



**REPUBLIC OF MALAWI**

**NATIONAL COMMUNITY  
DEVELOPMENT POLICY**

**2024**

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## **FOREWORD**

The Government of Malawi recognises the important role that the community development sector plays in the sustainable socio-economic development of the country through various inclusive mind set game changer interventions. Community development, therefore, requires supportive policies and legislation to ensure sustainable social economic development. It is against this background that the National Community Development Policy (2016) was revised to provide a new policy direction and guidance to all stakeholders by addressing existing gaps, challenges and emerging strategic issues identified in the community development sector.

The revised National Community Development Policy (2024-2029) therefore, outlines policy directions and strategies on how best to tackle these challenges, gaps and emerging issues in an integrated and inclusive manner in order to effectively contribute towards achieving the National Development Agenda as outlined in the Malawi 2063 (MW2063). The policy is anchored under MW2063 enablers of Human Capital Development, Mind-set Change and Environmental Sustainability which focus on the improved wellbeing of citizens, building positivity and self-reliance in relation to socio economic development. This Policy provides a guiding framework that will address these concerns as well as harmonise the efforts and synergies of various stakeholders involved in promoting community development. Further, the Policy contributes towards the attainment of regional, continental, and international commitments such as the African Union Agenda 2063 and the 2030 Sustainable Development Goals.

The Government of Malawi is fully committed to the implementation of the Policy and urges all stakeholders in the community development sector and beyond to adhere to and fully implement the Policy so that the set goals, outcomes and objectives are attained. It is, therefore, my sincere hope that the Policy shall provide overall guidance and reference for mind-set change in order to contribute towards an inclusively wealthy and self-reliant nation by catalyzing sustainable social economic development efforts.

Hon. Jean Muonaowuza Sendeza, M.P  
**MINISTER OF GENDER, COMMUNITY DEVELOPMENT  
AND SOCIAL WELFARE**

## **PREFACE**

The goal of the Department of Community Development is to catalyse sustainable development efforts at community level through mind set change of the target communities using inclusive community-based approaches. Government therefore, commissioned the review of the National Community Development Policy (2016) in order to address growing competing community development emerging strategic issues, demands and challenges. These emanate from various factors such as; lack of harmonised community development policies, approaches, guidelines and plans; weak regulatory frameworks, increased rural urban migration, negative mind-set, and poor knowledge management techniques. These problems, coupled with increasing population, limited capacity development and financing, and inadequate integration of crosscutting issues pose a serious threat to the community development sector.

The goal of the National Community Development Policy 2024-2029 is to contribute towards an inclusively wealthy and self-reliant nation by catalysing sustainable social economic development efforts through inclusive mind set change and strategic transformative initiatives and approaches. The Policy was developed in line with the charters, treaties, conventions, protocols, declarations, laws, policies and guidelines on community development at both international and domestic levels. At National level, the Malawi 2063 among others, guided the process of developing the current Policy.

The Policy will further leverage on the following opportunities that exist in the community development sector; the Community Development Month (CDM) Initiative, community development training institutions, increased number of potential partners and stakeholders willing to support community development initiatives, community learning centres, availability of community development fund at Local Council level, governance structures and savings and loan groups.

The development of the policy was done through rigours consultations. The key stakeholders consulted include local communities, traditional authorities, local authorities, Integrated Community Development Technical Working Group (ICD TWG), relevant Government Ministries, Departments and Agencies, private sector; Civil Society Organisations; Faith Based Organisations; Non-Governmental Organisations; and development partners. The successful implementation of this National Community Development Policy will require concerted efforts by all the stakeholders. I, therefore, call upon all the stakeholders to join hands in order to achieve the noble goals set out in this Policy.

Dr. Nertha- Kate Semphere Mgala  
**SECRETARY FOR GENDER, COMMUNITY DEVELOPMENT  
AND SOCIAL WELFARE**

## ACRONYMS

ALE	Adult Literacy and Education
CBCC	Community Based Childcare Centre
CD	Community Development
CDM	Community Development Month
CDMI	Community Development Management Information System
CPEP	Community Based Population Education Programme
CSO	Civil Society Organisations
DCDO	District Community Development Office
DDP	District Development Plans
DHS	Demographic Health Survey
DEVPOL	Development Policies
DHRMD	Department of Human Resources Management and Development
ECD	Early Childhood Development
EDP	Economic Development Plan
FBO	Faith Based Organisations
GoM	Government of Malawi
ICD-TWG	Integrated Community Development Technical Working Group
ICT	Information Communication Technology
IHS	Integrated Household Survey
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MEGS	Malawi Economic Growth Strategy
MIP-1	Malawi 2063 First 10-Years Implementation Plan

MIS	Management Information System
MoGCDSW	Ministry of Gender, Community Development and Social Welfare
MNSSP II	Malawi National Social Support Programme II
MPRSP	Malawi Poverty Reduction Strategy Paper
MW2063	Malawi 2063
NAP	National Agriculture Policy
NCDP	National Community Development Policy
NCS	National Charcoal Strategy
NESIP	National Education Sector Investment Plan
NRS	National Resilience Strategy
NSA	Non-State Actors
OPC	Office of the President and Cabinet
PPA	Policy Priority Areas
RBM	Reserve Bank of Malawi
SDG	Sustainable Development Goal
SLG	Savings and Loans Groups
STI	Science Technology and Innovation
TWG	Technical Working Groups
UN	United Nations
VDP	Village Development Plans
WMS	Welfare Monitoring Survey

## DEFINITION OF TERMS

***Asset-based participatory approaches:*** approaches that support people to share perspectives of complex societal issues, recognise local strengths and capabilities, and apply these to inform action and change.

***Adult Learning and Education:*** means earning and education that focuses on adults, which includes a wide range of acquisition of knowledge and skills “which can help tackle pressing economic, social and environmental challenges.”

***Capacity building:*** is defined as activities, resources and support that strengthen the skills and abilities of the people and community groups to take effective action and leading roles in the development of their communities.

***Community mobilisation:*** is a process of bringing as many stakeholders as possible to raise people’s awareness of and demand for a particular programme, to assist in the delivery of resources and services, and to strengthen community participation for the sustainability of projects and self-reliance.

***Community development:*** is the process of building active and sustainable communities based on social justice and mutual respect by empowering communities to work on their own agendas in order to improve their quality of life. It includes approaches and programmes that promote community participation and involvement in community driven projects.

***Community Demand Driven Approach:*** is a bottom-up approach that empowers communities to demand activities they can actively participate, own, take charge and sustain.

***Community self-evaluation:*** promotes self-assessment of the goals set by the community members at the start of the calendar year. Communities will be encouraged to set annual targets at both community and household levels with the facilitation of extension workers.

***Economic empowerment:*** is the development of the ability of the historically disadvantaged, to engage in economic activity that benefits both the individuals in question and the broader society. It involves the ownership of finances, investments, property, and gaining education.

***Empowerment:*** is the provision of opportunities in employment, training, credit facilities, and other services for disadvantaged groups.

***Financial Literacy:*** is the ability to understand and effectively use various financial skills, including personal financial management, budgeting, and investment

***Gender:*** refers to a range of socially constructed roles and relationships, responsibilities, attitudes, behaviours, values, statuses and privileges that society ascribes to men, women, boys and girls in a given culture or location.



***Good Governance:*** is defined as the transparent and accountable management of human, natural, economic and financial resources for the purpose of equitable and sustainable developments.

## **1.0 INTRODUCTION**

The National Community Development Policy (NCDP) 2024-2029 provides a framework for guiding implementation of community development programmes with a view to meeting the goals set out in the Malawi 2063 (MW2063), and the United Nations (UN) 2030 Sustainable Development Goals. The Policy affirms the Ministry of Gender, Community Development and Social Welfare's (MoGCDSW) commitment to MW2063 and attainment of goals in the MW2063 First 10-Years Implementation Plan (MIP-1). The Policy is also contributing to some regional and global instruments while taking into consideration the current emerging issues such as reforms, policies and strategies which came up after the preceding NCDP. The Policy is also offering an implementation framework of government's reforms agenda of Community Development Month (CDM).

The goal of the Policy is to contribute towards an inclusively wealthy and self-reliant nation by catalysing sustainable social economic development efforts through inclusive mind set change strategic transformative initiatives and approaches. The Policy has focused on seven broad priority areas, namely: Community Mobilisation, Capacity Building and inclusive participation; Home Management, Nutrition and Community Economic and Social Empowerment; Adult Education and Lifelong Learning; Building positivity, Hardworking and Self-help Spirit; Governance, Research, Innovation and Institutional Development; Resource Mobilisation and Monitoring, Evaluation, learning and Information Communication Technology (ICT) Based Community Development.

Strict adherence to the guiding principles of the Policy will ensure that quality and inclusive community development services are readily available to meet the demands of the communities. This includes provision of efficient and effective mind set change community development services for self-reliance, wealth creation and sustained socio-economic growth.

### **1.1 Background**

The community development sector plays an important role in contributing to self-reliance, wealth creation and sustainable socio-economic development of the country. However, there have been several challenges contributing to the sectors failure to attain its objectives. It is against this background that the GoM through MoGCDSW developed the National Community Development Policy 2016-2021 to guide the effective service delivery of community development programmes. The overall goal of the policy was to contribute towards effective and sustainable socio-economic development through a clearly defined, consistent and collaborative people centred mind-set change approaches. The policy also aimed at promoting community self-reliance through capacity building and active participation of community members in various development programmes and projects.

The Policy registered several achievements which include; establishment and strengthening of Community Development structures and skilled individuals, development and

dissemination of guiding documents for the implementation of the subprograms such as Savings and Loans Groups (SLG) guidelines, introduction of the Community Development Month initiative, upgrading the certificate curriculum to Diploma level at Magomero Community Development College and other courses and curricula in other institutions of higher learning, facilitation of Functional Review and promotions criteria facilitation of the presence of motivated and qualified human resource and volunteers at all levels thereby increasing the number of communities that access community development services, among others.

However, the policy did not achieve some of its objectives since most of the challenges that influenced its development still exist in the sector. The Ministry has therefore, reviewed the previous Policy after the lapse of its implementation and developed a new Policy. The National Community Development Policy 2024-2029 therefore, draws lessons from the implementation of the previous Policy, the Decentralization Policy, related policies and strategy frameworks that strengthen institutionalisation of communities at grass-root levels. The revised Policy has taken into consideration existing challenges which include; resistance from partners and other stakeholders in following recommended Community Development practice, lack of self-help spirit, poor knowledge management techniques, increased rural urban migration, poor regulatory frameworks lack of patriotism and integrity among community members, unsustainable programmes and projects due to lack of ownership by community members, and inadequate support from partners and other stakeholders. The Policy has also taken into consideration gaps of the previous Policy and emerging issues which include CDM, MIP 1 and MW2063 among others.

