



THE REPUBLIC OF MALAWI

NATIONAL COMMUNITY DEVELOPMENT POLICY

2016-2021

SEPTEMBER 2016

Foreword

Every person has a right to development as enshrined in the country's Constitution. To ensure that this constitutional provision is fully adhered to, Government embarked on process of formulating a policy on community development to respond to various challenges faced by both Government and stakeholders that have been hindering the fulfilment of this inalienable right. These challenges include low community participation, low self-help spirit, lack of sustainability for community development programmes and projects, inadequate funding, lack of transparency and poor accountability and inadequate coordination. The objective of the policy is, therefore, to guide all stakeholders in the implementation of community development initiatives. This is with a view to promoting full engagement and participation of all stakeholders particularly communities themselves in the development process. The policy takes cognizance of other policies that use development approaches aimed at promoting the participation and involvement of the communities thereby building ownership and sustainability of development projects.

The policy will contribute to the implementation and achievement of the Sustainable Development Goals (SDGs) and the Malawi Growth and Development Strategy II (2012-2016) as it promotes community based approaches which are instrumental to the participation and involvement of communities in the realization of Malawi's developmental goals of poverty reduction and social development

Government will ensure that all stakeholders including the communities consolidate their efforts in working together to achieve the desired goal of poverty reduction.



Hon. Patricia Anne Kaliati, M. P.

**MINISTER OF CIVIC EDUCATION, CULTURE AND COMMUNITY
DEVELOPMENT**

Preface

Community development relies on the community members as the major resource and utilises their resources and skills to propel development within the communities. This policy therefore offers opportunities to engage with communities in a more coordinated way to meet local needs, build capacity and support for local development efforts. Further, the policy provides the basis for a shared cross-sector strategy and tools for coordinating government's investment in building sustainable communities.

The major challenges, however, are low self-help spirit, poor approaches to community development, misconceptions of community development, high dependency on hand outs, low capacity in terms of programming at all levels; and inadequate financing to community development programmes. These problems are compounded by illiteracy and limited leadership capacity at community level.

The policy will thus contribute to improved livelihoods, meaningful participation of local communities in development projects and programmes through promotion of participation in development process and self-help spirit among communities hence ensuring sustainability of programmes. This will result in sustainable socio-economic development of the country.

The process of formulating this policy involved consultation with both state and non-state actors for their views during the situation analysis and drafting stages.

The policy therefore offers opportunities for contributing to the achievement of Sustainable Development Goals and to the short and long term national goals as espoused in the Malawi Growth and Development Strategy II.



Esmie Tamanda Kainja, PhD
**SECRETARY FOR CIVIC EDUCATION, CULTURE
AND COMMUNITY DEVELOPMENT**

Table of Contents

Foreword.....	ii
Preface.....	iii
List of Abbreviations and Acronyms	vii
1.0 Introduction.....	1
1.1 Background.....	1
1.1.1 Historical context and current status	1
1.1.2 Linkages with other Relevant Policies	2
1.1.3 Problem Statement.....	6
1.1.4 Purpose of the Policy	7
2.0 Broad Policy Directions	7
2.1 Policy Goal.....	7
2.2 Policy Outcomes.....	7
2.3 Policy Objectives	8
3.0 Policy Priority Areas	9
3.1 Community Development Programmes	9
3.2 Human Resource and Skills Development for Community Development .	9
3.3 Governance for Community Development.....	11
3.4 Financing Community Development.....	12
4.0 Implementation Arrangements	13
4.1 Institutional Arrangements	13
4.2 The Role of Stakeholders in the Policy Implementation	14
4.3 Implementation Plan	16
4.4 Monitoring and Evaluation Plan	16
4.5 Review of the Policy.....	17
5.0 Implementation, Monitoring and Evaluation Strategy	13

List of Abbreviations and Acronyms

AIDS	: Acquired Immune Deficiency Syndrome
CSOs	: Civil Society Organisations
DCSO	: District Community Services Officer
DNHA	: Department of Nutrition, HIV and AIDS
FBOs	: Faith Based Organisations
GNP	: Gross National Product
ICD TWG	: Integrated Community Development Technical Working Group
DHRMD	: Department of Human Resources Management and Development
HIV	: Human Immunodeficiency Virus
MCCCI	: Malawi Confederation of Chambers of Commerce and Industry
M&E	: Monitoring and Evaluation
MGDS II	: Malawi Growth and Development Strategy II
MHRC	: Malawi Human Rights Resource Centre
MoCECCD	: Ministry of Civic Education, Culture and Community Development
MIRTDC	: Malawi Industrial Research and Technology Development Centre
MoFEPD	: Ministry of Finance, Economic Planning and Development
MoGCDSW	: Ministry of Gender, Children, Disability and Social Welfare
MoIT	: Ministry of Industry and Trade
MoLGRD	: Ministry of Local Government and Rural Development
M&E	: Monitoring and Evaluation
NGOs	: Non-Governmental Organisations
NGO-GCN	: NGO Gender Coordination Network
OVOP	: One Village One Product
PhD	: Doctor of Philosophy
SDGs	: Sustainable Development Goals
SMEDI	: Small and Medium Enterprises Development Institute
TWG	: Technical Working Groups
UNDP	: United Nations Development Programme

Glossary

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 sustainability 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 agenda to improve their quality of life.

