



Government of Malawi

**DISTRICT OPERATIONAL AND COORDINATION GUIDELINES
FOR THE GENDER, CHILDREN, YOUTH AND SPORTS
SECTOR WORKING GROUP (GCY&S SWG)**

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FOREWORD

In November 2008, the Government of Malawi (GoM) launched 16 Sector Working Groups (SWGs) as a means of implementing the Malawi Growth and Development Strategy (MGDS) and the Development Assistance Strategy (DAS). The DAS operationalises the five norms embedded in the Paris Declaration (2005) and the Accra agenda for Action (2008) on aid effectiveness. One of the 16 SWGs launched is the Gender, Children, Youth and Sports (GCY&S). To ensure effective operationalisation and institutionalisation, the GCY&S SWG has developed a medium term Joint Sector Strategic Plan 2012-2017 (JSSP) as a priority sector investment plan.

The GCY&S SWG recognises that effective implementation of the Joint Sector Strategic Plan demands a properly coordinated and coherent institutional framework. The sector has therefore developed the District Coordination and Operational Guidelines to ensure the smooth execution of the sector priorities at the district level. The guidelines are to serve as a reference document for all the key stakeholders including the public sector, private sector, NGOs, Civil Society and Faith Based Organisations. The guidelines outline the SWG membership, leadership and roles and responsibilities. They further highlight SWG operational mechanisms and modalities for reporting and information sharing.

It is therefore my hope that the Guidelines will contribute in strengthening coordination within the GCY&S SWG for effective implementation of the Joint Sector Strategic Plan and attainment of the MGDS sector targets.

Dr. Mary Shawa

Alexander S. Mseka

Chairpersons of the Gender, Children, Youth and Sports SWG

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In a special way, the SWG Chairperson acknowledges the guidance rendered by Mr. Richard Chakhame, the Director of Planning and Research and Cecilia Ncube, Gender Advisor in the Ministry of Gender, Children and Social Welfare to the process of developing the Guidelines.

Finally, the SWG Chairperson acknowledges with profound gratitude the financial assistance the United Nations Population Fund (UNFPA) provided for the preparation of these Guidelines.

ACRONYMS

CBO: Community Based Organization

DC: District Commissioner

DCDO: District Community Development Office

DGCY&S SWG: District Gender, Children, Youth and Sports Sector Working Group

DEC: District Executive Committee

DP: Development Partner

DPD: Directorate of Planning and Development

DSO: District Sports Office

DSWO: District Social Welfare Office

DYO: District Youth Office

FBO: Faith Based Organization

GCY&S SWG: Gender, Children, Youth and Sports Sector Working Group

JSSP: Joint Sector Strategic Plan

MGDS: Malawi Growth and Development Strategy

NGOs: Non Governmental Organizations

REFLECT: Regenerated Frerian Literacy Through Empowering Community Techniques

TWG: Technical Working Group

UNFPA: United Nations Population Fund

VDC: Village Development Committee

Table of Contents

| | |
|---------------------------------------------------------------------------|-----------|
| I. INTRODUCTION..... | 5 |
| II. BACKGROUND..... | 5 |
| III. SWG MEMBERSHIP..... | 7 |
| IV. SWG LEADERSHIP AND MANAGEMENT | 7 |
| V. KEY ROLES AND RESPONSIBILITIES | 7 |
| Chairperson..... | 7 |
| Co-Chairperson | 8 |
| Secretariat | 8 |
| The District Commissioner (DC)..... | 8 |
| The District Council..... | 9 |
| VI. TECHNICAL WORKING GROUPS..... | 9 |
| VII. TASKFORCES | 10 |
| VIII. SWG MEETINGS | 11 |
| IX. TWG MEETINGS..... | 11 |
| X. JOINT PLANNING, BUDGETING IMPLEMENTATION AND REVIEW | 12 |
| XI. REPORTING AND INFORMATION SHARING..... | 12 |
| XII. MONITORING AND EVALUATION | 12 |
| XIII. INTERFACE BETWEEN NATIONAL AND DISTRICT SWG STRUCTURES | 13 |

I. INTRODUCTION

These Guidelines provide an operational and coordination framework for the Gender, Children, Youth and Sports Sector Working Group (GCY&S SWG) at the district level. The Guidelines outline how the GCY&S SWG should be governed at District level in terms of the leadership, membership, roles and responsibilities to ensure effective implementation of the Joint Sector Strategic Plan (JSSP).

