



Malawi Government

THE GENDER, CHILDREN, YOUTH AND SPORTS
SECTOR WORKING GROUP

Joint Sector Strategic Plan

2013-2017

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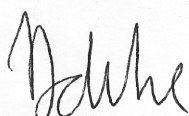
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PREFACE

The Government of Malawi launched the Sector Working Groups (SWGs) in 2008 as a means of implementing the Malawi Growth and Development Strategy (MGDS) and the Development Assistance Strategy (DAS). The main aims of the SWGs are to provide a forum for negotiation, policy dialogue, and agreement of plans and undertakings among Government, development Partners, Non-Governmental Organizations (NGOs) and the Private Sector at the sectoral level. Further, the SWGs provide an opportunity for policy harmonization across the sector through Technical Working Groups (TWGs) within the sector. Finally, they provide a mechanism to monitor the achievement of MGDS objectives and the Millennium Development Goals (MDGs).

Consistent with the objectives of the SWGs, the Joint Sector Strategic Plan is a product of close collaboration and significant consultations among the stakeholders within the Gender, Children, Youth and Sports sector. The strategy therefore, represents a consensus among stakeholders of the sector on the broad interventions that must be pursued to address the issues affecting children, youth, women, vulnerable men and sports in Malawi. It has a clear vision, mission and objectives to guide the design and implementation of the programmes in the Gender, Children, Youth and Sports SWG.

The Government will take the lead in the implementation process of the strategy through Ministries responsible for Gender, Children, Social Protection, Community Development, Adult Literacy, Social Welfare, Youth and Sports. The successful implementation of the strategy will however not be achieved without the full cooperation and participation of all the stakeholders. I am confident that the same commitment, cooperation and support that contributed to the preparation of the joint strategy will continue during the implementation. I therefore, urge all the stakeholders to uphold the principles of the Paris Declaration and the Accra Agenda for Action to ensure successful implementation of the strategy in order to improve the achievement of the results for all the MDGs related to the sector.



Hawa O. Ndilowe

CHIEF SECRETARY TO THE GOVERNMENT

FOREWORD BY THE CHAIRPERSON

The Government of Malawi is implementing a number of interventions aimed at uplifting the lives of children, youth and women. Despite the efforts the social, economic and political status of most Malawians still remains below acceptable levels. The significant proportion of children, youth and women in Malawi's population remain below the poverty line coupled with high illiteracy levels and inadequate sports activities, the vast human resource potential for increasing the country's productive capacity and contributing to sustainable national economic growth and development remains underutilised. The Joint Sector Strategic Plan aims at harnessing the potential by protecting and empowering children, youth and women and ensuring gender equality, equity and empowerment so that they are able to effectively contribute to the country's poverty reduction efforts.

The joint strategy attempts to bring all the stakeholders working in the sector together and harness their efforts to, among other things, strengthen the national policy and legal environment for protecting children, youth and women; improving and ensuring equitable access, control, management and utilization of social and economic services by these groups; enhancing their participation in decision making processes and sports; reducing illiteracy, violence, abuse, exploitation and neglect against these groups; and strengthening the capacities of the community to take part in the community projects of the SWG.

The Strategy outlines the operating principles for ensuring the social, economic and political empowerment of children, youth and women. It also emphasizes close collaboration and improved coordination of all the stakeholders in the sector to ensure the successful implementation of the strategy.

Government pledges its commitment to provide its share of funding, effective leadership and systems that promote transparency and accountability. As the strategy requires adequate and systematic financial and technical support, it is my hope that Development and Cooperating Partners will also be equally committed to ensure that the strategy is adequately resourced. It is therefore, my hope that the implementation of the strategy will further strengthen the partnership between the government and all its partners in the sector.



Dr. Mary Shawa



Alexander S. Mseka

Chairpersons of the Gender, Children, Youth and Sports SWG

FOREWORD BY THE VICE CHAIRPERSON

The strategy is a demonstration of the strong partnership between the Government of Malawi, the United Nations and other Development Partners, Civil Society Organisations and the Private Sector to address the challenges in the Gender, Children, Youth and Sports Sector. It will assist the Sector Working Group in championing the establishment of a Gender, Children, Youth and Sports Sector Wide Approach. I am convinced that the Sector Working Group will lead, coordinate and bring together new energies and talents by encouraging different sub sector groups to join in this shared endeavour.

The interwoven threats and challenges to advance the rights of children, youth and women in the twenty-first century demand renewed multi-sectoral approach that provides effective collective responses to the issues that no one institution or grouping can tackle in isolation. Promoting children, youth and women's rights is a national agenda that poses challenges for everyone. The strategies in this document are part of the national efforts to implement national, regional and international policies and instruments that promote the rights of children, youth and women.

As we look towards the future, we know that the successful implementation of the strategy will require concerted efforts of all the Development Partners. In this regard, as Development Partners, we will strengthen the coordination of our many valuable actions and contributions so that they all add up to greater impacts and accelerated progress towards the achievement of MGDS II and MDGs. We will also ensure that our contributions are in line with the principles of the Paris Declaration and the Accra Agenda for Action.

I firmly believe in a future where gender equality and women empowerment is achievable, children, youth and women are free from violence, safe, growing healthy, strong, educated, attain their full potential and well-being and fully contributing to their societies. I look forward to continuing this partnership to achieve our shared goals.



Athanase Nzokirishaka

Vice Chairperson of the Sector Working Group

UNFPA REPRESENTATIVE

EXECUTIVE SUMMARY

The Malawi Growth and Development Strategy II (MGDS II) is the overarching medium term strategy for Malawi designed to attain Malawi's long term development aspirations. The strategy covers a period of five years from 2011 to 2016. It follows the successful implementation of the MGDS I between 2006 and 2011. The objective of MGDS II is to continue reducing poverty through sustainable economic growth and infrastructure development. The MGDS II has six thematic areas and nine priority areas.

The Gender, Children, Youth and Sports Sector Strategy has been developed in order to operationalize the priorities under theme six: crosscutting issues, sub-theme one: Gender and priority area eight: Child Development, Youth Development and Empowerment. Child Development, Youth Development and Empowerment are also covered under theme two of social development.

The Ministry of Gender, Children and Social Welfare (MoGCSW), and the Ministry of Youth and Sports, in collaboration with the United Nations Population Fund (UNFPA), as leaders of the Gender, Children, Youth and Sports Sector Working Group spearheaded the process of developing the Joint Sector Strategic Plan (JSSP). The aim of developing the JSSP is to institutionalize and coordinate effective and efficient sector wide planning, budgeting and implementation of development programs that will ensure that children, youth and women are socially, economically and politically empowered in a secure environment.

The process of developing the JSSP was consultative at the national and district levels, and it included representatives of all stakeholders. The situation analysis of the sector established that, although tremendous strides have been made to ensure that children, youth and women are protected, empowered socially, economically and politically, there still remain gaps and challenges that need to be addressed.

Nationally, available data indicates that women, youth and children are experiencing higher poverty levels due to their inability to access, utilize and control productive resources. Women account for the majority of those living in absolute poverty. Higher incidence rates of HIV infections are reportedly

among female youths, at 9% compared to male youth's prevalence rate of 2%. The unemployed and out of school youth are increasing in number, yet admission rates into technical and vocational training institutions is at 3%.

The precarious situation of the women, youth and children is exacerbated by their inability to participate effectively in political process of decision making. Parliamentary representation of women is at 22% despite a massive effort to support women into taking up the political positions. The youth are rarely represented in decision making fora.

Violence against children, youth and women continue to be rampant despite the existence of legal provisions for their protection. According to Malawi Demographic Health Survey (MDHS) 2010, two in five women, representing 41 percent, reported that they had experienced either physical or sexual violence. Sixteen percent had experienced physical violence only; 13 percent who had experienced sexual violence only and 12 percent had experienced both physical and sexual violence.

An estimated 2.4 million children are growing up in violent homes, witnessing domestic violence and experiencing its negative effects. Sixty-five per cent of girls experience some form of child abuse during their lifetime, compared with 35 per cent of boys.¹ 23 per cent of girls aged 15 to 19 years are married compared to less than two per cent of boys. One in four children is involved in child labour.²

In addition to the substantive issues outlined above, the situation analysis also established capacity challenges and gaps that would affect the effective implementation of the JSSP. Policy awareness at both national and district levels are limited among the stakeholders in the sector. Although the structures to coordinate the sector working group at the national level exist, there is limited inter as well as intra ministry collaboration.

1 Government of Malawi, *Intimate Partner Violence*, Malawi, 2005

2 Government of Malawi, *Multiple Indicator Cluster Survey*, Malawi, 2006

At the district level, there is limited awareness of the existence of the sector working group and absence of a structure to effectively coordinate the implementation of the JSSP. The absence of a communication strategy, a business plan and a harmonized monitoring and evaluation framework exacerbate the ineffectiveness of the sector.

In view of these challenges and gaps, the JSSP will contribute to the achievement of the main objective of the MGDS II to “continue reducing poverty through sustainable economic growth and infrastructure development”. The goal of the JSSP is therefore to “protect children and empower youth and women economically, socially and politically while striving to achieve gender equality and equity”. This goal will be achieved through the following outcomes:

- Outcome 1:** Children, youth and women protected by the policy and legal environment.
- Outcome 2:** Children, youth, athletes, women and vulnerable men equitably access, control and utilise social and economic services
- Outcome 3:** Children, youth and women participate effectively in decision making processes.
- Outcome 4:** Violence against children, youth and women reduced
- Outcome 5:** Sector programs targeting children, youth, athletes, women and vulnerable men effectively coordinated.

At national level the JSSP will be co-chaired by the Secretaries of Gender, Children and Social Welfare and Youth Development and Sports. The JSSP will be implemented by the Sector Working Group and will be coordinated by the Director of Planning in the Ministry of Gender, Children and Social Welfare who will report to the chairperson of the SWG. The coordinator will be responsible for coordinating the Technical Working Groups (TWGs) which have been formulated on: Gender, Children, Social Welfare, Integrated Community Development, Youth and Sports. The TWGs will be expected to deliver on the five outcomes. At the district level, a sub-committee of the District Executive Committee will be instituted to facilitate the implementation of the activities.

A monitoring and evaluation framework has been developed which will be used to track the progress achieved under the JSSP. Indicators on the outcomes and outputs of the sector programs have been developed. Furthermore, to facilitate awareness and sensitization, and to encourage inclusion of various stakeholders, a communication strategy and operational guidelines have been developed and implemented by the SWG.

ACKNOWLEDGEMENTS

The Ministries of Gender, Children and Social Welfare & Youth and Sports would like to thank the Technical Working Groups (TWGs) of the Sector Working Group (SWG) whose membership comprised the six drafting teams that developed the thematic inputs into the Plan.

We would like to thank officers from the other government ministries, representatives of the various Development Partners and the NGO Sector whose comments provided invaluable contributions, key insights and information in the development of the strategy.

Special thanks also go to the Planning Departments of the two Ministries for leading the consultations and guiding the development of the strategy. Last but not least, UNFPA deserves sincere acknowledgement for providing financial and technical support in the production of the Strategy.

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ACRONYMS

CBO	:	Community Based Organisation
CIDA	:	Canadian International Development Agency
CDSW	:	Child Development and Social Welfare
CSOs	:	Civil Society Organisations
DEMIS	:	District Education Management Information System
DPD	:	Director of Planning and Development
DGCY&S	:	District Gender, Children, Youth and Sports
EMIS	:	Education Management Information System
FBO	:	Faith Based Organisation
GBV	:	Gender Based Violence
GICD	:	Gender and Integrated Community Development
GYD&S MIS:	:	Gender, Youth and Sports Management Information System
HMIS	:	Health Management Information System
ICT	:	Information Communication and Technology
JSSP	:	Joint Sector Strategic Plan
LAMIS	:	Local Authorities Management Information System
MoGCSW	:	Ministry of Gender, Children and Social Welfare
MY&S	:	Ministry of Youth and Sports
M&E	:	Monitoring and Evaluation
NGO	:	Non Governmental Organisation
NSO	:	National Statistical Office

OPC	:	Office of President and Cabinet
OVC MIS	:	Orphans and Vulnerable Children Monitoring and Evaluation System
RBM	:	Result Based Management
SWAP	:	Sector Wide Approach
SWG	:	Sector Working Group
TWG	:	Technical Working Group
UN	:	United Nations
UN WOMEN:		United Nations Entity for Gender Equality and the Empowerment of Women
UNFPA	:	United Nations Population Fund
Y&S TWG	:	Youth and Sports Technical Working Group

1. BACKGROUND

1.1 Introduction

The Malawi Growth and Development Strategy II (MGDS II) is the overarching medium term strategy for Malawi designed to attain Malawi's long term development aspirations. The strategy covers a period of five years from 2011 to 2016. It follows the successful implementation of the MGDS between 2006 and 2011. The objective of MGDS II is to continue reducing poverty through sustainable economic growth and infrastructure development.

The Gender, Children Youth and Sports Sector Working Group (GCY&S SWG), is one of the sector working groups established by the Government of Malawi in 2008 to facilitate the planning, coordination, budgeting, implementation and monitoring of development initiatives in order to contribute to the achievement of the MGDS II. The Gender, Children, Youth and Sports Sector Strategy has been developed in order to operationalize the priorities under theme six: crosscutting issues, sub-theme one: Gender and priority area eight: Child Development, Youth Development and Empowerment. Child Development, Youth Development and Empowerment are also covered under theme two: Social Development.

The GCYD&S sector comprises of two key ministries: the Ministry of Gender, Children and Social Welfare (MoGCSW) and the Ministry of Youth and Sports; as well as other stakeholders such as government departments, Non-Governmental Organizations, Private Sector and Development Partners. The variety and cross-cutting nature of the issues that have to be dealt with by the sector and the multiplicity of the key stakeholders, makes coordination of planning, implementation, monitoring and evaluation critical to the sector.

In order to address the issue of coordination, the GCYD&S SWG has developed the JSSP, through a consultative and participatory process

backed by evidence-based situational and gender analyses. The JSSP outlines the policy framework within which the sector is operating; its vision, goal and mission. Based on the identified challenges, the SWG has stipulated the outcomes and outputs that are expected to be achieved in the next five years (2012/13 – 2016/17), the implementation arrangements, communication, and monitoring and evaluation strategies that will be employed. The details of the Logical Framework Analysis, implementation plan, management results framework and the SWOT analysis have been provided in the annexes.