Gender: refers to socially constructed or determined roles and responsibilities of men and women in a given culture that are learned; changeable over time; and location specific.

Hard work: performing tasks enterprisingly and industriously.

Inclusion: a process that calls on communities to permit the participation of all people according to their will and capacity thereby helping to create a better world for everyone.

Integrity: refers to quality of being honest and having moral principles and uprightness.

Mindset: a habitual or characteristic mental attitude that determines how you will interpret and respond to situations.

Participation: is the process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them.

Patriotism: is emotional attachment to a nation an individual recognises as her or his homeland.

Self-help: is the action or process of doing things to improve oneself without the help or aid of others.

Vulnerable Groups: refers to people without any means of production such as orphaned children, elderly and single-parents; persons with disabilities; under-five children, pregnant or lactating mothers, orphans in streets and the chronically sick.

1.0 Introduction

The National Community Development Policy provides guidelines to the implementation of community development programmes in areas of community development programmes, human resource development, governance, financing and institutional arrangements. The policy defines community development as the process of building active and sustainable communities based on social justice and mutual respect by empowering communities to work on their own agenda to improve their quality of life.

1.1 Background

1.1.1 Historical context and current status

Community development has a fairly long history in post independence Malawi. Taken in this light, two distinct phases of community development in Malawi can be distinguished. These include: 1) the one party era (1964-1993) popularly known as the Kamuzu era during which community development hinged on the promotion of the spirit of self-reliance in a participatory manner. But the actual practice greatly differed from bottom up rhetoric as the drive toward community development was underpinned by somewhat coercive participatory measures within the framework of the one-party regime whereby the party and government structures were closely enmeshed. One example of self-help spirit was the youth week during which every citizen of the country participated in development work for one full week in the geographical area one resided. School blocks, teachers' houses, bridges, clinics and other structures were constructed during the week every year and any remaining work was finished by the same communities afterwards. No money or food was paid by Government to those who participated in the work. 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. 2) The multiparty era (1994-to date) has been characterized 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 gamut of non-state stakeholders that have emerged within the realm of community development since the advent of democratization. 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 NGOs to continuously support the programmes.

Malawi has had several grand development strategies since independence but what is striking is the fact that whereas community development was clearly and sharply articulated and prioritized in the first generation grand development strategies, it has also disappeared in the second generation grand development strategies. In these strategies, community development is subsumed in the various rural development programmes and implied by the implementation of those programmes using a decentralized planning framework. Apart from the two statements of development policies (DEVPOs), the rest of the grand development strategies such as Vision 2020, the Malawi Poverty Reduction Strategy Paper (MPRSP) and the Malawi Growth and Development Strategy (MGDS) do not particularly focus on community development as a distinct area of endeavor. Currently, Community Development is being implemented within the policy environment where community development is only being looked at as a minor component of rural development. The democratization process has brought with it a number of non-state actors whose approach to community development is different from that of government and this has resulted in coordination problems. While the demand for community development services has increased, the dependency culture has reduced the self-help spirit among communities. The effect of lack of specific focus on community development is manifested in the country's

development status. Malawi is one of the world's poorest countries. It is ranked 153rd out of 169 countries on the UN's 2012 Human Development Index with a GDP per capita of US\$328. The Africa competitiveness Report (2011) ranked it 125 out of 139 countries surveyed, with extremely low rankings for infrastructure (131st) macroeconomic environment (135th), health and primary education (125th), higher education and training (120th), technology readiness (121st) and market size 127th). .

1.1.3 Linkages with other Relevant Policies

The National Community Development policy aims to satisfy the provision of "every person's right to development" as enshrined in the country's Constitution, and as espoused in the country's overarching development strategy, the MGDS II (2011-2016), and is also linked to other economic and social policies in the country which include:

Decentralization Policy 1998

The policy emphasizes the role of community development in community mobilization, community capacity building and promotion of broad based economic activities. 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. The policy spells out coordination and financing of all devolved structures and functions at local authority levels. The Community Development Policy is aligned to the Decentralization Policy on all such aspects of staffing, financing and implementation of Community Development Programmes at local authority levels.