II. BACKGROUND

The GCY&S SWG is among the 16 Sector Working Groups (SWGs) that were launched in November 2008 by the Malawi Government. The overall objective of the SWGs is to increase the effectiveness and efficiency of coordination amongst all stakeholders to attain national development objectives through implementation of the Malawi Growth and Development Strategy (MGDS) and the annual national and sector budgets. Accordingly, the GCY&S SWG is responsible for all planning and budgeting activities affecting the Gender, Children, Youth and Sports sector.

The mandate of the GCY&S SWG includes the following:

1. Providing a forum for policy dialogue and coordination amongst the key implementing partners including the private sector, donors, national and international NGOs, FBOs and civil society organizations;
2. Facilitating the development and implementation of the GCY&S sector strategies;
3. Facilitating the development and implementation of instruments and practices for monitoring and reporting sector progress. Among others, key areas include government spending, program implementation, donor assistance and progress made in implementing sector priorities towards the attainment of the MGDS and Millennium Development Goals (MDGs) in the sector;
4. Strengthening government **leadership and ownership** over the sectoral strategies and priorities. This will require the GCY&S SWG to:
 - a. Build consensus around sectoral priorities, including prioritized and costed sector plans;

- b. Agree on and implement capacity development plans that will guide government and other stakeholders, including donors, the private sector and civic society organizations in undertaking capacity development activities in the GCY&S sector.
- 5. Promoting **alignment** of donor activities with government priorities and procedures. This would require the GCY&S SWG to:
 - a. Discuss donors' strategies and development organizations' support/assistance strategies and programs (including alignment with capacity development initiatives) to ensure that they respond to the government priorities for the sector;
 - b. Facilitate agreement and establishment of funding practices that increase the transparency and predictability of Development Partner (DP) assistance within the GCY&S sector.
- 6. Promoting **harmonization and simplification** within the GCY&S sector. This would require the GCY&S SWG to:
 - a. Promote progress towards sector-wide approaches and programme budgeting in the GCY&S sector;
 - b. Identify and improve specific policies and procedures that require attention, and move towards country systems and integrated project management structures wherever possible;
 - c. Facilitate the coordination and cooperation between the Government, Development Partners and all stakeholders in their analytical work, missions, and training.
- 7. Promoting **mutual accountability in managing for results** within the GCY&S sector. This would require the GCY&S SWG to develop **joint monitoring indicators that enable the SWG** to monitor its progress in meeting its core and additional mandates over time.

III. SWG MEMBERSHIP AT THE DISTRICT

Membership of the SWG includes Directorate of Planning and Development (DPD), District Community Services Office (DCSO), District Sports Office (DSO), District Community Development Office (DCDO), District Social Welfare Office (DSWO), District Youth Office (DYO)

Membership also includes the following government departments; Agricultural Gender Roles Extension Support Services Office (AGRESSO), District Nutrition Office (DNO), District Health Office (DHO), Police Victim Support Unit (PVSU), District Education Management Office (DEMO), Magistrate Office, District Labour Office (DLO)) International & National NGOs & other Civil Society Organizations

Representatives of the Community Based Organization (CBO's) Network, Youth Network, Faith Based Organization (FBO) Network and Traditional Leaders also form part of the SWG.

IV. SWG LEADERSHIP AND MANAGEMENT

4.1. Chair and Co- Chairperson

The Directorate of Planning and Development (DPD) shall be chairperson for the Sector Working Group (SWG). Co-chairperson shall be a member of one of the leading NGOs implementing activities within the areas of Gender, Children, Social Welfare, Integrated Community Development, Adult Literacy, Youth and Sports.

4.2. The Secretariat

The secretariat shall be housed in the office of the District Community Services Officer (DCSO) and shall carry out its functions with support from the DCDO, DSWO, DYO, and DSO. The DCSO shall elect a desk officer on rotational basis among DCDO, DSWO, DYO, and DSO annually.

V. KEY ROLES AND RESPONSIBILITIES

Chairperson

The Chairperson shall:

- I. Liaise with the Secretariat in developing agenda for the SWG meetings and calling for the SWG meetings.

