organizations with regional buyers.

USAID in collaboration with the Ministry of Industry and Trade will set priorities for building capacity to improve compliance with Phyto-sanitary standards. In coordination with USAID's Regional Trade Hub, USAID/Malawi hopes to improve Malawi's progress in streamlining custom's procedures, and thereby increasing exports and opening up new regional markets.

⁴⁷ Strategies for integration of nutrition and agriculture interventions are outlined in the Mission's Integrated Nutrition Investment Framework (INIF), developed by an advisory team representing the USAID Bureau for Global Health and the Bureau for Food Security in 2011.

⁴⁸ E3 Forestry & Biodiversity Working Paper: Biodiversity conservation and nutrition and health outcomes in Malawi (draft), K. Johnson, A. Jacob, H. D'Agnes, M. Brown, September 2012.

It is expected that by facilitating financial services across the value chain to add value to agricultural products that structured trade will expand. This will help farmers capture greater value for their products and reduce risk and storage costs. The USAID Development Credit Authority will collaborate with Standard Bank and the Opportunity International Bank of Malawi to create an innovation fund. By buying down risk for innovative investments in the agriculture sector, especially for women who have less access to credit and other financial services, the Mission expects small-to-medium size enterprises to expand.

Primary indicators for IR 2.4 include:

- Volume of soybean, groundnuts and milk processed
- Value of new private sector investments in value chains (soy, groundnut, dairy)
- Value of agricultural exports

3.4 Development Objective 3: Citizen Rights and Responsibilities Exercised

The Mission's 2011 Democracy and Governance (DG) Assessment highlighted the weakness of institutions and agents of democratic accountability as the major challenges to democratic stability and participatory development.⁴⁹ In particular, it identified an inability to restrain executive authority, and a lack of adequate opportunities for citizens to effectively engage the government to demand quality services and hold duty bearers accountable.⁵⁰ These obstacles to citizen participation are exacerbated by the low literacy rate in Malawi. The ability of citizen groups and decentralized governance structures to advocate successfully for resources, demand accountability and direct their development is critical to the success of the technical sector activities discussed in DO 1 and DO 2. Incomplete decentralization in the public sector combined with the lack of local government elections since 2000, has created weak local authorities with poorly defined roles and responsibilities. These factors, combined with a lack of human and capital resources, means that the GOM's overall capacity to provide public services to meet local needs remains poor. On the ground, sector interventions are faced with local governments and citizens' groups that lack capacity to plan, manage, organize and understand development issues.

The diagram to the right illustrates how good governance and leadership are central to the ability of a country to advance its own development.⁵¹ As the new USAID Strategy on Democracy, Human Rights, and Governance states: "Interventions that seek to address development challenges in isolation from the overall politico-economic context are unlikely to yield sustainable results."⁵² In recognition of this fact, USAID Malawi's technical sectors represented in DO 1 (Education and Health) and DO 2 (Economic Growth and Climate



⁴⁹ Problems identified in these reports include low level of knowledge among citizens of their rights and avenues of participation, as well as lack of government accountability, corruption in government services, and abuse of rights.

⁵⁰ Democracy and Governance Assessment of Malawi, Tetra Tech ARD, May 2011.

⁵¹ <http://info.worldbank.org/governance/wgi/index.asp>

Change) spent roughly 11 percent of the FY 2012 Operational Year Budget on activities that directly support DO 3.⁵³ Interventions tackle governance problems that impede development including incomplete and inadequate decentralized systems, low quality and availability of services, and poor strategic planning for improved service provision. In Education, policy dialogue has and will continue to facilitate local level decision-making that involves the community in key issues such as instructional time, teacher stabilization, developing school improvement plans and developing memoranda of understanding and partnerships between communities and schools. In Economic Growth, USAID will strengthen institutional capacity for non-state actors in the agriculture sector and promote private sector investment to function and advocate effectively and participate in key networks that increase access to policy makers. Sustainable institutional capacity development efforts will focus on local implementers and will include investments in organizational and technical capacity that will prepare them to better serve the interests of their constituents and their organizations' long-term sustainability.

Malawian communities must play a greater role as agents of change and government watchdogs. Traditionally, in Malawian culture, communities share liability and responsibility and their involvement is needed to reach development goals as defined in the MGDS II.⁵⁴ To become more involved they must be better informed about their roles in the decentralization structures. Only with this knowledge will they be able to hold government accountable through elections, monitoring government services and creating partnership with local organizations (public, private, CSO, NGO, etc.).

The Constitution of Malawi explicitly requires the GOM to “ensure equality of opportunity for all” to access education, health resources, and food, among other areas. Raising the awareness and observance of these rights will greatly enhance the achievement across DOs. Malawi will hold Tripartite (Presidential, Parliament and District) Elections in May, 2014. This is the first time ever that these elections will be held at the same time, which significantly increase the number of races, candidates and need for citizen involvement. Malawians must become actively engaged in the 2014 election and this will have important repercussions over the life of the CDCS. A critical assumption is that this period will be peaceful and foster free and fair elections. Voter education activities will help citizens to understand the 2014 elections that will be much more complicated than previous ones. USAID/Malawi will convey essential information on operations (how and where to vote) and motivate citizens to exercise their rights with a particular focus on the local government elections. Raising awareness about electoral rights and processes should result in a better informed electorate, fewer irregularities during the election process and a higher turnout of voters.

