

# Operational Plan 2011-2015

## DFID Malawi

May 2012

*This plan will be refreshed annually*

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# Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

# 1) Context

Malawi is a small, land-locked Commonwealth country with strong historical and some UK trade and consular ties. The development needs in Malawi are huge. It is one of the world's poorest economies, with some of the worst development statistics for a non-conflict country. Up to three-quarters of the population live below \$1.25 a day and 40% live below \$1.00 a day<sup>1</sup>. In recent years, Malawi has made impressive progress on many Millennium Development Goals (MDGs)<sup>2</sup> and the Government's Malawi Growth and Development Strategy (MGDS II)<sup>3</sup> has a strong MDG focus. Progress on poverty and hunger, under five and infant mortality, HIV treatment and access to water stand out (based on best available data)<sup>4</sup>. Even maternal mortality has fallen fast, although it remains high (10 women die daily)<sup>5</sup>. But progress is from a low base and is mixed e.g. education and gender equality lag behind, and up to one-third of water points do not work<sup>6</sup>. Gains are also fragile. A key risk is Malawi's rapidly rising population. Its population could easily reach 23 million by 2025 and 37 million by 2050 if families continue to have, on average, six children<sup>7</sup>. Droughts and floods are expected to get worse with climate change<sup>8</sup>. This will cause severe stress on agriculture which accounts for one-third of GDP<sup>9</sup>, 80% of exports<sup>10</sup>. 90% of the poor are small or medium scale farmers<sup>11</sup>.

Recent economic growth had been impressive (averaging over 7% from 2006-10), driven by strong harvests and improved economic management. The situation has deteriorated over the last two years. A large trade deficit and an increasingly over-valued fixed exchange rate undermined past gains, as shortages of foreign exchange and fuel have crippled large parts of the private sector. Malawi's International Monetary Fund (IMF) programme went off track in June 2011, and all General Budget Support to Malawi had been suspended by July 2011 due to concerns over economic management, governance, and human rights. In the short term Malawi needs to restore stability and revive its IMF programme by devaluation and sustainable fiscal and monetary policy, though this will leave the economy in a vulnerable state. In the longer term the key challenge is to increase exports, and diversification to reduce the reliance on tobacco (currently 60% of exports, but threatened by global anti-smoking initiatives). The most obvious possibilities are agriculture, mining, and tourism. But there are real barriers to growth. Besides the high transport costs caused by being land-locked, the binding constraints are access to finance, power, high cost agricultural value chains, the business environment, and maintaining a stable official exchange rate. Regional integration offers opportunities to address some of these, notably power and transport.

Malawi's first multi-party democratic elections took place in 1994, after 30 years of one-party rule under President Hastings Banda who took over at independence. 18 years on, the governance situation is challenging. Formal democratic institutions are still relatively weak, and basic rights, including freedom of expression, assembly and legal due process, have come under pressure as opposition voices have been suppressed. Local elections, important for accountability, have been repeatedly postponed since 2005. President Mutharika's sudden death in April 2012 led to a peaceful and constitutional handover of power to his vice president. Her Excellency Joyce Banda has an opportunity to halt the decline in human rights and strengthen forms of governance based on the delivery of public goods, rather than political patronage. National elections will be held in 2014 for all levels of representation, and while regional tensions within Malawi and the threat of violence remains, the change in the political landscape may help mitigate this risk. But electoral institutions remain weak and will need major external support to ensure credible electoral processes. Government capability to deliver services and public financial management systems has improved, including through DFID support, but there are still big gaps and the financial crisis threatens to undermine this progress. Early signs from the new President suggest that the political will exists to halt the economic and political decline and push reforms, but this will not be easy. DFID is committed to work in partnership with the current government to help Malawi get back on track.

DFID is one of the largest donors to Malawi (17% of total aid 2007-09<sup>12</sup>, higher with the UK's share of multilateral organisations). We also have an influential role on development policy and analytical issues. Malawi's aid dependency has fallen but is still high (30% of the 10/11 budget) and graduation is a long way off. With tax plus aid, the Government has just £80 per person to provide all services (2010/11)<sup>13</sup>, so value for money and a strong results focus are absolutely critical. The UK Government will give strong support to the Government of Malawi to improve the lives of Malawian citizens and revive the economy. We will work closely with the current government and anticipate concrete and sustainable reforms to be enacted. Our support and action to help the current government jump-start the economy and protect the poor is necessary during this critical time. We will also work with the Scottish Government on their aid programme in Malawi (£3 million per year)<sup>14</sup>

## 2) Vision

**Overview:** Our plan takes as its starting point the Government of Malawi's new Growth and Development Strategy (MGDS II: 2011-16). DFID has supported and contributed to its design. MGDS II, recently approved by Cabinet, highlights nine priorities (up from six in MGDS I)<sup>1</sup>. It contains a strong Results Framework that we can align and link to the Medium Term Expenditure Framework to guide multi-year budget allocations and improve aid predictability. In setting our future priorities, we have focused on how we can help Malawi to protect recent development gains and make some modest progress. We will give strong and sustained support to the Government of Malawi to help Malawi's economy to recover and to protect the poor. We commit ourselves to work in close partnership with the current Government to improve the lives of Malawian citizens, especially girls and women. We will do this by building on programmes that are delivering impressive results, including in health, HIV, justice and agriculture. We will scale up in areas where we can have a high impact and which complement other work, including water and sanitation in underserved areas and girls' education. Our planned interventions will be mutually reinforcing: e.g. girls need toilets, closer water points and protection from abuse to attend school, and their education will slow population growth, deliver better health outcomes and higher earnings for them and Malawi; improving sanitation will deliver better value for money in our health interventions. We will work in new ways including through results-based approaches, new NGO and private sector partnerships. We will help tackle underlying vulnerabilities and future risks by increasing communities' ability to deal with weather shocks, helping to reduce the high fertility rate and tackling cultural and other barriers particularly affecting girls and women (e.g. preventing school attendance, feeding into the high maternal death rate). As well as improving the lives of Malawi's poor today, we also need to invest in the country's future. We will scale up work with the Government, the private sector, other development partners and potentially through regional initiatives to help put the country on a more sustainable growth path and expand the private sector. Our priority is to protect economic stability and to tackle the top growth and export constraints. This is critical to fund future development, provide jobs and incomes. We will do this through DFID Malawi Wealth Creation programmes and support to Malawi's IMF programme, should it be resumed. We will also consider whether General Budget Support should be resumed through the Common Approach to Budget Support (CABS) process, which links funding to a broad set of performance targets, with regular high level dialogue on economic, political and sectoral issues. CABS also reinforces the structural reform programme the Government has agreed with the IMF which tackles one of Malawi's key economic risks – low foreign exchange reserves<sup>2</sup>. Our work will be complemented by planned multilateral investments in regional infrastructure and trade facilitation, and DFID regional work including on the North-South Corridor<sup>3</sup> and the Pan African Free Trade Area. Our governance work will continue to promote accountability, responsiveness and capability in the Malawian government, while underpinning the rest of our Plan by ensuring Malawi's limited resources are used to maximum effect. This includes empowering local citizens, increasing local accountability and space for debate, protecting rights of vulnerable groups, access to justice, including reducing violence against girls and women and a major contribution to the fight against corruption. We will support the efforts of the new government to improve the governance context and are preparing a programme of support for the 2014 elections and to strengthen democratic institutions. Our priorities and our approach in different areas are influenced by lessons from previous governance work and regular analysis of political-economy dynamics in Malawi.