The Policy will further leverage on the following opportunities that exist in the community development sector; increased presence of more skilled and trained community members, expansion of markets for diverse products which give a chance for entrepreneurship, availability of governance structures, presence of Saving and Loan Groups (SLGs), presence of nutrition groups; presence of nutrition coordination structures, ICT, innovations, the CDM initiative, availability of Community Development Training Institutions, increased number of potential partners and stakeholders willing to support Adult Literacy, nutrition and community economic empowerment initiatives, availability of resources at Local Council level, and increasing demand from different stakeholders for training services in community development.

### **1.1.1 Historical Context**

Community Development in Malawi has gone through different phases since the colonial era from 1891-1963 where it was coercive. During this period, community development was clearly and sharply articulated and prioritised. After independence, from 1964 to 1993, it was hinged on the promotion of the spirit of self-reliance in a participatory manner. However, the actual practice was greatly bottom-up rhetoric. After independence, the strategies did not particularly focus on community development as a distinct area of endeavour as it was

considered a crosscutting issue. A spirit of patriotism to one's country was promoted during the era, which helped people to do self-help work and self-reliance. People also had to work hard in their fields to achieve food security for their households.

The multiparty era (1994-to date) has been characterised by the waning spirit of self-help and self-reliance and the rising culture of dependency not only on the Government but also on the non-state stakeholders that have emerged within the realm of community development since the advent of democratisation. The rising culture of dependency is attributed to the widespread misunderstanding of the notion of democracy where the majority of the people interpret democracy as implying unlimited freedom that includes the Government taking on total responsibility of every aspect of their livelihoods. The dependency syndrome has resulted in lack of ownership and sustainability of development programmes and projects as people look up to Government and NSAs to continuously support the programmes. Furthermore, democracy has resulted in lack of patriotism and integrity by community members, lack of transparency and accountability to communities by the stakeholders and inadequate skills to initiate, implement and sustain community development programmes at the local level.

It is against this background, that GoM through MoGCDSW developed the National Community Development Policy 2016-2021 to guide the effective service delivery of community development programmes. The overall goal of this previous Policy was to contribute towards effective and sustainable socio-economic development through a clearly defined, consistent and collaborative people centred mind-set change approaches. The policy also aimed at promoting community self-reliance through capacity building and active participation of community members in various development programmes and projects.

Currently, over the previous Policy implementation period, gaps, existing challenges and emerging issues have been identified. In addition, community development initiatives are still being concentrated in one area/ districts and often duplicated, this deprived others who would have benefited from the same resources if properly coordinated. However, despite the existence of the previous Policy, community development is being implemented within the policy environment only where it is looked at as a minor component of rural development rather than the champion of community and rural development.

### **1.1.2. Current Status**

Although some progress has been made regarding access to community development services through the implementation of the previous Policy, challenges still remain. These challenges include: out dated documents to guide community mobilisation and community leaders, inadequate self-help spirit, lack of integrity, lack of a Community Development Strategic plan, inadequate and poor condition of infrastructures which include permanent literacy centres and community development training institutions, shortage of learning materials, in adequate funding for community development programs both at National and District levels, lack of mechanisms for accountability, weak regulation frameworks, inadequate visibility,

increase in rural urban migration, low integration of nutrition and home management in community development programmes, inadequate community economic and social empowerment interventions, lack of skills and equipment for ICT based community development, low focus on adult education and lifelong learning, unavailability of reliable data that will shape program planning for district interventions, lack of proper coordination among players leading to duplication of efforts and lack of adequate skills from extension workers in some programme plans and activities.

Currently, community development is also included in the national development agenda of MW2063 in the pillars of agricultural productivity and commercialisation, urbanisation, and industrialisation. In the view of the above, the Policy will be anchored to the MW2063 and it is expected to guide community development immensely in contributing to the three enablers namely, Human Capital Development, Mind-set Change and Environmental Sustainability. This is because community development encompasses the people and the whole process of organising and preparing individuals and communities to undertake development processes for improved livelihoods in a clean and secure environment. The community development is also linked to local, regional and global policies frameworks, declaration and strategies.

## **1.2 Linkage with relevant Policies and pieces of Legislation**

The Policy is linked to a number of legal frameworks and policies at national and international levels. They include the following:

### **1.2.1. Pieces of Legislation**

#### ***1.2.1.1 Constitution of the Republic of Malawi***

The NCDP aims to satisfy the provision of “every person’s right to development” as enshrined in Chapter IV of the Constitution of the Republic of Malawi and Section 30 sub section (1) which states “All persons and peoples have a right to development and therefore to the enjoyment of economic and social cultural and political development and women, children and the disabled in particular shall be given special consideration in the application of this right”.

#### ***1.2.1.2 Local Government Act***

The Local Government Act is the principal relevant legislation for local government and local authorities in Malawi. It provides a framework for decentralisation, establishing the councils and providing for their composition, powers, functions, and financing. The Act also provides for the administration of local government, with local government areas as set out in the first schedule. In the same vein, the NCDP provides a platform on how to strengthen the governance structures, financing, and administration that are stipulated in the Malawi Local Government Act.

### ***1.2.1.3 Environment Management Act***

The Environment Management Act make provision for the protection and management of the environment, the conservation and sustainable utilisation of natural resources and for matters connected therewith and incidental thereto. Part II of the Act stipulates that every person's environmental obligation and the right to clean and health environment. NCDP policy is also contributing to this Act through MIP 1 enabler of Environment Management in order to promote sustainable development with clean, secure environment.

## **1.2.2 National Policies/Strategies**

### ***1.2.2.1 Malawi 2063 and its first 10-year Implementation plan 1 (MIP I)***

The policy is espoused in the country's long term development vision, the MW2063 and more particularly MIP-1. The NCDP is in line with the MW2063 enablers of Human Capital Development, Mind-set change and Environmental Sustainability. Through these three enablers, this Policy will contribute towards self-reliance and wealth creation using various community development mind set change approaches and interventions.

### ***1.2.2.2 National Decentralisation Policy***

Decentralisation Policy seeks to create and provide a conducive environment for inclusive citizen participation, coordination, financing, adequate service delivery and effective local planning and infrastructure development. The policy is an overarching document on the functions and operations of local authorities. It promotes democratic governance principles of participation, accountability, transparency, and empowerment of the people at local authority level and eliminates dual administration.

### ***1.2.2.3 National Policy on Equalisation of Opportunities for Persons with Disabilities***

The National policy on Equalisation of Opportunities for Persons with Disabilities was developed in order to promote the rights of people with disabilities and to integrate them in order to enable them play a full and participatory role in society. It recognises that people with disabilities can make a positive contribution towards the achievement of political, social and economic development goals of the country if a conducive environment is created for their inclusion in the mainstream society. This policy will ensure that all programs are inclusive and no-one is left behind in developing the community.

### ***1.2.2.4 The National Gender Policy***

The National Gender Policy outlines the need to articulate issues of equity and equality in the allocation of development efforts so that they benefit girls and boys, women and men alike. The overall goal of the policy mainstreams gender into the national development process to

enhance participation of men, women, boys and girls for sustainable and equitable development for poverty eradication.

#### ***1.2.2.5 National Population Policy***

The Policy provides the framework for improving the standard of living and the quality of life of the people of Malawi. Community development's relevance comes in the Community Population Education Programme (CPEP) which overcomes challenges posed by population dynamics such as high fertility and mortality rates, high child dependency burden, unemployment, and environmental degradation which also have a bearing on development.

#### ***1.2.2.6 Malawi Public Sector Reforms Policy***

The Public Sector Reforms Policy Framework covers policy statements and strategies for the formulation and implementation of public service management reforms, decentralisation reforms, institutional restructuring, recapitalisation, and game changing programming. The NCDP will implement reforms that will transform the public sector into a result oriented and high performing institution that will contribute to a productive, competitive and resilient Malawi that will become a middle-income country in the near future.

#### ***1.2.2.7 National Agriculture Policy***

The policy provides clear and comprehensive policy guidance in agriculture. The National Agriculture Policy (NAP) framework addresses current challenges and attends to future challenges facing the sector. The specific objective of the NAP is to guide Malawi to achieve transformation of the agriculture sector. More specifically, the policy guides us towards increasing production, productivity, and real farm incomes designed to transform the lives of ordinary Malawians. Both the NAP and NCDP are designed to transform the lives of ordinary Malawians through mind set change approaches of community mobilisation, capacity building, staffing, financing, entrepreneurship, community economic empowerment, nutrition, pedagogy and cooperative development. In addition, NAP and NCDP are premised on a spirit of inclusiveness and coordinated partnerships.

#### ***1.2.2.8 National Climate Change Management Policy***

In Malawi, natural resources and the environment play a very significant role in influencing social and economic development at both household and national levels. Approximately 80 Percent of Malawians depend on renewable natural resources for livelihoods, and the foundation of the national economy is primarily rain-fed agriculture. In line with the National Climate Change Management Policy, NCDP also prioritises the integration of climate change into village and district development plans and integrates cross-cutting issues into climate change management through an appropriate institutional framework.

#### ***1.2.2.9 National Youth Policy***

The National Youth Policy provides broad guidelines from which programmes and services can be developed to facilitate meaningful participation and involvement of the youth in the overall national development efforts. The programmes will also respond to youth's needs, concerns and problems. This Policy is in line with various community development programmes particularly the National Youth Service whose participants will largely be youth.

#### ***1.2.2.10 National Education Policy***

National Education Policy argues that in order to increase school enrolment, reduce school dropout levels and improve infrastructure, community and parental engagement are key in improving education transformation in Malawi. NEP also states that there is need to institutionalise community and parental participation in all levels of education. This policy also promotes participatory community engagement for improved and inclusive education.

#### ***1.2.2.11 National Multi-Sector Nutrition Policy***

The National Multi Sector Nutrition policy goal is to have a well-nourished Malawian population that effectively contributes to the economic growth and prosperity of the country. This Policy embraces community development approaches and programmes such as food utilisation and dietary diversification, home management, community hygiene and sanitation, to achieve food and nutrition security at household level and also improve rural livelihoods.

#### ***1.2.2.12 National Adult Literacy and Education Policy***

The National Adult Literacy and Education Policy provides guidance to various stakeholders in implementing strategies and programmes aimed at fostering acquisition of knowledge and skills by adults and targeted youths. This Policy will ensure that adult learning, adult education and lifelong learning are effectively implemented.

#### ***1.2.2.13 National Adult Literacy and Education Strategic Plan***

The National Adult Literacy and Education Strategic Plan is meant to operationalise the National Literacy and Education Policy by providing guidance to various stakeholders in implementing strategies and programmes aimed at fostering acquisition of knowledge and skills by adults and targeted youths for the period up to 2027. This Policy will therefore, bring all the sector stakeholders together and direct their efforts to strengthening the policy and legal environment for implementation of Adult Literacy and Education (ALE) programme and lifelong learning.

#### ***1.2.2.14 National Forest Landscape Restoration Strategy***

The National Forest Landscape Restoration Strategy guides on how to restore deforested and degraded landscapes by 2030 through scaling up improved management of forests and natural



resources, sustainable land management practices with a focus on tree-based restoration practices. This Policy will implement intervention that will contribute to increased food security, resilience to climate change, watershed protection and improved water supplies, increase production of forest products and biodiversity conservation, while enhancing gender equity.

