



GOVERNMENT OF MALAWI

INTEGRATED RURAL DEVELOPMENT STRATEGY

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FOREWORD

The Malawi Growth and Development Strategy II (MGDS II) has identified Integrated Rural Development (IRD) as one of the key priority areas that can transform rural areas into socially, politically and economically viable places that contribute positively to the reduction of poverty and overall sustainable development in Malawi. MGDSII recognizes that broad-based economic growth can only be attained if the rural poor, who are a majority, fully participate in social, political and economic activities. In view of this, the government is maximizing its efforts to provide to all Malawians equitable access to productive resources, development opportunities and social amenities.

In order to operationalize integrated rural development, as prioritized in the MGDSII, the Ministry of Local Government and Rural Development (MLGRD) has developed the Integrated Rural Development Strategy (IRDS) to facilitate complementarities of the various interventions by different sectors of the economy in order to maximize benefits by harnessing synergies among the various programmes and projects being implemented in rural areas.

The overall objective of IRDS, therefore, is to enhance coordination in the planning, implementation and monitoring and evaluation of rural development programmes by all stakeholders in Malawi. The strategy is anchored on the following 6 key pillars:

- Local Governance and Decentralization
- Local Economic Development and Investment
- Rural Financial Services
- Local Development Planning and Budgeting
- Human Capital Development
- Cross cutting Issues of HIV and AIDS: gender; disability and the elderly; climate change and environment; and Information and Communication Technology,

IRDS will be implemented against a background of significant gains made since 2008; notably, the establishment of Sector Working Groups (SWGs), which provide a forum for negotiation, policy dialogue and agreement of plans and undertakings at sectoral level between the government and its development partners.

The strategy has the full commitment of the government. I would, therefore, like to invite all stakeholders in rural development to embrace and implement it. Let us join hands and work together in order to develop rural areas in Malawi sustainably.

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PREFACE

The Integrated Rural Development Strategy offers opportunities for a wide range of stakeholders in rural development to contribute positively to the overall development objective of the wide nation as it provides for an integrative mechanism for collaboration, thereby enhancing complementarities of different interventions for rural development to maximize benefits.

Presently, various interventions to rural development are carried out in isolation which makes the impact of such interventions piecemeal in nature, resulting in little or no impact at all on people's livelihood. Influencing sustainable and positive change means adopting a holistic multi-sectoral approach to development. It is only when various initiatives are implemented in a harmonized manner that it is feasible to realize sustainable economic growth and development.

In view of this, the current government position is that rural development initiatives should be integrated. It is in this respect that integrated rural development is prioritised in the Malawi Growth and Development Strategy. The current thinking on rural development is that rural communities face a lot of challenges which are so interrelated that they cannot be fully addressed if they are individually dealt with in isolation.

However, there is the conceptualization challenge of IRD. First of all, there are divergent views on the definition of IRD. The debate is whether it is a goal or an approach. Secondly, there are as many approaches and strategies for IRD as there are stakeholders in the sector.

IRDS has been designed to address these challenges by way of providing a strategic direction so that there is some consensus on IRD in terms of concept and strategies. In this regard, the IRDS is a framework for coordination and implementation which spells out how, as a nation, Malawi can harness her resources and adopt a common implementation approach to rural development in order to realize the goal of integrated rural development. As a framework, IRDS prioritizes areas of focus, provides for mechanisms for integration and complementarities, articulates the institutional arrangement and details the funding mechanism. The framework also provides for mechanisms for integration and efficient ways of tapping into the development potential of rural communities and improve the livelihood of the rural poor. More importantly, the IRDS is a platform for empowering rural people to exploit socio-economic opportunities and tackle challenges for securing their livelihood.

As regards its development, the IRDS has been conceptualised over a long period of time through an elaborate participatory process. It has enormously been influenced by contributions of government ministries and departments; development partner institutions and the Sector Working Group as well as Technical Working Groups, on Integrated Rural Development and Decentralization. The wide consultations have been very helpful in enriching the strategy.

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ABBREVIATIONS AND ACRONYMS

ADC	Area Development Committee
AEC	Area Executive Committee
AfDB	African Development Bank
AIP	Annual Investment Plan
CBO	Community-Based Organization
CSO	Civil Society Organisation
CONGOMA	Council for Non-Governmental Organizations
DC	District Commissioner
DDF	District Development Fund
DDP	District Development Plan
DEC	District Executive Committee
DfID	Department for International Development
DHRM&D	Department of Human Resources Management and Development
DIP	District Implementation Plan
DPD	Director of Planning and Development
ERP	Economic Recovery Plan
EU	European Union
FD	Fiscal Decentralization
FISP	Farm Input Subsidy Programme
FWP	Food for Work Programme
GDP	Gross Domestic Product
GoM	Government of Malawi
GRF	General Resource Fund
GVH	Group Village Headman/women
HACT	Harmonized Approach to Cash Transfers
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFMIS	Integrated Financial Management Information System
IGFTS	Inter-governmental Fiscal Transfers System
IRD	Integrated Rural Development
IRDS	Integrated Rural Development Strategy
IRF	Integrated Resources Framework
IRRA	Integrated Results Resources Framework
LA	Local Authority

LDF	Local Development Fund
LDP	Local Development Planning
LED	Local Economic Development
LGA	Local Government Act
M&E	Monitoring and Evaluation
MALGA	Malawi Local Government Association
MASAF	Malawi Social Action Fund
MEGS	Malawi Economic Growth Strategy
MDG	Millennium Development Goals
MFI	Micro Finance Institutions
MGDS	Malawi Growth and Development Strategy
MLGRD	Ministry of Local Government and Rural Development
MOEST	Ministry of Education, Science and Technology
MoFEPD	Ministry of Finance Economic development and Planning
MPRS	Malawi Poverty Reduction Strategy
MPRSP	Malawi Poverty Reduction Strategy Paper
MTR	Mid-Term Review
NAO	National Authorizing Office
NDP	National Decentralization Programme
NGO	Non-Governmental Organization
NLGFC	National Local Government Finance Committee
NSO	National Statistical Office
OPC	Office of the President and Cabinet
PAP	Poverty Alleviation Programme
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
PSIP	Public Sector Investment Plan
PWP	Public Works Programme
RGCs	Rural Growth Centers
RGCP	Rural Growth Centers Programme
RNE	Royal Norwegian Embassy
SCTP	Social Cash Transfer Programme
SFP	School Feeding Programme
SME	Small and Medium Enterprises
SRF	Strategic Results Framework
SWG	Sector Working Group

T/A	Traditional Authority
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UNDP	United Nations Development Programme
VAP	Village Action Plan
VDC	Village Development Committee
WB	World Bank
WDC	Ward Development Committee

MAP OF MALAWI



CHAPTER 1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The Integrated Rural Development Strategy (IRDS) takes a cue from the Malawi Growth and Development Strategy II (MGDS II) which has identified Integrated Rural Development (IRD) as one of the nine (9) key development priorities of the Malawi Government.

The government has realized that unless priorities are clearly defined with regard to institutional, financing and coordination mechanism for rural development sustainable development in rural areas will remain a challenge. In view of this, the IRDS has been developed as a framework for integrated rural development which prioritizes areas of focus ('WHAT TO'), provides for mechanism for integration and complementarities ('HOW TO') articulates the institutional arrangements ('WHO TO') and details the funding mechanisms ('WHERE FROM'). In essence, the strategy is a blue-print for Implementing rural development in Malawi.

The IRDS spells out how, as a nation, Malawi can harness her resources and adopt a common implementation approach in order to realize the goal of integrated rural development. The goal is to resuscitate rural economies and transform them into potential drivers of economic growth and development in Malawi with the ultimate objective of sustainably reducing poverty.

The strategy advances an inclusive approach to rural development: an approach that allows for coordinated participation of all spheres of stakeholders. While the government will remain the main champion of IRD programmes, all other stakeholders (namely, civil society/NGOs, development partners, local governments and the local people themselves) will be involved in the consolidation, formulation, implementation, monitoring and evaluation of development programmes. In addition, the strategy places a lot of emphasis on the role of the private sector, thereby encouraging Public Private Partnerships.

The IRDS document is, therefore, a culmination of comments and inputs generated at a number of stakeholder consultative meetings and workshops, dating as far back as 2006. The major consultative processes include a Retreat Meeting of Principal Secretaries, a Consultative Workshop on IRD for Directors drawn from various ministries and departments and a National Stakeholders' Workshop on IRD. The strategy has further been enriched by inputs from the National Task Force on IRD as well as a study report on IRD by Dr. Blessings Chinsinga titled "Integrated Rural Development Strategy Preparatory Study".

1.2 Background

1.2.1 Location and Demography

Malawi is a landlocked and a densely populated country in Southern Africa. It lies between 09° 25' and 17°08' latitude South and 32° 40' and 34° 55' longitude East. It is surrounded by three countries, namely, Tanzania to the North and North East, Zambia to the West and Mozambique to the South and East. The geographical area of the country is 118,480 Km², of which 80 percent is land while the rest is composed of water bodies, the most dominant of which being Lake Malawi. Of the total land area, 31 percent is suitable for rain-fed agriculture, 32 percent is marginal and 37 percent is unsuitable for agriculture. Malawi's population was estimated at 16.4 million in 2008 and its growth rate is 2.8 percent per annum. The proportion of the population that lives in the rural areas is 86.2 percent. The population comprises 52 percent females and 48 percent males of which more than 40% are persons aged 10 to 35 years. The literacy rate in this age bracket is estimated at 81.8% with slightly more males (86.6%) than females (77%) being literate.

1.2.2 Malawi Economy and Rural Areas

Malawi is predominately an agriculture-based economy. The agriculture sector, which employs about 90 percent of the rural population, accounts for one-third of GDP and 90 percent of export revenues. The major staple food is maize followed by crops such as rice, cassava, sorghum, and potatoes. Key export cash crops are tobacco, sugar, tea, coffee, cotton and groundnuts. These crops are almost exclusively produced in the rural areas, where about 86 percent of the country's population lives. This signifies the importance of the rural sector in the country.

However, the rural sector is characterized by weak social and economic indicators. In the first place, the rural population relies on subsistence farming and it generally faces abject poverty. Its level of education is very low. It is also characterized by large households, with many dependents, and, in most cases, each family has a holding of less than one hectare of land which, for that matter, has been subjected to excessive exploitation, resulting in land degradation. The road network is underdeveloped and it is sometimes impassable or cut off during the rainy season. Social amenities, such as schools and health facilities, are not only inadequate but they are also of poor quality. The net effect is that rural Malawi is poor and so are some urban areas.

Although the social indicators remain weak by international standards, there has been demonstrable improvement in other social indicators since 2000. The social indicators concerned include: life expectancy which moved from 46 years to 59.9 years in 2014; adult HIV prevalence rate which declined from 15.8 percent to 10.8 percent in 2013; and literacy levels (population aged 15 years and above) which increased slightly from 68.1 percent to 76.9 percent in 2013.

The impact of HIV and AIDS coupled with limited use of family planning methods, at 58.6 percent, has changed the age structure of the population such that the proportion of the young population aged below 18 years is much higher, at 54.0 percent, than the proportion of the older and more productive population, at 46

percent. This means that dependency is high, which is worsened by high unemployment among the youth. The risk of contracting HIV is higher among females, at 42.8 percent, compared to males, at 31 percent. Factors contributing to this situation are: high poverty rate, biological and social drivers of infection such as low levels of education, misconceptions about HIV and AIDS and harmful cultural practices. This situation is worsened by poor access to public services.

The low education level has had a negative impact on rural development for example, in 2010, the net enrolment rate at the primary school level in rural areas was at 84.6 percent compared to the urban sector, at 92.7 percent. The secondary school enrolment rate for the rural sector was at 10.5 percent compared to the urban sector at 27.0 percent. The proportion of school participation, by age group, in 2011 was at 67.3 percent in the rural sector, compared to the urban sector, at 70.6 percent. The dropout rate at primary school in the rural sector was at 1.4 percent compared to the urban sector, at 0.9 percent. Reasons for the state of these indicators include loss of interest in education which stands at 40 percent in the rural sector compared to 11 percent in urban areas.

1.2.3 Political and Governance Situation

After 30 years of one party system of government, Malawi became a multi-party democracy in 1994. As a result, a new Constitution of the Republic of Malawi, which, among other things, enshrines the principle of local governance, was adopted in 1995. The constitution also provided for the establishment of governance and watchdog institutions such as the Human Rights Commission, the Anti-Corruption Bureau, the Law Commission and the Ombudsman.

The constitution also re-affirms Malawi's commitment to the rule of law, transparency, accountability, respect for human rights and gender equality. Despite these efforts, public participation in governance and development processes has not been as strong as initially envisaged. There is weak institutionalization of the democratic culture to allow all the people to freely participate in the country's political system. There are also problems of low participation of women in national and local politics; and lack of inter and intra - democracy within political parties.

In addition, the watchdog and governance institutions mentioned above have demonstrated inadequate operational capacity. In the same vein, the relationship between democratic accountability institutions and the general public remains weak. However, the media and Civil Society Organizations (CSO) play an advocacy role to demand accountability and transparency from the governance institutions on behalf of the citizenry. The fundamental governance challenges have negatively affected service delivery at the local level. Without the voice of the citizens, accountability is eroded and project selection can become a self-serving exercise for the leaders.

1.2.4 Social Cultural Context

Malawi's culture is characterized by strong traditions, customs, and values such as respect for elders and lineage systems. In such a cultural set up, discipline and obligation are customary and important for social cohesion. Even in the context of rapid social change, these values are still evident. Leaders, particularly men, are accorded a high level of respect and assume widespread powers over people and resources. However, this creates a subject and subservient culture amongst the citizens for younger men and women.

The village in rural Malawi remains the common social unit around which most socio, economic, cultural and political activities are organized under the control of chiefs. The institution of chieftaincy is rooted in tradition and derives its legitimacy from both the Chiefs Act and various customs and traditions. Chiefs are duly recognized as legitimate actors in the local governance processes as popular local leaders who control cultural decisions and mobilize communities for local development.

The Local Government Act recognizes Chiefs (Paramount Chiefs, Senior Chiefs, Traditional Authorities and sub-Traditional Authorities) as members of a council. Furthermore, the District Development Planning System Handbook acknowledges the important role that Chiefs and village heads play in local development processes and as members of the local governance structures, i.e. village development committees (VDCs) and area development committees (ADCs).

1.2.5 National Policy Direction and the Integrated Rural Development Strategy

The Malawi Government has, since May 2004, put rural development and rural transformation at the center of its development agenda; hence the inclusion of integrated rural development among the nine (9) priority areas in MGDS.

The government has singled out transformation of rural areas as the most effective way of accelerating socio-economic development. As part of the strategy for promoting rural transformation, the government established the Ministry of Local Government and Rural Development to coordinate the process of rural development. At Cabinet level, a Committee on Infrastructure Development was established to give policy direction on matters affecting local government and rural development. This underscores the government's commitment to poverty reduction through rural development.

CHAPTER 2. LEGAL AND POLICY FRAMEWORK FOR RURAL DEVELOPMENT IN MALAWI

The IRDS can achieve its objectives if only it is sanctified in the country's relevant legislation and policies as an enabling environment. The following are the key legal and policy frameworks that the Integrated Rural Development Strategy builds on:

2.1 *The Constitution of the Republic of Malawi*

The Constitution of the Republic of Malawi states that all people have a right to development and, in that connection, to the enjoyment of the country's economic, social, cultural and political development, and that women, children and people with disabilities, in particular, shall be given special consideration in the application of this right. It gives the state the power to take all necessary measures to realize the right to development. Such measures shall include, amongst other things, equality of opportunity for all in their access to basic resources, education, health services, food, shelter, employment and infrastructure.

2.2 *The Local Government Act*

The Local Government Act provides for the promotion of infrastructure and economic development through the formulation and execution of local development plans as one of the functions of local governments.

2.3. *The Decentralization Policy*

The National Decentralization Policy seeks to promote rural development through popular participation at the grassroots level and in decision-making in governance and local development.

Decentralization plays a significant role in facilitating the implementation of IRD interventions in a sustainable manner. A functioning decentralized system of local governance is a critical prerequisite for the potential success of IRD as it provides an institutionalized and predictable framework for organizing, implementing, monitoring and evaluating grassroots development efforts as well as bringing government machinery closer to the people. Essentially, within the framework of decentralization, communities are effectively empowered to analyze their problems and needs, to tackle them in search of feasible solutions and to strive for remedial action.

However, for decentralization to be a sustainable catalyst for IRD, there is need for the decentralization framework to clearly define the relationships between the different levels of government and civil society institutions (NGOs, CBOs,etc); provide for cooperation at the local level between formal government institutions and civil society institutions so as to foster consensus-building and alleviate conflicting interests; strengthen the institutional capability of local governments to manage development, mobilize local resources and account for grants and any other central government transfers; and develop a coherent communication strategy in order to enhance stakeholders' understanding of decentralization.