The National Policy for Older Persons (2015-2020)

The policy recognizes the role of older persons as a unique and critical group with untapped skills, talents, experience and resources that can be utilized in national development. The elderly can offer synergy and unique value required to generate self - help initiatives and improves living standards of the rural community especially young men, women and children.

National HIV and AIDS Policy (2013 - 2018)

The policy recognizes the role of community development in mobilization of community leaders, building their capacity to act as opinion leaders in modifying negative and harmful cultural practices that spread HIV and AIDS pandemic and also in reducing care burden that befall women when it comes to care for patients.

National Nutrition Policy and Strategic Plan (2007-2012)

The policy embraces community development approaches and programmes like food utilization and dietary diversification, home management, community hygiene and sanitation to achieve food and nutrition security at household level and also improve rural livelihoods.

Water and Sanitation Policy (1998)

The policy promotes participatory approaches in the process of providing water to communities and promoting hygiene and sanitation, which are linked directly to principles of community development.

National Gender Policy (2015 -2020)

The policy underlines 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.

National Policy on Equalisation of Opportunities for Persons with Disabilities (2006)

National Policy on Equalisation of Opportunities for Persons with Disabilities promotes the rights of people with disabilities to enable them play a full and participatory role in society including in broader social and political rights, which are closely linked to community development and economic empowerment, in particular. It deals with numerous challenges of persons with disabilities which contribute to their exclusion from the mainstream of society, making it difficult for them to access their fundamental social, political and economic rights.

Integrated Trade and Industry Policy (1998)

The policy embraces the interests and needs of enterprises at all levels which include small, medium and large scale so that they can become more competitive in their operations. This is in line with community development which among others facilitates and promotes inclusive economic empowerment.

National Youth Policy (2013-18)

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. These programmes will also respond to youth's needs, concerns and problems. This is in line with various community development programmes particularly the proposed community service whose participants will largely be youth.

National Population Policy (2012-2017)

The National Population Policy provides the framework for improving the standard of living and the quality of life of the people of Malawi by overcoming 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.

Through synergies with the above policies, the National Community Development Policy will contribute to asset creation and income generation; strengthening human capital and stimulating economic activities; promoting social empowerment and ensuring social and political stability and fulfillment of human rights and freedoms.

It is important to note that the goal and objectives of the National Community Development Policy will be achieved through a combination of policies that reinforce each other. The Policy will not infringe on or duplicate the established policies and programmes but rather complement them.

1.1.4 Problem Statement

Malawi continues to face many challenges to provide sufficient and equitable community development services to its population as evidenced by the country's poverty levels which remain pervasive. The latest poverty head count is at 50.7 percent (IHS 3, 2012) and income inequality and the population of the ultra- poor have worsened with the latter increasing from 22 percent in 2005 to 25 percent in 2012. Other social indicators also show that the country still has challenges of food and nutrition insecurity at household level, high illiteracy rates at 36%, low school enrolments, high maternal of 460 per 100,000livebirths, unemployment, high HIV prevalence rate, high stunting levels of 37% among under 5 children, gender inequalities and overcrowding in squatter settlements. Among the causes for these problems include the failure to follow a process to mobilise the community to actively participate in developmental activities or programmes that would empower them socially and/ or economically. This has resulted in unsustainable programmes and projects due to lack of ownership by community members. Community development department in the Civil service is also hampered by high vacancy rate, skills gap amongst its staff, low staff morale and loss of trust from communities. Capacities of community leaders and other structures are also low due to irregular and ad hoc trainings resulting in inadequate skills to initiate, implement, monitor and supervise community development programmes at local level. There is also lack of collaboration and coordination among stakeholders which has led to adoption of different and often conflicting approaches to community development. The Community development sector is also affected by low and irregular funding from both government and development partners which has drastically affected the smooth implementation of community development activities; wrong targeting;lack of patriotism and integrity; reduced ownership; loss of self-help, self-reliance and hard working spirit; high community dependency on hand outs; lack of ownership and sustainability of community projects and programmes; 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. In addition community members are not able to hold service providers accountable. It is against this background that the Community Development policy is necessary to guide the effective community development service delivery with the aim of facilitating sustainable community development.

1.1.5 Purpose of the Policy

The community development policy offers state and non-state actors the opportunity to engage with communities in a more coordinated way to meet local needs, address intractable problems, build capacity and support local development efforts. In addition, the policy provides the basis for a shared cross sector strategy and tools for coordinating government's investment in building sustainable communities. In addition the policy aims at promoting community self-reliance through capacity building and active participation of community members in various development programmes and projects such as Community Mobilisation and Governance; Community Construction Projects; Community Resilience, Nutrition and Livelihoods and Adult Literacy services and sustaining them socially and economically.

2.0 Broad Policy Directions

2.1 Policy Goal

The policy will contribute towards effective and sustainable socio-economic development through a clearly defined, consistent and collaborative people centred approach.

