



Final DRAFT

**Malawi Poverty
Reduction Strategy
Paper**

Annexes

April 2002

Contents

Annex 1 – Action Plan	1
Pillar 1 - Sustainable Pro-Poor Growth.....	1
Pillar 2 - Human Capital Development.....	16
Pillar 3 - Improving the Quality of Life of the Most Vulnerable	27
Pillar 4 - Governance	29
Cross-Cutting Issues.....	35
Macroeconomic Stability	41
Monitoring and Evaluation of MPRS	42
Annex 2 – Summary of Costings by Objective	45
Annex 3 – Large Scale Infrastructure Development	49
Annex 4 – Selected Monitoring Indicators and Targets	51
Annex 5 - Glossary	53
Annex 6a – Summary of the MPRS Process.....	57
Management Framework for the MPRS	61
MPRS Preparation Organisational Structure	63
Annex 6b - Issues Highlighted in District Consultations.....	65
Annex 6c – Participants in the MPRS Process	68
Membership of the Technical Committee.....	68
Membership of the Drafting Team	68
Membership of Thematic Working Groups.....	68
Institutions involved in consultations.....	74
Annex 7 – Bibliography	78

Annex 1 – Action Plan

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Pillar 1 - Sustainable Pro-Poor Growth				
Goal 4.1.1 - Sources of Pro-Poor Growth				
Sub goal 4.1.1.1 - Increasing agricultural incomes and ensuring food security				
Expand and strengthen access to agricultural inputs	Increase access to credit for farmers', especially the poor	Increase supply and reduce cost of sustainable credit - see section on Microcredit	MOCI	
		Encourage the formation SACCOs and village banks based on farmers' co-operatives and associations (see below under extension)	MOAI	
		Provide financial support to capitalisation of SACCOs and Village Banks	MRFC	
	Promote the use of organic fertilisers	Train extension workers in use of organic fertilisers, such as manure	MOAI	
		Link farmers to markets which demand organic produce	MOAI	
	Distribute free inputs to the most vulnerable	See Pillar 3 - Targeted Input Programme	MSRPAP	
Improve agricultural production through improved research and extension services	Strengthen extension delivery services, including the implementation of the new Extension Policy	Recruit and train new extension workers in order to replace those dying and retiring	MOAI	
		Retrain existing extension workers in: a)new production technologies b)new extension policy c)HIV/AIDS prevention and mitigation d)gender issues d)business management e)marketing f) participatory extension processes g)formation of farmers associations and co-operatives and h) marketing knowledge (e.g. grading, processing) i) soil fertility and conservation (including use of organic fertiliser - manure)	MOAI - NRC/Bunda	
		Purchase and run "yellow vans" to disseminate information	MOAI	
		Clearly explain and discuss new Extension Policy with all stakeholders	MOAI	
		Improve coordination with other extension providers (NGOs, private sector)	MOAI	
		Ensure demand-driven extension through formation of farmers' co-operatives and associations (see below)	MOAI	
		Institutionalise participatory extension processes.	MOAI	
		Develop and disseminate production guide manuals with new technological messages	MOAI	NGOs
		Decentralise provision of extension services	MOAI	Decentralisation Secretariat
	Facilitate formation and development of product-specific farmer co-operatives and associations	Train extension workers in formation of farmers' clubs and associations	MOAI	NGOs
		Provide training for clubs and associations in business and association management	MOAI	TEVETA; NGOs - MEDI, NASFAM
		Provide clubs and associations with links to markets, especially local agro-processing	MOAI	NGOs

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Encourage associations to go into contract farming	MOAI	NGOs
		Mobilise associations to participate in HIV/AIDS prevention and mitigation	MOAI	NGOs
	Enhance production and dissemination of appropriate weather and production statistics	Revise and carry out crop estimates	MOAI	
		Gather and disseminate weather statistics	MOTPWOrks - MD	
		Investigate potential use of Information and Communication Technologies to improve information dissemination	MOAI	
	Conduct demand driven research to develop easily adoptable technologies	Conduct participatory problem diagnosis with extension workers, farmers and other stakeholders	MOAI	NGOs
		Develop varieties with desirable qualities demanded by the market	MOAI	Private sector
		Ensure participation of extension workers and farmers' representatives in research planning meetings	MOAI	
		Conduct research into the control of contagious diseases in crops and animals	MOAI	Private sector
		Develop drought and disease resistant varieties of crops and livestock	MOAI	Private sector
		Monitoring and evaluating research projects through improvement of quality of regulatory and technical services	MOAI	
Improve access to domestic and international markets	Develop an effective marketing information system	Create and strengthen central market intelligence unit and intensify market research	MOAI	MEPC, Private sector associations
		Create dissemination centres in districts and easily accessed areas (schools, health centres, agricultural offices)	MOAI	
		Encourage development of commodity specific information networks	MOAI	NGOs, private sector
		Investigate potential use of Information and Communication Technologies to improve market information dissemination	MOAI	Private sector, NGOs
		Strengthen regional and international linkages through trade fairs and other buyer/seller meetings	MOAI	MIPA, MEPC, MCCCCI
	Ensure smallholder production is market-friendly	Train extension workers to impart marketing knowledge e.g. grading, storage and gross margin analysis	MOAI	Private sector, NGOs
		Ensure extension workers, farmers clubs etc. updated on market trends (market bulletins etc.)	MOAI	Private sector, NGOs
	Instill a business culture in smallholder farmers	Encourage formation of associations and co-operatives (see above)	MOAI	NGOs
		Encourage individual farmers and associations to conduct market research	MOAI	NGOs
	Promote development of local agro-storage and processing industry	Provide support and information to micro, small and medium scale enterprises in rural areas - see section on MSMEs below	MOCI	
		Train local entrepreneurs in agri-business development	DEMAT	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Promote small scale irrigation schemes and drainage	Encourage development of small scale irrigation schemes based on manual lifting devices, and river diversions	Intensify awareness campaigns for utilisation, production and installation of treadle pumps.	MOAI	NGOs
		Encourage river diversion irrigation	MOAI	NGOs
		Distribute treadle pumps on loan to smallholder farmers through revolving funds	MOAI	
	Support development of Small scale irrigation schemes based on motorised pumps and sprinklers.	Facilitate installation and utilisation of new motorised pump based schemes.	MOAI	NGOs, private sector
	Support development of Small scale sprinkler irrigation schemes	Facilitate installation and maintenance of new sprinkler irrigation schemes	MOAI	NGOs, private sector
	Promote the rehabilitation and construction of community small earth dams	Facilitate the rehabilitation of the selected dams	MOWD	MOAI (advisory), NGOs, private sector
	Enhance Capacity building for Irrigation Development	Review past training programmes and conduct training to be in line with field requirements.	MOAI	
		Review staff requirements in line with the unit review. Train more frontline staff on cost effective irrigation methodologies.	MOAI	
		Conduct irrigation adaptive research in dambos	MOAI	
		Assess impact and performance of different irrigation methodologies. Test new technologies.	MOAI	
Encourage production of specific crops	Ensure continued benefits from traditional estate crops	Implement Designated Buyers' System for tobacco	MOAI	Estates, Designated Buyers, TCC, TAMA, Auction Floors, TEAM
		Review marketing and trading arrangements for tobacco	MOAI	Estates, Designated Buyers, TCC, TAMA, Auction Floors, TEAM
		Increase competitiveness and poverty reduction impact of traditional estate crops (tea, sugar, coffee), for example through smallholder outgrower schemes	MOAI	Estates
	Encourage establishment of viable production units for selected key export crops (cotton, cassava, soya beans)	Encourage formation of associations specifically producing these crops according to comparative advantage (see farmers associations and co-operatives above)	MOAI	NGOs
		Conduct crop-specific specialised training for associations etc. targeting selected winner cash crops linked to MSMEs	MOAI - NRC/Bunda	
			MOAI	
		Provide start-up material for key crops (seeds etc.)	MOAI	NGOs, private sector
Encourage production of livestock	Provide training for livestock producers in groups	Facilitate formulation of livestock producing farmers' clubs and encourage these groups to access credit and operate revolving funds	MOAI	NGOs, credit institutions

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Train specialised extension workers in specific animal husbandry practices, disease control and production of low cost high quality feeds	MOAI - NRC/Bunda	
			MOAI	
	Provide disease prevention and control services	Revive dipping services with increased cost sharing element	MOAI	
		Provide veterinary services on cost sharing basis	MOAI	
		Encourage the development of and monitor provision of private sector breeding and animal health services	MOAI	Private sector
		Strengthen surveillance of animal diseases	MOAI	
		Monitor the import of poultry products	MOAI	MOCI
Reduce land shortage and degradation	Support implementation of the draft Land Policy	Present Land Bill to Parliament	MOL	MOJ
		Guarantee security of customary land tenure	MOL	
	Address the problem of small landholding sizes and landlessness	Facilitate land redistribution and resettlement of 14000 hectares of land to 3500 households on a voluntary basis	MOL	
		Promote family planning to reduce pressure on land (see section on population in Pillar 2)	MOHP	
		Increase productivity of small landholdings (see extension and farm mechanisation above)	MOAI	Private sector, NGOs
		Train extension workers in soil conservation and fertility techniques	MOAI	
		Promote low cost soil fertility conservation and improvement techniques (including use of organic manure)	MOAI	
		Promote off-farm employment (see section on MSMEs)	MOCI	
Promote and expand farm mechanisation	Increase access to draught animals and animal drawn implements	Improve animal health programmes (see livestock section above)	MOAI	
		Improve access to credit (see above)	MOCI	
		Support extension campaigns and behavioural change communication	MOAI	
		Train local artisans in production of animal drawn implements	MOAI	Private sector, NGOs
		Create microfinanced production units for animal drawn implements	MOAI	Private sector, NGOs
		Create special production units for donkeys for sell on loan	MOAI	Private sector, NGOs
	Increase access to tractors for hire	Provide tractors for hire to farmers' groups with consolidated land	MOAI	Private sector, NGOs
		Investigate reasons for failure of past schemes and design alternatives	MOAI	
Reduce weaknesses in the institutional and policy framework	Rationalise structure and activities of Ministry of Agriculture and Irrigation in line with MPRSP priority activities	Redefine core functions of the MOAI in line with MPRSP priority activities	MOAI, MASIP	
		Privatise/contract out non-core functions	MOAI	Private sector, NGOs
		Implement cost sharing/recovery where possible	MOAI	
		Conduct civic education through extension workers on role of MOAI as one of many service providers	MOAI - MASIP	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Strengthen sector-wide policy making and co-ordination	Strengthen co-ordination with farmers' groups, NGOs, traders and other stakeholders.	MOAI - MASIP	Private sector, NGOs
		Continue development of Malawi Agriculture Sector Investment Programme (MASIP) as framework for co-ordination between stakeholders	MOAI - MASIP	Private sector, NGOs
	Prepare for decentralisation of agriculture sector	Develop agriculture sector decentralisation action plan.	MOAI	DC
Increase gender balance, prevent and mitigate HIV/AIDS in the agricultural sector	Undertake Extension strategic campaigns for mainstreaming Gender and HIV/AIDS for both communities	Conduct gender and HIV/AIDS awareness meetings leading to Participatory Rapid Appraisals (PRA).	MOAI	
		2 - day meetings for 230 workplaces.2300 field workers to conduct 4 one day meetings in their sections.	MOAI	
		Conduct campaigns and exhibitions to expose Rural communities to support services on Gender and HIV/AIDS.	MOAI	
		Procure 8 multi-media mobile vans (yellow vans for ADDs to support extension campaigns and Behaviour Change Communication	MOAI	
	Undertake diagnostic surveys to bring out deeper understanding of needs, issues and links of HIV/AIDS, Gender and Agricultural Development in selected areas (model Villages and samples areas)	Develop a checklist and participatory tools for situation analysis at work place and community by 36 GAD officers in 3 days	MOAI	
		Conduct staff orientation on diagnostic surveys at workplaces- by 4 GAD cluster teams for 5 days	MOAI	
		Conduct the diagnostic surveys at community level	MOAI	
		Analyse and compile situation issues for action planning	MOAI	
	Develop policy and programmes to support the activities of HIV/AIDS and Gender within the Agricultural Sector	Engage consultant to facilitate review of existing national studies and policies and development of Gender HIV/AIDS policy for the Agriculture sector	MOAI	
		Develop action plans to address Gender and HIV/AIDS issues at different workplace and programme levels.	MOAI	
		Procure EPA motorcycles and community bicycles to facilitate mobilization campaigns.	MOAI	
		Conduct field visits and review meetings to monitor implementation of work place and community action plans.	MOAI	
	Design and provide technical backstopping to Agricultural training institutions, communities and workplace on Gender and HIV/AIDS interventions.	Train for skills development in dealing with HIV/AIDS impacts prevention and reducing gender disparities in agricultural development.Train 36 gender and HIV/AIDS desk officers.	MOAI	
		On the job training for field staff at ADDs, RDPs, research Stations and EPAs and	MOAI	
		Mobile training for community mobilizers on Gender and HIV/AIDS	MOAI	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Engage Consultant to facilitate review curricula for Agricultural Training Institutions (Bunda and NRC) to incorporate gender and HIV/AIDS	MOAI	
		Conduct consultative meetings with University and NRC Administrators for curriculum review	MOAI	
		Provide support to training institutions to mainstream Gender and HIV/AIDS into their curricula.	MOAI	
	Develop a gender disaggregated data bank for programming and monitoring and evaluation linked to the Implementation units in ADDS and the Central Monitoring and Evaluation Unit for the Agricultural Sector.	Procure 27 desk top computers to facilitate data management at District/RDP levels and 1 lap top for the central coordinating unit	MOAI	
		Engage a consultant to design a databank and train staff to manage use of a disaggregated databank	MOAI	
		Establish a gender disaggregated data bank system	MOAI	
	Advocacy for strengthened linkages, financial and technical support within and outside the Agricultural sector for reinforcing mainstreaming of Gender and HIV/AIDS into agricultural development.	Organise seminar presentations, field activity updates through MASIP, District Assembly, Parliamentarians, Technical Working Groups and MOAI's Gender and HIV/AIDS setting Committees	MOAI	
		Establish an inventory of organisations dealing with Gender and HIV/AIDS programmes locally.	MOAI	
		Facilitate linkages for accessing services on HIV/AIDS	MOAI	
		Establish and Strengthen networking locally and internationally - SARIA, SEAGA, Canadian Agro biodiversity Indigenous knowledge/Gender Project, IDDEAA, TANESA and ISNAR	MOAI	
Sub-Goal 1.1.2 - Natural Resources				
Increase sustainable utilisation of fishery resources	Strengthen legal and institutional framework	Generate and develop management plan for fishery resources in Lake Malawi, Lake Chilwa, Chiuta and Malombe	MONREA - Fisheries	
		Empower Beach Village Committees (BVCs) to manage the resource through district assembly by-laws	MONREA - Fisheries	
		Train fishing community on new legislation	MONREA - Fisheries	
		Devolve fisheries department roles to District Assemblies	MONREA - Fisheries	
	Promote alternative livelihood strategies in fisheries	Recruit and train adequate extension and technical staff	MONREA - Fisheries	
		Promote off-shore fishery of untapped stocks in Lake Malawi to provide cheap fish on the market	MONREA - Fisheries	
		Train communities on other IGAs	MONREA - Fisheries	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Promote fisheries enhancement technologies and fish farming in local communities	MONREA - Fisheries	
		Promote establishment of better markets and marketing practices for fish	MONREA - Fisheries	
	Create mass awareness of environment and natural resource management	Improve fisheries curriculum at Mpwapwe College of fisheries and other training centres for staff and fisheries	MONREA - Fisheries	
		Translate 50 years of fisheries research data into user friendly information materials	MONREA - Fisheries	
		Mass campaign on fish policy, act, best management practices through mass media, posters and pamphlets	MONREA - Fisheries	
Encourage sustainable utilisation of forestry resources	Strengthen the legal and institutional framework for PRS in environmental management	Empower communities on co-management of forest reserves	MONREA - Forestry	
		Anchore community based forestry management in the LGA and DA	MONREA - Forestry	Districts
		Develop forestry co-management plans in line with National forestry Forestry Programme	MONREA - Forestry	Districts
		Conduct sensitisation meetings for judiciary, immigration and general public	MONREA - Forestry	NGOs
		Mount 'forest' road blocks in strategic areas to regulate illegal flow of forest products	MONREA - Forestry	
		Refine forest licensing system for various forest resource users in forest reserves	MONREA - Forestry	
		review and implement strategy for law enforcement and compliance	MONREA - Forestry	
		Review policy on carbon tax on trees	MONREA - Forestry	
		Develop and implement policy guidance, human resources development strategies	MONREA - Forestry	
		Undertake forestry management board meetings, promotions, recruitment	MONREA - Forestry	
		Participate and implement national/regional protocols, conventions and programmes	MONREA - Forestry	
	Promote alternative livelihood strategies	Privatisation of industrial plantations to supply the demand for timber	MONREA - Forestry	Private sector
		Re-plant softwood plantations	MONREA - Forestry	Private sector
		Conduct forest resources inventory	MONREA - Forestry	Private sector
	Promote Forest extension services	Undertake mass tree planting campaign as an economic benefit	MONREA - Forestry	Private sector
		Provide forest extension services to farmers, VNRMCS, NGOs schools, etc	MONREA - Forestry	Private sector
		Develop and implement forest extension projects	MONREA - Forestry	Private sector, NGOs, Districts
		Develop a coordinated extension framework with NGOs and other stakeholders	MONREA - Forestry	Private sector, NGOs, Districts
		Develop and document lessons and experiences generated under extension services	MONREA - Forestry	Private sector, NGOs, Districts