2.3 *The Malawi Growth and Development Strategy*

The Malawi Growth and Development Strategy is the over-arching medium-term strategy for Malawi designed to attain the country's long term aspirations as spelt out in its Vision 2020. The strategy recognizes integrated rural development as a key priority area to resuscitate rural economies and transform them into potential drivers of economic growth and rural development.

2.4 *Other Legal and Policy Instruments*

The other legal and policy instruments that influence rural development in Malawi include, but not limited to: the TEVETA Act, the Labour Relations Act, the Employment Act, the Gender Equality Act, the Financial Services Act, the Education Act, the Business Licensing Act, the National Disaster Risk Management Policy, the Climate Change Policy, the Environment Management Policy, the National Youth Policy, the Education Policy, the Gender Policy, the Investment Policy, the Health Policy, and the Land Policy.

CHAPTER 3. OVERVIEW OF RURAL DEVELOPMENT INITIATIVES AND ECONOMIC GROWTH IN MALAWI

3.1 *Past Experience with Rural Development Initiatives*

Since independence, Malawi has implemented a number of development policies and strategies in an effort to spur economic growth and reduce poverty, especially among the rural poor. Between 1961 and 1994, the country's development policies were focused on agriculture with substantial amounts of resources devoted to that sector. Investments in the agricultural sector included the establishment of state-owned enterprises directly engaged in agricultural production and marketing of smallholder agricultural produce, state provision of research and extension services and the provision of subsidized credit and inputs. During that period, the policies were also aimed at diversifying the economy through import substitution and industrialization through the creation of state-owned manufacturing enterprises in fruit canning, dairy and meat processing, textile production and other industries. In the 1980s, the government developed the Lilongwe Land Development Programme to create a model for highly productive commercially-oriented small-scale farming.

Between 1977 and 1992, the government implemented the Rural Growth Centers (RGCs) Programme during which 14 RGCs were constructed with the intent of contributing effectively to economic growth through the creation of employment opportunities, thereby enhancing the re-distribution of wealth to all citizens and reduce rural-urban migration. In addition, the RGCs were intended to provide basic social and economic infrastructure; improve agricultural production for the agro-processing industry; promote rural industries; and provide rural financial services to support economic activities within the framework of local economic development.

With the creation of the policy framework for Poverty Alleviation Programme (PAP) in 1995, the focus of the country's development policy shifted to poverty reduction. Subsequently, the Malawi Vision 2020, which defines the long term development aspirations of the Malawian people, was launched in 1998. The vision has been operationalized through medium-term implementation strategies including the Malawi Poverty Reduction Strategy (MPRS), the Malawi Economic Growth Strategy (MEGS), the Malawi Growth and Development Strategies (MGDS) and the Economic Recovery Plan (ERP).

Within the context of these policies and strategies, the government also implemented several safety net programmes for the resource-poor to cushion them from the effects of economic liberalization. Such programmes include: the Public Works Programme; the School Feeding Programme; the Farm Input Subsidy Programme; the Social Cash Transfer Programme; and the Food for Work Programme.

Despite the various interventions, policy reforms and investments described above, rural poverty in Malawi remains widespread. The Integrated Household Survey (IHS, 2010) has shown that rural poverty worsened from 55.6 percent in 2005 to 56.2 percent. Furthermore, inequality between the rich and the poor worsened as illustrated by the movement in the Gini coefficient from 0.39 in 2004 to 0.452. The survey further shows that more than half of the Malawi population (50.7 percent) lives below the poverty line, of which 24.5 percent are

ultra-poor. The poverty head count slightly reduced to 50.7 percent from 52.4 percent in 2005 and 54.1 percent in 1998. The marginal reduction in the poverty headcount is on account of urban poverty which reduced from 25.4 percent in 2005 to 17.3 percent in 2010. On the other hand, and according to the 2014 Human Development Report, female-headed household poverty has worsened to 63 percent in 2014 from 60 percent in 2004.

3.2 Constraints to Growth in Rural Areas

The success of policy reforms and strategies has been constrained by, among other things, policy overlaps, fragmentation, and reversals. The situation has also been worsened by limited capacity, across the board, to operationalize or implement policies in Malawi. The operationalization of policy aspirations through translation into meaningful and actionable programmes to reduce poverty has been inadequate. This is compounded by inefficiencies to match resource allocation to priority policy areas and poor systems inter-linkages among sectors. This has resulted in an insignificant impact on poverty reduction in the 20 years of democratic governance.

The constraints to growth in rural areas are not confined to policy effects alone. Other social, institutional and environmental factors have come into play, resulting into limited operationalization and implementation of the desired rural development outcomes from these policies. Some of them include:

- a. Declining productivity of factors of production such as land, where land-holding sizes continue to decline;
- b. Weak institutional support mechanisms such as declining extension support;
- c. Increasing environmental degradation and climate change leading to drought, flooding and other disaster risks;
- d. Very low and fragile incomes based on very small transactions that do not generate sufficient income to bring change;
- e. Inadequate infrastructure services and communication, with poor roads and transport services, poor telecommunications, leading to a high cost of goods and services;
- f. A high illiteracy rate and limited access to health services, particularly among women, continue to prevent their effective participation in the economy;
- g. Inadequate health and education services that are stretched, under-resourced and ineffective due to limited human resources, fiscal constraints, remoteness and ineffective management;
- h. Limited or partial devolution;
- i. Lack of transparency and accountability systems in the management of rural resources; and
- j. Weak planning, implementation coordination, monitoring and evaluation of rural based programmes.

CHAPTER 4. CONCEPTUAL FRAMEWORK

4.1 *Basic Issues of the Concept of Integrated Rural Development*

It is not possible to understand the Concept of Integrated Rural Development without, firstly, understanding some basic assumptions on which the concept has been built. It is only then that the concept can be fruitfully operationalized. The following are the assumptions:

4.1.1 *Rural Development And Overall Socio-Economic Development*

It is generally understood that rural poverty is caused primarily by a limited access to resources. This limitation may, among other things, be as a result of imbalance between available resources and population. In this case, the solution may be to close the gap between economic and population growth. Would applying a population policy be the panacea?

Besides the problem caused by population growth, limited access to resources for the poor is caused by socio-political realities that exclude the rural poor from participating in meaningful socio-economic development activities. The exclusion may be as a result of such issues as landlessness, small landholding or subsisting on marginal land, difficulties in accessing credit, limited means of production, etc. In that case, the ultimate cause of rural poverty is lack of integration into the overall political and economic system. The rural population does, therefore, not participate in the development process, either as active producers or as passive recipients of goods and services. Such being the case, the solution to rural poverty is integration. This then calls for deliberate policies that engage the rural population in socio-economic processes. In this regard, large volumes of resources have to be directed to rural areas.

4.1.2 *Development And Interrelated Social Change*

Development is a process resulting from elements in an integrated system. Some of these elements could be existing values and institutions; resources, both natural and human; available technology; and socio-economic organizations. These elements, together with their components, are integrated in a system in which the elements are closely interrelated so much so that movement by one element results in change in the whole system.

4.2 Definitions

4.2.1 Rural Development

Rural development refers to the process of improving the quality of life and economic well-being of people living in rural areas. In this regard, rural areas are, in essence, villages or semi-urban centers, far removed from towns and cities. It also involves enhancement of the capability of rural people to achieve economic progress and social welfare. Rural development, therefore, encompasses all important issues pertinent to the collective vitality of rural people and places, including but not limited to: education, health, housing, public services and facilities, capacity for leadership and governance, socio-economic infrastructure, human resources, village industries, cultural heritage and any other general economic issues.

4.2.2 Integrated Rural Development

Integrated Rural Development is defined as an approach of development which seeks to include rural people in production and wealth-generation through a complex process of change and adjustment in society as whole. Thus, integrated rural development calls for deliberate reforms of national policies in order to bring about balances between production and distribution and equitable allocation of resources between urban and rural areas.

CHAPTER 5. THE INTEGRATED RURAL DEVELOPMENT STRATEGY

The Integrated Rural Development Strategy is defined as a tool to effectively deliver rural development. It adopts a multi-dimensional approach to the implementation of rural development, with a focus on linking various interventions as contained in a number of current programmes so that synergies and complementarities of various interventions are effectively harnessed and sustained.

It is an effective mechanism for integration which specifies the locus for integration through answering the following questions: what process? what happens at various levels? who does what? and how will the integration be accomplished? In the process, the strategy creates a forum for negotiation, policy dialogue, and agreement on plans and undertakings among the various stakeholders ranging from government ministries, departments and agencies; Non-Governmental Organizations; and local governments and local communities. To that effect, the Integrated Rural Development Strategy is an instrument for mobilizing resources and coordinating the rational utilization of available resources.

Noting that the Integrated Rural Development Strategy propounds re-organization of rural development and not necessarily organization of particular projects, a distinction is made between activities at the center and the local level. The strategy, therefore, recognizes and emphasizes the role of local governments in coordinating participatory decision-making and in mobilizing resources.

Local authorities will be responsible for the actual delivery of rural development activities as stipulated by the Local Government Act, which mandates every local government to prepare and implement a development plan. Development plans are guided by a five-year rolling development planning framework (District Development Planning System) prepared in a participatory approach. Local governments will, therefore, be responsible for the implementation of rural development interventions.

5.1 *Rationale For Integrated Rural Development Strategy*

The need for an integrated rural development strategy arises from the realization that rural interventions have been fragmented, uncoordinated, and with limited or no resources, resulting in failure to achieve transformational development in local communities.

The government recognizes that the transformational development process requires the active participation of all players, joint assessment of the needs, and critical analysis of the priorities of development needs. This strategy, therefore, emphasizes promotional synergies in resource mobilization, planning, coordination, implementation, monitoring and evaluation.

5.2 Vision, Mission and Guiding Principles of the Integrated Rural Development Strategy

5.2.1 Vision

Vibrant rural communities that transform rural livelihoods into drivers of growth and sustainable development.

5.2.2 Mission

To harmonize resource mobilization, planning, coordination, implementation, monitoring and evaluation in rural development interventions for sustainable development.

5.2.3 Guiding Principles

The following are the guiding principles of the Integrated Rural Development Strategy:

1. **Integrated Programming:** All programmes and projects are harmonized through local development planning, monitoring and evaluation systems that form the main coordinating mechanism for rural development.
2. **Rights-Based Approach:** Local communities are aware of, and demand, their rights including accountability for development results from the leadership.
3. **Results-Based Management:** Implementation of the strategy is results - oriented to ensure that outcomes and targets are achieved, tracked and evaluated.
4. **Vulnerability Focused:** The focus of integrated rural development is on risks of local communities to climate change and other shocks.
5. **Value – Based Approach:** Ethics, integrity, transparency and accountability are drivers of successful implementation of the strategy.

5.3. Pillars of the Integrated Rural Development Strategy

The IRDS is built on the following six pillars:

1. Local Governance and Decentralization;
2. Local Economic Development and Investments;
3. Rural Financial Services;
4. Local Development Planning and Budgeting;
5. Human Capital Development;
6. Cross-Cutting Issues (Gender; Disability; Elderly; HIV and AIDs; Information, Communication and Technology; Climate Change; Disaster Risk Management; and Environmental Management).

5.3.1 Local Governance and Decentralization

Decentralization and local governance are key to the achievement of integrated rural development. Implementation of integrated rural development is primarily intended to bring benefits to rural communities. It will be implemented within a decentralized setting where various stakeholders and community-level structures will contribute towards development initiatives based on their defined roles and responsibilities. The creation and functionality of relevant structures, adherence to their roles and positive functional relationship will, therefore, be critical to the success of integrated rural development in Malawi.

Previous rural development efforts largely focused on sectors centrally delivering and implementing development projects and initiatives with little involvement of local authorities and communities. In order for IRD to succeed, local authorities and local development structures should play a leading role in developing their areas while line ministries and departments, at the central level ought to provide financial and technical support in accordance with their mandate.

5.3.1.1 Goal

The goal of Local Governance and Decentralisation is to improve local governance and service delivery at the local level in order to achieve rural development.

5.3.1.2 Objectives

The following are the objectives of Local Governance and Decentralisation:

- a. To enhance the capacity of local governance structures to sustainably carry out devolved functions, in accordance with the Decentralization Policy and the Local Government Act;
- b. To empower local communities to take responsibility and play appropriate roles in a representative local government system and local development; and
- c. To enhance the capacity of relevant national level institutions and organizations to facilitate the decentralization process.

5.3.1.3 Medium-Term Expected outcomes

The following are the medium-term expected outcomes of Local Governance and Decentralisation:

- a. Strengthened local governance structures that are more responsive to the service needs of local communities;
- b. Empowered local populace that is capable of effectively articulating their needs and demanding accountability from their representatives and service providers;
- c. Rural households capacitated to utilize and benefit from opportunities and services that come their

way; and

- d. Fully-devolved sector functions including resource planning and management.

5.3.1.4 Key strategies

The following are the key strategies for Local Governance and Decentralisation:

- a. Transferring decision-making and resources to the local authorities to ensure better service delivery;
- b. Strengthening monitoring and evaluation and improve knowledge management to ensure accountability of results that will contribute positively to the programmes at the local authorities;
- c. Strengthening local institutional capacity to be more responsive to the service needs of rural communities including the most vulnerable;
- d. Institutionalizing policy and oversight functions of sectors that have devolved functions to councils;
- e. Enhancing participation and ownership of development programmes by local communities;
- f. Strengthening coordination of local government systems, including financial management systems, to ensure efficiency, effectiveness, accountability and responsiveness to national and global development goals;
- g. Reviewing existing local development financing mechanisms in order to achieve flexibility, predictability and improve the flow of resources to local authorities;
- h. Accelerating complete devolution in order to empower councils and local development structures;
- i. Strengthening vertical and horizontal accountability mechanisms for improved service delivery; and
- j. Promoting participation of key stakeholders including the private sector, CSOs, youth networks and other non-state actors for inclusive local governance and development.

5.3.2 Local Economic Development and Investments

Local Economic Development (LED) is defined as a locally-driven process by which stakeholders work collectively to stimulate and transform their local economies and create new job opportunities. It incorporates many local government and private sector functions including environmental planning, business development, agrarian transformation and modernization, infrastructure development, real estate development and finance. As an approach, it focuses on functional areas within which economic activities, infrastructure, social facilities and human settlement patterns dictate the viability of government interventions.

Local economic development contributes to integrated rural development through stimulating diversification of the economic base, building backward and forward linkages, ensuring basic standards of social services through provision of basic infrastructure and services, maximizing job-creation and building on available employment opportunities in local areas. Local economic development offers local governments, cooperating partners, the private sector, non-profit organizations and local communities an opportunity to integrate their efforts to improve the local economy. It enhances competitiveness, productivity, and wealth creation for sustainable economic growth.

Over the years, there have been some efforts to stimulate local economic development in Malawi. These include scaling up of the rural electrification programme which led to an increase in the percentage of households with access to electricity from 4 percent in 2005 to 7 percent in 2010 (NSO, IHS3 2010), investing in agricultural productivity initiatives such as the establishment of Agriculture Development and Marketing Corporation (ADMARC); smallholder authorities (sugar, coffee, tea); rural industrialization programmes such as the One Village One Product (OVOP) initiative; the Public Works Programmes and the construction of school and water infrastructure, among other development interventions.

However, in Malawi, local economic development continues to be dominated by investment in the agriculture sector. There is limited diversification and linkages with other sectors of the economy. There is weak supportive infrastructure especially related to the road network. The rural road network is not paved and becomes virtually impassable during the rainy season. This state of affairs, combined with low electricity connectivity at less than 10 percent at national level, constrain the capacity to diversify from agriculture to industrial-based local economic development.

There has also been limited integration of the rural economy to the markets that is needed for the transformation of rural economies. Agricultural commercialization and industrialization, including innovation and value addition, is also limited. Most industries in Malawi are in urban areas due to lack of supportive infrastructure in rural areas. This has exacerbated rural unemployment, rural-urban migration, skewed development and poverty. Local economic development has also been affected by the recurrence of shocks, the most common ones being weather-related, such as floods and drought, leading to crop failure, food shortage and increases in food prices which exacerbates rural poverty.

5.3.2.1 Goal

The goal of Local Economic Development and Investments is to achieve sustainable and inclusive local economic growth.

5.3.2.2 Objectives

The objectives of Local Economic Development and Investments include the following:

- a. To reduce rural-urban migration;
- b. To create employment; and
- c. To improve income levels of rural communities.