2.2 Policy Outcomes

1. Clearly defined and popularised Community Development programmes
2. Increased community participation in development programmes.
3. Improved sustainability of community programmes and projects
4. Improved community and household livelihoods

5. Empowered communities to demand inclusive development
6. An increased demand and use of appropriate technology among all gender groups.
7. Improved strong personal decision making and interpersonal communication between couples and within families about reproductive health issues including family planning and safe motherhood
8. Enhanced coordination of programs among stakeholders

2.3 Policy Objectives

The key objectives of the policy are:

- To clearly define and popularise community development programmes being implemented in the country
- To promote stakeholder compliance to effective community development approaches.
- To enhance the capacity of community leaders, committees within communities and the Ministry responsible for Community Development and other key stakeholders to effectively implement and manage community development programs.
- To create an environment that will promote and encourage research, development and use of appropriate technology to boost community development.
- To strengthen cooperation, coordination, collaboration and accountability among stakeholders in community development.
- To promote equal opportunities, accessibility and participation in social, political and economic spheres among all gender groups in community development activities.
- To promote strong personal decision making and improved interpersonal communication between couples and within families about population education and reproductive health issues including family planning and safe motherhood
- To mobilize and utilise resources for community development.
- To promote ownership and sustainability of projects and programmes by community members.

3.0 Policy Priority Areas

The policy is targeting the following priority areas: Community Development Programmes, Human Resource and Skills Development, Governance for Community Development and Financing for Community Development.

3.1 Community Development Programmes

Community development programmes comprise activities that can facilitate improved economic and social progress for communities. Community Development programmes in Malawi include Community Mobilisation and Governance, Community Construction Projects, Community Resilience, Nutrition and Livelihoods, Community based Population Education and Adult Literacy. It is an established view that if these programmes are effectively implemented they can address people's needs and improve their quality of life.

Problem statement

It is not uncommon in the country for community development programmes to be confused with social security programmes and sometimes there is misunderstanding about which activities qualify as Community development programmes. It is therefore imperative that community development programmes should be properly defined in the context of Malawi for effective implementation.

Policy Statement

The policy will ensure that community development programmes being implemented in the country are clearly defined and popularised.

3.2 Human Resource and Skills Development for Community Development

This priority area covers the capacity development of community members, staff in the Directorate of Community Development and of other stakeholders to effectively and efficiently implement the Community Development

Programmes. The staff capacity in terms of numbers and their capabilities need to be developed at all levels. Effective human resource development needs to be enhanced at recruitment levels where adequate numbers of well qualified staff are brought on board including building the capacity of staff through long term and short term courses in relevant areas under community development. Issues of motivation of staff need also to be considered. The capacity of communities needs to be developed in areas of leadership skills, project management, entrepreneurship, production skills, nutrition and livelihoods, literacy, gender, HIV and AIDS, human rights, environment and climate change.

Problem statement

Community development is hampered by high vacancy rate, skills gap amongst the staff and communities, low staff morale and loss of trust among communities. There are high vacancy rates in the Directorate of Community Development due to delayed staff replacement after death, resignation and retirement of staff and delayed filling of newly created positions. Staff executing community development functions in local authorities are inadequate have low levels of education; have inadequate office space and housing and are not adequately motivated to discharge their duties. The community development staff at council level is very critical for implementation of programmes at community level. The highly motivated community development team is required to execute various services required by households.

The capacity of community leaders and other structures is low due to irregular and ad hoc trainings. This usually results in inadequate skills to initiate, implement and sustain community development programmes at community level.

Policy Statement

The Policy will ensure that capacity is developed at all levels of gender groups. The policy recognises that recruitment and deployment of staff at local authority levels will be guided by Decentralization Policy of 1998 and other existing policies and systems in the Malawi Public Service.

3.3 Governance for Community Development

Community development process comprises a set of systematic steps that are designed to create conditions of economic and social progress for the whole community through its active participation in its own initiatives. In that regard, for the process to be effective and efficient, there is need to promote stakeholder compliance to the accepted steps; strengthen cooperation, coordination, collaboration and accountability among stakeholders and promote equal opportunities, accessibility and participation for all participating groups. Thus Governance for Community Development encompasses institutional and organisational arrangements that ensure predictability of implementation steps and procedures, transparency and accountability in the implementation of community development programmes while recognising inclusion of all gender groups and vulnerable groups. The Governance structures of community development need to be considered at all the three levels of national, district and community.