Primary indicators for DO 3 include:

- Composite change in World Bank “voice and accountability” score
- Number of people reached by USG assisted voter education programs
- Improved capacities of subnational units to provide key infrastructure and services

IR 3.1 Civic electoral involvement increased

⁵² USAID Draft Strategy on Democracy Human Rights and Governance

⁵³ USAID Malawi 2012 Portfolio Crosswalk budget tables

⁵⁴ Listening to the Spirits: Understanding the Cultural Imperatives affecting Leadership and Development in Malawi, Justin C. Malewezi, Second Leadership and Management Series, Malawi Institute of Management, September 2012.

A lesson learned from the 2009 Presidential and Parliamentary elections was that voter education began too late, and lacked a solid basis in ongoing civic education. USAID will use innovative approaches to increase civic involvement in the election through support to voter education, focus group research, the media, and domestic monitoring. USAID will target voter education (pre-electoral period) with a particular focus on youth, women and persons with disabilities. USAID may provide small grants to CSOs and CBOs to conduct creative and effective information and education campaigns to increase involvement. Community meetings, drama, radio programs, etc. will be used to improve citizen understanding of local government processes. Focus group research will be used both pre-and-post election to gauge citizens' attitudes, preoccupations, priorities, and inform CVE messages and strategies to get people involved. Media capacity building will ensure that during the election campaign a more accurate, balanced, and objective coverage of the process is presented. USAID will support media and related organizations to strengthen their ability to responsibly report on election and governance issues. The Mission will focus on activities to sensitize journalists on the tripartite election processes, raise ethical awareness, improve understanding and contribute to a greater understanding of national issues. USAID will also work with domestic elections monitoring group(s) to improve citizen oversight of the election. The Mission will integrate international standards for domestic observation, improve reporting, and communications capacity while ensuring specialized assistance for observing at each phase of the electoral process. Following the elections, continued citizen engagement will be encouraged using participatory civic education methodology.

Primary indicators for IR 3.1 include:

- Percent of voter turnout in 2014 elections as compared to 2009
- Number of domestic election observers trained with USG assistance
- USAID media sustainability index score changed
- Number of government and non-government media relations staff trained

IR 3.2 Citizens' participation in decision-making strengthened

One of the greatest challenges facing Malawi's young democracy is overcoming the legacy of 30 years of dictatorship under Hastings Kamuzu Banda. From 1964 to 1994, the role of the governed was to be obedient and passive recipients of government or party decisions. Given this historical reality many citizens lack the skills, information and institutional access to hold government accountable. As the Mission's Stakeholder Consultation report highlights: "There is need to support programs that generate a critical mass of people that would demand services and accountability from duty bearers. Focus must be on empowering citizens to demand services rather than mere community participation and awareness."⁵⁵ Citizens require skills to demand quality services and ensure that public sector decision-making responds to their interests. Focus group research conducted under a Civic Education activity in 2011-2012 revealed frustration on the part of Malawians due to the lack of citizen input and consultation in local decision making.⁵⁶ Low levels of literacy and education remain barriers to active political participation, as they impede the ability of citizens to take an active role in community development.

⁵⁵ USAID/Malawi CDCS Stakeholder Consultations Report, University of Malawi's Centre for Educational Research and Training, February 2012.

⁵⁶ No Voice, No Power: Malawians Share their Concerns about Citizen Participation in Government, National Democratic Institute, November 2011.

Operating in the three focus districts, USAID will enable communities to provide greater feedback to government service providers, and help them participate more effectively in community decentralized district structures using “action learning.” This activity will support female representation, care groups, school management committees, parent teacher associations, and other CBOs to take a greater stewardship role, demand service coverage and increase local oversight. This IR augments activities under the other two DOs. For example, under DO 1, education activities will support a growing need to link schools with the community by assisting children to be conduits of information dissemination between schools and communities, and also by bringing parents and communities into the schools as part of a behavior change strategy. USAID will support CBOs that improve advocacy, mobilize constituencies, and monitor government performance. Village-based organizations such as village health committees and care groups will be linked with income-generating activities to sustain community involvement. Pilots for PBI will inform whether this mechanism fosters greater community ownership and creates incentives for service improvements. FTF (DO 2) will energize district stakeholder panels that will permit farmers to provide feedback on public agriculture extension service agents. Agricultural extension agents would then have a greater understanding of their service effectiveness and be able to make appropriate changes. Similarly, District Health, Education, and Agriculture Management Teams serve as critical links to District Assemblies. They act as key players in planning and implementing local development activities and need to improve their functional capacity and ability to deliver services (SIR 1). Community scorecards and community panels will serve as mechanisms for citizen feedback to service providers and their elected leaders. With greater capacity through IR 3.2 activities, VDCs and ADCs will increase and improve interactions with district officials and become more involved in decision making.

By increasing citizens’ opportunities for engaging with government officials, activities will cultivate democratic legitimacy and inclusion in local development processes. Greater involvement will ensure equitable participation in the country’s development and equitable sharing of rewards. In turn, SIR 1 will strengthen the capacity of institutions to be better equipped to respond to citizens’ demands.