1.2 Rationale

The Government of Malawi adopted the MGDS as the overarching medium-term strategy for attaining Malawi's long term aspirations spelt out in Vision 2020. Government is currently implementing the MGDS II whose goal is to reduce poverty through sustainable economic growth and infrastructure development.

In order to strengthen the implementation of the MDGs, MGDS and the Development Assistance Strategy (DAS), the Government of Malawi (GoM) launched Sector Working Groups (SWGs) as part of the institutional framework for the planning, coordination, budgeting, implementation and monitoring of the development initiatives.

The introduction of SWGs is a response to the current Sector Wide Approach to development. Over the past ten years, Sector Wide Approaches (SWAs) have largely evolved due to concerns over aid effectiveness. The agenda has however been broadened to address aid coordination and effective development. The question at the moment is no longer just about how aid can best be delivered in a sector but rather about how the sector can best develop and how Development Partners can provide their support. Thus, the ultimate objective is not so much "*effective aid*" but "*effective development*".

In Malawi, children, youth and women constitute a large proportion of the population but the social and economic indicators show these groups are lagging behind. Improvements in the coordination of the programmes that target these groups are imperative to having a society where children youth and women are protected and empowered socially, economically and politically for sustainable development.

The JSSP therefore provides stakeholders in the sector with a comprehensive framework within which they can operate and collaborate to ensure the effective social, economic and political development of boys, girls, men and women in Malawi with emphasis being placed on marginalised groups³.

1.3 Key Strategic Partnerships

Current approaches to development assistance require that development Partners' assistance responds to the demands of the host country as expressed in its policies and plans. The priorities in the JSSP are in line with the national policies and plans. Development Partners and bilateral donors have also aligned their interventions to these priorities and are contributing to the realisation of the results. The United Nations Development Assistance Framework (UNDAF) 2012 to 2016 highlights interventions that will create an enabling environment for women, youth and children; social and economic empowerment, reduction of Gender Based Violence (GBV) and promotion of the participation of women in decision making. .

The SWG will therefore work with Government Departments, Civil Society Organisations, Development Partners, Private Sector, Traditional Leaders, Faith Based Organisations, Community Based organisations and the other key institutions and networks.

³ Marginalized groups refers to the Children, Youth and Women as identified in the Situation Analysis Report

2. CONTEXTUALIZING THE GENDER, CHILDREN, YOUTH AND SPORTS SECTOR

The Gender, Children, Youth and Sports Sector Working Group has developed its JSSP at a time when the country's socio-economic indicators on children, youth and women are still generally poor. A review of some of these issues is provided below.

2.1 Children, Youth and Women's Access to Productive Resources

In Malawi, children aged 0 to 9 years constitute the majority of the total population. According to the 2008 Population and Housing Census, approximately 4.3 million persons of the total population of 13.1 million were children. Children are directly affected by problems stemming from poverty. This is manifested through child labour, high illiteracy rates, poor health, high incidence of malnutrition, high levels of child abuse and neglect. Similarly, youth constitute a significant proportion of Malawi's population. The 2008 Population and Housing Census reports that 40 percent of the population is young aged 10 to 29 years. With time, the youth population has been growing and this has implications on the socio-economic development of the country. Investments in the current generation of young people will, among other things, improve productivity, reduce health costs and enhance the social capital. The youth constitute a growing labour force for the country. Failure to respond to their needs will further aggravate the poverty levels.

For children and youth, the primary trajectory for accessing productive resources is for them to first of all acquire an education. In education, 21.6% of 6-29 year olds have never attended school (26.5% females and 16.4% males). Most of the children who enrol in standard one, a significant proportion drop out of school before they reach standard five. For instance, with a survival rate of 62.7% (EMIS, 2009), implying that 28.3% did not reach standard 5 out of which the majority are girls. After dropping out from school, their future, safety and health are not guaranteed. These rates

translate into a huge burden of illiteracy and innumeracy. It is not surprising that illiteracy among the youth is at 20% (NSO, 2008).

The high illiteracy rates translate into high unemployment among the youth particularly those seeking full-time work, productive employment and decent work.⁴ Related to this is the unavailability of recreation facilities which would mould them into professional athletes. Access to technical, vocational, entrepreneurial, sports and recreational facilities and life skills in addition to credit facilities is an important initiative to increase youth employment.

According to the National Human Development Report for Malawi (2010), women represent 70% of the agricultural labour force and produce 70% of food for household consumption. Unfortunately, customary practices often restrict women's ability to own or operate land which is the most important asset for the households that depend on agriculture. The Malawi Gender and Development Index (2012) shows that there are still gender gaps in areas of labour force participation, access to economic resources, time use, credit, markets, employment, and Small and Medium Enterprises. Imbalances in ownership, control and access to finance, credit, capital, land and markets pose ever present features of the socio-economic environment in female headed household, making about 30% of all households. They are labour constrained and also have less access to inputs, credit and extension services.

Although labour force participation is nearly the same for men and women, women make less money than men. In the informal economy and smallholder agriculture, women make only 50% and 71% respectively of what men make. The reasons are low productivity on the land, and also less engagement in value adding activities. Overall, 76 % of currently married women and 98 % of currently married men were employed.

⁴ Productive work under conditions of freedom, equity, security and dignity, in which rights are protected and adequate remuneration and social coverage are provided

2.2 National Policy and Legal Framework to promote and protect the rights of Children, Youth and Women.

The Malawi Government aims to mainstream gender in the national development process to enhance participation of women and men, girls and boys for sustainable and equitable development. Evidence has shown that the MDGs targets that are lagging behind have pronounced gender connotations. This is linked to the fact that, most sectoral plans are not clear on the strategies to address gender disparities even though this is recognized as being critical. Inadequate gender disaggregated data, poor commitment to resource allocation towards gender mainstreaming and institutional capacity to analyse and systematically mainstream gender in all sectors remain the major challenges.

Malawi is a signatory to both international and regional conventions, treaties, declarations and protocols enforcing the rights of women and children. Paramount amongst these are the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), the African Youth Charter, SADC Protocol on Gender and Development, Protocol to the African Charter on the Rights of Women in Africa and the Convention on the Rights of the Child (CRC). The Constitution of the Republic of Malawi also prohibits discrimination of persons in any form and obliges the State to promote gender equality. Sections 23 and 24 of the Constitution specifically provides for the rights of children and women.

There have been a number of legal instruments that have been put in place to protect the rights of children, youth and women. There is however still need to review the laws that are not in coherence with the international conventions and to strengthen the capacity of the law enforcement machinery to protect the rights of women and children.

Although some women may know their rights and intend to use the formal court system, certain interrelated factors prevent or discourage women from accessing the justice delivery systems in Malawi. In addition, lack of information and awareness among women about their legal rights and provisions further prevents the prevailing obstacles to equality and equity

from being challenged. There is also a general lack of access to legal services and education, and justice delivery systems are not gender responsive. Moreover, most of the enabling policies within the sector have been in draft form, leaving a gap in the policy framework.

2.3 Violence against children, youth and women.

The Malawi Demographic and Health Survey of 2010 shows that two in five women (41%) experienced either physical or sexual violence. 16% have experienced physical violence only, 13% have experienced sexual violence only and 12.3% have experienced both. An estimated 2.4 million children are growing up in violent homes, witnessing domestic violence and experiencing its negative effects. Sixty-five per cent of girls experience some form of child abuse during their lifetime, compared to 35 per cent of boys. Of the girls aged 15 to 19 years, 23% are married compared to less than two per cent of boys. One in four children is involved in child labour. In terms of employment, women who are employed for cash are more likely than other women to have ever experienced physical violence since age 15 and also during the 12 months preceding the survey (31 and 15 percent, respectively). It is surprising to note that unemployed women are the least likely to experience physical violence. This might indicate that economically empowered women in a relationship are more vulnerable to violence.

In addition to the protection from physical violence, they should be ensured protection of their rights to access and utilize sexual reproductive health, sports and healthy lifestyle services. HIV and AIDS and other sexually transmitted infections negatively affect the lives of children, youth and women.

GBV has been identified as a significant driver of HIV and AIDS infections for women in the region. In the last decade, women have become the face of HIV and AIDS in Sub-Saharan Africa, as 61% of people living with the virus in the region are females. In the case of Malawi, the HIV prevalence rate for women is 15% compared to that of men at 8%. Several factors account for this amongst them being that women and girls are generally less able to negotiate for safe sexual intercourse because of their perceived lower status

and fear of violence. Traditional rituals, involving risky sexual practices, contribute to the increasing rates of sexually transmitted infections (STI), HIV and AIDS. 17% of currently married women in Malawi are in polygamous unions. The differences in socio-economic status are likely to matter in the context of HIV mainly through transactional sexual intercourse.

The absence of effective participation in productive, recreational and sports activities results in idle youths that migrate to urban centres and create “sub-cultures”, including street youths, youth gangs and commercial sex workers. These youths engage in crime and risky behaviours that even predispose them to HIV and STIs. HIV prevalence among 15-24 year olds is 6% and is higher for girls at 9% than boys at 2%. Furthermore, teenage pregnancies are a common occurrence, with adolescents aged between 15 and 19 contributing 11% to all births (MDHS, 2010). Ultimately, a vicious cycle of poverty, HIV and AIDS, hazardous labour, malnutrition, disease, abuse, stigmatization and sexual exploitation ensues among the youth.

Provision of infrastructure such as recreational facilities and services that promote healthy lifestyles through sports is therefore one of the ways in which the youth can be kept out of risky behaviours. An analysis of sports standards in the country however depict a deteriorating trend over the last two decades due to a number of reasons including non-availability of specialized sports training institutions for athletes, administrators and technical officials; lack of structured coordination of sports programs at all levels; lack of infrastructure and sporting culture; lack of incentives for sports persons; mismanagement and conflicting mandates at association level; and poor private sector involvement leading to haphazard and inadequate sponsorship of sports programmes.

2.4 Participation of children, youth and women in decision making processes.

Remarkable progress has been made in increasing meaningful participation of women in decision making. In April 2012, Malawi witnessed the swearing in of the first female president in southern Africa and the proportion of

women in Parliament increased from 14% (25 women) in 2004 to 22% (43 women) in 2009. Participation of children, youth and women in politics and decision making in Malawi is however still low and their interests in the formulation of policy and legislation are not adequately represented. The trend is the same. For example, most Ambassadors, District Commissioners and Chief Executives in City Councils are men. Women officers occupy 23% of decision making positions in the Civil Service. Outside government structures, the unequal participation in decision making also persists. In political parties only 2 women occupy senior positions compared to 39 men. Only 106 NGOs are headed by women while 418 are headed by men.⁵

2.5 Coordination of the gender, children, youth and sports sector

The mandate of the GCY&S sector is to empower children, youth, women and men to effectively contribute to the country's economic, social and political development. The sector derives its mandate from a number of instruments including the Constitution of the Republic of Malawi (Section 93), national legislations and policies, and international and regional protocols on children and youth development and gender equality.

Despite having its mandate enshrined in the Constitution and a large number of local and international policies and legal frameworks addressing the issues of children, youth and women, the situation analysis has revealed that there are still gaps and challenges in the policy framework at both the national and district levels.

- **Coordination:** Effective coordination of planning, implementation and monitoring of the programmes and stakeholders targeting children,, youth and women remains a challenge at both national and district levels.
- **Policy awareness:** There is limited awareness of the policies pertaining to the GCY&S-SWG. District level stakeholders, who are policy implementers, are inadequately consulted during policy formulation and review processes. There is also limited availability of

⁵ Malawi Government, Malawi Gender and Development Index, 2011

and access to the policies relevant to the GCY&S-SWG by the district level staff, traditional and faith leaders

- **Policy alignment:** Some policies in the GCY&S sector are outdated and not aligned to MGDS in terms of timing and thematic areas or strategic objectives. Those that have been reviewed are still in draft form and yet to be approved.
- **Policy harmonisation:** The current policies in GCY&S sector are not harmonised and mainstreamed. There is overlap in the thematic areas of the GCY&S sector which require harmonisation to maximise the impact.
- **Devolution of policy implementation:** Different levels of functional devolution have implications on human resource, financial flows and M&E at the district level. While the MoGCSW has devolved its functions, the MoY and S is yet to devolve.
- **Capacity to implement policies:** There is inadequate human capacity in terms of numbers, qualifications, skills, financial and physical resources at national and district level to implement the JSSP.

2.6 Organisational Issues

To implement the JSSP, there is need to strengthen structures that will coordinate and implement the activities at both national and district levels. To this end, the following issues have been identified:

Existence of structures: while at the national level, the structures like the SWG, the secretariat, and the TWGs are in place, at district level, the structures for coordinating the sector's activities are yet to be established.

Functionality of structures: formation of structures is a much easier step than ensuring their functionality and effectiveness. While some structures are already in place, there is need to ensure their functionality and effectiveness.

Fragmentation: the fragmented nature of the structures dealing with gender, youth and children issues at the district and national level require coordination.

2.7 Monitoring and Evaluation

Capacity for development and implementation of M & E System: though the M&E committee is functional at the district level, most of the members are not conversant with M&E issues and they solely depend on the M&E officers hence putting a lot of pressure on them.

Limited GCY&S indicators: the collection of data at both the national and district level is limited, because among other things, the form used to collect data for the MGDS has limited GCY&S indicators. There are no outcome and impact indicators, in other words, the system is not results-based. The absence of a baseline on GCY&S issues in the district has also made it difficult for institutions to develop evidence-based programmes and monitor the progress.

Harmonisation of system: the monitoring and evaluation system is fragmented and hence requires harmonisation. Some indicators are not included due to the differences in the level of decentralisation among the ministries which is manifested at the district level.

Financing of M & E: there is limited funding for M & E activities as most staff view them to be irrelevant. In situations of limited funding, it is usually the M & E activities that face cuts.