#### ***1.2.2.15 National Resilience Strategy***

The National Resilience Strategy (NRS) represents a pivotal shift in the way the country will address poverty reduction, food and nutrition security, and inclusive resilient growth for all Malawians. NRS introduces a new sense of common purpose to break the cycle of food insecurity in Malawi by bridging development and humanitarian interventions and prioritising a continuum of more predictable livelihood support ‘packages’ that target vulnerable households. Therefore, this Policy spells out programmes where sustainable economic growth creates opportunities for everyone, and where people are resilient to economic and environmental shocks that affect their lives and livelihoods. The Policy is also aligned to NRS through community economic empowerment, nutrition, social behaviour change communication, community mobilisation and capacity building.

#### ***1.2.2.16 National Charcoal Strategy***

National Charcoal Strategy (NCS) provides a framework to address the linked problems of increased deforestation and increased demand for household cooking fuel, with defined and prioritised short-term, medium-term and long-term goals. Sustainable community development also envisions a more climate-resilient Malawi with sufficient supply of affordable, safe and reliable sources of energy for cooking and heating, where deforestation has been reversed and a larger share of cooking and heating energy comes from modern sources of energy.

#### ***1.2.2.17 National Social Support Programme II***

The National Social Support Programme is the sectorial document aiming at reducing poverty and improved resilience for those who are vulnerable to risks and shocks. The policy therefore, will provide resilient livelihoods support to develop viable livelihood strategies and shock-sensitive social protection interventions to ensure protection against shocks by preventing, mitigating, and, if needed, responding swiftly to shocks. This Policy emphasises that mind set change needs to be instilled in the beneficiaries especially when it comes to graduating them to pave way for more beneficiaries to join the scheme.

#### ***1.2.2.18 National Land Policy***

The goal of the National Land Policy in Malawi is to ensure tenure security and equitable access to land, to facilitate the attainment of social harmony and broad based social and economic development through optimum and ecologically balanced use of land and land

based resources. This policy promotes community participation and public awareness at all levels to ensure environmentally sustainable land use practices, and good land stewardship.

### **1.2.3 Linkages with relevant international instruments**

#### ***1.2.3.1 The COMESA Gender policy***

The COMESA Gender Policy advocates equal and full participation of women in all aspects of COMESA activities and other operations taking place in the region. It emphasises the principle of Affirmative Action across all spheres of COMESA policies, systems, structures, programmes and activities in order to redress existing gender imbalances. This Policy complements goals of COMESA Gender Policy by providing a comprehensive gender and development strategy to redress gender inequalities and advance gender-responsive measures at the national and regional levels.

#### ***1.2.3.2 The Revised SADC Protocol on Gender and Development***

The Revised SADC Protocol on Gender and Development under article 17 promotes countries to undertake reforms to give men and women equal rights and opportunity to economic resources, and improved access to control and ownership over productive resources, land and other forms of property, financial services, inheritance, and natural resources.' This is in line with the Policy which promotes inclusive development and is also promoting linkages to other development agendas at national, regional, and international levels.

#### ***1.2.3.3 International Conference on Adult Education (CONFINTEA) VII Marrakech Framework for Action***

CONFINTEA VII Marrakech Framework for Action which underscores the transformational power of Adult Literacy and Education (ALE) in development is also being reaffirmed by the policy as a critical component in the development of the community.

#### ***1.2.3.4 The African Charter on Human and People's Rights on the Rights of Women in Africa***

The African Charter on Human and People's Rights on the Rights of Women in Africa which look at various rights such as rights to sustainable development, a healthy and sustainable environment and health and reproductive among others, is also in tandem with this policy which looks at inclusive participation and economic empowerment of the citizenry in all development endeavours regardless of gender or status of an individual.

#### ***1.2.3.5 African Union Social Policy Framework***

African Union Social Policy Framework highlights the significance of social policy to achieve a dynamic economy, supporting economic growth while increasing participation of

all people, in generating economic growth and benefiting from it, with equality of opportunity and relatively low levels of inequality. Whose outcome is also being mirrored by this policy's mind set change and increased participation of the communities in development work.

### ***1.2.3.6 UN Sustainable Development Goals***

The Policy takes great cognisance of SDGs because community development is a process that aims to improve social, economic and environmental well-being of communities. As such that ,it is closely linked to several SDGs, including SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 14 (Life Below Water), and SDG 15 (Life on Land) .In summary, community development is an important tool for achieving the SDGs, as it can help address multiple goals simultaneously and promote sustainable and inclusive development.

### **1.3 Problem Statement**

The Community Development sector continues to grapple with the problems despite the institutionalisation of the previous Policy. These problems have arisen due to several challenges including poor regulation frameworks, climate change, poor and conflicting approaches, high dependency syndrome, lack of self-help spirit, lack of innovations, poor integration of resilience interventions and poor research techniques. These problems, coupled with increasing population, increased rural urban migration, weak monitoring and evaluation frameworks, limited capacity development, limited financing, conflicting policies and legislation, and inadequate integration of inclusiveness and crosscutting issues pose a serious threat to the sector.

In addition, passage of time has unveiled gaps in the previous Policy such as exclusion of some important community development programmes and interventions which include Community Development Management Information Systems (MIS), knowledge management systems, ICT based community development, digitalisation, community development trainings institutions, and post literacy interventions. Furthermore, over the implementation period, there has been also development of new national agendas for the country. For example, the MW2063 and other new related policies at national, regional and global levels. There has also been development of various reform programmes such as the CDM which is intending to address the low self-help spirit and negative mind set at community level. In addition, the previous Policy did not clearly spell out regulations, guidelines, and standards that guide the practice resulting to haphazard engagement of communities that distort development programmes and projects.

Some of the existing responses include the Community Development Month Initiative, Community Development Colleges, Savings and Loan Guidelines, presence of NSAs offering community development services, Community Learning Centres, Skill Development Centres, MW 2063 and MIP 1, decentralised governance structures, community innovations, resilience interventions, well trained frontline staff and Integrated Community Development Technical Working Groups.

#### **1.4 Purpose of the Policy**

The community development sector plays a critical role in sustaining the country's social economic development through various inclusive mind set game changer interventions. However, there are a lot of problems, challenges and emerging issues which are increasingly threatening the country's community development services delivery. These need to be addressed urgently through appropriate and clear policies on community development. This Policy will provide a guiding framework that will address these concerns as well as harmonise the efforts and synergy of various stakeholders involved in promoting community development. Some of which include knowledge management, Community Development Month (CDM), community mobilisation, nutrition, home management, community economic and social empowerment, adult education and lifelong learning.

Furthermore, this policy will act as a guiding tool for improving institutional arrangements and capacity, sectorial coordination, knowledge management, monitoring, evaluation, research and financing and investment and disaster risk management practices and for effectively mainstreaming and integrating crosscutting issues in the community development sector such as gender, population education, innovations, disability, digitalisation, climate change and ICT.

The Policy further provides mechanisms for implementing MIP 1, other related policies and GoM reforms which include CDM among others and conform to regional and international agreements and protocols without compromising the country's sovereignty, security and territorial integrity.

## **2.0 BROAD POLICY DIRECTIONS**

### **2.1 Policy Goal**

To contribute towards an inclusively wealthy and self-reliant nation by catalysing sustainable social economic development efforts through inclusive mind set change strategic transformative initiatives and approaches.

### **2.2 Policy Outcomes**

The Community Development Policy outcomes are:

1. Strengthened Capacity of communities, community governance structures, community leaders, Community Development Institutions, and development actors;
2. Improved equitable access to opportunities and resources for active participation in the development process for women, men, girls, boys, persons with disabilities and elderly;
3. Enhanced coordination mechanisms and partnerships;
4. Empowered and self-reliant communities that are able to demand inclusive development;
5. Changed mind set towards community participation, ownership and sustenance of development initiatives;
6. Increased demand and use of appropriate technology among all gender groups, youth, and persons with disabilities at community level; and
7. Enhanced Resource Mobilisation for Community Development programmes.

### **2.3 Policy Objectives**

The Policy outcomes will be attained through the following objectives:

- 2.3.1 To strengthen the capacities of communities, community governance structures; community leaders, training institutions and development actors for effective participation, ownership and sustainability of projects and programmes on self-help basis through mind-set change;
- 2.3.2 To improve household and community livelihoods through home management, nutrition and community economic empowerment programmes;
- 2.3.3 To enhance equitable access, quality and relevance of adult education and lifelong learning;
- 2.3.4 To strengthen collaboration, partnership, networking and synergies amongst community development actors;
- 2.3.5 To improve issues of population education to manage population and environment;
- 2.3.6 To strengthen resource mobilisation for community development programmes; and

- 2.3.7 To promote monitoring, evaluation, research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes.

## 2.4 Core values and Guiding principles

Operationalisation of the Community Development Policy will be guided by the following key principles and values:

### 2.4.1 Core values

- i. Innovation and creativity
- ii. Transparency
- iii. Self-reliance
- iv. Accountability
- v. Equity
- vi. Excellence
- vii. Collective action
- viii. Sustainability
- ix. Patriotism
- x. Integrity
- xi. Rights based

### 2.4.2 Guiding principles

- i. **Shared vision:** all concerned stakeholders are mobilised depending on their shared vision, ownership, and passion to ensure that there is ownership and sustainability.
- ii. **Bottom-up approach:** a way of planning or organizing something that considers the smaller parts or details, or the lower or less powerful levels of a group or organization, first.
- iii. **Complementary role:** Provide a framework for enhancing harmonisation and complementation with other government and international policies, strategies and initiatives that address needs of communities in the country.
- iv. **Visionary Leadership:** fostering a culture of situation leadership.
- v. **Hard Work and Self-reliance:** Encouraging hard work self-help spirit and self-reliance for sustainable development.
- vi. **Building Positivity:** Instilling the mind-set of it's possible.

- vii. **Evidence based decision:** Community Development regulation shall be based on reliable continuous data collection, management and analysis to ensure accurate assessment of services and dissemination of information for effective planning of community development and its implementation.
- viii. **Inclusive participation:** Giving community members a voice in the decision-making and implementation process of projects or policies that affect them.
- ix. **Empowerment:** Community development through mind set change trainings and human capital development activates people to use their own strengths for sustainable development.
- x. **Multi sectoral approach:** Community Development issues are multi – faceted and cross cutting in nature hence this Policy will be implemented by different sectors so as to achieve effective partnerships and coordination.
- xi. **Self-determination:** Communities have the power or ability to decide on which community development initiatives projects are needed in their areas.
- xii. **Asset based:** The use of community’s own assets and resources as the basis for development and empowers the people of the community by encouraging them to use what they already possess.