5.3.2.3 Medium -Term Expected outcomes

The following are the medium-term expected outcomes of Local Economic Development and Investments:

- a. Systems and institutional capacity to manage and coordinate the national LED Framework at national and district levels;
- b. Well-coordinated economic development planning and implementation among key stakeholders;
- c. Competitive, robust, and diversified local economy;
- d. High local community participation in economic development activities;
- e. An enabling physical, regulatory, administrative and institutional environment for a business development and growth; and
- f. Responsive business development, agrarian transformation and modernization, financial, communication and transportation services required by local economic sectors, clusters and value chains.

5.3.2.4 Key Strategies

The following are the key strategies for Local Economic Development and Investments:

- a. Supporting small and medium enterprises (SMEs);
- b. Facilitating the formation of new enterprises;
- c. Investing in physical infrastructure;
- d. Investing in capacity development for agrarian transformation and modernization;
- e. Investing in education and health, workforce development, institutional support systems and regulatory frameworks;
- f. Supporting the growth of particular business clusters;
- g. Targeting particular parts of the country for re-generation or growth (area based initiatives) for investments;
- h. Supporting informal and emerging businesses;
- i. Targeting certain disadvantaged groups such as women, the youth and people with disabilities in small and medium enterprises;
- j. Enhancing rural community organizations and mobilization for broad economic participation;
- k. Enhancing coordination among key stakeholders;
- l. Enhancing market linkages;
- m. Strengthen institutions, dialogue and local competitiveness;

- n. Promote access to finance through local credit systems;
- o. Enhancing diversification of industrial products and services;
- p. Developing and investing in off-grid, clean energy sector using bio-mass and waste from agriculture, solar energy and other similar sources;
- q. Enhancing linkages between small-scale mining operators with investors and fostering partnerships;
- r. Promoting the cultivation of high value crops, commercialization, value addition and diversification in order to mitigate vulnerability to market shocks and natural disasters; and
- s. Identifying and developing the tourism potential of rural areas.

5.3.3 Rural Financial Services

Rural Financial Services are, aimed at providing inclusive financial services targeting all income groups especially women, the youth, farmers, micro, small and medium-scale enterprise operators, the self-employed and other disadvantaged groups.

Rural finance, particularly micro-finance credit, has increased its outreach and scale of operation across the country. Fin Scope Consumer Surveys conducted in 2008 and 2014 show that access to formal financial services significantly improved from 26 percent in 2008 to 39 percent in 2014¹. The surveys show that the proportion of the adult population served informally has declined from 19 percent in 2008 to 14 percent in 2014 while the proportion of the excluded population has improved from 55 percent to 47 percent during the same period.

Despite this positive development, delivery and access to rural financial services face a number of constraints. Such constraints include the low level of financial literacy, limited depth and range of financial services on offer, absence of a unified national identification system, inadequate infrastructure including roads, electricity and mobile connectivity, lack of usable collateral in rural communities due to the dominance of the customary land tenure system, high loan default rates and MFIs' lack of capacity to take advantage of some provisions in the Microfinance Act.

The Integrated Rural Development Strategy, therefore, brings in a paradigm shift whereby rural finance is not just looked at as a tool for poverty alleviation but as a movement that envisions a Malawi in which the rural poor have access to a wide range of financial services to support self-employment and income-generating activities, create assets, stabilize consumption and protection from risks for their family members.

¹ Fin Scope Demand Survey, 2008; Fin Scope Demand Survey 2014

5.3.3.1 Goal

The goal behind Rural Financial Services is to promote the delivery of well-coordinated, holistic and inclusive financial services that are sustainable, accessible and affordable to communities.

5.3.3.2 Objectives

The following are the objectives of Rural Financial Services:

- a. To create an enabling policy and regulatory environment for rural finance;
- b. To develop an inclusive and vibrant rural finance system in the country;
- c. To reach out to rural communities with a wide range of financial services;
- d. To improve the delivery of a wide range of financial services to rural communities in a sustainable, accessible, and affordable manner;
- e. To promote innovation in the delivery of rural finance;
- f. To promote financial literacy and education among rural communities;
- g. To develop client protection mechanisms for rural communities; and
- h. To improve the delivery of socio economic safety nets.

5.3.3.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of Rural Financial Services:

- a. Rural financing mechanisms that are responsive to investments and opportunities that include life needs, personal emergencies and disasters;
- b. Wider coverage of rural finance;
- c. Enhanced capacity of providers of rural finance;
- d. Strengthened delivery channels for rural finance;
- e. Well-coordinated and regulated rural finance operational system; and
- f. Enhanced financial literacy and client protection.

5.3.3.3 Key Strategies

The following are the key strategies for promoting Rural Financial Services:

- a. Developing and enforcing the policy, legal and regulatory framework for providers of rural finance;
- b. Providing a framework for the comprehensive development of entrepreneurial skills, financial literacy and capacity to enable rural citizens to maximise the benefits of financial access;
- c. Promoting the use of branchless banking to deliver rural finance including mobile money and agency banking;
- d. Building the capacity of providers of rural finance to widen and deepen the range of financial

- services available to rural communities;
- e. Promoting the development of insurance, savings products and value chain financing for rural communities;
 - f. Strengthening security in rural areas including client protection and safety;
 - g. Instituting complaints-handling mechanisms for rural clients; and
 - h. Promoting inclusive financial services for the vulnerable and disadvantaged groups such as women, the youth, the elderly and people with disabilities.

5.3.4 Local Development Planning and Budgeting

Local Development Planning and Budgeting is an integral part of the decentralization process which focuses on a systematic bottom-up approach to development planning. It is a means of securing complementarities and coordination of various policy instruments and strategies from several stakeholders and sectors to ensure synergies during implementation of sectoral investment plans at the local level. The Local Government Act empowers local authorities in Malawi "...to promote infrastructural and economic development by formulating, approving and implementing local development plans..."

Local development planning and budgeting provides for procedures for the formulation of local development plans (LDPs), paving the way for a coordinated approach to the identification and implementation of programmes and projects and deliberate public investment. The LDPs seek to operationalize MGDS II priorities through specific local projects and programmes. It is expected that only those projects that are in the LDPs should be funded.

Rural communities have numerous needs but the resources available are inadequate. At the same time, there are various players ranging from government line ministries to non-state actors, who bring in resources to address needs in rural areas. There is, therefore, need for proper planning and prioritization. Local Development Planning and Budgeting provides a mechanism for integrating efforts of various players, including local communities, to address rural community needs as it ensures that planning for local development is done in a participatory manner so as to increase people's capacity to promote their livelihood. It is, therefore, crucial that people actively participate in the planning, formulation, implementation, monitoring and evaluation of local development interventions.

Local development planning follows a decentralized approach which is district-focused, people-centered, bottom-up and participatory. Local governments are required to prepare development budgets in line with the District Development Planning Framework which outlines the objectives and targets of a particular district. The development budgeting must refer to the Annual Investments Programme of District Development Plans for the listing of planned projects that could be incorporated in the development budget.

However, local governments are rocked by a myriad of challenges, chief among them are a narrow resource base which limits their capacity to generate resources for financing district development

projects and programmes as outlined in District Development Plans; lack of predictable development funding; and the weakness of decentralized planning structures i.e. Village Development Committees and Area Development Committees. Planning instruments at the district level are also in conflict with district development planning. In addition, the regulatory framework for non-state actors operating in local authorities is non-existent.

5.3.4.1 Goal

The goal of Local Development Planning and Budgeting is to enable local governments to facilitate the achievement of people empowerment and the improvement in the overall quality of life.

5.3.4.2 Objectives

The objectives of Local Development Planning and Budgeting are to provide an effective framework for promoting participation of various stakeholders, including the private sector, in planning and budgeting for rural development and to improve service delivery at grassroots level.

5.3.4.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of Local Development Planning Budgeting:

- a. Well-coordinated local development planning that promotes integrated implementation of local development processes,;
- b. Improved responsiveness of local governance structures to the service needs of rural people;
- c. Secured complementarities and harmonization between national and local level planning systems;
- d. Enhanced cooperation among government institutions, the private sector and the CSOs and CBOs at the district and sub-district levels;
- e. Harmonized planning structures for all the sectors at local level; and
- f. Improved infrastructure investments in local communities.

5.3.4.3 Key Strategies

The following are the key strategies for Local Development Planning and Budgeting:

- a. Strengthening the capacity for local level planning at all levels;
- b. Enhancing participatory planning, implementation, monitoring and evaluation in local governments for improved level of investments in rural areas;

- c. Transforming the Local Development Fund to function as a basket fund that provides for transparent, predictable and autonomous budgetary flows to councils for investment in rural areas;
- d. Accelerating the decentralization process to spearhead rural development; and
- e. Expanding the revenue base for local authorities.

5.3.5 Human Capital Development

The economic returns for public and private investment in people are often high as capacity development is key for IRD. Capacity Development is recognized as a tool for the implementation of development initiatives.

Capacity is defined as the availability of appropriate inputs particularly capable human resources and processes. It also refers to how an institution or organization utilizes its human and physical resources. However, there are capacity constraints at both the centre and the local level emanating from a low skills base and weak coordination mechanisms. With regard to IRD, there is need to carry out an accurate capacity assessment in order to determine the gaps and, in the process, come up with appropriate capacity development initiatives.

The IRDS, therefore, aims at developing capacities to manage and implement rural development at both the central and local levels. This shall be linked to a wider human capacity development initiative as outlined in MGDS II.

The strategy further aims at strengthening the primary justice systems - the way the rural people administer justice within their own social and cultural context.

5.3.5.1. Goal

The goal of Human Capital Development is to enhance the capacity of the center (MDAs), local governments and communities to ably plan and manage rural development

5.3.5.2 Objectives

The objective of Human Capital Development is to increase the capacity to demand, plan and manage development at the local level.

5.3.5.3 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of Human Capital Development :

- a. Improved skills base in local communities;
- b. Improved capacity to plan and manage development programs at national, district, area and village levels;
- c. Improved coordination mechanisms;
- d. Improved primary justice systems; and
- e. Improved capacity of rural people to utilize and benefit from opportunities and services that go to rural communities.

5.3.5.3 Key Strategies

The following are the medium-term expected outcomes of Human Capital Development :

- a. Rationalizing, deploying, seconding, transferring, and training personnel from rural areas in support of the IRDS;
- b. Promote partnerships between the government, civil society and the private sector in capacity building of communities;
- c. Providing relevant infrastructure and equipment for IRD activities;
- d. Improving harmonizing, and sustaining incentives for voluntary work;
- e. Enhancing life skills within local communities; and
- f. Promoting legal education in local communities.

5.3.6 Cross-Cutting Issues

The government recognizes the importance of mainstreaming such cross-cutting issues as gender, HIV and AIDS, disability, the elderly, the youth, climate change and environment, disaster risk management and Information, Education and Communication in the implementation of integrated rural development programmes in order to foster sustainable development. The mainstreaming process involves creating awareness and supporting communities to implement specific interventions that deal with the cross-cutting issues.

5.3.6.1 Gender

MGDS II recognizes Gender as a critical issue that cuts across, and impacts, all sectors of the economy. Gender inequality remains one of the major constraints to sustainable development, both at national and local levels. Despite a lot of efforts being made to address these inequalities, issues of gender-based violence, sexual violence, exclusion of women and the youth in community development interventions, culturally-enforced discriminatory practices are still inherent in the Malawian society, especially in rural areas. It is, therefore, critical that the integrated rural development strategy is gender-responsive and clearly spells out the strategies to address these disparities.

To effectively mainstream gender issues, all local government structures and institutions will need to consider the different roles, needs and interests of men, women, the youth and children at all stages of the project and program cycle. Local authorities will need to ensure that all gender groups are socially, politically, and economically empowered to effectively influence, actively participate and benefit from all development processes propagated by the integrated rural development strategy. They also need to design specific activities or positive action measures to include some groups which are otherwise seriously disadvantaged.

To achieve these aspirations, the integrated rural development strategy shall promote gender mainstreaming and women empowerment interventions in line with standing practices articulated in the National Gender Policy and programme.

5.3.6.1.1 Goal

The goal for gender mainstreaming is to reduce gender inequalities in all rural development programmes and processes for equal participation of both males and females in socio-economic development.

5.3.6.1.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of gender mainstreaming:

- a. Increased and meaningful participation of both males and females in rural development activities;
- b. Reduced gender-based violence at all levels;
- c. Increased participation of both males and females in decision-making processes of local governance; and
- d. Reduced socio-economic disparities between men and women.

5.3.6.1.3 Key Strategies

The following are the key strategies for promoting gender equality:

- a. Promoting women and youth entrepreneurship;
- b. Promoting gender mainstreaming in rural development programmes;
- c. Advocating for affirmative action to increase representation of women and the youth in decision-making positions;
- d. Enhancing gender-based violence service delivery systems;
- e. Promoting gender equality in the environment, energy and climate change management;
- f. Mainstreaming gender in local governance legal and regulatory frameworks;
- g. Mainstreaming gender budgeting process in integrated rural development;
- h. Promoting access to quality education for girls; and
- i. Strengthening gender disaggregated research and knowledge management.

5.3.6.2 Disability and The Elderly

Issues of people with disability and the elderly have not been prioritized in national development strategies in Malawi. This is evident in local and urban development plans and programmes. Mainstreaming of these issues requires that specific measures should be taken into account in development planning, resource mobilization and allocation, monitoring and reporting systems to ensure that the needs and aspirations of persons with disabilities and the elderly are provided for.

5.3.6.2.1 Goal

The goal behind prioritising issues of disability and the elderly is to promote the integration of persons with disabilities and the elderly in all aspects of life to achieve equity.

5.3.6.2.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes for promoting the issues of disability and the elderly:

- a. Increased and meaningful participation of people with disabilities and the elderly in rural development activities;
- b. Increased participation of people with disabilities and the elderly in decision-making processes of local governance;
- c. Improved socio-economic status of people with disabilities and the elderly;
- d. Disability and the elderly mainstreamed in rural development programmes; and
- e. Availability of disability and elderly-friendly infrastructure.

5.3.6.2.3 Key Strategies

The following are the key strategies for promoting the issues of disability and the elderly for rural development:

- a. Increasing access to social support services;
- b. Promoting income generating activities for people;
- c. Strengthening family and community-based support systems;
- d. Enhancing coordination of various stakeholders implementing poverty reduction programmes targeting vulnerable groups including the disabled and old people;
- e. Promoting active representation by persons with disabilities and the elderly in decision-making;
- f. Integrating issues of people with disabilities and the elderly in development programmes;
- g. Building capacity for the rights of people with disabilities and the elderly and inclusive development; and

- h. Promoting accessibility-friendly infrastructure and services.

5.3.6.3 The Youth

Although the youth constitute a significant proportion of the population (40%), they lack basic opportunities that would enable them develop to their full potential and participate in socio-economic activities in their localities. Essentially, general poverty, unemployment prevalent in the societies of Malawi at large have adversely affected the economic well-being of the youth. This has been compounded by lack of strategies to address issues affecting the youth.

The significant proportion of the youth in Malawi's population offers a vast human resource potential for increasing the country's productive capacity and contributing to national development if only the youth were properly nurtured, harnessed and empowered. The IRDS should, therefore, be proactive and strategically attend to the dependence burden in Malawi's population age structure as manifested in structured poverty, drug and substance abuse, crime, violence, prostitution, HIV and AIDS, Sexually-Transmitted illnesses, early pregnancies and child labour among the youth. The absence of proactive strategies results in costly interventions after youth fragility and conflict erupts. Such eventualities often require substantial economic resources to address.

The integrated rural development strategy shall take into account the youth population dividend to promote youth empowerment interventions in line with standard practices enshrined in the National Youth Policy.

5.3.6.3.1 Goal

The goal behind youth empowerment is to promote meaningful participation of the youth in decision-making so that they benefit from economic opportunities.

5.3.6.3.2 Medium-Term Expected Outcome

The following are the medium-term expected outcomes of youth empowerment:

- a. Increased and effective participation of the youth in leadership and governance institutions; and
- b. Increased equitable access, control and utilization of social and economic services by the youth.

5.3.6.3.3 Key Strategies

The following are the key strategies for promoting youth empowerment:

- a. Promoting technical and vocational centres in rural areas;
- b. Promoting self-reliance patriotism and volunteerism;
- c. Mainstreaming youth development in all local and national development programmes ;
- d. Establishing and strengthening youth participation and coordination structures;

- e. Promoting out-of-school youth basic educational programmes;
- f. Improving youth access to credit facilities, capital and markets for sustainable entrepreneurship;
- g. Improving youth technical, vocational, entrepreneurial and business management skills;
- h. Equipping the youth with SRH knowledge and life skills;
- i. Increasing youth access to SRH, HIV and AIDS services; and
- j. Improving governance and oversight of youth programmes and services.

