



GOVERNMENT OF MALAWI

REPORT ON THE ORIENTATION OF DISTRICT STAFF ON THE JOINT SECTOR STRATEGIC PLAN (JSSP), STRATEGIC PLAN, AND THE INSTITUTIONAL FRAMEWORK

Ministry of Gender, Children, Disability and Social Welfare

March 2015



1.0. Introduction

The Ministry of Gender, Children, Disability and Social Welfare (MOGCDSW) is mandated to promote equal participation of women, men, girls, and boys in the national development agenda. In order to fulfil this mandate and contribute to the achievement of the Malawi Growth Development Strategy II (MGDS II) objectives, the MOGCDSW has developed a Strategic Plan for 2014–2019. To support MGDS II implementation, the government of Malawi has also set up Sector Working Groups (SWGs), aimed at providing a forum for negotiation, policy dialogue, and agreement on plans and undertakings among the government, development partners, civil society organisations, and the private sector. The MOGCDSW is a member of the Gender, Children, Youth and Sports (GCY&S) SWG. To strengthen coordination for the GCY&S SWG, a Joint Sector Strategic Plan (JSSP) was also developed. To strengthen systems and ensure that the MOGCDSW is strategically positioned to provide effective leadership and coordinate the implementation of sector programmes as outlined in the JSSP and its own Strategic Plan, the *Framework for Strengthening the Functions of the Ministry of Gender, Children and Social Welfare* (Institutional Framework) was developed. The *Framework* provides a comprehensive roadmap that offers an opportunity to fulfil the MOGCDSW’s mandate and achieve the goals set out in the Strategic Plan and JSSP.

Effective implementation of these strategic tools depends on concerted efforts amongst various central and district-level departments, and entails awareness among key staff of these documents and their objectives, linkages, and complementarities. Most importantly, all key players must be aware of their roles and responsibilities towards achieving the objectives of the three documents. The MOGCDSW, with financial and technical support from the USAID-funded Health Policy Project (HPP), organized three regional meetings with MOGCDSW policy-level and district officers to disseminate the documents and develop a roadmap for their coordinated implementation. The meetings were held as follows:

- December 1–2, 2014, Ryalls Hotel, Blantyre
- December 4–5, 2014, Capital Hotel, Lilongwe
- December 11–12, 2014, Grand Palace Hotel, Mzuzu

The Blantyre meeting was attended by 35 participants, while those in Lilongwe and Mzuzu were attended by 36 and 28 participants, respectively. Annex 1 provides a list of participants in each meeting.

This report provides a summary of the issues that emerged from the three meetings.

2.0. Objectives

The overall purpose of these meetings was to kick-start the implementation of the Institutional Framework and the MoGCDSW Strategic Plan to achieve the objectives and outcomes of the JSSP. Specific meeting objectives were as follows:

- Orient district staff on key elements of the strategic documents: the JSSP, MOGCDSW Strategic Plan, and Institutional Framework
- Orient district staff on how the MOGCDSW's Strategic Plan and the Institutional Framework link to the JSSP
- Explore and agree on roles for all stakeholders in implementing the three documents
- Discuss issues affecting programme and project implementation that will likely affect progress in achieving the objectives of the three documents

3.0. Methodology

The meetings were conducted using a combination of participatory approaches (including small group work and plenary discussions) and PowerPoint presentations and hand-outs delivered by MOGCDSW staff.

There were two presentations at each meeting. The first summarised the MOGCDSW's institutional set-up, as indicated in the Institutional Framework and the Strategic Plan. It then focused, in detail, on the key elements—goals, objectives, and expected outcomes—of the three documents, including the JSSP. The initial presentation also focused on implementation arrangements, as well as how all three documents are linked and complement each other. The roles and responsibilities of key stakeholders, especially district officers, were also discussed.

The second presentation focused on key developments within the MOGCDSW that were considered important enough to be communicated to district staff for their information and action.

4.0. Workshop Outcomes

4.1 The JSSP, Institutional Framework, and Strategic Plan

Esnart Phiri of the MOGCDSW Planning and Research Department presented an overview of the three strategic documents and their linkages. Key participant observations and recommended actions that emerged from the three meetings included the following:

MOGCDSW institutional set-up: District staff were unaware of the ministry's technical departments and noted how this has led to operational conflicts and affected programme implementation. For instance, district officers lacked clarity on whether Child Development and Social Support Services are departments or just programs under the Social Welfare department.