### **3.0 POLICY PRIORITY AREAS**

There are so many challenges, problems and emerging issues that the Community Development Policy seeks to address. However, the Government realise that policy outcomes can better be achieved through the implementation of seven priority areas. The Priority areas are explained below highlighting their description, challenges policy statements and strategies that are proposed to address the issues affecting the sector. These Policy priority areas are: (i) *Community Mobilisation Capacity Building and Inclusive Participation*; (2) *Home Management, Nutrition and Community Economic and Social Empowerment*; (3) *Adult Education and Lifelong Learning*, (4) *Building positivity, Hard-working and Self Help Spirit*; (5) *Governance Research, Innovation and Institutional Development*; (6) *Resource Mobilisation*; and (7) *Research, Monitoring, Evaluation, Learning and Information Communication Technology (ICT) Based Community Development*.

#### **3.1 Policy Priority Area 1: Community Mobilisation Capacity Building and Inclusive Participation**

Community Development is the process of building active and sustainable communities based on social justice and mutual respect by empowering communities to work on their own agendas in order to improve their quality of life. It includes; inclusive mind set change approaches and programmes that promote community participation and involvement in community driven projects. Community development relies on the community members and their skills as the major resource to drive development within their communities through various foundational transformative strategies and interventions. Community mobilisation is the process of engaging communities to identify community priorities, resources, needs and solutions in ways that promote representative participation, good governance, accountability and peaceful change. Research has shown that when people are mobilised using various participatory and inclusive mind set change tools and approaches, there is a likelihood that the programme will contribute to self-reliance and wealth creation since it will accurately reflect their real needs and interests. Benefits of inclusive community mobilisation include the sharing of resources and funding, more effective problem-solving, better representation of voices, empowerment, and decision making within the community, sustainability and accountability. However, poor approaches to community mobilisation and capacity building have led to unsustainable community development programmes because communities are not empowered and emancipated to take control of their destinies.

#### **Policy Statement**

The policy will ensure that communities are inclusively engaged and trained in a more coordinated manner to meet their local capacity needs and support their local development efforts.



## Strategies

- a) Strengthen compliance to effective community development approaches by all stakeholders;
- b) Strengthen mechanisms for self-representation, active participation and inclusion in decision-making, policy development, execution and monitoring of community development activities at all levels;
- c) Establish and strengthen community development structures for them to mobilise resources, monitor programmes and projects and hold duty bearers accountable;
- d) Strengthen asset based socially progressive strategies and approaches that transform the conditions of vulnerable groups;
- e) Enhance inclusive and appropriate grievance redress mechanisms to increase accountability on programme functioning at all levels;
- f) Integrate cross cutting issues which many not be limited to gender, population education, migration, environment and tackle emerging issues such as climate change, shocks and disasters, that affect the community development agenda;
- g) Strengthen demand driven community initiatives that foster ownership and control; and
- h) Enhance Behaviour Change Communication Strategies and models.

### **3.2 Policy Priority Area 2: Home Management, Nutrition and Community Economic and Social Empowerment**

Meaningful development requires communities that are able to build catalytic and transformative resilient livelihoods so that they can withstand various social, climatic and economic shocks. There is also a need for members to be socially empowered for them to make informed decisions for both vertical and horizontal integration in society. Therefore, interventions such as home management, nutrition and community economic and social empowerment which aim at protecting the assets and improving the resilience of rural communities, promoting decision making, improving productive capacity and asset base of households are key in resilience and livelihoods.

The Malawi National Social Support Programme II (MNSSP II) identified vulnerable living standards as one of the challenges facing the majority of Malawians and the promotion of resilient livelihoods as one of the pillars to focus on during implementation. However, reports have shown that there are still gaps in empowering households and communities economically through entrepreneurship skills, nutrition, home management and Savings and Loan Groups (SLG). For instance, the 2018 Household Financial Literacy and Capability Follow-Up Survey by the Reserve Bank of Malawi (RBM) had shown that Malawians that access formal financial services and products still remain low; about 78% of Malawians are financially excluded. In addition, field monitoring reports have revealed that there have also been less efforts in integrating nutrition and home management in ALE, SLG, Community Based Child Care (CBCCs) and Social Protection.

## **Policy Statement**

The Policy will ensure effective implementation of nutrition, home management and economic empowerment interventions that will enhance resilience to shocks and improve livelihoods both at household and community level.

## **Strategies**

- a) Strengthen integration of nutrition and home management in Savings and Loan Groups (SLG), Community based Child Care Centres (CBCC), Community Development Month (CDM) Initiative and Adult Learning and Education (ALE) and in other community development programmes;
- b) Enhance nutrition and home management skills to Early Childhood Development (ECD) and social cash transfer programme and in other community development programmes;
- c) Build capacity to improve financial literacy, savings, investment culture, business management and nutrition enterprise skills to community members;
- d) Facilitate the integration of SLG management skills in various development initiatives;
- e) Strengthen the adoption of appropriate and inclusive home management and nutrition technologies at community level;
- f) Strengthen graduation models for community economic empowerment, home craft, and nutrition groups for sustainable livelihoods; and
- g) Enhance decision making at community and household levels using various social empowerment models and tools including a familial approach to training.

### **3.3 Policy Priority Area 3: Adult Education and Life-long Learning**

Adult Education and Lifelong learning are critical components in human capital development and mind set change through empowering adults with knowledge, skills, and opportunities for personal growth and socio-economic advancement. Adult Education and Life-long programme aims to maintain and enhance basic literacy, numeracy and problem-solving skills, giving individuals sufficient general basic work skills enabling them to function effectively in their societies.

However, despite the significance of Adult Education and Lifelong Learning, skills development among adult learners is still low, due to implementation of post literacy activities. Some of the contributing challenges are failure to fully adopt international resolutions on adult learning, poor coordination and fragmented service delivery, misconceptions, low visibility and awareness of the programme and inadequate resources.

## **Policy Statement**

The Policy will ensure that adult education, lifelong learning and skills development among adult learners are enhanced for effective participation in personal, community and national development.

## **Strategies**

- a) Strengthen innovative and integrated inclusive approaches to adult education and lifelong learning; through a comprehensive review of curriculum;
- b) Strengthen the capacity of actors and service providers in adult education and lifelong learning;
- c) Develop and implement a communication strategy to enhance visibility and advocacy for adult education and lifelong learning among stakeholders;
- d) Strengthen lifelong learning for independent living and skills development in community learning centres;
- e) Scale up of Community Learning Centres;
- f) Enhance increased access to adult education programs and lifelong learning;
- g) Enhance the coordination and management of adult education and lifelong learning programmes;
- h) Enhance male participation in Adult Education and Lifelong Learning; and
- i) Strengthen community self-sponsored and manage Adult Education and Lifelong Learning centres.

### **3.4 Policy Priority Area 4: Building Positivity, Hardworking and Self-help Spirit**

The choice of interventions being prioritized under MIP-1, both in the economic and social sectors, is primarily guided by the need for the country to create wealth for financing its own development needs. According to MIP-1, mind set change at the individual, community and national level is important for instilling a culture of self-reliance towards the inclusive wealth creation agenda. In response to this, Government of Malawi approved the introduction of CDM to revive and strengthen a hardworking and self-help spirit and positivity having noticed limited community participation and lack of ownership and sustainability of the programmes implemented by communities. CDM will provide an inclusive development path through mind set change because it has been designed to instil the hard-working spirit, positivity, visionary and transformative leadership, integrity and patriotism to the communities.

Self-help spirit at community level has declined since the dawn of multi-party democracy in 1994 largely due to wrong interpretation of voluntary work and misunderstanding of democracy as being the right not to work and dependency on government. This dependency

on hand-outs and negative mind set has brought about lack of commitment to hard work, ownership, and sustainability of programmes.

### **Policy Statement**

The Policy will ensure that efforts towards positive mind set are strengthened to have ‘a united, patriotic and proud people’ that believe in their own abilities and are active participants in building the nation towards its development goals.

### **Strategies**

- a) Enhance compliance to CDM’s implementation guidelines;
- b) Establish partnerships with all community development stakeholders and communities to sustain CDM;
- c) Strengthen approaches that embed positive mind set change, self-help and inclusivity among community members;
- d) Facilitate the integration of the self-help spirit in primary, secondary and tertiary education curriculum;
- e) Strengthen the self-help spirit in all programmes at community level;
- f) Inculcate Mind set Change Transformation for self-confidence and empowerment;
- g) Facilitate inclusion of CDM’s operation standards in national and district implementation plans and budgets;
- h) Strengthen transparency and accountability in CDM Projects; and
- i) Enhance capacity community leaders and communities, to mobilise the communities to participate in the CDM.

### **3.5 Policy Priority Area 5: Governance, Research, Innovations and Institutional Development**

Good governance, Research, Innovations and Institutional development are essential for sustaining social economic transformation and effective delivery of community development programmes. In addition to institutional development, a supportive legal, regulatory and governance framework is critical for the efficient and sustainable development, utilisation and management of community development resources without compromising quality of the services. In addition, research and innovations are important for institutional development because they can create new ideas and technologies that improve productivity, public services, and well-being; increase the ability of communities to adapt to shocks and crises by diversifying their economies and using new technologies and engage community members in scientific activities that can enhance their skills, knowledge, and participation

Much as the sector has made strides in offering relevant training programmes and services in community development, there are still capacity inadequacies in areas of human, methodology, curricula, equipment and infrastructure. In addition to that, under skilled personnel, underutilisation of skills, poor coordination and noncompliance to set standards has also negatively affected delivery of community development services. Furthermore, in

the recent past, both state and non-state actors including academic institutions have undertaken research studies related to community development services but results have not been adequately disseminated and utilised for decision making. At the same time, there is inadequate participation of communities in research and innovations as researchers usually use a top–bottom approach when identifying issues to be addressed.

### **Policy Statement 1**

The Policy will ensure that adequate institutional capacity, research and innovation in the provision of community development services is developed and built.

#### **Strategies:**

- a) Upgrade and refurbish training institutions and make them accessible to person with disabilities;
- b) Strengthen community development training institutions to provide accredited inclusive community development related courses;
- c) Implement inclusive tailor made curricula and capacity building programmes that mainstream and address the needs of communities, emerging issues and change management;
- d) Strengthen the visibility and marketing of the community development training centres as institutions of community development excellence at regional level;
- e) Establish Community Technical Colleges and Skills Development Centres;
- f) Strengthen coordination with other institutions of higher learning and research;
- g) Strengthen research, innovation dissemination and solutions;
- h) Strengthen the use of innovation, indigenous knowledge and research in building resilient communities and strengthening the community development sector; and
- i) Enhance the engagement of community members in scientific activities that can enhance their skills, knowledge, and participation.

### **Policy Statement 2**

The Policy will ensure that legal, regulatory and governance frameworks of the community development training and service delivery in the country are harmonised and regularly reviewed.

#### **Strategies:**

- a) Strengthen comprehensive and harmonised governance framework that anchors community development;
- b) Enhance compliance to acceptable standards among community development institutions and community development service providers;
- c) Strengthen networking and collaboration among stakeholders in order to harmonise approaches and strengthening delivery of community development programmes;

- d) Harmonise systems for research, innovation and technology development and dissemination;
- e) Establish national associations for community development professionals; and
- f) Strengthen national, District and community governance structures and regulation frameworks.