5.3.6.4 HIV and AIDS

The prevalence of HIV and AIDS in Malawi is relatively high. In 2012, approximately 1.1 million people in the country were HIV-positive, representing 10.8% of the country's population. Whilst the prevalence of HIV and AIDS is higher in urban areas (17% of women and men aged 15 to 49 compared to 9% in rural areas, MDHS 2010), its effects in rural areas is much more grave than in urban centres since the majority of Malawians live in the rural areas where medical care is less accessible than in urban areas. HIV and AIDS and related opportunistic infections have, therefore, greatly affected the quality of human life and increased the level of burden on health delivery systems at the local level. Furthermore, HIV and AIDS affect young adults in their most productive years, leading to a negative impact on Malawi's economy which is agro-based and labour-intensive. As such, HIV and AIDS have a serious negative implication on the successful implementation of rural development initiatives.

Over the years, a number of HIV and AIDS programmes, at both national and local levels, heavily supported by development partners, have significantly contributed to scaling up prevention, care and treatment. However, and despite some achievements, the prevalence and impact of the HIV and AIDS pandemic continues to be a big challenge to the country. Some of the challenges include unsustainable financing, high level of stigma and discrimination, high HIV and AIDS incidences, limited access to quality medical care, loss of incomes of the affected households, and inadequate institutional and human capacity particularly at the local level.

In view of this, specific strategies have been mainstreamed in line with the National HIV and AIDS Policy, the HIV and AIDS Mainstreaming Framework, the National Strategic Plan for the National HIV and AIDS Response, and the Decentralized HIV and AIDS Response Strategy.

5.3.6.4.1 Goal

The goal behind addressing HIV and AIDS is to achieve new zero infections and reduced socio-economic and psycho-social impact on society.

5.3.6.4.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of addressing HIV and AIDS:

- a. Reduced vulnerability of local communities to HIV and AIDS;
- b. Improved quality of life of people living with HIV and AIDS at the local level;
- c. Increased participation of HIV-infected and -affected communities in socio-economic activities; and
- d. Reduced infection rate in rural communities.

5.3.6.4.3 Key Strategies

The following are the key strategies for addressing the HIV and AIDS pandemic:

- a. Mainstreaming of HIV and AIDS in rural development programmes;
- b. Enhancing local capacity of health care delivery systems to manage HIV and related illnesses;
- c. Promoting quality community home-based care;
- d. Promoting inclusion of people living with HIV and AIDS in rural development programme planning and implementation; and
- e. Promoting an HIV and AIDS advocacy and awareness campaign in local communities.

5.3.6.5 Nutrition

Adequate nutrition is a prerequisite for human development and it is critical for one's physical and intellectual development and productivity. Sufficient nutrition is crucial for building and maintaining the immune system to enable it fight infections. All forms of malnutrition have potential to reduce human productivity, which may eventually hinder the successful implementation of IRD. There are notably high levels of malnutrition in Malawi, especially amongst under-five children. Currently, the registered prevalence rate of stunting is at 42%; wasting at 3.8%, underweight at 16.7%, whereas overweight is at 5%.

The GoM recognizes that malnutrition is a silent crisis. As such, the prevention and management of nutrition disorders is among priority intervention areas in the MGDS. The broad goal of Food-and-Nutrition seeks to enhance social, economic and food industry infrastructure that allows people to make healthy decisions about foods to eat, under environmentally-sustainable conditions. As espoused in the food-and-nutrition policies, the IRDS will ensure that there is physical and economic access to food that is safe, nutritious, affordable, wholesome and culturally appropriate and in adequate amounts throughout the year which can prevent hunger, promote and sustain the health, and livelihood of the entire population at all stages of life.

5.3.6.5.1 Goal

The goal of promoting nutrition is to have a well-nourished population that effectively contributes to the development of the country.

5.3.6.5.2 Medium-Term Expected Outcomes

In the medium term, it is expected that there will be reduced prevalence of nutrition disorders.

5.3.6.5.3 Key Strategies

The following are the key strategies for promoting nutrition:

- a. Promoting exclusive breastfeeding practices for children aged 0 to 6 months;
- b. Promoting optimal feeding practices for children aged 6 to 24 months and beyond;
- c. Promoting optimal feeding of sick children during and after illness;
- d. Promoting the prevention, control and treatment of micronutrient deficiency disorders, particularly those caused by Vitamin A, iodine, and iron deficiencies including food fortification;
- e. Improving access to nutrition supplements for malnourished children, expectant and lactating mothers, the elderly and the physically-challenged;
- f. Promoting access to at least one nutritious meal a day and related health and nutrition services for school-going children;
- g. Strengthening the capacity for households and communities to attain adequate nutrition;
- h. Preventing and controlling nutrition-related non-communicable and other diseases;
- i. Scaling up innovative interactions in quality management of malnutrition among various population groups;
- j. Strengthening institutional and human capacities for effective delivery of nutrition services;
- k. Promoting health lifestyles; and
- l. Promoting production and access to high nutritive value foods for diversified and nutritious diets.

5.3.6.6 Information and Communication Technology

Implementation of an integrated rural development strategy requires proper strategies on how to bridge the communication gap and promote information transfer and the use of Information and Communication Technology by local communities as part of their development initiatives. There is need to create awareness among rural communities and develop a model that would provide knowledge to other key stakeholders.

5.3.6.6.1 Goal

The goal for promoting Information and Communication Technology is to enable local governments usher in ICT-based rural development.

5.3.6.6.2 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of promoting Information and Communication Technology:

- a. Improved access to information; and
- b. Improved communication skills by rural people and other key stakeholders.

5.3.6.5.4 Key Strategies

The following are the key strategies for promoting ICT:

- a. Producing high quality, cost effective and target specific IRDs messages;
- b. Disseminating the IRDS to key stakeholders;
- c. Procuring of relevant ICT materials /equipment;
- d. Promoting of use of ICT equipment;
- e. Providing trainings on the use of ICT in rural areas;
- f. Encouraging business enterprises in ICT in rural communities; and
- g. Promoting feedback mechanism on IRDS.

5.3.6.5.5 Climate Change, Disaster Risk Management and Environment Management

MGDS II recognizes climate change, natural resources, environment and disaster risk management as some of the key priority areas for national development. Over the past two decades, Malawi has experienced increased occurrences of adverse climate change hazards which include dry spells, seasonal droughts, intense rainfall, riverine floods and flush floods. It is, therefore, necessary that the IRDS should include strategies which provide deliberate measures intended to address environment, natural resources and climate challenges. It is expected that employing these measures would help rural people to contribute to the management of climate change, natural resources and the environment.

5.3.6.5.6 Goal

The goal behind addressing climate change and environment – related issues is to ensure sustainable management of natural resources and the environment while adapting to the effects of climate change in the implementation of rural development initiatives.

5.3.6.5.7 Medium-Term Expected Outcomes

The following are the medium-term expected outcomes of addressing climate change and environment-related issues:

- a. Reduced climate change effects, disaster risks, natural resources and environmental degradation.

5.3.6.5.8 Key Strategies

The following are the key strategies for managing climate change and the environment:

- a. Mainstreaming climate change sectoral policies and programmes;
- b. Promoting effective disaster risk management and emergency response;
- c. Providing high-quality climate information and tools for risk management;
- d. Conserving and protecting natural resources and the environment;
- e. Promoting effective adaptation mechanisms for vulnerable communities;
- f. Promoting waste management activities; and .
- g. Building capacity for detecting and responding to disasters.

CHAPTER 6. IMPLEMENTATION ARRANGEMENTS AND INSTITUTIONAL FRAMEWORK

6.1 General

Rural development is multi-sectoral and multi-dimensional. The success of rural development, therefore, requires effective coordination and integration. However, integration of rural development initiatives in Malawi has been elusive due to the absence of an effective mechanism to bring together various stakeholders, ranging from the central government to local governments, development partners, non-state actors, communities and the private sector.

The strategy, therefore, provides for an inclusive approach to rural development by, among other things;

- a) providing mechanisms for coordination, integration and complementarities through institutional re-organization by specifying the locus for decision making, coordination and integration;
- b) detailing elaborate funding mechanisms and pooling of resources;
- c) monitoring and evaluation mechanisms; and
- d) reporting arrangements.

6.2 *Locus for Decision Making, Coordination and Integration*

The National Decentralization Policy spells out the roles and responsibilities of different tiers of government. The Integrated Rural Development Strategy, therefore, focuses on re-organization of rural development by making a distinction between functions at the center and the local level.

The Ministry of Local Government and Rural Development will coordinate policy and legal processes related to rural development initiatives while the Office of the President and Cabinet will have a policy oversight function by convening meetings of the Principal Secretaries' Committee on Local Government and Rural Transformation and the Cabinet Committee on Infrastructure Development. The Local governments will be the primary locus for implementation, decision-making and integration through the district development planning process. The local governments will also be responsible for resource mobilization and accountability.

6.3 *Roles and Responsibilities for Coordination and Implementation*

- a. **National Level:** The Ministry of Local Government and Rural Development will be responsible for providing technical and policy guidance for the coordination of rural development planning, resource mobilization, monitoring and evaluation, reporting, financing and human resource management. The ministry will perform this function through a Sector Working Group for Integrated Rural Development and Decentralization. The major task of the Sector Working Group will be to ensure that there is policy dialogue in line with the Integrated Rural Development Strategy, and, more importantly, that there are vertical and horizontal linkages and integration.

In order to strengthen the relationship between the central government and local governments, line ministries and departments will support councils with policy guidance, financial and technical assistance, among other forms of assistance.

The Sector Working Group will provide a forum for vertical linkages which will allow for a combination of efforts, plans, and resources at both the local level and the center to foster networks of interactions among all stakeholders. At the same time, horizontal linkages will ensure coordination of stakeholders and their institutions at a particular level. The horizontal linkages will lead to the development of partnerships among those with sector responsibilities and budgets based on clear operational guidelines, common and shared initiatives, and a willingness to cooperate and share responsibilities. Technical Working Groups will be established to foster horizontal partnerships.

- b. Local Level:** Councils will be implementing agencies responsible for the actual delivery of rural development outputs and outcomes as stipulated by the Local Government Act.

To foster effective integration mechanisms, councils will be expected to:

- a. Formulate Local Development Plans which are reflective of the rural peoples' needs and priorities;
- b. Maintain vibrant District and Urban Executive Committees as a mechanism for sector integration;
- c. Make decisions about what and where to locate infrastructure developments;
- d. Demonstrate explicit efforts to strengthen local institutions (VDCs and ADCs) and enhance participation of local communities; and
- e. Demonstrate explicit efforts to cultivate cooperation at the local level between formal government institutions, and NGOs and CBOs to foster consensus-building.

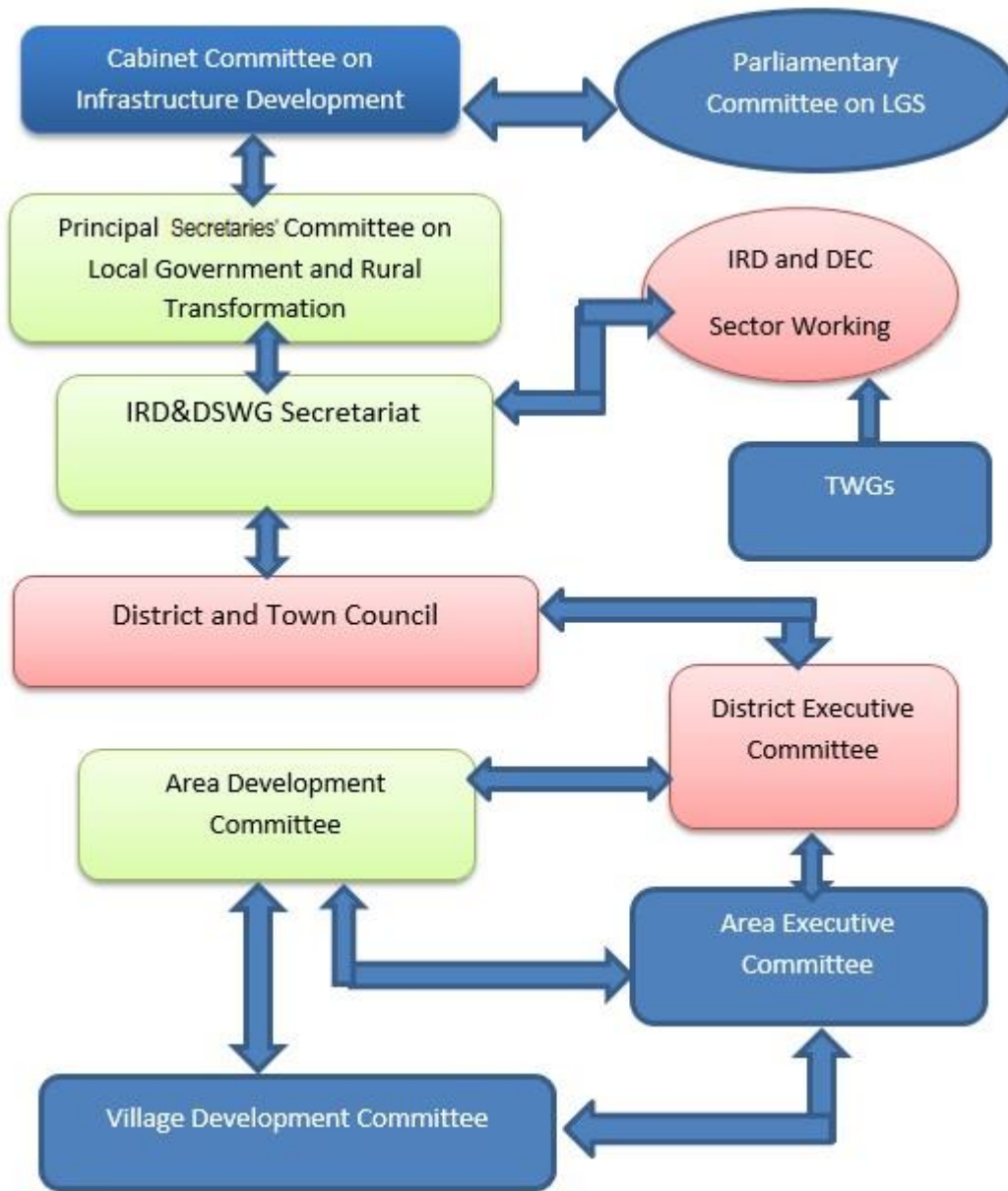
For councils to effectively carry out their integration role, the central government will be expected to speed up devolution of both the development budget and human resources which have traditionally been with line ministries and departments.

6.4 Institutional Set-Up

The following institutions are central to the successful implementation of the Integrated Rural Development Strategy:

- (a) The Cabinet Committee on Infrastructure Development;
- (b) Principal Secretaries' Committee on
- (c) The Ministry of Local Government and Rural Development;
- (d) The Sector Working Group on Integrated Rural Development and Decentralization;
- (e) Technical Working Groups on Integrated Rural Development and Decentralization;
- (f) District Councils and Sub-district Committees.

Figure 1: IRD Coordination and Integration Conceptual Framework



6.4.1 Cabinet Committee on Infrastructure Development

The Cabinet Committee on Infrastructure Development will provide policy direction on strategies and programmes aimed at promoting sustainable and environmentally-friendly national infrastructural development and efficient energy practices in order to transform the country's urban and rural sectors consistent with the Public Sector Investment Programme (PSIP). The committee shall specifically be responsible for:-

- a. Reviewing the PSIP on a quarterly basis to ensure compliance with national plans and priorities;
- b. Promoting economically-sustainable exploration, exploitation and utilization of mineral renewable and non-renewable natural resources including wildlife and fishery resources;
- c. Providing leadership and policy directions in the development of cities, urban and rural centers in the country;
- d. Promoting the development of tourism infrastructure;
- e. Promoting and facilitating the adoption and implementation of International Environment and Natural Resources conventions and treaties;
- f. Developing policies and reviewing strategies for the diversification of sustainable power generation;
- g. Promoting appropriate waste management and pollution control measures;
- h. Considering and approving urban and rural development master plans; and
- i. Undertaking assignments directed by Cabinet on urban and rural development issues.

6.4.2 Principal Secretaries' Committee on Infrastructure Development

6.4.3 Ministry of Local Government and Rural Development

The Ministry of Local Government and Rural Development will be responsible for providing the following functions in the implementation of the integrated Rural Development Strategy:

- a. To chair the Sector Working Group on Integrated Rural Development and Decentralisation;
- b. To facilitate the review of policies, strategies and priority programmes for rural development; and
- c. To provide secretarial services to the SWG on Integrated Rural Development and Decentralization.