2.8 Communication Issues

Communication channels: the analysis established that there is limited sharing of information among stakeholders in the sector, particularly inter- and intra- departmental and ministerial levels. The impact of decentralisation on communication is particularly visible at the district level where the sectors that are not yet devolved report directly to their ministry headquarters and the devolved sectors report to both the District Commissioner and their ministry headquarters.

Communication systems: there are limited provisions for feedback in the communication system.

Advocacy and Information Dissemination: Advocacy information is not available in the major local languages, hence affecting the uptake of relevant messages. The sector does not have a dedicated documentation unit to store

all the relevant materials in the sector. In general, the sector does not have a communication and advocacy strategy.

Capacity for communication: in addition to the lack of a communication strategy, the implementation of such a strategy would also be hampered by the limited funding available for advocacy in the sector. There are limited human resource skills and physical resources such as ICT and transport.

The JSSP is therefore developed to respond to the outlined substantive and administrative/managerial issues gaps and challenges, and to ensure the alignment of the sectoral plans and programmes to the MDGs and MGDS. It is even more imperative for the GCY&S sector to have this JSSP to facilitate the coordination of the programmes and plans to ensure the inclusion of all the stakeholders and mobilization of the resources to implement the plans.

3 THE STRATEGIC PLAN

3.1 VISION, MISSION AND PRINCIPLES OF THE SECTOR WORKING GROUP

Vision

The vision of the sector is “*a socially, politically and economically empowered society where women, men, boys and girls are self-reliant for sustainable development*”.

Mission

The mission of the sector is to provide an enabling environment for protecting and empowering children⁶, youth, women and men⁷ through the formulation and implementation of relevant laws, policies, guidelines and programmes for sustainable development

Principles

1. *Integrated and harmonized programming:*

The Joint GCY&S SWG strategy is a framework for joint planning, implementation, monitoring and evaluation for the sector. It represents the Government’ commitment to improve programme implementation efficiency by bringing together the stakeholders in the gender, children, youth and sports subsectors. The SWG will develop joint work plan monitoring and evaluation mechanism, harmonized coordination, financing and implementation structures and systems.

2. *Advocacy and mainstreaming:*

Issues of gender equality, youth and child development are multi-sectoral in nature and require strong collaboration and partnerships among all sectors. The GCY&S will advocate for the mainstreaming of gender, children, youth and sports issues across all sectors at national and district level with literacy programme as one of the strategies for dissemination.

⁶ Children under the age of five are in a special category that require attention

⁷ The JSSP takes cognisance of the fact that some men are equally vulnerable and require special attention

3. *Rights-based approach:*

The strategy will be implemented using the rights-based approach where the rights of women, men, youth, children and athletes are respected without discrimination. The strategy will ensure that the most vulnerable members of the society namely; children, youth and women are protected against gender-based violence, exploitation, stigma and discrimination in all its operations. The strategy implementation will focus on the empowerment of children, youth, women and men. Within these groups, the most vulnerable will be prioritised⁸.

4. *Results-based management:*

The implementation and monitoring of the strategy will be results-oriented and will not only focus on process indicators but also on results to ensure that outcomes are tracked and achieved. The GCY&S SWG has developed a monitoring and evaluation plan to track output, outcome and impact indicators in the programme results framework. In addition, the programme will track activity and input indicators through periodic reports.

5. *National ownership:*

The GCY&S development has been facilitated by the SWG with guidance from the responsible ministries and participation from all stakeholders. The SWG has developed a communication strategy, business plan and an M&E framework to ensure that all stakeholders own and are involved in the implementation of the JSSP.

6. *Disaggregation of data:*

The effective implementation of the JSSP requires continuous monitoring and use of disaggregated data to identify the priorities for programme improvement. The Government is committed to ensure that all the data will be disaggregated by sex, age and location to achieve effective targeting of the JSSP interventions.

⁸ The most vulnerable include poor female headed households, unemployed youth, vulnerable children, child headed households, adolescent girls, the elderly, people with disabilities, vulnerable men, athletes and people living with HIV.

7. Coherence with national and international protocols:

Malawi is party to several regional and international conventions, declarations, treaties and protocols relevant to gender, children, youth and sports. The strategy is consistent with the goals and objectives of the MDGs, MGDS and National Policies⁹. The strategy is in line with the objectives of the Convention on the Elimination of All forms of Discrimination Against Women, (CEDAW), the SADC Protocol on Gender and Development, the Protocol to the African Charter on Human and People's Rights on the Rights of women in Africa, the African Charter on Human Rights, African Youth Charter, the Convention on the Rights of the Child and the African Charter on Rights and Welfare of Children.

3.2 The Goal, Outcome, Outputs and Activities

The goal of the Gender, Children, Youth and Sports JSSP is to protect and empower children, youth, athletes and women economically, socially and politically. The goal will be achieved through the following outcomes:

- Outcome 1:** Children, youth and women protected by the policy and legal environment.
- Outcome 2:** Children, youth, athletes, women and vulnerable men equitably access, control and utilise social and economic services
- Outcome 3:** Children, youth and women participate effectively in decision making processes.
- Outcome 4:** Violence against children, youth and women reduced
- Outcome 5:** Sector programs targeting children, youth, athletes, women and vulnerable men effectively coordinated.

Outcome 1: Children, youth and women protected by the policy and legal environment.

It is of paramount importance that a conducive policy and legal environment is created to enable the groups targeted by the sector to be empowered and protected. The process will involve institutionalizing the coordination for

⁹ The National Policies include the National Gender Policy, the National Youth Policy, Literacy Policy, Community Development Policy, Social Welfare Policy, Child Policy, the OVC and ECD policies and Sports Policy.

results, fast tracking implementation of the legal and regulatory frameworks, improving quality and expanding the scope and coverage of prevention and protection services. It will also strengthen the capacity of key stakeholders, taking to scale the early identification, case management and referral frameworks and creating formal accountability mechanisms and information management system.

The sector activities will focus on the implementation, review and dissemination of the laws, policies and guidelines relating to children, youth, athletes and women.

Planned strategies

1.1 Policies and Laws that are not in line with the regional and international legal frameworks reviewed and disseminated

The strategy will focus on a review of the legislations, policies and guidelines that are deemed not gender sensitive and fail to fully protect children, youth and women and align them to the regional and international instruments. The laws will be disseminated to the general public using multimedia methods.

1.2 Promote, coordinate and monitor audits in all key sectors on children, youths and women

An analysis of gender, children youth and sports issues will be conducted in the key sectors to identify the gaps and opportunities for mainstreaming. The analysis will inform the design of mainstreaming guidelines for the targeted sectors.

1.3 Establish mechanisms that ensure that gender, children, youth and sports issues are mainstreamed in relevant sectors at national and district levels

The Gender, Children, Youth and Sports Sector will lobby and advocate for gender mainstreaming in the MGDS and sectoral policies, plans and the national budget. The sector will also monitor how well the other sectors are reporting on issues related to women, children, youth and sports, and

provide technical assistance where needed. The sector will also work with Ministry of Local Government and Rural Development (MoLGRD) in developing guidelines for mainstreaming gender in the District Development Plans and budgets.

1.4 Build the capacity of law and policy makers and implementers in mainstreaming children, youth and women issues

The strategy will build the capacity of the law and policy makers and implementers in the various sectors on mainstreaming gender, youth, children and sports issues. The law and policy makers and implementers such as Members of Parliament, Councillors, Traditional Leaders, Principal Secretaries, Chief Executives of companies and Heads of NGOs, among others, will be targeted. The objective is to engender the policy formulation process and ensure that policies are responsive to issues affecting women, youths and children.

1.5 Compile state party reports on regional and international instruments

The sector will compile and submit periodic state party reports on various regional and international instruments.

1.6 Strengthening gender disaggregated research and documentation.

Some gender disaggregated data is available but there are still considerable gaps. Additionally, the available research and data are un-harmonised, uncoordinated and underutilised. The sector shall therefore, coordinate the research, generation, analysis, dissemination and utilisation of the gender disaggregated data at all levels.

Outcome 2: Children, youth, athletes, women and vulnerable men equitably access, control and utilise social and economic services

Equity in access, control and utilisation of social and economic services is an important aspect that the sector will seek to achieve. Children, youths and women remain at the end of the trail in benefitting from social and

economic services that impact negatively on their livelihood. To address this, output will be geared towards building capacity of children, youths, women and athletes in various livelihood activities. The capacities will include but not limited to entrepreneurial skills, literacy skills and exposure to job training, among others.

Planned Strategies

2.1 Promote women and youth access to technologies, micro-finance schemes and cooperatives

The JSSP will identify the policy directions for helping children, youth, women and athletes to develop their capacities for them to meaningfully contribute to the society. The JSSP will seek to expand their opportunities, enhance their capabilities, and provide chances within the framework of the MGDS

The sector will promote women and youth access to technologies and micro-finance schemes. Complementary to scaling up of social safety nets, various economic empowerment programmes will be implemented through the JSSP. The sector will mobilise women and out of school youth into literacy and income generating programmes and link them to financial institutions.

2.2 Improve women's and youth's technical, vocational, entrepreneurial and life skills.

In order to achieve full economic empowerment, programmes providing functional literacy, vocational training, and entrepreneurship skills will be undertaken.

2.3 Strengthen and establish youth development centres

The old Malawi Young Pioneers (MYP) bases will be rehabilitated and converted into youth development centres which will offer holistic programmes for youth development.

2.4 Construct and rehabilitate institutional buildings and infrastructure

Sports and recreational facilities will be constructed at national, regional and district and community level coupled with creation of awareness on usage of such facilities. Sports programming will also be enhanced through the introduction of various sporting activities and introduction of various competitions. This strategy will also support renovation of Community Development Training Centres, construction of Girls Reformatory Centres, rehabilitation of Boys Reformatory Centres, construction of Child Justice Courts and Social Rehabilitation Centres.

2.5 Develop capacities for service providers

The service providers that work with women, children, youths and athletes will be targeted with capacity building programmes. This includes service providers in health and education, among others, to ensure that they provide quality and equitable services to women, children, youths and athletes.

2.6 Reduce the adverse effects of poverty and HIV and AIDS on children, youth, women and athletes

In order to reduce the adverse effects of poverty and HIV and AIDS among children, youth, women and athletes, the sector will scale up social safety nets programmes. The programme will target vulnerable groups with social empowerment initiatives such as the social cash transfer while also mobilising more beneficiaries to access the same.

2.7 Increase access to ICT by children youth and women

In this information age, other activities will focus on increasing access to Information, Communication and Technology (ICT) services at all levels. Children, youths and women need skills and knowledge in ICTs for them to easily access, process and share information. Notably, increasing ICT access will be key to ensuring equitable access and control to equitable services. A generation that is informed is empowered.

Outcome 3: Children, youth and women participate effectively in decision-making processes.

Participation of children, youths, women and athletes in decision making is critical for the achievement of sustainable development. Participation avenues are many and include; Parliament, District Councils, Civil Service, Private Sector, Civil Society Organizations and Community Structures such as Village Development Committees. When vulnerable groups are allowed to take part in decision making it is more likely that their needs will be addressed. It is therefore the focus of this output to ensure women, youth and children take part in decision making processes.

Planned Strategies

3.1 Mobilise all gender groups to participate in politics and decision making

It is the focus of this output to ensure women, youth and children take part in decision making processes.

3.2 Build capacity of children, youth and women for effective participation in the society

Children, youths and women will be mobilised and capacitated to take part in the various decision making structures at the national, district and community levels. The JSSP champions participation beyond numbers and aims to build the capacity of women, youth and children to influence policies, decision making and control over resources at national, district, community and household levels. This will be achieved through capacity building initiatives for the children, youths and women to ensure their participation in decision making.

3.3 Advocating for affirmative action to increase representation of women and youth in politics and decision making positions

The JSSP partners and collaborators will advocate and lobby politicians and decision makers at various levels to guarantee the participation of children,

youths and women in their programmes. This will target both public and private sector institutions, and political processes like elections.

Outcome 4: Violence against children, youth and women reduced

A number of factors facilitate the prevalence of Gender Based Violence (GBV) and they include harmful cultural practices, low economic empowerment among women, children and youths, just to mention a few. Notably, children, youth and women are more vulnerable as they are susceptible to abuse by retrogressive cultural systems and other factors.

Planned Strategies

4.1 Lobby for modification of harmful cultural practices that perpetuate GBV among children, youths and women

Dealing with harmful cultural practises is fundamental as it has far reaching effects in the endeavour to uplift lives of children, youths and women. Activities to be undertaken will include lobbying for the elimination of harmful cultural practices, GBV, abuse and trafficking against children, youths and women. The activities will target custodians of culture such as traditional and religions leaders. The sector will endeavour to work with community structures to ensure the modification of cultural practices thereby influencing behavioural change. Men will be involved in this output because men are viable change agents.

4.2 Strengthening GBV service delivery systems

The programme will build the capacity of duty bearers such as extension workers, traditional leaders, judicial officers, and police officers to ensure quality justice service delivery. While recognising that they are duty bearers, their capacity need to build in order for them to progressively appreciate the implications of the issues that affect children, youths and women in the context of GBV. The strategy will enable them provide the relevant and timely services that will help to reduce GBV and ensure that the perpetrators are dealt with.

4.3 Raise awareness on children, youths and women's rights

To enable children, youths and women to hold accountable and demand services from the duty bearers and service providers, continued awareness on their rights will be undertaken. It will involve campaigns and knowledge sharing through sensitisation efforts at the national, district and community levels so that the victims are helped and perpetrators are handled in accordance within the existing justice system.

4.4. Raise awareness of GBV

This strategy will include empowerment activities targeted towards the survivors of GBV. This will involve provision of Psychosocial Support and Income Generating Activities (IGAs) for the survivors. This will enable the survivors' to systematically reintegrate into their societies while improving their economic status for their self sustenance.

4.5 Facilitate male involvement in children, youths and women rights issues

Male involvement is a significant aspect in the fight against gender disparities. At this level, the mobilisation of men to participate in the various activities and structures will be undertaken. This will for instance be their participation in anti-GBV activities through Men's groups, Child Protection Committees, and many others. Capacity building will also be done to enable them appreciate the issues affecting children, youths and women.