### **3.6 Policy Priority Area 6: Resource Mobilisation**

Adequate resources are key in optimising the impacts of community development initiatives and it is imperative that resources are available when required and are utilised prudently.

One of the biggest gaps in the fulfilment of the statutes of the out-dated policy was limited resources that the Government and NSAs committed to the community development sector both at central and local levels. In addition, dwindling of corporate social responsibilities towards community development programmes has also negatively affected the sector's progress. There is no harmonised approach to mobilise resources for community development programmes leading to unsustainable programmes as a result of disjointed efforts.

#### **Policy Statement**

The policy will ensure that there is enhanced capacity to generate and mobilise adequate resources for the community development sector at all levels.

#### **Strategies:**

- a) Implement guidelines for harmonised resource mobilisation and results accountability mechanisms for all the key stakeholders in the community development sector at all levels;
- b) Implement resource mobilization strategy for effective implementation of community development programmes;
- c) Strengthen guidelines for attracting cost effective investment in the sector through appropriate PPP models;
- d) Enhance appropriate partnership models in the provision of community development services;
- e) Strengthen corporate social responsibilities in the community development sector;
- f) Strengthen skill development in the area of resource mobilisation and proposal development;
- g) Enhance the integration of community development programmes in District Implementation Plans and ensure that they are financed; accordingly, and
- h) Strengthen capacity of communities and governance structures to mobilise resources for community development programmes.

### **3.7 Policy Priority Area 7: Monitoring, Evaluation, Learning and ICT Based Community Development**

Monitoring, evaluation, and learning (MEL) encompasses adaptable frameworks with processes, best practices, and tools that are strategically tailored for the uniqueness of organisations and sector-specific initiatives. With the rising importance of participatory development approaches, there is a growing awareness that monitoring and evaluation (M&E) should also be participatory which engages stakeholders as energetic contributors, provides a more comprehensive and up-to-date way of assessing and learning from change more directly, reflecting interesting views and aspirations. Additionally, ICT offers an opportunity to introduce new activities, new services and applications into rural areas or enhance existing services. If community development services are digitalised, and national Community Development Management Information System (CDMIS) and MEL framework are appropriately deployed, they can become powerful tools of economic, social and political empowerment through informed decision making and improved communication.

Most models in community development in use in the country are lagging behind because of poor monitoring and evaluation frameworks and lack of integrated CD Management Information System (MIS). Similarly, there is no any system that can be used to store and track progress of activities, projects and individuals who are implementing community development services due to inadequate knowledge management techniques. Given the complexity of community development issues, digitalisation and MIS is still inadequate and not diverse enough to address outstanding issues and concerns. In addition, the application of ICT in the community development sector has been relatively slow due to poor ICT infrastructure and knowledge.

#### **Policy statement**

The Policy will ensure that systems for monitoring, evaluation, knowledge management and ICT frameworks for community development are put in place and are functional and regulated.

#### **Strategies:**

- a) Strengthen the implementation of harmonised M&E framework;
- b) Enhance data collection and generation;
- c) Strengthen national CD MIS for evidence-based planning and decision making;
- d) Enhance approaches and tools that support community-based monitoring and evaluation;
- e) Strengthen the capacity of community development stakeholders in M&E, knowledge management and ICT based community development;
- f) Strengthen ICT in the provision of community development services;

- g) Enhance the storage and processing of community development-related data using modern ICT methods and are co-owned by the government;
- h) Enhance M&E frameworks and digitalisation that embed a spirit of self-reliance among communities and development partners; and
- i) Enhance the digitalisation community development programmes and services.



## **4.0 IMPLEMENTATION ARRANGEMENTS**

### **4.1 Institutional Arrangements**

The Directorate of Community Development will be the Policy holder and champion in the implementation of the Policy through the Integrated Community Development Technical Working Group (ICD-TWG). The ICD-TWG will comprise relevant government MDAs, Non- Government Organisations (NGO), Faith Based Organisations (FBOs), Community Based Organisations (CBOs), Civil Society Organisations (CSOs) and cooperating partners. The ICD –TWG will meet at least two times a year to provide periodic reports on emerging issues and challenges arising from the implementation of the policy together with recommendations on how the effectiveness of the policy could be improved and enhanced.

All MDAs will have a critical role in the operationalisation and implementation of the Policy. Some of the government ministries and departments will include Office of the President and Cabinet (OPC), Ministries responsible for Local Government Unity and Culture; Finance and Economic Affairs; Agriculture and Water and Sanitation; Gender, Trade and Industry; Education; Health; Transport and Public Works; Tourism, and the Department of Human Resources Management and Development (DHRMD) among others. At the local authority level, all the sectors and all other stakeholders will have an integral component in the implementation of the policy with the District Community Development Office (DCDO) being the Secretariat. The DCDOs will be mandated to attend Council management meetings and full councils to ensure that community development is well represented.

### **4.2 Role of Stakeholders**

Different stakeholders shall have different roles in the implementation of this Policy in collaboration with the Ministry responsible for Community Development and other related ministries, Development Partners CSOs, local authorities, traditional leaders, communities, FBOs and political leaders. The role of stakeholders in the implementation of the Policy will be as follows:

#### **4.2.1 Integrated Community Development Technical Working Group (ICD-TWG)**

The mandate of the ICD-TWG will be to advise on matters of policy, standards, strategies, guidelines and enabling legislation for community development.

#### **4.2.2 The Ministry Responsible for Community Development**

The primary role of the Ministry responsible for Community Development will be to define programmes and standards and provide strategic policy direction and guidelines for the effective delivery of community development. The Ministry will also guide the implementation and interpretation of the policy. It will also ensure that adequate resources for community development activities are secured and also facilitate the review of the policy periodically.

#### **4.2.3 Ministry responsible for Finance**

The ministry will be responsible for mobilisation and disbursement of financial resources from government, development partners and international lending institutions for Community Development interventions.

#### **4.2.4 Ministry of Labour**

The role of the Ministry of Labour will be to establish inclusive technical colleges and Skills Development Centres. Through TEVET, the ministry will also facilitate accreditation of various courses.

#### **4.2.5 Ministry of Youth and Sports**

The role of the Ministry is to ensure that youth are mobilised and engaged in community development programmes. In addition, sports will also play a significant role in community mobilisation by building stronger communities and addressing key social justice issues.

#### **4.2.6 Ministry of Lands, Housing and Urban Development**

The role of Ministry of Lands, Housing and Urban Development will ensure rational and sustainable use, effective management of land and orderly development of urban and rural areas as well as safe, planned, and adequate housing for socio-economic development for all.

#### **4.2.7 National Planning Commission**

The commission is responsible for oversee implementation of policy intervention in line with MW2063. It also guides and provide technical support on the development of policies and strategic documents/ plans that have been highlighted among strategies among strategies to be implemented in this policy.

#### **4.2.8 Local Authorities (District, Municipal, Town and City Councils)**

The local authority's primary responsibility will be to ensure that there is an effective and efficient implementation, monitoring, support and integration of community development activities in their respective areas of jurisdiction as well as adapting national strategies and approaches to local needs through participatory approaches. Under the local authority, the technical coordinator for the implementation of the community development programmes is the DCDO which will report to the overall coordinator of development programmes at the local authority.

#### **4.2.9 Development Partners, NGOs and CSOs**

The primary role of development partners is to complement government efforts in community capacity building and provide resources for community development projects and programmes. Besides, DPs, NGOs and CSOs will ensure adherence to community development policy guidelines and empowerment of communities to achieve sustainability of

the initiated projects. The cooperating partners and CSOs will also ensure that community development projects and programmes are demand driven and that relevant information on community development activities is provided to appropriate government authorities to enhance transparency and accountability.

#### **4.2.10 Academic and Research institutions**

These institutions will be responsible for conducting rigorous research and disseminating findings to inform community development policy and programming.

#### **4.2.11 Traditional, FBOs, CBOs and Political Leaders**

The primary responsibility of traditional, FBOs, CBOs and political leaders will be to mobilise communities to fully participate in all community development programmes, facilitate modification of cultural practices and habits that are not in line with community development principles. Such as, over-reliance on hand-outs and trampling on dissenting views and ideas. They will also promote gender balance and participatory work in the identification of problems affecting their communities and in providing possible solutions, using locally available resources.

#### **4.2.12 Communities**

The primary role of the community will be to identify problems affecting their community and provide possible solutions, and support to various community development projects, programmes and players in their respective areas. The community will also actively participate in the formulation of gender-sensitive plans that will guide all development activities in their areas. Besides, the community will be monitoring the activities of various development players. Additionally, the community will own and provide security to all community development projects and assets and also be ensuring that service providers are accountable to them.

### **4.3 Implementation Plan**

To ensure effective implementation of the Policy, a detailed implementation plan has been developed that is attached as Annex 1. The plan provides timeframe and a linkage between the specific goals and objectives of the policy, strategies and institutions responsible for implementing those strategies. Implementation of this policy will be championed by the Ministry responsible for Community Development in collaboration with the ICD-TWG. As the coordinating agency and secretariat, the Ministry will retain responsibility over policy formulation, policy enforcement, supervision, development and dissemination of standards, training, monitoring and supervision as well as review and evaluation of the policy implementation.

#### **4.4 Monitoring and Evaluation Plan**

The Government commits to implementing a national monitoring and evaluation (M&E) system for implementation of the Policy. In particular, this system will address:

- (i) Efficient use of available resources by implementing activities under the ICD-TWG umbrella so that they are cost-effective.
- (ii) Effective coordination of relevant partners to implement community development programmes; capacity gaps of key stakeholders and implementing partners to carry out monitoring and evaluation activities. Progress in improving community participation in development initiatives will be monitored using the community development monitoring and evaluation system. In addition, the following sources will be used: Integrated Household Survey (IHS); Core Welfare Indicator Survey; Welfare Monitoring Survey (WMS); and Demographic Health Survey (DHS);

The Ministry responsible for Community Development will coordinate and lead the M&E process and ensure timely reporting and dissemination of results.

All agencies implementing programmes related to this Policy will report periodically to the respective coordinating body. The M&E results will be used to inform policymakers, programme implementers and cooperating partners to directly influence programme planning and design processes as well as resource management. M&E tools for respective community development programmes will be harmonised, utilising a common reporting format. The Ministry responsible for Community Development will also devise a common reporting format based upon the Government of Malawi Monitoring and Evaluation System Master Plan. The M&E plan (Annex 2) contains objectives, output, baseline performance indicators, targets, time frame, means of verifications and assumption for each policy strategy and policy statement and outcome.

#### **4.5 Review of the Policy**

This Policy will be reviewed periodically in line with the interval of five years set by Government, for the review of Public Policies. This will be done after monitoring key milestones and targets and the review will be coordinated by the Ministry responsible for Community Development.