Primary indicators for IR 3.2 include:

- Number of USG-assisted CSOs that engage in advocacy and watchdog functions disaggregated by topics
- Percent of households in focus districts that understand roles of districts, ADCs and VDCs

3.4 Crosscutting SIRs

Crosscutting SIR 1: *Capacity of institutions improved*

USAID’s various sector and special assessments (gender, disabilities, PFMRAF, etc.) and tools (CSO and Media sustainability index) all highlight the persistent theme of lack of skills and organizational capacity. Furthermore, this problem has a direct bearing on the ability to achieve the USAID Forward IPR objective. Thus this SIR recognizes that as part of the integrated approach, the Mission must consistently include activities in DO 1-3 that increase capacity of government and local institutions. Each must improve their ability to plan, manage, evaluate and account for resources.

USAID will seek to add new activities that equip decentralized local government structures to perform more effectively. Greater clarity is needed on the lines of authority and the flow of data in the decentralized structures, especially given the trend to devolve complex resource use issues to local authorities. Decentralized regional and district government structures and line ministry community officers (health workers, teachers, extension agents, etc.) need to understand their roles and responsibilities and have greater clarity from the line ministries about how they collect and share data (DO 1 and DO 2 links). USAID will use lessons from flagship programs of USAID and other DPs (SSDI, Concern Universal Malawi and the Malawi German Project for Democratic Decentralization (MGPDD)) to learn, adapt, and design new activities to address these needs. USAID will also use lessons from successful models (SSDI and MGPDD) to build financial management capacity of selected ministries and decentralized structures.

Simultaneously, USAID will propose a Mission-wide local capacity development support activity to assist organizations in comprehensive capacity development. Local capacity development is an issue that crosscuts the majority of Malawian Institutions and is a barrier to DO 1, DO 2 and DO 3 implementation. Technical assistance will be used to address organizational needs, training in governance, business planning, technical topics, bookkeeping, accounting, etc. The proposed multi-sector organizational capacity project will build the capacity of CSOs to enable increased citizen participation. It will include, but not be limited to, improving financial management, strategic planning, program management, monitoring and evaluation, research and constituent outreach. Ultimately, this approach will provide a medium-to-long term pool of potential local civil society implementing partners. Once targeted organizations meet USG requirements, they will become eligible and potential awardees of USAID assistance programs. By 2015, USAID expects to award increasing amounts through local organizations and host country systems.

USAID Malawi instituted a policy for new awards that requires international implementing partners to identify and strengthen local sub-partners to become prime implementers during the award life. The Mission will also expand capacity-building to evolve local sub-partners into future direct awardees. USAID's FTF Integrating Nutrition into Value Chains (INVC) activity already addresses this issue through an \$11 million grant facility. USAID's new cross sector (DO 1-3) Annual Program Statement will also build organizational capacity and assist awardees to effectively manage resources and simultaneously implement activities.

Primary indicators for SIR 1 include:

- USAID CSO sustainability index improves
- Percent change in organizational capacity assessment scores of USAID assisted CSOs
- Percent of change in organizational capacity of local government in focus districts

Crosscutting SIR 2: Use of technology and innovation increased

USAID will increase the use of science and technology to test and scale up innovative new programming approaches in all sectors. SIR 2 supports the USAID Forward Objective 6 Science & Technology Strengthened and Objective 7 Innovation. Each DO contains activities that test, evaluate and scale-up new and promising technology applications. Increasing access to new technologies and innovations for development can reinforce both the availability and quality of services and empower individuals to hold

service providers accountable. Ensuring access to such technology for women, persons with disabilities, and other disadvantaged minorities will prevent these populations from being left behind. The following gives examples of technology and innovation in each development objective.

DO 1: Through GHI, USAID will use mobile phone technology to improve information sharing and reporting between community health workers, facilities, and health managers, and open new opportunities for community participation. In education, SMS technology will improve communication between teachers and district-based reading coaches and facilitate the dissemination of information to support classroom instruction. It will also be used to report teacher non-performance. Additional opportunities to introduce and leverage new technologies will be explored through GHI to introduce and scale up GeneXpert, a novel technology recommended by the World Health Organization to improve diagnosis of drug-resistant TB and TB/HIV co-infection. Partnering with Rice University, USAID will introduce a new, low-cost Continuous Positive Air Pressure device to improve management of newborn breathing problems. USAID will expand the use of tablet computer technology for health and education applications, including measuring and analyzing adherence to quality standards for health services as the basis for payment of PBIs. USAID will support use of the Kindle Fire (Tangerine) to facilitate testing of children on their reading proficiency, allowing for more efficient data entry, reduced data entry error, and real-time monitoring of student achievement.⁵⁷ In health, USAID will explore using information communication technology to improve service delivery, including data collection, supply chain management, health financing, adherence to treatment protocols and diagnostic support, as well as establishing a client helpline.

DO 2: USAID will expand an SMS-based information system already in use by more than 7,000 farmers to monitor and negotiate better prices for crops. SMS technology will expand mobile phone banking services to teachers, farmers and health workers through a pilot mobile money initiative. Opportunities also exist to promote efficiency and transparency for the GOM's large fertilizer subsidy program through e-vouchers. Farmers would receive fertilizer subsidies directly on their mobile phones, thus greatly reducing the opportunity for graft and corruption that occurs during voucher distribution. The recently completed dairy intervention successfully applied SMS technology through an information manager (ESOKO) that provided dairy producers easy access to key production, productivity, marketing and governance messages.⁵⁸ Information innovations such as ESOKO are a simple and effective way to complement DO 3's focus on empowering Malawian institutions and communities. The activity will be subsumed under the new FTF flagship INVC. FTF will also pilot the use of solar-powered satellite technology to bring agriculture and health extension messages to rural communities. GCC interventions will promote technologies such as fuel efficient stoves and increased utilization of forest monitoring technologies and innovative scientific analysis to inform decision making.