**Alignment to DFID and wider UK Government priorities:** This Operational Plan is aligned to DFID's Business Plan 2011-2015<sup>4</sup>, with a strong focus on tackling challenges faced by girls and women, and enhanced efforts to track impact and value for money. It also complements planned DFID regional work e.g. promoting climate smart agriculture and food security, maternal health, HIV, trade and regional integration and climate change. DFID, the BHC and the British Council have a Joint UK Action Plan on Climate Change in Malawi<sup>5</sup>. DFID's bilateral work focuses on local adaptation and energy efficiency. We have provided seed funding to the World Bank on carbon finance mechanisms which have significant potential to leverage resources to protect Malawi's dwindling forests.

**What we will stop doing:** Our Operational Plan reflects a rationalisation that began in 2010, based on where we can have the greatest development impact and add value to others' work. We have also tightened our focus to reflect UK Ministerial priorities e.g. access to water and sanitation in underserved areas, leaving infrastructure investments we had considered like large scale irrigation to multilaterals, many of which DFID funds centrally.

### 3) Results

#### Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year) <sup>1</sup>
<b>Wealth Creation<sup>2</sup></b>	Number of additional people accessing credit through DFID support	0 (2010)	15,100 additional people (by 2014)
<b>Poverty, Hunger and Vulnerability<sup>3</sup></b>	Number of people directly supported by DFID to cope with natural disasters and the effects of climate change	0 (2010)	350,000 people (by March 2015)
<b>Health/HIV<sup>4</sup></b>	Number of births delivered with the help of nurses, midwives or doctors through DFID support	41,400 (2010)	113,600 births (cumulatively from 2011 to 2014)
	Number of additional women using modern methods of family planning through DFID support	0 (2010)	22,500 additional women (cumulatively from 2011 to 2014)
<b>Education<sup>5</sup></b>	Number of children supported by DFID in primary school	98,900 (2009/10) 49,600 girls	443,000 children of which 233,000 girls (in 2014 only)
	Number of girls in secondary schools with DFID bursaries	0 (2010)	15,000 in 2014
<b>Water/Sanitation<sup>6</sup></b>	Number of additional people provided with sustainable access to clean drinking water sources and an improved sanitation facility	0 (2010)	750,000 additional people of which 385,500 (51%) female (cumulatively from 2011 to 2014)
<b>Governance and Security<sup>7</sup></b>	Number of girls and women with improved access to security/justice services through DFID support	357, 600 (2010)	406,900 girls/women (by 2014)

### 3) Results (continued)

**Evidence supporting results:** The majority of the programme and results are based on **good evidence**. These continue or scale up what we know works in Malawi and can draw on systemic data collection and verification mechanisms. Planned MDG results are ambitious but achievable, based on past project results and existing data. We are currently awaiting the soon to be released Integrated Household Survey (IHS 3: 2011<sup>8</sup>) data to confirm existing poverty baselines and targets. We will use the new survey data and a Gender and Social Exclusion study to check equity and targeting of our programmes. We will also draw on robust evidence available by other development partners as a means to verify the national monitoring systems. Population assumptions and fertility rate are based on the 2008 Census<sup>9</sup> and 2010 Demographic and Health Survey (DHS)<sup>10</sup>. DHS data will also confirm other assumptions in our Health programmes on projections on maternal deaths averted and our focus on increasing births in clinics. On education, we adjusted our approach in 2010 to link funding to progress in nine areas from the Government's strategy and evidence drawn from the Education Management Information System (EMIS) and Welfare Monitoring Survey (WMS<sup>11</sup>). Other programmes are based on **incomplete evidence**, either from what has worked outside Malawi or smaller pilots. The Resilience programme will scale up successful pilots as we get better data on which approaches deliver the greatest impact. Our Wealth Creation plans tackle the top growth constraints identified through the recent joint donor Country Economic Memorandum analysis. The Access to Finance programme and targets are informed by successful initiatives in other countries (e.g. Rwanda, Kenya) including financial surveys<sup>12</sup> conducted in Malawi. The Business Innovation Facility<sup>13</sup> is still at pilot stage, but shows potential to address key private sector constraints, and will be assessed before scale up. Governance and Security plans expand initiatives that are having a positive result (e.g. community scorecards, justice, support to the National Audit Office and Anti-Corruption Bureau) but high-level impact is harder to track so project designs will address this and involve regular monitoring to build out evidence base. Our support to civil society has been scaled-up as part of our work on empowerment and accountability, and we will invest in independent impact evaluation to drive continuous improvement in civil society projects and build local knowledge on "what works". In addition, our overall strategy will be informed by political economy analysis. With budget support (which currently remains suspended but could be reviewed), we will continue to work closely with other donors locally and DFID centrally to tighten our assessment of the direct impact of general budget support on planned results, looking at the impact of both the funding and associated policy influencing. A recently established in-house Results and Evaluation team will provide advisory support to programmes to improve their evidence bases and improving the quality of monitoring and learning processes where programme evidence is weak or incomplete. Where possible we shall explore the possibilities of supporting results based financing in the social sectors. We will also develop our relationship with the National Statistical Office (NSO) to assist in strengthening national statistical systems and improving evidence bases.

**Value for Money (VfM) rationale:** There are high returns to investments in better basic services and their resulting synergies (e.g. African women with seven or more years in school have five children compared to seven or more for those with four years' education<sup>14</sup> and similar gains exist with health investments<sup>15</sup>). Our support focuses on interventions of most relevance to the poor and which benefit the greatest number. For example, the new Health Sector Strategic Plan 2011-16 adopts a basic health care package that draws on national and international evidence of value for money, as does our new family planning programme which enhances access by the poor in the most cost effective manner. On education, DFID's programme adopts the Global Partnership for Education (GPE) (formerly the Fast Track Initiative Initiative<sup>16</sup>) guideline that 60% of resources should be for primary education, particularly given that education resources are very skewed towards higher education. At the same time, we are increasing our focus on wealth creation, which is critical to shift Malawi's longer term growth path and reduce aid dependency. Programme priorities in this area take account of local factors e.g. unreliable power costs Malawi 4.4% of GDP<sup>17</sup>, and we can achieve a 60MW saving by helping the country switch to energy efficient light bulbs for an investment of £3 million (far less and much quicker than building a new plant, although this is needed too and others will do this). Our investment in public financial management systems will also help to deliver better VfM. Through support to the Ministry of Finance, we are helping the Government switch to national budgets based on outputs not inputs. A detailed review of the Government of Malawi's spending on travel and transport in 2009/10 that DFID funded highlighted substantial scope for savings in this area (which represented 11% of Government spending<sup>18</sup>). Should General Budget Support resume, planned efficiency measures in subsequent budgets, if fully implemented, will free up major resources for poverty reduction. Where possible we will track unit costs and rates of return and use these to inform decisions. For instance, on agriculture, past evaluations have confirmed a cost benefit ratio of 3.5 for our investment in better quality, more drought-resistant seed<sup>19</sup>. Regular monitoring and evaluation will ensure that we constantly check our value for money.

