

FIRST DRAFT



THE GOVERNMENT OF MALAWI

**MALAWI GROWTH AND DEVELOPMENT
STRATEGY (MGDS)**

2006/11

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INTRODUCTION

1.1 Overview

The Malawi Growth and Development Strategy (MGDS) is an overarching strategy for the country for the next five years from 2006/2007 to 2010/2011 fiscal years. It provides a policy framework that addresses both economic growth and social policies and how these are balanced to achieve the medium term objectives for Malawi. The strategies contained in the MGDS have been developed based on past lessons and experiences of the MPRS implementation while taking into consideration the current political, economic and social developments in the country. It has also been aligned with existing key sectoral strategies and policies from both the private and public stakeholder institutions

The Malawi Growth and Development Strategy is based on five thematic areas and these are:-

- **Theme One: Sustainable Economic Growth.** This is a priority for Malawi in the medium term and its rationale is to create wealth for the nation and enable the poor to determine their economic destiny, share in the ownership and management of the country's wealth, be food secure and participate in economic activities.
- **Theme Two: Social Protection.** This aims at protecting the vulnerable and mitigating the impacts of disasters, recognizing that there will continue to be a proportion of the population that will be vulnerable as we pursue economic growth.
- **Theme Three: Social Development.** This recognizes that a healthy, educated and productive population is necessary to achieve poverty reduction and sustainable economic growth.
- **Theme Four: Infrastructure,** which is recognized as a prerequisite for growth and poverty reduction and
- **Theme Five: Good Governance,** which underpins the achievement of all the growth and social objectives. These are the main strategic components that are contained in this volume in the form of a detailed matrix for each of the strategy areas.

1.2 The MGDS Consultation Process

The MGDS is a product of a highly consultative and participatory process that identified specific strategies and focus actions that will be pursued and implemented in the medium term in order to attain the aspirations of the nation. The first phase of the process started with internal government consultations and resulted in the development of the MGDS matrices which were used as a framework for further consultations. Thereafter, a number of consultative meetings and workshops were held with all stakeholders to seek their input in the framework. In the second phase, the findings of the MPRS comprehensive review whose consultations sought feedback from civil society on its implementation were incorporated, together with input from the second Integrated Household Survey and the Poverty and Vulnerability Analysis. Further enhanced consultations were held with the stakeholders that included Parliament, the Judiciary, the Private sector, Donors and the Civil Society.