Action point/recommendation: The MOGCDSW Human Resources Unit should disseminate the current structure to all staff at central and district levels.

Program/department relationships: There were misunderstandings about which MOGCDSW department is responsible for implementation of some programmes/projects.

Most of the confusion was related to the Economic Empowerment Programme, and the director of Gender Affairs clarified that both his department and the Community Development Department play different specific roles within the programme.

Action point/recommendation: The MOGCDSW should develop and fully disseminate operational guidelines for the implementation of its programmes and projects.

Frequent changes in the name of the ministry: Participants were concerned with frequent changes to the ministry's name, including the merger of the MOGCDSW with the Ministry of Disability and Elderly Affairs. Specifically, they noted that the functional areas and issues involving disability and the elderly are not addressed in the documents that were presented. A representative from the MOGCDSW Planning and Research Department announced that disability and elderly programmes will be included as an addendum to the already-developed documents.

Limited policy guidance from the centre: Participants voiced concern about the absence of adequate policy direction to guide effective implementation of some MOGCDSW programmes. This affected coordination and clear division of labour at the district level.

Action point/recommendation: The MOGCDSW should fast track finalisation of all its draft policies and lobby for their approval to provide adequate guidance towards the implementation of the ministry's strategic documents. These policies include the National Gender Policy, National Community Development Policy, and National Social Welfare Policy. Participants were informed that these draft policies have been presented to and approved by principal secretaries and submitted to the Cabinet.

Resources for implementation: Participants desired to know the source of resources for implementation of the documents, and how they could access these resources.

Action point/recommendation: MOGCDSW management indicated that a plan existed to engage development partners and other civil society organisations to support the document implementation. The plan includes the use of a new tool, *Checklist for Aid Coordination Meetings of the Technical Working Group on Gender*, developed with support from HPP. The tool supports the MoGCDSW to effectively manage and maximise meetings with its donors and development partners.

The MoGCDSW under-secretary, representing the principal secretary, noted that some activities from the three documents had been included in the national budget, as well as the Integrated Annual Work Plan jointly developed by the ministry and UNICEF, UNWomen, and UNFPA. Similarly, district offices were asked to budget for activities in the three strategic documents in their District Implementation Plans (DIPs). However, it was pointed out by the Deputy Director of Community Development that other potential avenues of funding and support should be explored, while also effectively engaging the Ministry of Finance, Economic Planning and Development. The under-secretary remarked that these activities required modest resources and should be prioritised by district officers as well.

Participants also recommended that MOGCDSW management address the high vacancy rates in key positions of its establishment by recruiting more staff, and building the capacity of existing staff, to fill the skills gap in key technical areas of the MOGCDSW's programmes.

Reluctance by headquarters (HQ) to fully devolve some functions to the districts:

Participants noted that MOGCDSW strategic documents are helpful in outlining ministry functions and priorities, but that there is still overlapping division of labour between the district offices and HQ. It was observed by district staff that HQ was still implementing activities that had long been earmarked for devolution to districts.

Action point/recommendation: The MOGCDSW, through the Planning Department, should liaise with the National Local Government Committee, the Ministry of Local Government and Rural Development, and the Ministry of Finance to decentralise these functions, together with their finances, and ensure that the activities appear in both the DIPs and the district budgets.

4.2 MOGCDSW Functional Review

The MOGCDSW principal human resource management officer presented a progress report on implementation of recommendations from the functional review of the ministry, conducted in 2014 by the Department of Human Resource Management and Development (DHRMD) from the Office of the President and Cabinet (OPC). The presentation focused on MOGCDSW's new structure, as recommended by the functional review. Additionally, an approved establishment warrant exists for the MOGCDSW to fill some vacancies in line with the review. The issues discussed following this presentation are summarized below.

Information sharing: Participants expressed concern that they had not been informed of the functional review and other important developments within the MOGCDSW. They commented that information flow from HQ to the districts is very weak.

Action point/recommendation: MOGCDSW will officially inform and orient district councils on the ministry's new structure for smooth operations at the district level. Topics should include both job descriptions and roles and responsibilities for various offices and departments within the decentralised structure.

Implementation delays in the past: Participants observed that recommendations from past functional reviews have not been fully implemented, and the results are never realised.