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Undertake mass campaign on forest policy, act and by-laws through media, posters etc.	MONREA - Forestry	Private sector, NGOs, Districts
		Decentralise provision of forestry extension services	MONREA - Forestry	Private sector, NGOs, Districts
	Create mass environmental awareness as regards forestry	Improve forestry curriculum at Dedza and other training centres for staff and VNRMCs	MONREA - MCF&W	Private sector, NGOs, Districts
		Provide forest technician training	MONREA - MCF&W	Private sector, NGOs, Districts
		Provide under and post graduate forestry training	Mzuzu University	BCA
		Develop and disseminate environmental forestry education	MONREA - Forestry	NGOs
		Expose serving officers to refresher courses in sustainable management of forest resources and environment	MONREA - Forestry	Districts, MCF&W, FRIM
		Train forest extension worker	MONREA - Forestry	Districts, NGOs
	Sharpen forestry research and information systems	Translate 10 years research into user friendly information material and manuals	FRIM	Research partners
		Convene and review NFRC and forestry research symposium	FRIM	Research partners
		Conduct forest research in seed and tree improvement strategy area	FRIM	Research partners
		Conduct research in indigenous woodland management strategy area	FRIM	Research partners
		Conduct research in forest plantation strategy area	FRIM	Research partners
		Conduct forest research tree on farm strategy area	FRIM	Research partners
	Promote planning and evaluation forestry activities	Improve and strengthen forest revenue collection system	MONREA - Forestry	
		Conduct financial / resource internal audit and accounting procedures at forest stations	MONREA - Forestry	
		Develop sector investment plan for the forestry sector	MONREA - Forestry	Private sector, NGOs, Districts
		Review strategic plan for the department of Forestry	MONREA - Forestry	
		Refine and implement National Forestry Programme	MONREA - Forestry	Private sector, NGOs, Districts
		Monitoring and evaluating implementation of forest projects, programmes and subprogrammes	MONREA - Forestry	Private sector, NGOs, Districts
Encourage sustainable utilisation of wildlife resources	Create mass awareness of environment and natural resource management as regards wildlife	Improve training on wildlife management at relevant training institutions for staff and villagers	MOTPWildlife - DNPW	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Translate research data into user-friendly information materials and manuals	MOTPWildlife - DNPW	
			MOTPWildlife - DNPW	
		Increase capacity of EE unit of DNPW, human resource, material resource, financial resources	MOTPWildlife - DNPW	
		Mass campaign on wildlife policy, act and best NRM practices through mass media, posters and others	MOTPWildlife - DNPW	
	Minimise wildlife/human conflicts	Establish vertebrate pest control fences	MOTPWildlife - DNPW	
		Train hunter and community leaders in crop protection and problem animal control	MOTPWildlife - DNPW	
		Conduct national crocodile and hippo management plans	MOTPWildlife - DNPW	
	Strengthen legal and institutional framework	Promote co-management of wildlife reserves with local communities and other stakeholders	MOTPWildlife - DNPW	
		Community-based wildlife co-management anchored in the District Assemblies	MOTPWildlife - DNPW	
		Develop wildlife co-management plans in line with sustainable NR principles	MOTPWildlife - DNPW	
		Revise policy to tax park users	MOTPWildlife - DNPW	
	Promote alternative livelihood strategies as regards wildlife	Privatise selected wildlife to ensure supply of the demand for game	MOTPWildlife - DNPW	
		Encourage wildlife farming	MOTPWildlife - DNPW	
		Promote mass tree planting for conservation and economic benefits	MOTPWildlife - DNPW	
		Harvesting sustainable wildlife resources in buffer zones of protected areas	MOTPWildlife - DNPW	
Sub-Goal 1.1.3 - Develop MSMEs				
Provide support to development of MSMEs	Provide physical infrastructure	Develop industrial sites for MSMEs with common user facilities such as testing, marketing, waste disposal etc.	MOCI	MIPA, private sector
	Introduce special assistance programmes - both financial and non-financial services	Develop database of MSMEs	MOCI	
		Develop a subcontract exchange system	MOCI	
		Identify and develop new markets	MOCI	
		Link anchor companies and selected MSMEs	MIPA	
		Train MSMEs on quality improvement practices	MBS	
		Establish raw materials banks	MOCI	Private sector
		Pool MSMEs under one umbrella for bulk supply of products	MOCI	Private sector
		Establish research and development grants	OPC - NRC	
		Establish quality control and testing centres	MBS	Private sector
	Introduce technologies to facilitate income generation	Conducts research	OPC - NRC	
		Adapt/Develop simple technologies	MIRTDC	
		Disseminate technologies	MIRTDC	
	Focus on specific products where Malawi has a comparative advantage	Promote Malawi's handicrafts	MOTPWildlife	
		Establish export villages	MEPC	MIPA, private sector

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Develop booklets/documentary films/webpages	MEPC	MIPA, private sector
		Organise international fairs	MEPC	MIPA, private sector
		Prepare booklet on export procedures	MEPC	
Improve institutional coordination and support	Improve co-ordination and support	Introduce a "Lead Agency" concept to co-ordinate markets and marketing, incentives, financial assistance and R&D, training and management of infrastructure	MOCI	
Sub-Goal 1.1.4 - Manufacturing and agro-processing				
Broaden the industrial base	Identify new sources of growth	Explore linkages between local components manufacturers and the automobile industry in South Africa	MIPA	
		Target development of export-oriented, high value-added, high technology industries	MCI, MIPA	
	Create Industry assistance fund	Determine the qualifying criteria	MCI	
	Provide supportive infrastructure	Develop industrial estates	MOCI	MIPA, MEPC, Private sector
		Implement R&D Programmes	MIRTDC	
		Provide training & consultancies	DEMAT	MIRTDC
Develop new cluster based industries	Develop and promote new cluster of in textiles and apparel, food products (cassava, soya, fish, livestock, floriculture, fruits and vegetables), resource based industries (wood, gemstones, handicrafts), chemical products (pharmaceuticals, fine chemicals), engineering industries (auto components) and consumer manufactures	Promote value added chains anchored around a crop or resource	MIPA	
		Attract new investment in the areas where Malawi has a comparative advantage	MIPA	
Accelerate regional development	Promote spatial development initiatives	Strengthen Nacala and Mtwara development corridors	MOCI	
Improve product standards and quality	Encourage in-house quality control measures	Conduct workshops, training courses for firms	MBS	
	Strengthen national standards capacity	Strengthen MBS	MBS	
Integrate MSMEs into industrial development	See Sub-Goal 1.1.3 above			
Establish a credible institutional framework	Establish a Business Council	Create Business Council		
		Facilitate flow of information to key actors		
		Strengthen public-private linkages		
Sub-Goal 1.1.5 - Tourism				
Promote investment in diverse tourism products	Establish zones for the development of tourism and develop land use plans and key sites for each of the areas	Designate tourism growth areas	MOTPWildlife	MOL, MOLG, Districts, local communities
	In partnership with relevant authorities, advise and develop necessary infrastructure that supports tourism	Provide and maintain telecommunication, power and road network facilities in designated tourism areas. (see the section on roads)	MOTPWildlife	NRA, MOTPWorks, MTL, ESCOM

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Intensify tourism investment promotion	Promote and facilitate tourism investment. Formulate commercially investment and concession agreements and incentives specific to tourism for potential investors	MOTPWildlife	MIPA, MOFEP, MOFA, MTA
	Establish the collection and analysis of tourism data	Collect, process, analyse tourism data for informed and quantitative decision making	MOTPWildlife	NSO, Immigration, MTA
	Develop and promote community-led, pro-poor tourism developments	Implement the construction of three cultural villages, build capacity for arts and craft makers and provide attractive vending shelters, train and accredit tour guides.	MOTPWildlife	Districts, local communities MOGYCS, TEVETA
	Develop and promote high quality eco tourism product	Implement a strategic and phased plan for the development of eco-tourism lodges as detailed in the 2001 - 2005 Strategic Tourism Development plan	MOTPWildlife	MIPA, MOL, private sector
Develop and adopt updated and professional approach to tourism promotion and marketing	Increase the number of tourists and revenue to Malawi	Implement new marketing strategies. Review the institutional framework for tourism promotion	MOTPWildlife	MTA, MOFA
	Promote domestic tourism	Undertake local promotion on tourist products and encourage special packages for local malawians	MOTPWildlife	MTA, media, NGOs
	Increase awareness on the benefits of tourism among local Malawians	Undertake public awareness campaigns on the benefits of tourism	MOTPWildlife	MTA, media, traditional auth, NGOs
Regulate tourism on the basis of defined standards	Establish appropriate guidelines and regulations to achieve excellent standards and quality of services	Carry out research and draft regulations and laws for the tourism industry Carry out research on a new authority to steer the marketing function and maintenance of standards	MOTPWildlife	MTA, MOJ, MBS
	Maintain quality of standards in the tourism industry	Classify and licence all tourism enterprises Carry out classification into grades on accommodation units Carry out inspections on tourism enterprises to maintain standards	MOTPWildlife	MTA, MBS, Hotels and Tourism Board
	Facilitate tourism training and awareness programmes	In collaboration with the Training school, carry out tour guide training with accreditation	MOTPWildlife	Malawi Institute of Tourism
Sub-Goal 1.1.6 - Small scale mining				
Disseminate Information, especially the information required by MSMES	Establish focal point in Department of mines	Provide information on inventory of minerals, exploration status, mining and mineral-based industries	MONREA - Mining	
	Disseminate information on availability of minerals	Prepare and update an inventory of minerals available and produced in the country	Geol. Surv.	
		Produce a mineral bulletin	Geol. Surv.	
		Produce brochures for target minerals	Geol. Surv.	
	Disseminate information on mining technologies	Prepare bulletins	MONREA - Mining	
		Provide training	MONREA - Mining	
Provide technical and financial support	Provide technical support on mineral extraction	District based training programmes	MONREA - Mining	Districts
	Provide technical support on value-adding	District based training programmes	MONREA - Mining	Districts
	Improve processing +laboratory infrastructure	Rehabilitate+rebuild +re-equip labs	MONREA - Mining	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Provide financial support	Encourage lending institutions to extend credit facilities to small-scale miners (see section on credit)	MONREA - Mining	
Ensure appropriate mining legislation	Improve efficiency and effectiveness of office procedures, especially for grant and renewal of mining leases	Simplify procedures	MONREA - Mining	MOJ
Promote value-addition, marketing and exports	Encourage formation of miners' clubs and associations	Provide training on club formation and management	MONREA - Mining	
	Put in place incentives for exports	Organise local fairs and exhibitions	MONREA - Mining	MEPC
		Visit regional and international trade fairs	MONREA - Mining	MEPC
		Organise seminars and exhibitions for potential exporters and Government	MONREA - Mining	MEPC
		Establish a formal channel through which mineral can be exported	MONREA - Mining	MEPC
	Promote value addition	Improve cutting and polishing techniques of precious stones	MONREA - Mining	
		Establish a gem and jewellery exchange	MONREA - Mining	
		Improve dialogue among the stakeholders in the industry	MONREA - Mining	
		Create SSI pilot minerals product estates	MONREA - Mining	
Goal 1.2 - Creating an Enabling Environment for Pro-Poor Growth				
Sub-Goal 1.2.1 - Macroeconomic Stability				
Reduce inflation, interest rates and ensure stable exchange rate	See Chapter 5 matrix			
Sub-Goal 1.2.2 - Develop Credit and Micro-Finance				
Reduce the cost of credit	reduce base interest rate (RBM)	See chapter 5		
Strengthen the institutional Framework	Strengthen MF network to promote coordination and enhance performance standards	Secretariat start up costs	MOCI	MFN
		develop a code of conduct to promote performance standards	MOCI	MFN
		carry out impact assessment	MOCI	MFN
	Establish appropriate framework for regulation and supervision of MFIs	Establish working committee Review existing and develop new framework	MOCI	MFN
		Setup selfregulatory body to supervise MFIs	MOCI	MFN
Reduce high default rates	Establish a credit reference bureau	carry out feasibility study on the setup of the bureau, source funding and establish bureau	MOCI	MFN
	Streamline legislation related to financial sector	review existing legislation	MOCI	MOJ, MFN
		establish specialist debtor courts	MOCI	MOJ, MFN
		Computerize the registry of titles	MOCI	MOL
		Establish a central computerized stop order system	MOCI	MOJ, MFN
Expand competition and efficiency in the credit market	Reduce political interference and inefficiency	commercialize an privatize all Government controlled MFIs	Privatisation Commission	MOCI, MOFEP, DSC

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Increase competition	Continue privatization of commercial banks	Privatisation Commission	MOCI, MOFEP, DSC
		Eliminate interlocking ownership	Privatisation Commission	MOCI, MOFEP, DSC
		Encourage new entrants	Privatisation Commission	MOCI, MOFEP, DSC
Diversify and expand coverage	Expand microfinance coverage	Encourage commercial banks to provide wholesale lending to MFIs	MOCI	MFN
		Link farmer groups and other associations to MFIs	MOCI	MFN
	Improve quality of the microfinance supply	Provide product development trainings for MFIs	MOCI	MFN
		Establish pilot fund to promote research into new rural lending methodology	MOCI	MFN
		Conduct trainings for MFI staff, management and boards to improve efficiency	MOCI	MFN
		Assist MFIs to put automated management information systems in place	MOCI	MFN
Sub-Goal 1.2.3 - Rural Infrastructure				
Improve rural transport infrastructure	Promote rural travel and transport	Improve awareness and understanding of rural travel and transport issues	MOTPW	Works
	Rehabilitate and maintain rural feeder roads	Grading of rural feeder roads	NRA	
		Rehabilitation of rural feeder roads	NRA	
		Construction of other road infrastructure	NRA	
Increase accessibility to good drinking water and sanitation	Construct and rehabilitate water facilities	Construct boreholes	MOWD	
		Rehabilitate boreholes	MOWD	
		Rehabilitate piped water schemes	MOWD	
		Train communities in maintenance of boreholes	MOWD	Communities, NGOs
		Pilot groundwater storage gravity supply schemes	MOWD	
		Institute monitoring and evaluation	MOWD	
		Build professional capacity in MOWD	MOWD	
	Increase capacity to meet demand from industry and domestic users	Extend and rehabilitate existing infrastructure	Water Boards	
		Implement water loss reduction measures	Water Boards	
		Enhance cost recovery measures	Water Boards	
		Strengthen the viability of water supplies	Water Boards	
		Improve operational autonomy and commercial viability of water boards	Water Boards	MOFEP, DSC
	Conservation and management of water resources	Construction and rehabilitation of small community multi-purpose dams	MOWD	MOAI
		Community mobilisation and training in environmental and water catchment protection	MOWD	Communities, NGOs
		Rehabilitate water catchment areas	MOWD	Communities, NGOs
		Strengthen institutional capacity to collect hydrological, hydrogeological and water quality data	MOWD	
		Develop water resources policy	MOWD	Stakeholders
	Reduce incidence of water borne diseases	Introduce VIP latrines	MOWD	MOHP
		Conduct sanitation awareness campaigns	MOWD	MOHP

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns.
Increase access to affordable and sustainable rural energy	Embark on a nationwide rural electrification programme	Expand distribution network to rural growth centres, trading centres and potential irrigation centres	MONREA - Energy	ESCOM
	Reduce pressure on wood-fuel	Encourage use of charcoal and wood stoves in different areas	MONREA - Energy	NGOs
		Provide credit for the production of stoves	MONREA - Energy	NGOs
		Promote the use of biogas plants	MONREA - Energy	
	Expand electricity supply options	Encourage private sector to develop a dedicated financing system for Photo Voltaic (PV) systems (revolving fund)	MONREA - Energy	
		Develop the market for photovoltaic systems at household level (supply and demand)	MONREA - Energy	
	Provide incentives for the development of fuel retail outlets in rural areas	Rationalise distribution margins to provide incentive to rural distributors	MONREA - Energy	
		Review existing fiscal policies regarding fuel outlet development	MONREA - Energy	
Improve rural telecommunications	Develop and implement rural telecommunications policy	Encourage private sector provision of telecomms services (e.g. rural cellular based bureaux)	MACRA	
		Encourage network companies to expand coverage	MACRA	
		Encourage demand for telecommunications by providing training opportunities, public-access terminals and demonstrations	MACRA	
Sub-Goal 1.2.4 - Other Enabling Infrastructure				
Strengthen transport networks	Rehabilitate and maintain core road network	Periodic maintenance - Pothole patching and slurry sealing	NRA	
		Rehabilitation of core roads	NRA	
	Improve other transport networks	Strengthen rail, air and lake transport networks through private sector	Private sector	MOTPW
Increase access, efficiency and reliability of modern energy supply	Increase access to affordable modern energy services	Provide incentives (increase distribution margins) for establishment of coal distribution depots	MONREA - Energy	
		Promote use of low cost electrification technologies (review regulations on technology range and standards)	MONREA - Energy	ESCOM
	Improve technical and economic efficiency of modern energy supply industries	Prepare electricity supply industry market reform strategy document	MONREA - Energy	
		Change market structure from vertically integrated public monopoly to separate generation, transmission and distribution business units	MONREA - Energy	
	Increase security and reliability of energy systems	Engage in import/export of electricity through SAPP, especially through interconnection with Mozambique	ESCOM	MONREA
		Rehabilitate existing transmission and distribution power systems	ESCOM	
		Expand generation by implementation of Kapichira Phase II	ESCOM	
		Diversify power generation sources to other hydropower sources (other than Shire) and coal, biomass and thermal power	ESCOM	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Expand telecommunications coverage	Expand coverage	Increase number of working lines	MTL	
	Continue liberalisation of sector	Open up provision to private sector	MACRA	
Improve quality of and access to broadcasting	Improve radio broadcasting	Restructure MBC	MBC	
	Provide televised information to the nation	Migrate TVM from analogue to digital formats	TVM	
		Ensure programming poverty and development-focussed	TVM	
Improve postal services	Increase number of post offices	Rent existing infrastructure, build more post offices	MPC	
	Improve sustainability of postal services	Increase charges to cost recovery levels	MPC	
		Introduce innovative methods of service delivery (e.g. contract out delivery, mutual agreements or distribution)	MPC	
Sub-Goal 1.2.5 - Domestic and External Trade				
Promote supportive infrastructure	Create sustainable export credit refinancing		MEPC	
	Ensure adequate road networks (see infrastructure)		NRA	
Expand domestic market share	Encourage local manufacturers to increase share of domestic market	Instill sense of loyalty in domestic market - Buy Malawi	MOCI	
		Give recognition to manufacturing companies that achieve high standards and quality	MOCI	
	Give preferential treatment to local entrepreneurs	Design transparent preferential treatment guidelines, to be overseen by MPA	MPA	MOCI
		Enforce transparent preferential treatment of local entrepreneurs	MPA	
	Encourage synergies between local companies	Encourage bulk purchases, joint advertising and promotions, joint ventures and buy-outs	MOCI	
		Promote formal and informal networks between traders	MOCI	
		Produce and share marketing information	MOCI	Private sector
	Protect consumers	Enforce competition law	MOCI	
		Protect consumers from unethical practices, misleading advertising etc.	CAMA	
		Promote growth of consumerism	CAMA	
		Promote private sector trade associations	MOCI	Private sector
Expand export market share	Promote development of exports	Strengthen role of MEPC in export promotion	MEPC	
		Establish trade promotion centres abroad, and rationalise existing trade representations	MEPC	
		Improve collection and dissemination of market information	MEPC	
Negotiate preferential arrangements	Strengthen position in regional trade organisations	Negotiate for stronger position in COMESA, SADC	MOCI	MOFAIC
		Negotiate for stronger position through UR, AGOA, EBA etc. with WTO, US and EU	MOCI	MOFAIC
Sub-Goal 1.2.6 - Taxation				
Design and enforce transparent tax exemption criteria			MOFEP	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Review corporate tax	Restructure corporate taxation to respond to the needs of the private sector	Remove double taxation	MRA	MOFEP
		Respond to needs of changing employment and investment trends	MRA	MOFEP
		Eliminate distortions caused by provisional tax payments	MRA	MOFEP
	Widen the tax base	Rationalise tax reliefs and incentives	MRA	MOFEP
		Implement extended surtax	MRA	MOFEP
		Improve MRA operations	MRA	MOFEP
Pillar 2 - Human Capital Development				
Goal 2.1 Education				
Sub-Goal 2.1.1 Basic Education				
Improve the quality and relevance of primary education	Ensure teachers are incentivised	Pay teachers' salaries, increasing by 10% each year	MOEST	
		Put in place incentives to encourage teachers to work in rural areas	MOEST	
	Recruit and train new teachers through revised MIITEP	Recruit and deploy teachers in a systematic manner by using district based and gender balanced recruitment and training of teachers	MOEST	DEOs, District Assemblies
		Introduce improved MIITEP	MOEST	
		Train and incentivise TTC lecturers	MOEST	
		Reform teacher education curricula in line with primary education reforms	MOEST	MIE
		Enforce minimum physical standards of TTCs	MOEST	
		Provide quality inputs to primary teacher education	MOEST	
		Introduce cost sharing in TTCs for boarding and transport expenses	MOEST	
		Strengthen TTC administration by making full cost centres	MOEST	
		Create Department of Teacher Education	MOEST	
	Train existing teachers	Allow JCE holders to upgrade their academic and teaching qualifications	MOEST	
		Put in place a Teacher Education Development Programme	MOEST	
		Provide quality INSET for primary teachers through Teacher Development Centres (TDCs)	MOEST	
		Train PEAs, senior school staff and "Core INSET trainers"	MOEST	
	Develop a relevant curriculum with emphasis on literacy, numeracy and life skills	Review and monitor primary curriculum every 10 years	MIE	
		Improve efficiency of PSLC examinations	MANEB	
	Ensure that all pupils have access to an adequate supply of teaching and learning materials	Provide adequate textbooks	MOEST	
		Provide adequate learning materials	MOEST	
		Provide adequate teaching materials	MOEST	
		Provide adequate supplies unit operating expenses	MOEST	
		Decentralise distribution of education materials to a zone based system	MOEST	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Promote a more effective supervisory and inspection service	Increase supervisory visits by PEAs	MOEST	
		Ensure clean water and sanitation facilities at primary schools	MOEST	
Improve access and equity at the primary level, focusing on special needs education and girls	Recruit and train teachers in special needs	Train specialist teachers integrated into teacher education programmes	MOEST	MRPWD
		Train primary school teachers in special education needs	MOEST	
	Support given to special needs education students	Increase provision for severely impaired children by supporting resource and residential centres on boarding expenses	MOEST	MRPWD
		Integrate children with mild visual impairment into conventional schools	MOEST	MRPWD
		Increase support to residential schools for hearing impaired children	MOEST	MRPWD
		Integrate children with mild hearing impairment into conventional schools	MOEST	MRPWD
		Reduce pupil teacher ratio for visually and hearing impaired	MOEST	MRPWD
	Achieve equitable participation of girls, orphans etc.	Continue developing gender awareness teaching materials for equitable participation of both boys and girls	MOEST	MOGYCS
		Carry out a social mobilization campaign targeting orphans, girls, out of school youths and children with physical and learning disabilities	MOEST	MOGYCS
	Increase physical access to basic education	Increase usage of school blocks (double shifting)	MOEST	
		Increase the number of school blocks	MOEST	
		Rehabilitate poor classrooms	MOEST	
		Maintain classrooms	MOEST	
Increase and improve adult literacy and numeracy	Increase access to adult literacy classes	Provide adequate training and learning materials for adult literacy classes and honoraria for trainers	MOGYCS	
		Review adult literacy policy	MOGYCS	
	Promote equitable participation of men and women in adult literacy classes	Undertake social mobilization campaign	MOGYCS	
	Deliver effective adult literacy classes	Revise the adult literacy curriculum	MOGYCS	
		Train teachers in adult literacy	MOGYCS	
		Recruit and train additional instructors	MOGYCS	
		Recruit and train additional DCAs	MOGYCS	
		Strengthen monitoring of adult literacy	MOGYCS	
		Print and distribute adequate adult literacy primers	MOGYCS	
		Open up more Rural Information Centres (RICs) in existing buildings in communities	MOGYCS	
Provide special education for out of school youth	Provide an alternative form of education to school dropouts and those who have not attended school	Develop multipurpose youth centres	MOGYCS	
		Strengthen out of school youth clubs at TA level	MOGYCS	
		Train youth in vocational skills	MOGYCS	MOLVT, TEVETA

