



Malawi UNDAF Mid-Year Review Report 2008

Period: 1 January – 30 June 2008

July 2008

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List of Abbreviations

ADP	Agricultural Development Programme
AIDS	Acquired Immunodeficiency Virus
ART	Anti-Retroviral Therapy
AWP	Annual Work Plan
CA	Conservation Agriculture
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CDC	Centre for Disease Control and Prevention
CHBC	Community Home Based Care
DA	District Assemblies
DAP	District Action Plan
DCP	Democracy Consolidation Programme
DFID	Department for International Development
DIP	District Implementation Plan
DoDMA	Department of Disaster Management Affairs
DRR	Disaster Risk Reduction
ECD	Early Childhood Development
EU	European Union
FAO	Food and Agricultural Organisation
FBO	Faith Based Organisation
FIMA	Financial Inclusion in Malawi
GBV	Gender Based Violence
GoM	Government of Malawi
HACT	Harmonized approach to cash transfers
HADG	HIV and AIDS Donor Group
HAS	Health Surveillance Assistance
HIV	Human Immunodeficiency Virus
IDP	Internally Displaced Persons
IEC	Information, Education & Communication
IP	Implementing Partner
JFFLS	Junior Farmer Field and Life Skills
M&E	Monitoring and Evaluation
MASEDA	Malawi Social and Economic Database
MEC	Malawi Electoral Commission
MGDS	Malawi Growth and Development Strategy
MoAFS	Ministry of Agriculture and Food Security
MoEP&D	Ministry of Economic Planning and Development
NAC	National AIDS Commission

NAPA	National Adaptation Plan of Action
NSO	National Statistics Office
OPC	Office of the President and Cabinet
OVC	Orphans and Vulnerable Children
PDV	Prevention of Domestic Violence
PMTCT	Prevention of Mother to Child Transmission
SCT	Social Cash Transfer
SEA	Sexual Exploitation and Abuse
SWAp	Sector Wide Approach
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNGASS	United Nations General Assembly Special Session
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organisation

1.0 Introduction

The UNDAF was designed on the basis of the Malawi Growth and Development Strategy (MGDS). The UNDAF has sixteen country programme outcomes clustered into five UNDAF themes—which themselves reflect the organisation of the MGDS. The clusters are (1) Sustainable economic growth, (2) Social protection and disaster risk reduction and management, (3) Social development, (4) HIV and AIDS, and (5) Good Governance. This report presents results, challenges, opportunities and lessons learned for each cluster during the period January to June 2008. Each of the cluster reports has a monitoring and evaluation tool for its activities which is presented as an annex.

2.0 Results

2.1 Cluster 1

MGDS Theme 1: Sustainable economic growth and the achievement of national food security

UNDAF Outcome: By 2011 Government policies and local and national institutions effectively support equitable economic growth and the achievement of food and nutrition security while minimizing or reversing environmental degradation.

2.1.1 Results achieved

At mid-year in the first implementation year of the 2008-2011 UNDAF, results achieved have been varied across the three CP outcomes of Cluster 1. Some activities having exceeded their 2008 targets, whilst implementation of other activities has been constrained by slow start-ups. As 2008 is the first year of implementation, planning and process activities have largely featured in the first six months, with full implementation of activities expected in the next six months and subsequent year.

Outcome 1.1 Strengthened Government capacity to coordinate and implement food and nutrition security policies and plans by 2011.

With the recent Government interest in developing a Sector Wide Approach (SWAp) for the agricultural sector, the UN System as neutral stakeholders has sought to support the development and implementation of the Agricultural Development Programme, primarily through support to coordination and harmonization of Government and development partner's policies and plans. Amongst key UN agencies, TOR for a Technical Advisor in the Ministry of Agriculture and Food Security for ADP coordination and implementation have been drafted and initial resources mobilized. With the relatively recent Cabinet approval of the National Nutrition Policy in December 2007, A policy advisor for nutrition and food security has been identified to provide technical support and advisory services to the Department of Nutrition, HIV and AIDS (OPC) starting in July 2008. In efforts to improve dietary diversification and preventative measures against high levels of malnutrition, IEC materials have been produced in Chichewa. A consultant to support Government to draft a Food Aid Policy has been identified and initial consultations are expected to begin in July 2008.

For most agricultural programmes, the UN System is working at project level, supporting Government to implement activities in selected districts. Where multiple Agencies are active in the same districts or bordering districts, concerted effort has been made to implement complementary activities towards Delivering as One. UN Agencies have also drafted a Memorandum of Understanding for the Ending Child Hunger and Under-nutrition Initiative.

A new development requiring Cluster 1/UN System coordinated assistance lies in the area of Climate Change. Following the very recent presidential launch of the National Adaptation Plan of Action (NAPA) for Climate

Change, Government and development partners' commitment to the climate change agenda is growing. However, technical in-country capacity to address the issue is limited. Therefore, the UN System has taken the lead towards supporting Government to identify priorities and objectives, as well as seeking to facilitate harmonization and coordination of development partner's plans so they align with Government's priorities in this area. A Government of Malawi and Development Partners' Working Group on Climate Change has been formed, co-chaired by the UN with the Ministry of Economic Planning and Development. The UN System is heavily supporting the formulation of an 'umbrella' programme for kick-starting interventions on climate change.

Outcome 1.2 Nutrition friendly agricultural productivity increased, especially at household level, and oriented towards commercialization by 2011.

The UN System therefore, seeks to support Government in achieving its agriculture, market development and rural development objectives as reflected in the ADP, in those areas in which UN Agencies are working. Small scale irrigation schemes are well underway; with 61 ha ready to be planted for the first cycle of irrigated crops, and an estimated 155 ha ready by the end of the year. Similarly, water harvesting has also been heavily promoted at project sites. Two new technologies are currently being promoted with support from the UN: over 190 farmers have been trained in Conservation Agriculture (CA) while the UN has also facilitated the creation of a CA Task Force; promotion of job planters is also underway, though wider dissemination of the technology is pending approval by the Chitedze Research Test report.

Whilst intensification of production is necessary, the UN System has also been actively promoting diversification of production not only for income and livelihoods, but for nutrition (dietary diversification). Agricultural input kits including fertilizer but also maize seed and vegetable seeds have already been distributed. In particular, women, young people and people with disabilities have been supported. to engage in sustainable economic activities. School gardens and Junior Farmer Field and Life Skills (JFFLS) have been promoted. Over 440 farmers were trained in various areas of livestock production (poultry, piggery, goat production) and a further 120 farmers in fish farming. The UN has also supported the production and distribution of metallic silos for storage of maize grain in programme sites.

Efforts also focused on the promotion of cash crops and value addition, facilitation of the formation of farmer associations and promotion of platforms to link producers, traders and other private sector actors across the value chain. Over 150 ha of land has been allocated to growing market oriented crop enterprises and over 120 farmer based interest groups have been formed with access to Village Revolving Funds. Facilitating dialogue across actors along the value chain, particularly in the cassava industry, has also been successful.