## 4) Delivery and Resources

The scale of the challenge in Malawi makes prioritisation difficult given the high expectations of DFID and limitations in resource availability. But maximising our impact and adjusting to new operational requirements means we must narrow our focus (our staff/programme ratio is low compared to other big donors). This plan is driven by analysis of where we can achieve high results on DFID Ministers' priorities. It reflects divisions of labour e.g. multilaterals leading on large scale infrastructure with DFID's large investments in social sectors; the US and Global Fund lead on malaria. DFID continues to be central to the expansion and improved quality of education and health.

To make the best use of our capacity, minimise transaction costs for partners and maximise results in line with the UK's aid effectiveness commitments, joint donor work will increasingly be the norm. Almost all planned programmes are joint to some extent, with DFID managing others' funds (Enhancing Community Resilience Programme) or leading aspects (e.g. health procurement oversight). The joint Civil Society Fund will provide a more strategic, longer-term vehicle for increased NGO partnerships than we currently have, replacing the DFID/BHC Good Governance Fund and other ad-hoc funding mechanisms. We are also contributing to a joint Trust Fund to support the delivery of the government's PFM reform strategy. Analytical work and evaluations will also be done jointly wherever possible, with findings widely shared. We will explore how we can better contribute to addressing nutrition in Malawi potentially through joint programming and we will look for further opportunities to share staff (AusAid share our Water/Sanitation Adviser and Education Unit work with counterparts daily). We will also do more staff development jointly (e.g. opening up courses we organise to other donors, civil society and Government colleagues where appropriate). Our choice of partners is based on our assessment of who locally is best able to deliver agreed results. This includes contracting multilaterals to implement specific programmes (e.g. UNICEF on victim support units, UNDP on elections, World Bank on Access to Finance). Programme designs will take account of and be guided by DFID's Multilateral Aid Review (MAR). For example, we will monitor UN and World Bank overheads and consultancy costs carefully to ensure value for money, and agree tight results frameworks with disbursements linked to these to maximise delivery, including a strong focus on benefits for girls and women. Combining our flexible grant funding with World Bank credits (as we are doing in the Access to Finance programme) also helps the Bank to move faster. We will continue to support the shift to 'One UN' by making sure agency agreements are cleared with the Resident Coordinator and using the 'One UN Fund' where appropriate. Slow or poor delivery, or weak value for money, is a risk we always face when we work through others. But we will mitigate this by choosing our partners carefully and using those with a strong track record, by setting ambitious but realistic targets, by closely monitoring progress to spot problems early on and address these (through dialogue or support or adjusting them as necessary including where programme reviews or wider research suggest a better way to do things). We are prepared to close programmes that do not deliver results. We will also have a zero tolerance to corruption.

Our programme includes a mix of instruments. Where Government systems are satisfactory and will maximise the impact of our funds, we will deliver through these systems (whilst developing their capacity). We will add safeguards as necessary (e.g. procurement oversight, independent audits) and provide assistance or advice on problem areas. Ministers suspended budget support in July 2011 due to a range of concerns on governance, human rights and economic management. Early indications from the new President are that efforts will be made to address these concerns. We will therefore keep the range of delivery mechanisms under review and may return to budget support if and when the situation allows. Our plan allows flexibility to respond to changes in the governance or economic context. In health, HIV and education we plan to use sector budget support to leverage higher investment, policy reform and results on a national scale, complemented by NGO/private sector partnerships (e.g. family planning, girls' scholarships, community water schemes). We expect some percentage of our portfolio to be delivered outside Government, but will maintain close consultation with donors and Government to ensure a coherent strategy for delivering resources. Diversification allows us to pilot innovative approaches and take advantage of different skills (e.g. private sector efficiency, NGO community links). It also helps to manage risks.

## 4) Delivery and Resources (continued)

### Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL (2011-15)	
	Resource £'000	Capital £'000										
Wealth Creation	500		2,201		2,760		6,750		9,900		21,611	0
Climate Change			0		268		0		0		268	0
Governance and Security	4,401		6,748		11,900		11,268		8,244		38,160	0
Education	12,241		17,917		21,000	2,100	23,000		24,666		86,583	2,100
Health	19,666		10,723		23,296		23,000		24,150		81,169	0
Malaria	0		0		0		0		0		0	0
HIV/Aids	4,565		5,107		5,000		5,000		5,000		20,107	0
Other Health (Fam Plan)	2,568		1,239		7,800		7,500		7,500		24,039	0
Water and Sanitation	500		629		1,500		7,382		7,580		17,091	0
Poverty, Hunger and Vulnerability	9,739		21,868		10,976		10,600		10,460		53,904	0
Humanitarian	469		325		500		500		500		1,825	0
Other MDGs- GBS*	19,000											
Global Partnerships											0	0
<b>TOTAL</b>	<b>73,649</b>	<b>0</b>	<b>66,757</b>	<b>0</b>	<b>85,000</b>	<b>2,100</b>	<b>95,000</b>	<b>0</b>	<b>98,000</b>	<b>0</b>	<b>344,757</b>	<b>2,100</b>

Note: GBS = General Budget Support

## 4) Delivery and Resources (continued)

	2010/11	2011/12	2012/13	2013/14	2014/15	TOTAL (2011 - 15)
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	1111	1232	1552	1450	1450	5684
Frontline staff costs - Non Pay	690	779	1002	1023	1102	3906
Administrative Costs - Pay	275	211	222	222	222	877
Administrative Costs - Non Pay	236	178	170	194	199	741
<b>Total</b>	<b>2312</b>	<b>2400</b>	<b>2946</b>	<b>2889</b>	<b>2973</b>	<b>11208</b>

## 4) Delivery and Resources (continued)

### Efficiency savings

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Joint donor civil society fund replacing individual grants under Good Governance Fund (lower transaction costs for DFID and NGOs).	10,400
Further examples of Programme efficiency		

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000						
Reduction in Consultancy Payments		15						
Reduction in Travel								
Reduction in Training		30		10				
Reduction in Estates and Property Costs		15		20				
Reduction in costs as a result of Office Restructuring	30				40			
Other Reductions	20	10						
<b>Total</b>	<b>50</b>	<b>70</b>	<b>0</b>	<b>30</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: DFID Malawi has already achieved major savings in running costs including 62% saving in consultancy costs, 68% reduction in travel and 40% reduction on estates between 2009/10 and 2010/11. Future budgets assume continued efficiency savings including to support our Green commitments, but past cuts mean the scope for further large savings is limited. Flat-lining spending equates to an efficiency saving of at least 7- 10% (local inflation, although some costs e.g. utilities, fuel, housing are increasing much faster than this). Progression of a Single Platform for BHC/DFID corporate service functions and a wider root and branch review of staffing needs for BHC/DFID should over the period of the plan realise further efficiency savings for the UK Government on administrative costs.