4.6 Document and disseminate lessons learnt and best practices in fight the against GBV

To ensure systematic and progressive interventions that aid in curbing GBV, documentation and dissemination of the lessons learnt and best practices in the fight against GBV will be undertaken. Forums such as the Annual National GBV Stakeholders Meeting, among others will provide an ideal forum for the implementers to address the emerging issues while learning from best practices and lessons.

Outcome 5: Sector programs targeting children, youth, athletes, women and vulnerable men effectively coordinated

The implementation of the GYSD Sector wide approach hinges on the existence of a well defined and strengthened management framework. The output seeks to achieve this through the creation of an enabling environment where the Sector Working Group can become fruitfully operational. This will be possible by strengthening the capacities of the Sector Working Group (SWG) through various means.

Planned Strategies

5.1 *Strengthen financial management systems*

As part of capacity building of the GDYS, a priority activity is to strengthen financial management systems within the sector, particularly within the two member ministries. Given that the JSSP will be funded by both government and development Partners, it will be important to harmonise financial management systems and attain the levels of financial control that would satisfy both parties.

5.2 *Ensure adequate human resource capacity for the sector*

Both ministries have high vacancy rates at both national and district level. Equally important, staff recruitment will be a key task to ensure the functionality of the SWG in relation to effective implementation of activities at national and district level.

5.3 *Develop capacity of existing staff at national and district levels*

Recruitment will be followed by capacity building of the staff and also the building and rehabilitation of infrastructures and provision of equipment at national and district levels. This will help creation of enough offices space for officials. The equipment provided will also ensure efficiency and effectiveness in operations of staff while their capacity will have been built to use such equipment.

5.4 Build/rehabilitate infrastructure and provide equipment at national and district levels

Infrastructure will be built and this will include office blocks to ensure enough space for staff undertaking the work related to the sector activities. This notes that other infrastructures will need to be rehabilitated and their usage facilitated at national and district levels. Furthermore, office equipment will be provided to ensure that staff has tools to operate with. This will seek to promote efficiency and effectiveness. Such equipment will include computers, printers, photocopiers, LCD projectors, just to mention a few.

5.5 Develop and implement the communication strategy

Within the sector, communication will be vitally considered as a key operational aspect. As such a communication strategy will be developed and implemented which will guide the means by which communication will be done, the targets and the messages, among other aspects. At national and district level, communication will help enhance coordination among stakeholders. In relation to this district level structures will be established to complement existing structures for effective coordination. This will also build up on a number of initiatives that will be undertaken to strengthen partnership with other sectors. This will be, for example, through creating networking forums for sharing information, joint reviews, resource leveraging, among other things.

5.6 Establish effective national and district level coordination structures

Coordination will primarily be concerned with fast-tracking synergy building, and unified collaboration in implementing activities within the sector. The district level structures are the key to the achievement of the results the sector is endeavouring to realise. As such forums will be created and encouraged for stakeholders to deliberate issues and share information. The district structures will also ensure proper linkages among the sector Technical Working Groups (TWGs) and other already existing structures.

5.7 Strengthen partnerships with other sectors

To augment the existing coordination among stakeholders, it will also be at the crux of the SWG to ensure that there are strengthened partnerships with other sectors. This will enable systematic collaboration on common issues and their implementation. Interactions at TWG level will be facilitated as members from other sectors will also participate at that level and beyond wherever relevant and necessary.

5.8 Develop and implement a resource mobilisation strategy

This output will also implement activities tailored towards mobilising resource to implement the various activities that have been prioritised. The JSSP intends to hold annual donor round table meetings, advocate to government for increased funding to GCY&S Sector and increased private sector investment in programmes that benefit children, youth and women.

5.9 Strengthen M&E capacities at national and district levels

Appreciating that the SWG is result oriented, the strengthening of Monitoring and Evaluation (M&E) capacities at national and district levels will be core under this output. Monitoring and Evaluation (M&E) will definitively aim at tracking results, systematic information management, and reporting systems, among others. An M&E system will be developed and implemented. This will, among other things, see the establishment of a harmonised Gender and Youth Information Management System to help capture data segregated by age and gender in the context of children, youths and women.

4. IMPLEMENTATION ARRANGEMENTS

4.1 Overall Governance of the GCY&S

The Ministries responsible for Gender, Children and Social Welfare and Youth and Sports, will be responsible for programme management and implementation, through the regular management and administrative structures at central and district levels within the framework of the Malawi Government systems and regulations. This will involve regular joint quarterly and annual planning and review meetings with all stakeholders at different levels. It will also involve conducting of joint monitoring and evaluation, sharing of reports and best practices and networking.

The Principal Secretaries of the Ministries of the Gender, Children and Social Welfare and Ministry of Youth and Sports will be Chairpersons of the SWG, to ensure adequate management support to the SWG. The SWG secretariat will report to the Chairpersons and all coordinators of the TWG will report to the SWG Secretariat lead by the Director of Planning in MoGCSW. The proposed governance structure is presented in Figure 4.1 below:

Executive Management Committee (EMC)

The Executive Management Committee will comprise of PSs responsible for Gender, Youth, Local Government, Finance, Economic Planning and Development. Others will be co-opted as per need basis. Executive Management Committee (EMC) is expected to provide overall guidance for the implementation of the JSSP as a whole, and will act as the Steering Committee for the Sector Working Group.

In order to align the JSSP implementation with the Decentralisation Policy, the SWG Secretariat will collaborate with the Ministry of Local Government and Rural Development and District Councils to establish and replicate the above structures at district level. Implementation of the JSSP will therefore be aligned with the decentralisation policy.

MANAGEMENT STRUCTURE: NATIONAL AND DISTRICT GENDER, CHILDREN, YOUTH AND SPORTS SECTOR WORKING GROUP

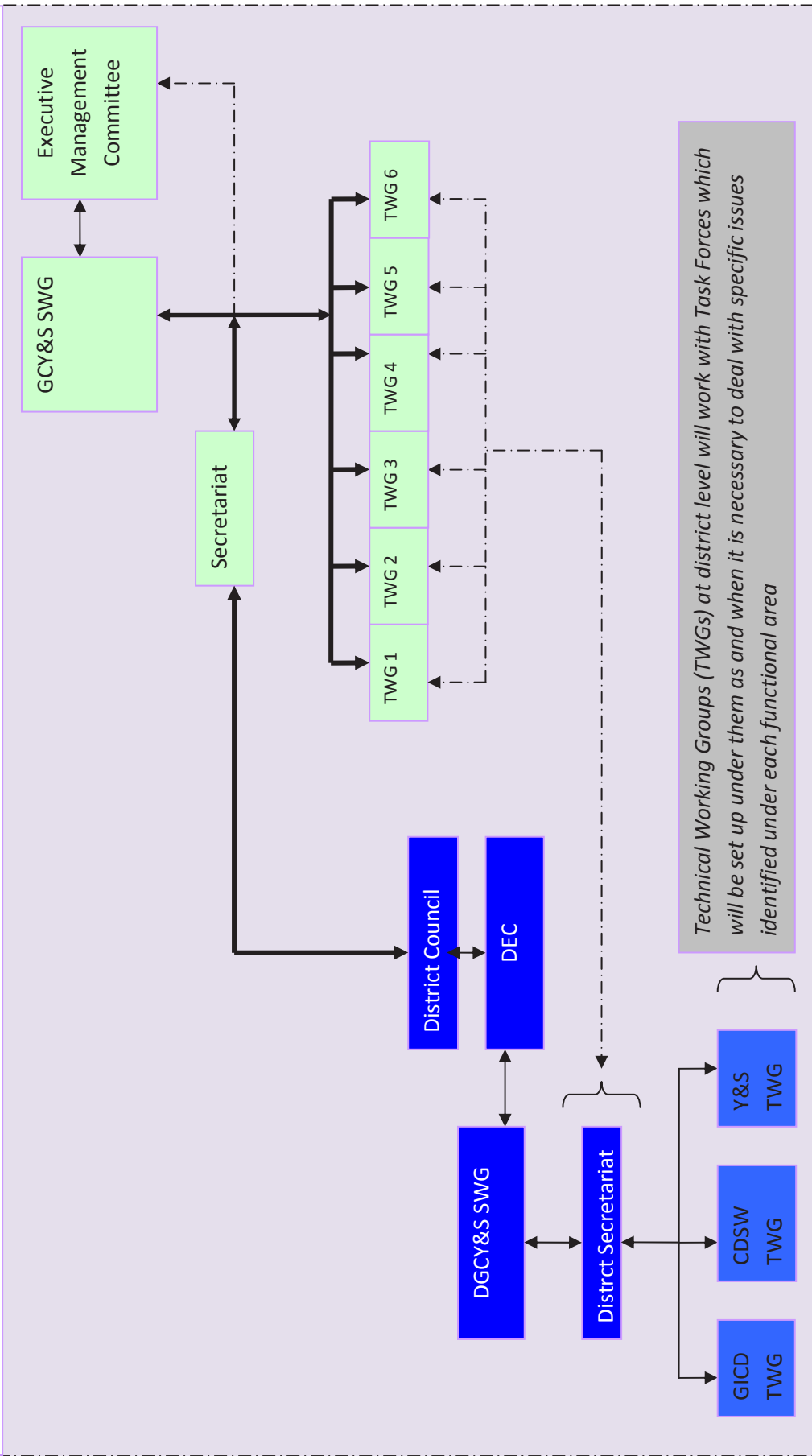


Figure 1: SWG Governance Structure

Table 4.1 Technical Working Groups (TWGs) and their Key Functional Areas

No.	TWG	Key Functional Areas	TWG Member Institutions
1	Gender	<ul style="list-style-type: none"> • National response to GBV • Women in decision making and politics • Gender, culture, HIV and AIDS education • Women and girl child education and training • Sexual and Reproductive Health • Rights for all gender groups • Women Economic Empowerment • Gender mainstreaming in policy and legal frameworks • Gender equality in HRMD • Gender and Development • Male involvement in gender issues 	<p>Ministry of Gender, Children and Social Welfare; Ministries of Education, Health, Agriculture, Justice and Constitutional Affairs, Industry and Trade, Local Government & Rural Development, Transport and Public Works, Disability and Elderly; Police Service; Law Commission; Parliamentary Women Caucus; Malawi Defence Force; NAC; UNDP; UNFPA; UNAIDS; UN Women; World Bank; Irish Aid; EU; DfID; Royal Norwegian Embassy; OXFAM; WUSC MCCCCI; MFIs; CONGOMA; NGO GCN; World Vision International, Action Aid, Farmers World; CRECOM; LUANAR; UNIMA; NASFAM; MIAA; Episcopal Conference of Malawi; Malawi Council of Churches; Media Council of Malawi and MANET+</p>
2	Integrated Community Development	<ul style="list-style-type: none"> • Functional Literacy and Continuing Education • Home management and nutrition • Community Economic Empowerment • Community mobilization • Community capacity building • Community Housing 	<p>Ministry of Gender, Children and Social Welfare; Ministries of Agriculture, Health, Irrigation and Water Development, Local Government and Rural Development, Department of Nutrition & HIV and AIDS; Malawi Police Service; National Library Service; City Councils; Malawi Institute of Education; LUANAR; UNICEF; UNDP; UNESCO; DfID; COMSIP, Malawi Lake Basin Programme; NASFAM; Action Aid; World Vision International; National Child Justice Forum; CRECOM; CADECOM; Farmers</p>

			Union of Malawi; CCAP Synods; Malawi Assemblies of God, Evangelical Association of Malawi; OIBM; Media Council of Malawi
3	Child Affairs	<ul style="list-style-type: none"> • Child Protection, Primary Care and Support • OVC • Early Childhood Development • Parenting Education • Transitional Services to Primary School • Child rights advocacy • Child Nutrition • Integrated Management of Childhood Illnesses 	Ministry of Gender, Children and Social Welfare, Ministries of Education, Health, Irrigation and Water Development, Agriculture, Justice and Constitutional Affairs, Home Affairs, Labour, Local Govt & Rural Development; UNICEF; World Bank; USAID; UNESCO; NAC; Save the Children; Plan Malawi; World Vision; Eye of the Child; Feed the Children; Action Aid; FHI; CCAP Synods; Catholic Relief Services; Chancellor College; LUANAR; Association of ECD; Mary Meals; Media Council of Malawi and NOVOC
4	Social Welfare	<ul style="list-style-type: none"> • Probation and Social Rehabilitation services • PsychoSocial Support • Family welfare and social support • Secondary Care, Protection and Support Services • Public assistance and relief services • Prevention of Drug and substance abuse • Institutional Social Work (Hospital, Residential, School, Prison, Colleges, Parliament, Police, Army) 	Ministry of Gender, Children and Social Welfare; Ministries of Justice and Constitutional Affairs, Labour, Education Science and Technology, Disability and Elderly, Home Affairs, Local Government and Rural Development, Malawi Police Service, Judiciary, National Registration Bureau, National Child Justice Forum; NAC, Malawi Human Rights Commission; UNICEF; UNDP; ILO; USAID; Dfid; World Bank; KfW, Irish Aid; EU; Royal Norwegian Embassy; UNFPA; Malawi Red Cross Society; MACOHA; YONECO, NOVOC; Norwegian Church Aid; Samaritan Trust; SOS; World Vision Malawi; Save the Children; Every Child, Eye of the Child; REPSSI; Farmers World and Chancellor College.
5	Youth Development	<ul style="list-style-type: none"> • Youth empowerment • Youth Literacy and numeracy 	Ministry of Youth and Sports, Ministries of Gender, Children and Social Welfare, Education, Agriculture, Health,

		<ul style="list-style-type: none"> • Youth participation • Sexual & Reproductive Health and nutrition • Youth Internship, Mentorship and Volunteerism 	<p>Information and Civic Education, Labour, Trade and Industry, Local Government and Rural Development, Home Affairs; Department of Culture; COSOMA, National Youth Council of Malawi; UNFPA; UNDP; ILO; UNICEF; UNIDO; FAO; AfDB; UNAIDS; WUSC; World Bank; NAC; World Vision; Banja La Mtsogolo; TEVETA, Plan Malawi, LUANAR; FPAM; Media Council of Malawi; Girl Guide Association and Scouts Association; MFIs; DAPP; MIAA; VSO; CEYCA and YONECO;</p>
6	Sports	<ul style="list-style-type: none"> • Sports talent selection and development • Sports infrastructure Development • Promotion of mass participation in sport • Prevention of Performance enhancing drugs (Anti-Doping) • Promotion of Studies and Research in Physical Education, Sports and Health and nutrition • Athletes Protection and Welfare 	<p>Ministry of Youth and Sports, Ministries of Information, Finance, Foreign Affairs; Education Science and Technology, Disability and the Elderly, Department of Immigration; National Council of Sports, National Sports Association, Malawi Olympic Committee, Malawi Police Service, Malawi Defence Force, MRA; MACRA; Domasi College; TESSAM, UNICEF; Airtel, TNM, FMB, Standard Bank; Carlsberg Malawi; Fellowship Association of Malawi; Farmers World; Media Council of Malawi; Chipiku; Press Trust; Sunbird; Surestream;</p>

4.2 Drivers of the GCDYS SWG and their roles

The key ministries responsible for operationalizing and coordinating the implementation of the SWG are the Ministries of Gender, Children and Social Welfare and Youth and Sports. The two Ministries will jointly set-up a SWG secretariat that will be headed by a National Coordinator, who will be appointed by Government and will be at P4 (Director Level). The SWG Secretariat will be supported by staff (as Programme Officers, from the two ministries. Implementation of the JSSP will however, be the done by all

stakeholders, who have mandates on women, children, youth and sports issues.