DO 3: USAID will focus on radio as the most efficient means to get elections-related news to citizens by building the reporting skills of radio journalists and linking citizen groups with community radio stations to enhance elections programming. Cell phone communications will play an important role in the elections as well, by providing information on voting locations and campaign news before the

⁵⁷ The cost of a Kindle Fire equals the approximate cost of one year of printing testing materials; however, it will reduce overall costs by removing the need to hire additional data entry clerks and can be used for multiple years of the assessment.

⁵⁸ Malawi Dairy Development Alliance Final Evaluation, Kadale Consultants, March 2012.

elections and as a means to monitor the vote. By working with CSOs, USAID will build upon small activities that strengthen their ability to use databases and internet platforms to improve human rights reporting and documentation.

Primary indicators for SIR 2 include:

- Percent of assisted communities or organizations adopting improved technologies
- Number and type of new technologies tested in communities
- Percent of mobile phone users accessing or sending information (prices, health statistics) or reporting on public services (e.g., corruption, teacher attendance)

Crosscutting SIR 3: Policy and systems strengthened

Strengthening partner country systems to manage and effectively account for resources is a core strategic element. SIR 3 supports USAID Forward IPR, Objective 1, to Strengthen Partner Country Systems. USAID is exploring the feasibility of direct G2G support to key ministries and GOM operating units. A Stage Two PFMRAF assessment, planned for mid-to-late 2013, will provide the basis for this approach. This assessment will determine which GOM bodies are the best candidates to receive G2G.⁵⁹ In addition, USAID will strengthen key public financial management (PFM) systems and support the World Bank's government-wide Public Financial and Economic Management Reform Program and the ASWAp. The Mission will improve GOM PFM to increase government accountability and transparency and strengthen human resource capacity to meet obligations.

The Mission is also exploring direct support to the National Malaria Control Program, the National TB Program, the Reproductive Health Program, and the Ministry of Gender. In addition, USAID expects to bring selected public institutions financial management up to international standards, improve accountability to the public, and ultimately enable G2G funding. USAID may also target new Ministries, such as the recently established Ministry of Environment and Climate Change Management. In line with PEPFAR guidance, all USG G2G health mechanisms will be standardized to avoid confusion with the GOM on its requirements and responsibilities.⁶⁰ USAID is confident that G2G mechanisms will increase efficiency and country ownership and that performance-based financing will enhance public service delivery across sectors.⁶¹

DO 1: USAID will improve service delivery by strengthening core capacities and systems in the public and private sectors. USAID will provide technical assistance to the MOH to strengthen financial management and reporting systems. The Mission will also provide technical assistance to develop expertise in monitoring and evaluation, quality assurance, supervision and mentoring, supply chain management, and the information systems needed for decentralized management. This program also includes training and on-site mentoring to MOH and selected district governments to strengthen staff skills in planning, financial management, accountability, reporting, and tracking resources and health expenditures. Efforts will particularly target the health sector and seek greater engagement of District

⁵⁹ Mission Malawi conducted a Stage 1 PFMRAF in 2011.

⁶⁰ Cable # UNCLAS STATE 090475, Message from Secretary Clinton on Government-to-Government Mechanisms for PEPFAR, Sep 5, 2012.

⁶¹ All G2G mechanisms will be closely coordinated with other USG agencies, such as CDC, as appropriate to ensure a harmonized USG approach and avoid duplication of mechanisms

Assemblies who control use of the local development fund (DO 3). USAID will assist zonal health management teams to strengthen financial management and supervision skills to better support the district level. USAID will assist the GOM to adopt or improve national policies such as those related to HIV/AIDS including prevention, treatment and care. This will strengthen human rights, civil society involvement, workplace and gender elements. In education, USAID will engage with the GOM to achieve the quality of education components outlined and prioritized in the National Education and Education Sector Implementation Plans. Collaboratively, USAID will address fundamental issues such as the length of the school day, teacher deployment and facilitating local level decision making.

DO 2: USAID will foster stronger collaboration with both government and DPs to improve use of the ASWAp pooled funds. Through the World Bank's Multi Donor Trust Fund, the Mission will contribute to Malawi's successful efforts to develop their Comprehensive Africa Agricultural Program Country Investment Plan. Together with the GOM, USAID will continue policy analysis improving the efficiency of high input subsidy distribution in Malawi. The Mission will also help effect policies that enhance government capacity to address climate change mitigation and adaptation through a comprehensive low emissions development strategy and REDD+ policies.

DO 3: Activities may include basic administrative support to the justice sector, and legal and judicial training for a more effective judiciary environment. These activities would complement work currently funded by the EU and DFID. USAID will also work nationally to cultivate an improved policy environment that promotes accountability and transparency in government institutions and could focus on strengthening legal frameworks and national human rights initiatives.

Primary indicators for SIR 3 include:

- Percent of program budget sub-obligated to local CSOs
- Public access to key fiscal information score increased (This indicator is PI-10 from the Public Expenditures and Financial Accountability Assessment that is comprised of sub-elements covering budgeting, reporting, audit, contract awards and resources made available to primary service units such as elementary schools and primary health clinics.)