Action point/recommendation: The MOGCDSW should prioritise implementation of key recommendations in the current functional review report; all directorates should be tasked with fast-tracking implementation. Participants also urged the MOGCDSW to raise the ministry's profile at the district level by phasing out the technical assistant staff grade and replacing it with the technical officer grade as the entry level for professional staff, as is the case in other decentralised sectors like agriculture.

Participants also urged MOGCDSW management to seriously consider the issue of office space, equipment, and other support materials insufficient to provide a supportive work

environment; these, too, are critical to the functional review and to achieving the objectives of the three plans.

4.3 Prioritisation of Activities for Implementation

In order to kick-start implementation of the Strategic Plan and the Institutional Framework, participants were asked to prioritise activities for short- to medium-term implementation. They were instructed to focus on activities that will bring quick wins to the MOGCDSW and create a platform conducive to building longer-term activities and future success. As shown in Annex 2, most of the prioritised activities provide support structures or mechanisms and policies for the smooth implementation of other activities scheduled for implementation in subsequent years. These activities are generally the responsibility of MOGCDSW HQ, which supports the district offices in providing requisite capacities and resources.

5.0. Next Steps

As a way forward, it was agreed by the Directors present, led by the under-secretary, that MOGCDSW management will sit together to discuss this report's recommendations and strategise about implementation. The latter will include allocation of specific tasks, with timelines, to relevant MOGCDSW offices and officers to spearhead task implementation. Management will also develop a priority list of development partners to engage for implementation support, and present the list of priority activities from meeting participants.

Annex 1: Participants in the District Orientation Meetings

Annex 1A: Southern Region
Venue: Protea Hotel Ryalls
Date: December 1–2, 2014

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Annex 1B: Central Region

Venue: Sunbird Capital, Lilongwe

Date: December 4–5, 2014

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Annex 1C: Northern Region

Venue: The Grand Palace Hotel

Date: December 11–12, 2014

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Annex 2.0: Short-Term Prioritised Activities

2.1: Prioritised Activities in the Strategic Plan

STRATEGIC OUTCOME 1: Increased meaningful participation of all gender groups in decision making, wealth creation and poverty reduction			
No.	Outcome Target	Outputs	Remarks
1.1	Gender mainstreamed in nine sectors by 2019	1.1.1 Gender mainstreamed in public and private sectors and community structures	
		1.1.2 Capacity for mainstreaming gender in key sectors enhanced	
1.2	At least 30% women representation in decision making structures by 2019	1.2.1 Women mobilized to participate in decision making structures	
1.3	Knowledge on women's rights increased from 33% to 60% by 2019	1.3.1 Women's rights upheld at all levels	
1.4	40% of marginalized women economically and socially empowered by 2019	1.4.1 Women's participation in economic activities increased	
		1.4.2 Capacity of women's groups built in business management	
		1.4.3 Marketing of products from women business groups promoted	
STRATEGIC OUTCOME 2: Reduced cases of Gender Based Violence			
2.1	GBV Response Systems strengthened by 2019	2.1.1 Modification of harmful cultural practices, violence and abuse of women advocated	
		2.1.2 GBV service delivery systems strengthened	
		2.1.3 Men are actively involved in women rights issues	
2.2	80% of Survivors of GBV supported by 2019	2.2.1 GBV survivors and perpetrators rehabilitated	
		2.2.2 Access to legal justice system enhanced	
STRATEGIC OUTCOME 3: Increased community participation in development programmes			
3.1	50% of women and men, boys and girls mobilized and participate in Community Based Projects by 2019	3.1.1 Community coordination structures strengthened and engendered	This is an ongoing activity. MOGCDSW must redouble its efforts.

		3.1.2 Male and female community leaders and members mobilized and trained to make contributions towards cost of donor funded projects	This is an ongoing activity. MOGCDSW mustredouble its efforts.
3.2	Male and female community leaders and members equipped with leadership and management skills by 2019	3.2.1 Community leaders' (male and female councilors, chiefs and committees) skills in leadership and management enhanced	This is an ongoing activity. MOGCDSW must redouble its efforts
3.3	Literacy levels for male and female adults and youth improved by 60% by 2019	3.3.1 Adult Basic Literacy (ABL) centres opened	
		3.3.2 Male and female ABL Instructors recruited and trained	This is an ongoing activity. MOGCDSW must redouble its efforts
		3.3.3 ABL instruction materials procured/produced	This is an ongoing activity. MOGCDSW must redouble its efforts
		3.3.4 ABL Supervisors recruited	This is an ongoing activity. MOGCDSW must redouble its efforts
		3.3.5 Networking with Adult Literacy service providers strengthened	
		3.3.6 Male and female instructors in English Adult Literacy curriculum recruited and trained	
		3.3.7 English Adult Literacy centres opened	
		3.3.8 Male and female ABL graduates trained in vocational and entrepreneurial skills	
		3.3.10 Instructional materials for English classes procured/produced	
STRATEGIC OUTCOME 4: Improved capacity of households to manage their livelihoods and nutrition wellbeing			