The GCYDS SWG secretariat will coordinate all structures responsible for the TWGs; develop standard operational procedures and reporting templates. Each TWG will produce their own programme of works for the whole period and annual work plans that identify and prioritise outputs and activities that respond to the outcomes identified in this sector strategy.

4.3 Role of Central Ministries

The Ministry of Finance will:

- Ensure that adequate resources are allocated for the implementation of JSSP
- Provide technical guidance in the development of Children, Youth and Gender, responsive M & E System.

The Ministry of Local Government and Rural Development will:

- Facilitate district level harmonized planning, implementation and financing of the Strategy
- Build capacity of district level structures on children, youth and gender responsive M & E
- Promote visibility of the Strategy at District level.
- Conduct monitoring and evaluation of the Strategy at district level

The Department of Public Sector Management will provide authority to recruit personnel to fill vacant positions that will enhance gender, children, youth and sports programming.

4.4 JSSP Implementation Processes

Implementation of the programs of the sector will be through government structures (including the decentralised framework) and those of its partners including CSOs and will be guided by the Joint Sector Strategic Plan (JSSP). From the JSP, Central Level Departments and NGOs will draw their Annual Work Programs. Districts will also base their work plans on the JSP which will be implemented through the District Implementation Plans (DIPs). At both levels, the annual work-plan will be rolled over following the

government financial year and will include costed detailed activities and responsible implementing partners.

4.5 Role of NGOs

The sector has a number of CSOs (FBOs, NGOs, and CBOs) that work at different levels; national, district and community. NGOs working in the districts and communities will be expected to work in a complimentary role with government officers at those levels. They will be members of the TWG at district level and will be involved in actual implementation in areas in which they have comparative advantages. This will therefore necessitate zoning of areas/districts which will be assigned to NGOs depending on their expertise and areas of interventions. In developing implementation reports, the NGOs will collaborate with the district offices for consolidation before the reports are channelled up to the headquarters. At national level, the NGOs will also be involved in advocacy, capacity building of different players, the actual implementation and sharing of best practices. They will also belong to national TWGs as per Table 4.1 above.

4.6 Development Partners

Development Partners will mobilise and provide financial and technical support to the SWG. This will have to include budgetary support and technical support in terms of capacity building at both institutional and individual levels.

4.7 Role of the SWG Secretariat

Virtually situated in the Planning Departments of the key partner ministries and headed by the Director of Planning and Research in the Ministry of Gender, Children and Social Welfare and reporting to the chairperson of the SWG, the secretariat will coordinate all activities aimed at developing the SWG further for a SWAp process. Specifically, the secretariat will have the following functions:

- Facilitate dialogue between the management of the concerned ministries and development Partners, civil society and the private sector

- Facilitate linkages between the relevant government ministries that are key to the function areas of the SWG
- Facilitate establishment of Task forces if and when needed
- Make arrangements for Joint Sector Reviews and monitoring meetings
- Coordinate production of sector review reports

4.8 Financing Mechanism

The funding management model to be used during the inception period of the Gender and Youth Sector is one that will allow each organization to manage its own activities within the common work plan and the related budget. This approach will minimise the risks of basket funding such as inadequate public financial management systems.

Development Partners will identify a set of activities from the common plan and quarterly work plans will be drawn between development and implementation partners to facilitate disbursement of funds, monitoring implementation of activities and reporting.

The core guiding principles are as follows:

- Involve a broad range of stakeholders and including national authorities in decision-making process, as appropriate;
- Build on existing financial management arrangements rather than creating new, parallel structures;
- HACT
- Ensure that the funding, operations and implementation modalities provide for full transparency and accountability;
- Focus on expedient delivery with concentrated focus on results.

The strategic objectives, governance arrangements, allocation criteria, and other parameters are established and further elaborated in the Terms of Reference (ToR). The code of conduct signed, setting the basic rules of engagement for the Gender and Youth Sector Working Group, its

development and working partners will ensure effective, transparency and efficient management of financial resources.

The Sector Working Group will work towards the establishment and strengthening of technical, operational and administrative capacities in order to enable to Gender and Youth Sector to progressively graduate into a SWAP/Basket funding model. Specific procedures agreed by the participating development Partners and the Government will be followed.

5. MONITORING AND EVALUATION STRATEGY

The JSSP will be implemented based on result-based management principles. In this case, the JSSP has developed impacts, outcomes, outputs and activities required to economically, socially and politically empower women, youth and children. Output, outcome and impact indicators have been developed and based on these, progress reports will be prepared by the implementing partners on a regular schedule as agreed at the beginning of the implementation. Reporting will be multi layered with districts preparing, consolidating and submitting progress reports to the secretariat for further consolidation and onward presentation to the SWG. Quarterly reports will report qualitative progress reports on activity/input indicators while annual reports will focus on higher level output, outcome and impact indicators. The sector will conduct annual joint reviews involving all stakeholders of the sector. The results of the reviews will support existing initiatives such as the Annual Review of the MGDS implementation and performance reporting under CABs. To facilitate this, the sector will develop an integrated monitoring framework, with a set of jointly agreed indicators.

At district level M&E activities are in such a way that each sector has a management information system that tracks outcome and output indicators which feeds into the Local Council's Management Information System (LAMIS) which eventually feeds into the national M&E framework. These sectoral management information systems not only include Health Management Information System, District Education Management Information System but also OVC Management Information system, figure 1.

These M&E activities are coordinated by an M&E committee with the leadership of the Director of Planning and Development. The DPD works hand in hand with the district M&E officer and other Sectoral M&E Officers.

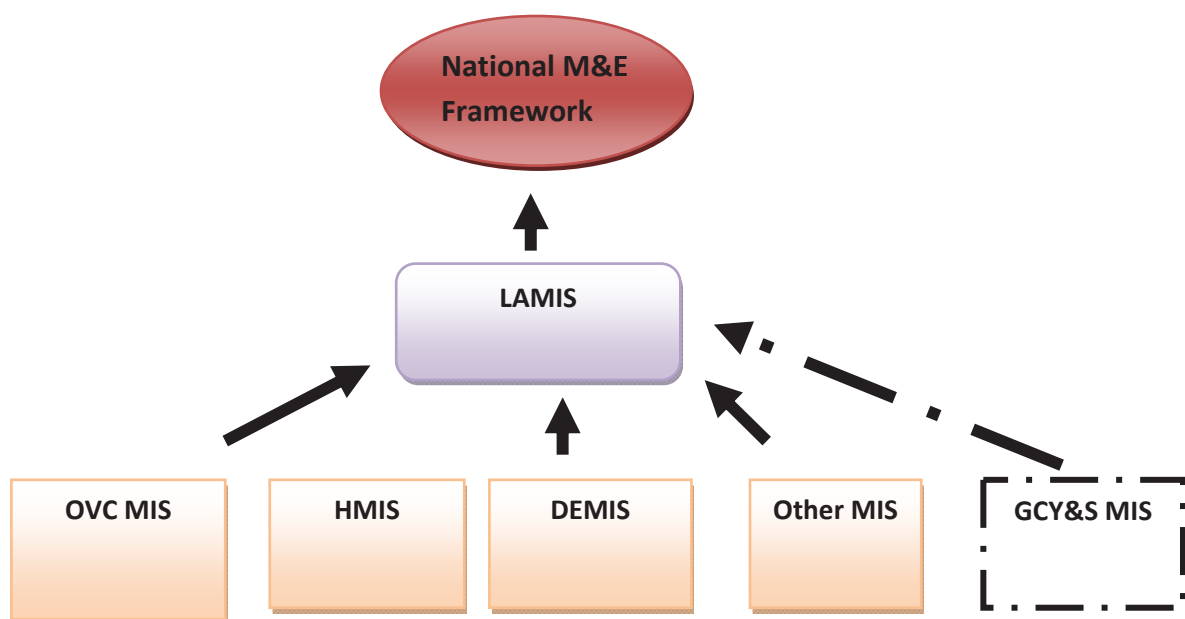


Figure 5.1: Management Information Systems at district level

With such a set up of monitoring and evaluation activities at a district level, it is of paramount importance that the JSSP strives to develop the GCY&S management information system to track output, outcome and impact indicators using the performance matrix in Annex 2.

The performance matrix in shows that there are some impact indicators that are not currently being collected or are not disaggregated and such being the case, partners – National Statistical Officer, UN agencies and other partners should be part of the monitoring and evaluation of the JSSP so that these indicators are also reported along with the traditional ones.

6. COMMUNICATION STRATEGY

The overall aim of the communication strategy is to influence the successful institutionalisation of the GYS SWAP through efficient transmission of the right communications to the right audiences at the right time. To achieve this, institutions in the sector need to promote sharing of information regarding issues affecting all gender groups at both the national as well as district level. In addition to submission of relevant periodical reports to the District Assembly, institutions should provide copies of their reports to the secretariat of the sector working group and member institutions for effective networking. Feedback systems should also be strengthened to avoid unnecessary delays in the provision of responses to critical matters. The district structures should also set up documentation units where individual members and institutions could access and update themselves with the relevant information concerning the sector.

Furthermore, the institutions need to enhance advocacy and information dissemination activities for the GYDS SWAP among key stakeholders involved in children, youth, and women affairs. The advocacy messages should therefore be as simple and clear as possible to ensure that correct actions are carried out and desired impact achieved. Activities of the sector should also be extensively publicised through various means to ensure that the sectors' activities are well known by members of the general public and appreciated by the donor community.

The other guiding principles for all communications are audience appropriateness, conciseness, impact-consciousness, constant feedback and objectivity. *(Please refer to the **Communication Strategy for the Gender, Children, Youth and Sports Sector Working Group 2013 – 2017**).*

7. OPERATIONAL GUIDELINES FOR THE GENDER, CHILDREN, YOUTH AND SPORTS SECTOR WORKING GROUP

7.1 Purpose

These guidelines provide the background, objectives, leadership, membership, purposes and procedures and frequency of meetings for the Gender, Children, Youth and Sports Sector Working Group. The guidelines have been developed to help the SWG meet its mutually agreed tasks in a timely, deliberate, and constructive manner.

7.2 Background

The Gender, Children, Youth and Sports Sector Working Group (GCYS SWG) was among the first 16 Sector Working Groups (SWGs) that were launched in November 2008 by the Chief Secretary to the Office of the President and Cabinet. 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 MGDS and the annual national and sector budgets. Accordingly, the GCYS SWG is therefore responsible for all planning and budget activities affecting the Gender, Children, Youth and Sports sector. At a minimum, this includes the preparation of all inputs required for the annual planning and budgeting process. The GCYS SWG is also facilitates the development of sector strategies, setting out objectives, role of key stakeholders, priorities, proposed activities and resource mobilization plan. This task also extends to cover the preparation of Sector-Wide Approaches (SWAPs), leading to the disbursement of funding earmarked for programmes and projects within the GCYS sector.

More specifically, the mandate of the GCYS SWG consists:

1. Providing a forum for policy dialogue and coordination within and between the government and other stakeholders (including the private sector, donors, national and international NGOs, and other civil society organizations);

2. Facilitate the development of the GCYS sector strategies;
3. Facilitate the development and implementation of instruments and practices for monitoring and reporting to member agencies on progress made in the GCYS sector including on areas such as government spending and program implementation, donor assistance to the sector and progress towards the MGDS and MDGs in the sector;
4. Strengthening government **leadership and ownership** over the sectoral strategies and priorities. This will require the GCYS 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 GCYS sector.
5. Promoting **alignment** of donor activities with government priorities. This would require the GCYS 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 DP assistance within the GCYS sector.
6. Promote **harmonization and simplification** within the GCYS sector. This would require the GCYS SWG to:
 - a. Promote progress towards sector-wide approaches and programme budgeting in the GCYS 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 other stakeholders in their analytical work, missions, and training.
7. Promote **mutual accountability in managing for results** within the GCYS sector. This would require the GCYS SWG to develop **joint monitoring indicators that enable the SWG** to monitor its progress in meeting its core and additional mandates over time.

7.3 Objectives

The overall objective of GCYS SWG is to;

- Provide a forum for dialogue, ownership and accountability of the development agenda by all stakeholders in the GCYS Sector.
- Build synergies in policy formulation, implementation and enhance regular reviews.

The specific objectives of the GCYS SWG are;

- To develop and update the GCYS Sector Strategic Plan (SSP)
- To develop and update the GCYS Sector Logical Framework (logframes);
- To develop, update and validate GCYS Sector M&E Frameworks
- To Conduct Joint Sector Reviews (JSR) at least twice a year as per planning calendar;
- To review and validate Public Expenditure Review (PER) reports;
- To develop the GCYS Sector wide Approaches (SWAPs).

7.4 Membership

The GCYS SWG brings together Government institutions, Development Partners, Civil Society and the Private Sector involved in the GCYS Sector or with an interest in the Sector's development.