6.4.4 Sector Working Group on Integrated Rural Development and Decentralisation

The Sector Working Group on Integrated Rural Development and Decentralization (SWGIRD) will be a forum for policy dialogue, planning, budgeting, coordination and performance assessment, allowing a broad spectrum of stakeholders in the sector to have insight into, discuss and influence local development. The SWG will meet twice a year with a possibility of *ad hoc meetings*. Its objectives include the following:

- a. Articulate a policy framework paper and an Implementation, Monitoring and Investment Framework aligned to the MGDS;
- b. Ensure implementation of activities that deepen the alignment of the IRD and the decentralization sector budget to the MGDS and the alignment of donor support to nationally-led policies and strengthened monitoring and evaluation;
- c. Initiate and strengthen harmonization of stakeholders' procedures, missions, studies and technical assistance related to integrated rural development and decentralization which would be reflected in sector reports on aid effectiveness;
- d. Oversee the implementation of integrated rural development and decentralization results-oriented monitoring, evaluation and reporting mechanism that promotes results-based programme implementation and management in the public sector;
- e. Ensure timely production of annual contributions to MGDS annual reviews, harmonized M&E and reporting system and periodic performance reports;
- f. Enhance mutual accountability by initiating and organising Integrated Rural Development and Decentralization Sector Reviews which would be in form of an annual JSR preceding and feeding into annual reviews.
- g. Take remedial actions on the barriers to effective coordination and management of sectoral activities;
- h. Assess the participation of key sectors and agencies critical in the financing, implementation and management of integrated rural development and decentralization activities at national, district and community levels, and make recommendations for improving their participation and contributions;
- i. Engage sectoral ministries, development partners and civil society organizations to align their programmes and resources to the Integrated Rural Development and Decentralization Program Framework to ensure harmonized local development planning, financing, implementation, monitoring and evaluation; and
- j. Monitor the performance of the Integrated Rural Development and Decentralization Sector – related programmes.

The following sector ministries and departments are members of the SWG:

- (a) The Ministry of Finance, Economic Planning and Development;
- (b) The Ministry of Natural Resources, Energy and Mining;
- (c) The Ministry of Agriculture, Irrigation and Water Development;
- (d) The Ministry of Lands, Housing and Urban Development;
- (e) The Ministry of Industry and Trade;
- (f) The Ministry of Transport and Public Works;
- (g) The Ministry of Gender, Children, Disability and Social Welfare;
- (h) The Ministry of Labour and Youth;
- (i) The Department of Human Resource Management and Development;
- (j) The Department of HIV, AIDS and Nutrition;

- (k) Development partners such as UNDP, Irish Aid, etc, the private sector and Non-Governmental Organizations with a major stake in rural development.

6.4.5 Technical Working Groups

The Integrated Rural Development Strategy has established relevant Technical Working Groups (TWGs) to discharge delegated functions of the SWG in the following thematic areas:

- (a) Local Governance and Decentralization;
- (b) Local Development Planning and Budgeting;
- (c) Local Economic Development & Investment;
- (d) Rural Finance Service; and
- (e) Capacity Development and Cross-Cutting issues.

The TWGs will convene on a quarterly basis. Specific objectives of each of the TWGs are detailed below:

6.4.5.1 Technical Working Group on Local Governance and Decentralization

The main objective of this TWG is to provide advice and guidance to shape local governance and decentralization. This entails strengthening the democratic environment and institutions at local level.

Its functions are to:

- a. Conduct annual reviews of the Joint Sector Strategy Results and Resources Framework;
- b. Identify policy and institutional issues that are constraining performance in the sector and its sub-sectors and make recommendations for improvement;
- c. Commission sectoral capacity assessment and make recommendations for sectoral institutional capacity development strategies;
- d. Promote development strategies that ensures good governance at local level;
- e. Ensure that local governance structures are functional;
- f. Ensure active participation of local population in decision-making processes in local governance and decentralization;
- g. Contribute to the development of indicators and targets specific to local governance and decentralization;
- h. Provide technical guidance in the implementation of the decentralization policy and programme framework;
- i. Provide quality assurance for technical reports on local governance and decentralization; and
- j. Provide policy and oversight functions of the sectors that have devolved functions to councils.

6.4.5.2 Technical Working Group on Local Development Planning and Budgeting

The main objective of this TWG is to provide policy support and technical guidance on local development planning and budgeting.

Its functions are to:

- a. Conduct annual reviews of the Joint Sector Strategy Results and Resources Framework; Identify policy and institutional issues that are constraining performance in the sector and its sub-sectors and make recommendations for improvement;
- b. Commission sectoral capacity assessment and make recommendations for sectoral institutional capacity development strategies;
- c. Encourage active participation of the local population in decision-making processes in development planning and identification of resource requirements;
- d. Promote demand for accountability of development resources and results at local level;
- e. Ensure that annual investment plans of local governments are consistent with integrated rural development strategies;
- f. Ensure that sector investment plans are consistent with integrated rural development strategies;
- g. Ensure that resources for the implementation of the integrated rural development programmes are available and efficiently managed;
- h. Ensure that the local development planning system is responsive to the Integrated Rural Development Strategy; and
- i. Explore current development debates, interventions and innovations in the coordination and management of rural/local development programmes.

6.4.5.3 Technical Working Group on Local Economic Development and Investments

The main objective of this TWG is to provide advice and guidance to stimulate local economic development.

Its functions are to:

- a. Conduct annual reviews of the Joint Sector Strategy Results and Resources Framework;
- b. Identify policy and institutional issues that are constraining performance in the sector and its sub-sectors and make recommendations for improvement;
- c. Commission sectoral capacity assessment and make recommendations for sectoral institutional capacity development strategies;
- d. Strengthen dialogue for local economic development and investment;
- e. Facilitate the development of a National Local Economic Development Framework;
- f. Create awareness of Local Economic Development as an approach to local development;
- g. Facilitate the establishment of platforms and institutions for local economic development;
- h. Develop and promote multi-stakeholder plans for investment in infrastructure development such as rural growth centres;

- i. Encourage investments in rural-based income-generating activities and rural industrialization;
- j. Promote land use planning for local development; and
- k. Strengthen capacity and skills development for local investment.

6.4.5.4 Technical Working Group on Rural Financial Services

The main objective of this TWG is to provide technical advice and guidance on rural financial services.

Its functions are to:

- a. Conduct annual reviews of the Joint Sector Strategy Results and Resources Framework;
- b. Identify policy and institutional issues that are constraining performance in the sector and its sub-sectors and make recommendations for improvement;
- c. Commission sectoral capacity assessment and make recommendations for sectoral institutional capacity development strategies;
- d. Facilitate increased access to rural finance services by identifying and tackling barriers to the expansion of such services in isolated rural areas;
- e. Provide a framework for comprehensive development of entrepreneurial skills, financial literacy and capacity to enable rural citizens to maximise the benefits of financial access;
- f. Ensure that the policy, legal, and regulatory environment for rural financial institutions is conducive to the expansion of services for the benefit of the rural poor- with a particular focus on meeting the needs of the most under-served populations;
- g. Promote networking of local micro-finance institutions to achieve economies of scale;
- h. Promote village banking initiatives; and
- i. Promote business development services to local entrepreneurs.

6.4.5.5 Technical Working Group on Human Capacity Development and Cross-Cutting Issues

The objectives of this TWG are to ensure:

- (a) The development of capacity for rural development planning, management, and implementation; and
- (b) Cross-cutting issues of gender and youth; people with disability and the elderly; HIV and AIDS; Information Education and Communication; and climate change disaster risk management and environment are adequately mainstreamed at all levels in the planning and programming processes.

The functions of the TWG are to:

- a. Review annual progress reports to identify the extent to which development interventions have had an impact on the poor and excluded populations;
- b. Conduct annual reviews of the Joint Sector Strategy Results and Resources Framework;

- c. Identify policy and institutional issues that are constraining performance in the sector and its sub-sectors and make recommendations for improvement; and
- d. Commission sectoral capacity assessment and make recommendations for sectoral institutional capacity development strategies.

6.4.6 *Local Level Institutions*

As stipulated in the District Development Planning System Handbook, local government structures and institutions, (i.e. Councils, ADCs, and VDCs), will be responsible for the management and implementation of rural development initiatives. Details of their roles and responsibilities are outlined in the Appendix.

CHAPTER 7. FINANCIAL ARRANGEMENT

7.1 Financing Mechanism

Sustainable rural development calls for greater fiscal autonomy of local governments. Decentralization of fiscal and investment decision-making from the center to councils contributes to more effective decision-making on investments, and may lead to efficient implementation of projects. However, the current financing framework for rural development falls short of the above characteristics. This is characterized by a number of factors including parallel funding arrangements and low funding levels.

7.2 *Parallel Funding and Ring-Fencing Arrangements*

The government and development partners have continued to finance rural development interventions using parallel financing arrangements by supporting rural development interventions to district councils through ministry and departments and the civil society organizations. The government and development partners ring fence programmatic support to areas of their choice which might actually not be in line with priorities in District Development Plans. Such funding modalities do not foster integration as they lead to fragmented and uncoordinated support for rural development. Furthermore, the fragmented approach provides room for uneven distribution of development opportunities and lack of complementarities in efforts.

7.2 *Local Development Fund*

The Local Development Fund was established by the government to provide resources which ensure that development investments respond to prioritized community development needs as well as to protect financial resources for pro-poor development activities and service delivery at the council and the community level. However, the Local Development Fund suffers from serious underfunding to cater for the needs and priorities of the rural poor as it is just a few donors and the Malawi Government that pool resources into the fund. The current funding in the Local Development Fund is earmarked and does not offer councils the flexibility to respond to the needs of local communities.

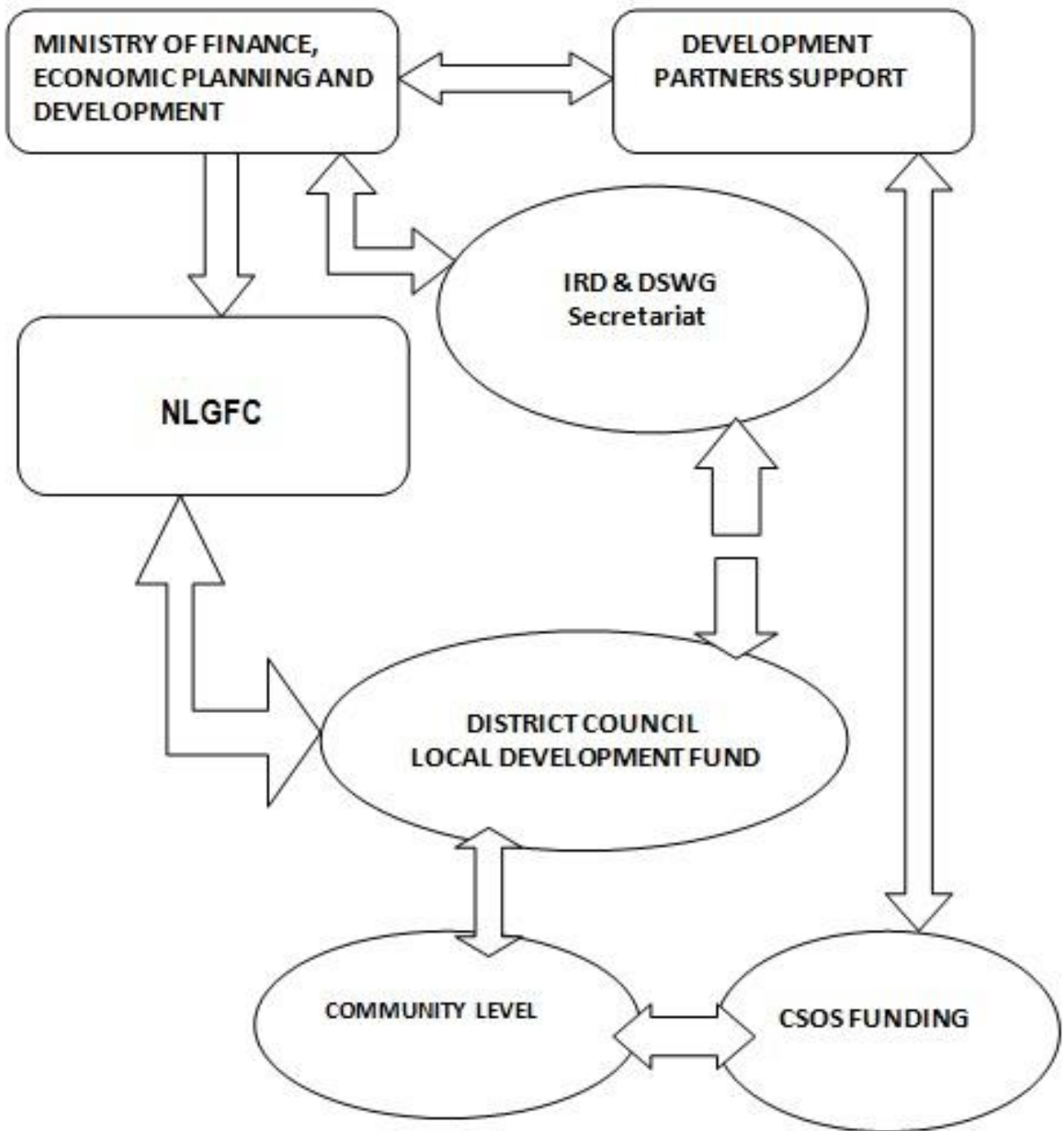
Furthermore, the government has not taken the bold step of channeling all its resources for rural development into the fund. Instead, the government has continued to channel some of its resources for rural development to development budgets of line ministry departments at the local level. This situation undermines financial integration in local governments. In view of this, the Integrated Rural Development Strategy is proposing that an integrated financing mechanism should be put in place.

7.3 *Integrated Financing Mechanism*

The proposed funding arrangement seeks to expand the Local Development Fund through a pooled funding arrangement where sector ministries and donor partners put their resources in a basket for purposes of funding local development activities. The resources would be allocated to local governments through the

District Development Fund account using the Intergovernmental Fiscal Transfer Formula. The funding flow is depicted in Figure 2 below.

Figure 2: Integrated Financing Mechanism



7.5 Expanded Local Development Fund

To achieve an expanded Local Development Fund, the government is required to completely devolve the development budget and route all the resources for rural development into the basket fund sitting at the District Council. In this regard, the Ministry of Finance, Economic Planning and Development will use its discretion on the Local Development Fund vote to pool the development resources with a clear calendar for disbursement to the councils which should be publicized through the electronic and print media. The allocation of sectoral development funding to local authorities will be informed by the prevailing sector service standards as established by the GoM in order to equitably allocate the resources.

7.6 Resource Mobilization

Resource mobilization for implementing rural development initiatives will be done both at the center and at the local level. At the national level, resource mobilization will be done by involving line ministries and departments in the preparation of bankable programmes. The proposed programmes will be submitted and discussed at the Technical Working Group and will be validated by the Sector Working Group. These programmes are the ones that will be used by the Ministry of Finance, Economic Planning and Development for funding.

At the local level, councils will generate revenue through property rates, ground rates, fees and licenses, service charges, government grants, ceded revenue, and commercial undertakings as stipulated in the Local Government Act. These funds will also be applied towards development activities that are in line with the Integrated Rural Development Strategy. In addition to that, councils will venture into Public Private Partnerships to leverage on investment opportunities.

7.7 Financial Management and Reporting

7.7.1 Financial Management Responsibility at the National Level

At the national level, the NLGFC shall be responsible for advising the Ministry of Finance and Economic Planning and Development on the Inter-governmental Fiscal Transfers Formula (IGFTF) for allocating financial resources to local authorities in compliance with the provisions of the Constitution of the Republic of Malawi, Section 149 (2) (c) and the Local Government Act, 1998, Section 44 (4).

The NLGFC shall have the following financial management responsibilities:

- a. Regulate the functioning of local authorities with respect to budgeting, resource utilization and ensure fiscal discipline of the local authorities;
- b. Determine and advise the MoF on Indicative Planning Figures that are applicable to local authorities;
- c. Coordinate financial reports from local authorities;
- d. Strengthen financial management systems of councils for reasons of transparency and accountability; and
- e. Make recommendations relating to the distribution of funds allocated to local government authorities, and vary the amount payable from time to time and area-to-area according to, and with sole consideration of, economic, geographic and demographic variables;

7.7.2 Financial Management Responsibility at the Local Authority

The local authority shall have the overall authority of financial policies and control of funds at the council.

Its specific responsibilities shall include:

- a. Development of integrated budgets in consultation with Area Development Committees, Village Development Committee, and the National Local Government Finance Committee;
- b. Ensuring accountability of funds at local government and community levels;
- c. Ensuring adequacy and competency of staff performing integrated rural development strategy activities, including financial management and accountability roles;
- d. Ensuring financial management procedures are followed, all financial transactions are fully supported with documentation, and original documents are retained;
- e. Cooperating with audit and Anti-Corruption Bureau teams, and acting on their findings and recommendations;
- f. Ensuring that other funds flowing to the communities from sector resources and donors are well coordinated with local development funding;
- g. Providing training in financial management to communities; and
- h. Ensuring that financial statements are prepared and produced for every financial year, ready for auditing as stipulated in the Public Finance Management Act, 2003, and the Local Government Act, 1998.