## 5) Delivering Value for Money (VfM)

The UK National Audit Office (NAO)<sup>1</sup> undertook a detailed value for money audit of DFID Malawi's programmes (2003-08) which concluded that some aspects of our programme are particularly good value for money, citing the Farm Input Subsidy Programme seeds and the Health Programme's emphasis on the most appropriate interventions to address the burden of disease. The NAO and Public Accounts Committee (PAC)<sup>2</sup> noted that, in some cases, it was hard to *prove* value for money. It also highlighted the need to continue strengthening programme appraisal, monitoring and evaluation and recommended the need to integrate more direct feedback from Malawians on the quality and level of services they receive. DFID Malawi has already taken action to address some of the NAO and PAC recommendations. Our economist developed an in-house training course to help other staff expand their skills. In line with the recent Independent Commission on Aid Impact (ICAI) report recommendations on DFID's approach to Anti-Corruption we are developing an office-wide Anti-corruption strategy to help us focus our external support to Malawi's anti-corruption goals, improve safeguards on our country programmes and ensure robust procedures are followed in our own fraud management. This strategy will help ensure value-for money for us and the Malawian government by safeguarding both British and Malawian tax-payers money.

**Challenges:** Key challenges expected in driving further value for money improvements in our work during the Operational Plan period include: (a) Driving forward the design, approval and implementation of a large pipeline of new programmes during 2011/12 using the new Business Case format, to take forward the priorities in this Operational Plan and deliver planned results; (b) Working with and through others (donors, Government, NGOs) who might give less priority to value for money and timeliness, or be less familiar with applying concepts like economic rate of return or opportunity cost to aid programmes; (c) Monitoring Value for Money through Government of Malawi and other partner systems, especially given data weaknesses, and securing improvements in procurement processes controlled by others (in both health and education, independent oversight tracks this and identifies potential savings); (d) Driving down unit costs is not straightforward, given rising local costs outside our control (e.g. increase in prices after devaluation), or current under-investment (the cost per child educated should go up, matched by better results)<sup>3</sup>; (e) Improving our feedback mechanisms and processes so they better capture opinions and perspectives from Malawians and how they experience results, impact and value for money.

**Actions:** To ensure a comprehensive understanding of the Value for Money of DFID Malawi's programme between 2011 and 2015 we will adopt a three phase approach where we will:

**Phase 1 (By End 2012):** Develop a DFID Malawi Value for Money Strategy and Anti-Corruption Strategy to be implemented over the Operational Plan period; Deliver a more comprehensive training to all staff, with materials continuously updated and improved; Train Business Case Champions within DFID Malawi to provide support to teams developing Business Cases using the new format; Establish a peer driven internal scrutiny team/programme board of senior advisers that will assess draft Business Case proposals, in addition to the central QA process; Establish a results and evaluation team that will help strengthen programme appraisal, monitoring and evaluation processes; Continue to identify and drive efficiency savings in our running costs.

**Phase 2 (By Mid 2013):** Undertake a stock take (and systematic monitoring) of the quality of existing logframes and business cases to make sure they have suitable outputs and outcomes to track value for money and quality of results; Develop processes which strengthen direct feedback from Malawians on a selection of DFID programmes; Strengthen relations with the National Statistical Office (NSO) to build stronger mechanisms for collecting quality data that could yield information on value for money; Encourage the Government of Malawi to develop its own action plan, linked to the new medium term Public Financial Management Reform Programme and tracked through the Governance, Financial and Economic Management Group; Review progress made under the Value for Money Strategy and improve financial forecasting processes.

**Phase 3 (From Mid 2013):** Have an established core support relationship with NSO that offers access to and influences better quality and regularly available data; Move the Value For Money focus beyond efficiency savings to looking at effectiveness; Have a wholly owned and applied Value for Money strategy.

## 6) Monitoring and Evaluation

**MONITORING:** Monitoring and Evaluation (M&E) is already a top priority for DFID Malawi. The action points below are intended to strengthen our current approach and make sure we both achieve agreed results, learn and innovate from our work. To help strengthen our Monitoring and Evaluation DFID Malawi has invested in a Results and Evaluation Team that will lead on improving the quality and usefulness of our M&E processes. A DFID Malawi Monitoring and Evaluation strategy will be developed by end 2012 and will lay out the overall principles and approach to M&E that will be adopted by the country programme.

**How** – Progress against the Operational Plan and Results Framework will be monitored quarterly by the Leadership Team, using light touch team reviews with more detailed reviews at mid and end year. The results and evaluation team will support programme teams to review and strengthen their result frameworks. For programmes where results are expected to be monitored through national systems we will strengthen our engagement and support to the National Statistical Office (NSO) to improve data quality. We will establish more robust methodology notes for every result to add rigour and honesty to our analysis and assumptions. For programmes where national and respective line ministry systems cannot capture adequate information we will work with partners to develop methods and processes that provide representative samples and evidence to inform our work. We will draw on other (often donor delivered) data to verify national data systems. As a guiding principle we will seek to place Malawian citizens at the heart of our feedback processes to capture their experiences, voices and perspectives and improve our regular contact with those whose lives we claim to see changes in. Apart from having a focus on trying to prove our work, we will place a greater emphasis on learning and improving our work through regular field based informal reflections with our partners beyond our engagement with paper reports.

**Who** – We will work closely with the NSO and relevant line Ministries to strengthen national monitoring and evaluation systems. Implementing partners will be responsible for monitoring programmes directly. The Results and Evaluation Team will work closely with DFID programme staff to improve our own internal monitoring capabilities which will serve to triangulate monitoring information. We hope to encourage more critical peer reviews within DFID and with our partners.

**When** – Frequency of monitoring will vary across programmes depending on each programme context. Internally we will review or work at least twice a year against our operational plan and individual results frameworks. Programme annual reviews will be planned in advance according to agreed timings and encourage wide participation wherever possible. Methodology notes for results frameworks will be reviewed and updated by December 2012 in consultation with the Results and Evaluation Team.