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Train youth patron leaders	MOGYCS	
	Develop and implement a relevant training package for out of school youth	Develop a comprehensive life skills training package	MOGYCS	MOLVT, TEVETA
		Training of peer educators of district youth technical sub-committees as trainers	MOGYCS	MOLVT, TEVETA
Expand pre-school education (Early Childhood Education, ECD)	Identify Early Childhood Development (ECD) centres	Carry out an ECD centre identification exercise to find out communities that have and that do not have ECD centres	MOEST	Communities, DEOs, District Assemblies
	Mobilize support for ECD centres	Mobilize support from stakeholders including private sector	MOEST	
	Promote the health and nutrition of pre-school children	Provide enriched porridge/food supplements at pre-school/CBCCs	MOEST	MOHP
		Orient ECD teachers and parents on the nutrition and health of children	MOEST	
	Establish new ECDs and pre-schools	Facilitate the establishment of new ECDs and pre-schools	MOEST	
	Ensure an adequate and well motivated supply of care givers	Recruit more ECD teachers	MOGYCS	MOEST
		Train existing ECD teachers	MOGYCS	MOEST
		Provide pre-service training to new ECD teachers	MOGYCS	MOEST
		Pay monthly honorarium to 2,800 teachers	MOGYCS	MOEST
		Pay T4 salaries to qualified ECD teachers	MOGYCS	MOEST
	Equip all CBCC facilities with adequate materials	Acquire and deliver pre-school materials	MOGYCS	MOEST
		Construct ECD resource centres for the rural areas	MOGYCS	MOEST
		Involve communities in making local materials	MOGYCS	MOEST
	Ensure quality standards in all private and public pre-school/CBCC institutions	Develop ECDs and instructional materials	MOGYCS	MOEST
		Acquire monitoring and data management tools	MOGYCS	MOEST
		Manage and evaluate ECD services	MOGYCS	MOEST
		Undertake short studies on ECDs	MOGYCS	MOEST
Respond urgently to problems created by the HIV/AIDS epidemic	Ensure that pupils/out of school youth have the knowledge and skills to avoid HIV/AIDS infection and are provided with counselling services	Support existing HIV/AIDS Clubs	MOEST	NAC
		Undertake media initiatives - magazine radio programme, AIDS educ. Soap-Opera	MOEST	NAC
		Implement recommendations from the HIV/AIDS Strategic Plan	MOEST	NAC
Decentralise and strengthen administrative and planning responsibilities	Reduce dropout and repetition rates in primary education	Tackle poor attendance by working directly with communities	MOEST	Communities, NGOs, Districts
		Undertake social contract workshops covering all schools	MOEST	
	Ensure that strategic plans for basic education are based on quality data collection and analysis	Establish an Education Management Information System (EMIS)	MOEST	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Decentralise administrative responsibilities/services for basic education	Reallocate educational staff and operating budgets from higher levels to lower levels	MOEST	
	Establish a dialogue among and between youth and service providers/policy makers	Provide management training and equipment for NGOs targeting youths	MOEST	NYC
		Establish Youth Technical Sub-Committees in every district	NYC	
		Build capacity for the National Youth Council	NYC	
Sub-Goal 2.1.2 - Secondary Education				
Increase access and equity to secondary schools	Increase access to public secondary education and ensure that there is access in every zone (315)	To construction of new classrooms and double shifting to continue in urban schools	MOEST	DEOs, Assemblies
	Increase the number of girls gaining access to secondary education	Review of bursary scheme to target students from low social-economic groups with particular focus on girls and orphans (80% of bursaries to go to girls)	MOEST	
		Automatically readmit students to school one year after suspension for pregnancy	MOEST	
	Increase access to secondary education for out of school youth	Provide for salaries for teachers engaged in distance education	MOEST	
		Provide distance education to primary school leavers who do not continue with formal schooling via MCDE	MOEST	
		Provide textbook packs to students	MOEST	
	Support students with special education needs	Children with special education needs will be integrated into conventional schools with supporting resource centres	MOEST	MRPWD
	Increase access to private secondary education	Revive the Private Schools Association of Malawi (PRISMA) and involve it in textbook provision and in night schooling	PRISAM	MOEST
Improve quality and relevance of secondary school education	Review and reform curricula in line with needs for incorporating life skills, specialist subjects, information and communication technology and nutrition	Develop and implement new curriculum	MIE	MOEST
		Reduce number of subjects examined at MSCE level	MANEB	MOEST
		Consultation of stakeholders on assessment method at JCE level - replace JCE exam with continuous assessment	MANEB	MOEST
		Improve management and efficiency of MANEB	MANEB	
	Ensure that all secondary school institutions meet physical minimum standards	Rehabilitate those CDSSs which failed to meet standards in 1999	MOEST	
		Maintain the stock of existing secondary schools (CSS, CDSS)	MOEST	
	Ensure effective supervision	Undertake advisory visits to secondary schools	MOEST	
		Recruit more SEMAs	MOEST	
		Train SEMAs, Headteachers, HoDs and cluster leaders on school development planning and supervision techniques	MOEST	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Hold various SEMA meetings on supervision techniques	MOEST	
		Establish new clusters	MOEST	
	Ensure that pupils have access to adequate supply of relevant instructional materials	Supply initial stock of textbooks to all public schools so that textbook revolving fund (TRF) scheme can start	MOEST	
		Involve public and private schools in Textbook Revolving Facility (TRF)	MOEST	PRISAM
		Supply adequate teaching materials		
		Deploy appropriate resources for specialist subjects	MOEST	MRPWD
		Maintain ICT equipment	MOEST	
		Equip every school with a set of basic tools to start and maintain school gardens	MOEST	MOAI
		Maintain Agriculture tools to retain their condition	MOEST	
		Equip every school with a set of basic cooking equipment to rehabilitate outdoor kitchens	MOEST	
		Equip every school with a set of sewing machines	MOEST	
	To recruit and retain an adequate number of secondary school teachers	Recruit and train enough teachers to reduce the pupil class ratio in public schools	MOEST	
		Increase the number of teachers on pre-service teacher education courses	MOEST	
		Upgrade existing untrained teachers in the system	MOEST	
	Increase access and improve equity in teacher recruitment and training	Recruit trained teachers as well as qualified primary school teachers as a temporary measure	MOEST	
		Increase intake for teacher training through private and non-residential teacher training	MOEST	
		Upgrade under-qualified teachers	MOEST	
		Encourage the private sector to participate in the provision of secondary school teachers	MOEST	
		To increase the number of female Secondary school teachers	MOEST	
	Put in place a quality secondary school teacher education and development programme	Provide operating expenses for Domasi teaching services	MOEST	
		Provide operating expenses for Chancellor College teaching services	MOEST	
		Provide operating expenses for Mzuzu teaching services	MOEST	
		Provide operating expenses for Polytechnique teaching services	MOEST	
		Provide operating expenses for Bunda teaching services	MOEST	
	Upgrade under-qualified teachers to diploma level	Run distance education programme at Domasi	MOEST - Domasi	
		Run distance education programme at Mzuzu TTC	MOEST	
Improve Management and Administration of Secondary Education	Decentralise Secondary school education	Improve administration in line with expansion of secondary education	MOEST	
		Streamline administrative services	MOEST	
		Improve management of division administration in line with increasing enrolment	MOEST	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		enrolment		
	Enhance secondary school planning administration	Support development of secondary school EMIS	MOEST	
		Apply and maintain quality control measures	MOEST	
	Support the development of adequate secondary school management and administration staff	Facilitate divisions and clusters to improve their analytical skills in planning	MOEST	
	An efficient and equitable financing system for secondary institutions to be put into place		MOEST	
	To improve efficiency in the use of school admin/utility resources	Reduce real financing for administration and utilities	MOEST	
		Recruit administration workers for all CCSs	MOEST	
		Recruit administration workers for all CDSS	MOEST	
	To promote internal and efficiency gains in the system	Improve the efficiency of use of teachers in CDSSs in order to reduce class size	MOEST	
		Maximise teacher learner contact time - 21 learning periods of 40 minutes each out of 45 periods	MOEST	
		Improve the equity in the distribution of qualified teachers across CDSSs and CSSs	MOEST	
	Upgrade TDU to be a department for Teacher Education and Development	Charge Department of Teacher Education Development (DTED) with a responsibility for pre-service and in-service teacher education	MOEST	
	Increase the level of cost sharing for boarding expenses	Introduce 50% coverage of boarding costs by students	MOEST	
Sub-Goal 2.1.3 - Higher Education				
Increase access and equity in higher education	Increase of student intake through double shifting, distant education programmes and involvement of the private sector in tertiary education	Universities to increase their intake of full-time equivalent public (FTEP) students and optimise use of physical resources by introducing double shifting and after hours use of classrooms	UOM	Mzuzu Uni
		Universities to increase intake through distance education programmes	UOM	Mzuzu Uni
		Private initiatives to be encouraged by changing the Education Act by 2004	UOM	Mzuzu Uni
		Universities to increase intake into specific poverty related programmes	UOM	Mzuzu Uni
	Increase participation of females in tertiary education	Reserve 30 % intake of girls by 2004 and 50 % by 2012	UOM	Mzuzu Uni
		Introduce scholarship awards for female students in non-traditional areas	UOM	Mzuzu Uni
		Establish a gender studies unit at chancellor college and outreach units in all institutions	UOM	Mzuzu Uni
		Introduce bridging programmes for female students	UOM	Mzuzu Uni
		Promote gender mainstreaming in all higher education institutions by introducing affirmative action in recruitment of academic staff	UOM	Mzuzu Uni
	Increase participation of students from disadvantaged groups	Introduce scholarship awards for needy students	UOM	Mzuzu Uni
		University buildings to be made 'disabled friendly' ~ by 2004	UOM	Mzuzu Uni

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Introduce Social Mobilisation Campaigns to increase admission of candidates from disadvantaged areas	UOM	Mzuzu Uni
Improve the quality and relevance of higher education	To motivate staff in teaching and research in order to strengthen and improve quality graduate programmes	Raise the average salaries of teaching and research and support staff	UOM	Mzuzu Uni
		Increase the value of welfare and professional benefits in line with the expansion in enrolments	UOM	Mzuzu Uni
	Improve the quality of teaching and learning in tertiary institutions	Annual maintenance of physical infrastructure to occur	UOM	Mzuzu Uni
		Construct new campus for Mzuzu University at Choma	UOM	Mzuzu Uni
		Increase number of science and technology laboratories and equipment	UOM	Mzuzu Uni
		Provide adequate training opportunities for professional staff by 2002	UOM	Mzuzu Uni
		Increase financial allocations for buying teaching and learning materials	UOM	Mzuzu Uni
	Strengthen research & graduate programmes	Encourage the establishment of private bookshops. Students to be given vouchers to purchase books	UOM	Mzuzu Uni
		Increase the number of post graduate programmes	UOM	Mzuzu Uni
		Increase allocation to research and technology dissemination programmes by 2004	UOM	Mzuzu Uni
	Re-orientate tertiary institutions to make them more responsive to the needs of Malawian society.	Provide scholarship support for students in 'skill demand' areas particularly Science and Technology	UOM	Mzuzu Uni
		Make computer literacy a compulsory course for all students	UOM	Mzuzu Uni
		Match jobs with market needs by 2002	UOM	Mzuzu Uni
		Introduce courses addressing cross-cutting issues including HIV/AIDS, gender, lifeskills and globalisation e.t.c by 2002	UOM	Mzuzu Uni
Reduce reliance of higher education on subventions	Decentralise the administration of Tertiary Education	Demand driven strategic plans to be developed for entrepreneurship environment in every college and department by 2002	UOM	Mzuzu Uni
		Install management information systems to facilitate planning, monitoring and implementation	UOM	Mzuzu Uni
		Recruit pro-vice chancellor at UNIMA to facilitate implementation of reform programme and business development	UOM	Mzuzu Uni
		Establish a National Commission for Higher Education to plan and co-ordinate tertiary activities by 2002	UOM	Mzuzu Uni
		Redefine the role of the University Office, the unit cost of admin expenses to fall by 20 %	UOM	Mzuzu Uni
	(2) Improve dialogue and interface and society	Increase public relations and social marketing activities by 2002	UOM	Mzuzu Uni
	Tertiary institutions to promote cost effective use of existing human and physical resources	College admin staff establishment remain constant ~ student administrator ratios increased	UOM	Mzuzu Uni