Crosscutting SIR 4: Positive behaviors adopted

Transformational development requires people to adopt new behaviors that promote individual, household, and community well-being, and hold others accountable for service delivery where necessary. Behavioral change outcomes are closely interlinked, and share common elements around which DOs are framed. For example, improved health and nutrition behaviors will help communities be more economically productive, but will remain unsustainable if inputs and opportunities to improve long-term economic security are lacking.

DO 1: Considering deep-seated customs and beliefs in rural areas, behavior change is easier said than done. For behavior change efforts to succeed, the Mission must consider local culture and values. Examples of these traditional beliefs include: widows must have sex with a man chosen by her deceased husband's family (spreads HIV/AIDS more easily); men have more rights and authority than women and children (counters efforts at empowering women and youths); and large families are a gift from the

ancestors and a sign of strength and fertility impedes use of contraceptives.⁶² Men and boys need to be sensitized about how current practices and values increase the spread of HIV/AIDS and cause unsustainable population growth. Given these examples, it is clear that culturally sensitive interventions are required. Beneficiaries need to understand their roles and responsibilities in development, how to change their behavior, and engage responsibly and proactively with their communities and government (DO 3).

DO 2: In many cases farmers will need to change their behaviors and farming practices in order to improve production, utilization, profitability and climate resilience of cropping and livestock systems. This will mean planting new crops and trying new agricultural techniques. To achieve desired changes, USAID will support proven practices and will work with lead farmers to increase adoption rates. Agricultural and climate change interventions are inextricably linked to behavior change. For example, the marketing and consumption of nutritious foods, will result in more children attending school (especially girls), delay girls' marriage, and entrench democratic values (DOs 1-3).

DO 3: Beneficiaries need to understand their roles and responsibilities in development, how to change their behavior, and engage responsibly and proactively with their communities and government. Behavioral change will focus on improving decision making and increasing knowledge so citizens know their rights and how to exercise them effectively.

Primary indicators for SIR 4 include:

- CPR increased
- Number of farmers applying improved management practices
- Number of volunteer hours by type of service (e.g., health, reading, NRM protection, HIV/AIDS home care)
- Percent of **couples** receiving HIV counseling, testing and results

3.5 Gender Considerations

The USAID/Malawi gender assessment focuses on integrating gender issues across interventions and capacity building of the Malawian people and the institutions that serve them. As suggested by references to gender or women's inclusion associated with the various DOs and IRs described above, gender equality is fundamental to the success of the USAID/Malawi CDCS.⁶³ The GOM has made concerted efforts to promote gender equality and women's empowerment, demonstrating commitment through a variety of international platforms and agreements to gender equality, human and women's rights. At the policy level, women have the right to full and equal protection by the law, it is national policy is to mainstream gender into all national strategies.

Despite such high level efforts, many factors continue to exacerbate the inequalities and discrimination that women and girls face. Malawi's Parliament unanimously passed the Gender Equality Bill in early March 2013. The bill promotes gender equality, challenges harmful practices and discrimination against women, and promotes their right to sexual and reproductive health and the right to choose to have a

⁶² Listening to the Spirits: Understanding the Cultural Imperatives affecting Leadership and Development in Malawi, Justin C. Malewezi, Second Leadership and Management Series, Malawi Institute of Management, September 2012.

⁶³ USAID Malawi Gender Assessment, July 2012

child or not. This puts Malawi among champion nations for gender equality. The bill will help efforts to address gender issues across all sectors, particularly for women. Even with the new national gender bill, the GOM's 2008 National Action Plan to deal with domestic violence cannot practically be implemented, as the Ministry of Gender, Children, and Community Development (MOGCCD) remains critically underfunded and lacks technical capacity. Gender based violence (GBV) is compounded by ignorance by citizens and police of the laws designed to protect women and, in some cases results in inappropriate application of laws. These challenges contribute to the fact that 28.2% of Malawi's women have experienced physical violence since the age of 15.⁶⁴ Strong cultural norms reinforce separate gender statuses for men and women and make it more difficult for women and girls to access social services, including education, information, legal rights, health and economic resources.

CDCS gender approaches – service delivery and capacity building:

- *Education:* Strengthen literacy instruction for both girls and boys, and community participation, particularly for women, in school management via: a) teacher training that emphasizes skills for engaging boys and girls equally; b) community sensitization on the importance of school for girls and boys thereby reducing the culture of pulling girls out of school for household duties; and c) fostering female leadership in schools and communities.
- *Health:* Integrated service delivery includes assessments and research exploring the specific needs and perspectives of women and adolescent girls. This includes social and cultural risk factors that continue to fuel high multiple concurrent partners, low condom use, and barriers to service uptake and adherence. An assessment is underway to determine factors that affect service delivery, including health worker attitudes. In addition, service providers will be given guidance on how to identify GBV and provide appropriate referrals. A survey on violence against children will help us to understand the factors that put urban women at risk of HIV infection will be conducted. Technical assistance to MOGCCD will strengthen the health policy environment by assessing the national policy environment for women's and girl's health, disseminating findings and developing an action plan.
- *Economic Growth:* FTF value chain activities will ensure women are not marginalized when profits increase and will explore land tenure issues faced by both women and men in target areas.⁶⁵ USAID will foster financial inclusion through mobile phone banking. USAID will better target financial services for women including ensuring that women have separate accounts from their male relatives. Through a DCA innovation fund, the Mission will buy down risk for beneficiaries prioritizing the selection of innovations to women (e.g. labor-saving technologies for women-led activities, and involving women as key stakeholders and decision-makers throughout the value chain). Lastly, the Mission will include a component for women's leadership development and empowerment against GBV.
- *Environment:* Because women are more vulnerable to the effects of climate change and are often left out of technological development,⁶⁶ the Mission will explore gender specific vulnerabilities to climate change to inform activity design and implementation.