1.3 Structure of the MGDS Matrices

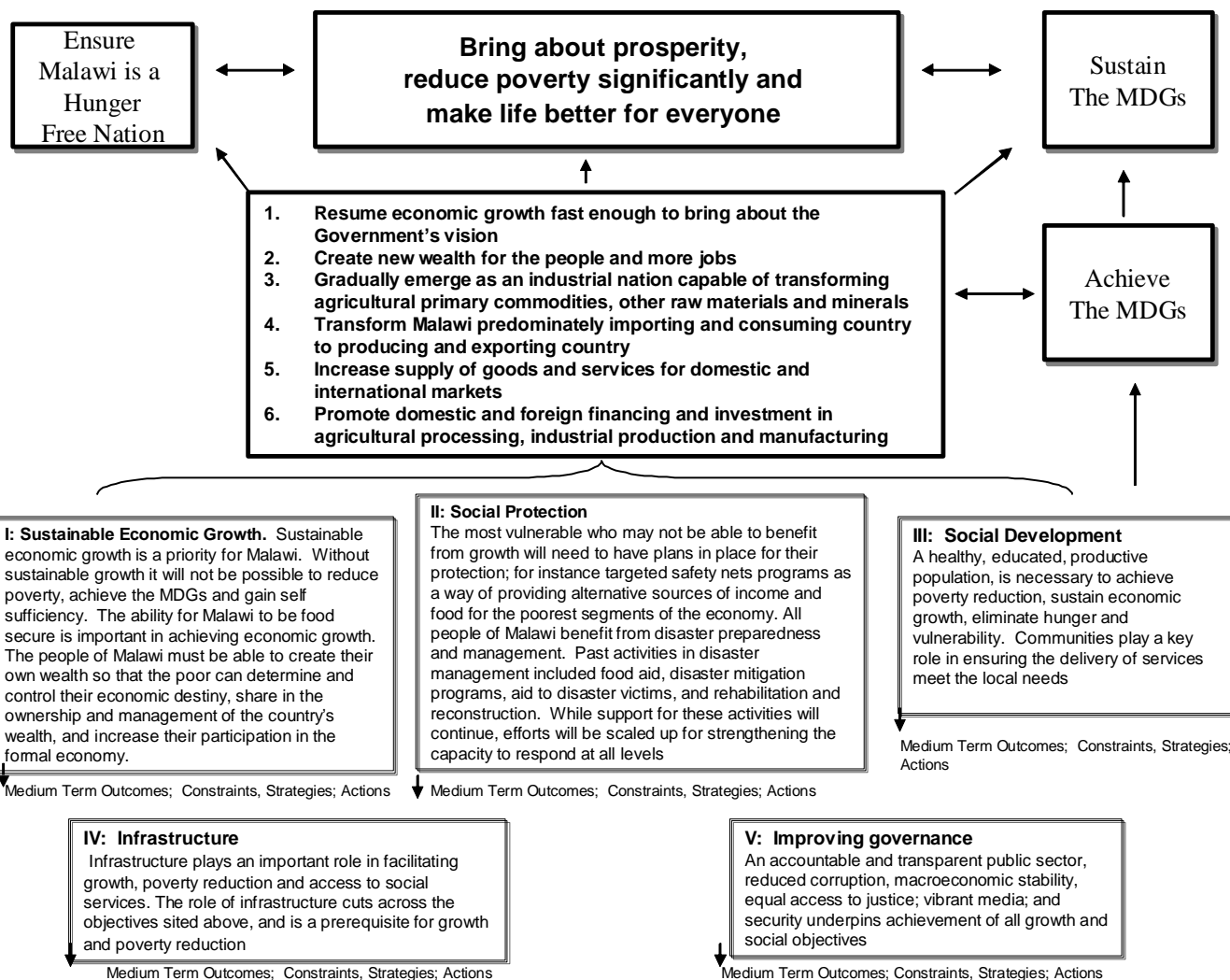
For each of the five strategy areas, a detailed matrix has been developed as depicted in the table below. A summary of these matrices is contained in volume 1 of the MGDS.

TABLE ONE : MGDS MATRICES SAMPLE

Long Term Goals	Expected Medium Term Outcomes	Constraints to achieving the expected medium term outcomes	Strategies that need to be in place to move toward t expected outcomes	Focus actions
(1)	(2)	(3)	(4)	(5)

The first column outlines the vision for Malawi, and therefore contains a presentation of what the country wishes to achieve in the long term. To achieve the long term goals, medium term expected outcomes have been outlined in the second column of the matrix, and these are expected to move the country closer to realizing the long term goals. The third column contains the identified constraints that may hinder the achievement of the medium term expected outcomes and consequently the long term goals. To overcome these constraints, strategies have been identified that need to be put in place to move toward the expected outcomes, and these are outlined in the fourth column of the matrix. Finally the fifth column contains the focus actions that need to be done. In summary, these matrices show the relationship between the longer term goals for Malawi, the expected medium term outcomes that should result from the priority actions and move the country closer to realizing the longer term goals, the constraints to achieving the expected medium term outcomes, and the proposed strategies and actions to address the constraints. As stated earlier, these matrices are a result of the wide consultations that were held with a wide spectrum of stakeholders which included government, private sector, donors, civil society and social partners. The constraints in the matrices have been revisited in light of the findings of the comprehensive review of the MPRS and the poverty and vulnerability assessment.

The matrices therefore provide a framework on how to translate the nation's vision into an operational strategy for growth and poverty reduction. The structure clearly shows the nations thinking on what medium term outcomes need to be achieved to make progress toward the vision for Malawi.