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Colleges will no longer be responsible for boarding	UOM	Mzuzu Uni
		Colleges will no longer be responsible for utility bills for boarding and will put into place energy and water saving measures such that utility expenses to fall by 20%, in real terms, by 2002	UOM	Mzuzu Uni
		Efficiency saving measures to be put in place such that unit college administrators expenses fall by 25% by 2007	UOM	Mzuzu Uni
		Separation of education and welfare services- by 2002 students to cover the cost of boarding expenses	UOM	Mzuzu Uni
		Bursary system to be abolished and replaced with a targeted scholarship programme	UOM	Mzuzu Uni
Goal 2.2 Better Technical, Entrepreneurial, Vocational Education and Training				
Promote self employment through skills development initiatives	Promote self employment and thereby reduce poverty in the informal Sector through establishment of skills development initiatives in rural areas	Implement on the job training programs in specific occupations for the youth in collaboration with MASAF and other stakeholders	TEVETA	
		Expand the skills development initiative for self employment rural areas	TEVETA	
		Conduct demand-driven specialized technical, entrepreneurial and business development skills training programs	MEDI	
		Train a pool of trainers of entrepreneurship training for the informal sector	MOLVT	
	Ensure access to skills development by expanding and increasing outreach and coverage of technical entrepreneurial vocational education and training programmes through village polytechnics in all districts	Establish village polytechnics	MOLVT	
		Mount mobile training units	MOLVT	
		Run village polytechnics	MOLVT	
		Run mobile training units	MOLVT	
		Link decentralisation units to designated resource colleges in catchment area	MOLVT	
	Increase the quality, productivity and marketability of indigenous skills by developing, exposing and promoting appropriate technologies in all districts	Introduce appropriate technology training in training institutions	MOLVT	MIRTDC, NRC
		Establish research units in training institutions	MOLVT	MIRTDC, NRC
		Carry out research on appropriate technology and integrate in formal and non-formal training	MOLVT	
		run research units	MOLVT	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Ensure awareness and knowledge of provision of productive skills training programmes by promoting and Facilitating Vocational Career guidance and Counselling	Conduct career guidance and counselling on TEVET in all levels of education	TEVETA	MOEST, MOLVT
		Conduct information, education and communication about TEVET programs and career opportunities for the public	TEVETA	MOLVT
	Promote recognition and appreciation of indigenous skills and competences by establishing a decentralised competency based assessment and certification system	Training of assessors	TEVETA	
		National assessment and certification system developed and approved	TEVETA	
		National assessment and certification unit established and running	TEVETA	
Improve quality and relevance of TEVET	Increase relevance, access, equity and quality of Technical, Entrepreneurial, Vocational Education and Training by reviewing, developing and implementing competency based curricula	Revise all existing curricula within Technical, Entrepreneurial, vocational education and training	TEVETA	
		Develop new curricula within all occupations	TEVETA	
		Train teachers in using new curricula	TEVETA	
	Ensure appropriate and sufficient human capacity within vocational training by establishing a flexible and cost-effective Technical Teacher System	Design a concept of national flexible technical Teacher training	MOLVT	
		Train Trainers of Trainers	MOLV T	
		Establish a national unit for planning, managing and accrediting technical Teacher training	MOVLT	
		Develop curricula for technical teacher training	MOLVT	TEVETA
		Develop and print learning and teaching materials for Technical teacher Training	MOLVT	TEVETA
		Train Teachers Teaching methodology and cross cutting issues	MOLVT	TEVETA
		Train Teachers upgrading technical, entrepreneurial and vocational skills	MOLVT	
		Run national unit for Technical Teacher Training	MOLVT	
		Register and accredit Trainers	MOLVT	
	Improve quality, relevance, impact and cost-effectiveness of Technical, Entrepreneurial, Vocational Education and Training through reform of public technical Colleges	Establish College Boards as supreme bodies for Technical colleges	MOLV T	
		Training of College Boards	MOLVT	Technical Colleges
		Running of College Boards	MOLVT	Technical Colleges

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Establish Effective Governance and Management system	MOLVT	Technical Colleges
		Training of Management and staff	MOVLT	Technical Colleges
		Grants to train capacity in public colleges	MOLVT	Technical Colleges
		Subsidies to train capacity Private providers	MOLVT	Technical Colleges
	Limit the impact of the HIV pandemic on the future labour force by ensuring Access to HIV/Aids information, counselling and testing services while monitoring its impact on the VET sector	HIV/aids national TEVET program designed and planned	TEVETA	
		HIV/Aids national mobile unit(s) established (annual capacity 4000)	NAC	MOLVT
		HIV/aids natinal mobile unit running	NAC	MOLVT
		National monitoring and impact-analysis system in operation	NAC	
Rehabilitate existing infrastructure and equipment	Increase cost-effectiveness, sustainability and quality-standards by promoting maintenance and effective operation of equipment in public technical colleges and other training institutions	Take stock of existing equipment and needs assessment within public technical colleges	MOLVT	Technical Colleges
		Rehabilitate existing public colleges	MOLVT	Technical Colleges
		Train staff from public colleges and private provideres in preventive and corrective maintenance	MOLVT	Technical Colleges
		Rehabilitate classrooms public providers	MOLVT	Technical Colleges
		Rehabilitate Workshops public providers	MOLVT	Technical Colleges
	Facilitate development of quality goods and services by promote Access to Business Development Services	Facilitate the formation of sector specific associations of producers and service providers	MOLVT	
		Conduct training in formation of Associations and cooperatives	MOLVT	Technical Colleges
		Link small enterpises to business development service providers	MOLVT	Technical Colleges
		Facilitate access to demand driven training	MOLVT	Technical Colleges
		Facilitate access to credit facilities	MOLVT	Technical Colleges
		Facilitate access to markets	MOLVT	Technical Colleges
		Facilitate access to quality exposure	MOLVT	Technical Colleges
		Establish Technical Information and facilitation centres	MOLVT	Technical Colleges
		Run technical information and facilitation centres	MOLVT	Technical Colleges
Strengthen Management and Financing of TEVET	Strengthen effective Funding and financing of the TEVET system	Strenghten partnership between public and private sector	MOLVT	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Compliance public Sector TEVET Levy	MOFEP	TEVETA
		Extend bursaries to needy students	MOLVT	Technical Colleges
			MOLVT	
		Develop mandate of Directorate of training and ensure adequate funding for effective implementation	TEVETA	
		Extend micro-credit to TEVET graduates starting small scale business	TEVETA	
		Extend tool-box loans TEVETA apprentices	TEVETA	
Goal 2.3 Improved Health Status				
Sub-Goal 2.3.1 - Preventative Healthcare				
Improved nutrition	See Goal 2.4			
Improved water and sanitation	See Sub-Goal 1.2.3			
Sub-Goal 2.3.2 - Essential Healthcare				
Improve quality of essential health care	Human Resource development and retention to EHP standards	HR retention via an incentive package	MoHP	CHAM
		HR development via training additional clinical staff	MoHP	KCN, MCOHS, College of Medecine
	Clinical Support Services to EHP standard	Provide Health centres with basic laboratory and medical equipment	MoHP	
		Provide basic transport needs to district health systems	MoHP	
	Drug and medical supplies availability at EHP standards	Reform of CMS	MoHP	
		District Drug Expenditure	MoHP	
		Increase per capita drug and medical supplies expenditure	MoHP	
Improving access to and equity of EHP	Facilities development to EHP standard	Infrastructure rehabilitation and maintenance to levels required in an EHP	MOHP	CHAM
		Infrastructure development to levels required in an EHP	MoHP	
Strengthen management and financing of EHP services	Providing administrative Human Resources to an EHP standard	Administrative HR development through training	MOHP	CHAM
		Administrative HR retention	MOHP	CHAM
	Instigating alternative financing mechanisms	Joint GoM-CHAM user fee initiative	MOHP	CHAM
		Design safety-net mechanisms for the poor	MOHP	CHAM
		Undertake user Fee Advocacy campaign	MOHP	CHAM
		Prepare options for health insurance scheme for approval of cabinet	MOHP	CHAM
		Design and cost business plan for launching the chosen health insurance option	MOHP	CHAM
		Government Contribution to government employees insurance coverage	MOFEP	OPC, MOHP, DHRMD
		Design model or pilot service arrangements between providers	MOHP	CHAM
		Pro-poor Resource allocation mechanisms designed, used and monitored	MOHP	CHAM
	Sector Wide Approach	Move towards a Sector Wide Approach	MOHP	CHAM
	Decentralization	No activities identified	MOHP	CHAM
	Provide effect administration for an EHP	Provide district and central level support	MOHP	CHAM

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Sub-Goal 2.3.3 Tertiary healthcare				
Strengthen referral system			MOHP	
Hospital autonomy	Complementary support to EHP and referral pathways	Hospital Autonomy	MoHP	
		Provide tertiary healthcare (Central Referral Hospitals)	MOHP	
Goal 2.4 : Promotion of Good Nutrition				
Improve infant and young children feeding	Promote exclusive breastfeeding and appropriate complementary feeding	Increase number of baby friendly hospitals	MOHP	
		Conduct breast feeding week	MOHP	
Diversification and modification of diets	Promote community based nutrition interventions	Provide support for a minimum nutrition package	MOAI	
	Strengthening Food and Nutrition programs	Conduct relevant research on food and Nutrition	MOAI	
		Conduct monitoring of fortified foods	MOAI	
		Establish nutrition sentinel surveillance of data collection sites	MOAI	
Strengthen institutional capacity	Advocate for the prevention and control of malnutrition at all levels	Produce IEC materials on prevention and control of malnutrition	MOAI	
		Conduct dissemination workshops for stakeholders	MOAI	
		Conduct Community awareness campaign	MOAI	
		Review the food security and nutrition policy	MOAI	
		Conduct campaigns on HIV/AIDS and nutrition	MOHP	
	Increase and strengthen human capacity for the prevention and control of malnutrition at all levels	Conduct short courses on prevention and control of malnutrition for Extension workers in all districts	MOAI	
		Advocate for the review of curricula of health extension agents, Primary and Secondary School teachers to incorporate nutrition issues	MOEST	
		Train middle and upper level food and nutrition personnel	MOHP	
	Establish a food and Nutrition Council	Stakeholders meeting to come up with a national task force	MOAI	
		Conduct task force meeting to develop a frame work	MOAI	
		Lobbying workshops for parliamentarians and policy makers	MOAI	
		Presentation of food and nutrition framework to policy makers and Parliamentarians	MOAI	
Pillar 3 - Improving the Quality of Life of the Most Vulnerable				
Goal 3.1 - Safety Nets				
Sub-Goal 3.1.1 - Productivity Enhancing Interventions				
Improve agricultural productivity of the resource poor farmers	Provide free inputs	1. Undertake public information campaigns	MSPAP	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		2. Undertake beneficiary selection and processing	MSPAP	
		3. logistics, coordination and management	MSPAP	DDPRR
		4. benefits transferring	MSPAP	Retailers, NGOs
		5. monitoring and evaluation	NEC	
Provide employment opportunities for the labour abundant land-constrained poor	implement public works programmes in poor areas	1. public information campaign	MSPAP	
		2. beneficiary selection and processing	MSPAP	DDPRR
		3. logistics, coordination and management	MSPAP	
		4. benefits transferring	MSPAP	Retailers, NGOs
		5. monitoring and evaluation	NEC	
Sub-Goal 3.1.2 - Welfare Support Interventions				
Reduce malnutrition of the malnourished under-five children, lactating and pregnant mothers	provide food supplements and therapeutic feeding	1. public information campaign	MSPAP	
		2. beneficiary selection and processing	MSPAP	
		3. logistics, coordination and management	MSPAP	DDPRR
		4. benefits transferring	MSPAP	Retailers, NGOs
		5. monitoring and evaluation	NEC	
Provide income support to the core poor	implement direct welfare transfers	1. public information campaign	MSPAP	
		2. beneficiary selection and processing	MSPAP	
		3. logistics, coordination and management	MSPAP	DDPRR
		4. benefits transferring	MSPAP	Retailers, NGOs, district assemblies, support groups
Strengthen capacity of families and communities to effectively support the most vulnerable	Implement capacity building programs	1. Training of foster care parents in orphan care	MOGYCS	NGOs, Community support groups
		2. Training of volunteer counsellors	MOGYCS	NGOs, Community support groups
		3. establish homebased care committees and train individuals to manage them	MOGYCS	NGOs, Community support groups
		4. Establishment of care centers, training	MOGYCS	NGOs, Community support groups
Goal 3.2 - Improving Disaster Management				
Improving disaster management	Provide food and non-food items as basic necessities to disaster victims	1. Beneficiary selection and processing	District Assemblies	DDPRR

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		2. Purchase of food and non-food items	Donors, private donations, NGOs	DDPRR
		3. Logistics, distribution, coordination, and management	Donors, private donations, NGOs	DDPRR, District Assemblies
	Undertake rehabilitation and reconstruction	1. Beneficiary selection	Donors, private donations, NGOs	DDPRR, District Assemblies
		2. Logistics, coordination, and management	Donors, private donations, NGOs	DDPRR, District Assemblies, NGOs
	Design disaster preparedness and mitigation programmes	1. VAM, identify mitigation programs	DDPRR	
		2. Public information and awareness	DDPRR	
		3. Support implementation	DDPRR	Districts, NGOs
	Monitoring and Evaluation		NEC	DDPRR, District Assemblies
Pillar 4 - Governance				
Goal 4.1 - Political Will and Mindset				
Goal 4.2 - Improved safety, security and access to justice				
Reduce crime	Increase crime control capacity	Increase police presence, particularly in rural and border areas	Police	
		Improve police response to calls for assistance (local transport and communication)	Police	
		Establish anti-cattle theft units	Police	
		Control the proliferation and transfer of firearms	Police	
		Strengthen anti-motor vehicle theft units	Police	
		Co-ordinate with army for extra capacity when necessary	Police	Army
	Crime prevention	Enhance community involvement in policing	Police	
		Civic education on crime prevention	Police	MOHA
		Develop counselling methods at all levels	Police	Prisons
		Criminal surveillance	Police	
	Improve co-ordination with private security firms	Establish legal framework	Police	
		Establish database of firms and employees	Police	
		Establish private security board to oversee legal framework, funded by private sector contributions (registration fees etc.)	Police	
	Improve quality of investigation	Develop technical support for evidence gathering (forensic, fingerprinting etc.)	Police	
	Improve organisational performance of the Police Force	Improve financial management	Police	
		Improve human resource management and development, including HIV/AIDS prevention and mitigation, and eliminating gender imbalances in recruitment	Police	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
			Police	
		Promote civilianisation by reviewing recruitment systems	Police	
		Develop and implement a decentralisation plan for the police service	Police	
Improve access to and delivery of effective and efficient justice	Increase crime prosecution rate	Recruit and train prosecutors in police and DPP.	MOJ	Police
		Construct more court rooms in all districts	Judiciary	
		Ensure adequate judicial staff and support	Judiciary	
	Strengthen independence of Judiciary	Design and implement separate funding system for Judiciary	MOFEP	Judiciary
		Conduct awareness campaigns on judicial independence, for political leaders and public	Judiciary	
	Enhance capacity to deliver and access effective and efficient justice particularly for the poor	Increase number of lawyers in justice system i.e. LegalAid	MOJ	
		Establish LegalAid offices in all districts	MOJ	
		Conduct civic education of the community of their rights and access to legal services	MOJ	
	Safeguard rights of victims of crime, suspects and prisoners	Construct and establish victim support unit in all districts	Police	
		Improve remand cells	Police	
		Provide adequate food, bedding and medical care to remandees and prisoners	Prisons	
		Ensure adequate supervision/guidance for prisoners	Prisons	
		Encourage and sustain community service for petty offences	Judiciary	
		Construct and rehabilitate prison infrastructures	Prisons	
	Develop effective rehabilitation programmes for prisoners	Provide opportunity for education and development of skills	Prisons	
		Develop training facilities	Prisons	
		Reinstitution of prison farms	Prisons	
		Recruitment of personnel with vocational skills	Prisons	
Ensuring respect of the rule of law	Depoliticise security and justice organisations	Conduct civic education on the independence and neutrality of security and justice organisations	Judiciary	
		Strengthen oversight bodies of security organisations	NGOs	MHRC, Judiciary
		Empower and encourage the police and justice organisations to arrest and deal with every offender, including "untouchables"	Police	MOJ
		Institute unbiased and depoliticised recruitment into security and justice organisations	Police	Judiciary, MOJ, DPP
	Promote the rule of law in security organisations	Promote international humanitarian law	MHRC	NGOs
		Training for officers in security organisations	Police	Army, NIB
	Ensure appreciation and respect of law	Sensitise public on rights and responsibilities in the constitution and access to justice	NGOs	Judiciary
Goal 4.3 - Ensuring responsive and effective public institutions				
Sub-goal 4.3.1 - Improved Public Expenditure Management				

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
Improve budget implementation by creating hard budget constraints	Strengthen political leadership and oversight of the Budget	Simplify budget structure and presentation	MOFEP	
		Submit quarterly expenditure reports disaggregated by activity to Parliamentary and Cabinet committees	MOFEP	
		Strengthen PAC & BFC through technical support, increased funding and a fixed legal role through the revised Finance and Management Control Act	Parliament	NGOs
		Training of Cabinet Ministers on public finance and links between PEM, macroeconomic stability and poverty reduction	MOFEP	
		Public finance training programmes for MPs and controlling officers	MOFEP	
	Improve financial management and expenditure control systems	Introduce IFMIS	Accountant General	MOFEP
		Review and strengthen Credit Ceiling Authority (CCA) and Commitment Control System (CCS)	MOFEP	
		Split Finance and Audit Act into separate Finance and Management Control Act (with sanctions against those who break regulations) and Public Audit Act (ensuring independence of National Audit Office)	MOFEP	NAO, MOJ
		Build capacity in Government for expenditure monitoring, in terms of inputs and outputs	Accountant General	Accountant General
		Introduce expenditure tracking mechanisms	MOFEP	Accountant General
		Draft new Treasury instructions in line with the new Act	MOFEP	
	Improve predictability of funding to line ministries	Improve resource projections, revising on a quarterly basis	MOFEP	
		Maintain steady funding to high priority poverty reducing activities	MOFEP	
		Introduce mechanisms for coordinating donor inflows	MOFEP	
		Design and implement risk management mechanism.	MOFEP	
	Establish mechanisms for citizens to hold civil service accountable for its actions	Monitor public expenditure using civil society	MOFEP	Civil Society
		Publicise information on public expenditure through media	MOFEP	Media
	Establish mechanisms for ensuring value for money	Annual Public Expenditure Review linked to PRSP Review	MOFEP	
		Introduce value for money auditing	NAO	
Improve public expenditure planning and budget preparation	Increase comprehensiveness of Budget	Include all donor funded projects, including MASAF	MOFEP	Line Ministries, Donors
		Enforce all donor funded activities to be captured on line ministry revenue accounts at RBM	MOFEP	
		Control expenditures by State Owned Enterprises	MOFEP	NGOs
		Fully integrate recurrent and development budgets	MOFEP	Line Ministries