The UN has also supported activities to reduce child labour in the agricultural sector. By mid-year, 648 boys and 486 girls have been withdrawn from farms. Just under 1,000 boys and 1,033 girls have been prevented from entering agricultural labour through reinforcement of school attendance, and their families are benefiting from income generating activity support. At national level, a list of hazardous tasks for under 18 year olds was drafted and a National Plan of Action on Child Labour is being developed.

Of particular importance towards ensuring sustainability of activities, is building capacity of extension services and farmers themselves. Capacity building through training is a key element that forms the foundation of much of the UN's support in the agricultural sector and in market development. Extension staff and farmers alike, have been trained in various topics, e.g. water harvesting, water management, conservation agriculture technologies, agriculture land management, facilitation of farmer group formation, dynamics and leadership skills, livestock production, aquaculture, market orientated farm planning and management, and business skills.

Outcome 1.3 Enhanced conservation of the natural resource base by 2011.

In the area of sustainable land and water management, results have been positive with various farm demonstrations underway, complemented by agro-forestry and afforestation activities. By mid-year 80 tree nurseries have been established, and over 2,500 farming households have been trained or taken part in tree nursery management and the establishment of village wood lots. Over 184,000 tree seedlings have been raised, and more than 210,000 trees have been planted.

However, in the area of alternative energy sources, most activities have not materialized. Apart from a large difference between expected and available funds, slow start up of environmental programme activities was mostly caused by delays related to putting in place new financial modalities and systems. Some activities such

as the Small Grants Programme has made advances with a programme manager in place and a stakeholder's meeting conducted.

In the context of the growing importance of the climate change agenda, the 2008 AWP and UNDAF do not sufficiently reflect the existing and potential future role of the UN System. As indicated, the UN System is developing a comprehensive programme with Government. A climate change inventory, institutional analysis and climate risk assessment have been planned to commence shortly.

2.1.2 Challenges, opportunities and lessons learned

Firstly, the dual challenge of both higher food prices and input prices has immediate implications for existing and planned implementation of activities in the sector, especially as financial resources remain fixed, though costs of implementation (e.g. where inputs are provided) will increase. As such, the number of beneficiaries may have to be reduced. Budgets will have to be reviewed.

Secondly, the emerging climate change agenda is already having an impact on planning for future UN System support in agriculture. There is need to increase investment in the agricultural sector to address these issues.

Thirdly, UN System support to Government is also influenced by the policy environment. The UN still awaits endorsement of the ADP and guidance from Government as to how the UN can better support implementation of the ADP. Communication and collaboration amongst UN agencies and between the UN and GoM can be improved. More regular communication with counterparts can be improved e.g. through quarterly meetings. Strengthening the capacities of both the UN and GoM could improve outputs and address the problem of high staff turnover.

Fourthly, certain planned activities have been slow to materialize due in part to delays in mobilizing resources. Some resource flow complications were observed between donors and the UN, but also between the UN and GoM, directly impacting operationalisation of activities. The new HACT arrangements are still not well understood by some partners, preventing the timely setting up of accounts. Further training in resource mobilization and new financial systems for both UN staff and GoM could be useful.

Fifthly, monitoring and evaluation (M&E) has been somewhat constrained by lack of definite annual targets and budgets. Some support is required to review certain indicators, annual targets and budgets for subsequent years. Furthermore, whilst great effort is being put into formulating joint programmes/projects amongst the UN Agencies, at this first year of implementation, activities planned are still largely disjointed.

2.2 Cluster 2

MGDS Theme 2: Social Protection & Disaster Risk Reduction (DRR)

UNDAF Outcome: By 2011, the ultra poor are sufficiently cared for and protected as are the vulnerable who can be negatively impacted by economic shocks and disasters

Recognizing their importance the Government of Malawi has incorporated social protection and disaster risk reduction into its current strategic plan, the Malawi Growth and Development Strategy (2006-2011). The Malawi Growth and Development Strategy (MGDS) has replaced the Poverty Reduction Strategy Paper (2002-2005) as the key policy document guiding development. The new MGDS emphasizes social protection programmes whereas the focus of the Poverty Reduction Strategy Paper was safety nets.

Social Protection has gained momentum in Malawi. There is now a final draft of the Social Protection Policy which is being presented to Cabinet by July 2008. The endorsement of the Policy is followed by the design of the national Social Protection Programme second half of this year. In the 2008/09 budget, Government has allocated 1,12% of it's GDP for Social Protection. This percentage is expected to increase for the 2009/2010 budget allocation once the Programme has been designed and endorsed. The preparations are ongoing to design the programme to be funded out of a Social Protection Basket Fund. In the meantime, there are several social protection programme and projects ongoing. Lessons from those have provided input into the ongoing design of the social protection policy and programme and have contributed to an increase of knowledge and awareness on social protection among key policy makers and partners from donor community and civil society.

The Disaster Risk Management component of the MDGS is however yet to be elaborated, and as a consequence Disaster Management continues to be reactive rather than proactive, with an emphasis placed on the coordination and implementation of emergency response. Consequently UNDP's project strategy, 2007 - 11, aims to support the elaboration of a national disaster risk management strategy; the integration of DRR in government policies, programmes and training; the development gender disaggregated information; and the mainstreaming of DRR into planning, policies and programmes.

2.2.1 Results achieved

As good progress on social protection is being made with the Policy being presented to Cabinet, the design of the programme and funding and implementation modalities can take some time during the second half of the year till middle of 2009. In the meantime, with UNICEF support, the pilot social cash transfers pilot programme is being rolled out to 7 districts to reach 20,000 beneficiary households by end of 2008. The external evaluation of the pilot programme showed positive impact of the cash transfers on the well being of beneficiary households in the areas of child and adult health, education enrolment and retention, reduction of child labour, improved child nutrition, food diversity and security, investment in agriculture, productive assets and livestock, housing and clothes. The emphasis for the second half of the year will focus on capacity development of government partners at national and district level in regard to implementation of social protection programmes as well as on computer skills, reporting, information management systems. The UN is planning to second two senior UN advisors at P5 and P4 level to the Ministries of EP&D and Women and Child Development respectively to help these ministries prepare for the next phase from a policy to a programme and from a pilot to a national programme. Further to an endorsed social protection programme, all stakeholders can make their final commitments and contributions in support of social protection through a basket fund mechanism coordinated out of EP&D. The UN can join forces in complementing support to social protection programmes, capacity development and establishing of useful information management systems. Also, linkages to decentralised UN supported capacity development and M&E programmes need to be made.