⁶⁴ 2010 Malawi Demographic and Health Survey

⁶⁵ Dorward and Chirwa, Gender analysis Farm Input Subsidy Program, 2010 cite clear evidence that the division of labor and inputs varies within a household depending on if a specific plot is female or male controlled.

⁶⁶ USAID climate change and development strategy 2012-2016. January 2012. P. 10

- *Capacity building*: Gender training grounded in the Malawian cultural context will be standard in organizational capacity building modules for CSOs. USAID will strengthen women’s leadership and voice, in part through behavior change communication empowering women and fighting against GBV. Therefore, the Mission will establish capacity building targets for women’s participation and leadership. When developing any policy and guidelines or making assistance or acquisition awards a gender analysis will incorporate the principles of the new USAID Global Gender Policy.

4 Monitoring, Evaluation & Learning

USAID/Malawi is a focus country for all Presidential Initiatives and has a substantial Basic Education earmark. PEPFAR, GHI and FTF have large independent monitoring systems that require a strong and validated evidence base. The CDCS will expand on these efforts by emphasizing cross-cutting Monitoring, Evaluation and Learning (ME&L) opportunities and reinforcing these activities across sectors. Our 3-C Approach requires a comprehensive methodology to track results and progress towards achieving the CDCS Goal. This approach reflects current USAID Forward and Evaluation Policy, as well as the latest thinking in the development field regarding evaluation and evidence-based learning. ME&L methods will incorporate a variety of quantitative and qualitative tools to gather reliable data for purposes of accountability, (i.e., to verify that intended results were achieved), and learning to inform future programming and decision making. Data and evidence will be used to inform program approaches and resource allocation to ensure appropriate development programming focus to achieve the most significant outcomes.

The Mission approach is multifaceted and includes aspects of Monitoring, Evaluation, Innovation and Collaborating Learning and Adapting (CLA). The CLA model provides a platform to structure ME&L. CLA is flexible and evolving, founded in evidence-based and adaptive practices. Its application supports the ability to take effective courses of action across the results framework through iterative review of implementation in consultation with stakeholders. The ability to assess and adjust to potential changes in DO causal pathways is important and a long-term desired outcome for USAID/Malawi development efforts. As the largest donor agency in Malawi, USAID is well placed to lead and serve as a catalyst for CLA. The ME&L agenda will require 5% of the overall budget for proposed ME&L requirements.

Monitoring and Evaluation/Adapting aspects include the following:

- Improved data management, data quality and information dissemination;
- Increased use of quality baselines for all projects;
- Focused and sensible targeting;
- Clarification and redesign of Mission staff ME&L roles and integration into a directed learning environment to increase and improve capacity;
- Innovative sector evaluations to establish an evidence base for new interventions or applications (e.g., recent study linking nutrition with access and proximity to forest resources in Malawi);
- Timely performance and impact evaluations to inform programs;
- Increased analytical rigor supporting program adaptation; and

- Geographic Information Systems (GIS). USAID Malawi is currently deploying a GIS that will be used to map the greater USG footprint, improve DPs collaboration and synergy, establish a central data repository of relevant information and key sector data sets. For example, these data may include Census, Demographic and Health Survey, agriculture, forest cover and land use. Most importantly GIS will be used to inform evidence-based decision making, support analytical rigor and justify resource allocations.

To enhance joint Learning and Collaborating both within the Mission and with the GOM, CSO stakeholders, and other DPs, USAID will:

- Apply a coordinated Strengths, Weaknesses, Opportunities and Threats Analysis and a political economy analysis as a real-time foundation for learning at decentralized levels emphasizing stakeholder consultations and USAID's ability to respond to changing local realities to better assess impact and inform program and strategic designs;
- Ensure evaluations are timely, disseminated widely and used to inform programs;
- Ensure portfolio reviews take into account findings to inform program and technical decisions;
- Develop communities of practice with USAID, GOM, DPs, CSOs and other stakeholders to bridge the "research to practice" gap by linking evaluation results to program design and to improve and build experiential knowledge;
- Conduct "exit interviews" with implementing partners at project close-out, and form a Partner Alumni Association to ensure continuity in learning after program close out and to document best practices to improve USAID policies, processes and programming;
- Leverage opportunities within programs to encourage accountability approaches that exemplify good stewardship and local ownership of development interventions by stakeholders (i.e. by recognizing outstanding students, teachers, community groups and leaders, etc.).

Proposed Impact Evaluations:

Feed the Future: The baseline data for a rigorous impact evaluation is currently being collected. This will allow the Mission to assess if in fact improved nutritional outcomes are achieved through the integration of agriculture and nutrition interventions. This impact evaluation includes a control group which will serve as the counterfactual of not receiving any interventions as well as two other groups that will only receive either agriculture or nutrition interventions. Through the comparison of these communities from the same livelihood zone, USAID will gain a better understanding of the impact of integrated agriculture and nutrition programming.