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Formalise and strengthen Budget scrutiny	Formulate budget in line with MPRSP	MOFEP	Line Ministries
		Ministers report annually to Parliament on inputs and outputs	Parliament	
		Capacity building for Ministry of Finance and Economic Planning to improve Budget scrutiny	MOFEP	
Sub-Goal 4.3.2 - Public Service Reform				
Improve the conditions of service and work ethics	Review and establish realistic and equitable remuneration	Integrate all benefits and allowances into basic salary	DHRMD	MOFEP
			DHRMD	
		Devise and implement medium term wage policy	DHRMD	MOFEP
	Improve accountability of civil servants for results	Review performance contract scheme, focussing on setting and monitoring financial management performance criteria	DHRMD	MOFEP
		Explore the possibility of extending performance contract scheme to lower grades	DHRMD	MOFEP
	Enforce standards for civil service	Develop and enforce a code of conduct for public officials	DHRMD	
		Design and implement performance based appraisal and monitoring system for civil servants	DHRMD	
		Review and enforce Public Service Act.	DHRMD	
	Review pensions system	Design and implement new pensions system that increases payments whilst ensuring a fixed, predictable budgetary impact	MOFEP	Accountant General
Review structure of the civil service	Revisit functional review process	Rationalise Ministry functions and staffing on basis of PRSP activities and decentralisation process	OPC	DHRMD
		Rationalise use of staff	DHRMD	
Address human resource capacity constraints	Increase number of qualified personnel in key posts	Develop career path	DHRMD	Line Ministries
		Ensure adequate supply of key professional cadres (see higher education)	UOM	Mzuzu University
	Mitigate against impact of HIV/AIDS	Design and implement HIV/AIDS impact mitigation plan, including additional recruitment and training, and prevention.	DHRMD	Line Ministries
	Address gender imbalances in civil service	Provide equal opportunities for qualified men and women	DHRMD	Civil Service Commission
Strengthen capacity of public policy making and management	Integrated public policy making and planning	Give policy making a poverty focus	OPC	MOFEP, Line Ministries
		Strengthen capacity and co-ordination of central Government ministries (OPC, MOFEP, NEC, OVP)	OPC	MOFEP, NEC, OVP
	Co-ordinate PSR actions	Develop long term strategic framework for implementing public sector reform	OPC	
		Undertake change management activities to facilitate PSR	OPC	
Improve effectiveness of parastatals	Reduce inefficiencies	Recruit competent managers	DSC	MOFEP - PERMU
		Continually review Board membership to ensure relevant skills and experience	DSC	MOFEP - PERMU
		Strengthen Public Enterprise Reform and Monitoring Unit (PERMU)	MOFEP - PERMU	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Perform continuous financial scrutiny of parastatals and coordinate reform	MOFEP - PERMU	DSC
		Review structures and functions of state owned enterprises	DSC	MOFEP - PERMU
	Commercialise and privatise parastatals	Privatise and/or liquidate ADMARC subsidiaries	MOFEP - PERMU	PERMU, DSC, Priv Comm
		Sell off excess ADMARC storage capacity	ADMARC	PERMU, DSC
		Establish and privatise separate cotton company from ADMARC	ADMARC	PERMU, DSC, Priv Comm
		Prepare ADMARC for privatisation	ADMARC	PERMU, DSC, Priv Comm
		Commercialise and privatise utility companies (ESCOM, Water Boards)	Utility companies	PERMU, DSC, Priv Comm
		Privatise MTL, MDC and Air Malawi	Priv Comm	PERMU, DSC
Sub-Goal 4.3.3 - Corruption and Fraud				
Improve the prevention of corruption and fraud	Strengthen procurement procedures	Create new Malawi Procurement Authority (MPA) to oversee decentralised procurement across Government	OPC	
		Design and enforce (through MPA) clear and strict procurement guidelines	MPA	
	Civic education	Conduct and encourage anti-corruption campaigns	ACB	
Increase detection and prosecution of corruption and fraud	Strengthen institutional framework	Review legal framework and relationships between ACB, DPP, Judiciary, NAO and Pub. Acc. Comm.	MOJ	ACB, DPP, Judiciary, NAO
	Build capacity	Build capacity to improve coverage and timing of audit.	NAO	
		Build capacity for investigation and prosecution of corruption and fraud cases	ACB	DPP, Judiciary, NAO
		Ensure speedy processing of corruption and fraud cases	ACB	DPP, Judiciary, NAO
Sub-Goal 4.3.4 - Decentralisation				
Develop institutional capacity for local governance	Develop an appropriate accounting and financial management system at district level	Computerisation of financial management	MOLG	Accountant General, MOLG, MOFEP, District Assemblies
		Build capacity of assembly personnel in financial management.	MOLG	Accountant General, MOLG, MOFEP, District Assemblies
		Introduce activity based budgeting in line with MPRSP	MOLG	District Assemblies, MOLG, MOFEP
	Establish effective administration systems for local Government	Develop human resource capacity for assemblies and below	MOLG	MOLG, District Assemblies

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Strengthen national coordination of decentralisation	MOLG	
Transfer functions, resources and planning to districts	Establish local government financing system	Develop a phased implementation of a system for intergovernmental transfers	MOFEP	MOLG, LGFC
		Strengthen revenue collection and management by assemblies	District Assemblies	MOLG, LGFC, MOFEP
		Train assembly finance committees and accounting personnel	MOLG	Training institutions
	Devolve functions to the assemblies	Facilitate preparation and implementation of sector devolution plans	Line Ministries	
	Introduce district planning mechanisms	Develop local planning system integrated into MPRSP	MOFEP	MOLG, District Assemblies
		Build capacity for implementing planning system	MOLG	MOFEP, District Assemblies
	Create a consistent legal and operational framework for devolved governance	Review government policies, procedures and regulations	MOLG	
		Review bye-laws	District Assemblies	MOLG
	Ensure the public understands and appreciates decentralisation	Produce material, conduct civic education	MOLG	NGOs
		Provide support and training to media, traditional leaders and civil society institutions	NGOs	
Sub-Goal 4.3.5 - Democratisation				
Strengthened formal governance institutions	Strengthen electoral processes	Strengthen capacity and awareness for law enforcement related to elections	EC	Police
		Strengthen capacity of Electoral Commission	EC	
		Civic education to increase voter turn-out and create awareness of the roles of MPs	EC	NGOs
		Review electoral system to make it more inclusive and cost effective	EC	
	Improve understanding of democratic rights and responsibilities	Civic education, translated into vernacular languages	NGOs	
	Improve participation in national policy dialogue	Institutionalise national forum for dialogue, linked to the MPRSP review process.	OPC	MOFEP
	Make executive more accountable to parliament	Provide support to parliamentary committees	Parliament	NGOs
		Provide training for parliamentarians	Parliament	NGOs
		Strengthen political parties	Parliament	NGOs
Strengthened informal governance institutions	Strengthen professionalism and independence of mass media	Enforce regulatory framework for the media.	MACRA	
		Ensure objectivity of broadcast media	MACRA	
	Increase capacity and improve accountability of NGOs	Establish and support of institutions under NGO Law	NGO Council	
Sub-Goal 4.3.6 - Human Rights				
Ensure observance of human rights	Develop capacities of all relevant institutions	Include human rights training for all public servants, particularly enforcement agencies (police, army etc.)	MHRC	
		Review roles and functions of human rights institutions	OPC	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Raise awareness of citizens about their constitutional rights and obligations	Intensify human rights awareness and sensitisation campaigns	MHRC	NGOs
		Include human rights in the curricula of the entire formal education system	MOEST	
		Raise awareness and sensitivity to negative cultural practices that violate human rights	MHRC	
Cross-Cutting Issues				
Goal 5.1 Ensure national response to the HIV/AIDS pandemic				
Reduce incidence of HIV/AIDS	Prevent infection among the youth	Provide support for the National Youth Council to coordinate HIV/AIDS activities effectively among the youth	NAC	
		Promote involvement of youth at all levels in planning, decision making and delivery of HIV/AIDS activities	NAC	NGOs, Youth organisations, MOEST
		Promote participation of youth in the development and dissemination of HIV/AIDS IEC messages, particularly on radio and television	MOGYCS	NGOs , NAC
		Strengthen linkages and collaboration among youth socialisation institutions	MOGYCS	NAC
		Encourage and support competitive sporting activities for schools, youth organisations and among communities	MOGYCS	Districts, NAC
		Integrated life skills training in school curricula and youth development programmes nation-wide	MOEST	NAC
		Strengthen the role of parent teacher associations in providing guidance to youth on HIV/AIDS issues, counselling and training	MOEST	Training institutions, media, NAC
	Prevent infection among the general public	Conduct on-going education on sex and sexuality and HIV/AIDS/STIs for parents, teachers and religious elders	NAC	NGOs, Youth organisations
		Develop and disseminate IEC messages on sex and sexuality, STIs and HIV/AIDS for schools, out of school youth, parents/guardians, teachers and religious leaders	NYC	Religious institutions, educational institutions, private sector, media, parents
		Strengthen HIV/AIDS Counseling in youth organisations, schools, religious organisations and families	NAC	NGOs, Youth organisations
		Promote discussion and communication on sex and sexuality, STIs and HIV/AIDS in religious youth organisations	NAC	NYC, Religious institutions, educational institutions
		Review laws and policies, which affect the welfare and status of women, orphans and other vulnerable	NAC	Law Commission, MOJ
		Review customary laws, policies and practices that put women at a disadvantage and facilitate the spread of HIV	NAC	Law Commission, MOJ
		Translate and disseminate the reviewed law and policies in to local languages	NAC	Law Commission, MOJ, religious institutions, private sector

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Enforce the reviewed law and policies on out-going basis and at all levels	Police	NAC
		Develop legislative instrument to deal with sexual harassment at the workplace	NAC	Law Commission, MOJ
		Investigate the nature and extent of the sex industry in Malawi as a basic policy reform and management of the industry	NAC	
		Develop more strengthened systems for condom distribution procurement and quality control	NAC	NGOs, MOHP
		Increase and strengthen systems for condom distribution and seek more innovative mechanism for wider distribution	NAC	NGOs, MOHGP, private sector health institutions
		Advocate and mobilize increased youth participation in condom distribution and in peer education on the values, availability and correct and consistent use of condoms	NAC	Media, youth organisations, CBOs, training institutions
		Integrate information on condom use in formal education curricula, youth organisations and non-formal adult education programmes	MOEST	NGOs, NAC, MOHP, TEVETA, health institutions
		Train HIV/AIDS workers and activists in institutions and communities in condom promotion, storage, distribution logistics, effective use and disposal	NAC	NGOs, MOHP, private sector health institutions
		Develop a national policy on prevention of mother to child transmission	MOHP	
		Develop IEC materials for reduction of mother to child transmission	NAC	MOHP, NGOs, private sector
		Train adequate personnel in the management of anti-retroviral therapy	NAC	MOHP, training institutions
		Provide adequate anti-retroviral drugs and promote access to the therapy among HIV positive pregnant mothers	MOHP	Private sector health institutions, NGOs
		Develop clear policy and procedural guidelines on blood safety	NAC	MOHP
		Procure and distribute equitably adequate HIV testing equipment and reagents	MOHP	
		Establish national blood transfusion services	MOHP	NAC, NGOs
		Institutionalise infection control procedures in all health facilities, workplaces, mortuary/funeral services, community support groups and other relevant settings	MOHP	NAC
Improve quality of life of those with HIV/AIDS	Improve management of HIV/AIDS related conditions	Strengthen home and community based care system	NAC	CBOs, NGOs
		Train health care providers, activists and institutions for better care and management of HIV related illness	NAC	MOHP, youth organisations, womens' organisations, NGOs
		Plan and implement behaviour change intervention based on HIV test results	NAC	NGOs, CBOs

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Review and strengthen as necessary linkages/ referral systems between VCT and HIV care and support services	NAC	MOHP, District Health Committees
Mitigate against impact of HIV/AIDS	Mainstream HIV/AIDS in the planning at all levels and all sectors	Establish a mechanism to regulate the planning, implementation and monitoring of IEC activities on HIV/AIDS	NAC	
		Prepare a directory of stakeholders in HIV/AIDS work to identify existing capacity and exploit the principle of comparative advantage	NAC	
		Appoint and train officers within stakeholders institutions for coordination, monitoring and evaluation of IEC activities	NAC	MOHP
		Develop and implement an HIV/AIDS IEC strategy and implementation of HIV/AIDS IEC	NAC	
		Develop mechanisms for collaboration and network in the implementation fo HIV/AIDS IEC	NAC	
		Develop a strategy among stakeholders for resource mobilisation to support IEC messages and materials	NAC	
		Develop a reference data bank and resource centre on HIV/AIDS and IEC messages and material	NAC	
		Evaluate existing IEC materials and identify behaviour change gaps to target IEC messages effectively	NAC	MOHP, NGOs
		Prepare comprehensive target group profiles to ensure gender and cultural relevance of messages and materials	NAC	MOHP
		Introduce and implement rapid HIV testing kits in a phased process	NAC	MOHP, private sector
		Establish additional VCT centres in strategic areas for increased access	NAC	
Provide support to both NAC & implementors	Develop sound systems & provide financial & administrative support both to NAC & implementors.	Establish mechanisms to regulate the financial, procurement & stores management including reviewing the systems	NAC	Donors
		Establish & introduce comprehensive administrative management systems to regulate and cover systems administration Human Resource development and general administrative support.	NAC	Donors
		Provide secretarial/information and logistical/operational support to the Board of Commissioners.	NAC	Donors
		Funds allocated for Grants and contracts management (I.e. flow through funds to implementors)	NAC	Donors
Goal 5.2 Ensure practical national response to gender and empowerment				
To strengthen the institutional capacity for implementing the National Platform for Action and National Gender Policy	Strengthen sectoral linkages between Ministry of Gender and other stakeholders	Establish Gender focal points in all stakeholder institutions	MoGYCS	
		Conduct regular meetings of gender focal points to share experiences	MoGYCS	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Build capacity for gender responsive planning implementation monitoring and evaluation	Develop tools for gender monitoring and evaluation	MoGYCS	
		Institutionalise an engendered MIS	MOGYCS	
		Train gender focal points in gender analysis, programming mainstreaming and monitoring and evaluation	MoGYCS	
		Establish documentation centres on gender and development	MoGYCS	
Promote gender sensitive formal and informal legal environment	Identify and document negative traditional practices, beliefs and values	Consolidate existing study reports on issues relating to harmful beliefs etc	MoGYCS	
		Identify information gaps requiring research	MoGYCS	
		Conduct a national research on traditional beliefs and practices	MoGYCS	
		Develop TOT curriculum	MOGYCS	Learning institutions
		Train community leaders and councillors on the effects of the harmful practices, beliefs and values	MoGYCS	Districts, NGOs
	Disseminate information on effects of the negative cultural practices, beliefs and values	Sensitize communities on the effects of the negative cultural practices, beliefs and values	MoGYCS	
		Conduct nation-wide campaign on gender and culture	MOGYCS	NGOs
	Facilitate the review of laws which impact negatively on women and other disadvantaged groups	Review existing laws relating to women including the women and the law book	MoGYCS	Law commission, MOJ
		Develop new laws on identified harmful practices	MoGYCS	Law Commission, MOJ
		Translate the Women and Law book	MoGYCS	
		Produce user friendly materials on reviewed laws	MOGYCS	
		Disseminate the materials country wide	MoGYCS, NGOs	
To engender budgets	Develop policy on engendering sectoral budgets	Conduct consultation meetings with all stakeholders	MoGYCS	
		Sensitize all policy makers in all sectors	MoGYCS	
	Build Capacity for poverty focused and gender responsive sectoral policy development	Train all planners and budget officers	MoGYCS	
		Develop and disseminate guidelines for gender responsive budgeting	MOGYCS	NGOs
Eradicate Gender Based Violence	Establish and operationalize a mechanism for victims of violence	Expand victim support units to all police stations and substations	Police	
		Continue sensitizing the public on all forms of gender based violence and their effects on victims	MoGYCS	
		Expand community based groups on gender based groups on gender based violence monitoring	MoGYCS	CBOs
		Conduct orientation sessions for community based groups	MoGYCS	CBOs
		Continue providing resource reference materials to all community based groups	MoGYCS	CBOs

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Set up a network between community groups and the police	MoGYCS	CBOs, Police, MOHA
		Create linkages for an integrated service delivery	MoGYCS	
	Strengthen institutional capacity of all relevant stakeholders	Incorporate gender based violence issues in the curriculum of all relevant training institutions e.g. Police College, Magomero college, Teachers T/C etc	MoGYCS	Training institutions
		Train various cadres in Management of gender based violence at district level	MoGYCS	DHRMD
		Set up a mechanism within the MoGYCS to coordinate GBV activities	MoGYCS	
	Provide counseling and support services for victims of gender based violence	Develop and print counselling manuals	MoGYCS	
		Train various cadres in relevant institutions and community based groups in counseling	MoGYCS	CBOs, Police, NGOs, MOHP
		Provide counselling to victims of gender based violence	MoGYCS	CBOs, Police, NGOs, MOHP
		Monitor counselling activities and support services rendered	MoGYCS	
	Set up a data Bank on GBV in all documentation Centres	Commission a nationwide research on social cultural and traditional norms that legitimise and promote GBV	MOGYCS	Research institutions
		Conduct workshops to disseminate research and develop forward looking strategies on GBV	MoGYCS	
Enhance women's participation in leadership and decision making positions	Provide Leadership and Assertiveness training to women and girls	Conduct training for women and girls in leadership and assertiveness	MoGYCS	
		Monitor the effectiveness of the training on the trained women and girls	MOGYCS	NGOs
		Appointment of more capable and qualified women	All institutions	
Goal 5.3 Ensure environmental sustainability				
To strengthen the legal and institutional framework for PRS in environment and natural resource management.	a) Update NEP and EMA to decentralize environment management to the lowest appropriate level.	Conduct training at district and community level in environmental management	MONREA - Env	
		districts enact NRM by-laws	MONREA - Env	MOLG, district assemblies
	b) Facilitate sector SOERs and EAPs, consolidate nationally and present to Parliament and PRSP.	DSOERs and DEAPs	MONREA - Env	District Assemblies
		Review of the ESP	MONREA - Env	
	c) Provide resources for environmental microprojects.	Establish DDF green windows	MONREA - Env	
		Establish microprojects in districts	MONREA - Env	NGOs
		Establish DESC support microprojects	MONREA - Env	NGOs
	d) International lobby for PRS support through conventions	Convention secretariat in EAD	MONREA - Env	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
		Subscription to conventions	MONREA - Env	
		Participate to international, regional meetings and studies	MONREA - Env	
To promote alternative livelihood strategies as a PRS in environment and natural resource management.	a) Strengthen the steering for environmental focal points	Meetings, NSC, NFP, TCE and NCE	MONREA - Env	
	b) Facilitate adaptive research	Conduct several research over time to promote technology development and transfer	MIRTDC	University, other research institutions
To create mass awareness of environment and natural resource management.	a) Facilitate environment in curriculum development and provide training opportunities in DEM	Review of School/college/University curriculum	MONREA - Env	Teaching institutions, research institutions
		Offer post graduate/short course/fellowship in environmental management	UOM	
	b) Facilitate capacity development in DEM	Provide training in district assemblies	MONREA - Env	District Assemblies
	c) Mass media campaign on DEM & best management practices	Radio/TV/Press campaign on BMPs	MONREA - Env	Media, NGOs
		Starter pack leaflets	MONREA - Env	
		Circulate DEM publications	MONREA - Env	NGOs
Goal 5.4 - Create a Science and Technology driven economy				
Improve capacity and capability of the national system for science and technology	Strengthen national science and technology	Adoption of the new science and technology policy	OPC - NRC	
		Establishment of a national commission for science and technology	OPC - NRC	
		Improve promotion, coordination and financing of science and technology ,	OPC - NRC	
		Improve promotion, Implement a comprehensive human resource development and management programme for S and T.	OPC - NRC	NIRC, UOM MIRTDC
Intensify application of S and T	Increase application of S and T in all sectors of the economy	Conduct research in appropriate technology	OPC - NRC	NIRC, UOM MIRTDC
		Intensify extension and application of appropriate technologies in all sectors of the economy	OPC - NRC	NIRC, UOM MIRTDC
Enhance utilisation of information and communication technologies	Provide Government wide area network infrastructure	Extend Government Wide Computer Network (GWAN) to City Centre, Parliament, Police and Army Headquarters	DISTMIS	
		Extend GWAN to Government regional offices	DISTMIS	
		Extend GWAN to Government district offices	DISTMIS	
		Interface government wide area network with district assembly network	DISTMIS	
		Develop GWAN human Resources	DISTMIS	
	Maintain GWAN	Maintain GWAN	DISTMIS	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Enhance security of Government wide computer information systems	carry out risk analysis and develop action plan	DISTMIS	
		implement action plan	DISTMIS	
	Provide uninterrupted supply of electricity	Review works report of March 1999, procure and implement the power generators	DISTMIS	
	Maintain Government wide computer information systems (PPPAI & IFMIS)	Develop human resources responsible for IFMIS maintenance	DISTMIS	
		Develop human resources responsible for PPPAI maintenance	DISTMIS	
		Maintain IFMIS	DISTMIS	
		Maintain PPPAI	DISTMIS	
	Develop and implement civil service ICT Policy and Strategy	Develop and implement civil service ICT Policy and Strategy	DISTMIS	
	Ensure competent usage of Government information systems	ICT awareness programmes	DISTMIS	
Enhance Government Information systems	Develop additional modules to interface with PPPAI and IFMIS	Systems analysis, design and implementation	DISTMIS	
	Develop IMS for other sectors	Systems analysis, design and implementation	DISTMIS	
Enhance utilisation and development of information and communication technologies	Develop National ICT Policy and Plan	Develop National ICT Policy and Plan	DISTMIS	
	Enhance and introduce ICT in education, vocational training, teacher education	Assist MOE and MLVT in their efforts in 'computers in education'	DISTMIS	
	Enhance and introduce ICT in health	Assist MOHP in their efforts in 'computers in health'	DISTMIS	
	Enhance and introduce ICT in gender	Assist MOGYCS in their efforts in 'Women and children and ICT'	DISTMIS	
Encourage the participation of private sector and civil society in ICT utilisation and development	Conduct awareness campaigns	Carry out seminars in conjunction with the Chamber of Commerce	DISTMIS	
		Conduct awareness programme on the utilisation of the IT infrastructure	DISTMIS	
Macroeconomic Stability				
Goal - Ensure Macroeconomic Stability				
Sub-Goal 1 - Improve the Effectiveness of Monetary Policy and Liquidity Management				
Reduce inflation rate (price stability)	Reduce the growth of money supply by targeting the growth in reserve money	Carry out open market operations as required	Reserve Bank of Malawi	
		Actively adjust Bank rate	Reserve Bank of Malawi	
Improve efficiency of financial system (reduce interest rates)	Review regulatory framework	Reduce liquidity reserve requirement	Reserve Bank of Malawi	
	Review Institutional framework for other financial institutions	Introduce re-discount facilities for other instruments	Reserve Bank of Malawi	