## Annex 1: Implementation Plan

<b>Policy Priority Area 1: Community Mobilisation, Capacity Building and Inclusive Participation</b>				
<b>Policy Statement 1: The policy will ensure that communities are inclusively engaged and trained in a more coordinated manner in order to meet their local capacity needs and support their local development efforts.</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To promote equitable access to opportunities and resources for active participation in the development process for women, men, girls, boys, persons with disabilities and elderly	To Strengthen the capacities of communities, community governance structures; community leaders, training institutions and development actors for effective participation, ownership and sustainability of projects and	Strengthen compliance to effective community development approaches by all stakeholders	MoGCDSW, MoLGUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Establish and strengthen the capacity of communities to enable them to actively participate in various development programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen mechanisms for self-representation, active participation and inclusion in decision-making, policy	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs,	2024 - 2029

	programmes on self-help basis through mind-set change.	development, execution and monitoring of community development activities at all levels.	CSOs and Development Partners	
		Strengthen asset based socially progressive strategies and approaches that transform the conditions of vulnerable groups.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Establish and strengthen the community development structures' capacity to mobilize resources, monitor programmes and projects and hold duty bearers accountable.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance inclusive and appropriate grievance redress mechanisms to increase accountability on programme functioning at all levels.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs, NLGFC and Development Partners	2024 - 2029
		Integrate cross cutting issues, population education and emerging issues such as shocks and disasters that affect the community development	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development	2024 - 2029

		agenda.	Partners	
		Strengthen demand driven community initiatives that foster ownership and control.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Priority Area 2: Home Management, Nutrition and Community Economic and Social Empowerment</b>				
<b>Policy Statement 1: The Policy will ensure that nutrition, home management and economic empowerment interventions that will enhance resilience to shocks and improve livelihoods both at household and community levels.</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To improve equitable access to opportunities and resources for active participation in the development process for women, men, girls, boys, persons with disabilities and the elderly.	To improve household and community livelihoods through home management, nutrition, and community economic empowerment	Strengthen integration of nutrition and home management in SLGs, CBCC, CDM and ALE and in other community development programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance improvements in financial literacy and savings and investment culture among men, women, boys and	MoGCDSW, MoLGUC, Local Government Authorities (LGA), NGOs,	2024 - 2029

	programmes.	girls in communities.	CSOs and Development Partners	
		Build capacity to improve financial literacy, savings, investment culture, business management and nutrition enterprise skills among community members;	MoGCDSW, MoLGUC, MoTI, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Facilitate the integration of SLG management skills in various development initiatives.	MoGCDSW, MoLGNUC, MoTI, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen the adoption of appropriate inclusive home management labour and time saving technologies at community level.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen graduation models for community economic empowerment, homecraft and nutrition groups for sustainability purposes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development	2024 - 2029



			Partners	
		Enhance decision making at community, household levels using various social empowerment models and tools including a familial approach to training.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Priority Area 3: Adult Education and Lifelong learning</b>				
<b>Policy Statement 1: The Policy will ensure that adult education, lifelong learning and skills development among adult learners are enhanced for effective participation in personal, community and national development</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To empower communities that are able to demand inclusive development.	To enhance equitable access, quality and relevance of adult education and lifelong learning.	Strengthen innovative and integrated inclusive approaches to adult education and lifelong learning; through a comprehensive review of curriculum.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen the capacity of actors and service providers in adult education	MoGCDSW, MoLGNUC, Local Government	2024 - 2029

		and lifelong learning.	Authorities (LGA), NGOs, CSOs and Development Partners	
		Promote mobilisation of resources from Government, Donors and Non-Governmental Organisations for ALE programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance a communication strategy to enhance visibility and advocacy for adult education and lifelong learning among stakeholders.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance lifelong learning for independent living and skills development in community learning centres.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance increased access to adult education programs and lifelong learning.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029

		Enhance the coordination and management of adult education and lifelong learning programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Scale up the establishment of Community Learning Centres.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen community self-sponsored and managed adult education and lifelong centres.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Enhance male participation in adult education and lifelong learning.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Priority Area 4: Building Positivity, Hardworking and Self-help Spirit</b>				
<b>Policy Statement 1: The policy will ensure that efforts towards positive mind set are strengthened in order to have ‘a united, patriotic</b>				

**and proud people' that believe in their own abilities and are active participants in building the nation towards its development goals.**

<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To change mind set towards community participation, ownership and sustainability of development initiatives.	To Strengthen the capacities of communities, community governance structures, community leaders, training institutions and development actors for effective participation, ownership and sustainability of projects and programmes on self-help basis through mind-set change.	Enhance CDM implementation guidelines.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Establish partnerships with all community development stakeholders and communities which will sustain CDM.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen approaches that embed positive mind-set change, self-help and inclusivity among community members.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029

		Facilitate inclusion of CDM operation standards in national and district implementation plans and budgets.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Facilitate the integration of self-help spirit in primary, secondary and tertiary education curriculum.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen self-help spirit in all programmes at community level.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Inculcate Mind set Change Transformation for self-confidence and empowerment.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen transparency and accountability in CDM Projects	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs,	2024 - 2029

			CSOs and Development Partners	
		Enhance capacity community leaders and communities to mobilize the communities to participate in the CDM	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Area 5: Governance, Research, Innovation and Institutional Development</b>				
<b>Policy Statement 1: The Policy will ensure that adequate institutional capacity, research and innovation in the provision of community development services is developed and built.</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To strengthen the capacity of communities, community governance structures, community leaders, community development institutions, and development actors.	To strengthen the capacities of communities, community governance structures, community leaders, training institutions	Upgrade and refurbish the training institutions and make them accessible to persons with disabilities.		
		Strengthen community development training institutions to provide accredited inclusive community	MoGCDSW, MoLGNUC, NGOs	2024 - 2029

	and development actors for effective participation, ownership and sustainability of projects and programmes on self-help basis through mind-set change.	development related courses.		
		Implement inclusive tailor made curricula and change management capacity building programmes that mainstream and address the needs of communities and emerging issues.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Recruit and motivate competent staff in public sector institutions and other related institutions,	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Strengthen the visibility and marketing of the community development training centres as institutions of community development excellence at regional level.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Establishment of Community Technical Colleges and Skills Development Centres.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
To increase demand and use of appropriate	To promote monitoring,	Strengthen coordination with other institutions of higher learning and	MoGCDSW, MoLGNUC, NGOs	2024 - 2029

technologies among all gender groups, youth, and persons with disabilities at community level.	evaluation, research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes.	research.		
		Strengthen research, innovation dissemination and solutions	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Strengthen the use of innovation, indigenous knowledge and research in building resilient communities and strengthening the community development sector.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Enhance the engagement of community members in scientific activities that can enhance their skills, knowledge, and participation	MoGCDSW, MoLGNUC, NGOs	2024 - 2029

**Policy Priority Area 5: Governance, Research, Innovation and Institutional Development**

**Policy Priority 2: The Policy will ensure that legal, regulatory and governance framework of the community development training and service in the country is harmonised and regularly reviewed.**

<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To enhance coordination mechanisms and	To strengthen collaboration,	Strengthen comprehensive and harmonised governance framework	MoGCDSW, MoLGNUC, NGOs	2024 - 2029



partnerships.	partnership, networking and synergies amongst community development actors.	that anchors community development		
		Enhance data collection and generation	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Enhance compliance to acceptable standards among community development institutions and community development service providers.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Strengthen networking and collaboration among stakeholders in order to harmonise approaches and strengthen delivery of community development programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Establish national associations for community development professionals.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Harmonise systems for research, innovation and technology development and dissemination,	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs,	2024 - 2029

			CSOs and Development Partners	
		Enhance appropriate partnership models in the provision of community development services	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
		Strengthen National, District and Community governance structures and regulation frameworks	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Area 6: Resource Mobilisation</b>				
<b>Policy Statement 1: The policy will ensure that there is enhanced capacity to generate and mobilise adequate resources for the community development sector at all levels.</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To promote efficient and effective mobilisation, utilisation and	To enhance resource mobilisation for	Implement guidelines for harmonised resource mobilisation and results accountability mechanism for all the	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029

management of resources.	community development programmes.	key stakeholders in the water sector at all levels.		
		Implement resource mobilisation strategy for effective implementation of community development programmes.	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029
		Strengthen guidelines for attracting cost effective investment in the sector through appropriate PPP models	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029
		Develop and implement guidelines for attracting cost effective investment in the sector through appropriate PPP models.	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029
		Lobby organisations and commercial sector to support community development interventions through corporate social responsibilities.	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029

		Strengthen skill development in the area of resource mobilisation and proposal development.	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029
		Facilitate integration of community development programmes in District Implementation Plans and ensure that they are financed accordingly.	MoGCDSW, MoLGNUC MoFEA, Donors, NGOs	2024 - 2029
		Strengthen capacity of communities and governance structures to mobilise resources for community development programmes.	MoGCDSW, MoLGNUC, Local Government Authorities (LGA), NGOs, CSOs and Development Partners	2024 - 2029
<b>Policy Priority Area 7: Monitoring, Evaluation, Learning and ICT Based Community Development</b>				
<b>Policy Statement 1: The Policy will ensure that systems for monitoring, evaluation, knowledge management and ICT frameworks for community development are put in place and are functional and regulated</b>				
<b>Goal</b>	<b>Specific Objective</b>	<b>Strategy</b>	<b>Responsibility for Implementation</b>	<b>Timeframe</b>
To promote diverse research and use of modern	To promote monitoring,	Strengthen the implementation of harmonised M&E framework		

ICT solutions.	evaluation, research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes.	Strengthen national CD MIS for evidence-based planning and decision making	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Enhance approaches and tools that support community-based monitoring and evaluation	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Strengthen capacity of community development stakeholders in Monitoring and Evaluation, knowledge management and ICT based community development	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Strengthen ICT in the provision of community development services.	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Enhance the storage and processing of community development-related data using modern ICT methods and are co-owned by the government	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
		Enhance M&E frameworks and digitalisation that embed a spirit of self-reliance among communities and development partners	MoGCDSW, MoLGNUC, NGOs	2024 - 2029

		Enhance the digitalisation community development programmes and services	MoGCDSW, MoLGNUC, NGOs	2024 - 2029
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## Annex 2: Monitoring and Evaluation Framework

<b>Policy Priority Area 1: Community Mobilisation, Capacity Building and Inclusive Participation</b>							
<b>Policy Statement 1: The policy will ensure that communities are inclusively engaged and trained in a more coordinated manner in order to meet their local capacity needs and support their local development efforts.</b>							
<b>Outcome 1: Promoted equal access to opportunities and resources for active participation in the development process for women, men, girls, boys, persons with disabilities and the elderly.</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source of Verification</b>	<b>Assumptions /Risks</b>
To enforce stakeholders' compliance to effective community development approaches.	Clear guidelines and procedures for implementation of community development programs strengthened.	Community Mobilisation Guidelines revised and disseminated	0	1	2024 - 2029	Revised community mobilisation guidelines	Availability of funds
		Community leaders manual revised and disseminated	0	1	2024 - 2029	Revised community leadership manual	Availability of funds
		Number of copies of policy guidelines disseminated	1000	5000	2024 - 2029	Reports	Availability of funds