Programme implementation of the DRR programme has been delayed by flood response planning and coordination (October 07 - February 08) and the development and implementation of the Early Recovery Programme (March. 08 – Nov 08). However, activities implemented as part of these programmes have enabled the learning of important lessons, and facilitated 'real time' reviews, of key areas outlined within the DRR AWP, outputs including: the development of the first joint UN and GoM national flood contingency plan; the operationalization and review of existing contingency plans at the National and District level; in collaboration with GoM / DoDMA, the development of a funded UN flood appeal; and in support of DoDMA, the design and implementation of a national level flood impact assessment mission.

2.2.2 Challenges and opportunities

In government, there has been a turnover of key officials, as a consequence existing knowledge, commitment and capacity must be rebuilt. Although Government capacity is improving with an increased number of staff at national level, a national programme demands a higher level of professionalism and coordination in terms of inter-ministerial coordination and collaboration. In addition, coordination of national and district level government and development partners harmonized behind one government social protection programme is crucial.

Funding for the cash transfers pilot programme has primarily come from the Global Fund through NAC as the Principal Recipient. District Assemblies often perceive NAC's Rules and Regulations too complex for timely and professional adherence. As a result, delayed proposals, disbursement requests and financial reports create an obstruction in the flow of funds from NAC to the districts. This requires a mind shift of Assemblies towards compliance with rules in a timely manner in addition to technical assistance from NAC to ensure DA consistency with required procedures. Funding hosted in a Basket Fund could potentially ease bureaucratic delays with funding allocated based on social protection activities as planned in DIPs.

Another challenge is that few projects reach the ultra poor in these communities apart from the social cash transfers pilot. Hence, there is an urgent need for completion of the national programme which will provide additional social protection programmes to those not reached by the SCT scheme, thereby uplifting the lives of Malawi's poorest.

- i) Preparedness and response activities 'undermine' planned 'development' activities given current capacity constraints both within the UN system and DoDMA. This is of some concern given the shock profile of Malawi, and the vulnerability of the population to the impact of these shocks.
- ii) Current DoDMA staffing capacity: DoDMA is currently understaffed and hence is particularly vulnerable to work undertaken in relation to preparing for and responding to shocks diverting officers from work associated with the DRR programme.
- iii) The DRR programme and current activities have been designed to break this cycle. However, experience gained during the last year indicates that to achieve both the implementation and objectives of the DRR programme per the AWP and the UNDAF, that increased investment and capacity will be required both within the GoM / DoDMA and UN partner agencies in the area of preparedness and response capacity. This is necessary not only to protect vulnerable populations from the impacts of shocks, but also to allow for the effective implementation of the 'development activities' outlined within the DRR work plan. This is particular the case in the areas of food security (drought) and flood preparedness and response, which should be considered as priority issues within the development of a multi-hazard approach to preparedness and response.
- iv) Activities implemented as part of flood and early recovery planning have indicated that GoM systems are far weaker than originally believed, and consider considerable further strengthening and investment. In addition, previous UNDP support in the area of flood preparedness and response has been found not to have resulted in sustainable results, given the absence of subsequent support to this area by both the GoM and the development community.
- v) Building upon the opportunity of current interest: there is the possibility of 'donor fatigue' in this area related to the apparent lack of development and application of lessons learnt in the area of food security and floods. There is a need to deliver on lessons, and to take on board and scale up the findings and lessons from previous pilot activities. These activities need to be prioritised by both the UN system and the GoM.
- vi) DRR mainstreaming with the framework of climate change needs to be adequately captured and recognised within the UNDAF and effective linkages with the UN system, and the developing DRR framework, developed.
- vii) Increased engagement at the political level will be required to move forward both CC and DRR agendas – this will require both further strategic development and additional resourcing.
- viii) Integration, coordination and collaboration between UN agencies and across and within GoM remain a major challenge. In particular there is a need for increased communication on 'day to day' business related to DRR activities between UN agencies, and an increased coordination of available, and scarce resources, in terms of participation in the national dialogue in a number of key areas.

2.2.3 Lessons learned and way forward

The UN is represented by both UNICEF and WFP at the Social Protection Technical Committee meetings and by UNICEF at the Steering Committee level. There is frequent information sharing among UN agencies on social protection through meetings or via email. In the domain of social cash transfers as a social protection

instrument, WFP and UNICEF are collaborating to ensure that lessons from the pilots provide information on social protection to the national social protection platform. Also there is collaboration to ensure complementarity of both pilots in Machinga.

On the way forward, the following key points are identified:

- To assist EP&D with the programme design process to be completed by year end
- To seek a final decision from the government on the role of the cash transfers pilot, based on the lessons from the external evaluation and experience on the ground in the context of the design of the national Social Protection Programme
- To seek sustained funding for the social cash transfer pilot and other potential components of the national social protection programme that the UN is involved in (social cash transfers, school feeding, public works, food for work)
- Assist in Government capacity building at district and national levels with special attention to MoEP&D and MoWCD also through secondment of two senior UN advisors to help with the design and implementation of national social protection programme and the scale up of the social cash transfer pilot.
- An iterative strategy to DRR, integrated across key areas of the Hyogo framework, will need to be adopted in Malawi if key UNDAF results are to be achieved.
- Preparedness and response planning require considerable investment and development if 'development' and the MDGs are to be achieved.
- Policy development and the implementation of 'development' related DRR activities require a specific and protected focus and are vulnerable to current capacity constraints in both the GoM and the UN agencies.
- During the period of policy development specific areas of the DRR agenda will need to be implemented per a prioritised road map taking into account the vulnerability and shock profile of Malawi. Capacity to undertake DRR related activities to achieve UNDAF and MGDS indicators will require greater investment in both UN agencies and the GoM.
- The policy development process in Malawi, and the time line associated for this process, particularly given the need for effective legislative development and GoM ownership is generally greatly underestimated by stakeholders despite recent experience in other policy related areas.
- The current DRR programme is currently at risk due to the nature of the threats facing Malawi: increased preparedness and response capacity will be required if the agenda is to be taken forward in a coordinated manner.
- Increased advocacy for DRR is required within the GoM to facilitate cross sector ownership and coordination: this is particularly the case in the area of food security.
- Preparedness support could be useful focused via DoDMA in the area of flood hazards; MoH in epidemic and disease control, and MoAFS in food security / drought.
- Increased engagement with the MVAC in the food security, flood and social protection areas.
- Given the World Bank's important contribution in the areas of DRR and CC, the cluster should again approach the Bank to be full time members of the cluster.
- There is apparently a difference in perception of the effectiveness of recent flood support through cluster 2 to DoDMA between DoDMA and the UN system. A discussion of the lesson learnt document from the consultant hired by FAO to support the development of flood contingency plans would usefully assist in ensuring the development of a harmonised approach in this area.
- The development of a new TOR for the DRR advisor and subsequent placement of the advisor within DoDMA, offers the potential for increased GoM ownership and development of a shared strategic agenda between the UN system and DoDMA / GoM.
- Development of a specific preparedness support strategy in the key areas of food security and flood risk.
- Development of the DRR road map; implementation of the flood review and capacity assessments.
- Improved linkage between DRR and Social protection could be usefully developed based on the integration of preparedness and mitigation activities.