**What** – Performance and Annual Reviews will monitor progress against our outputs and outcomes. We will harmonize all the various reporting frameworks so that they seamlessly capture performance trends from individual programme reviews (as opposed to being separate ad-hoc and often meaningless exercises). Where trends are off track, remedial actions will be designed in consultation with programme partners and the internal programme board.

**EVALUATION:** An evaluation plan will be developed by the Results and Evaluation team in consultation with DFID Malawi Programme team members and the Evaluation Department in Head Office. A tentative calendar estimates that at least 13 end of programme evaluations will take place during the period of this Operational Plan and seven mid term evaluations. We anticipate that at least 40% of the programme budget 2011-15 will be subject to independent evaluation. These will be confirmed once the Results and Evaluation team is fully established and developed the full evaluation plan in consultation with the evaluation teams. A capability needs assessment will be carried out to identify the necessary support and type of methods to be used to ensure evaluations are rigorous, relevant, innovative and most importantly useful.

**BUILDING CAPACITY OF PARTNERS:** With government partners we will particularly work with the NSO and M&E leads in line ministries to strengthen M&E processes. With all our partners our approach will be to encourage M&E to be used as a learning process as opposed to a policing process thereby encouraging more openness and reflexivity. Taking lead from the National Audit Office (NAO) recommendations, we will particularly work with partners to improve our downward accountability mechanisms to ensure we get direct feedback from Malawian citizens on the quality, experience, efficiency and effectiveness of our support. This will be particularly important where evidence supporting results is weak and where synergies between partner systems can be established. We will offer context specific support to partners to strengthen their M&E processes.

## 7) Transparency

Transparency is one of the top priorities for DFID Malawi. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback

A key priority will be making sure that all documents are written in high quality, plain English, appropriate for an external audience (whether in the UK or Malawi). This principle also applies to other material that will be published (e.g. payment information). We will also continue to employ good information management practices within the office, so documents are readily accessible if requested.

We will increase the amount of information we routinely share with our partners and members of the public in the UK and Malawi and encourage other donors, NGOs and Government partners to do the same. Where possible, we will translate basic DFID project information summaries into Chichewa (using our own staff as far as possible to minimise costs, and considering other languages as appropriate e.g. for projects in specific regions). A short summary of this Operational Plan will be translated. We will look at ways to use radio and mobiles, as well as newspapers and TV (where this is cost effective) and the internet (internet penetration is less than 1% of the Malawi population but does provide a hub where civil society groups and the media can access information for future use). Public material will focus on what we are doing, resources allocated, why, and results being achieved. The Government of Malawi is tracking aid flows and projects, supported by the Development Gateway Foundation and the International Aid Transparency Initiative (quarterly and annual reports, online version planned). DFID like other donors provides regular data for this and we are discussing how to make other information available this way e.g. project summaries and reports. A group of international NGOs working in Malawi are also making information about their work more readily available via a shared website, including financial information.

We will support others to improve their transparency and learn from innovative transparency initiatives. Planned accountability work will expand current initiatives with civil society, local communities and Government to help them access information and track performance of our programmes as well as wider service delivery and governance issues (e.g. expanding use of community 'scorecards' for health, education, agriculture, water/sanitation, supporting community budget monitoring). Tilitonse, the DFID-led joint donor civil society governance fund, and Kalondolondo, our community-based monitoring programme, will be the main vehicles for this, supporting our existing programmes in the sectors, although we will incorporate additional accountability and transparency work into sector programmes where necessary (e.g. as we already do on the Farm Input Subsidy Programme, or the new Education Performance Report we helped the Government launch in 2010). We will use findings to inform our own programme design and monitoring, as well as debates (e.g. how to improve equitable access to services) and encourage the Government to use findings to improve policy and impact. We will also support and encourage Government efforts to improve transparency on the budget process (building on the new Quarterly budget reports, and last year's public consultation on the new budget) and use of public expenditure reviews and tracking surveys. If there is sufficient local support, we will also support the Access to Information Bill, which has not progressed beyond cabinet, as well as promoting Open Government Partnership (OGP) membership to the government of Malawi.

We will strengthen our culture of consultation as part of improving transparency with our partners and encourage greater direct feedback on our work from Malawians in a bid to improve our accountability to developing partners. We will improve our listening culture as part of our commitment to improve transparency

## 8) UK Human Rights Assessment

**Assessing the human rights situation:** Respect for civil and political rights has deteriorated in Malawi over the last 18 months. In particular, freedom of expression, political participation and freedom of assembly have been under attack. Demonstrations have been banned and civil society activists, human rights defenders, journalists and opposition politicians have been intimidated, attacked and suffered arbitrary arrest. Their offices and houses have been subject to arson attacks and a student anti-government activist was killed. Much of this repression followed the deaths of 20 people from police action during anti-government demonstrations that descended into riots on the 20th and 21st July 2011<sup>1</sup>. The Reporters without Borders press freedom index has seen Malawi fall 67 places to 146 out of 179 countries. Legal changes that enable the government to ban newspapers; enable the President to choose the date of local elections (currently delayed since 2005); remove the need for warrants for the police to search houses; and ban the use of ex-parte court injunctions against the government have all passed into law in the last 2 years, although most are now under review at the Law Commission. Malawi is a signatory to many international human rights treaties, but most have not been domesticated. Treatment of women and minority groups remains poor in Malawi. Malawi ranks 120 out of 136 countries in the Gender Inequality Index<sup>2</sup> and MDG 3 is off track. Violence against girls and women is at alarmingly high levels – 48% of women say they have suffered from violence or abuse<sup>3</sup>. Homosexual acts are illegal and female same-sex relationships were recently criminalised under a 2011 review of the penal code. The death penalty is still legal, but has been under an unofficial moratorium since the end of the one-party state 18 years ago. In the realm of access to justice, over 85% of Malawians access traditional justice as the formal system is often physically distant, costly and does not use the vernacular. Children in contact with the law are often held in prisons alongside adult prisoners. The conditions of prisons are characterised by overcrowding and poor sanitary facilities, and many prisoners are held on expired warrants and for periods of time in excess of their official sentences.

**Likely direction of travel:** In April 2012 President Mutharika died and his estranged vice-president, Joyce Banda took over. Previously most scenarios had predicated a downward trend in human rights, fuelled by a restriction of political space and an economic crisis, with a potential for a further sharp reduction in the approach to the 2014 elections. However, the opportunity now exists for the new President to halt this decline. Initial indications look positive, with the first change of personnel including the Police Inspector General (who was in charge at the time of the July 20th demonstrations and police use of live ammunition), and a number of other key hardliners, and the promise of an enquiry into the death of the student activist last year. The new President recently announced a review and possible repeal of controversial laws, including the penal code. However, despite the generally positive mood currently seen in the country reforms may take time and concrete actions will be needed to repeal some of the restrictive laws, begin to change the political culture and repair some of the damage done to the independence and capacity of key accountability institutions.