Problem statement

The major issues affecting governance of community development programmes include the failure to follow the accepted process to get the community to actively participate in all stages of the project cycle. It has been observed that most stakeholders including the communities themselves are not aware of the community development process. Consequently, they are not in a position to follow it, consequently, the process is compromised. Further to this, there has also been low self-help spirit among members of the community leading to over-dependence on external assistance and hand-outs. As a result of these

shortfalls, there is little ownership of programmes and projects leading to unsustainable development initiatives. This problem is also compounded by lack of collaboration and coordination among stakeholders which has led to adoption of different and often conflicting approaches to community development, duplication of efforts and poor financing of development programmes, and lack of transparency and accountability by service providers to the communities they serve.

Policy Statement

The policy will ensure that all stakeholders adhere to the accepted requirements of the community development process including sound governance practices that promote efficiency and effectiveness in the implementation of community development programmes among all gender groups including children and that they will be transparent and accountable to the communities they work with.

3.4 Financing Community Development

Community development is financed by government, development partners and communities themselves. For community development to be effective there is need for adequate and consistent funding at all levels as well as prudent utilization of resources.

Problem statement

There has generally been low and irregular funding towards community development activities from both government and development partners. The irregular and inadequate funding patterns have drastically affected smooth implementation of community development activities. As a result community development workers have not adequately played their role as development catalysts. There has also been over-dependence on external assistance and low self-help spirit by members of the community, resulting in lack of ownership and sustainability of projects and programmes at community level.

Policy Statement

The Government of Malawi will ensure that Community Development Programmes are adequately funded by a Community Development basket fund which will be established to counter offer matching grants to community contributions. This fund will capitalise prioritized community projects and other initiatives in the Integrated Rural Development (IRD) Strategy, existing Social Economic Profiles and District Implementation Plans (DIPs) at District council level. Communities will be mobilized to contribute adequately to the initiatives being implemented in their communities mainly in the form of materials and skills to enhance ownership and sustainability of the programmes.

4.0 Implementation Arrangements

4.1 Institutional Arrangements

The Directorate of Community Development shall be the secretariat for Integrated Community Development Technical Working Group (ICD TWG). The ICD TWG shall comprise relevant government ministries and departments, Faith based Organisations (FBOs), Non Governmental Organisations (NGOs) and Development partners. The relevant government ministries and departments include: Office of the President and Cabinet, Ministries responsible for Local Government and Rural Development; Finance, Economic Planning and Development; Agriculture and Food Security, Irrigation and Water Development; Gender, Children, Disability and Social Welfare, Industry and Trade; Education, Health, Transport and Public Works, Tourism Wildlife and Culture and Department of Human resources Management and Development (DHRMD). This set up will be replicated at Local Councils with the District Community Services Officer (DCSO) being the secretariat to the District ICD TWG who will report to the Directorate of Planning and Development as Chairperson of the District Technical Working Group.

4.2 The Role of Stakeholders in the Policy Implementation

Key stakeholders in implementation of this policy include the Ministry of Civic Education, Culture and Community Development, other related ministries, development partners, NGOs, local authorities, traditional leaders, communities, religious and political leaders. The role of stakeholders in the implementation institutional framework for the Community Development Policy shall be as follows:

Integrated Community Development Technical Working Group (ICD TWG)

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

The Ministry responsible for Community Development

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

Local Authorities (District, Municipal and City Councils)

The local authorities' (district and local councils) primary responsibility will be to ensure that there is effective 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 District Community Services Officer (DCSO) who will report to the overall coordinator of Development Programmes at the District Council who is the Director of Planning and Development.

Development Partners and NGOs

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

Traditional, Religious and Political Leaders

The primary responsibility of traditional, religious and political leaders shall be to mobilize 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 participate in identification of problems affecting their communities and in providing possible solutions, using the locally available resources.

Communities

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

4.3 Implementation Plan

Implementation of this policy will be championed by the Ministry responsible for Community Development in collaboration with the ICD TWG in line with an implementation plan which should be shared with all the relevant stakeholders. 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;
 - Core Welfare Indicator Survey;
 - Welfare Monitoring Survey; and
 - Demographic Health Survey;

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 policy makers, programme implementers and development 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 devise this common reporting format based upon the Government of Malawi Monitoring and Evaluation System Master Plan.

4.5 Review of the Policy

This Policy will be reviewed after a period of five years after monitoring key milestones and targets and the review will be coordinated by the Ministry responsible for Community Development.

IMPLEMENTATION, MONITORING AND EVALUATION STRATEGY OF THE COMMUNITY DEVELOPMENT POLICY

1.0 INTRODUCTION

The implementation of the National Community Development Policy shall be coordinated by the Department of Community Development in the Ministry of Civic Education, Culture and Community Development and will seek to build active and sustainable communities based on social justice and mutual respect by empowering them to work on their own agenda to improve their quality of life. As is the case with many government departments, to achieve this the Department works in partnership with non-governmental organisations (NGOs), faith based organisations (FBOs), community based organisations (CBOs), the private sector and the general public.