4.1	60% of rural male and 80% of female headed households targeted with home management and nutrition interventions by 2019	4.1.1 Household skills and knowledge in home management and nutrition strengthened	Key activities to include i. Training of Community Development Assistants (CDAs) in home management and nutrition ii. Establishment and training of home management and nutrition committees iii. Awareness campaigns in home management and nutrition
		4.1.2 Capacity of rural women business groups strengthened	
		Home Craft /Home Management Workers recruited and trained for 6 months at Magomero College	This is an additional output.
4.2	90% of mothers and caregivers receive counseling in infant and young child feeding by 2019	4.2.1 Mothers and caregivers understanding of infant and young child feeding strengthened	
		4.2.2 Mothers and caregivers skills of early case detection and referral enhanced	
4.3	90% women, girls and children have adequate access to HIV services by 2019	4.3.1 Awareness on the services for women, girls and children's on prevention and control of HIV enhanced	
STRATEGIC OUTCOME 5: Improved access to social justice and other welfare services			
5.1	Access to social justice and other welfare services improved by 2019	5.1.1 Institutionalized young male and female offenders reformed and reintegrated	This is an ongoing activity. MOGCDSW must scale it up.
		5.1.2 Children living and working on the streets reintegrated	
		5.1.3 Capacity of District male and female staff and Child Protection Workers in case management and psychosocial support strengthened	

5.2	Implementation of Child Care Protection and Justice Act accelerated by 2019	5.2.1 Awareness on the Child Care Protection and Justice Act raised	Main activities include i. Orientation meetings on the Act ii. Gazette and train qualified male and female probation officers
STRATEGIC OUTCOME 6: Improved wellbeing of the vulnerable and disadvantaged groups			
6.1	80% of families/individuals in difficult circumstances assisted by 2019	6.1.3 Male and female orphans and other vulnerable children accessing education support	
6.2	319,000 ultra-poor and labour constrained households targeted with cash transfers by 2019	6.2.1 Social Cash Transfer Programme (SCTP) scaled up to remaining districts	
		6.2.5 Creation of linkages to essential services strengthened	
STRATEGIC OUTCOME 7: Improved equitable access to quality child development and protection services			
7.1	Access to integrated Early Childhood Development services increased from 38% to 65% by 2019	7.1.1 Early Childhood Development Centres established	
		7.1.3 Capacity of male and female caregivers developed	
		7.1.4 Capacity of community male and female parenting educators strengthened	
7.2	Access to primary child protection services increased from 19% to 70% by 2019	7.2. 2 Child rights support systems established in the communities	
		7.2. 3 Child participation systems strengthened	
		7.2.4 District child friendly initiatives promoted	
STRATEGIC OUTCOME 8: Improved coordination of policy and programme development and review			
8.1	Policies formulated, reviewed and disseminated by 2019	8.1.1 Departments develop and implement plans for completing draft policies, guidelines and standards and developing new ones in a gender sensitive way	

		8.1.2 Joint planning and review forums with partners are institutionalized	Priority activities include conducting regular planning and review meetings with members of the Sector Working Groups.
		8.1.3 Sector Working Groups (SWGs) & Technical Working Groups (TWGs) actively guide the implementation of the JSSP in a gender responsive manner	
		8.1.5 Effective structures for partner coordination are developed at national and district levels in a gender sensitive manner	
STRATEGIC OUTCOME 9: Quality, timely and harmonized information collected, shared and utilized			
9.1	Evidence based decision making enhanced by 2019	9.1.1 An Integrated and gender responsive M&E framework is developed and implemented	
		9.1.2 Integrated and gender responsive Management Information system is established and functional	
		9.1.3 Information sharing platforms are strengthened in a gender responsive manner	
		9.1.4 M&E and ICT capacity building plans are developed and implemented in a gender sensitive manner	
		9.1.5 Research agenda for the MOGCDSW is established and managed in a gender responsive manner	
STRATEGIC OUTCOME 10: Improved capacity of the MOGCDSW to effectively and efficiently deliver its mandate			
10.1	Leadership, governance and management improved by 2019	10.1.1 Service Charter finalized and implemented in a gender responsive manner	This will require functional motor vehicles in the MOGCDSW's fleet.
		10.1.5 Review of the MOGCDSW structure is completed	This is ongoing. The MOGCDSW must move quickly to implement the recommended changes.