Education: The evaluation will inform USAID about the interaction and multiplier effects between multiple Mission and program interventions in target districts. The USAID/Malawi Early Grade Reading project will be implemented in up to twelve of the 34 education districts depending on funding. At the current base level, it will only target three districts. These districts were selected to enable the Education Team to examine the synergies and measure any multiplier effects on Mission interventions in health, agriculture and education.

Health: The evaluation will inform to which extent USAID/Malawi's integrated support to the GOM, through the Support for Service Delivery Integration project in 15 focus districts, resulted in improved

effectiveness of the Essential Health Package and increased efficiency in the management and delivery of health services in Malawi. In addition, GHI will undertake an impact evaluation of the effect of a novel intervention – PBI - on raising the coverage and quality of service provision, as well as the quality of district management of health services.

DO Level:

USAID will undertake a DO-level impact evaluation to demonstrate overall impact of the Mission's 3-C Approach. Illustrative DO-level evaluation questions include:

1. Are greater development synergies and results achieved for DO 1, DO 2 and DO 3 when programs are present in the same district as compared to places where programs operate in isolation?
2. What are the obstacles to coordination and increasing results when the DOs operate in the same district?
3. Is USAID's impact on food security greater in the places where both nutrition and agriculture interventions are present compared to places where only one of these programs exists?
4. Do increased availability and/or perceived quality of service (staff are present, waiting times not excessive) increase the demand for services?
5. Do improvements to democratic processes and increased civil society involvement in selected districts translate into on-the-ground improvements in service delivery?
6. How has capacity development for NGOs, communities and stakeholders translated into sustainable and resilient development?
7. To what extent have changes in organizational management and governance and program delivery of local NGOs and CSOs improved community participation and ownership of development interventions?
8. How and how much did overall organizational management capacity of government institutions, local NGOs and CSOs improve as a result of USAID/Malawi's capacity-building efforts?

5 Annexes

Annex I: Analyses, Assessments, Evaluations

Democracy and Governance

Democracy and Governance Assessment of Malawi, Tetra Tech ARD, May 2011

Final Evaluation Report: SUNY/CID Legislative Strengthening Program/Malawi, USAID/MCC Threshold Program, 2008

Africa Regional Rule of Law Status Review, Annex 5: Malawi Country Report, 2009

Legal Enabling Environment Project, begun October 2011 & will complete Q1 2012

Civil Society Organization Sustainability Index 2011 (formerly NGO Sustainability Index), AFR/SD, 2012 (first time in Malawi)

No Voice, No Power: Malawians Share their Concerns about Citizen Participation in Government, National Democratic Institute, November 2011

Economic Growth

Agriculture Assessment, 2010

Malawi Dairy Development Alliance Final Evaluation, Kadale Consultants, March 2012

E3 Forestry & Biodiversity Working Paper: Biodiversity conservation and nutrition and health outcomes in Malawi (draft), K. Johnson, A. Jacob, H. D'Agnes, M. Brown, September 2012

Strengthening Livelihoods through Food and Nutrition Security in Vulnerable SADC Countries Baseline Survey, 2011

Global Climate Change Planning Assessment, 2011

Health

Health Sector Assessment (GHI), 2010

BEST Assessment (BEST Action Plan), 2010

Nutrition Assessment, 2011

Private Sector Assessment (SHOPS), 2011

Malawi Demographic and Health Survey (MDHS), 2010

Water Sanitation and Hygiene Assessment, 2011

Malawi Indicator Survey, Macro ICF, 2010

Malawi PEPFAR Partnership Framework, 2009

Pact Malawi Community REACH Program Final Evaluation, Salephera Consulting Ltd., March 2012

Malawi Newborn Health Program Final Evaluation Report, Save the Children, December 2011

Education

Early Grade Reading Assessment (EGRA), 2010

Early Grade Mathematics Assessment (EGMA), 2010

Tikwere Interactive Radio Instruction (IRI) Mid-Term Evaluation, 2009

Education Decentralization Support Activity (EDSA) Mid-Term Evaluation, 2011

Cross Cutting Assessment, Evaluations, Studies

Environmental Threats and Opportunities Assessment, 2011

Malawi Public Finance Management Risk Assessment, 2011

FY 2009-2014 Multi-Year Assistance Program, Wellness and Agriculture for Life Advancement Malawi
Mid-Term Evaluation, Catholic Relief Services, March 2012

Required Assessments

Youth (under discussion with Washington)
Local Capacity Development, to be done in 2012
Gender, July 2012
Conflict Vulnerability Assessment, 2012
Sustainable Landscapes Assessment: Malawi, USFS & USAID, December 2011

Third Party Assessments, Evaluations or Studies

Democracy and Governance

Political Economy of Development and Change in Malawi, DFID, March 2011
Final Evaluation 2008 Malawi-German Program for Democracy and Decentralization, Malawi Brief Report, GTZ, 2009
Malawi-Democracy and Political Participation: A Review by AfriMAP and Open Society Initiative for Southern Africa, 2011
Chiefs and Everyday Governance: Parallel State Organizations in Malawi, Norwegian University of Life Sciences, 2011
Democratic Governance Sector: Final Draft Policy Framework, GOM, 2010
Local Governance and Public Goods in Malawi, DFID & Irish Aid, June 2009
Safety, Security and Access to Justice Programme, Annual Review, DFID, 2009
Media Sustainability Index: The Development of Sustainable Independent Media in Africa, IREX, 2009