The Implementation, Monitoring and Evaluation Strategy contains three main sections namely; The strategies for policy priority areas, Implementation Plan and Monitoring and evaluation plan. The Strategies for the policy priority area section presents each policy priority area with its specific objective and strategies; while the Implementation Plan gives a detailed outline of the policy priority area and its corresponding policy statement followed by objectives and strategies within a specified period. The M&E plan on the other hand focuses on monitoring of the results and the output and outcome levels.

2.0 STRATEGIES FOR POLICY PRIORITY AREAS

The goal of the National Community Development policy is to contribute towards effective and sustainable socio-economic development through a clearly defined, consistent and collaborative people centred approach.

To achieve the goal, the following are the policy priority areas, specific objectives and strategies.

2.1 Community Development Programmes

Objective 1. To ensure that community development programmes being implemented in the country are clearly defined and popularised.

Policy Strategies

1. Provide adequate information on community development programs in Malawi
2. Ensure all stakeholders in community development are aware of correct information about community development programmes in Malawi
3. Integrate community development programmes in District Implementation Plans and ensure that they are financed accordingly
4. Mobilise communities to implement community development programmes
5. Build capacity of communities to implement community development programmes
6. Promote strong personal decision making and improved interpersonal communication between couples and within families about population education and reproductive health issues including family planning and safe motherhood.

2.2 Human Resource and Skills Development for Community Development

Objective 2: To ensure that capacity is developed at all levels of gender groups as guided by the Decentralization Policy of 1998 and other existing policies and systems in the Malawi Public Service.

Policy strategies

1. Fill all vacancies in the community development department with qualified staff
2. Motivate staff through promotion, short and long term courses.
3. Upgrade capacity of stakeholders through short and long term courses
4. Promote research in appropriate technologies and strengthen linkages with Research institutions
5. Promote community based innovations and appropriate technologies
6. Provide appropriate technology skills to communities
7. Facilitate acquisition of appropriate technology equipment for value addition

2.3 Governance for Community Development

Objective 3: To ensure that all stakeholders adhere to the accepted requirements of the community development process including sound governance practices that promote efficiency and effectiveness in the implementation of community development

Policy strategies

1. Provide clear guidelines and procedures for implementation of community development programs
2. Ensure all stakeholders in community development follow all the steps in the correct order
3. Harmonize implementation of community development programmes
4. Institutionalize networking and collaboration among stakeholders
5. Promote transparency and accountability amongst community development stakeholders.
6. Ensure gender is mainstreamed in community development projects and programmes
7. Ensure communities actively participate in and benefit from community-based projects and programmes

8. Promote the spirit of ownership for community based development projects and activities
9. Promote inclusion in the implementation of community development activities

2.4 Financing Community Development

Objective 4. To ensure that Community Development Programmes are adequately funded by a Community Development basket fund which will be established to counteroffer matching grants to community contributions.

Policy strategies

1. Develop a strategy for mobilizing resources to support community development
2. Enhance access to information and guidance about funding sources for community development stakeholders
3. Allocate more resources for implementation of Community Development Policy through LDF and Treasury funding
4. Promote community contribution to development activities.
5. Promote the use of sound financial and economic management systems

3.0 IMPLEMENTATION PLAN

Policy Priority Area 1: Community Development Programmes				
Policy Statement 1: The policy will ensure that community development programmes are clearly defined, popularised and implemented throughout the country.				
Objective	Strategy	Responsibility	Timeframe	
To popularise community development programmes in the country	Provide adequate information of what community development programs in Malawi are	MoCECCD	2016–2021	
	Ensure all stakeholders in community development are aware of community development programmes in Malawi	MoCECCD	2016–2021	
To facilitate of all community development programmes throughout the country	Integrate community development programmes in District Implementation Plans and financed accordingly	MoCECCD, MoGCDSW, MoLGRD, Local Councils	2016–2021	
	Mobilise communities to implement community development programmes	MoCECCD	2016–2021	
	Build capacity of communities to implement community development programmes	MoCECCD	2016–2021	
To Promote strong personal decision making and improved interpersonal communication between couples and within	Encourage strong communication within the family, about issues of sex and sexuality, reproductive health and reproductive rights	MoCECCD, MoH, MoGCDSW, MoFEPD	2016–2021	
	Create awareness of the interrelationships between people, resources and the environment	MoCECCD, MoNREM, MoGCDSW, MoFEPD	2016–2021	