		Percentage of stakeholders complying with the guidelines and standards	0	100%	2024 - 2029	Reports	Availability of funds
	Community governance structures able to address GRM	Number of community governance structures able to address complaints	1000	6000	2024 - 2029	Reports	Availability of funds
		Number of committees trained in GRM	1000	6000	2024 - 2029	Reports	Availability of funds
To Establish and strengthen community development structures for them to monitor programmes and projects and hold duty bearers accountable.	Capacity of communities strengthened	Number of community development committees established	2000	6000	2024 - 2029	Reports	Availability of funds
		Number of community leaders trained	22862	40000	2024 - 2029	Reports	Availability of funds
		Number of community groups trained	2756	6000	2024 - 2029	Reports	Availability of funds



		Number of committee trained in Score Card/ PME	1000	5000	2024 - 2029	Reports	Availability of funds
		Number of committee members trained	3747	6000	2024 - 2029	Reports	Availability of funds
To Strengthen mechanisms for self-representation, active participation and inclusion in decision-making, policy development, execution and monitoring of community development activities at all levels.	Mechanisms for self-representation, active participation and inclusion in decision-making, policy development, execution and monitoring of community development activities at all levels strengthened.	Number of sensitisation meetings conducted	3,239	10,000	2024 - 2029	Reports	Availability of funds
		Number of communities reached with sensitisation messages on cross cutting issues	48,348	300,000	2024 - 2029	Reports	Availability of funds
		Number of cross cutting issues mainstreamed in community development programmes	2	6	2024 - 2029	Reports	Availability of funds
To enhance asset based socially progressive	Asset based socially progressive strategies and approaches that	Number of rights-based campaigning and socially inclusive	2	5	2024 - 2029	Reports	Availability of funds

strategies and approaches that transform the conditions of vulnerable groups.	transform the conditions of vulnerable groups and strengthened	strategies strengthened and promoted					
To Integrate cross cutting issues, population education and tackle emerging issues such as shocks and disasters that affect the community development agenda;	Message on Community Based Population Education disseminated	Asset-based community development approaches and methodologies developed	0	3	2024 - 2029	Reports	Availability of funds
		Number of tools on community-based population education developed	0	5	2024 - 2029	Reports	Availability of funds
		Percentage of communities reached with messages on community-based population education	20	100%	2024 - 2029	Reports	Availability of funds
		Number of shock sensitive intervention implemented	0	10		Reports	Availability of funds

		Percentage communities mobilised in times of shocks and disasters	0	100%		Reports	Availability of funds
To promote demand driven community initiatives that foster ownership and control.	Demand driven community initiatives promoted	Percentage of communities implementing demand driven community initiatives	20	100	2024 - 2029	Reports	Availability of funds
<b>Policy Priority Area 2: Home Management, Nutrition and Community Economic and Social Empowerment</b>							
<b>Policy Statement 2:</b> The Policy will ensure that nutrition, home management and economic empowerment interventions that will enhance resilience to shocks and improve livelihoods both at household and community levels							
<b>Outcome 1. Empowered and self-reliant communities that are able to demand inclusive development</b>							
Objective	Output	Performance Indicator	Baseline	Target	Time Frame	Source of Verification	Assumptions /Risks
To improve household and community	Nutrition and home management integrated in SLGs,	Home management and nutrition manuals developed	0	2	2024 - 2029	Reports	Availability of funds

livelihoods through home management, nutrition and community economic empowerment programmes.	CBCCs, CDM initiative projects and Adult Literacy Education	Number of training session in SLG, adult literacy, and CBCC on home management and Nutrition	0	50	2024 - 2029	Reports	Availability of funds
		Number of training session in SLG, adult literacy and CBCC on home management and Nutrition during CDM	0	10	2024 - 2029	Reports	Availability of funds
	Capacity building of ECD and Social Cash Transfer beneficiaries in nutrition and home management implemented.	Number of ECD mentors and caregivers trained in home management and nutrition	0	1000	2024 - 2029	Reports	Availability of funds
		Number of community members trained in home management and nutrition	10257	50000	2024 - 2029	Reports	Availability of funds

		Number of Social Cash Transfer beneficiaries trained in home management and nutrition	0	29000	2024 - 2029	Reports	Availability of funds
		Number of financial literacy and business management training conducted with community members	31	50	2024 - 2029	Reports	Availability of funds
	Capacity building in financial literacy, business management and nutrition enterprise skills to community members conducted	Number of nutrition enterprise training conducted with community members	2	15	2024 - 2029	Reports	Availability of funds
		Number of SLG networks	14	29	2024 - 2029	Reports	Availability of funds
		Number of SLGs trained	20000	50000	2024 - 2029	Reports	Availability of funds
		Number of entrepreneurship trainings conducted	16	50	2024 - 2029	Reports	Availability of funds

	Capacity of communities in entrepreneurship and community resilience, nutrition and livelihoods enhanced	Number of community programs with graduation models developed	0	1	2024 - 2029	Reports	Availability of funds
		Number of groups practicing home craft activities	0	3000	2024 - 2029	Reports	Availability of funds
	Adoption of appropriate home management technologies at community level enhanced	Appropriate home management technologies at community level developed	3	10	2024 - 2029	Reports	Availability of funds
		Number of groups practising appropriate home management technologies	200	3000	2024 - 2029	Reports	Availability of funds
	Programs graduating communities for community economic empowerment, homecraft and nutrition group strengthened	Number of beneficiaries graduating from community programs	0	29,000	2024 - 2029	Reports/UBR	Availability of funds
		Number of VSL/cooperatives	0	12	2024 - 2029	Reports/UBR	Availability of funds

		developed					
To enhance decision making at community, household levels using various social empowerment models and tools including a familial approach to training	Decision making at community, household levels using various social empowerment models and tools including a familial approach to training enhanced	Social empowerment models developed	0	2	2024 - 2029	Reports/UBR	
		social empowerment tools developed	0	3	2024 - 2029	Reports/UBR	Availability of funds
<b>Policy Priority Area 3: Adult Education and Lifelong Learning</b>							
<b>Policy Statement 3: The policy will ensure that adult education, lifelong learning and skills development among adult learners are enhanced for effective participation in personal, community and national development.</b>							
<b>Outcome 1. Promote equal access to opportunities and resources for active participation in the development process</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source of Verification</b>	<b>Assumptions /Risks</b>
To Enhance equitable access, quality and	Innovative and integrated inclusive approaches to adult	Reviewed Adult Education and Lifelong curricula	0	1	2024 - 2029	Reports	Availability of funds

relevance of adult education and lifelong learning	education and lifelong learning strengthened.	Innovative approaches established	3	5	2024 - 2029	Reports	Availability of funds
		Community Learning Centres established	4	28	2024 - 2029	Reports	Availability of funds
		Number of learners linked to formal education	200	10000	2024 - 2029		
		Number of learners linked to technical colleges	200	1000	2024 - 2029		
	Lifelong learning for independent living and skills development in community learning centres strengthened.	Supplementary readers procured/ developed and distributed	150000	200000	2024 - 2029	Reports	Availability of funds
		Adult literacy graduates provided with appropriate technical vocation and entrepreneurial skills training	75,000	1000000	2024 - 2029	Reports	Availability of funds



	Communication strategy visibility and advocacy for ALE enhanced	ALE Communication Strategy developed	1	1	2024 - 2029	Reports	Availability of funds
	Access to adult education programs and lifelong learning enhanced	Number of adult education centres opened	0	10	2024 - 2029	Reports	Availability of funds
		Number of Adult education centres functional	TBA	TBA	2024 - 2029	Reports	Availability of funds
	Capacity of actors and service providers in adult education and lifelong learning strengthened	Number of staff trained in the delivery of adult education programs	0	3000	2024 - 2029	Reports	Availability of funds
		Number of course upgrades offered to staff and other stakeholders	0	5	2024 - 2029	Reports	Availability of funds
	Community self-sponsored and managed Adult	Number of community self-sponsored and	0	12	2024 - 2029	Reports	Availability of funds

	Education and Lifelong centres strengthened	managed Adult Education and Lifelong centres established					
	Male participation in Adult Education and Lifelong Learning Enhanced	Percentage of male participating in Adult Education and Lifelong Learning	5	50	2024 - 2029	Reports	Availability of funds
<b>Policy Priority Area 4: Building Positivity, Hardworking and Self-help Spirit</b>							
<b>Policy Statement 1: The policy will strengthen efforts towards positive mind set in order to have ‘a united, patriotic and proud people’ that believe in their own abilities and are active participants in building the nation towards its development goals.</b>							
<b>Outcome 1: Improved mind set change towards community participation, ownership and sustainability of development initiatives</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source of Verification</b>	<b>Assumptions /Risks</b>
To promote ownership and sustainability of projects and programmes by community members	CDM implementation guidelines established	Guidelines for the implementation of CDM established	0	1	2024 - 2029	Reports	Availability of funds
		CDM implementation guidelines to all	0	1	2024 - 2029	Reports	Availability of funds

on self-help basis through mind set change		councils disseminated to district councils					
	CDM projects implemented	CDM projects implemented	571	5000	2024 - 2029	Reports	Availability of funds
		Number of communities with by-laws to promote CDM	571	5000	2024 - 2029	Reports	Availability of funds
		Percent stakeholders complying to CDM guidelines	10%	100%	2024 - 2029	Reports	Availability of funds
		Coordination framework with SDM partners developed	0	12	2024 - 2029	Reports	Availability of funds
		CDM incorporated in national and districts budgets	0	1	2024 - 2029	Reports	Availability of funds
		Develop CDM documentaries	0	10	2024 - 2029	Reports	Availability of funds

	Community empowerment, skills development and entrepreneurship enhanced	Entrepreneurship skills developed	0	10	2024 - 2029	Reports	Availability of funds
		Cross cutting issues mainstreamed in CDM	0	6	2024 - 2029	Reports	Availability of funds
		Partnerships with all community development stakeholders established	Stakeholder matrix established	0	1	2024 - 2029	Reports
	Approaches and monitoring frameworks that embed positive mind set change, self-help and inclusivity among community members developed	Number of approaches	0	1	2024 - 2029	Reports	Availability of funds
		Number of monitoring frameworks	0	1	2024 - 2029	Reports	Availability of funds
		Percentage communities embedded with self-help spirit	15%	100%	2024 - 2029	Reports	Availability of funds

	Self-help spirit in primary, secondary and tertiary education curriculum integrated	Percentage of curricula that have integrated self-help spirit	0	60	2024 - 2029	Reports	Availability of funds
	Self-help spirit in all programmes at community level	Percent of community programmes integrating self-help spirit	30	100	2024 - 2029	Reports	Availability of funds
	Mind-set Change Transformation for self-confidence and empowerment Inculcated	Percent of communities transformed and empowered	10	100	2024 - 2029	Reports	Availability of funds
		Mind set change transformation approaches in place	2	5	2024 - 2029	Reports	Availability of funds
		Percentage of communities and local leaders that are transparency and accountability in CDM Projects	10%	100%	2024 - 2029	Reports	Availability of funds