- II. Chair meetings of the SWG
- III. Facilitate strengthening and building of partnerships among the members of the sector for the effective co-ordination and harmonization of its programmes and projects.
- IV. Provide government guidance and authority in the endorsement of crucial decisions and resolutions passed in the SWG meetings.
- V. Facilitate joint planning, budgeting and implementation and monitoring of sector strategies in line with the JSSP and MGDS
- VI. Lead in advocacy activities
- VII. Lead in the documentation and dissemination of information, lessons learnt and best practices of the sector.

Co-Chairperson

The Co-chairperson shall:

- I. Liaise with the Secretariat in developing agenda for the SWG meetings and calling for the SWG meetings in absence of the Chair
- II. Co-chair SWG meetings.
- III. Facilitate the implementation of the Resource Mobilization Strategy

Secretariat

The Secretariat shall:

- I. With the Chair's guidance, develop agenda and call for SWG meetings.
- II. Take minutes of meetings and circulate to members
- III. Ensure monitoring and follow-up of decisions taken in the SWG meetings
- IV. Manage logistics for the GCY&S SWG
- V. Compile, document and disseminate information, lessons learnt and best practices within the sector.
- VI. Liaise with national TWGs on technical issues.

The District Commissioner (DC)

The DC shall:

- I. Provide overall leadership and guidance of the SWG..

- II. Ensure that sector programs are adequately resourced
- III. Monitor resource utilization and implementation of activities within the sector
- IV. Spearhead SWG deliberations at the DEC

The District Council

The District council shall endorse and approve DEC resolutions.

VI. TECHNICAL WORKING GROUPS

Three technical working groups namely the Gender and Integrated Community Development; Child Development and Social Welfare; and Youth and Sports will be established to provide technical support, guidance and back up in the implementation monitoring and reporting of their relevant functional area. The Chairmanship of these TWGs will be as illustrated in table 1 below. The three technical working groups will have the following mandate, key functional areas and member institutions as outlined in table 1 below.

Table 1: Names of TWGs, Key Functional Areas and Membership

| No. | TWG | Key Functional Areas | TWG Member Institutions |
|-----|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Gender and Integrated Community Development | <ul style="list-style-type: none"> • Women in decision making and politics • Gender, Sexual and Reproductive Health • Promotion and protection of the rights for men ,women, boys and girls • Gender Based Violence • Gender mainstreaming in district implementation plans • Gender Responsive Budgeting • Capacity building in gender and development • Adult Literacy (Functional and REFLECT) • Home management and nutrition • Social and Economic Empowerment • Community mobilization and capacity building • | <ul style="list-style-type: none"> • Community Development Office (Chair); • District Education Office; • District Youth Office; • Monitoring and Evaluation Office • District AIDS Coordinating Office • District Agriculture Development Office; • District Social Welfare Office; • Directorate of Planning and Development; • District Environmental Health Office • Environmental District Office; • Police Service; • Representative of Community Victim Support Unit; • Relevant Microfinance institutions; • Magistrate courts; and • Relevant Non-Governmental Organizations. |

| | | | |
|---|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Child Development and Social Welfare | <ul style="list-style-type: none"> • Child Protection • Orphans and other Vulnerable Children • Early Childhood Development (parenting education and transition services) • Capacity building of district social welfare structures (CBOs and FBOs) • Probation and rehabilitation services • Family welfare and social support • Care, protection and support services • Public assistance and relief services • Institutional Social Work (Hospital, School and Prison) | <ul style="list-style-type: none"> • District Social Welfare Office (Chair); • Community Development Office; • Monitoring and Evaluation Office • District AIDS Coordinating Office • District Education Office; • District Youth Office; • District Agricultural Development Office; • District Labour Office; • District Water Office; • District Health Office; • Directorate of Planning and Development; • Police Service; • Malawi Council for the Handicapped; • Relevant Microfinance Institutions; • Magistrate courts; and • Relevant Non-Governmental Organizations. |
| 3 | Youth and Sports | <ul style="list-style-type: none"> • Youth Social and Economic empowerment • Youth participation, leadership and volunteerism including internship • Youth non formal education including literacy and numeracy • Capacity development of youth structures • Youth and sports infrastructural development • Youth health and nutrition including Sexual Reproductive Health and HIV and AIDS education • Youth guidance, counselling and life skills • Development and implementation of Sports programmes • Promotion of mass participation in sports • Promoting participation of the youth in physical education and sports. | <ul style="list-style-type: none"> • District Youth Office (Chair); • Community Development Office; • District Education Office, • District Sports Office, • District Agricultural Development Office; • District Social Welfare Office, • District Labour Office, • District Health Office, • Directorate of Planning and Development; • Police Service; • Relevant Microfinance Institutions; and • Relevant NGOs. |

VII. TASKFORCES

TWGs will set up taskforces on a need basis to execute specific issues in line with their Terms of Reference (ToRs).