**DFID's approach:** DFID Malawi assesses human rights issues in partnership with the FCO. In terms of DFID programming in this area, we are helping to promote human rights in traditional courts, supporting justice and improved services for survivors of gender-based violence, access to legal services for prisoners and diversion of children from the legal system. We are also supporting civil society organisations and their work to help citizens hold authorities to account and promote inclusiveness, as well as efforts to improve access to information. Our work on Public Financial Management reform also aims to promote transparency in government budgeting. Finally, we are directly supporting accountability institutions, including the Anti-Corruption Bureau, and are designing a programme to support other democratic institutions, including the Electoral Commission and Political Parties, to help ensure credible elections in 2014. With the recent change of government and the opportunity for the new President to strengthen human rights, the rule of law and government accountability, we are actively working with the FCO to promote positive change and stand ready to provide additional support to help reverse the decline in respect for human rights, and move towards greater realisation of all human rights for all Malawians.

# List of Annexes

Description
1. Girls and women
2. References

# Annex 1: Girls and women

**Background.** Malawi is one of the poorest countries in the world and ranks 120 out of 136 countries in the Gender Inequality Index<sup>1</sup>. MDG 3 is off track. Women work longer hours, earn less, receive less education, are subject to high levels of domestic violence, are more at risk from HIV and have limited access to resources and decision making.

**Education.** Up to grade 6, parity up to primary grade 6 achieved but only one in four girls completes eight years of primary school; of these 72% pass the Primary School Leaving Certificate Examination (PSLCE). Only 40% of girls progress to secondary school<sup>2</sup>. Only 38% of teachers are women<sup>3</sup>. The literacy rate for women is 60% compared to 80% for men<sup>4</sup>.

**Poverty, Hunger, Vulnerability.** 25% of households are headed by women<sup>5</sup> and these tend to have higher rates of poverty than those headed by men. Agriculture dominates Malawi's economy and women are 70% of the workforce, mostly producing food for themselves and their families (80%)<sup>6</sup>.

**Health.** 10 women die everyday from pregnancy or childbirth related complications<sup>7</sup>. Only 42% have access to family planning methods<sup>8</sup> and women have 5.7 children on average, often starting in their teens. Mosquito nets are provided free for pregnant women and young children, and 50% of pregnant women are now using them<sup>9</sup>. But malaria is still a major killer. HIV also continues to affect women disproportionately.

**Governance and Security.** 48% of women say they have suffered from violence or abuse<sup>10</sup> and 65% of girls. Traditional courts decide most local cases but just 25% have one or more female judges<sup>11</sup>. 67% of women come together to raise an issue compared to 74% of men<sup>12</sup>. 54% of women say they are dissatisfied with the Government's performance<sup>13</sup>.

**Wealth Creation.** Only 17% of women have bank accounts<sup>14</sup> (19% average for the country).

Priority	Expected Results 2011-15 due to DFID Malawi Programmes
Direct assets for girls and women	<ul style="list-style-type: none"> <li>- 7,560 additional women with access to financial services</li> <li>- 336,600 women better able to cope with floods and droughts – 2,000 new village savings and loans schemes (80% female members)</li> <li>-30% of 1.4 million households receiving subsidised seeds with DFID support are Women Headed Households; 1,000 new dairy farmers will be women</li> <li>-27,000 farming families supported to increase their yields by adopting Conservation Agriculture will be female headed families</li> <li>-385,000 extra girls and women with access to safe drinking water, plus better basic sanitation and hygiene to prevent diarrhoea</li> </ul>
Better health, choice for women on whether and when they have babies	<ul style="list-style-type: none"> <li>- 25,00, additional women using modern methods of family planning through DFID support by 2015</li> <li>-113,624 Cumulative number of births delivered with Skilled Birth Attendants (SBA) through DFID support by 2015</li> <li>- 80% of pregnant women and children under five sleeping under treated mosquito nets through DFID and wider support</li> <li>- 60,000 pregnant women with HIV provided with treatment to prevent them infecting their new babies through DFID and wider support</li> </ul>
Get girls through secondary school	<ul style="list-style-type: none"> <li>- 15,000 girls with DFID bursaries to help them stay in secondary school</li> <li>- 233,418 girls in primary schools</li> <li>- 3,000 mothers' groups working across Malawi to support girls in school</li> <li>-1,000 new teachers (380 women teachers, as important role models)</li> <li>- 4,200 new toilets and latrines in schools, which are particularly important for girls once they reach puberty</li> </ul>
Prevent violence against girls and women	<ul style="list-style-type: none"> <li>- 406,981 girls and women with improved access to security/justice services through DFID support</li> <li>Over 100,000 women have more choice over their lives and can hold decision-makers to account. 30,000 women helped to raise issues of concern with formal representatives like their MP</li> <li>- Safe spaces, support and counselling for adolescent girls</li> </ul>

# Annex 1: Girls and women (continued)

## THE APPROACH

### 1. Understanding the problem to achieve better results

- To achieve real change in the lives of girls and women in Malawi we need to understand the problems they face. There is already a lot of research that we can use and reasonable data, including a Gender and Social Exclusion Analysis and hopefully soon the Integrated Household Survey results.
- We are also looking at how we can learn lessons from past programmes, and check that programmes target women properly. For example, we are working with the Government of Malawi to confirm the number of women who benefit from the national Farm Input Subsidy Programme that DFID supports.

### 2. Taking a longer term, more strategic approach

- We need to make sure girls and women can access the things that will help them take charge of their own lives. Girls' education is important to their own future and the health of their family, and Malawi's development. As is access to justice – land disputes and domestic violence are common cases heard by the community mediation mechanisms DFID supports. Also giving women more choice over whether, when and how they have babies. Many women start having babies very young, and close together. The risks to them and their children are high. Tackling this means improving access to family planning, but also improving education and nutrition and better clinics and more doctors and nurses so they can give birth safely.
- We know many problems are complex. There are many reasons that girls drop out of school, from cultural pressure to marrying young, to money (fees, or the family's need for them to do other work), to the long distance they have to travel to schools and the risk of being attacked on the way or by teachers, to poor toilet or classroom facilities, or poor quality teaching. We need to tackle all these together, if we want to make a real difference.

### 3. DFID Malawi's Office Wide Strategy

- Making sure that women and girls benefit as much as they possibly can from the UK's development assistance to Malawi is not just the job of 'gender specialists'. It is the role of every member of DFID Malawi.
- Gender will be built into all our programmes – not as an 'add on' but as a central feature of all new programmes. Plus targeted programmes to tackle specific issues, including violence against women.
- All DFID Malawi programmes will track how we are benefitting women and girls, including by breaking down data on results and looking particularly at this in monitoring and evaluation work.
- All research work or consultancy work we do or support on any issue must cover gender issues properly.
- Within DFID Malawi, this stronger focus on gender will be led by a group of Gender Champions - "Mizwanya ya Gender".