Economic Growth

Malawi Country Economic Memorandum, World Bank, 2010
Nutrition Capacity Assessment in Malawi, GOM & FAO, 2009
Welfare Monitoring Survey, National Statistics Office, 2009
Malawi's Maize Marketing System, February 2010
Leveraging Agriculture for Improving Nutrition and Health: The Way-Forward, IFPRI, February 2011
National Census of Agriculture and Livestock, National Statistics Office, 2007
Analyzing Nutritional Impacts of Policies: An Empirical Study for Malawi, IFPRI, 2010
Malawi Population and Housing Census, National Statistics Office, 2008
Malawi Growth and Development Strategy, GOM 2006 and 2011
Accelerating Comprehensive Africa Agricultural Program Country Implementation: A Guide for Implementers, NEPAD, 2008
UNDP and FAO, Support to the Legislative Process of the Deceased Estates (Wills, Inheritance and Protection) Bill in Malawi under the project FNOP/INT/108/NOR: Improving Tenure Security of the Poor, report on the Current Situation on Property and Inheritance Rights in Malawi, 2007

Health

Impact Evaluation of the Sector Wide Approach, DFID, June 2010
Multiple Indicator Cluster Survey, UNICEF 2006

HIV Sentinel Surveillance and Estimates and Projections, Ministry of Health, 2007
GOM Health Sector Wide Approach Draft Program of Work II 2011 – 2016
National Health Accounts, Ministry of Health, 2005/06
Malawi Aid Atlas 2010, Ministry of Finance, Malawi
Human Resources/Capacity Development within the sector: Needs Assessment Study, Malawi Health SWAP Donor Group, GTZ, June, 2007
Do Health Sector-Wide Approaches Achieve Results? Emerging Evidence and Lessons from Six Countries: Bangladesh, Ghana, Malawi, Nepal, Tanzania and Kyrgyz Republic, World Bank, 2009
What Can We Learn from Nutrition Impact Evaluations? Lessons from a Review of Interventions to Reduce Child Malnutrition in Developing Countries, World Bank, 2010
Constraints to Implementing the Essential Health Package in Malawi, World Bank, 2011
Quality of Maternal Health Systems in Malawi: Are Health Systems Ready for MDG 5? World Bank, 2010.

Education

Education System in Malawi, World Bank, 2009
Malawi National Education Sector Plan 2007 – 2016, Ministry of Education, Science and Technology (MOEST), 2007
Gender Achievements and Prospects in Education: The Gap Report, UNICEF, 2005
Malawi Education Statistics, MOEST, 2010
Assessment of learning achievement in standard 2 and 5 in English, Mathematics and Chichewa in Malawi Primary Schools, Malawi Institute of Education (MIE), 2008
Efficient Learning for the Poor, Insights from the Frontier of Cognitive Neuroscience, World Bank, 2006
Using Opportunity to Learn and Early Grade Reading Fluency to Measure School Effectiveness in Ethiopia, Guatemala, Honduras and Nepal, EQUIP 2, 2010
Southern Africa Consortium for Monitoring Education Quality (SACMEQIII),
Mid-Term Evaluation of the EFA Fast Track Initiative: Country Desk Study Malawi, World Bank, August 2009

Humanitarian Assistance

Vulnerability Assessment, Malawi Vulnerability Assessment Committee (MVAC), Annual Reports, latest June 2011
Malawi Humanitarian Situation Report, UNICEF, September 2007
Emergency Food Security Assessment (EFSA) WFP, 2011

Annex 2: Bilateral and Multilateral Development Partners, by Sector

Sector	Bilateral	Multilateral
Democracy Rights and Governance	DFID, IrishAid, KFW/GIZ, (decentralization), Embassy of Norway	World Bank (PFM), EU, UNDP (2014 elections, legislative strengthening) and UNICEF (child protection)
Economic Growth	DFID (agriculture), IrishAid (agriculture), JICA (agriculture, economic growth), FICA/Flemish (agriculture), Embassy of Norway (agriculture, environment)	World Bank (agriculture), AfDB (irrigation), EU (agriculture, climate change), UNDP (climate change) and WFP (food security, disaster response)
Health	DFID, CIDA, Irish Aid (nutrition), KFW/GIZ, JICA, FICA/Flemish, Embassy of Norway, WHO, UNICEF, UNAIDS, UNFPA, Global Fund for AIDS, TB and Malaria, World Bank, African Development Bank	EU, WFP (school health & nutrition), WHO, UNICEF, UNAIDS, Global Fund for AIDS, TB & Malaria and World Bank / Africa Development Bank
Education	DFID (primary school - quality & access, budget support to Ministry of Ed reforms, girls access and retention, infrastructure), CIDA (teacher education, gender, KFW/GIZ as part of German Development Cooperation (school health & nutrition, teacher education, out-of-school youth, general support to the Education SWAp, infrastructure,) and JICA (secondary education, teacher training)	World Bank (pooled funding support to MOEST, early childhood, basic education, school improvements, teacher training, higher education, disabled children), AfDB (secondary day schools, vocational training, higher education), WFP (early childhood development through school feeding), and UNICEF (early childhood development, monitoring and evaluation, access, gender, child friendly schools and community participation, adolescence and out of school youth)