families about population education and reproductive health issues including family planning and safe motherhood.		
Policy Priority Area 2: Human Resource and Skills Development for Community Development		
Policy Statement 2: The policy will ensure that capacity is developed at all levels		
Objective	Strategy	Responsibility Timeframe
To enhance the capacity of the Ministry responsible for Community Development and other key stakeholders to effectively implement community development programs	Fill all vacancies in the community development department with qualified staff Motivate staff through promotion, short and long term courses. Upgrade capacity of stakeholders through short and long term courses	MoCECCD, MoFEPD and DHRMD 2016–2021 MoCECCD, DHRMD, MoFEPD and Civil Service Commission, 2016–2021 MoCECCD, Civil society and Development partners 2016–2021
To create an environment that will promote and encourage the discovery, development and use of technology to boost community development.	Promote research in appropriate technologies and strengthen linkages with Research institutions Promote community based innovations and appropriate technologies Provide appropriate technology skills to communities	MIRTDC, MoCECCD, MoIT, OVOP, Local Councils, and other Research Institutions 2016–2021 MoCECCD, District Councils and Training Institutions 2016–2021 MoCECCD, MoIT, OVOP, District Councils 2016–2021

	Facilitate acquisition of appropriate technology equipment for value addition	and Institutions MoCECCD, MoIT, OVOP, Local Councils	Training	2016-2021
Policy Priority Area 3: Governance for Community Development				
Policy Statement 3: The policy will ensure that all stakeholders adhere to sound governance practices that promote efficiency and effectiveness in the implementation of community development programmes				
Objective	Strategy	Responsibility	Timeframe	
To promote stakeholder compliance to effective community development approaches.	Provide clear guidelines and procedures for implementation of community development programs Ensure all stakeholders in community development follow all the community development steps in the correct order	MoCECCD MoCECCD	2016-2018 2016-2021	
To strengthen cooperation, coordination, collaboration and accountability among stakeholders in community development.	Harmonize implementation of community programmes Institutionalize networking and collaboration among stakeholders Promote transparency and accountability amongst community development stakeholders.	MoCECCD MoCECCD, MoLGRD. MoCECCD, Local Councils, Development Partners	2016-2021 2016-2021 2016-2021	
To promote equal opportunities, accessibility and participation in community development	Ensure gender is mainstreamed in community development projects and programmes	MoCECCD, MoGCDSW, CSOs	2016-2021	

activities for all groups at community level.	Ensure communities actively participate in and benefit from community-based projects and programmes	MoCECCD, Councils, CSOs	Local MoLGRD,	2016-2021
	Promote inclusion in the implementation of community development activities	MoCECCD, Local MoLGRD, Development Partners	MoGCDSW, Councils, CSOs,	2016-2021
	Promote spirit of ownership for community based development projects and activities	MoCECCD, Councils, CSOs, Partners	Local MoLGRD, Development	2016-2021
Policy Priority area 4: Financing Community Development				

Policy Statement 4: The policy will ensure that an effective mechanism is in place for sustainable financing of community development programs

Objective	Strategy	Responsibility	Timeframe
To mobilize adequate and regular, resources for community development programs	1. Develop a strategy for mobilizing resources to support community development	MoCECCD, CSOs	2016-2021
	2. Enhance access to information and guidance about funding sources for community development stakeholders	MoCECCD	do
	3. Allocate more resources for implementation of Community Development Policy through Local Development Fund and Government Account No1	MoCECCD, MoF, Development Partners, MoLGRD, District Councils	do
	4. Promote community contribution to development activities.	MoCECCD CSOs District Councils,	do
	5. Promote the use of sound financial and economic management system	MoFEPPD, MoCECCD	do

Policy Priority Area 1: Community Development Programmes

Policy Statement 1: The policy will ensure that community development programmes are clearly defined, popularised and implemented throughout the country.

Outcome 1: Clearly defined and popularised community development programmes

Objective	Output	Performance Indicator	Target	Baseline	Source of Ver.	Assumptions/Risks
To popularise community development programmes	Knowledge on community development programmes enhanced	Number of interactive meetings held			Reports	
		(i). National	5	0		
		(ii). District	196	0		
		Number of radio programs on Community Development aired	10	0	Reports	
	Knowledge in couples and communities on population education and reproductive health issues enhanced.	Number of community awareness campaigns on community development conducted	58	0	Reports	
		Number of interactive meetings held			Reports	
		(i). National	20	0		
		(ii). District	784			