10.4	40% of existing female and male staff trained in short and long term training by 2019	10.4.1 Training and capacity development plan for male and female staff developed and implemented	The MOGCDSW should designate a Training Officer in the Department of Human Resource Management to champion the implementation of the training plan.
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2.2: Prioritised Activities in the Institutional Framework

Priority Area	Objective	Strategy	Priority Activities	
1. Leadership and Governance	1.1 To realign MOGCDSW structure and functions from headquarters to districts in line with Decentralisation Policy	1.1.1 Devolve all MOGCDSW functions being implemented at the central level	1.1.1.1 Identify functions to be devolved 1.1.1.2 Conduct meetings with Local Government, district councils and Local Government Finance Committee on devolved functions	
		1.1.2 Streamline the structure at the district level and harmonise the responsibilities of staff at all levels	1.1.2.1 Review district level structures, systems and functions 1.1.2.3 Develop clear job descriptions 1.1.2.4 Sensitise district personnel on structure, systems, functions and job descriptions	
	1.2 To ensure that all programmatic policies, guidelines and standards are developed and disseminated	1.2.4 Mainstream gender and other crosscutting issues of HIV and IADS, age, and disability in all MOGCDSW policies, guidelines, standards, and programmes	1.2.4.1 Develop guidelines for gender mainstreaming	1.2.4.1 Develop guidelines for gender mainstreaming
			1.2.4.2 Conduct sensitisation meetings for mainstreaming gender with all heads of departments, institutions and districts 1.2.4.3 Institutionalise gender focal points in all departments, institutions, training centres, and districts 1.2.4.4 Train all gender focal points	1.2.4.2 Conduct sensitisation meetings for mainstreaming gender with all heads of departments, institutions and districts 1.2.4.3 Institutionalise gender focal points in all departments, institutions, training centres, and districts 1.2.4.4 Train all gender focal points
1.3 To strengthen advocacy and communication for all the MOGCDSW's programmes	1.3.1 Institutionalise a public relations function within MoGCDSW	1.3.1.1 Develop terms of reference for the PRO, recruit for and appoint the position 1.3.1.2 Establish and equip the Public Relations Unit	1.3.1.1 Develop terms of reference for the PRO, recruit for and appoint the position 1.3.1.2 Establish and equip the Public Relations Unit	

		1.3.3 Increase interface with the media fraternity	1.3.3.1 Identify media houses and journalists to work with 1.3.3.2 Conduct consultative meetings to get input for a publicity plan (linked to the communications strategy) 1.3.3.3 Develop the publicity plan 1.3.3.4 Sensitise/train journalists on MoGCDSW programmes, issues, and functions 1.3.3.5 Implement the publicity plan
	1.4 To provide leadership for effective and efficient coordination and implementation of the JSSP	1.4.1. Mobilise financial and technical resources for the JSSP	1.4.1.1 Develop a resource mobilisation strategy 1.4.1.2 Meet potential donors/partners 1.4.1.3 Implement the dissemination and reporting plan
		1.4.3 Ensure that the sector working group	1.4.3.4 Conduct joint TWG planning and review meetings 1.4.3.5 Conduct joint sector reviews (JSRs)
2. Coordination	2.1 To strengthen coordination of programmes and departments within the MoGCDSW	2.1.1 Clarify mandates and TOR for each department in the MOGCDSW	2.1.1.1 Communicate mandates and TOR of all departments as outlined in the functional review, linked to the MoGCDSW communications strategy and the internal communication strategy
		2.1.2 Develop and operationalize an internal communication strategy for the MOGCDSW	2.1.2.1 Gather input from managers and staff for developing an internal communication strategy 2.1.2.2 Develop the internal communication strategy 2.1.2.3 Implement the internal communication strategy 2.1.2.4 Periodically review the internal communication strategy