2.3 Cluster 3

MGDS Theme 3 & 4: Social Development and infrastructure

UNDAF Outcome: Increase equitable access and utilization of quality basic social services by 2011

2.3.1 Results achieved

Health

Output 3.1.1 Increase proportion of women, men and young people accessing sexual and reproductive health services by 2011.

- 37 of the targeted 40 Training of Trainers in Youth friendly health services have been trained.
- Monitoring tools for YFHS have been finalized
- STI drugs and RH commodities were procured and distributed in all the 7 BLM targeted clinics.

Output 3.1.2 Proportion of women accessing obstetric care increased by 2011

- Out of a target of 60 health service providers, 14 have been trained in BEmONC. They have started providing the services in seven health facilities.
- Equipment for BEmONC and other MNH services for both community and health facilities have been procured and distributed to service delivery points.

Output 3.1.3 Communities with enhanced capacity to implement key maternal, newborn and child health practices by 2011

- 25 trainers trained for CBMNC package from all the zones completed
- 86 out of the targeted 300 members of the VHCs and community safe motherhood task forces trained in 10 districts.
- Where-as 200 HSAs were targeted, a total of 630 HAS were trained using Catalytic Initiative funds.
- Communities are being empowered with adequate knowledge to seek health care in the area of maternal and newborn care.

Output 3.1.4: Increased proportion of under five children accessing preventive interventions at all levels

- Support given to all districts to incorporate ACSD activities into their district Implementation Plans and to ensure plans are result based.
- 420 health workers trained in Reaching Every District (RED) Strategy including at least one health worker from every facility in the 12 "new" districts.
- 270, 000 LLINs have been procured while preparations are underway for free distribution of 1.1 million untreated nets in July.

Output 3.1.5 Increased proportion of health facilities managing common childhood illnesses according to national standards

- A total 211 HSAs have been trained in management of common childhood illnesses for the establishment of the village clinics.
- A total of 100 IMCI supervisors have been trained in 10 districts to ensure quality in service delivery and 50 clinical and nursing staff have been trained in IMCI management as facilitators.
- Over 70% (3,036 out of 4,211) health workers have now been trained in IMCI Case Management.

Output 3.1.6: Existence of guidelines, policies and systems development, in collaboration with other cooperating partners for equitable delivery of the EHP by 2011

- Re-costing of Essential Health Package supported
- Preliminary consultations on revision of HSAs curriculum done.

- Operational guidelines for integrated Child Health Days updated.

Output 3.1.7: Increased capacity for epidemic preparedness and response by 2011

- During the outbreak in 2008, life saving supplies were pre-positioned to needy districts of Nsanje, Chikwawa and Mulanje.
- Cholera supplies procured and distributed to districts and hygiene promotion supported to prevent spread of cholera and other communicable diseases.

Nutrition

Output 3.2.1 Policy & institutional frameworks for prevention and treatment of malnutrition and emergency preparedness and response strengthened at all levels by 2011

- The National Integrated Food and Nutrition Surveillance System handed over to Malawi Government
- 30 national and zonal level staff trained in nutrition surveillance and 90 district staff currently being trained in collecting, analyzing, interpreting and acting on nutrition data
- The UN TA identified to provide support to further strengthen nutrition surveillance
- Nutrition Surveys part of Malawi Vulnerability Assessment (MVAC) and the first nutrition survey in 2008 conducted
- The biannual nutrition surveys and national nutrition surveillance system are now able to provide information on trends in food and nutrition

Output 3.3.2 Improved and sustained coverage of programmes for prevention of micronutrient deficiencies by 2011

- The 2008 Malawi Micronutrient Survey research protocol drafted and data collection is scheduled for September/October 2008 .
- Key national stakeholders have been oriented in the ECSA Food Fortification Calculator and Manuals
- Food Inspection and lab technicians training conducted in use of titration methodology for iodized salt monitoring in collaboration with ECSA
- The first round of the 2008 Integrated Child Health and Sanitation Week conducted in June with 60% of budget from Government
- Over two million children (90%) and just over half a million women are estimated to be reached with Vitamin A and the de-worming tablets during the campaign.

Output 3.2.3 Improved management of moderate and severe acute malnutrition in facility and community based centres by 2011

- The nutrition treatment, care and support programme at ART clinics scaled up from 101 to 157 sites (100% of public ARV clinics)
- 512 health service providers received training in Nutrition and HIV (and a total of 4,384 clinicians, nurses and HSAs have now been trained in all 28 districts)
- 23 trainers and 89 extension workers in 5 districts have received training in nutrition, counseling, care and support based on newly developed regional training materials
- 20 new CTC centres opened in 2008 with 193 new health workers trained, and a total of 253 CTC sites providing services in 21 out of 28 districts (75% of the districts)
- Supplies for therapeutic and supplementary feeding costed and included in the essential health package
- 9,737 children with severe acute malnutrition received treatment in CTC/OTP centres
- 4,657 children received treatment in 95 NRUs (Jan-April) and their caregivers received food support during the stay in the ward
- 19,082 children, pregnant and lactating women with moderate acute malnutrition received supplementary feeding (Jan-April)

Output 3.2.4 Improved knowledge and practices of households and communities for better nutrition by 2011

- The general public mobilized during the child health campaign to practice exclusive breastfeeding and provide optimal complementary feeding
- School garden activities ongoing with sites increased from 8 sites in 2 districts to 41 sites in 6 districts

- Two operational research studies have been supported:
 - One year follow up study of children admitted with severe acute malnutrition in a high-HIV population
 - Sensitivity and specificity study of the new nutritional staging criteria for determining HIV disease progression compared with immunological staging

Key priorities (June-December 2008)

- Iodine Deficiency Disorder (IDD) and Iodized Salt monitoring Committees need to be established in the last 8 districts
- Reach consensus regarding Zinc and diarrhea management as Zinc has been identified as a high impact intervention and no national guidelines or strategies exist
- The regional and national nutrition and HIV training materials need to be consolidated and updated on IYCF
- Scale up Baby Friendly Hospital (and Community) Initiative (BFHI)
- The various community support approaches being piloted need to be disseminated as part of the CTC learning forum to document best practices
- Introduction of the new child growth standards
- The Infant and Young Child Nutrition Policy and Guidelines needs to be revised to include the new UN consensus statement recommendations
- High level hand over meeting for nutrition supplies between UNICEF and Ministry of health
- Independent consultant to look at Nutrition Policy and Strategy to ensure alignment to other policies, MGDS and conduct cost analyses

Water and Sanitation

Output 3.3.1: Increased number of water points constructed/repared in rural and peri-urban communities and schools by 2011

- Three drilling contractors engaged and 64/256 boreholes completed.
- Technical assessment for Rehabilitation of 350 water points done and 75 rehabilitated
- 256 community water point management committees trained to plan, manage and own sources prior to drilling

Results :

- 47,500 people will have access to safe water supply in communities
- 36,000 pupils will have access to safe water supply in schools
- Drilling of 50 new and rehabilitate 50 water points in flood affected areas in Chikwawa and Nsanje (ongoing),

Output 3.3.2: Improved sanitation facilities in schools and in rural and per-urban communities by 2011

- Construction of 90 school latrines completed in 9 schools [6,300 pupils] out of the planned 60 schools..
- Promoted Construction of 692 household latrines out the planned 3,500 latrines
- Construction of 410 household latrines and 60 school latrine blocks in flood affected areas in Nsanje and Chikwawa.