		Percentage of community leaders and communities that have been capacitated to mobilise resources for the CDM	10%	100%	2024 - 2029	Reports	Availability of funds
<b>Policy Priority Area 5: Governance, Research, Innovation and Institutional Development</b>							
<b>Policy Statement 1: The Policy will ensure that adequate institutional capacity, research and innovation in the provision of community development services is developed and built.</b>							
<b>Outcome 1: Strengthened capacity of communities, community governance structures, community leaders, community development institutions, and development actors.</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source of Verification</b>	<b>Assumptions /Risks</b>
Strengthen the capacities of communities, training institutions and development	Community development training institutions with accredited courses strengthened	Number of Community Development training institutions with accredited courses	1	8	2024 - 2029	Reports	Availability of Funds

actors for effective participation and implementation of projects and programmes	Training institutions upgraded and refurbished and made accessible to person with disabilities	Number of Training institutions	0	8	2024 - 2029	Reports	Availability of funds
	Capacity development plans for both central and local stakeholders, developed and implemented	Number of training needs assessments conducted for staff and stakeholders	0	3	2024 - 2029	Reports	Availability of funds
		Number of courses developed resulting from needs assessments	0	5	2024 - 2029	Reports	Availability of funds
	Competent staff in public sector institutions and other related institutions recruited and motivated	Percentage of vacant posts in the Directorate of Community Development filled	55%	100%	2024 - 2029	Reports	Availability of funds
Percentage of vacant posts in the Directorate of Community Development filled		48%	100%	2024 - 2029	Reports	Availability of funds	
To enhance the capacity of the Ministry responsible for Community Development and							

other stakeholders effectively implement community development programs	key to	Number of staff promoted at national level	1	15	2024 - 2029	Reports	Availability of funds
		Number of staff promoted at district level	0	180	2024 - 2029	Reports	Availability of funds
	Capacity of community development actors through upgraded with short- and long-term courses enhanced	Number of staff trained at PhD Level	0	5	2024 - 2029	Reports	Availability of funds
		Number of staff trained at MSC Level	0	20	2024 - 2029	Reports	Availability of funds
		Number of staff trained at first degree Level	0	50	2024 - 2029	Reports	Availability of funds
		Number of staff trained at Diploma Level	0	100	2024 - 2029	Reports	Availability of funds
		Number of staff attending short courses	0	100	2024 - 2029	Reports	Availability of funds
		Number of courses offered to other	5	11	2024 - 2029	Reports	Availability of funds



		stakeholders					
	Visibility and marketing of the community development training centres as institutions of community development excellence at regional level strengthened	Visibility and market strategy developed	0	3	2024 - 2029	Reports	Availability of funds
	Mind set and change management related courses to community development service providers offered	Mind set and change management courses developed	2	5	2024 - 2029	Reports	Availability of funds
<b>Outcome 2: Increased demand and use of appropriate technology among all gender groups, youth, and persons with disabilities at community level.</b>							
Promote monitoring, evaluation, research, innovation and use of ICT for informed	Coordination with other institutions of higher learning and research strengthened	Coordination platform with other institutions of higher learning and research established	0	1	2024 - 2029	Reports	Availability of funds

decision making, efficiency and effective implementation of community development programmes	Research, innovation development, dissemination and adoption promoted	Number of communities development-based research developed and disseminated	2	5	2024 - 2029	Reports	Availability of funds
		Number of community developed based innovation developed and disseminated	4	10	2024 - 2029	Reports	Availability of funds
		Technologies promoted and adopted	0	10	2024 - 2029	Reports	Availability of funds
	Research studies on issues surrounding community development conducted	Number of research studies on issues surrounding community development conducted	0	20	2024 - 2029	Reports	Availability of funds
	Innovation, indigenous knowledge and research in building resilient communities and	Percentage of communities using innovation, indigenous knowledge and research in	20	10	2024 - 2029	Reports	Availability of funds

	strengthening the community development sector used.	building resilient communities and strengthening the community development sector					
	Engagement of community members in research and innovative activities that can enhance their skills, knowledge, and participation promoted	Percentage of community members engaged in research and innovation	20	100	2024 - 2029	Reports	Availability of funds

**Policy Statement 2: The Policy will ensure that legal, regulatory and governance framework of the community development training and service in the country is harmonised and regularly reviewed.**

**Outcome 2: Enhanced coordination mechanisms and strengthened partnerships**

Strengthen collaboration, partnership, networking and synergies amongst community development actors; and	Comprehensive and harmonised governance framework that anchors community development strengthened	Guidelines and operating procedures for community development institutions and community development providers developed	0	2	2024 - 2029	Reports	Availability of funds
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		Comprehensive and harmonised governance framework that anchors community development developed	0	1	2024 - 2029	Reports	Availability of funds
		Percentage of stakeholders complying with the set standards	0	100%	2024 - 2029	Reports	Availability of funds
		Percentage National, District and Community Governance Structures strengthened	20	100%	2024 - 2029	Reports	Availability of funds
		Percentage district and community governance structures with by- laws	20	100%	2024 - 2029	Reports	Availability of funds
	Inspection visits to verify compliance with community	Number of inspection visits to check compliance to	60	100%	2024 - 2029	Reports	Availability of funds

	development procedures conducted	delivery of community development programmes					
	Cooperation, coordination, collaboration and accountability among stakeholders in community development strengthened	Number of ICD-TWG meetings	1	20	2024 - 2029	Reports	Availability of funds
		Joint M&E framework established	0	1	2024 - 2029	Reports	Availability of funds
		Number of joint subsector reviews	0	10	2024 - 2029	Reports	Availability of funds
		Sector communication strategy established	0	10	2024 - 2029	Reports	Availability of funds
	Appropriate Public-Private Partnership models in the provision of community development services strengthened	Promote appropriate Public-Private Partnership models established	0	1	2024 - 2029	Reports	Availability of funds
	National Associations for community development	National Association for Community Development	0	1	2024 - 2029	Reports	Availability of funds

	professionals established	professionals established					
	Systems for research, innovation and technology development and dissemination harmonised	Harmonised systems for research, innovation and technology development and dissemination established	0	1	2024 - 2029	Reports	Availability of funds
To strengthen development and use of appropriate technology	Usage of appropriate technologies increased	Number of groups trained in appropriate technology	541	1,839	2024 - 2029	Training reports	ORT/Development Partners
		Number of groups assisted to acquire value adding equipment	171	413	2024 - 2029	Reports	ORT/Development Partners
		Number of new appropriate technology introduced	10	15	2024 - 2029	Reports	ORT/Development Partners
		Number of appropriate technologies adopted	10	15	2024 - 2029	Reports	ORT/Development Partners

<b>Policy Priority Area 6: Resource Mobilisation</b>							
<b>Policy Statement 6: The policy will ensure that there is enhanced capacity to generate and mobilise adequate resources for the community development sector at all levels.</b>							
<b>Outcome 1: Enhanced Resource Mobilisation for Community Development programme.</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source of Verification</b>	<b>Assumptions /Risks</b>
To Strengthen the capacities of communities, training institutions and development actors for effective participation and implementation of projects and programmes	Guidelines for harmonised resource mobilisation and results accountability mechanism for all the key stakeholders in the water sector at all levels developed and implemented.	Guidelines for harmonised resource mobilisation and lobbying established	0	1	2024 - 2029	Reports	Availability of funds
	Resource mobilisation strategy for effective implementation of community development	Number of Resource mobilisation strategy developed and implemented	0	1	2024 - 2029	Reports	Availability of funds

	programmes developed and implemented						
	Guidelines for attracting cost effective investment in the sector through appropriate PPP models developed and implemented	Number of PPP guidelines	0	4	2024 – 2029	Reports	Availability of funds
	Corporate social responsibilities promoted	Guidelines for corporate social responsibilities developed	0	1	2024 - 2029	Reports	Availability of funds
	Skill development in the area of resource mobilisation and proposal development	Number of funded proposals developed	0	5	2024 - 2029	Reports	Availability of funds
	Community development programmes integrated in district	Basket funding for community development established	0	1	2024 - 2029	Reports	Availability of funds



	implementation plans	Number of District and National Plans and budgets	2	3	2024 - 2029	Reports	Availability of funds
		Percentage number of communities contributing resource for community development	10%	100%	2024 - 2029	Reports	Availability of funds
<b>Policy Priority Area 7: Monitoring, Evaluation, Learning and ICT Based Community Development</b>							
<b>Policy Statement 1: The Policy will ensure that systems for monitoring, evaluation, knowledge management and ICT for community development are put in place and are functional and regulated.</b>							
<b>Outcome 1: Strengthened capacity of communities, community governance structures, community leaders, community development institutions, and development actors.</b>							
<b>Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Time Frame</b>	<b>Source Verification of</b>	<b>Assumptions /Risks</b>
To strengthen research, innovation	Harmonised monitoring and	Harmonised monitoring and	0	1	2024 - 2029	Reports	Availability of funds

and use of ICT for informed decision making, efficiency and effective implementation of community development programmes	reporting tool developed	reporting tool developed					
	National Community Development Information Management System developed	National CDIM system developed	0	1	2024 - 2029	Reports	Availability of funds
	Approaches and tools that support community-based monitoring and evaluation promoted	Approaches and tools developed	1	2	2024 - 2029	Reports	Availability of funds
		Capacity of community development stakeholders in Monitoring and Evaluation developed	Number of stakeholders trained	0	2024 - 2029	2023-2028	Reports
	ICT in the provision of community development services promoted	Number of community development staff trained in ICT based community development	0	100	2024 - 2029	Reports	ORT/Development Partners

	Community development-related data using modern ICT methods and co-owned by the government processed and stored	Knowledge Management System established	0	1	2024 - 2029	Reports	ORT/Development Partners
		Number of community development staff trained in knowledge management	0	300	2024 - 2029	Reports	ORT/Development Partners
	Monitoring and evaluation frameworks that embed a spirit of self-reliance among communities and development partners promoted	Number of self-help monitoring framework developed	0	1	2024 - 2029	Reports	ORT/Development Partners
	Community development programmes and services digitalised	Number of services digitalised	0	5	2024 - 2029	Reports	ORT/Development Partners
		Percentage of communities using digitalised services	0	50%	2024 - 2029	Reports	ORT/Development Partners
	Best practices among	Number of	0	20	2024 -	Reports	ORT/Develop

	stakeholders on effective engagement/involvement of communities	documented shared learning and best practices shared among stakeholders			2029		ment Partners
	documented and shared	Number of radio programs on community development aired	0	15	2024 - 2029	Reports	ORT/Development Partners
		Number of TV programs on community development aired	0	10	2024 - 2029	Reports	ORT/Development Partners