VIII. SWG MEETINGS

The GCY&S SWG shall hold its meetings on a quarterly basis. However, the SWG may convene extra meetings whenever the Chair and Co-Chair deem it appropriate. Each organization shall nominate a representative and an alternate to participate in GCY&S SWG meetings. Those nominated should be officers with sufficient knowledge and authority to commit in most of the GCY&S SWG deliberations and activities. Additional and occasional attendants to the SWG meetings will be defined as and when the scope of activities so require.

To ensure that the viewpoints of all members are fully and consistently articulated, and to help build trust and momentum, the GCY&S SWG members shall commit to make their best efforts to:

- Attend all scheduled meetings;
- Stay for the duration of meetings;
- Participate fully in the GCY&S SWG sessions;
- Keep themselves updated regularly on substantive issues prior to/and or subsequent to participation in GCY&S SWG meetings;and
- Communicate their concerns regarding scheduled agenda items to the Secretariat prior to scheduled meetings if they are unable to attend.

IX. TWG MEETINGS

TWG meetings shall be held monthly. However, extraordinary meetings will be held anytime the chair and the co chair deem appropriate. Each organization shall nominate a representative and an alternate to participate in TWG meetings. Those nominated should be officers with sufficient knowledge and authority to commit in most of the TWG deliberations and activities. Additional and occasional attendants to the TWG meetings will be defined as and when the scope of activities so require.

To ensure that the viewpoints of all members are fully and consistently articulated, and to help build trust and momentum, the TWG members shall commit to make their best efforts to:

- Attend all scheduled meetings;
- Stay for the duration of meetings;
- Participate fully in the TWG sessions;

- Keep themselves updated regularly on substantive issues prior to/and or subsequent to participation in TWG meetings; and
- Communicate their concerns regarding scheduled agenda items to the SWG prior to scheduled meetings if they are unable to attend.

X. JOINT PLANNING, BUDGETING IMPLEMENTATION AND REVIEW

The SWG meetings shall, based on the JSSP, focus on joint sector planning and budgeting to set out priorities for the coming year. The SWG shall also hold meetings to review its performance in the preceding year and draw lessons for the subsequent years. These meetings shall be facilitated by the District Secretariat with occasional support from the National Secretariat. The SWG shall oversee the implementation, monitoring and evaluation of the activities.

The TWG shall spearhead the implementation, monitoring and evaluation of their specific activities. The TWG shall also hold meetings to review its performance in the preceding quarter and draw lessons for the subsequent quarters. These meetings shall be facilitated by the TWG Chairperson with occasional support from the District Secretariat.

XI. REPORTING AND INFORMATION SHARING

Where a Taskforce is formed to deal with a specific issue, the Chairperson shall report to the relevant TWG chairperson as indicated in their Terms of Reference (TOR). With or without a Taskforce, the TWG chair shall report implementation progress to the District SWG chair on monthly basis.