Output 3.3.3: Support to Government to develop capacities , policies and systems :

Laying the foundation for a WES SWAp

- A steering committee and task force to direct and spearhead the development and management of SWAp in the WES sector formed.
- Technical assistance to the SWAP secretariat identified and soon on board (UN to provide support to hire TA).
- A roadmap for SWAP development formulated and will culminate in a JSR slated for Nov. 2008.
- Thematic working groups and their terms of reference have been formulated and training underway
- A SWAP Pillars identified as follows:
 - Institutional and Capacity Development
 - Water Resources Development (houses rural water)
 - Water resources management
 - Sanitation and Hygiene promotion

- WES Aid Coordination meeting conducted monthly
- Partnership principles drafted

Standards, systems and capacity development:

- National Consensus **Community and Schools WASH** obtained
- Reviewed and revised WASH EMIS indicators to better provide data and information for better School WASH management.
- National rapid assessment of WASH in primary schools underway to establish status and capacity gaps and will inform the development of resource mobilization Plan for 100% school WASH Coverage.
- Change in strategy for promotion of rural community sanitation to Community Led Total Sanitation (CLTS). Strategy domesticated and ready for roll out.
- In order to address present multiplicity of O&M models applied by different stakeholders, a National Operations & Management Framework is under development by RWSS Network.

Strengthening of district capacity:

- District Strategic Investment Plans (DSIP) to realize MDGs by 2015 developed for the 12 districts.
- DSIP being replicated and scaled up by Water Aid in 8 districts, AfDB and WB in 3 districts respectively with technical assistance from UNICEF.
- Support to WES GIS mapping exercise and mechanisms for regular updating of data (on going – all districts to update mapping of water points).

Output 3.3.4. Systems for monitoring Water and food quality strengthened by 2011

- National and district Plan of action for food safety and hygiene finalized. Food inspection for trading premises conducted in some districts e.g. Rumphi and Mzimba districts
- HCWM assessment conducted countrywide and a five year plan of action developed to enhance hygienic handling of health care waste in public, CHAM and private health facilities
- National and district Plan of action for food safety and hygiene finalized. Food inspection for trading premises conducted in some districts e.g. Rumphi and Mzimba districts

June – December 2008 Priorities

- Provide support to the SWAP institutional governance structures [pillars, thematic groups, etc] include input to JSR.
- Support District Institutional Capacity Development through Training (WEDC/WASHTED) and step up national level GoM supervisory support.
- Accelerate funding district Assemblies for WASH activities implementation since the rains are over. Engage more contractors for phase II drilling of 360 boreholes, and the rehabilitation programs.
- Role out implementation of CLTS nationally
- Reproduce/Disseminate popular versions of policies, manuals, Guidelines.
- Finalize and Launch National O&M framework.
- Strengthen House hold Water treatment and Storage, Water Quality Monitoring and Sanitary Surveys
- Emergency
- Ensure all activities by Implementing Partners are complete in Nsanje and Chikwawa in accordance with their respective timelines
- Preposition emergency WES supplies in the field (and warehouse) in order to respond to future emergencies.
- Document lessons learned from 2007/2008 floods and come up with key recommendations for future responses.
- Development and printing of IEC materials for future emergencies

Basic Education

Output 3.4.2. Percentage of primary schools implementing the “Child Friendly School (CFS) package” in Standard 1 – 8 increased to 80% by 2011.

- CFS institutionalised - integrated into key national documents (NESP &PoW)
- Materials developed for key CFS components: SMC Training Manual, CFS Manual and Handbook
- All MoE directors and 50 key education stakeholders were trained as CFS TOT

- Construction of classrooms completed at 26 schools – 108 more planned
- Early Childhood Development has been integrated into NESP
- All standard 1- 8 pupils in public and registered primary school attend at least one LS lesson each week
- Monitoring and supervision of LS teaching is jointly conducted by UNICEF/ UNFPA/MoE
- Materials have been procured as follows: 100,000 SCI materials; 2,000 sports in a box kits; 133,036 Std 4 pupils' books, 15,921 LSE Resource books & 5,124 pupils' books
- A Guidance and Counseling

Output 3.4.3. The percentage of vulnerable children benefiting from school feeding increased by 100% by 2011.

- 635,000 children fed in 679 schools.
- WFP participated in the assessment and targeting of new 40 schools for JFFLS
- Commenced development a handover strategy for the Govt. take over of the school feeding programme
- Identified NGOs for Low Input Training for second half of the year
- Conducted school feeding baseline survey
- SHN strategy finalised through

Outputs 3.4.1 and 3.4.4 Policies and systems development supported and implementation of new curriculum that incorporates by 2011.

- National Education Sector Plan (NESP) finalised
- Fast Track Initiative (FTI) appraisal of the NESP has commenced
- The Programme of Work (PoW) for 2008 in draft but operational.
- JFA was cleared by AG's office – sent to DPs for final review
- SWAP secretariat being recruited
- PCAR Advocacy Strategy for Term 1 & II was effectively conducted
- Review of EMIS tools and capacity development on-going
- GE Evaluation was completed

June – December 2008 Priorities

- Training school feeding partners in low input model and school feeding.
- Finalise handover strategy for school feeding
- Develop a strategy to improve GE
- Capacity development for G&C, Life Skills Education and CFS
- Emergency preparedness & response planning
- Develop PCAR Advocacy plan for 2009 school year
- Printing of manuals & guidelines

2.3.2 Challenges and Lessons

- Human resource constraints in the public sector continue to affect service delivery at all levels.
- Inability to absorb funds within ministries affects implementation rate.
- While Health SWAp remains as the agreed coordination mechanism between partners and government, there is concern about the effectiveness of the review process and SWAp governance.
- There is a need to better position the UN within Health SWAp and other national programmes and processes (Education, WES, etc.) in order to effectively support the realization of the UN Millennium Development Goals and priorities stated in the MGDS.
- Government works on fiscal year while the UN works on the calendar year-therefore a challenge in synchronizing planned activities.