7.5 Key Roles and Responsibilities

7.5.1 Ministry of Gender, Children and Social Welfare and Ministry of Youth and Sports (Lead Ministries)

It is the responsibility of the Lead Ministries to;

- Convene GCYS SWG meetings; this includes setting the agenda.
- Chair the GCYS SWG meetings
- Ensure all relevant government institutions participate in the GCYS SWG or Technical Working Groups (TWGs)
- Prepare quarterly progress reports on the status of GCYS Sector Strategy implementation
- Prepare Joint Sector Review meetings in coordination with the Lead Donor
- To prepare and update the Sector Strategic Plan and present to GCYS SWG for validation
- To develop, operationalize and update the Sector M&E framework and present it to GCYS SWG for validation
- To develop and update the Sector logframe and present it to GCYS SWG for validation
- To organize Public Expenditure Reviews (PER) whenever necessary
- Update the MGDS Results Matrix and the CABs Performance Assessment Framework annually
- Communicate all relevant information concerning the GCYS SWG to all members; including strategic documents, reports, meeting agenda and schedules.

- Establish technical and drafting teams wherever necessary and appropriate.
- Assign to member institutions of the GCYS SWG any other relevant work as deemed necessary and appropriate.

7.5.2 UNFPA (Lead Development Partner)

It is the responsibility of UNFPA to:

- Co-Chair the GCYS Sector Working Group meetings;
- Assist the lead ministries with the coordination of the SWG and to ensure the donor community is fully represented in every GCYS SWG meeting.
- Support the lead ministries in preparation of Joint Sector Reviews
- Participate in drafting and technical teams set up by the GCYS SWG
- Approve and update of various policies, strategies and reports produced by the GCYS sector.
- Co-approve the updated CABs PAF annually with the Chair
- Mobilize resources for the GCYS Sector in collaboration with the lead ministries

7.5.3 Ministry of Finance (MoF)

It is the responsibility of MoF to;

- Provide overall Leadership
- Act as a second Co-chair in Joint Sector Reviews.
- Provide strategic orientation on the planning, budgeting as well as monitoring and evaluation process to the GCYS SWG

7.5.4 SWG Meetings

The GCYS SWG holds its meetings at least on a quarterly basis. However, the SWG may convene extra meetings whenever the Chair and Co-Chair deem appropriate. In the first and third quarter of the fiscal year, the GCYS SWG will convene a Joint Sector Review (JSR) forum. The first quarter JSR will be primarily backward looking focusing on the sector performance and budget execution for the previous fiscal year while identifying key priorities for the preparation of the budget for the following fiscal year. The third

quarter JSR will be mainly forward looking focusing on the mid-year Sector Strategy progress report and updating of the MGDS Results Matrix.

Each organization will nominate a representative and alternate to participate in GCYS SWG meetings. Those nominated should be officers with sufficient knowledge and authority to commit in most of the GCYS 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 GCYS SWG members commit to make their best efforts to:

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

7.5.5 Reporting and information sharing

The GCYS SWG reports directly to Chief Secretary, Ministry of Finance and Ministry of Economic Planning through the Chair. Within the GCYS SWG, the reporting system is facilitated by the SWG secretariat composed of at least one representative from the lead ministries, the Lead Donor and led by a coordinator at directorate level from the Planning Department of the Ministry of Gender, Children and Social Welfare.

7.5.6 The Secretariat

The goal of the secretariat is to ensure the effective functioning and coordination of the GCYS sector. Specific tasks of the secretariat include:

- Developing agendas for the GCYS SWG meetings;
- Recording meeting activities;
- Ensuring monitoring and follow-up of decisions taken in the meetings;

- Ensuring coordination and coherence within the GCYS SWG;
- Circulating/publishing information to all GCYS SWG members through various media,
- Managing logistics for the GCYS SWG

The secretariat will be working closely with planners and budget officers from Ministries/agencies and technical officers from member institutions of Development Partners, Private Sector and Civil Society. It is the obligation of all the members of the GCYS SWG to share information relating to their development interventions as required by the SWG Chair.

ANNEX 1: THE SECTOR SWOT ANALYSIS

	Strengths	Weaknesses	Opportunities	Threats
The GY&S Sector	Many common areas for MoGC&SW and MoY&S incl. social protection and development, psycho-social support, OVC, probation services	Fragmentation of the Sector at all level “Dual” institutional set-up with two Ministers, two PS etc.	The MGDS supports human development incl. children, youth, gender, social protection & development, as well as empowerment and inclusion of the vulnerable through integrated rural development	Poor communication, coordination and collaboration Lack of commitment to SWAP amongst partners
Policies & Legislation	Policies & legal framework for social welfare, gender, children, youth and sports Poverty and Vulnerability focused programs	Lack of policies, acts, legislation in some functional areas Government’s commitment in terms of resource allocations are limited	International conventions The MGDS are committed to the MDGs	Human rights violations Weak justice system. Poor information of human rights
Management		High turnover rates	Strengthen leadership and stewardship in the sector	Fragmented approach to development with weak intra and inter-ministerial coordination
Planning, implementation M&E	Well qualified personnel in the planning departments	The Director for Planning is ranked lower than the Technical Directors M&E fragmented and	Strengthening of district planning, implementation and M&E	Fragmented approach with poor coordination of NGOs

	Strengths	Weaknesses	Opportunities	Threats
Financing		limited review) Limited financial resources at central and district levels	Access the Global Fund (NAC) Access to Local development Fund	Inadequate financial and administrative systems Low resource allocation from GoM and partners
Decentralisation	The local Government Act provides the legal framework for decentralization, which facilitate the devolution of financial resources Strong Social Welfare Sector	Weak capacity for strategic planning and budgeting at district level The decentralization of funding and other resources available at district level is slow	Allocation of un-earmarked resources at district level enabling planning based on need	Vertical centrally managed projects
Human Resource Development	Large number of motivated staff at district level and below Upgrading of existing training facility Magomero College	Poor HRD management and Deployment utilisation Low salaries, poor access to educational upgrading and no clear career perspectives for district staff Under utilisation of training facilities	The social and human capital and indicators are very poor Integrated interventions could enhance the social determinants of health A broad based ownership in the strengthening of human development for social protection and empowerment	The HIVAIDS epidemic Gender inequity
Information & Communication	Existing Printing Unit	Information and knowledge management and sharing weak to non-existing	Modern Internet technologies International Research for development	Virus, Malware and power surges

	Strengths	Weaknesses	Opportunities	Threats
Coordination	Relative strong coordination in the area of Social Protection	Weak coordination between departments within the ministries Fragmentation of the Sector at national and district level	The all inclusive consultative approach in the SWG and SWAp provides an opportunity for improved coordination	Inadequate coordination of all partners in the sector incl. NGOs
Social Welfare	Strong Social Welfare Section (Social Protection) incl. OVC, Social Cash Transfers and ECD Service packages have been developed Public demand for services	Short term project oriented approaches Social Protection is spread over several Sectors	Strengthen social protection to mitigate the impact of HIV/AIDS on orphans and vulnerable persons in Malawi The Convention of the Child is ratified by Malawi Strengthen the involvement of children and youth	Limited understanding of social protection
Gender	Draft policy DAGG	Gender mainstreaming, coordination and M&E	CEDAW Gender related policies & legislation approved & enforced	Poor understanding and limited experience among all partners
Youth	Youth is internationally recognised as important in development	Knowledge & understanding of the importance of youth is weak	Strengthen the involvement of children and youth	Too broad definition of youth
Sports	Sports policy “Professional” sport is popular in the media	Most GoM staff is weak in the area of sport	Health lifestyle includes sport, exercise, nutrition and behavioural aspects	Many partners do not know why Sport should be part of development

ANNEX 2: LOGICAL FRAMEWORK

Joint Sector Strategy for Gender, Children, Youth and Sports						
NAME	Impact Indicator 1	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
Goal To protect and empower children youth, athletes and women economically, socially and politically	Gender Status Index (disaggregated by age)	0.639	0.648	0.651	0.693	GoM and development Partners, CSOs and other stakeholders remain committed to empower women, youth and children
		Source of data				
	Impact Indicator 2 Proportion of women and youth living below US\$1.5 per person/day (%)	53.9% for women				
		%Youths TBD				
Source of data						
MoGCSW/NSO reports						
MoGCSW/NSO/MoY/M&E reports and surveys						
OUTCOME 1	Outcome Indicator 1.1	Baseline 2010	Milestone 1 (2013)	Milestone 2 (2015)	Target (June 2017)	Assumption and risks
Children, youth and women protected by the policy and legal environment	Number of policies on women, youth and children reviewed	0	2 (Gender policyYouth policy)		OVC policy, ECD policy, Youth policy, Gender Policy, Sports policy	GoM remain committed to creating an enabling environment to protect children, youth and women
	Number of policies on women, youth and children developed			Child Policy, Adult Literacy Policy and Community Development Policy	Child Policy, Adult Literacy Policy and Community Development Policy	

		Source of data						
					MoGCSW and MoY&S			
Outputs	Output Indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		
1.1 Sectoral Policies and Laws are reviewed and aligned to the GCY&S sector policies	Number of sectoral policies and laws reviewed,	0	1	3	5			
	Number of sectoral policies and laws developed							
1.2 A situation analysis of issues of children, youth and women in all key sectors conducted.	Number of sectors analysed on issues of children, youth and women.	0	2	2	8			
1.3 Mechanisms that ensure that gender, children, youth and sports issues are mainstreamed in relevant sectors at national and district levels established	Number of sectors that have mainstreamed gender, youth and children in their sectoral plans and budgets	0	4	4	16			
1.4 Capacity of law and policy makers and implementers in mainstreaming children, youth and women issues built	Number of law and policy makers and implementers trained in mainstreaming children, youth and women issues	0	100	100	500			
1.5 State party reports on regional and international instruments compiled	State party reports prepared and submitted on time	0	2 reports submitted		4 reports submitted			
1.6 Gender disaggregated research and documentation strengthened.	A sector MIS developed	0	A Draft MIS developed		Harmonised Sector IMS in place			
Outcomes	Outcome Indicator	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		

OUTCOME 2: Children, Youth, athletes and women equitably access, control and utilise social and economic services	Proportion of women and youth in wage employment in non-agricultural sector	16.9% women			18%	21%	50 % women	Assumption and risks	
		Source of data							
		MoGCSW, MoY&S, MEPD MDGs Report, NSO							
Output 2.1	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks			
2.1 Women's and youth's technical, vocational, and entrepreneurial and life skills improved.	Literacy rates for youth	88% (15 to 24 years old)	86	92	95				
	Proportion of out of School youth and athletes trained in basic literacy and numeracy	0	15	25	35				
	Literacy rates for women	60% (15yrs and above)	76	85	89				
	Number of youths and athletes trained in technical and vocational skills	TBD	Baseline +1000	Baseline +2000	Baseline +2000				
	Number of youth and athletes trained in entrepreneurship skills	TBD	Baseline +1000	Baseline +2000	Baseline +4000				
	No of women trained in vocational and entrepreneurial skills	TBD	Baseline +1000	Baseline +2000	Baseline +4000				
	Number of Youths trained in lifeskills	6000	10000	15000	20000				
Output 2.2	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks			
2.2. Women and youth access to technologies, micro-finance schemes and cooperatives	Percentage of women engaged in technology-based type of business (%)	TBD through a survey	12	16	20				

promoted;	Percentage of registered business women linked to viable markets (%)	TBD through a survey	12	16	20	
	Percentage of women businesses financed by formal financing institutions	TBD through a survey	25	40	57	
	Percentage of registered business Youth linked to viable markets (%)	TBD through a survey	5	10	15	
	Percentage of Youth businesses financed by formal financing institutions	TBD through a survey	5	10	15	
Output 2.3	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
2.3 Youth development centres established and strengthened	Number of youth development centres and sports academies developed	1	2	2	4	
	Number of youth graduating from youth development centres	120	180	240	260	
	Number of sports facilities established and rehabilitated	3	4	5	6	
Output 2.4	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
2.4 Access to quality education for girls promoted	Ratio of girls to boys in secondary schools	0.78	0.80	0.86	1	
	Output 2.5	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)
2.5. Early childhood development and pre-primary	Proportion of children (0-8) years old accessing ECD	30%	40%	45%	70%	

education promoted;	services									
	Percentage of purposefully built ECD infrastructures									
2. 6 Adverse effects of poverty and HIV and AIDS on children, youth and women reduced;	Number of ECD training institutions									
	Number of Caregivers receiving a salary	0								Govt and Development Partners are committed to provide salary to caregivers
Output 2.6	Percentage of trained Caregivers	25	40	50	70					
	Output indicators	Baseline 2011	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks				
2. 6 Adverse effects of poverty and HIV and AIDS on children, youth and women reduced;	Proportion of children beneficiaries of Social Cash Transfer	60.00%	66.00%	70.00%	80%					
	Proportion of youth beneficiaries of Social Cash Transfer									
	Proportion of women beneficiaries of Social Cash Transfer									
OUTCOME 3	Outcome Indicators	Baseline 2012	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks				

3. Children, youth and women participate effectively in decision making processes	Proportion of women and youth in decision making positions (Civil Services, parliament, community structures (ADC/VDC), district councils, CSOs, parastatals, private sector)	23% women in civil service	25%	28%	50%	GoM and other stakeholders remain committed to participation of youth and women in decision making positions.
		22% women in parliament (2009)	22%	30% (year 2014)	50%	
		25% Women in parastatals	26%	28%	50%	
		8.3% Women Councillors in Local councils (2000)		20% (Year 2014)	50%	
		% of Women in Community Structures Baseline TBD through a survey		10% increase from the baseline	20% increase from the baseline	
		% women in private sector and CSOs Baseline TBD through a survey	2% increase from the baseline	4% increase from the baseline	6% increase from the baseline	
		% of Youth participation in Parliament	TBC	8% increase from the baseline	8% increase from the baseline	
		% of Youth participation in Local Councils (Baseline TBD through a survey)		10% increase from the baseline	10% increase from the baseline	
		% of Youth participation in Community Structures Baseline TBD through a survey	5% increase from the baseline	6% increase from the baseline	10% increase from the baseline	