CHAPTER 8. MONITORING AND EVALUATION

8.1 General

The government has a Monitoring and Evaluation Master Plan which is used to capture the impact of integrated rural development. However, the monitoring and evaluation system is ineffective at local level as it fails to coordinate various sectors in monitoring and evaluation. Local governments lack robust mechanisms for data collection to inform their planning and decision making processes.

There is need for a harmonized monitoring and evaluation system for the entire local government structure. While each local government has a Monitoring and Evaluation Officer on its establishment, not all line ministries and departments have such establishments, which make it difficult for the local governments to get data from sectors. As a result, there are weak sectoral linkages. Furthermore, district data banks are not operational due to technical challenges. In addition, the monitoring and evaluation system does not extend to non-state actors.

Therefore, the use of a harmonized monitoring and evaluation system would make it easier to assess the magnitude of contribution of various interventions to the overall integrated rural development goals and targets.

8.2 *Harmonized Results Indicator Framework*

Using and strengthening government planning, monitoring and evaluation systems will be an essential feature of the Integrated Rural Development Strategy. Integrated rural development monitoring and evaluation will be coordinated by the Policy and Planning Directorate in the Ministry of Local Government and Rural Development in collaboration with the Sector Working Group on Integrated Rural Development and Decentralization. At the local level, the council's Directorate of Planning and Development will coordinate the monitoring and evaluation system while putting emphasizing on participatory monitoring and evaluation.

The Integrated Rural Development strategy, therefore, provides a Strategic Results Framework (SRF) and Integrated Results Resources Framework (IRRF). The SRF will form the basis for planning, monitoring and evaluation at the local level. Annual Work Plans and Budgets will be established on the basis of the IRRF.

9.0 Appendices

APPENDIX 1: STRATEGIC RESULTS FRAMEWORK				
Pillar 1: Local Governance and Decentralization				
Goals	Medium-Term Expected Outcomes	Constraints	Strategies	Focus Actions/Activities
To improve local governance and service delivery at local level in order to achieve IRD.	<p>a. Strengthened Local Governance structures being more responsive to service needs of local communities.</p> <p>b. Empowered local populace capable of effectively articulating needs and demanding accountability from their representatives and service providers.</p> <p>c. Rural households capable of utilizing and benefiting from opportunities and services that come their way.</p> <p>d. Fully-devolved sector functions including resource planning and management.</p>	<p>a. Limited transparency and downward accountability on the part of councils.</p> <p>b. Slow pace of the devolution process.</p> <p>c. Limited coordination and dialogue about decentralization at the center.</p> <p>d. Defunct state and limited capacities of sub-district structures.</p> <p>e. Elitist capture of the</p>	<p>a. Transferring decision-making and resources to local authorities to ensure better service delivery.</p> <p>b. Strengthening monitoring and evaluation and improving knowledge management to ensure accountability of results that will contribute positively to the programmes at local authorities.</p> <p>c. Strengthening local institutional capacity to be more responsive to the service needs of rural communities including the most vulnerable ones</p> <p>d. Institutionalizing policy and oversight functions of sectors that have devolved functions to councils.</p>	<p>a. Initiate reforms to fast-track complete devolution in order to empower councils and local development structures.</p> <p>b. Roll out the Service Charter Initiative across the country.</p> <p>c. Re-constitute and train local level structures and committees on monitoring and evaluation of locally-implemented programmes.</p> <p>d. Revitalize the central coordination mechanisms for decentralization.</p> <p>e. Develop an effective IEC Strategy on decentralization.</p> <p>f. Carry out advocacy and training on functions, roles, and responsibilities of all stakeholders at local authority and community level.</p> <p>g. Roll out training programme for knowledge</p>

		<p>decentralization process.</p> <p>f. Low participation of the citizenry in politics.</p> <p>g. Inappropriate local justice systems.</p>	<p>e. Enhancing participation and ownership of development programmes by local communities</p> <p>f. Strengthening coordination of local government systems, financial management systems of local authorities to ensure efficiency, effectiveness, accountability and responsiveness to national and global development goals.</p> <p>g. Promoting awareness building on integrated rural development and decentralization: functions, roles, and responsibilities for enhanced visibility and operations.</p> <p>h. Reviewing existing local development financing mechanism in order to achieve flexibility, predictability, and improve the flow of resources to local authorities.</p> <p>i. Accelerating complete devolution in order to empower councils and local development structures.</p> <p>j. Strengthening vertical and horizontal accountability mechanism for improved service delivery.</p>	<p>building on integrated rural development and decentralization.</p> <p>h. Initiate consultancy to review the Local Government Act to clarify and incorporate roles of various actors, including the development structures at local level.</p> <p>i. Roll out a training programme on management and accountability of local-based interventions.</p> <p>j. Produce and circulate guidelines for sector coordination and partnership building.</p> <p>k. Introduce by-laws for mandatory consultation of rural communities in project design and implementation.</p> <p>l. Carry out capacity building training in joint programming and monitoring and evaluation.</p> <p>m. Sign Memorandum of Understanding (MOU) on all programmes with partners spelling out deliverables, coordination modalities, and time frame.</p> <p>n. Implement measures to institute harmonization of planning, reporting, and budgeting.</p>
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Pillar 2: Local Economic Development and Investment				
Goals	Medium-Term Expected Outcomes	Constraints	Strategies	Focus Actions/Activities
To reduce poverty by stimulating and achieving sustainable and inclusive local economic growth through enhancing synergy of investment.	<p>a. Systems and institutional capacity to manage and coordinate the national LED Framework at national and district levels established.</p> <p>b. Well-coordinated economic development planning and implementation plan among key stakeholders developed.</p> <p>c. Local competitiveness leading to a more robust and diversified local economy enhanced.</p> <p>d. Local community participation in economic and development activities broadened.</p> <p>e. Local governments' strategic guidance to LED promoters coordinated and consolidated.</p> <p>f. An enabling environment for business development and growth, including a physical, regulatory, administrative and</p>	<p>a. Lack of a National Framework for LED.</p> <p>b. Lack of appropriate institutional infrastructure to support LED initiatives.</p> <p>c. Low awareness of LED by various players at national, district and community levels.</p> <p>d. Inadequate economic infrastructure to facilitate LED.</p> <p>e. Low capacity to facilitate LED at both national and district levels.</p> <p>f. Low access to loans and other financial services.</p> <p>g. Weak mechanisms for financing local government and for local revenue generation to fund the infrastructure and the services needed.</p> <p>h. Outdated and inadequate technologies to promote business development-LED.</p>	<p>a. Ensuring that the local investment climate is functional for local businesses.</p> <p>b. Supporting small and medium enterprises.</p> <p>c. Encouraging and facilitating formation of new enterprises.</p> <p>d. Investing in capacity development for agrarian transformation and modernization.</p> <p>e. Investing in education and health, workforce development, institutional support systems and regulatory frameworks.</p> <p>f. Investing in physical infrastructure.</p> <p>g. Investing in education and health, workforce development, institutional support systems and regulatory frameworks.</p> <p>h. Supporting the growth of particular</p>	<p>a. Build government wide capacity to understand and promote LED and participate in economic dialogue.</p> <p>b. Build the capacity of local entrepreneurs at different levels to understand their role in LED and participate in economic dialogue.</p> <p>c. Establish mechanisms for multi-stakeholder dialogue around LED.</p> <p>d. Promote land use planning in Boma centers and growth points/emerging rural towns.</p> <p>e. Establish and manage a system to monitor and evaluate LED implementation</p> <p>f. Develop District/Town/City LED strategies that are bottom up, community-driven and focus on priorities for improving the competitiveness of the locality.</p> <p>g. Review existing policies, legislation and institutions to remove obstacles that inhibit economic activities and growth in localities.</p> <p>h. Establish cluster centers for</p>

	<p>institutional environment created.</p> <p>g. Responsive business development, financial services, communication and transportation services required by local economic sectors, clusters and value chains promoted.</p>		<p>clusters of businesses.</p> <p>i. Targeting particular parts of the country/city for regeneration or growth (area-based initiatives) for investments.</p> <p>j. Supporting informal and emerging businesses.</p> <p>k. Targeting certain disadvantaged groups such as women, the youth and people with disabilities in small and medium enterprises and access to credit.</p> <p>l. Enhancing Rural Community Organizations and Mobilization in order to broaden economic participation.</p> <p>m. Enhancing coordination among key stakeholders.</p> <p>n. Enhancing market linkages.</p> <p>o. Creating an enabling environment for LED</p>	<p>small scale industries.</p> <p>i. Strengthen cooperatives and build a cooperative movement.</p> <p>j. Promote value addition.</p> <p>k. Enhance incomes through promoting labour-based approaches and income-generating public works programmes.</p> <p>l. Establish appropriate institutional infrastructure to support LED at national and local levels to coordinate and manage activities across sectors and stakeholders.</p> <p>m. Develop rural growth centers as resource centers for economic growth.</p> <p>n. Facilitate social capital between businesses and links to markets at local, regional, national and international levels.</p> <p>o. Infrastructure and basic service delivery investments in water, energy, roads, waste, sanitation, communications and public transport.</p> <p>p. Facilitate access to loans and</p>
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			<p>including basic socio economic infrastructure and service delivery investment.</p> <p>p. Strengthening institutions, dialogue and local competitiveness.</p> <p>q. Promoting access to finance through local credit systems.</p> <p>r. Enhancing participation and promote diversification of industrial projects, products and services.</p> <p>s. Undertaking local economy and business environment assessment.</p> <p>t. Enhancing natural resource management, environmental protection and climate change management.</p>	other financial services.
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Pillar 3: Rural Financial Services

Goals	Medium-Term Expected Outcomes	Constraints	Strategies	Focus Actions/Activities
To promote delivery of well-coordinated, holistic and inclusive financial services which are	a. Rural financing mechanisms that are responsive to investments and opportunities that include life needs, personal emergencies and	a. Lack of regulation of MFIs. b. -Unreasonably high interest rates.	a. Developing and enforcing policy, legal and regulatory framework for providers of rural finance	a. Diversify and increase the number, the capacities, depth and outreach of financial institutions. b. Implement safety nets

<p>sustainable, accessible and affordable communities.</p>	<p>disasters developed.</p> <p>b. Rural finance outreach broadened.</p> <p>c. Capacities of providers of rural finance enhanced.</p> <p>d. Delivery channels for rural finance strengthened.</p> <p>e. A well-coordinated and regulated rural finance operations system established.</p> <p>f. Financial literacy and client protection enhanced.</p>	<p>c. Lack of a national policy on micro-finance leading to haphazard operations of MFIs.</p> <p>d. Undefined role of government in micro finance issues.</p> <p>e. Weak entrepreneur culture in rural communities.</p> <p>f. Narrow and shallow outreach and scope of micro-finance services.</p> <p>g. Low financial literacy and capacity to enable the citizenry accrue maximum benefits from financial services.</p>	<p>b. Providing a framework for a comprehensive development of entrepreneurial skills, financial literacy and capacity to enable rural citizens maximise the benefits of financial access</p> <p>c. Promoting use of branchless banking to deliver rural finance including mobile money and agency banking.</p> <p>d. Promoting the development of insurance, savings products and value chain financing for rural communities.</p> <p>e. Strengthening security in rural areas including client protection and safety.</p> <p>f. Instituting complaints-handling mechanisms for rural clients.</p>	<p>programmes in order to increase the cash base of local communities.</p> <p>c. Increase village banking initiatives (e.g. COMSIP).</p> <p>d. Build the capacity of providers of rural finance to widen and deepen the range of financial services available to rural communities.</p> <p>e. Increase the number of mobile banking and e-payment technologies.</p> <p>f. Allocate adequate budgetary provisions to provide resources for lending local people.</p> <p>g. Build permanent local institutions (cooperatives), and networking member institutions.</p> <p>h. Implement measures to regulate and supervise Micro-finance Institutions.</p> <p>i. Establish a National Micro-Finance Regulatory Authority.</p> <p>j. Provide business development services and financial literacy to local entrepreneurs to deepen enterprise development.</p>
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Pillar 4: Local Development Planning and Budgeting				
Goals	Medium-Term Expected Outcomes	Constraints	Strategies	Focus Actions/Activities
To enable local governments ably plan and manage economic, social and physical development with popular participation.	<p>a. Well-coordinated local development planning that promotes integrated implementation of urban and district development processes.</p> <p>b. Improved responsiveness of local governance structures to the service needs of rural people.</p> <p>c. Secured complementarities and harmonization between national and local level planning systems.</p> <p>d. Enhanced cooperation between government institutions and the CSOs/CBOs at district and sub-district levels.</p> <p>e. Harmonized planning structures for all the sectors at local level.</p> <p>f. Improved infrastructure investments in rural/urban areas.</p>	<p>a. Local institutions lacking authority, capacity and resources to function and deliver services.</p> <p>b. Lack of unity of command and dual accountability.</p> <p>c. Limited devolution of development budget.</p> <p>d. Limited capacity by councils to generate their own revenue.</p> <p>e. Limited discretionary funding for supervision and training of local structures and financing local priority projects.</p> <p>f. Weak capacity for District Development Planning, monitoring, evaluation, and implementation.</p> <p>g. Weak coordination of planning processes at district and community levels.</p> <p>h. Weak communication among decentralized structures.</p> <p>i. Limited coordination and</p>	<p>a. Strengthening capacities for local level planning at the three levels, namely, national, urban district and sub-district levels.</p> <p>b. Enhancing participatory planning, implementation, monitoring and evaluation in local governments for improved level of investments in rural areas.</p> <p>c. Transforming the LDF to function as a basket fund that provides for transparent, predictable and autonomous budgetary flows to councils for investments in rural areas.</p>	<p>a. Strengthen the Rural Development Division in MOLGRD through training and equipment.</p> <p>b. Establish a National Local Development Planning Technical Committee.</p> <p>c. Re-constitute and train District Advisory Teams and AECs.</p> <p>d. Establish effective Project Appraisal Systems in councils.</p> <p>e. Re-activate and support national and local mechanisms for driving sector devolution.</p> <p>f. Define and formalize local level development structures.</p> <p>g. Provide support to the formation, re-constitution and training of village development committees (VDCs) to encourage grassroots participation in planning and implementation of projects.</p> <p>h. Develop an effective IEC Strategy at national and local levels.</p> <p>i. Review existing development plans</p>

		synchronization of activities of non-state actors.		(DDPs) to suit the prevailing socio-economic needs of communities. j. Develop and institutionalize guidelines for the coordination of non-state actors. k. Harmonize local level planning units. l. Establish effective District Development Strategies as well as Monitoring and Evaluation Systems for councils. m. Expand the LDF by channeling all rural development funding to the LDF.
Pillar 5: Human Capacity Development				
Goals	Medium-Term Expected Outcomes	Constraints	Strategies	Focus Actions/Activities
To enhance the capacity of the center, local governments and communities to ably plan and manage development programmes.	a. Improved technical skills. b. Improved capacity to plan and manage development programmes at area and village levels.	c. Slow pace of human resource devolution. d. Limited number of skilled and trained personnel. e. Weak partnership between the government and NGOs. f. Inadequate number and low quality infrastructure. g. Harmful cultural practices.	a. Rationalizing, deploying, seconding, transferring and training personnel of rural areas in support of the IRDS. b. Promoting partnerships between the government, civil society and the private sector in capacity building of communities. c. Providing relevant infrastructure and equipment for IRD activities. d. Promoting a culture to Improve, harmonizing, and sustaining	a. Conduct capacity needs assessments (infrastructure, equipment, skills, etc.). b. Training and orientation of councilors, councils, and Members of Parliament (MPs) on roles and responsibilities. c. Recruit and train more staff in joint planning and Joint M&E systems. d. Construct more girls' boarding facilities to encourage girls' education. e. Increase and widen advocacy

		<p>h. Limited knowledge of rules and responsibilities.</p> <p>i. Weak planning, monitoring and evaluation.</p>	<p>incentives for voluntary work.</p> <p>e. Promoting investment in technical skills development at local level.</p> <p>f. Mainstreaming MDGs and SDGs in local development planning and school curriculum,</p> <p>g. Capacity building in roles and responsibilities.</p>	<p>campaigns through community and traditional leaders against harmful cultural practices.</p> <p>f. Carry out advocacy campaign to encourage the private sector to construct more schools in rural areas through corporate social responsibility.</p> <p>g. Establish village polytechnics.</p> <p>h. Circulate proper policy guidelines for sector coordination and effective partnership.</p> <p>i. Establish monitoring and evaluation committees, community child protection committees and mother and father groups</p>
<p>Pillar 6 : Cross-Cutting Issues Sub-Pillar.6.1: Gender</p>				
<p>To reduce gender inequalities in all IRD programmes and processes for equal participation of all gender groups in socio-economic development.</p>	<p>a. Increased meaningful participation of all gender groups in IRD activities.</p> <p>b. Reduced gender-based violence at all levels.</p> <p>c. Enhanced gender mainstreaming across all sectors.</p> <p>d. Increased participation of all gender groups in decision-</p>	<p>a. Limited gender mainstreaming at local level.</p> <p>b. Cultural resistance to gender equality and empowerment.</p> <p>c. Lack of gender disaggregated data for planning.</p> <p>d. Limited girl child friendly education infrastructure such as boarding facilities.</p>	<p>a. Promoting women and youth entrepreneurship.</p> <p>b. Promoting gender mainstreaming in IRD activities.</p> <p>c. Advocating for affirmative action to increase representation of women in decision-making positions.</p> <p>d. Enhancing awareness on gender-based violence.</p>	<p>a. Implement by-laws to encourage women and girl participation in community consultative meetings.</p> <p>b. Strengthen the capacity of sectors and local institution staff to collect and analyze sex-disaggregated statistical data.</p> <p>c. Develop appropriate gender-sensitive indicators and guidelines in order to improve their ability to monitor progress made towards the</p>