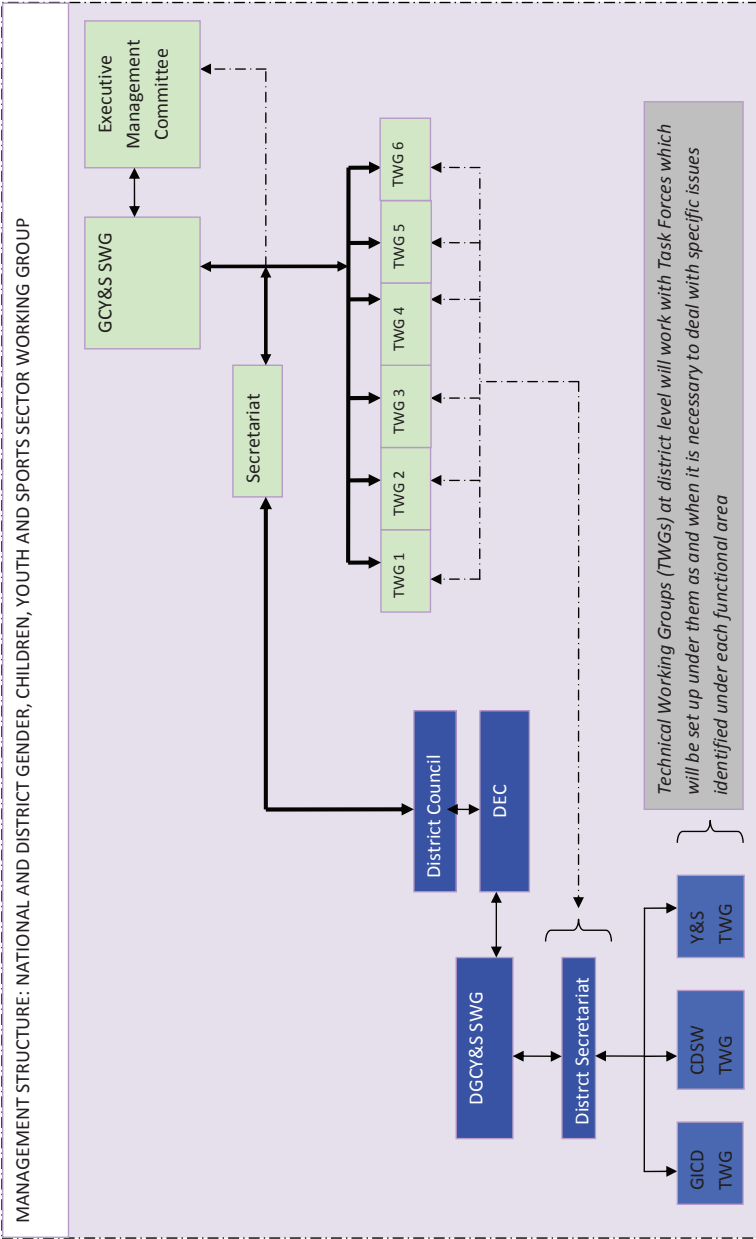
The SWG Chairperson shall report to the DEC. Issues and resolutions tabled at the DEC will thereafter be endorsed by the District Council before communicating the same to the national secretariat. On matters that require input from the national TWGs, there shall be constant interface between the district secretariat and the national TWGs. Reports to the central level shall be on a quarterly basis or as when required.

Information sharing shall be done at every level among all stakeholders to ensure accountability, coordination, networking and sharing of best practices.

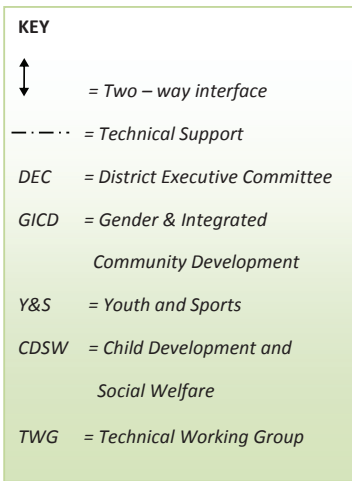
XII. MONITORING AND EVALUATION

The monitoring and evaluation of programmes under the GCY&S SWG shall be done using the existing M&E structures at the district level.

XIII. INTERFACE BETWEEN NATIONAL AND DISTRICT SWG STRUCTURES



District Level Guiding Principles



- There will be three Technical Working Groups (TWGs) at district level namely: Gender and Integrated Community Development; Child Development and Social Welfare; and Youth and Sports.
- Deliberations from these TWGs will be consolidated by the District Secretariat and tabled at the District Gender, Children, Youth and Sports Sector Working Group. The SWG will comprise of the Government and Non-State actors (NGOs, Private Sector, Civil Society, and faith-based organisations).
- Issues and resolutions from the District Gender, Children, Youth and Sports Sector Working Group will be tabled at the DEC and thereafter endorsed by the District Council before communicating the same to the National Secretariat.
- The District Gender, Children, Youth and Sports Sector Working Group will link with the National Gender, Children, Youth and Sports Sector Working Group through the National Secretariat.
- Regarding technical collaboration and guidance, the District Secretariat will interface directly with the six national TWGs
- The three Technical Working Groups (TWGs) at district level will work with Task Forces which will be set up under them as and when it is necessary to deal with specific issues identified under each functional area.