		Sources of Data					
		Parliament, Ministry of Local Government, MoGCSW, MoY, Ministry of Trade, OPC, DPMC, Electoral Commission Reports					
Output 3.1	Output Indicators	Baseline 2012	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks	
3.1 women and youth mobilised to participate in decision making structures	Number of radio and TV programmes produced	Baseline TBD through a survey	50% increase in the number of programmes produced from the base	60% increase in the number of programmes produced from the base	65% increase in the number of programmes produced from the base		
	Number of radio and TV Jingles aired	Baseline TBD through a survey	50% increase in the number of Jingles aired from the base	60% increase in the number of Jingles aired from the base	65% increase in the number of Jingles aired from the base		
Output 3.2	Output Indicators	Baseline 2012	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks	
3.2 Effective participation of children, youth and women in society strengthened	Number of children trained in leadership skills	Baseline TBD through a survey	5% increase from baseline	7% increase from baseline	8% increase from baseline		
	Number of women trained in leadership skills	Baseline TBD through a survey	10% increase from the baseline	20% increase from the baseline	25% increase from the baseline		
	Number of youth trained in leadership skills	Baseline TBD through a survey	10% increase from the baseline	20% increase from the baseline	25% increase from the baseline		
Output 3.3	Output Indicators	Baseline 2012	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks	

3.3 Affirmative action advocated to increase representation of youth and women in politics and decision making positions;	Number of advocacy and lobbying meetings conducted to guarantee participation of youth and women in politics and decision making positions	Baseline TBD through a survey	40% increase from baseline	40% increase from baseline	40% increase from baseline	Assumption and risks
OUTCOME 4	Outcome Indicator 4	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
Violence against Children, Youth and Women reduced	Percentage of women age 15-49 who have ever experienced physical violence since age 15	28.2%	25%	22%	20%	
		Source of data				
		NSO-DHS				
Output 4.1	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.1 Modification of harmful cultural practices, against children, youth and women advocated	Number of harmful cultural practices against children, youth and women	TBD through a survey	4% decrease from baseline	6% decrease from baseline	8% decrease from baseline	
	Number of survivors of harmful cultural practices	TBD through a survey				
Output 4.2	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.2 Children, youth and women aware of their rights	Number of children, youth and women rights awareness campaigns conducted	TBD through a survey	300 increase from baseline	600 increase from baseline	900 increase from baseline	
Output 4.3	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks

4.3 GBV service delivery systems strengthened	Number of survivors of GBV (children, youth, women,) accessing support services	TBD through a survey	7% increase from baseline	9% increase from baseline	5% increase from baseline	
	Number of one stop centres established	5		28	28	Continuous availability of resources
Output 4.4	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.4 Men are actively involved in children, youth and women rights issues	Number of men action groups formed	300	Baseline +200 groups formed	Baseline +320 groups formed	Baseline +430 groups formed	
Output 4.5	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.5. Lessons learnt and best practices in fight against GBV documented and disseminated	Number of national dissemination conferences held	Done annually	1 dissemination conference held	2 dissemination conference held	5 dissemination conferences held by June 2017	
Output 4.6	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.6. Improved access to Youth Friendly SRH, HIV and AIDS services	Number of youth friendly SRH facilities established	TBD through a survey	100	200	1 youth friendly SRH facility per Health Centre across the nation	
Output 4.7.	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.7. Children protected against abuse, exploitation, neglect and violence;	Number of Community child protection workers trained and deployed across the country	801	1200	2400	3800	
	Number of children placed in alternative care	6600				

Output 4.8.	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
4.8. Support to children and youth infected and/or affected by HIV and AIDS strengthened	Percentage of OVCs attending school	89.3% (DHS 2010)	90%	93%	95%	
	Number of OVC provided with education bursaries and material support	25,125	30,000	35,000	40,000	
	Number of OVC accessing psycho-social support					
	Number of OVC provided with nutrition support					
Output 4.9	Output indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
Birth certificates issued to all the children	Number of children issued with birth certificates per year	TBD through first annual registration	3% increase from baseline	5% increase from baseline	10% increase from baseline	The system for birth registration is established
	OUTCOME 5	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
Sector programs for children, youth and women effectively coordinated	Number of coordination fora at National level	4	8	16	24	Continued technical and financial support from GoM and development Partners
		Source of data				
		Secretariat, District assemblies				
Outputs 5.1	Output Indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
5.1 Functional national and district level coordination structures established	Number of national meetings conducted	3	4	12	20	
	Number of national SWG meetings conducted					

	Number of district level SWG meetings conducted	0	56	112	112	
Outputs 5.2	Output Indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
5.2.Sectoral M&E systems strengthened	Number of officers trained in M&E	2	35	50	55	
	Number of Joint Sector Reviews conducted	0	2	4	5	
	Number of M&E reports produced and disseminated to the SWG	0	4	8	20	
	Functional sectoral database in place	0	1	1	1	
Outputs 5.3	Output Indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
5.3 Capacity of existing staff at national and district levels developed	Number of staff supported on long-term training at national and district level	Baseline TBD	9 Diplomas, 4 Bachelor's degrees, 2 Masters Degrees and 1 PhDs	30 Diplomas, 14 Bachelor's degrees, 9 Masters Degrees and 2 PhDs	55 Diplomas, 25 Bachelor's degrees, 20 Masters Degrees and 3 PhDs	
	Output Indicators	Baseline 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks
5.4.Training infrastructures built/rehabilitated and provided with equipment	Number of training centres, reformatory centres, Social Rehabilitation Centres and district offices built/rehabilitated	1 training centre	2 training centre	2 training centre	5 training centre	
	district offices built/rehabilitated	0 reformatory centres rehabilitated		2 reformatory centres rehabilitated,	2 reformatory centres rehabilitated, 1 built	

			0 Social Rehabilitation Centres rehabilitated					1 SRC rehabilitated	
			0 district offices built		2 District Offices built	6 District Offices built	10 District Offices built		
Outputs 5.5	Output Indicators	Baseline 2010	Milestone 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		
5.5 Financial management systems strengthened	Transparent and accountable Management systems in place	IPMIS in place		Basket funding mechanism in use	Basket funding mechanism in use	Basket funding mechanism in use			
Outputs 5.6	Output Indicators	Baseline 2010	Milestone 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		
5.6. A resource mobilisation strategy developed and implemented	Amount of financial inflows for GCY& S Sector	No strategy is in place		50% increase in financial inflows to the sector	100% increase in financial inflows to the sector	100% increase in financial inflows to the sector			
Outputs 5.7	Output Indicators	Baseline 2010	Milestone 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		
5.7. Human resource capacity for the sector improved	Percentage of vacant positions in the sector	55%		45%	35%	25%			
	Number of Non Established Posts deployed	0		25	25	25			
	Number of youth interns deployed			184	413	500			
Outputs 5.8	Output Indicators	Baseline 2010	Milestone 2010	Milestone 2013	Milestone 2015	Target (June 2017)	Assumption and risks		

5.8 <i>A communication strategy developed and implemented</i>	Communication strategy in place	No communication strategy in place	Communication strategy developed	Communication strategy developed	Communication strategy developed	
	Functional website in place	No Website for the sector in place			Website for the sector in place	

ANNEX 3: SECTOR PERFORMANCE MATRIX

Performance Indicator	Baseline	Proposed Definition/ Measuring Unit	Data Sources/ Means of Verification	Approach/ Methodology of Data Collection	Schedule/ Frequency	Person/ Entity	
Joint Sector Strategy for Gender, Children, Youth and Sports Outcome and Output indicators							
Gender Status Index (disaggregated by age)	0.64	<i>index</i>	NSO/ MoGSW	Administrative	Annual	NSO/ MoGCSW	
Proportion of women living below U\$1.5 per person/day (%)	TBD	<i>Proportion of the women who reside in households whose consumption on both food and non-food is below US\$1.25.</i>	NSO/MoGCS W/MoY&S	Survey	Annual (WMS) Five Yearly (IHS)	NSO	
Proportion of youth living below U\$1.00 per person/day (%)	TBD	<i>Proportion of the youths who reside in households whose consumption on both food and non-food is below US\$1.25.</i>	NSO/MoY&S	Survey	Annual (WMS) Five Yearly (IHS)	NSO	
OUTCOME 1: Children, youth and women protected by the policy and legal environment							
1	Outcome Indicator 1: Number of sectoral policies and laws reviewed						
	Outcome Indicator 2: Number of sectoral policies and laws developed						
1.1	Number of sectors that have analysed issues carried out an audit on gender, children, youth and women	0	<i>Number</i>	SWG Progress Report	Administrative	Annual	SWG Secretariat
1.2	Number of sectors that have mainstreamed gender, youth and children in their sectoral plans and budgets	0	<i>Number</i>	SWG Progress Report	Administrative	Annual	SWG Secretariat
1.3	Number of law and policy makers and implementers trained in mainstreaming children, youth and women issues	0	<i>Number</i>	SWG Progress Report	Administrative	Annual	SWG Secretariat

1.4	State party reports prepared and submitted on time	TBA	Number		SWG Progress Report	Administrative	Annual	SWG Secretariat
1.5	A sector IMS developed	TBD	Number		SWG Progress Report	Administrative	Annual	SWG Secretariat
OUTCOME 2: Children, Youth and women (including sportsmen/women) equitably access, control and utilise social and economic services								
2	Outcome Indicator 1: Proportion of women and youth in wage employment in non-agricultural sector							
2.1	Literacy rates for youth (15 – 24 years old) (%)	88		Proportion of youth aged 15 and 24 that are able to read and write any language	NSO	Survey	Annual	MoEST
2.2	Proportion of out of School youth and sportsmen/women trained in basic literacy and numeracy	TBD		Proportion of out of School youth and sportsmen/ women trained in basic literacy and numeracy that are able to read, write and numerate	MoY&S	Survey	Annual	MoY&S
2.3	Literacy rates for women (%)	60		Proportion of women that are able to read and write any language	NSO	Survey	Annual	MoEST
2.4	Number of youth sportsmen/women trained in technical and vocational skills	TBD		Number	SWG Progress Report	Administrative	Annual	MoY&S/TEVET
2.5	Number of youth and sportsmen/women trained in entrepreneurship skills	TBD		Number	SWG Progress Report	Administrative	Annual	MoY&S/TEVET
2.6	No of women trained in vocational and entrepreneurial skills	TBD		Number	SWG Progress Report	Administrative	Annual	MoGCSW/TEVET
2.7	Percentage of women engaged in technology-based type of business (%)	TBD		Numerator: Total number of women engaged in technology-based type of business Denominator: total number of women engaged in business	SWG Progress Report	Administrative	Annual	MoGCSW
2.8	Percentage of registered business women/youth linked to viable markets (%)	TBD		Numerator: Total number of registered business women/youth engaged linked to viable markets Denominator: Total number of registered business women	SWG Progress Report	Administrative	Annual	MoGCSW/ MoY&S
2.9	Percentage of women/youth businesses financed by formal financing institutions (%)	TBD		Numerator: Total number of women/youth businesses financed by formal financing institutions Denominator: Total number of women/youth businesses	SWG Progress Report	Administrative	Annual	MoGCSW/ MoY&S
2.10	Number of youth business associations formed and registered	TBD		Number	SWG Progress Report	Administrative	Annual	MoY&S/ MoTrade

2.11	Number of youth development centres and sports academies developed	1	Number	Progress Reports	Administrative	Annual	MoY&S
2.12	Number of youth graduating from youth development centres	100	Number	SWG Progress Report	Administrative	Annual	MoY&S
2.13	Number of sports facilities established and rehabilitated	TBD	Number	SWG Progress Report	Administrative	Annual	MoY&S
2.14	Ratio of girls to boys in secondary schools	TBD	Numerator: Total number of girls in secondary schools Denominator: Total number of girls and boys in secondary schools	EMIS	Administrative	Annual	MoEST
2.15	Proportion of children (0-8) years old accessing ECD services (%)	30	Numerator: Number of children in the age bracket of 0-8 accessing ECD services Denominator: Total population of children in the age bracket of 0-8	Progress reports	Administrative	Annual	MoGCSW
2.17	Percentage of Caregivers trained (%)	25	Numerator: Number of caregivers trained Denominator: Total number of caregivers	Progress reports	Administrative	Annual	MoGCSW
2.18	Proportion of children beneficiaries of Social Cash Transfer (%)	60	Numerator: Number of children (0-18 years old)/ youth/women benefiting from Social Cash Transfer Denominator: Total number of Individuals who benefit from Social Cash Transfer	Assessment Reports	Monitoring reports	Annually	MoGCSW
2.19	Proportion of youth beneficiaries of Social Cash Transfer (%)	TBD	Numerator: Number of children (0-18 years old)/ youth/women benefiting from Social Cash Transfer Denominator: Total number of Individuals who benefit from Social Cash Transfer	Assessment Reports	Monitoring reports	Annually	MoGCSW
2.20	Proportion of women beneficiaries of Social Cash Transfer (%)	TBD	Numerator: Number of children (0-18 years old)/ youth/women benefiting from Social Cash Transfer	Assessment Reports	Monitoring reports	Annually	MoGCSW