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Encourage entry of new financial institutions and instruments		Reserve Bank of Malawi	
Sub-Goal 2 - Achieve Competitive Exchange Rate				
Stable Malawi Kwacha	Sound fiscal and monetary policies	Encourage development of an interbank foreign exchange market	Reserve Bank of Malawi	
Avoid appreciation of the REER	Low and stable inflation	Broaden participation of the private sector in exchange rate management		
	Improve competition in foreign exchange market	Review regulatory framework		
	Improve market information			
Sub-Goal 3 - Improve the Effectiveness of Fiscal Policy				
Improve fiscal discipline	Strengthen political leadership and oversight of the Budget	"See Pillar 4: (PEM)"		
	Improve financial management and expenditure control systems	"See Pillar 4: (PEM)"		
	Improve predictability of funding	"See Pillar 4: (PEM)"		
	Increased RBM independence	Change the relationship between how RBM relates to Treasury in terms of borrowing		
		Banking Act threshold to be reduced from 25% of projected revenues		
	Stronger monitoring and enforcement procedures against over spending among parastatals	Create a single, all encompassing Act of parastatals + PERMU		
	Increase budget transparency	Extend Parliament debate time over the Budget to 1 month		
		Strengthen powers of Public Appointments Committee		
	Transparent appointments procedure towards senior officers in government and in parastatals	Advertise and scrutinise appointments in senior positions		
	Improved forecasting methods for budgetary purposes	Introduce further risk assessment and more thorough consultation with interested parties e.g. MRA, NEC, RBM, NSO		
Sub-Goal 4 - Increase Growth through Investment and Trade				
Increase investment opportunities	See Pillar 1			
Increase export promotion	See Pillar 1			
Monitoring and Evaluation of MPRS				
Goal: Ensure implementation of the MPRS				
Strengthen MPRS monitoring and evaluation systems	Create MPRS-specific units	Set up monitoring unit in MOFEP, staff and equip them	MoFEP	
		Set up statistics units in DAs, staff and equip them	District Assemblies	
		Designate district-liason officers in NSO	NSO	
		Strengthen Parliament's supporting capacity for Parliamentary Committees (PAC and BF&C)	Parliament	
		Set up M&E Committees in communities	NEC	Communities, District Assemblies

Objective (in order of priority)	Strategy (in order of priority)	Activity (in order of priority)	Lead institution	Other resp. instns
	Undertake capacity building of M&E instutions	Mount training programmes for staff in MoFEP's MPRS unit	MOFEP	
		Mount training programmes for staff in NEC's MPRS Monitoring System Secretariat	NEC	
		Strengthen NSO	NSO	
		Train staff in line Ministries' and DAs Statistics units	MoFEP	
		Train PAC and BF&C and their secretariats	MoFEP	
		Train members of M&E Committees in communities	NEC	CSOs
Provide up-to-date M&E data and statistics for MPRS reviews	Generate data and statistics for M&E	Undertake expenditure tracking to monitor and evaluate inputs and outputs	MOFEP	Parliament, Civil Society
		Conduct annual CWIQ surveys	NSO	
		Conduct 3-year QUIM surveys	NEC	
		Conduct 5-year IHS surveys	NSO	
		Conduct 5-year DHS surveys	NSO	
		Conduct 5-year NSSA	NSO	
		Generate district level data from administrative and surveys	District Assemblies	
		Undertake poverty analysis of national and district level poverty data	NEC	
		Build national and district level poverty databases	NSO	NEC

Annex 2 – Summary of Costings by Objective

This table summarises costings at Objective, Sub-Goal, Goal and Pillar level. For a more detailed breakdown of costings by Strategy, Activity and Costing Item, please refer to the full action plan matrices available as a separate technical document.

Millions of Malawi Kwacha	2002-3	2003-4	2004-5
Total Costings	41,332.18	43,975.68	46,269.62
Statutory Activities	9,984.73	9,023.73	8,516.15
Statehood Activities	2,358.80	2,276.64	2,236.58
Total MPRSP	28,988.65	32,675.32	35,516.90
Pillar 1	8,013.56	9,421.09	9,331.92
Pillar 2	13,860.36	15,356.57	17,188.26
Pillar 3	1,209.02	1,824.78	2,307.96
Pillar 4	4,040.15	3,783.72	3,952.77
Cross-Cutting	1,667.41	2,010.57	2,465.78
Implementation, Monitoring and Evaluation	198.16	278.59	270.20
Statutory Activities	9,984.73	9,023.73	8,516.15
The Presidency	0.75	0.75	0.75
Refunds and Repayments	333.58	316.65	300.58
Pensions and Gratuities	1,680.40	1,851.60	2,038.90
Public Debt Charges	7,970.00	6,854.73	6,175.92
External interest payments	2,166.20	2,030.90	2,166.60
Domestic interest payments	5,803.80	4,823.83	4,009.32
Statehood Activities	2,358.80	2,276.64	2,236.58
Ensure external security	694.28	694.28	694.28
International cooperation and representation	821.61	739.45	665.50
Support the President and maintain residences	239.37	239.37	239.37
Gather intelligence and protect the President	73.46	73.46	73.46
Support the VP	42.77	42.77	42.77
Promote and protect national integrity	83.42	83.42	83.42
Conduct national public events and support religious affairs	350.60	350.60	384.49
Gather and disseminate information to the nation	53.30	53.30	53.30
	-	-	-
Pillar 1 - Sustainable Pro-Poor Growth	8,013.56	9,421.09	9,331.92
Goal 1.1 - Sources of pro-poor growth	3,064.36	3,787.16	3,575.28
Sub goal 1.1.1 - Increasing agricultural incomes	1,771.43	2,393.54	2,264.85
Expand and strengthen access to agricultural inputs	43.75	87.50	131.25
Improve agricultural production through improved research and extension services	664.22	745.99	813.45
Improve access to domestic and international markets	119.26	106.76	107.56
Promote small scale irrigation schemes and drainage	174.04	214.04	194.04
Encourage production of specific crops	76.98	64.98	56.10
Encourage production of livestock	56.15	51.35	47.57
Reduce land shortage and degradation	464.94	466.94	467.24
Promote and expand farm mechanisation	48.35	530.42	320.07
Reduce weaknesses in the institutional and policy framework	105.51	105.51	105.51
Increase gender balance, prevent and mitigate HIV/AIDS in the agricultural sector	18.23	20.05	22.06
Sub-Goal 1.1.2 - Natural Resources	773.24	837.95	840.55
Increase sustainable utilisation of fishery resources	167.36	177.36	194.86
Encourage sustainable utilisation of forest resources	497.58	544.78	535.28
Encourage sustainable utilisation of wildlife resources	108.30	115.80	110.40

Millions of Malawi Kwacha	2002-3	2003-4	2004-5
Sub-Goal 1.1.3 - Develop MSMEs	196.00	248.00	175.00
Provide support to development of MSMEs	193.00	244.00	171.00
Improve institutional coordination and support	3.00	4.00	4.00
Sub-Goal 1.1.4 - Manufacturing and Agro-Processing	78.01	81.00	89.00
Broaden the industrial base	32.01	34.00	36.00
Develop new cluster based industries	20.00	20.00	20.00
Accelerate regional development	15.00	15.00	15.00
Improve product standards and quality	5.00	5.00	5.00
Integrate MSMEs in industrial development	-	-	-
Establish a credible institutional framework	6.00	7.00	13.00
Sub-Goal 1.1.5 - Tourism	192.50	187.50	172.50
Promote development and investment in diverse tourism products	92.50	77.50	67.50
Develop and adopt updated and professional approach to tourism promotion and marketing	60.00	70.00	80.00
Establish appropriate regulatory framework and systems	40.00	40.00	25.00
Sub-Goal 1.1.6 - Small Scale Mining	53.18	39.18	33.38
Disseminate information	4.00	2.85	2.65
Provide technical and financial support	20.50	12.30	11.30
Ensure appropriate mining legislation	3.00	-	-
Promote value-addition, marketing and exports	25.68	24.03	19.43
Goal 1.2 - Creating an Enabling Environment for Growth	4,949.20	5,633.92	5,756.64
Sub-Goal 1.2.1 - Macroeconomic Stability	-	-	-
Sub-Goal 1.2.2 - Credit and Micro-Finance	25.91	59.50	19.04
Reduce the cost of credit	-	-	-
Strengthen the institutional framework	8.47	5.30	1.12
Expand competition and efficiency in the credit market	1.36	3.12	11.44
Diversify and expand coverage	16.08	51.08	6.48
Sub-Goal 1.2.3 - Rural Infrastructure	2,428.04	2,793.10	3,019.61
Construct and maintain rural feeder roads	1,077.20	1,168.11	1,259.02
Increase accessibility to good drinking water and sanitation	1,066.28	1,067.64	1,076.70
Increase access to affordable and sustainable rural energy	282.05	554.85	681.39
Improve rural telecommunications	2.50	2.50	2.50
Sub-Goal 1.2.4 - Other Enabling Infrastructure	1,785.57	1,805.57	1,856.07
Strengthen transport networks	1,659.47	1,659.47	1,659.47
Increase access, efficiency and reliability of modern energy supply	62.50	82.50	135.00
Expand telecommunications coverage	2.00	2.00	-
Improve quality and access to broadcasting	61.60	61.60	61.60
Improve postal services	-	-	-
Sub-Goal 1.2.5 - Domestic and external trade	57.85	264.15	77.20
Provide supportive infrastructure	-	200.00	-
Expand domestic market share	22.35	31.15	34.20
Expand export market share	22.50	20.00	30.00
Negotiate preferential arrangements	13.00	13.00	13.00
Sub-Goal 1.2.6 - Taxation	651.83	711.60	784.72
Review corporate tax	-	-	-
Widen the tax base	651.83	711.60	784.72
	-	-	-
Pillar 2: Human Capital Development	13,860.36	15,356.57	17,188.26
Goal 2.1 Improving quality and access to education	8,710.19	9,623.25	10,782.64
Sub-goal 2.1.1 - Basic education	6,015.84	6,592.47	7,454.75
Improve the quality and relevance of primary education	4,264.93	4,630.35	5,124.11
Improve access and equity, focussing on special needs education and girls	1,004.29	1,006.02	1,035.31
Increase and improve adult literacy and numeracy	98.34	177.99	266.74
Provide special education for the out of school youth	31.97	47.01	63.58
Expand pre-school education	315.25	426.34	652.83

Millions of Malawi Kwacha	2002-3	2003-4	2004-5
Respond urgently to the problems created by the HIV/AIDS epidemic	45.27	45.27	45.27
Strengthen and decentralise administrative and planning responsibilities	255.79	259.49	266.91
Sub-Goal 2.1.2 - Secondary School education	2,144.35	2,480.78	2,777.89
Increase access and equity to secondary schools	460.86	722.06	966.66
Improve quality and relevance of secondary education	1,445.32	1,519.91	1,571.11
Improve management and administration of secondary education	238.17	238.82	240.12
Sub-Goal 2.1.3 - Higher Education¹	550.00	550.00	550.00
Increase access and equity in higher education			
Improve quality and relevance of higher education			
Reduce reliance of higher education on subventions			
Goal 2.2 Better Technical, Vocational and Entrepreneurial Education and Training	468.25	488.51	567.46
Promote self employment through skills development initiatives	72.39	132.36	192.12
Improve quality and relevance of TEVET	274.67	283.92	292.46
Rehabilitate existing infrastructure and equipment	14.51	10.57	9.99
Strengthen management and financing of TEVET	106.69	61.66	72.89
Goal 2.3 Improved Health Status	4,568.55	5,104.74	5,663.16
Sub-Goal 2.3.1 - Preventative Healthcare²	-	-	-
Sub-Goal 2.3.2 - Essential Healthcare	4,184.48	4,720.67	5,279.09
Improve quality of essential healthcare	3,263.18	3,673.17	4,046.59
Improve access to and equity of essential healthcare	459.67	459.67	511.67
Strengthen management and financing of essential healthcare	461.64	587.84	720.84
Sub-Goal 2.3.3 - Tertiary Healthcare	384.07	384.07	384.07
Strengthen referral system	-	-	-
Hospital Autonomy	384.07	384.07	384.07
Goal 2.4 - To prevent and control Protein, Energy, Malnutrition and micronutrient deficiencies	113.36	140.06	175.00
Improve infant and young child feeding	5.00	15.50	39.50
Diversification and modification of diets	21.00	25.00	33.00
Strengthen institutional capacity	87.36	99.56	102.50
	-	-	-
Pillar 3 - Improving the Quality of Life for the Most Vulnerable	1,209.02	1,824.78	2,307.96
Goal 3.1 - Safety Nets	1,127.30	1,734.89	2,209.08
Sub-Goal 3.1.1 - Productivity Enhancing Interventions	838.71	1,187.97	1,319.03
Distribute free inputs to capital constrained poor farmers	505.40	675.84	885.46
Implement public works programmes for land constrained and urban poor	333.31	512.13	433.58
Sub-Goal 3.1.2 - Welfare Support Interventions	288.59	546.92	890.04
Implementation of targeted nutrition programmes	185.27	350.79	481.26
Provision of direct welfare transfers	93.57	187.81	391.57
Improve capacities of support groups	9.75	8.32	17.22
Goal 3.2 - Improving disaster management	81.72	89.89	98.88
Disaster management	81.72	89.89	98.88
	-	-	-
Pillar 4 – Governance	4,040.15	3,783.72	3,952.77
Goal 4.1 - Political Will and Mindset			
Goal 4.2 - Improved safety, security and access to justice	2,001.19	2,225.60	2,413.90
Reduce crime	1,157.09	1,324.14	1,448.17
Improve access to and delivery of effective and efficient justice	802.91	855.20	913.77

¹ Due to technical problems, the costs for higher education have not been broken down into the relevant objectives, strategies and activities.

² The costs of preventative healthcare are included under nutrition (Pillar 2), water and sanitation (Pillar 1) and under the EHP.