1. Sustainable economic growth is central to Malawi's ability to reduce poverty, achieve the MDGs and gain self sufficiency: It is also central to food security:

Longer Term Goals

Sustained Economic Growth of at least 6 per cent (consistent growth per year)

- Long term growth from the high growth sectors
- Export led Growth
- Net exporter from net importer

More diversified economy

- Reduced over-dependence on agriculture
- Foreign exchange earnings from other products
- Reduced vulnerability to food insecurity
- Transform agricultural products – raw materials
- Increase in trade of goods and services both domestically and internationally

Malawi is a Hunger Free Nation

- No food shortages even in times of disasters (drought, floods, etc.)
- increased exports of staples

Create new wealth for the people

- reduce income disparity (decrease GINI coefficient –)
- Create more jobs -- and income (on and off farm)
- Increase in exports from rural areas
- Develop a middle class

Increase foreign and domestic investment

Medium Term Expected Outcomes

A. Contribution to economic growth through the sources of growth increased (economic growth of at least 6%)

- 1 High growth sectors will be positioned to realize economic growth with increased employment in the sub-sectors (tourism, mining, cotton/textiles, mnf; agro-processing);
- 2 Growth in the medium term will come from the core sectors of the economy, (agricultural outputs: tea, tobacco, moving up the value chain in tobacco, sugar);
- 3 Increased value added to agriculture and productivity of farmers and reorientation of smallholder sub-sector toward greater commercialization and international competitiveness (including livestock)
- 4 Increased productivity and protection of natural resources (fisheries, forestry, environment)

B. An enabling environment for private sector led growth, both domestic and foreign is in place

- 1 Increase in business enterprises that contribute positively to economic growth and increase domestic market supply
- 2 Increase foreign direct investment

C. Food Security

- 1 Food is available in sufficient quantities and qualities and supplied through domestic production or imports.
- 2 All Malawians have at all times physical and economic access to sufficient nutritious food required to lead a healthy and active life

D. Regional integration and access to international markets improved

- 1 increase in businesses which are accessing the international markets with products
- 2 increase in export oriented businesses

E. Economic Empowerment

- 1 **Increased employment and income of the poor from on and off farm activities –**
- 2 **Increase productivity of rural communities / businesses and thus their contribution to economic growth** --- increase in the ownership by Malawians and their value-added--- increase in SME profitability
- 3. **Women, youth and the disabled fully participate in the productive economy**
Increase # of women in private and public sector organizations
Increase # of youth employed
- 4. **Integration of urban poor into the productive economy**
- Urban poor increase employment or small businesses,

A. Sources of Growth:

1. High growth sectors are positioned to realize economic growth in the longer term and increased employment in the medium term

Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions	
				With Budget Implic	No Budget Implic
Increase in contribution of tourism income to Malawi's GDP from 1.8% in 2001 to projected growth potential of 8% for next five years to 2011	A. Tourism: 1. Improve the existing lake and beach tourism product, diversify into eco-tourism, cultural tourism, conference tourism and others. <ul style="list-style-type: none"> Increase in number of high spend tourists to Malawi and improvement in number and quality of facilities Increased income to the sector from domestic and International tourists Increase in revenue to government from the tourism industry Increase in job creation by the sector Increase in foreign exchange earnings 	Product and Services <ul style="list-style-type: none"> Inability to provide unique and diversified tourism product and services to tourists Lack of new, trendy, innovative and sustainable tourism investments into the sector by both the private and public sectors High cost of hotel accommodation that does not match with value by the private sector Too much foreign ownership of tourism enterprises in the upper bracket 	. Develop quality and diversified products and services based on the natural and cultural resources heritage to attract tourists <ul style="list-style-type: none"> Invest in eco-tourism facilities to compete with those in the region Invest in cultural tourism facilities to economically benefit from diversified cultural heritage Invest in other forms of tourism facilities on other natural resources like mountains, islands Invest in conference facilities to service the passive demand of MICE tourism <p>Implement more effective broad based economic empowerment strategies for indigenous Malawians</p>	Product Development and Services <ul style="list-style-type: none"> Create a Malawi Tourism Development Investment Fund for Develop Eco-tourism facilities (lodges) in four sites as identified in the Strategic Tourism development Plan for Malawi Develop cultural facilities in a form of cultural villages in the identified four varied cultures in Malawi Develop tourist facilities on mountains, like cable car, accommodation, camping and visitor centre to make economic use of available natural resources Develop multi purpose conference centre with accommodation and catering facilities Develop a tourism database system for Malawi Zone all areas with tourism potential along the lakeshore Encourage more investment in the sector to reduce monopolistic pricing Facilitate joint ventures to reduce leakage Empower indigenous Malawians and build their capacity in tourism development investments Review tax and incentive regime and implement for the benefit of the sector. Rural areas with potential for tourism development to be accorded preferential tax and incentive policy 	
	2. Create an enabling, favourable and sustainable environment for the private sector to conduct tourism business	<ul style="list-style-type: none"> High import dependency slapped by high taxes Lack of incentives to the private sector to invest Slow and difficult bureaucratic procedures Capital financing in the tourism difficult to come by, seen as risky by lending institutions Lack of capacity in the tourism industry. Very few qualified managers, chefs etc, private sector not willing to invest in long term training 	<ul style="list-style-type: none"> Incentivise the tourism sector on various forms of taxation Streamline bureaucratic procedures Deliberately pay attention to training needs of the tourism sector. Introduce 	<ul style="list-style-type: none"> Construct and maintain all roads to tourism attraction areas (Mangochi, Nyika) Upgrade to bitumen standard access roads leading to major tourism establishments (Mangochi, Salima, Nkhatabay etc) Construct the new Mangochi airport and upgrade the Likoma Aerodrome and maintain other aerodromes in tourism areas. 	