OUTCOME 3: Children, Youth and Women effectively participate in decision making processes									
Outcome indicator 1: Proportion of women and youth in decision making positions (Civil Services, parliament, district councils, parastatals, private sector)									
3	Proportion of women in the Civil Service (%)	23		Numerator: Number of female employees from Grade F(P5) and above Denominator: Total number of employees in the Civil Service from Grade F (P5) and above	Gender Audit Reports	Consultation	Annually	MoGCSW /D PSM	
3.2	Proportion of women in national Parliament (%)	22 (2009 parliamentary elections)		Numerator: Number of female MPs in the national parliament Denominator: Total number of MPs in the national Parliament	Malawi Electoral Commission Reports	Consultation	5-yearly	MoGCSW	
3.3	Proportion of women in parastatals (%)	25		Numerator: Number of women in management positions in parastatals Denominator: Total number of employees in management positions in parastatals	Gender Audit Reports	Consultation	Annually	MoGCSW /D PSM	
3.4	Proportion of women councillors (%)	8.3 (for the year 2000)		Numerator: Number of women councillors Denominator: Total number of councillors	Malawi Electoral Commission Reports	Consultation	5-yearly	MoGCSW	
3.5	Percentage of Women in Community Structures	TBD		Numerator: Number of Women in ADCs, VDCs	District Council	Monitoring	Bi-annual	MoGCSW	

					reports				
3.6	Proportion of women in the private sector and CSOs	TBD		<p>Denominator: Total number of ADC and VDC members</p> <p>Numerator: Number of women in management positions in Private Sector and CSOs</p> <p>Denominator: Total number of employees in management positions in the private sector and CSOs</p>	Gender Audit Reports	Consultation	Annually	MoGCSW	
3.7	Proportion of youths in parliament	TBD		<p>Numerator: Number of youth MPs in the national parliament</p> <p>Denominator: Number of MPs in the national parliament</p>	Malawi Electoral Commission Reports	Consultation	5-yearly	MoY&S	
3.8	Proportion of youths in local councils	TBD		<p>Numerator: Number of youths councillors</p> <p>Denominator: Total number of councillors</p>	Malawi Electoral Commission Reports	Consultation	5-yearly	MoY&S	
3.9	Proportion of youths in community structures	TBD		<p>Numerator: Number of youth in in ADCs and VDCs</p> <p>Denominator: Total number of members in ADCs and VDCs</p>	District Reports	Monitoring	Bi-annual	MoY&S	
	<i>Output 3.1: women and youth mobilised to participate in decision making structures</i>								
i	Number of radio and TV programmes produced	TBD		Number	MACRA Reports/ Radio and TV Stations	Monitoring	Bi annual	MoGCSW and MoY&S	
ii	Number of radio and TV Jingles aired	TBD		Number	MACRA Reports/	Monitoring	Bi annual	MoGCSW	

				Radio and TV Stations			and MoY&S
	<i>Output 3.2: Strengthened capacity of children, youth and women for effective participation in the society</i>						
<i>I</i>	Number of children trained in leadership skills	TBD	<i>Number</i>	District Reports	Monitoring	Bi-annual	MoGCSW
<i>ii</i>	Number of women trained in leadership skills	TBD	<i>Number</i>	District Reports	Monitoring	Bi-annual	MoGCSW
<i>iii</i>	Number of youth trained in leadership skills	TBD	<i>Number</i>	District Reports	Monitoring	Bi-annual	MoY&S
	<i>Output 3.3 Affirmative actions advocated to increase representation of youth and women in politics and decision making positions</i>						
<i>I</i>	Number of advocacy meetings conducted to guarantee participation of youth and women in politics and decision making positions	TBD	<i>Number</i>	District Reports	Monitoring	Bi-annual	MoY&S, MGCSW and other stakeholders
OUTCOME 4: Violence against Children, Youth and Women reduced							
4.1	Percentage of women age 15-49 who have ever experienced physical violence since age 15 (%)	28.2	Numerator: Women aged 15 – 49 that report ever experienced physical violence since the age 15 Denominator: All women aged 15 – 49 in the sample	DHS Report	Survey	5 years	MoGCSW
	<i>Output 4.1 Modification of harmful cultural practices, violence, abuse and trafficking against children, youth and women advocated</i>						
<i>I</i>	Number of harmful cultural practices against children, youth and women	TBD	<i>Number</i>	Survey Report	Survey	5 Years	MGCSW, MoY&S, NSO
	<i>Output: 4.2 Children, youth and women aware of their rights</i>						
<i>I</i>	Number of children, youth and women rights awareness campaigns conducted	TBD	<i>Number</i>	District	Monitoring	Bi-annual	MGCSW,

				Reports		MoY&S
	<i>Output 4.3 GBV service delivery systems strengthened</i>					
I	Number of survivors of GBV (children, youth, women,) accessing support services	TBD	Number	District Reports	Monitoring	Bi-annual
	<i>Output 4.4 Men are actively involved in children, youth and women rights issues</i>					
I	Number of men action groups formed	TBD	Number	District Reports	Monitoring	Bi-annual
	<i>Output 4.5 Lessons learnt and best practices in fight against GBV documented and disseminated</i>					
I	Number of national dissemination conferences held	0	Number	MoGCSW Reports	Monitoring	annually
	<i>Output 4.5 Improved access to Youth Friendly SRH, HIV and AIDS services</i>					
I	Number of youth friendly SRH facilities established	TBD	Number	Districts Reports	Monitoring	annually
	<i>Output 4.6 Children protected against abuse, exploitation, neglect and violence;</i>					
I	Number of Community child protection workers trained and deployed across the country	801	Number	Districts Reports	Monitoring	annually
	<i>Output 4.7.Support to children and youth infected and/or affected by HIV and AIDS strengthened</i>					
I	Percentage of OVCs attending school (%)	89.3 (MDHS 2010)	Numerator: Number of OVCs attending school Denominator: Total number of OVCs at school going age.	District Reports, EMIS and DHS	Monitoring	annually
ii	Percentage of OVCs on education support (%)	42				

					and DHS			
	Denominator: Total number of OVCs qualifying to receive education support							
	<i>Output 4.8. Birth certificates issued to all the children</i>							
<i>I</i>	Number of children issued with birth certificates per year	TBD	<i>Number</i>	District reports	Monitoring	annually		MoGCSW
OUTCOME 5: Sector programs for children, youth and women effectively coordinated								
5.1	Number of coordination fora at National level	4	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
	<i>Output 5.1: Functional national and district level coordination structures established</i>							
<i>I</i>	Number of functional coordination structures at National and district council levels	1	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
	<i>Output 5.2: Sectoral M&E systems strengthened</i>							
<i>I</i>	Number of officers trained in M&E	0	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
<i>ii</i>	Number of Joint Sector Reviews conducted	0	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
<i>iii</i>	Number of M&E reports produced and disseminated to the SWG	0	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
<i>iv</i>	Functional sectoral database in place	0	<i>Number</i>	Progress reports	Monitoring	annually		GCYD&S SWG Secretariat
	<i>Output 5.3 Capacity of existing staff at national and district levels developed</i>							

I	Number of staff supported on long-term training at national and district level	TBD	Number	Training reports	Monitoring	annually	MoGCSW and MoY&S
<i>Output 5.4: Training infrastructures built/ rehabilitated and provided with equipment</i>							
I	Number of training centres, reformatory centres, Social Rehabilitation Centres and district offices built/ rehabilitated	1 training centre	Number	Progress reports	Monitoring	annually	GCYD&S SWG Secretariat
<i>Output 5.5: Financial management systems strengthened</i>							
I	Transparent and accountable Management systems in place	IFMIS in place		Progress reports	Monitoring	annually	GCYD&S SWG Secretariat
<i>Output 5.6: resource mobilisation strategy developed and implemented</i>							
I	Amount of financial inflows for G, YD& S	No strategy is in place		Ministry of Finance's AID Atlas	Monitoring	annually	GCYD&S SWG Secretariat
<i>Output 5.7: Human resource capacity for the sector improved</i>							
I	Percentage of vacant positions in the sector (%)	55	Numerator: Total number of filled posts Denominator: Total number of posts on the established	Staff Return	Monitoring	annually	MoGCSW & MoY&S
ii	Number of youth interns deployed	TBA	Number	Progress reports	Monitoring	annually	NYCOM
<i>Output 5.8: A communication strategy developed and implemented</i>							
I	Communication strategy in place	0	Number	Progress reports	Monitoring	annually	GCYD&S SWG Secretariat

<i>ii</i>	Functional website in place	0		<i>Number</i>	Progress reports	Monitoring	annually	GCYD&S SWG Secretariat
<i>iii</i>	Number of sector bulletins developed	0		<i>Number</i>	Progress reports	Monitoring	annually	GCYD&S SWG Secretariat

ANNEX 4: GYD&S IMPLEMENTATION PLAN

OUTPUTS BASED ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OUTCOME 1: Children, youth and women protected by the policy and legal environment																				
1.1 Review and disseminate gender, children, youth and sports related laws, policies and guidelines																				
1.2 Undertake the analysis of legal frameworks related to children, youths and women																				
1.3 Undertake audits in all key sectors on children, youths and women																				
1.4 Develop sector specific policy and programme guidelines for mainstreaming children, youths and women issues																				
1.5 Build capacity of policy makers and implementers in mainstreaming children, youth and women issues																				
1.6 Compile state party reports on regional and international instruments																				
OUTCOME 2: Children, Youth and women (including sportsmen/women) equitably access, control and utilise social and																				

economic services												
2.1	Develop capacities of children, youth and women in various livelihood activities											
2.2	Establish/rehabilitate facilities and participation structures for service delivery											
2.3	Develop capacities for service providers											
2.4	Scale up and sustain social safety nets											
2.5	Implement economic empowerment programmes (micro-finance, technology, markets)											
2.6	Increase access to ICT by all gender groups											
OUTCOME 3: Children, Youth and Women effectively participate in decision making processes												
3.1	Mobilise all gender groups into participation structures											
3.2	Build capacity of all gender groups for effective participation											
3.3	Conduct advocacy for effective participation of all gender groups at various levels											
OUTCOME 4: Violence against Children, Youth and Women reduced												
4.1	Lobby for modification of harmful cultural practices that perpetuate GBV among children,											

ANNEX 5: ESTIMATED COST FOR THE JOINT SECTOR STRATEGIC PLAN								
OUTCOMES	STRATEGIES	ESTIMATED COST (MK'000)					TOTAL (MK)	TOTAL (USD)
		Year 1	Year 2	Year 3	Year 4	Year 5		
1. Children, youth and women protected by the policy and legal environment	1.1 Review and disseminate gender, children, youth and sports related laws, policies and guidelines	11,800	22,350	15,380	-	8,050	57,580	198,552
	1.2 Undertake the analysis of legal frameworks related to children, youths and women	9,140	38,304	52,209	46,347	50,982	196,983	679,255
	1.3 Undertake audits in all key sectors on children, youths and women	27,970	23,367	25,703	43,224	6,987	127,252	438,802
	1.4 Develop sector specific policy and programme guidelines for mainstreaming children, youths and women issues	12,400	34,650	14,812	6,987	7,686	76,536	263,920
	1.5 Build capacity of policy makers and implementers in mainstreaming children, youth and women issues	11,050	12,815	14,096	16,575	17,850	72,386	249,609
	1.6 Compile state party reports on regional and international instruments	28,925	31,817	34,999	38,499	42,349	176,590	608,931
2. Children, Youth and Women (including athletes) equitably access, control and utilise social and economic services	2.1 Develop capacities of children, youth and women in various livelihood activities	515,308	531,638	596,082	655,690	719,760	3,018,481	10,408,556

	2.2 Establish/Rehabilitate facilities and participation structures for service delivery	676,338	741,416	455,268	500,795	550,874	2,924,692	10,085,148
	2.3 Develop capacities for service providers	24,194	26,613	1,766	1,943	2,137	56,655	195,365
	2.4 Scale up and sustain social safety nets	3,259	4,447	6,031	6,506	7,157,366	27,402	94,489,974
	2.5 Implement economic empowerment programmes (micro-finance, technology, markets)	50,134	55,147	4,607	5,068	5,575	120,532	415,630
	2.6 Increase access to ICT by all gender groups	27,594	30,243	14,863	16,350	17,985	107,036	369,090
3. Children, youth and women effectively participate in decision making processes	3.1. Mobilise all gender groups into participation structures	57,526	124,007	38,075	1,374	687,000	221,669	764,379
	3.2 Build Capacity of children, youth, and women for effective participation	10,884	20,604	27,404	35,072	30,656	124,620	429,724
	3.3 Conduct advocacy for effective participation of all gender groups at various levels	15,920	79,600	-	-	-	95,520	329,379
4. Violence against children, youth and women reduced	4.1 Lobby for modification of harmful cultural practices that perpetuate GBV among children, youth and women	162,330	192,000	227,000	268,000	317,000	1,166,330	4,021,828
	4.2 Raise awareness on children, youth and women's rights	104,000	123,000	146,000	172,000	204,000	749,000	2,582,759
	4.3 Strengthening GBV service delivery systems and empower survivors of GBV	186,000	219,000	259,000	307,000	363,000	1,334,000	4,600,000

	4.4 Facilitate male involvement in children, youth and women rights issues	80,000	95,000	112,000	133,000	157,000	577,000	1,989,655
	4.5 Research, document and disseminate lessons learnt and best practices in fight against GBV	84,900	100,370	118,460	140,280	165,830	609,840	2,102,897
	4.6 Improve access to youth friendly SRH, HIV and AIDS services	441,000	521,000	616,000	728,000	861,000	3,167,000	10,920,690
	4.7 Protecting children against abuse, exploitation, neglect and violence	265,000	314,000	371,000	438,000	518,000	1,906,000	6,572,414
	4.8 Strengthen support to children and youth infected and/or affected by HIV and AIDs	451,000	533,000	630,000	744,000	880,000	3,238,000	11,165,517
	4.9 Issuing birth certificates to all children	66,000	192,000	227,000	268,000	317,000	1,070,000	3,689,655
5. Sector programs for children, youth and women effectively coordinated	5.1. Strengthen financial management system	17,800	-	6,960	12,000	7,298	44,058	151,924
	5.2. Recruit staff at various levels	36,000	27,914	16,748	10,049	7,034	97,745	337,055
	5.3. Develop capacity of existing staff at national and district levels	61,900	69,364	55,449	66,327	57,187	310,229	1,069,756
	5.4. Build/ rehabilitate infrastructure and equipment at national and district levels	179,855	398,679	346,476	261,400	248,762	1,435,172	4,948,872
	5.5. Develop and implement communication strategy	14,100	2,500	1,487	12,330	1,630	29,798	102,753
	5.6. Establish effective national and district level	118,300	115,280	126,808	139,488	153,437	653,314	2,252,809

	coordination structures												
	5.7. Develop and implement a resource mobilization strategy	10,912	2,625	2,756	2,894	3,038	22,226	76,643					
	5.8. Strengthen M&E capacities at national and districts levels	108,486	67,911	80,229	95,771	92,082	444,481	1,532,695					
		7,125,941	9,191,171	10,670,300	11,673,166	12,972,251	51,632,828	178,044,235					