Millions of Malawi Kwacha	2002-3	2003-4	2004-5
Ensuring respect of the rule of law	41.20	46.27	51.96
Goal 4.3 - Ensuring responsive and effective public institutions	2,038.95	1,558.12	1,538.86
Sub-goal 4.3.1 - Improved Public Expenditure Management	411.77	335.82	302.38
Improve budget implementation by creating hard budget constraints	355.42	279.47	246.02
Improve public expenditure planning and budget preparation	56.35	56.35	56.35
Sub-Goal 4.3.2 - Public Service Reform	140.30	122.42	122.78
Improve the conditions of service and work ethics in the public service	60.26	52.16	52.10
Review structure of the civil service	-	-	-
Address capacity constraints	11.21	11.21	11.21
Strengthen public policy making	56.99	47.21	47.64
Improve effectiveness of parastatals	11.84	11.84	11.84
Sub-Goal 4.3.3 - Corruption and Fraud	111.21	118.46	126.51
Improve prevention of corruption and fraud	-	-	-
Increase detection and prosecution of corruption and fraud	111.21	118.46	126.51
Sub-Goal 4.3.4 - Decentralisation	811.18	420.69	425.49
Develop institutional capacity for local governance	515.82	345.58	301.08
Transfer functions, resources and planning to districts	295.36	75.11	124.41
Sub-Goal 4.3.5 - Democratisation	441.34	441.34	441.34
Strengthened formal governance institutions	441.34	441.34	441.34
Strengthened informal governance institutions	-	-	-
Sub-Goal 4.3.6 - Human Rights	123.15	119.38	120.36
Ensure observance of human rights	123.15	119.38	120.36
	-	-	-
5 - Cross cutting	1,667.41	2,010.57	2,465.78
Goal 5.1 Ensure national response to the HIV/AIDS pandemic	663.70	676.45	668.08
Reduce incidence of HIV/AIDS	237.33	249.83	240.46
Improve quality of life of those with HIV/AIDS	185.69	185.69	185.69
Mitigate against impact of HIV/AIDS	137.59	137.59	137.59
Provide support to NAC and implementors	103.09	103.34	104.34
Goal 5.2 Reduce gender inequalities	68.02	74.32	60.51
Strengthen the institutional capacity for implementing the National Platform for Action and National Gender Policy	1.90	0.50	0.55
Establish gender sensitive formal and informal legal environment	34.66	24.14	12.30
Eradicate Gender Based Violence	31.45	42.58	39.56
Enhance women's participation in leadership and decision making positions	-	7.10	8.10
Goal 5.3 Ensure environmental sustainability	294.00	334.00	372.00
To strengthen the legal and institutional framework	172.00	220.00	277.00
Develop alternative livelihood strategies	23.00	23.00	23.00
Create mass environmental awareness	99.00	91.00	72.00
Goal 5.4 - Create a Science and Technology driven economy	641.70	925.80	1,365.20
Strengthen national S&T capacity	22.00	68.00	100.00
Intensify application of S&T	135.00	330.00	580.00
Enhance utilisation of information and communication technologies	484.70	527.80	685.20
	-	-	-
Monitoring and Evaluation of MPRS	198.16	278.59	270.20
Goal: Ensure implementation of the MPRS	198.16	278.59	270.20
Strengthen MPRS monitoring and evaluation systems	63.91	90.72	92.11
Provide up-to-date M&E data and statistics for MPRS reviews	134.24	187.87	178.09

Annex 3 – Large Scale Infrastructure Development

Key projects include:

Project	Total Estimated Cost
Expansion of rural telecommunications	K3,300,000,000
Reconstruction of Core Road Network	K18,400,000,000
Expansion of the Core Road Network	K5,244,000,000
Interconnection of electricity grid with Mozambique	K2,901,000,000
Rehabilitate existing transmission and distribution power systems	K3,987,000,000
Expansion of electricity generation capacity	K2,773,000,000

Annex 4 – Selected Monitoring Indicators and Targets

This list is selected from the indicators and targets highlighted in the main text of the MPRSP. For further targets and indicators, especially output indicators, please refer to the full action plan matrix available as a separate technical document³.

Indicator	Current Status	Target 2005
Major impact targets		
Poverty headcount measured by consumption based poverty line	65.3%	59.3%
Extreme poverty headcount, measured by consumption based ultra-poverty line	28.8%	20%
Life expectancy	39 years	43 years
GDP per Capita (constant 2001 prices)	MK 10,500	MK 11,400
Literacy rate (female)	58% (44%)	70% (60%)
Infant mortality rate (per 1000 children)	104	90
Maternal mortality rate (per 100,000 live births)	1,120	800
Pillar 1		
<i>Agriculture</i>		
Maize yield (kg/ha)	1137	2000
Cassava yield (kg/ha)	16618	18000
Cumulative intake of extension trainees	100	900
Farmers' groups and co-operatives formed	-	3000
Treadle pumps supplied on loan to farmers (cumulative)		60,000
Area under motorised pump irrigation (hectares)	1,300	3,700
Area under irrigation per ADD (hectares)		2,000
Production of cattle	775,333	868,373
<i>Natural Resources</i>		
Fish farming production (tonnes)	500	1,000
Forest under private sector		50,000
Parks under private sector		50,000
<i>Rural infrastructure</i>		
Kilometres graded		12,150
Kilometres rehabilitated		2,100
Households with access to potable water	65.6%	84%
Rehabilitation of boreholes (% functional)	60%	100%
Construction of new boreholes		7,500
Households with sanitary excreta disposal	81.4%	100%
Number of new sites electrified	-	73
New biogas plants	-	105
Pillar 2		
<i>Basic Education</i>		
Number of teachers	45,784	51,323
Pupil to qualified teacher ratio	118	85
Drop out rate	12%	8%
Repetition rate	15%	10%
Female enrolment (%)	48%	50%
Pupil: specialist teacher ratio (Visually impaired)	48	26
Number of adults enrolled in adult literacy courses	37,500	300,000
<i>Secondary Education</i>		
Number of students	236,500	324,031
Number of private students	16,555	64,806
Number of students entering MCDE	-	11,550
Number of teachers	5,269	8,130

³ A more comprehensive monitoring and evaluation masterplan based on the MPRSP will be produced later in 2002 by the National Economic Council, in consultation with stakeholders.

Female gross enrolment	19%	25%
Schools teaching information and communication technology	8	100
<i>Higher Education</i>		
Number of students	3,526	6,824
Students in private colleges	35	1,100
Number of female students	698	2,047
Number of needy students	500	1,706
Females in non-traditional subjects	225	801
Number of students with disabilities	20	30
<i>Technical, Entrepreneurial and Vocational Education and Training</i>		
Public training capacity % of population	0.01%	0.03%
Public vocational training % of districts	21.43%	28%
Private training capacity % of population	0.18%	0.20%
Enrolment ratio female	20%	26%
<i>Health</i>		
Number of HSAs trained		7,000
Number of nurses trained		470
Number of technical staff trained		825
Number of physicians trained		60
% of health centres equipped to EHP standards		100%
Drugs and medical supplies expenditure per capita	US\$1.25	US\$2.50
		Target 2007/8
Infant mortality (per 1,000 live births)	104	90
Under 5 mortality rate (per 1,000 live births)	189	150
Maternal mortality rate (per 100,000)	620	400
Nutrition (% children underweight)	30%	20%
Population (fertility rate)	6.1	5.5
		Target 2005
Pillar 3		
Number of TIP beneficiary households per year		568,000
Number of PWP beneficiary households per year		250,000
Number of TNP beneficiary households per year		150,000
Number of income support beneficiaries per year		100,000
Pillar 4		
Police: Population ratio	1:1912	1:1200
Crime detection rate	20%	40%
Prosecution rate (cases per year, using homicide as proxy)	150	300
Community service cases	525	5000
Warder: prisoner ratio	1:14	1:9

Indicator	2001	2002	2003	2004
GDP growth (%)	2.7	3	4.5	5.2
Inflation (%)	27.6	11.5	5	4.4
Exchange rate	70	71	74	78
% of donor pledges honoured		80	90	90

Annex 5 - Glossary

Agricultural Extension Services: services offered to farmers usually by the government in the form of transmitting information, new ideas, methods and advice about, for instance, the use of fertilizers, control of pests and weeds, appropriate machinery, soil conservation methods, simple accounting, marketing etc. in a bid to stimulate increased agricultural incomes.

Basic Education: Primary education (Std.1-8) and adult literacy.

Crowding Out: an increase in public sector borrowing leads to a fall in private sector borrowing via a shortage of loanable funds and an increase in interest rates.

Decentralisation: the transfer of functions from central to a local authority. There are many forms of decentralisation, notably deconcentration and devolution.

Deconcentration: a form of decentralisation that transfers administrative functions to lower levels of Government without a corresponding transfer of power and accountability

Dependency Ratio: The ratio of dependents (those between the ages of 0-15 and 64+ who are assumed to be economically unproductive) to the productive population (15-64)

Devolution: the delegation of power and accountability especially by the central government to local or regional administration.

Dimba: a small vegetable garden

Exchange Rate: the rate at which central banks will exchange one country's currency for another (i.e. the 'official' rate).

Fertility Rate, General: yearly number of children born alive per thousand women within the child-bearing age bracket (normally between the age of 15 and 49 years).

Fiscal Deficit: a situation where government expenditure exceeds revenue.

Ganyu: part time seasonal piece-work

Gini Coefficient: an aggregate numerical measure of *income inequality* ranging from zero (perfect equality) to one (perfect inequality). It is graphically measured by dividing the area between the perfect equality line and the Lorenz curve by the total area lying to the right of the equality line in a Lorenz diagram. The higher the value of the coefficient the higher the inequality of income distribution and the lower it is the more equitable the distribution of income.

Grant: an outright transfer payment usually from one government to another (*foreign aid*) - i.e. a gift of money or technical assistance that does not have to be repaid.

Gross Domestic Product (GDP): the total monetary value calculated at market prices of all final goods and services produced in an economy over a given period of time, typically one year.

Headcount: the number of people with an identified characteristic e.g. living below the poverty line.

Human Capital: productive investments embodied in human beings. These include skills, abilities, health, etc., that result from expenditures on education, on-the-job training programmes and medical care.

Infant Mortality: the deaths among children between birth and one year of age. *Infant mortality rate* measures the number of these deaths per 1000 live births.

Inflation: a persistent rise in the general price level. In Malawi, it is measured by the Consumer Price Index (CPI).

Interest Rate: the amount that a borrower must pay a lender over and above the total amount borrowed expressed as a percentage of the total amount of funds borrowed –

e.g. if a man borrowed K100 for one year at the end of which he had to repay K110, the interest rate would be 10 percent per annum.

Life Expectancy (at birth): time period, normally in years, that a baby is expected to live after it has been born alive. In LDCs, this time period is roughly 48 years for male children and 52 years for female children. In developed countries, it is approximately 70 years for male children and 72 years for female children.

Liquidity Reserve Requirement: A statutory requirement that banks maintain a minimum percentage of their deposits at the Reserve Bank. Adjusting the LRR is a means of realising and withdrawing reserves from the banking system.

Macroeconomy: the relationships between broad economic aggregates such as national income, total volumes of saving, investment, consumption, expenditure, employment, money supply etc.

Malnutrition: a state of ill-health resulting from an inadequate or improper diet – usually measured in terms of average daily protein consumption.

Maternal Mortality: women death associated with pregnancy.

Medium Term Expenditure Framework: a way of doing the Budget process, focussing on activities and outputs rather than inputs.

Open Market Operations: Sales and purchases of securities (Treasury and Reserve Bank Bills)

Pluralistic: a system that has many players and recognizes more than one ultimate principle.

Political Will: a determined, deliberate, purposeful, independent decision, conclusion or choice upon a course of action by persons in the political authority such as elimination of inequality, poverty and unemployment through various reforms of social, economic and *institutional* structures. Lack of ‘political will’ is often said to

be one of the main obstacles to development and the main reason for the failure of many development plans.

Poverty Line: an arbitrary real income or consumption measure, used as a basis for estimating the proportion of the country's population that exist at base levels of subsistence i.e. those whose incomes or consumption fall below this poverty line.

Planning: the advance prioritisation of scarce resources (financial, organisational, human) so as to achieve national objectives.

Real Effective Exchange Rate: a measure of a country's competitiveness, calculated from the nominal exchange rate adjusted by the inflation differential between foreign and domestic prices.

Rural Development: the broad spectrum of rural development activities encompassing the simultaneous fostering of small-farmer agricultural progress; improvement of levels of incomes, employment, education, health, nutrition and housing for the rural people.

Safety Nets: activities that are designed to improve the quality of life of the most vulnerable, to "catch" those who are unable to benefit from other interventions and or those who suffer from external shocks e.g. drought.

Smallholder: a person who farms on a small holding.

Starter Pack Programme: the programme for free distribution of agricultural inputs and other livelihood items of less than a total of 30kgs.

Under 5-Mortality: the death among children between one year to 5 years of age.

Annex 6a – Summary of the MPRS Process

The preparation of the MPRS basically involved three stages. These were **mobilisation, preparation and validation** processes. The three stages were aimed at: building broad Malawian ownership of the MPRS; building consensus on MPRS in order to enhance likelihood to policy adoption, implementation and sustainability; to ensure donor “buy in” to MPRS and to meet donor requirements.

First, the **mobilisation** exercise started in earnest in January 2001, with the official launch of the MPRS preparation by the Right Honourable Mr. Justin Malewezi, Vice President of the Republic of Malawi at Capital Hotel on 11th January 2001. The main objective of the official launch was to mobilise all stakeholders outside and within government to participate in the MPRS process; and to stimulate discussion and come to an initial understanding of overall prioritisation. At this meeting, some general consensus began to emerge on the outline of the strategy. It came out clearly that for poverty to be reduced in Malawi, there is need for creating conditions whereby the poor can generate their own income and therefore contribute to wealth generation.

Second, was the **preparation** stage. The main objective of this stage to obtain input to overall prioritisation process, to brainstorm and develop new strategies. This preparation stage involved the initial gathering of information by the Thematic Working Groups (TWG) and drafting of the thematic contributions. The participation in the TWGs was diverse. Apart from government officials, other stakeholders included donors, non Governmental Organisations, Civil Society and religious bodies. The preparation also involved the overall sessions in district workshops. All the 27 districts were consulted. The consultations were carried out by members of the MPRS Technical Committee together with some members of the MPRS Thematic Working Groups. The stakeholders at district consultation level included Traditional Authorities, Sub Traditional Authorities, Group Village Headmen, Village Headmen, Members of Parliament, Ward Councillors, political leaders of various parties, District Commissioners and their staff members, local non-governmental organisations on some ordinary citizens representing the voices of the poor. The workshops were held to explain the MPRS process, discuss Government’s proposed strategy and to discuss

the prioritisation of issues for poverty reduction in the districts. A number of common issues emerged from these discussions, implying that they were national priorities. In addition many district specific issues were also raised. A summary of the key issues can be found below.

In the course of the preparation process, the “Findings to Date” document was prepared. The document highlighted the key areas where consensus had been reached during the MPRS process. The document was based on the discussions following the official launch, the deliberations of the Thematic Working Groups and the Findings of the District Consultations. The document was not intended to be a comprehensive statement of Government Policy on poverty reduction, but an input from the ongoing MPRS process into the 2001/02 Budget.

Subsequent to the Salima Workshop, a Poverty and Macroeconomic Taskforce was formed to define the poverty and macroeconomic framework for the MPRS. Members of the Taskforce were drawn from Government, civil society and donors, and was assisted by a consultant.

The second drafts of the Thematic Working Groups were submitted in August 2001, after a meeting was held to resolve difficulties encountered in the drafting process. In addition, as a result of the meeting a consultant was engaged to assist the TWGs in costing their strategies.

The preparation of the first draft MPRS was done between 23rd September and 5th October, 2001 at the Mzuzu Hotel. The drafting team was drawn from the Technical Committee, civil society and the private sector. The resulting draft was then presented at two stakeholders’ meetings held on the 15th and 16th October, 2001 at the Le Meridien Capital Hotel in Lilongwe. The draft was subsequently comprehensively revised to reflect the comments made at these meetings. The resulting second and third drafts were presented to stakeholders and revised through an iterative process, focussing on the Action Plan and costings.

The third stage was the **validation** of the strategy through the National Launch. The main objectives of this stage were to ensure consistency of proposed strategy, ensure

effectiveness of participation, obtain validation of the proposed strategy and define and explain way forward.

Table A1.1 – Chronology of MPRS Preparation

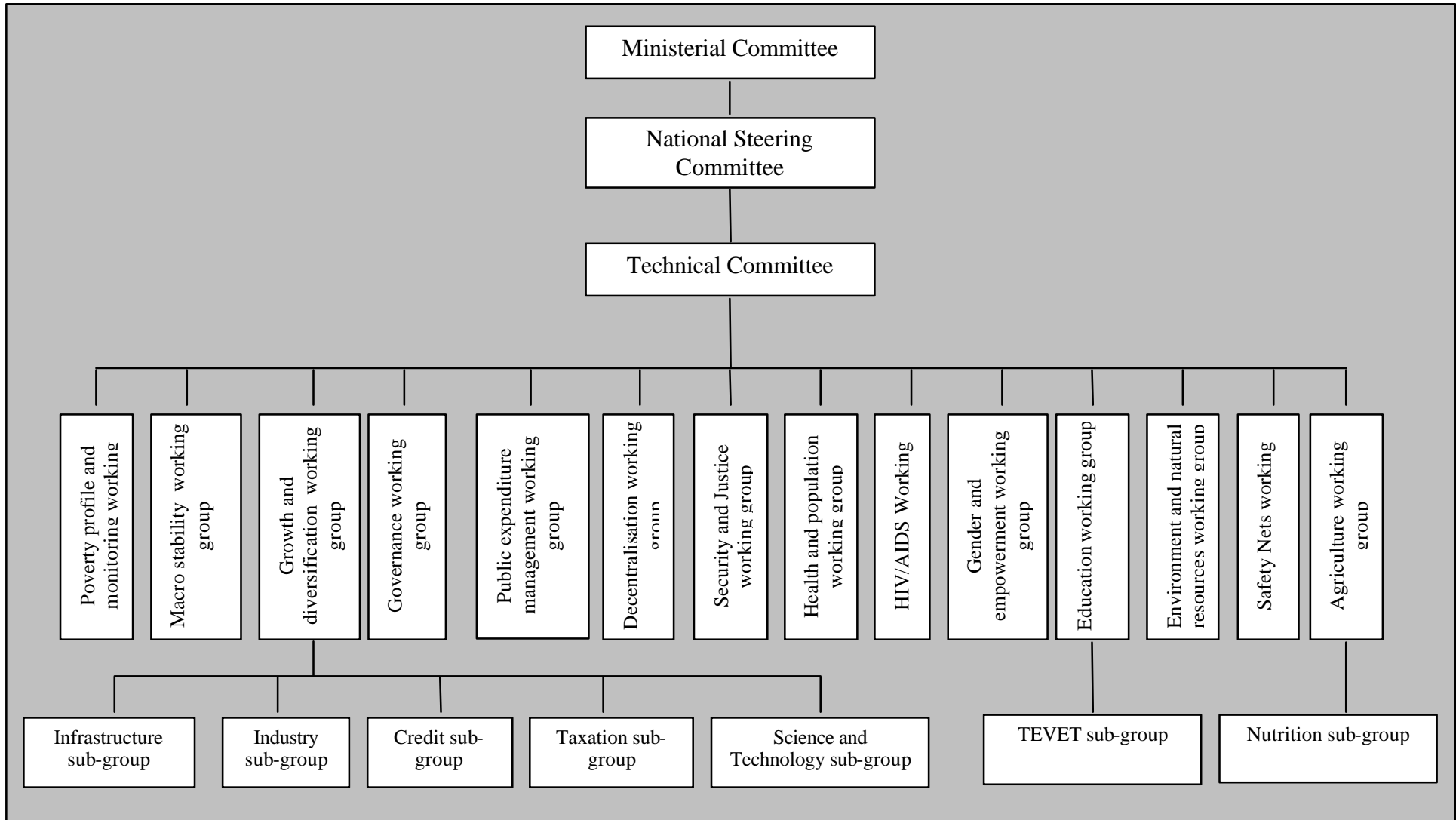
Activity	Date	Notes
Planning of process	October-November,2000	Preparation by the Technical Committee of the outline of the process and mobilisation
Preparation of “ MPRS Issues Paper”	November, 2000	By the Technical Committee on the basis of existing documents. The Issues Paper presented a “menu of options” from which priorities were to be selected.
Official Launch at Capital Hotel	January 11 th , 2001	By the Rt.Hon. Vice President at the Capital Hotel. Followed by presentations on the process and the issues paper.
Initial overall prioritisation	January 11 th – 12 th , 2001	Following the Official Launch, discussions of overall prioritisation based on the Issues Paper
Launching of TWGs at Malawi Institute of Management (MIM)	January 18 th – 19 th , 2001	Presentations on the role of the TWGs, their TORs etc, followed by the first meetings.
District Consultations	February 5 th – 16 th , 2001	Workshop in each district facilitated by the Technical Committee and some TWG members.
Preparation of “MPRS: Findings to Date” document	April, 2001	By the Technical Committee on the basis of previous consultations.
Way forward meeting at Lilongwe Hotel	4 th May, 2001	For all TWGs, to define the revised timetable and give overall comments on the 1 st drafts.
Commenting Workshops in Salima	7 th – 15 th May, 2001	For each TWG in turn, detailed comments on the 1 st drafts from a panel consisting of the Technical Committee, relevant experts, civil society and other TWGs.
“MPRS: Findings to Date” Stakeholders meeting	29 th May, 2001	Discussion of the draft document, following which an editing team taken from the Technical Committee and civil society finalised the document
Sharing Experiences in Costing of Poverty Reduction Strategies at Capital Hotel	26 th July 2001	TWGs shared experiences in costing highlighting major problems being faced in costing of activities.