2.3.3 Lessons Learned on UNDAF Process

- The UNDAF process provides an opportunity to effectively contribute to the MGDS, reducing overlap and duplication.
- Joint consultative planning and review meetings with government enhanced programme delivery

- The AWP are loaded with a lot of activities targeted at lower level-missing out opportunities to influence strategic decision making.
- Get organized for the UN to be present at strategic meetings.
- Focusing our support through Zones and District levels might give us better returns for our efforts especially with regard to results based planning.
- Some teams have very few agencies involved making inter-agency collaboration unrealistic;
- Cluster has had regular review meetings but meetings tend to be ad-hoc at the level of Teams. There is a need for improvement in latter part of the year, especially for teams where there is active involvement of multiple agencies.

Some non-resident specialised agencies have expressed interest to join the Cluster. There has to be clearer guidance on how these agencies can make meaningful contributions to the UNDAF process

2.4 Cluster 4

MGDS Theme 4: Management and prevention of nutritional disorders and HIV and AIDS

UNDAF Outcome: National response to HIV/AIDS scaled up by 2011, to achieve universal access to prevention, treatment, care and support

2.4.1 Results achieved

The Mid term review of the 2008 HIV cluster annual plan of work shows good progress in the implementation of the planned activities. During the period under review, the UN provided strategic support for the joint mid term review of the national response and the UNGASS report and initiated development of a system to efficiently track HIV resources which could also provide the basis for resource mobilization. Another critical area has been support for the development of the national HIV Prevention strategy. The UN has also enhanced harmonization and alignment for effective HIV response through several channels including harmonization of UN support through joint planning and progress review and improved governance and accountability through support to the Malawi Partnership Forum and the Malawi Global Fund Coordinating Committee. Similar efforts have been undertaken to facilitate donor coordination through support to the HIV and AIDS Donor Group (HADG).

Outcome 4.1 Improved and equitable access to and uptake of preventive services

This component has focused on eight key intervention areas, namely; Prevention of Mother to Child Transmission; Life Skills Education; HIV Testing and Counseling; Condom Programming; Management of Sexually Transmitted Infections; Male Circumcision; Women, girls and HIV; and Strengthening National Capacity to manage HIV programmes. Considerable progress has been made particularly in accelerating PMTCT and Paediatric HIV care programmes to reach 73% of all health facilities by March 2008; increased coverage of life skills education for young people in and out of schools, improving the quality of life skills training by standardizing the training, assuring the quality and availability of educational materials and supporting the development of monitoring and supervision tools.

Outcome 4.2 Improved and equitable access to and uptake of AIDS Treatment, care and support services

The number of sites providing ART, particularly for pregnant mothers and children, increased during this period, reflecting some success in strengthening the linkages between PMTCT and ART programmes through the utilization of CD4 testing for early diagnosis and referral. The WHO/CDC HIV drug resistance protocols have been adapted to the Malawi environment and are in use. The UN supported an evaluation of the external quality assurance status of HIV testing systems in March 2008. It also strengthened national capacity for drugs and commodities procurement and supply management through training, establishment of HIV procurement TWG and national procurement plans for the HIV and AIDS programme and integrating PMTCT procurement and supply chain into the Ministry of Health. The CHBC national implementation plan has been revised to strengthen capacity of CBOs and FBOs to support ART treatment and quality community home based care.

Outcome 4.3 Reduced social and economic impact of HIV and AIDS on families and communities

Activities undertaken include the provision of food rations to 17,592 vulnerable households, training vulnerable households in agricultural labour-saving technologies and providing them with start-up kits for them to ensure their own food and nutrition security, scaling-up the Junior Farmer Field and Life Schools model to bridge the intergenerational knowledge gap from 8 sites in 2 districts, to 41 sites in 6 districts, reaching an additional 1,320 OVC and their households, contributing to the formulation and adoption of a policy for the elderly and by piloting a multi-sectoral inter-agency livelihood social protection model for OVC.

In addition, the UN is supporting the provision of psychosocial support and care to orphans and other vulnerable children by building the capacity of service providers through training and provision of supplies. Currently, there are 798 children's corners in the country. The UN is also supporting the Government of Malawi

to provide early childhood development services to children from 0 to 8 years including the development of a 5 year costed National ECD Strategic Plan.

Outcome 4.4 Improved national and District level capacity to consolidate, manage and monitor HIV response

The UN has continued to support Government in the areas of capacity development, and HIV and AIDS mainstreaming into the national development policies. A comprehensive policy framework including such areas as work place policy and condom distribution is awaiting the approval of the tripartite committee, before submission to the cabinet and possible launching in July 2008. With UN Support, ten participating enterprises have developed their workplace policies. Data on the impact of HIV and AIDS in the public sector has been collected and is now being analyzed. Support has in addition, been provided in several areas, the ADP's Gender, HIV and AIDS Mainstreaming Framework ; the MoAFS to build capacity for the mainstreaming process, and identifying priority areas for the immediate implementation of the Department of Forestry HIV and AIDS strategy. Finally UN has supported the development of District Action Plans (DAPS) for all districts to incorporate issues of HIV and AIDS and impact mitigation for children and families affected by HIV and AIDS. The UN with USAID has also supported a human resources gap analysis of the Ministry of Women and Child Development at all its levels.

2.4.2 Challenges

- *Lack of and unpredictability of funding Resource constraints:* Delays in receiving pledged funding and cancellation of pledges has stalled implementation of activities. For instance, the support to MoAFS and the department of forestry requires a budget of USD 210,000 for the rest of 2008. All of this is currently unfunded. WFP currently is only able to provide food support to half of the planned beneficiaries, due to funding shortfalls.
- *Capacity constraints at national, district and community levels:* The most critical capacity gap at all levels is the shortage of human resources which affects the delivery of quality services to the communities. This is worsened by the fact that most of the services are provided by community volunteers who mostly are not properly qualified and conduct business at their own pace.
- *Weak inter-sect oral collaboration: limited* collaboration of key Ministries working in ECD, namely, Ministry of Women and Child Development, Ministry of Education, and Ministry of Health poses a challenge of non convergence of ECD services thereby affecting the quality of care that children are receiving.
- *Incentives for community volunteers/caregivers:* Attrition among volunteer caregivers is high. Because of this, the UN continues to train more people in order to ensure that a core group will remain operational. Providing incentives to volunteers is crucial. These incentives should be government-based (payroll) or community-based if they are to be sustainable.
- *Monitoring constraints:* Absence of an appropriate national M&E system poses a challenge of data collection and information flow between stakeholders. As such, quality of services being delivered is often compromised and it is difficult to measure impact of the investments made.
- *Definitions:* Some key concepts need to be defined in order to crystallise the focus of the outcome. The distinction between social protection and safety nets is not particularly clear-cut within this UNDAF. It appears that social protection within the UNDAF refers to social cash transfers and is captured under Cluster 2, whereas safety nets in effect refer to everything else. In addition, HIV/AIDS impact mitigation is a broad concept and almost everything could qualify. On the other hand, it can also be too narrowly defined as support to OVC, neglecting the impact of HIV and AIDS on adults. Clarification is needed on these definitions within the context of the UNDAF.
- *Cross-cluster activities:* HIV/AIDS is a cross-cutting issue and, as such, interventions tend to cut across clusters. Decisions should be made as to where these cross-cluster activities belong, whether they can be reflected in more than one outcome, and if so, how to make sure they are not double-reported and double-budgeted.
- Deciding on annual targets in some areas is challenging since our targets are aligned to the national Universal Access targets. In other areas such as PMTCT and Paediatric HIV care the national targets have been adjusted and the Cluster 4 targets have been adjusted and aligned. The Universal Access targets will be revised later in the year and the remaining UNDAF targets will be adjusted accordingly.
- Delayed Implementation of certain activities by government institutions and the consequent liquidation of expenditure in line with the HACT procedures has slowed down expenditure.