		2.1.4 Institutionalise intradepartmental meetings	2.14.1 Review the current schedule of departmental meetings; identify areas of common interest/business across departments 2.1.4.2 Develop revised schedule of meetings and meeting guidelines for the priority areas 2.1.4.3 Implement the revised schedule and conduct periodic assessments
		2.1.5 Institutionalise joint planning and review forums among the MOGCDSW's departments and units	2.1.5.1 Develop TORs for the planning and review forums 2.1.5.2 Conduct quarterly meetings 2.1.5.3 Disseminate information in line with the internal communication strategy
	2.2 To strengthen partnerships for delivery of programmes and services	2.2.1 Establish effective national and district level coordination	2.2.1.1 Review current coordination structures: strengths, weaknesses, gaps,, and opportunities for improvement 2.2.1.2 Develop effective structures for stakeholder coordination at both national and district levels 2.2.1.3 Monitor structures for effective coordination
		2.2.2 Institutionalise joint planning and review forums between the MOGCDSW and its partners/stakeholders	2.2.2.1 Develop TOR for the joint planning and review forums 2.2.2.2 Develop a schedule of forums 2.2.2.3 Conduct joint planning and review forums 2.2.2.4 Disseminate information in line with internal communication strategy

<p>3. Workforce</p>	<p>3.1 To strengthen MoGCDSW human resource systems</p>	<p>3.1.1 Complete and implement the 2013 functional review</p>	<p>3.1.1.1 Obtain authorised establishment warrant for all positions in the functional review report (new and upgraded positions) 3.1.1.2 Appoint implementation committee to monitor the implementation process 3.1.1.3 Seek authority from DHRMD to fill vacant positions (new, upgraded, and retitled positions)</p>
		<p>3.1.2 Reduce the vacancy rate in the MOGCDSW's establishment</p>	<p>3.1.2.1 Identify vacant positions 3.1.2.2 Obtain authority to fill vacant positions from DHMRD 3.1.2.3 Submit recommendations to Civil Service Commission (CSC)/Appointment and Disciplinary committee to fill vacant positions 3.1.2.4 Conduct interviews and placement</p>
	<p>3.2 To strengthen performance of MOGCDSW staff at all levels</p>	<p>3.2.1 Develop and implement a capacity building programme for MOGCDSW personnel</p>	<p>3.2.1.1 Appoint a capacity development/training committee 3.2.1.2 Conduct a capacity needs assessment for all staff 3.2.1.3 Prepare a capacity development plan 3.2.1.4 Implement the training and development plan</p>
		<p>3.2.2 Implement a staff performance appraisal system</p>	<p>3.2.2.1 Develop/refine the staff performance appraisal system 3.2.2.2 Sensitise and train staff on the system 3.2.2.3 Implement the staff performance appraisal system 3.2.2.4 Monitor the implementation process and its outcomes and report findings</p>

	3.3 To strengthen the performance of all volunteer cadres in the MOGCDSW	3.3.1 Review and update the incentives and compensations for all volunteers working for the MOGCDSW	3.3.1.1 Conduct a review of volunteer services and compensations; develop recommendations for revision (increase in honorarium) and standardisation 3.3.1.2 Develop and finalise a plan to revise honoraria and other compensation 3.3.1.3 Develop a volunteer charter 3.3.1.4 Implement the plan and charter (e.g., procure bicycles, protective wear, bags, solar radios, etc.)
		3.3.2 Build the capacity of all volunteers working with the MOGCDSW	3.3.2.1 Conduct a training needs assessment among volunteers 3.3.2.2 Develop a training plan 3.3.2.3 Implement the training plan
	3.4 To strengthen MoGCDSW institutions	3.4.1 Upgrade Magomero College and other training centres	3.4.1.1 Develop a plan to obtain accreditation of Magomero College to offer diplomas in community development and early childhood development 3.4.1.2 Develop/review standards, capacity, and performance of the training centres at Liwonde, Ntchisi, Mzuzu, and Kwacha 3.4.1.3 Assess the needs for infrastructure refurbishment/construction, equipment, materials/supplies, human resources, training, and technical assistance at each training centre 3.4.1.4 Develop costed plans to make necessary improvements at each training centre 3.4.1.5 Implement the plans