Activity	Date	Notes
Status Report and Way Forward by Thematic working Groups at Lilongwe Hotel	15 th August, 2001	For all TWGs to discuss the made, to access difficulties faced and to develop realistic and workable mechanism for resolving problems.
Media Campaign	16 th – 23 rd September, 2001	Media briefing, recording of radio programmes, press conference.
Drafting of the MPRS at Mzuzu Hotel	23 rd Sept- 6 th October, 2001	By the Technical Committee including members from non-governmental organisations (NGOs) and civil society.
Commenting Workshop by all Stakeholders on the first MPRS Draft at Capital Hotel	15 th and 17 th October, 2001	Private sector, traditional authorities, Councillors, donors, NGOs, civil society, church groups, trade unions.
Principal Secretaries Commenting of the Draft	20 th – 21 st October, 2001	All Principal Secretaries, Chaired by SPC
Comments on the Draft MPRS by Members of Parliament at Capital Hotel	31 st October, 2001	All Members of Parliament
Incorporation of comments from stakeholders and refinement of action plan	31 st October – 9 th November, 2001	By drafting team
Consultations on action plans and prioritisation with TWGs	12 th – 22 nd November, 2001	
Finalisation of 3 rd Draft	22 nd November – 14 th December, 2001	By drafting team – incorporating comments
Discussion of 3 rd Draft by Principal Secretaries	21 st December, 2001	
Discussion of comments by donor partners	25 th January, 2002	Based on submitted written comments
Cabinet discussion of document	March, 2002	
Submission of final civil society comments	6 th March, 2002	Co-ordinated by MEJN
Meeting with Private Sector	3 rd April, 2002	
Final draft completed, printed and distributed	8 th April, 2002	
Pre-Launch media campaign	April, 2002	Radio panel discussions, radio plays, summaries distributed.
National Launch at Comesa Hall in Blantyre	24 th April, 2002	

Management Framework for the MPRS

The overall process was managed by four layers of committees at different levels. Firstly, a total of 21 Thematic Working Groups (including subgroups)were instituted to draft thematic contributions. These groups reviewed the impact of sector on poverty, outlined the strategies with priorities and an action plan. Secondly, the Technical Committee consisting of officials from the National Economic Council, Ministry of Finance and the Reserve Bank of Malawi. This committee was responsible for managing the process and coordinating and providing support to the Thematic Working Groups. Thirdly, the National Steering Committee of Principal Secretaries, chaired by the Ministry of Finance and Economic Planning was responsible to give advice and guidance to the Technical Committee. Finally the Ministerial Committee, chaired by the Minister of Finance and Economic Planning Coordinated the overall process. Below is a diagram showing the layers of the institutional framework.

MPRS Preparation Organisational Structure



Annex 6b - Issues Highlighted in District Consultations

The District Consultations involved a prioritisation exercise in which the participants were asked to group a list of issues into different categories of priority. Participants were also asked to add any issues not covered based on the original list, which was based on the Issues Paper. Based on the categorisation and ranking of activities, a point scoring system was imputed, so that a national priority list could be derived⁴. The following is a list of the top twenty issues, listed in order of priority:

1. **Access to Credit:** Lack of access to credit was felt to have contributed to the worsening of poverty. There is widespread misconception of the nature of credit, particularly the risks and responsibilities involved. Further, there are problems with the conditions imposed by lenders, such as unrealistic repayment schedules, collateral requirements and interest rate structures.
2. **Rural feeder roads:** It was highlighted that improved rural road networks are essential for translating increased agricultural productivity into poverty reduction, and for opening up rural areas for off-farm diversification. At present, physical access to markets is prevented by poor quality and insufficient rural feeder roads linking farmers and entrepreneurs to towns, main roads and other markets.
3. **Education quality/relevance:** In most Districts, the importance of improving the quality and relevance of primary education was stressed. This would include training more teachers, increasing allocations to teaching and learning materials, and improving teachers' remuneration
4. **Security:** It was repeatedly reported that security deters people from investing in productive assets. Many participants explained that poverty has become entrenched because rural dwellers no longer keep livestock for fear of theft.
5. **Access to safe water:** Access to safe drinking water was seen as central to poverty reduction because it promotes good health and nutrition
6. **Higher agricultural production through extension:** In many districts, the issue of agricultural extension was discussed at length. Recurring themes were the need for Government to review its extension policy to ensure consistent availability of extension services, and the importance of commercialisation of agriculture

⁴ For more details of the Issues Paper and the District Consultations, please see the reports available at www.finance.malawi.gov.mw or from the Technical Committee

through farmers' groups and cooperatives. It was stressed that other issues such as security, rural infrastructure, marketing arrangements and agro-processing are critical to reducing poverty through agriculture.

7. **Decentralisation:** In almost all Districts, the issue of decentralisation was seen as essential for poverty reduction. Local Government elections have created expectations for the decentralisation process. People noted that poverty varies from district to district. Therefore, decentralisation would go along way in addressing district specific poverty issues
8. **Stable prices:** The poor feel the impact of macroeconomic instability through inflation which erodes purchasing power and high interest rates which make credit unaffordable.
9. **Off-farm rural development:** Despite the importance of agriculture, it was generally agreed that the future for Malawi lies in diversifying into activities that have higher value-added component, such as food processing, mining, fisheries and tourism.
10. **Market information for farmers/small business:** Marketing arrangements for agricultural produce were generally agreed to be inadequate at present. In part, the lack of access to markets is due to lack of information and capacity.
11. **Health quality:** It was agreed that there is need to increase the quality of health care, in particular by ensuring that health centres are staffed and equipped.
12. **Health access:** It was also agreed that access to health services was an important issue
13. **Corruption:** It was noted that corruption has resulted in mistrust between the poor and all levels of Government, but especially Central Government.
14. **Other Transport/Communication:** In certain districts, particularly in the far north, far south and Likoma, other transport and communication issues (other than rural feeder roads) were highlighted. In particular, the construction and rehabilitation of main roads and the establishment of regular transport links to Likoma.
15. **Irrigation:** It was agreed that irrigation plays a vital role in increasing agricultural productivity and achieving food security.
16. **Environment:** The sustainability of natural resources, especially forests, was seen as an important issue in most districts.

17. **Access to education:** Access to education was seen as an important issue, but ranked well below issues of quality and relevance of education.
18. **Input supply/subsidies:** In several Districts, there were calls for universal input subsidies to be reintroduced. In others, reform of the input supply industry was seen as a priority. In many Districts, the timing of input distribution was highlighted as an issue of concern.
19. **HIV/AIDS:** The problem of HIV/AIDS was seen by many Districts as important but not essential for poverty reduction.
20. **Democratic Governance:** In many Districts, issues of democratic governance were raised as concerns. In particular, combating oppression, strengthening parliament and other governance institutions, and depoliticising development.

Annex 6c – Participants in the MPRS Process

Membership of the Technical Committee

Mr.	George	Zimalirana (Chair)	National Economic Council
Mr.	Ben A.	Botolo	Ministry of Finance and Economic Planning
Mr.	Gresham S.Z.	Jere	Ministry of Finance and Economic Planning
Mr.	Patrick C.	Kamwendo (Vice Chair)	Ministry of Finance and Economic Planning
Mr.	Tom M.	Leeming	Ministry of Finance and Economic Planning
Mr.	Ted	Sitimawina	Ministry of Finance and Economic Planning
Mr.	Lawrence	Kachikopa	National Economic Council
Mr.	Keta	Mulwafu	Reserve Bank of Malawi
Mrs.	Patricia	Zimpita	National Economic Council
Mr.	E.R.	Goneka	Reserve Bank of Malawi
Mr.	K.K.	Mulwafu	Reserve Bank of Malawi
Mr.	Patrick	Kabambe	Ministry of Finance and Economic Planning
Mr.	Chancy	Simwaka	Ministry of Finance and Economic Planning

Membership of the Drafting Team

Mr	George	Zimalirana (Chair)	National Economic Council
Mr.	Patrick C.	Kamwendo (Vice Chair)	Ministry of Finance and Economic Planning
Mr.	Ben A.	Botolo	Ministry of Finance and Economic Planning
Mr.	Tom M.	Leeming	Ministry of Finance and Economic Planning
Mr.	Keta	Mulwafu	Reserve Bank of Malawi
Mrs.	Patricia	Zimpita	National Economic Council
Mr.	E.R.	Goneka	Reserve Bank of Malawi
Mr.	K.K.	Mulwafu	Reserve Bank of Malawi
Mr.	Patrick	Kabambe	Ministry of Finance and Economic Planning
Mr.	Chancy	Simwaka	Ministry of Finance and Economic Planning
Mr.	Ted	Nandolo	CONGOMA
Mr.	Samson	Lembani	Konrad Adenauer Foundation
Mr.	Macloud	Muyepa	Ministry of Agriculture and Irrigation
Mr.	Mavuto	Bamusi	Malawi Economic Justice Network
Mr.	Maxton G.	Tsoka	Centre for Social Research
Mr.	Nebert	Nyirenda	Malawi Investment Promotion Agency
Mr.	Steve	Mwale	Ministry of Finance and Economic Planning/National Economic Council

Membership of Thematic Working Groups

Agriculture Thematic Working Group

Dr.	C.B.	Chizonda (Chair)	Ministry of Agriculture
Mr.	S.	Jobe	Action Aid
Mr.	D.B.	Maluwa	ADMARC
Dr.	M.	Kwapata	Bunda College of Agriculture
Dr.	Harry	Potter	DFID
Ms.	S.	Grange	EU Delegation
Mr.	Bart	Messinne	EU Delegation
Dr.	G.	Chinkhuntha	Freedom Gardens

Mr.	Ian N.	Kumwenda	MASIP
	E.	Manda	MASIP
	Jollam	Banda	Ministry of Agriculture
	R.J.	Chapweteka	Ministry of Agriculture
Mr.	Z.D.	Chikhosi	Ministry of Agriculture
Dr.	E.	Chilembwe	Ministry of Agriculture
Dr.	D.O.	Chinombo	Ministry of Agriculture
	Masozi	Kachale	Ministry of Agriculture
Mr.	D.	Kamputa	Ministry of Agriculture
Mr.	Ben	Mkomba	Ministry of Agriculture
Mr.	E.K.	Mphande	Ministry of Agriculture
Mr.	A.R.E.	Mwenda	Ministry of Agriculture
	M.H.L.	Sande	Ministry of Agriculture
	F.W.	Kaimila	MRFC
Mrs.	Betty	Chinyamunyamu	NASFAM
	B.B.	Kaunda	SCFT
Mr.		Chirambo	TAMA
Mr.	Francis W.	M'buka	World Bank

Credit Thematic Working Group

	S.R.	Mgwadira	Commercial Bank of Mw
Mr.	A.W.B.	Mbowani	Finance Bank
Mr.	L.	Chipeta (Chair)	Ministry of Commerce and Ind
Ms.	Joke	Van Der Ven	Ministry of Commerce and Ind
Mr.	A.	Vilili	Ministry of Commerce and Ind
	S.M.	Murotho	MRFC
Mr.	S.R.	Kadzola	MUSCCO
	F.	Kaluwire	NASME
Mr.	Victor	Lungu	National Economic Council
Mr.	Bester	Nampuntha	Office of the Vice President
Mr.	H.	Mathanga	Reserve Bank
Mrs.	E.	Chioko	SEDOM
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Institutions involved in consultations

Government

1. Ministry of Finance and Economic Planning
2. National Economic Council
3. Reserve Bank of Malawi
4. Office of the President and Cabinet
5. State Residences
6. National Research Council
7. National Statistical Office
8. Public Sector Change Management Agency
9. Department of Human Resources Management and Development
10. Contracting Out Unit
11. Office of the Vice President
12. Ministry of Local Government
13. Decentralisation Secretariat
14. Ministry of Education, Science and Technology
15. Ministry of Health and Population
16. National AIDS Commission
17. Ministry of Agriculture and Irrigation
18. Malawi Agriculture Sector Investment Programme (MASIP) Secretariat
19. Ministry of Commerce and Industry
20. Ministry of Water Development
21. Ministry of Foreign Affairs and International Cooperation
22. Ministry of Natural Resources and Environmental Affairs
23. Ministry of Transport and Public Works
24. National Roads Authority
25. Malawi Revenue Authority
26. Ministry of Home Affairs
27. Police
28. Prisons
29. Immigration
30. National Intelligence Bureau
31. Ministry of Defence
32. Army
33. Ministry of Tourism, Parks and Wildlife
34. Ministry of Information
35. Ministry of Justice and Constitutional Affairs
36. Judiciary
37. Minister Responsible for Poverty Alleviation Programme
38. Minister Responsible for People with Disabilities

39. National Audit Office
40. Accountant Generals Department
41. Department of Informational Systems and Technology Services
42. Anti-Corruption Bureau
43. Ministry of Gender, Youth and Community Services
44. Ministry of Land, Housing, Physical Planning and Surveys
45. Ministry of Labour and Vocational Training
46. Technical, Entrepreneurial and Vocational Education and Training Authority
47. Law Commission
48. Malawi Institute of Education
49. Malawi National Examinations Board
50. Malawi Social Action Fund
51. Government Contracting Out Unit
52. Malawi Investment Promotion Agency
53. Malawi Export Promotion Council
54. Malawi Industrial Research and Technology Development Centre
55. Ombudsman
56. Electoral Commission

Parliament

1. United Democratic Front
2. Malawi Congress Party
3. Alliance for Democracy
4. Agriculture and Irrigation Committee
5. Education Committee
6. Budget and Finance Committee
7. Health and Population Committee
8. Public Accounts Committee
9. Transport and Public Works Committee

Civil Society

1. Council for NGOs in Malawi (CONGOMA)
2. Action Aid
3. National Smallholders Association of Malawi (NASFAM)
4. Consumers' Association of Malawi (CAMA)
5. CARE International
6. CCAP
7. Catholic Commission for Justice and Peace (CCJP)
8. Centre for Advice, Research and Education on Rights (CARER)

9. National Youth Council
10. Nation Newspaper
11. Daily Times Newspaper
12. Chronicle Newspaper
13. Malawi Broadcasting Corporation
14. British Broadcasting Corporation
15. Television Malawi
16. Christian Health Association of Malawi (CHAM)
17. Centre for Social Concern
18. Christian Service Commission (CSC)
19. Commission for Human Rights and Rehabilitation (CHRR)
20. Malawi Institute for Democracy and Economic Affairs (MIDEA)
21. Concern Universal
22. CURE
23. Economists' Association of Malawi (ECAMA)
24. Family Planning Association of Malawi (FPAM)
25. Banja La Mtsogolo (BLM)
26. IPU
27. Malawi Council for the Handicapped (MACOHA)
28. MANET
29. Medical Association of Malawi
30. Malawi Congress of Trade Unions
31. Malawi Environmental Endowment Trust (MEET)
32. Medical Council
33. Nurses and Midwives Association
34. Malawi Economic Justice Network (MEJN)
35. OXFAM
36. Project Hope
37. Public Affairs Committee
38. Save the Children (UK)
39. Society of Accountants of Malawi (SOCAM)
40. Small Enterprise Development Organisation of Malawi (SEDOM)
41. Sue Ryder Foundation
42. Land o' Lakes
43. National Democratic Institute (NDI)
44. AFRICARE
45. Teachers' Union of Malawi (TUM)
46. World Council of Churches
47. Bunda College
48. University of Malawi
49. Chancellor College

50. Centre for Education Research and Training (CERT)
51. College of Medecine
52. Centre for Social Research (CSR)
53. Demographic Unit
54. Chancellor College
55. Mzuzu University
56. Law Society
57. Malawi College of Health Sciences
58. Polytechnic
59. Malawi Entrepreneurial Development Institute (MEDI)

Private Sector

1. Agriculture Development and Marketing Corporation (ADMARC)
2. Malawi Rural Finance Company (MRFC)
3. SUCOMA
4. Malawi Development Corporation (MDC)
5. Malawi Telecommunications Limited
6. National Construction Industry Council
7. Regional Water Boards
8. Tobacco Association of Malawi (TAMA)
9. Freedom Gardens
10. Commercial Bank of Malawi (CBM)
11. Finance Bank
12. Malawi Union of Savings and Credit Organisations (MUSSCO)
13. National Association of Small and Medium-Scale Enterprises (NASME)
14. Epsilon and Omega
15. Malawi Confederation of Chambers of Commerce and Industry (MCCCI)
16. National Action Group
17. Tobacco Exporters Association of Malawi (TEAM)
18. National Association of Business Women (NABW)

Local Government Representatives

1. All District Chief Executives
2. All District Assembly Chairs
3. Other members of District Assembly Staff
4. Other Councillors

5. Traditional Authorities
6. Local Political Leaders
7. Local NGOs
8. Local religious leaders

Donors

1. DFID
2. EU Delegation
3. World Bank
4. IMF
5. UNDP
6. UNICEF
7. World Food Programme (WFP)
8. Food and Agriculture Organisation (FAO)
9. DANIDA
10. GTZ
11. African Development Bank (ADB)
12. Organisation of African Unity (OAU)
13. CIDA
14. SIDA
15. NORAD
16. Republic of China
17. UNAIDS
18. UNFPA
19. UNHCR
20. WHO
21. USAID
22. Zimbabwe High Commission
23. Mozambique High Commission

Annex 7 – Bibliography

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