- The delayed signing of the agency AWP's and subsequent delay in providing funding to implementing partners resulted in a delay of implementation in the first quarter of the year

2.4.3 Opportunities

- Inter-agency collaboration represents a significant opportunity to synergise and optimize the UN's support to the government.
- Having more than one UN agency working together provided wider coverage and better coordination of the technical expertise (within the UN division of labour) that the UN provided to the national response. This also removed incidences of duplication of efforts
- The UN is intensifying its efforts to mobilize funding for complementary interventions in agricultural labour-saving skills and nutrient-friendly food processing. FAO is engaging government counterparts to design a national programme, while WFP has acquired funding from the government of Japan to implement a complementary sustainable livelihoods project benefiting some households currently being supported with food rations.
- It is encouraging to note that a number of civil society organizations which are already working with children are interested in scaling up care and support to children. Strengthening collaboration between Ministries of education and Child development provides an opportunity to leverage resources towards ECD.
- Alternative care has traditionally been an informal issue in Malawi, but the extent of the OVC crisis has made a national strategy and a system necessary.

2.4.4 Lessons Learnt

- Delivering as one is slowly and surely becoming a reality as the UN agencies are increasingly working together.
- Capacity is critical for improved service delivery and to have the programmes successfully implemented.
- Need to do more on resource mobilisation.
- Team work among the UN agencies as well as with our Implementing Partners is vital
- There is need for advocacy for what we are doing in order for the Implementing Partners and also the nation to be fully informed.
- A monitoring and reporting system has to be developed within the agencies and with partners to ensure that reporting is done according to the UNDAF indicators and in a sex-disaggregated manner, if we are to be in the position to monitor and evaluate our impact.
- Based on the recent project evaluation, the food and nutrition security of OVC needs to be revisited at national level between the three agencies and government counterparts to pave the way forward for this unique multi-sectoral and inter-agency effort. The targeted districts would be supported in the implementation of their District Action Plans for OVC, with particular focus on successful multi-sectoral interventions.

2.5 Cluster 5

MGDS Theme 5: Good Governance

UNDAF Outcome: Good governance, gender equality and rights based approach to development enhanced by 2011

2.5.1 Results achieved

UNDAF Cluster 5 aims at promoting effective and coherent UN action in the area of good governance, gender equality and rights based approach to development Underpinning UNDAF outcome 5 are three related Country Programme (CP) outcomes – namely; 5.1) an informed public actively claiming good governance and human rights; 5.2) improved national capacity to formulate policy, manage, monitor and deliver services to protect rights of vulnerable groups; and 5.3) gender equality and women’s empowerment significantly enhanced.

Outcome 5.1 An informed public actively claiming good governance, and human rights.

With respect to the improved access to information through diversified and increased channels of communication, work on the production of a training manual on the right to development is in progress. A consultant has been identified and is currently working on a draft. It will be produced in English and Chichewa. In addition, a comprehensive M&E system for monitoring the democracy consolidation activities has been developed.

With respect to the strengthened formal and informal justice systems to improve access to justice, the process of strengthening the capacity of the Ministry of Justice and Constitutional Affairs so that it is able to effectively co-ordinate the justice sector activities is underway. A Technical Assistant (Planning Coordinator) is being recruited. The commitment to strengthen collaboration between stakeholders and to take a more coherent approach to avoid duplication and enhance coordination has been stated at meetings held with representation by the Solicitor General and participation from major stakeholders in the justice sector: EU, DFID, USAID, Irish Aid, Danish Institute for Human Rights, Paralegal Advisory Service Institute etc. Besides this, the Police Service Child Protection Manual has been drafted. The manual will be helpful in assisting the Police Service in dispensing the child protection activities.

On the enhanced government and civil society capacity to respond to the rights of children, a number of tools and guidelines have been produced to guide and assist Malawi to respond to the rights and needs of children. For instance, the Child Labor Policy has been drafted; CRC booklet is finalized, and 70 Police Officers have been trained in Play therapy among others.

Outcome 5.2 Improved national capacity to formulate policy, manage, monitor and deliver services to protect rights of vulnerable groups

Regarding the support to the implementation of the Malawi Electoral Commission’s Strategic plan, progress at mid year includes the definition of the civic and voter registration strategy and the procurement of voter registration systems. The creation of new voters’ roll will start in August 08;

With respect to the census, progress to date includes the mobilisation of all census financial requirements, for a total of 18.4 million US dollars, the training of both supervisors and enumerators and the completion of the enumeration exercise.

Regarding the establishment of a Capacity Development Programme for Public Sector Management, progress to date includes the completion of capacity assessment and capacity development strategies in five key functional areas: programme and project management, financial management & audit, human resources management, information technology management, and capacity in the public administration. The focus is not only on relevant functional ministries at the centre but also on ministries with portfolios for key developmental sectors: agriculture, water, health, and education.

In the area of M&E capacities, the Joint Programme Support for the National Monitoring and Evaluation Systems has come to an end on 30 June 2008. Major outputs include the establishment of M&E systems in Assemblies, roll-out of the latest version of the National Indicator Database MASEDA and the 2006/07 MGDS

Annual Review report. MEPD has formulated a four year follow-up programme starting 1 July 2008 with a total budget of USD 5 million including contributions from GoM, UN and several donors (basket fund).

Outcome 5.3 Gender equality and women's empowerment significantly enhanced

Regarding strengthened legislative framework for Gender Equality and Equity, mass awareness has been created among the general populous (men, women, boys and girls) on the revised Wills and Inheritance (Deceased Estates bill) and the prevention of Domestic violence Act through radio campaign in local languages as well as a translated version of the PDV Act which is available in Chichewa and Tumbuka languages.

Malawi country 6th CEDAW report has been prepared.