		3.4.2 Renovate existing reformatory and social rehabilitation centres	3.4.2.1 Review/develop guidelines and standards for reformatory and social rehabilitation centres 3.4.2.2 Conduct needs assessment to bring centres up to standards 3.4.2.3 Develop a costed plan to renovate the centres 3.4.2.4 Implement the renovation plans
4. Financing	4.1 To mobilise adequate resources for the MOGCDSW and rationally allocate them across MOGCDSW programmes at all levels	4.1.1 Develop and implement a resource mobilisation strategy for the MOGCDSW's programmes	4.1.1.1 Develop an issues paper (well-researched) articulating the socioeconomic cost of dwindling resource allocation to the MOGCDSW, the resource history, gaps, and opportunities 4.1.1.2 Develop a resource mobilisation strategy based on the issues paper 4.1.1.3 Hold initial roundtable advocacy meetings on the strategy with government funding decision makers and funding partners 4.1.1.4 Implement the strategy 4.1.1.5 Continuously monitor and report on the resource mobilisation performance

		4.1.2 Develop and implement a resource allocation system for the MOGCDSW's programmes	4.1.2.1 Conduct a rapid assessment of the key resource requirements of the MOGCDSW's programmes 4.1.2.2 Hold internal consultative meetings on the resource allocation system 4.1.2.3 Develop MOGCDSW resource allocation guidelines 4.1.2.4 Disseminate the guidelines to the MOGCDSW staff and conduct training 4.1.2.5 Continuously monitor and report on the compliance with the guidelines
	4.2 To ensure cost efficiency, transparency, and accountability of MoGCDSW finances	4.2.1 Reduce administrative costs in the implementation of programmes	4.2.1.1 Develop an expenditure tracking system
		4.2.2 Ensure that effective financial management systems and practices, including close financial monitoring, are in place	4.2.2.1 Orient members of staff on the Public Finance Management Act and Public Procurement Act 4.2.2.2 Develop and implement monthly activity and expenditure reports 4.2.2.3 Conduct biannual expenditure review meetings
		4.2.3 Enhance the capacity of auditors, accounts personnel, and programme officers (especially for electronic financial records and management)	4.2.3.1 Procure and provide computers for financial records and management 4.2.3.2 Conduct trainings of auditors, accountants, and programme officers on electronic financial management 4.2.3.3 Conduct orientation sessions on the specific financial reporting requirements of particular donors

<p>5. Information</p>	<p>5.1 To generate and manage information for evidence-based decision making at national and district levels</p>	<p>5.1.1 Develop and operationalize an integrated M&E framework for MoGCDSW programmes</p>	<p>5.1.1.1 Compile and review reporting requirements across departments and programmes and develop an integrated M&E framework 5.1.1.2 Vet the M&E framework with MoGCDSW staff and partners/stakeholders 5.1.1.3 Develop data collection and reporting processes</p>
		<p>5.1.2 Establish a functional MoGCDSW management information system</p>	<p>5.1.2.1 Design an information system for the M&E framework (software development) 5.1.2.2 Assess infrastructure/hardware needs to implement the system at headquarters, districts, institutions, and training centres; procure equipment and supplies 5.1.2.3 Test band roll out implementation of the system 5.1.2.4 Review system needs annually in line with the M&E framework; maintain infrastructure</p>
		<p>5.1.3 Develop and manage a research agenda for the MOGCDSW</p>	<p>5.1.3.1 Identify knowledge gap[s] and research needs 5.1.3.2 Hold a stakeholders consultation meeting to prioritise research topics and draft a research agenda 5.1.3.3 Finalise the agenda and develop a research implementation plan 5.1.3.4 Monitor and report on progress of the research implementation plan</p>

	<p>5.2 To ensure information is shared and used by MOGCDSW staff and stakeholders at national and district levels</p>	<p>5.2.1 Establish functional information sharing platforms for the MOGCDSW</p>	<p>5.2.1.1 Develop and institutionalise reporting and dissemination processes for the M&E framework 5.2.1.2 Develop and implement a dissemination plan for the research agenda/programme 5.2.1.3 Routinely update the MOGCDSW's website 5.2.1.4 Establish and maintain a central electronic depository and archives for key MOGCDSW documents</p>
		<p>5.2.2 Enhance MoGCDSW capacity for information management and use</p>	<p>5.2.2.1 Establish an M&E unit within the DPR 5.2.2.2 Develop and implement a training plan on M&E and the management information system for MOGCDSW staff at all levels 5.2.2.3 Strengthen the information communication technology (ICT) unit within the DPR 5.2.2.4 Develop and implement a procurement plan for ICT hardware and software for all levels of the MOGCDSW 5.2.2.5 Develop and implement an ICT training plan and user support services for the MOGCDSW</p>