### 4. Future priorities

Major new priority programmes include:

- A package of measures to help keep girls in school, including toilets, scholarships, cash transfers and Mother groups. This is alongside support to the Government to improve the quality of teaching and school facilities.
- Doubling our support to family planning (already doubled in 2009/10)
- Focussing a new Justice programme on women and girls. This includes protection and services for victims of abuse, and child justice work
- Scaled up support for civil society initiatives that can make a real difference to the lives of girls and women  
And are supported by
- More policy work with the Government of Malawi, MPs, other donors and civil society including the local media, to make sure the issues that girls and women face get attention. This will include action to improve the 'enabling environment' e.g. important legislation or by understanding and tackling cultural or social discrimination.

## Annex 2: References by Section

### 1 CONTEXT

1. Integrated Household Survey 2004/05 – this is the latest \$1.25 dollar a day statistic. \$1 a day statistic is from Ministry of Development Planning and Cooperation – 2010 Malawi MDGs Report
2. Millennium Development Goals available at [www.un.org/millenniumgoals/bkgd.shtml](http://www.un.org/millenniumgoals/bkgd.shtml)
3. Malawi Growth and Development Strategy: From Poverty to Prosperity, 2006-11 available at [www.imf.org/external/pubs/ft/scr/2007/cr0755.pdf](http://www.imf.org/external/pubs/ft/scr/2007/cr0755.pdf)
4. Using a mix of sources including the Government of Malawi's MDG report, UN data, Health and Education Management Information Systems (MIS) and civil society report.
5. Maternal mortality ratio declined (MDG 5) declined from 984 (Demographic and Health Survey 2004) to 675 per 100,000 (Demographic and Health Survey 2010) and is projected to decline to 450 in 2015.
6. Water point mapping report, 2007. Operation and Maintenance of Rural Water Supplies in Malawi Study Findings, 17 December 2008, Erich Baumann and Kerstin Danert.
7. Why Population Matters to Malawi's Development 2012 Dept of Population and Development, Ministry of Finance and Development Planning, Govt of Malawi .
8. Malawi's National Adaptation Programme of Action (NAPA) Under the United Nations Framework Convention on Climate Change (UNFCCC). First edition. Department of Environmental Affairs, Government of Malawi (2006).
9. World Development indicators database, August 2010. Agriculture was 34% of GDP in 2008
10. Agriculture Sector Wide Approach, Ministry of Ag and Food Security, Malawi, April 2010
11. Agricultural Growth and Investment Options for Poverty Reduction in Malawi IFPRI Discussion Paper 00794 September 2008. The national average size of a plot is 0.41 hectares (National Census of Agriculture and Livestock, 2008)
12. Government of Malawi Aid Atlas, available from <http://www.aideffectiveness.org/Country/Malawi/Malawi-Aid-Atlas-2008-2009.html>
13. Government of Malawi 2010/11 budget
14. Details of Scottish Government Malawi Development Programme available from <http://www.scotland.gov.uk/Topics/Government/International-Relations/internationaldevelopment/idffundingguidance/malawidevprog>

## Annex 2: References by Section (continued)

### 2 VISION

1. Malawi Growth and Development Strategy: From Poverty to Prosperity, 2006-11 available from [www.imf.org/external/pubs/ft/scr/2007/cr0755.pdf](http://www.imf.org/external/pubs/ft/scr/2007/cr0755.pdf)
2. Further details of the IMF Structural Reform Programme with Malawi available from <http://www.imf.org/external/np/sec/pr/2010/pr10514.htm>
3. DFID's regional work on trading across borders: North South Corridor is described from <http://www.dfid.gov.uk/Media-Room/Case-Studies/2010/Trading-across-borders-North-South-Corridor/>
4. The Department for International Development's Business Plan 2011-2015 is available from <http://www.dfid.gov.uk/About-DFID/Finance-and-performance/DFID-Business-plan-2011---2015/>
5. UK Action Plan on Climate Change in Malawi – unpublished, but available on request

### 4 RESULTS

1. Expected results drawn from DFID Malawi Results Framework 2011-2015 (Note: this will be reviewed shortly and updated in consultation with the newly established in-country Results and Evaluation Team)
2. Growth Data Sources: FinScope survey 2008 available from [http://www.nso.malawi.net/data\\_on\\_line/economics/Finscope/Finscope.htm](http://www.nso.malawi.net/data_on_line/economics/Finscope/Finscope.htm) and The expected results are calculated based on data in 'Concept Note and Pre-Establishment Business Plan for a Financial Sector Deepening Trust: Malawi', May 18, 2011, by David Lucock. This is a consultant's report prepared for DFID, USAID, and the World Bank as part of the design work for the setting up of a proposed FSDT in Malawi. It is not publicly available
3. Poverty, Hunger and Vulnerability Data Sources: This indicator represents a combined measure of the different household level interventions that the NGOs funded by the ECRP are undertaking in targeted communities. The target is that all people directly targeted by the programme will adopt a combination of the climate smart activities that enhance the resilience of their livelihoods. The information will be collected annually by Implementing Partners and presented in Annual Reporting, validated by household sample surveys, at mid-term and end of programme.
4. Health Data Sources: Data sources from NSO 2008 Census and DHS 2010. See quest doc 3452608 and quest doc 3452633 for workings. Calculations based on DFID share of SWAP and forecasts may change depending on DFID share of SWAP.
5. Education Data Sources: Baseline Data from EMIS (Educational Management Information Systems 2009/10), WMS (Welfare Monitoring Survey) and National Survey data calculated using DFID attribution. See quest doc 3463458 for internal calculations. Bursary figures based on estimated bursaries to be disbursed.
6. Water and Sanitation Data Sources: Internal estimates and projections. Data is expected to come from anticipated project monitoring to be compiled by UNICEF. Gender disaggregation based on NSO population projections. Data calculated is cumulative based on overall cost of programme divided by 21 pounds per person being the average cost of providing clean water and sanitation to an individual
7. Governance and Security Data Sources: 2010 baseline is from DHS based on % of women who have sought help from police or traditional authorities after experiencing violence. See quest doc 3454396. We are continuing to work on improving our methodology and are currently reviewing and designing an M&E framework for our new JVG project, so forecasts may change.