In the area of advocacy, the following initiatives have been carried out:-National programme Document on increasing women participation in decision making structures has been finalised and this has initiated a unified approach to advocacy on the increasing women participation in politics for the forth coming 2009 presidential and Parliamentary Elections. The unified National programme is both an implementation tool as well as a fundraising tool. Women aspirants throughout the country have been identified, their needs assessed and most of them have been trained.

Malawi Electoral commission was lobbied to Engender Civic and Voter Education Strategy so that the strategy respond to the needs, interests and concerns of men, women, young men, young girls and other vulnerable groups both as voters and candidates . The Engendered strategy is now in place and all the 73 accredited service providers have been sensitised on the same.

Regarding the National response to Gender based Violence (GBV), to date 67 Victim Support Units in Malawi have been strengthened with various supplies which will ensure effective service delivery to Victims and perpetrators of GBV. To increase awareness levels on the evils of GBV ,360 Trolley Clubs have been formed, 50 Community Child Protection Committees are in place, 28 road shows have been conducted, 1 radio magazine in place, 1 radio drama and 1 TV magazine have been rolled out from Jan to Feb '08. All Traditional Authorities have been trained on Child Protection. Health Surveillance Assistance (HSAs) have been put in place as focal points for Sexual Exploitation and Abuse (SEA) for all 9 IDP camps.

In the area of women's access to financial services, financial Inclusion in Malawi project (FIMA) has managed to establish institutional and implementation arrangements. Specifically, the Steering Committee and Investment Committee have been instituted with clear guidelines. Recruitment of project personnel is in progress.

2.5.2 Challenges

The implementation of the AWP faced some challenges in the first months of the year that are typical in the early phase of a new UNDAF Cycle. These include late signing of some AWP's with the consequent late start of some activities and the transition of some key staff in the UN structure.

One major challenge experienced relates to resource mobilisation needed to implement the activities foreseen in the AWP. While considerable resources were mobilised in support of key activities such as the Census 08 and the support for the preparation of the General elections in 2009, programmes such as the Democracy Consolidation Programme (DCP) and the capacity development programme remain substantially unfunded.

The capacity of implementing partners at both local and central level is another serious common challenge. This is often due the high level of vacancies such as in the case of the MEC where this has raised concerns about the overall capacity of MEC to adhere to its work plan. Inadequate capacity of implementing partners to fulfil general requirements for funding access has also slowed down fund disbursement and delivery.

Poor communication between the IPs and some UN agencies as well as poor co-ordination among development partners pose additional challenges and is cause of delays. An example of such problems is the cash flow management of the electoral support programme that led to delays in disbursement from both Government and donors.

In terms of institutional and implementation arrangements, the creation of a unified steering board to be chaired by OPC and to oversee all of the capacity development activities involving UNDP and other donors has proven difficult, and is experiencing continued delays.

2.5.3 Opportunities

The challenges above also represent important opportunities. The UNDAF structure in the One UN is assisting in avoiding duplication among the UN agencies and further efforts and resources will be invested in strengthening the co-ordination and working relationship among IPs and co-ordination among development partners and the UN. The UNDAF structure also offers an important occasion for a joint resource mobilisation strategy for the advancement of good governance, human rights and gender equality, as well as for a robust advocacy communication strategy.

The demand for more capacity by various partners including on gender analysis and mainstreaming is another great opportunity that calls for a unified approach of both government and donors within the Capacity Development for Public Sector Management soon to be launched by OPC. Specifically, the ministry of Women and Child Development strongly need capacity enhancement in the gender mainstreaming. Likewise, the Ministry of Agriculture and Food Security has requested support from FAO to build the capacity of staff to mainstream gender within the Agricultural Development Programme.

2.5.4 Lessons learned

A general lesson that can be drawn from the first six months of implementation is that it is very important to have adequate staff at the government implementing agent working on the projects. To this effect, UNFPA placed a Chief Technical Advisor and Census Finance Officer at NSO to be part of the day to day management team of the census.

In addition, there is a need to finalize institutional and implementation arrangements, and support implementing partners in complying with the procedure to submit projects and proposals/ access funds and timely report on expenditures.

3.0 Challenges

During the mid year review, the five clusters identified common challenges. These have been highlighted under challenges in each cluster. This section highlights these common challenges as an area where the Government and the United Nations can collectively put effort to resolve them. These common challenges are:

3.1 Resource mobilisation

While some programmes, like the census and elections can easily mobilise funds, there are others, like the Democracy Consolidation Project and the capacity development programme which do not easily attract funding.

Recommendation: It is imperative that government and the UN engage in a stronger resource mobilisation drive to raise funds for programmes that do not easily attract funds. The UNDAF should be used as a resource mobilisation tool for such programmes.

3.2 Capacity Development

It was noted during implementation that there is no adequate capacity amongst Implementing Partners both in terms of numbers of people and their skills mix. This affects timely start, absorption of resources, completion and quality of interventions. Related to capacity development are **high staff turn-over** in implementing partner institutions. This affects implementation as it takes time to recruit new staff and have them familiarise themselves with a project/programme to effectively implement it.

Recommendation: It is recommended that there should be an appropriate capacity assessment and enhancement exercise at the beginning of project/programme implementation. Efforts should be employed by the UN in partnership with Implementing Partners, including government to reduce **staff turn-over**.

3.3 Communication between UN and Implementing Partner Staff

One challenge noted was the poor communication between staff in the UN and IPs. UN staff noted that it was usually difficult to relay important programme messages to staff in government. This is both through phones, which do not normally work or if they work, messages are not relayed to the intended staff.

Recommendation: Government should institute a business culture among its staff, particularly telephone reception staff. This would ensure that messages relayed through phone are delivered to intended recipients. Internet connectivity should also be improved to ensure that all government staff have access to all time available speedy internet and email service.

3.4 HACT

It was noted that most IPs were still not very familiar with the newly introduced HACT system. This led to delays in requesting funding as mostly the FACE form were not submitted or inappropriately filled. This led to a slow start up in implementation.

Recommendation: The UN should institute a periodic HACT orientations until such a time that IPs would have adequately understood HACT.

3.5 Reporting with a gender perspective

Mainstreaming gender into the UNDAF is a challenge that needs to be addressed as a matter of urgency. Of immediate concern is the currently aggregated M&E matrix, which would have to be revised to allow for the disaggregation of all indicators, baselines and targets by sex or gender of household head, where appropriate. Concrete recommendations for engendering the UNDAF M&E matrix have been made for each cluster (see **Annex 2**). Ultimately, it is expected that once gender is explicitly counted, it will meaningfully start to count in programming and implementation.

In addition to gender-disaggregated M&E data, it is strongly recommended that all new programmes/projects within the UNDAF include a gender analysis in their situation analyses and that all programme/project evaluations include the evaluation of the impact on gender equality. Moreover, once the UN consistently reports its achievements in a gender-disaggregated manner, it will become more feasible to conduct benefit incidence analyses to determine how women and men are benefiting from UN support and to further build robust gender budgeting mechanisms into the UNDAF.