	<p>making structures of local government.</p>	<p>e. Weak representation of women in local governance institutions.</p> <p>f. Low literacy levels among women.</p> <p>g. Shortage of gender experts at local level.</p> <p>h. Lack of gender-based planning and budgeting.</p>	<p>e. Strengthening gender-based violence service delivery systems.</p> <p>f. Promoting gender equality in environment, energy and climate change management.</p> <p>g. Strengthening the legal and the regulatory framework.</p> <p>h. Strengthening gender budgeting in IRD.</p> <p>i. Promoting access to quality education for girls.</p> <p>j. Strengthening gender-disaggregated research and documentation.</p> <p>k. Fostering inter-sector, sector/DP, sector/NGO, sector/private sector partnerships and dialogue to enhance capacity, in particular, and to improve service delivery and mainstreaming gender, in general.</p>	<p>impact of improved programmes and projects being implemented.</p> <p>d. Implement training and orientation sessions on knowledge in gender issues at the community level.</p> <p>e. Provide structures for dialogue with service providers on various concerns such as identifying potential for tourism, roads, electricity and markets.</p> <p>f. Foster partnerships and dialogue between women and men, underlining the long-term gains of social - cultural transformation, leading to women empowerment in decision-making.</p> <p>g. Increase advocacy and public awareness through engagement with local institutions, VDCs and ADCs to sensitize men to share decision-making roles with wives /women.</p> <p>h. Introduce and enforce gender planning and budgeting on DDPs.</p> <p>i. Deploy senior experienced gender experts to mainstream gender concerns including the ones on project design and implementation.</p>
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				<ul style="list-style-type: none"> j. Prepare a gender handbook as a manual for promoting an interactive learning package on gender. k. Mobilize resources for capacity building for M&E for in-position staff, and, where possible, boost the numbers with additional recruitment. l. Train women in business skills and assist in accessing soft loans.
Sub-Pillar 6.2: Disability				
<p>To promote the integration of persons with disabilities by local councils in all aspects of life by equalizing their opportunities in order to enhance their dignity and well-being.</p>	<ul style="list-style-type: none"> a. Mainstreaming disability issues into IRD programmes. b. Improved living standards of persons with disabilities. 	<ul style="list-style-type: none"> a. Limited mainstreaming of affairs of disability concerns in project planning and implementation. b. Lack of disaggregated data on people with disabilities. c. Lack of disability-friendly education infrastructure at community level. d. Weak representation of people with disabilities in local coordination institutions. e. Low literacy levels among people with disabilities. f. Limited financial support or credit lines dedicated to people with disabilities. 	<ul style="list-style-type: none"> a. Promoting active representation by persons with disabilities in decision-making at the local level. b. Promoting cross-sector planning in order to ensure mainstreaming of disability issues in development programmes. c. Promoting compliance with the provisions of the disability policy and legislation in the implementation of IRD activities. d. Promoting delivery of assistive devices to persons with disabilities. e. Promoting accessibility to physical infrastructure and information. 	<ul style="list-style-type: none"> a. Train council staff on issues to do with disability rights and inclusive development. b. Implement by-laws to encourage participation of people with disabilities in community consultative meetings. c. Develop appropriate disability-sensitive indicators and guidelines in order to improve their ability to monitor progress on the impact of programs and projects being implemented. d. Analyze the status of people with disabilities at village, district, and national levels in order to inform development plans. e. Provide and support income-generating activities and

			f. Mainstreaming issues and concerns of people with disabilities in district development planning.	development of business skills and assist in accessing soft loans. f. Increase advocacy and public awareness through engagement with local institutions, i.e. VDCs and ADCs, to sensitize and share decision-making roles with people with disabilities.
Sub-Pillar 6.3: The Elderly				
To enable local governments to effectively achieve equal treatment, social inclusion and empowerment of old persons.	a. Increased participation of the elderly in development programmes. b. Improved living standards among old men and women.	a. Limited access to basic requirements (i.e. food, clothing, shelter) b. High poverty rate. c. Extensive care-giving role to orphans. d. Limited resources for social safety net programmes. e. Discrimination in community consultative meetings.	a. Promoting income-generating activities for old persons. b. Strengthening family and community-based support systems for the elderly. c. Networking with agencies involved in the provision of shelter to support old persons. d. Ensuring that local government development programmes benefit old persons. e. Enhancing coordination of various stakeholders implementing poverty reduction programmes targeting vulnerable groups including old persons.	a. Develop appropriate elderly-sensitive indicators and guidelines in order to improve their ability to monitor progress made on the impact of programmes and projects being implemented. b. Mainstream issues and concerns of the elderly in district development planning. c. Analyze the status of the elderly at village, district, and national levels in order to inform development plans and roll out social support programmes. d. Train council staff on the elderly rights and inclusive development. e. Roll out social support programmes. f. Increase access to social support services by old persons.

				g. Implement by-laws to encourage participation of the elderly in community consultative meetings.
Sub-Pillar 3: Youth				
To promote meaningful participation of the youth in decision-making and benefit from economic opportunities.	<ul style="list-style-type: none"> a. Increase effective participation of the youth in leadership and governance institutions. b. Increase equitable access, control and utilization of social and economic services by the youth. 	<ul style="list-style-type: none"> a. Unemployment: labour participation rate in the 15-29 year age bracket is at 9% for males and 10% for females (WMS, 2006). Nearly two thirds of young offenders are unemployed when they are arrested (RBS, 2007) b. Early marriage and teenage pregnancy : 53% of 15-24years adolescents will already have began child bearing making themselves more vulnerable to maternal deaths. c. HIV and AIDS and STIs. 46 % of all new HIV infections are occurring in the 10-29 	<ul style="list-style-type: none"> a. Promoting technical and vocational centres (TEVETA) in rural areas. b. Promoting self-reliance patriotism and volunteerism. c. Mainstreaming youth development in all local and national development programmes. d. Establishing and strengthening youth participation and coordination structures. e. Promoting out-of-school youth basic educational programmes. f. Improving youth access to credit facilities, capital and markets for sustainable entrepreneurship. g. Improving youth technical, vocational, entrepreneurial and business management skills. 	<ul style="list-style-type: none"> a. Mobilize out-of-school young people and illiterate youth to participate in basic education classes. b. Link youth entrepreneurs to buyers and/or markets. c. Form and train youth cooperatives. d. Conduct training in technical, vocational, entrepreneurial and business management skills. e. Train youth workers, youth networks and youth leaders in advocacy and lobbying skills. f. Involve communities in construction and rehabilitation of youth participation structures . g. Implement the Youth Week Initiative. h. Educate the youth on their reproductive health rights and other emerging health issues.

		<p>year age group and 69% of sexually-active young people have multiple partners, 17.2%</p> <p>d. Smoking, drug and alcohol abuse: more than 50% of the drug and alcohol related cases that come before the courts involve young people. Hospital records at Zomba Mental Hospital shows that of the 1890 admissions received 269 cases were a result of cannabis and alcohol and involved youth.</p> <p>e. Inadequate technical and vocational training centers; TEVETA reports that out of the 300,000 applications for training it receives every year , it is only able to process</p>	<p>h. Equipping the youth with SRH knowledge and life skills.</p> <p>i. Increasing youth access to SRH, HIV and AIDS services.</p> <p>j. Improving governance and oversight of youth programmes/services.</p>	
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		<p>3,000, an indication that it is unable to absorb all the qualified applicants.</p> <p>f. Orphanhood: the PHC (2008) estimates that of the 6,793,986 persons aged below 18 years, 837,300 (12.4 percent) were orphans.</p>		
Sub-Pillar 6.4: HIV and AIDS				
<p>To prevent further spread of HIV and mitigate the health, socio-economic and psycho-social impact of HIV and AIDS at the local level.</p>	<p>a. Reduced vulnerability to HIV and AIDS, arising from implementation of IRD activities.</p> <p>b. Improved quality of life of people living with HIV and AIDS at the local level.</p> <p>c. Increased participation of HIV - infected and - affected communities in IRD activities.</p>	<p>a. Negative social and cultural issues increasing risk to more exposure.</p> <p>b. Inadequate knowledge and skills, and shortage and pilferage of drugs.</p> <p>c. Continued HIV-related stigma and discrimination in certain societies.</p> <p>d. Legal framework to protect the rights of people suffering.</p> <p>e. Inadequate health facilities and service delivery at local level.</p> <p>f. Inadequate and poorly-trained personnel.</p> <p>g. Excessive reliance of traditional</p>	<p>a. Mainstreaming of HIV and AIDS in IRD activities.</p> <p>b. Enhancing local capacity of health-care delivery systems to manage HIV and related illnesses.</p> <p>c. Promoting access to quality community home based-care.</p> <p>d. Increasing participation of people living with HIV and AIDS in IRD activities.</p> <p>e. Promoting local HIV and AIDS advocacy and awareness campaigns.</p>	<p>a. Implement training and orientation sessions on knowledge building on HIV and AIDS at community level.</p> <p>b. Increase advocacy and public awareness through engagement with local institutions, (i.e. VDCs and ADCs) to sensitize them on HIV and AIDS.</p> <p>c. Increase and widen advocacy campaigns through community and traditional leaders against harmful cultural practices associated with HIV and AIDS.</p> <p>d. Increase access to social support services by HIV-affected persons and other vulnerable people.</p> <p>e. Provide and support income-generating activities and the</p>

		medicines at local level.		<p>development of business skills and assist in accessing soft loans to HIV-affected persons.</p> <p>f. Implement by-laws to encourage participation of HIV-affected persons and other vulnerable people in community consultative meetings.</p> <p>g. Implement by-laws to encourage enforcement of legal frameworks on the rights of HIV-affected persons and other vulnerable people at community level.</p>
Sub-Pillar 6.5: Information, Communication and Technology				
To enable local governments reach out to key stakeholders and rural people with the IRDS and enable communities use ICT in IRD.	<p>a. Improved knowledge/awareness of IRDS.</p> <p>b. Improved communication skills by rural people and other key stakeholders.</p>	<p>a. High cost of ICT equipment.</p> <p>b. High maintenance and operational cost.</p> <p>c. Low-skilled experts in ICT.</p> <p>d. Vandalism of ICT equipment and/or accessories.</p> <p>e. Limited knowledge of the concept of IRD.</p>	<p>a. Promoting ICT connectivity in rural areas.</p> <p>b. Encouraging business enterprises on ICT in communities.</p> <p>c. Promoting IRD awareness and feedback mechanism on IRDS.</p> <p>d. Building capacity in ICT in rural areas.</p>	<p>a. Produce high quality, cost-effective and specific IRDS messages.</p> <p>b. Disseminate the IRDS to key stakeholders.</p> <p>c. Establish tele-centers in rural areas.</p> <p>d. Open village internet centers.</p> <p>e. Procure relevant ICT materials and equipment for councils.</p> <p>f. Provide training on the use of ICT in rural areas.</p>
Sub-Pillar 6.6: Climate Change, Disaster Risk Management and Environment Management				
To ensure sustainable management of	a. Reduced climate change effects, natural resources and environmental degradation.	a. High population growth rate at 2.7 percent per year.	a. Mainstreaming climate change sectoral policies and programmes.	a. Implement by-laws to encourage the enforcement of the conservation and awareness of the environment,

<p>natural resources, disaster risk and the environment while adapting to the effects of climate change in the implementation of IRDS.</p>		<p>b. High poverty headcount at 50.7 percent.</p> <p>c. High dependency on fuel wood energy at 99 percent.</p> <p>d. Limited alternative livelihoods.</p> <p>e. Limited knowledge on the effects of environmental degradation and climate change.</p> <p>f. Weak coping mechanism for natural disasters.</p> <p>g. Lack of policy on waste management.</p> <p>h. Lack of guidelines at local level on environment management and climate change.</p>	<p>b. Promoting effective disaster management and emergency response.</p> <p>c. Providing high quality climate information and tools for risk management.</p> <p>d. Conserving and protect natural resources and the environment.</p> <p>e. Promoting effective adaptation mechanisms for vulnerable communities.</p> <p>f. Promoting waste management activities.</p> <p>g. Promote resilience mechanisms at community level.</p>	<p>disaster risk management and climate change at community level.</p> <p>b. Deploy senior experienced experts to mainstream environment conservation, disaster risk management and climate change in community plans and activities.</p> <p>c. Implement training and orientation sessions on knowledge building in environment and climate change at community level.</p> <p>d. Prepare a gender handbook as a manual for promoting interactive learning on environment and climate change.</p> <p>e. Develop appropriate indicators and guidelines at community level in order to improve their ability to monitor progress on the impact of programs and projects being implemented on environment, disaster risk management and climate change.</p> <p>f. Design and implement livelihood coping mechanism for disaster-prone areas in local communities.</p> <p>g. Build capacity on detecting and responding to disasters.</p> <p>h. Advocate for tree planting and</p>
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				<p>other conservation activities on an annual basis at the community level.</p> <p>i. Advocate for proper waste management mechanisms at the community level.</p>
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APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK

Pillar 1: Local Government and Decentralization								
Key Result Area	Activities	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources (MK)	
Devolved functions to local councils.	Initiate reform to fast-track complete devolution in order to empower councils and local development structures.	MOLGRD	OPC, Sector Ministries	Policy Directives	1	1	5000000	
	Rolling out the Service Charter Initiative across the country.	MOLGRD	MALGA	Service Charters	10	35	10000000	
	Re-constitute and train local-level structures and committees on monitoring and evaluation of locally-implemented programmes.	MOFEPD	MOLGRD	Course Materials	13	35	12000000	
	Revitalize the central coordination mechanism for decentralization	MOLGRD	MALGA	Guidelines	1	1	7000000	
	Develop an effective IEC Strategy on decentralization	MOLGRD	MALGA	Guidelines	1	1	4000000	
	Carry out advocacy and training on functions, roles, and responsibilities of all stakeholders at the local authority and community levels.	MOLGRD	MALGA	Messages	1	1	5000000	
	Roll out training programme for knowledge-building on integrated rural development and decentralization.	MOLGRD	MALGA	Course Material	1	1	12000000	
	Carry out consultancy to review the Local Government Act to clarify and incorporate the roles of various actors, including development structures at local level	MOJCA	MOLGRD, MALGA	Revised Act	1	1	1200000	
	Roll out training programme on management and accountability of local-based interventions.	MALGA	MOLGRD	Report	1	1	14000000	
Produce and circulate guidelines for sector coordination and partnership building.	MALGA	MOLGRD	Guidelines	1	1	10000000		

	Introduce by-laws for mandatory consultation of rural communities in project design and implementation.	MOLGRD	MALGA	Revised By-laws	1	1	5000000
	Carry out capacity building training in joint programming, monitoring and evaluation.	MALGA	MOLGRD, NGOs	Training Materials	1	1	10000000
	Sign MOU on all programmes with partners spelling out deliverables, coordination modalities and time-frame	MOLGRD	Sector Ministries, NGOs	Guidelines	1	1	15000000
	Implement measures to institute the harmonization of planning, reporting and budgeting.	MOLGRD	MOFEPD MALGA	Guidelines	1	1	13000000