## Annex 2: References by Section (continued)

### 4 RESULTS (continued)

8. IHS 2011 soon to be available at: [http://www.nso.malawi.net/index.php?option=com\\_content&view=article&id=175&Itemid=46](http://www.nso.malawi.net/index.php?option=com_content&view=article&id=175&Itemid=46)
9. 2008 NSO Census available at [www.nso.malawi.net](http://www.nso.malawi.net)
10. 2010 DHS available at <http://measuredhs.com/publications/publication-fr247-dhs-final-reports.cfm>
11. WMS available at [http://www.nso.malawi.net/index.php?option=com\\_content&view=article&id=49&Itemid=23](http://www.nso.malawi.net/index.php?option=com_content&view=article&id=49&Itemid=23)
12. FinScope survey 2008 available from [http://www.nso.malawi.net/data\\_on\\_line/economics/Finscope/FinScope.htm](http://www.nso.malawi.net/data_on_line/economics/Finscope/FinScope.htm)
13. More details about the Business Innovation Facility can be found from <http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/About-DFID/Who-we-work-with1/Business/Business-Innovation-Facility/>
14. Priorities and Strategies for Education, World Bank, 1995, p.29
15. National Audit Office (2009) “Department for International Development: Aid to Malawi”, available from [http://www.nao.org.uk/publications/0809/aid\\_to\\_malawi.aspx](http://www.nao.org.uk/publications/0809/aid_to_malawi.aspx)
16. More details about the Education Fast Track Initiative can be found from <http://www.educationfasttrack.org/>
17. African Development Bank, DFID, MCC, World Bank (2009) “Malawi Country Economic Memorandum”
18. Ignatius Peprah and Ronald Mangani, Government of Malawi (2010) “Public Expenditure Review of Travel” – study funded by DFID Malawi
19. DFID-Malawi calculations based on adjusted maize yield levels by Dorward (2009) and Maize -Nitrogen response model by Chitedze Research Station.

### 6 DELIVERING VALUE FOR MONEY

1. National Audit Office (2009) “Department for International Development: Aid to Malawi”, available from [http://www.nao.org.uk/publications/0809/aid\\_to\\_malawi.aspx](http://www.nao.org.uk/publications/0809/aid_to_malawi.aspx)
2. House of Commons Committee of Public Accounts (2010) “Department for International Development: Aid to Malawi – Eighth Report of Session 2009-10”, available from <http://www.publications.parliament.uk/pa/cm/cmpubacc.htm>
3. World Bank (2010) Country Status Report “The Education System in Malawi”, available from <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTEDUCATION/0,,contentMDK:22290209~menuPK:282405~pagePK:210058~piPK:210062~theSitePK:282386,00.html>

### 7 MONITORING AND EVALUATION

### 8 TRANSPARENCY

- More information about the UKaid Transparency Guarantee can be found from <http://www.dfid.gov.uk/ukaid-guarantee>

## Annex 2: References by Section (continued)

### 11 UK HUMAN RIGHTS ASSESSMENT

1. See for example Human Rights Watch 2012 report on Malawi <http://www.hrw.org/world-report-2012/malawi> or the Malawi Human Rights Commission, Report of investigation into the July 20th demonstrations, August 2011.
2. UN Human Development Report 2011
3. Malawi Demographic Health Survey 2010

### ANNEX 2: GIRLS AND WOMEN

1. UNDP Human Development Report 2011
2. Education Management Information System (EMIS) 2009
3. EMIS 2009
4. National Welfare Monitoring Survey 2008
5. National Welfare Monitoring Survey 2008
6. TANGO (2004c) in Vulnerability and Social Protection in Malawi- Discussion Paper 387- January 2007
7. Maternal mortality ratio declined (MDG 5) declined from 1,120 (Demographic Health Survey 2000) to 807 per 100,000 (Multiple Indicator Cluster Survey 2006) and is projected to decline to 640 (2011), but this would still mean 11 women die in pregnancy and childbirth every day. Calculated as  $632m388 \text{ expected births (2011)} \times 640/100,000 = 4,047 \text{ maternal deaths} / 365 \text{ days} = 11.1 \text{ maternal deaths per day}$ .
8. Demographic Health Survey 2010
9. Demographic Health Survey 2010
10. Malawi NSO study on Intimate Partner Violence (2005)
11. DFID Catholic Commission for Justice and Peace (CCJP) Survey March 2012
12. Population and Housing Census 2008; Analytical Report: Volume 4, Gender
13. Draft National Gender Strategy 2011
14. Afrobarometer 2008 Aggregate performance Indicator based on 16 performance areas
15. Afrobarometer 2008 Aggregate performance Indicator based on 16 performance areas
16. FinScope survey 2008 available from [http://www.nso.malawi.net/data\\_on\\_line/economics/Finscope/FinScope.htm](http://www.nso.malawi.net/data_on_line/economics/Finscope/FinScope.htm)

# Annex: Results Progress

## Progress towards headline results – one year on\*

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Progress towards results (including year)	Expected Results (including year)
<b>Wealth Creation</b>	Number of additional people accessing credit through DFID support	0 (2010)	The Business Cases is currently being developed and is expected to be approved in September 2012, with implementation following immediately after	15,100 additional people (by 2014)
<b>Poverty, Hunger and Vulnerability</b>	Number of people directly supported by DFID to cope with natural disasters and the effects of climate change	0 (2010)	The Business Cases was approved in 2010. Baseline surveys are currently being completed in advance of implementation.	350,000 people (by March 2015)
<b>Health/HIV</b>	Number of births delivered with the help of nurses, midwives or doctors through DFID support	41,400 (2010)	The Business Case for the Health SWAP has just been approved and is on track for implementation in 2012.	113,600 births (cumulatively from 2011 to 2014)
<b>Health/HIV</b>	Number of additional women using modern methods of family planning through DFID support	0 (2010)	The Business Cases for the Health SWAP and Family Planning have just been approved and both are on track for implementation in 2012.	22,500 additional women (cumulatively from 2011 to 2014)
<b>Education</b>	Number of children supported by DFID in primary school	98,900 (2009/10) 49,600 girls	248,000 children were supported in primary education in 2010/11 due to DFID support, of whom 125,000 were girls. Which means that the 2014 target is on track to be achieved.	443,000 children of which 233,000 girls (in 2014 only)
<b>Education</b>	Number of girls in secondary schools with DFID bursaries	0 (2010)	The Business Case for Keeping Girls in School has just been approved and implementation is on track.	15,000 in 2014
<b>Water/ Sanitation</b>	Number of additional people provided with sustainable access to clean drinking water sources and an improved sanitation facility	0 (2010)	50,000 additional people provided with clean drinking water and an improved sanitation facility in 2011/12	750,000 additional people of which 385,500 (51%) female (cumulatively from 2011 to 2014)
<b>Governance and Security</b>	Number of girls and women with improved access to security/justice services through DFID support	357, 600 (2010)	The project has just recently been implemented at the end of 2011. On track to reach the 2014 target.	406,900 girls/women (by 2014)

\* These results may not directly aggregate with other country results due to different measurement methodologies