Outcome 2: Increased community participation in development programmes

To facilitate implementation of Community development programmes	Community governance structures strengthened and engendered	Number of community development committees established		Reports	
To enhance	Capacity	Number	of 30,828	22,862	Training

the capacity of community leaders, groups and committees within communities	community leaders, groups and committees built	community leaders trained. Number of groups trained	2,943	2,765	reports	
		Number of committees trained	4,508	3,747		
Capacity of communities in entrepreneurship and community resilience, and nutrition livelihoods enhanced.	Awareness on all crosscutting issues that affect communities in development undertakings created	Number of sensitization meetings conducted	4,226	3,239	Reports	
		Number of communities reached with sensitization messages	57,781	48,348	Reports	
		Number of entrepreneurship trainings conducted	5,680	2,887	Training reports	
		Number of community home management workers recruited and trained	8000	0	Training reports Staff returns	
		Number of home management and nutrition trainings conducted	4,441	923	Training reports	
		Number of home management and nutrition groups	72,142	992	Training reports	

	trained					
	Number of entrepreneurship groups trained	4,802	2,976	Training reports		
Policy Priority Area 2: Human Resource and Skills Development for Community Development						
Policy Statement 2: Ensure that capacity is developed at all levels						
Outcome 1: Strengthened capacity of the community development human resource						
Objective	Output	Performance Indicator	Target	Baseline	Source of Ver.	Assumptions/Risks
To enhance the capacity of the Ministry responsible for Community Development and other key stakeholders to effectively implement community development programs	The capacity of the Ministry responsible for Community Development and other key stakeholders enhanced	Percentage of vacant posts in the Directorate of Community Development filled	100%	48%	Staff Returns	Authority granted
		Number of staff with Diplomas, Bachelors and Masters degrees and PhD	Diploma-150 1 st degree-35 Masters-20 PhD-2	Diploma-25 1 st degree-7 Masters-8 PhD-0	Staff Returns	
		Number of staff promoted at national level	15	1	Staff Returns	Authority granted
		Number of staff promoted at district level	180	0	Staff Returns	Authority granted
		Number of courses offered to other stakeholders	11	5	Training reports	Demand from stakeholders

Outcome 2: Improved skills in appropriate technology						
Objective	Output	Performance Indicator	Target	Baseline	Source of Ver.	Assumptions/ Risks
To promote development and use of appropriate technology	Usage of appropriate technologies increased	Number of groups trained in appropriate technology	1,839	541	Training reports	
		Number of groups assisted to acquire value adding equipment	413	171	Reports	
		Number of new appropriate technology introduced	15	10	Reports	
		Number of appropriate technologies adopted	15	10	Reports	
Policy Priority Area 3: Governance for Community Development						
Policy Statement 3: Ensure that the community development process is adhered to by all stakeholders						
Outcome 1: Improved sustainability of Community programmes and projects						
Objective	Output	Performance Indicator	Target	Baseline	Source of Ver.	Assumptions/ Risks
To promote stakeholder compliance to effective community development approaches.	Clear guidelines and procedures for implementation of community development programs provided	Number of copies of policy guidelines disseminated	5000	1000	Reports	
	Inspection	Number of inspection	100	60	Inspection	

	visits to verify compliance with community development procedures done	visits			reports	
To promote stakeholders' compliance to effective community development approaches.	Stakeholders to compliance to effective community development approaches improved.	Revised guidelines and standards for community development approaches in place	1	0	Copies of Revised Guidelines	Availability of funds
		Percentage of stakeholders sensitized and issued with copies of revised guidelines and standards	100%	0%	Copies of Revised Guidelines	
		Percentage of stakeholders complying with the guidelines and standards	100%	0%	Reports	
To strengthen cooperation, coordination, collaboration and accountability among stakeholders in community development	Cooperation, coordination, collaboration and accountability among stakeholders in community development strengthened	Number of ICD TWG meetings conducted	20 (1/quarter)	1	Reports	Availability of funds
		Joint M&E framework in place	1	0	Reports	
		Number of Joint subsector reviews	5 (1 annually)	0	Reports	Availability of funds
		Sub sector communication strategy in place	1	0	Reports	

	Spirit of ownership for community based development projects and activities promoted	Number of people participating in community projects	50%	0	Reports
		Number of community projects not being vandalised	80%		
Outcome 2: Improved participation in community and livelihood Programmes					
To promote equal opportunities, accessibility and participation in social, political and economic activities at community level.	Equal opportunities, accessibility and participation in social, political and economic activities at community level promoted.	Number of community development programmes engendered	224	192	Reports
		Number of self-help groups implementing community development programmes	3,904	1,810	Reports
		Number of vulnerable groups participating in economic empowerment.	1,551	1,280	Reports
Policy Priority area 4: Financing Community Development					
Policy Statement 4: The policy will ensure that an effective mechanism is in place for sustainable financing of community development programs					

Outcome 1: Improved sustainability of community programmes and projects						
Objective	Output	Performance Indicator	Target	Baseline	Source of Ver.	Assumptions/Risks
To mobilize adequate and consistent resources for community development.	Adequate and consistent resources for community development mobilized	Resource mobilization strategy developed	1	0	Reports	
		Resource mapping report produced and disseminated	2	0	Reports	
		Basket funding for community development in place.	1	0	Reports	Development partners are willing to contribute to the fund
		Guidelines on community contribution towards projects in place	1	0	Reports	