APPENDIX 2 : INTEGRATED RESULTS FRAMEWORK

Pillar 2: Local Economic Development Planning and Investment

Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources (MK)
Systems and institutional capacity to manage and coordinate the national LED Framework at national and district levels established.	Build government-wide capacity to understand and promote LED and participate in economic dialogue.	MOLGRD	MOIT	Number of Trainees	120	600	4000000
	Build the capacity of local entrepreneurs at different levels to understand their role in LED and participate in economic dialogue.	MOFEPD	MOIT	Number of Trainees	100	100	4000000
	Establish mechanisms for multi-stakeholder dialogue around LED.	MOLGRD	MALGA	Functional Mechanism	1	1	1000000
Well-coordinated economic development planning and implementation plan among key stakeholders developed.	Promote land use planning in Boma centers and growth points/emerging rural towns.	MOLHPP	MOLGRD	Guidelines	1	2	1300000
	Establish and manage a system to monitor and evaluate LED implementation.	MOLGRD	MOFEPD MOIT MALGA	Indicator Framework	1	1	1400000
Local competitiveness leading to a robust and diversified local economy.	Develop District/Town/City LED strategies that are bottom up, community-driven and focus on priorities for improving the competitiveness of the locality.	MOLGRD	MALGA, MOLGRD	Strategies	1	1	1400000
Local community participation in economic and development	Review existing policies, legislation and institutions to remove obstacles that inhibit economic activities and growth in the localities.	MOLGRD	MALGA Sector Ministries	Guidelines	1	1	1600000

activities broadened.	Establish cluster centers for small-scale industries.	MOLGRD	MOIT	Functional Centers	5	10	7000000
	Strengthen cooperatives and build a cooperative movement.	MOIT	MOLGRD	Functional Cooperatives	5	10	5000000
	Promote value addition.	MOIT	MOLGRD	Functional Cooperatives	5	10	5000000
	Enhance incomes through promoting labour-based approaches and income-generating public works programmes.	MOLGRD	LDF	IGAs	4	8	5000000
Local governments' strategic guidance to LED promoters coordinated and consolidated.	Establish appropriate institutional infrastructure to support LED at national and local levels and to coordinate and manage activities across sectors and stakeholders.	MOIT	Sector Ministries	Guidelines	1	1	1000000
An enabling environment for business development and growth, including a physical, regulatory, administrative and institutional environment created.	Infrastructure and basic service delivery investments in water, energy, roads, waste, sanitation, communications and public transport.	MOLGRD	MOFEPD	Infrastructure	4	7	13000000
	Develop rural growth centers as resource centers for economic growth.	MOLGRD	Sector Ministries	RGC	0	2	50000000
Responsive business development, financial services, communication and transportation services required by local economic sectors,	Facilitate social capital between businesses and links to markets at local, regional, national and international level.	LDF	MOLGRD	Fund Transfers	4	4	40000000
	Facilitate access to loans and other financial services.	MOLGRD	Commercial Banks	Loan Amounts	5	7	40000000

clusters and value chains promoted.							
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APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 3: Rural Financial Services							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources (MK)
Rural financing mechanisms that are responsive to investments and opportunities that include life needs, personal emergencies and disasters developed.	Diversify and increase the number, capacities, depth and outreach of financial institutions	MOLGRD	MALGA NGOs	Spread of MFIs	5	15	2000000
	Implement safety net programmes in order to increase the cash base of local communities.	LDF	MOLGRD UN, DPs	Number of Functional Programmes	6	15	30000000
	Increase village banking initiatives (e.g. COMSIP).	COMSIP	LDF MOLGRD MALGA	Number of Village Banks	0	10	5000000
Rural finance outreach broadened.	Build the capacity of providers of rural finance to widen and deepen the range of financial services available to rural communities.	COMSIP	LDF MOLGRD MALGA	Training Materials	1	1	5000000
	Increase the number of mobile banking and e-payment technologies.	COMSIP	LDF MOLGRD MALGA	Number of Mobile Banks	0	5	30000000
	Allocate adequate budgetary provisions to provide resources for lending to local people.	MOFEPD	MOLGRD	Funding	30000000	2000000	50000000
Capacities of providers of rural finance enhanced.	Building permanent local institutions (cooperatives) and networking member institutions.	COMSIP	LDF MOLGRD MALGA	Number of Cooperatives	0	4	3000000
Well-coordinated	Implement measures to regulate and supervise micro-	COMSIP	LDF	Guidelines	1	1	1000000

and regulated rural finance operations system established.	finance institutions.		MOLGRD MALGA					
	Establish a National Micro-Finance Regulatory Authority.	MOLGRD	LDF, COMSIP	Regulatory Authority	1	1	6000000	
Financial literacy and client protection enhanced.	Provide business development services and financial literacy to local entrepreneurs to deepen enterprise development.	UNCDF	MOLGRD UNDP	Guidelines	1	1	5000000	

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK

Pillar 4: Local Development Planning and Budgeting

Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources (MK)
Well-coordinated local development planning that promotes integrated implementation of urban and district development processes.	Provide training to strengthen the Rural Development Division in MOLGRD.	MOLGRD	MALGA	Report	1200	6000	12000000
	Establish a National Local Development Planning Technical Committee.	MOFEPD	Sector Ministries	Functional Committee	1	1	5000000
	Re-constitute and train District Advisory Teams and AECs.	MOLGRD	MALGA	Advisory Teams	15	35	1000000
	Establish effective project appraisal systems in councils.	LDF	MALGA, MOLGRD	Functional Systems	20	35	1200000
	Re-activate and support national and local mechanisms for driving sector devolution.	MOLGRD	Sector Ministries	Functional SWG & TWG	5	5	1500000
	Define and formalize local-level development structures.	MOLGRD	SWG	National Definition	1	1	0
Improved responsiveness of	Provide support to the formation, re-constitution and training of village development committees to	MOLGRD	MALGA, NGOs,	Reports	10	20	1300000

local governance structures to the service needs of rural people.	encourage grassroots participation in planning and implementation of projects.		Sector Ministries				
	Develop an effective IEC strategy at both national and local levels.	MOLGRD	MALGA	Functional Strategy	1	1	1400000
Secured complementarities and harmonization between national and local level planning systems.	Review existing district development plans to suit prevailing socio-economic needs of communities.	MOFEPD	MALGA, MOLGRD	Proposed Amendments	1	1	0
Enhanced cooperation between government institutions and CSOs/CBOs at the district and sub-district levels.	Develop and institutionalize guidelines for the coordination of non state-actors	MALGA	CONGOMA, MOLGRD, Sector Ministries	Revised Guidelines	1	1	16000000
Harmonized planning structures for all the sectors at local level.	Harmonize local level planning units.	MOFEPD	Sector Ministries	Guidelines	1	1	10000000
	Establish effective District Development Strategies as well as Monitoring and Evaluation Systems for councils.	MOFEPD	MOLGRD	Guidelines	1	1	10000000
Improved infrastructure investments in the rural/urban areas.	Expand LDF by channeling all rural development funding to the LDF.	MOLGRD	OPC, LDF and MOFEPD	Guidelines	1	1	0

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK

Pillar 5: Human Capital Development

Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Improved technical skills capacity to plan and manage development programs at area and village level	Conduct capacity needs assessments (infrastructure, equipment, skills, etc.).	MOGRD	DHRMD	No of Report	1	1	500000
	Training and orientation of councillors, councils, and MPs on roles and responsibilities.	MOLGRD	MALGA	Number of Sessions	10	25	10000000
	Recruit and train more staff in joint planning and joint M&E systems.	MOLGRD	MOFEPD	Number of staff	50	100	4000000
	Construct more girls' boarding facilities to encourage girls' education.	MOEST	MOLGRD	Number of Boarding Hostels	3	5	50000000
	Increase and widen advocacy campaigns through community and traditional leaders against harmful cultural practices.	MOLGRD	MOGCCSW	Campaign Sessions	5	10	6000000
	Carry out advocacy campaign to encourage the private sector to construct more schools in rural areas through corporate social responsibility.	MOLGRD	MOIT	Campaign sessions	6	13	700000
	Establish village polytechnics.	MOLGRD	MOTPW	Number of village Polytechnics	3	3	60000000
	Circulate proper policy guidelines for sector coordination and effective partnership.	MOLGRD	OPC	Guidelines	1	1	3000000
	Establish monitoring and evaluation committees, community child protection committees and mother and father groups.	MOLGRD	MOFEPD MALGA	Number of Committees	5	10	1000000
	Introduce or amend by-laws to make it mandatory for NGOs to involve communities in project planning and implementation.	MOLGRD	MALGA CONGOMA	By-laws	1	1	5000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6: Cross-Cutting Issues							
Pillar 6.1: Gender							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Increased meaningful participation of all gender groups in IRD activities.	Implement by-laws to encourage women and girl participation in community consultative meetings.	MOLGRD	MALGA MOGCSWD	By-laws	1	1	6000000
	Strengthen the capacity of sectors and local institution staff to collect and analyze sex-disaggregated statistical data.	MOLGRD	NSO MOFEPD	Guidelines	1	1	7000000
	Develop appropriate gender-sensitive indicators and guidelines in order to improve their ability to monitor progress on the impact of programmes and projects being implemented.	MOGCSWD	MOLGRD MALGA MOFEPD	Indicator Framework	1	1	4000000
Reduced gender-based violence at all levels.	Implement training and orientation sessions on knowledge in gender issues at community level.	MOGCSW	MOLGRD MALGA	Guidelines	1	1	400000
	Provide structures for dialogue with service providers on various concerns such as identifying the potential for tourism, roads, electricity and markets.	MOLGRD	MALGA	Dialogue Forum	2	2	1000000
	Foster partnerships and dialogue between women and men, underlining long-term gains of social-cultural transformation leading to women empowerment in decision-making.	MOLGRD	MALGA	Dialogue Forum	2	2	1000000
	Increase advocacy and public awareness through engagement with local institutions (VDCs and ADCs) to sensitize men to share decision-making roles with wives /women.	MOLGRD	MALGA	Dialogue Forum	2	2	1000000
Enhanced gender mainstreaming across all sectors.	Introduce and enforce gender planning and budgeting on DDPs.	MOLGRD	MOFEPD MALGA	Guidelines	2	2	700000
	Deploy senior experienced gender experts to mainstream gender concerns including on project design and implementation.	MOGCSW	MOLGRD MALGA	Number of Experts	10	25	4000000

	Prepare a gender handbook as a manual for promoting interactive learning on gender.	MOGCSW	MOLGRD MALGA	Number of Handbooks	1	1	5000000
	Mobilize resources for capacity building for in-position staff for M&E, and, where possible, boost the numbers with additional recruitment.	MOLGRD	MOFEPD MALGA	Guidelines	1	1	4000000
	Train women in business skills and assist in accessing soft loans.	MOGCSW	MOLGRD MALGA	Guidelines	3	3	6000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6 Cross-Cutting Issues							
Pillar 6.2: Disability							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Mainstreaming disability issues into IRD programmes	Train council staff on disability rights and inclusive development	MOGCSWD	MOLGRD	Guidelines	1	1	5000000
	Implement by-laws to encourage participation of people with disabilities in community consultative meetings.	MOLGRD	MALGA	By-laws	1	1	4000000
	Develop appropriate disability-sensitive indicators and guidelines in order to improve their ability to monitor progress made on the impact of improved of programs and projects.	MOGCSWD	MOLGRD MALGA	Indicator Framework	1	1	5000000
Improved living standards of persons with disabilities.	Analyze the status of people with disabilities at village, district, and national levels in order to inform development plans.	MOGCSWD	MOLGRD MALGA	Report	1	1	5000000
	Provide and support income-generating activities and the development of business skills and assist in accessing soft loans.	MOLGRD	MOIT	Manuals	1	1	4000000
	Increase advocacy and public awareness through engagement with local institutions (VDCs and ADCs) to sensitize and share decision-making roles with people with disabilities.	MOLGRD	MALGA	Advocacy Messages	3	3	6000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6 Cross-Cutting Issues							
Pillar 6.3: The Elderly							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Increased participation of the elderly in development programmes.	Develop appropriate elderly-sensitive indicators and guidelines in order to improve their ability to monitor progress made on the impact of improved of programmes and projects.	MOGCSW	MOLGRD MALGA MOFEPD	Indicator Framework	1	1	4000000
	Mainstream issues and concerns of the elderly in district development planning.	MOGCSWD	MOLGRD MALGA	Guidelines	1	1	5000000
	Analyze the status of the elderly at village, district, and national levels in order to inform development plans.	MOGCSWD	MOLGRD MALGA	Report	1	1	4000000
	Train council staff on the rights of the elderly and inclusive development.	MOLGRD	MALGA MOJCA	Report	1	1	10000000
APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6: Cross-Cutting Issues							
Pillar 6.4: The Youth							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Increase equitably access, control and utilization of social and economic services by the youth.	Establish business incubation centres and village polytechnics.	MOYSC	MOLGRD	Number of Centres	3	32	50000000
	Link youth entrepreneurs to buyers and/or markets.	MOYSC	TEVETA	Numbers Linked	1	1	4000000
	Form youth cooperatives and train their members.						
	Conduct training in technical, vocational, entrepreneurial and business management skills.	MOYSC	TEVETA	Numbers Trained	1	1	5000000

Improved living standards of persons with disabilities.	Train youth workers, youth networks and youth leaders in advocacy and lobbying skills.	MOYSC	MOLGRD	Report	1	1	5000000
	Involve communities in construction and rehabilitation of youth participation structures. Implement Youth Week Initiative.	MOYSC	MOTPW	Number of Structures Constructed. Youth Week Initiative Implemented	1	1	4000000
	Educate the youth on their reproductive health rights and other emerging health issues.	MOYSC	MOH	Numbers Trained	3	3	6000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6 Cross-Cutting Issues							
Pillar 6.5: HIV and AIDS							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Reduced vulnerability to HIV and AIDS arising from implementation of IRD activities.	Implement training and orientation sessions on knowledge building on HIV and AIDS at community level.	MOLGRD	MOH MALGA	Reports	5	10	5000000
	Increase advocacy and public awareness through engagement with local institutions (VDCs and ADCs) to sensitize them on HIV and AIDS.	MOLGRD	MALGA	Guidelines	1	1	6000000
	Increase and widen advocacy campaigns through community and traditional leaders against harmful cultural practices associated with HIV and AIDS.	MOLGRD	MALGA MOH	Campaigns	5	10	6000000

Improved quality of life of people living with HIV and AIDS at the local level.	Increase access to social support services by HIV-affected persons and other vulnerable people.	MOH	MOLGRD MALGA	Services	3	7	1000000
	Provide and support income-generating activities, the development of business skills and assist in accessing soft loans to HIV-affected persons.	MOLGRD	MOIT	Manuals	1	1	4000000
Increased participation of HIV-infected and -affected communities in IRD activities.	Implement by-laws to encourage participation of HIV-affected persons and other vulnerable people in community consultative meetings.	MOLGRD	MALGA	By-laws	1	1	4000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6 Cross-Cutting Issues							
Pillar 6.6: Information, Communication and Technology							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Improved knowledge/awareness of IRDS.	Produce high quality, cost-effective and specific IRDs messages.	MOLGRD	MALGA	Messages	5	7	3000000
	Disseminate the IRDS to key stakeholders.	MOLGRD	MALGA	Messages	5	7	7000000
Improved communication skills by rural people and other key stakeholders.	Establish tele-centers in rural areas.	MOLGRD	DISMIS	Centers	2	3	10000000
	Open village internet centers.	MOLGRD	DISMIS	Centers	2	3	12000000
	Procure relevant ICT materials and equipment for councils.	DISMIS	MOLGRD	Equipment	2	3	50000000
	Provide training on the use of ICT in the rural areas.	DISMIS	MOLGRD	Reports	2	3	6000000

APPENDIX 2: INTEGRATED RESOURCES FRAMEWORK							
Pillar 6 Cross-Cutting Issues							
Pillar 6.7: Climate Change, Disaster Risk Management and Environment Management							
Key Result Area	Activity	Lead IP	Other IPs	Indicator	2015 Baseline	2016 Target	Resources
Reduced climate change effects, natural resources and environmental degradation.	Implement by-laws to encourage the enforcement of conservation and awareness of the environment and climate change at community level.	MOLGRD	MALGA MOEECC	Bylaws	1	1	4000000
	Deploy senior experienced experts to mainstream environment conservation, disaster risk management and climate change in community plans and activities.	MOEECC	MOLGRD	Number of Experts	10	25	4000000
	Implement training and orientation sessions on knowledge building in environment and climate change at community level.	MOEECC	MOLGRD	Report	10	10	6000000
	Prepare a gender handbook as a manual for promoting interactive learning on environment, disaster risk management and climate change.	MOEECC	MOLGRD MALGA	Number of Handbooks	1	1	5000000
	Develop appropriate indicators and guidelines at community level in order to improve its ability to monitor progress on the impact of improved of programs and projects being implemented on environment, climate change and disaster risk management.	MOFEPD	MOLGRD MALGA MOEECC	Indicator Framework	1	1	4000000
	Design and implement livelihood coping mechanisms for disaster-prone areas in the local communities.	MOEECC	MOLGRD	Guidelines	1	1	4000000
	Build capacity on detecting and responding to disasters.	MOEECC	MOLGRD	Guidelines	1	1	4000000
	Advocate for tree planting and other conservation activities on an annual basis at community level.	OPC	MOLGRD MOEECC	Directives	1	1	0
	Advocate for proper waste management mechanisms at community level.	MOEECC	MOLGRD	Guidelines	1	1	4000000