<p>Increase foreign exchange from mining</p> <p>Reduce imports of mineral raw material</p>	<p>3. Tourism establishments to meet acceptable standards to compete regionally and internationally</p>	<p>Infrastructure, Access</p> <ul style="list-style-type: none"> Poor road infrastructure leading to tourism attraction areas Poor access roads to tourism facilities Lack of supply of clean water, electricity, ICT, and waste management 	<p>curricula in colleges, provide scholarships</p> <p>Prioritise construction, maintenance and upgrade of main roads and access roads to attraction areas.</p>	<ul style="list-style-type: none"> Cooperate with utility firms to provide reliable utilities
		<p>Regulation and Standards</p> <ul style="list-style-type: none"> Weak enforcement of the available tourism regulations Lack of knowledge by tourism operators on the new gazetted tourism regulations Uncoordinated approach by various regulatory bodies on the tourism establishments <p>Lack of direction by operators on standard of facility which may lead to distorted subjective pricing of product</p>	<ul style="list-style-type: none"> Use the available law to enforce regulations Sensitize the tourism industry on the new regulations Create synergy in regulation and standardization 	<p>Regulation and Standards</p> <ul style="list-style-type: none"> Tourism and Hotels Board to be financially empowered and detached from ministry to regulate and enforce Conduct sensitisation campaigns Tourism and hotels Board, local assemblies, CAMA, MBS to work in harmony to ensure standards and avoid duplications In line with current new regulations, classify accommodation units and restaurants into grades Undertake a comprehensive review of tourism law
	<p>4. Malawi as a tourism destination to achieve growth in high spend tourist arrivals</p>	<p>Tourism Promotion</p> <ul style="list-style-type: none"> Lack of dedicated funding to undertake destination marketing. Marketing levy, usual practice of raising funds for destination marketing globally, was withdrawn with no solutions. Perception of health risks, bilharzia, malaria along the beaches of Lake Malawi, HIV/AIDS, negative publicity about famine Insufficient destination marketing efforts and strategy. <p>Uncoordinated approach to tourism promotion by the industry.</p>	<ul style="list-style-type: none"> Develop a more reliable and sustainable way of financing destination marketing In medium to longer term, delink marketing activities to a separate authority Meanwhile, improve the reach of tourism products to domestic, regional and international markets 	<p>Tourism Promotion</p> <ul style="list-style-type: none"> Urgently make provisions for the setting up of a dedicated and sustainable Fund for destination marketing. Continue to undertake destination marketing in selected source markets using the most cost effective methods Formulate clusters for tourism promotion and development and allow for stronger linkages Encourage destination based networks and strengthen private/public sector cooperation Undertake strategic marketing and promotion to target markets that have high propensity to spend and other emerging markets of the Far East (Japan, China) Create statutory tourism authority with effective private sector representation for destination marketing <p>Increase number of representation in major source markets (Far East)</p>
	<p>1b. Mining: Increase the ability of the mining sector to supply industrial raw materials in the country</p>	<p>Institutional Setting and Regulation of the Mining Sector</p> <p>-- Institutional setting does not promote the sector or spearhead its development</p> <p>-- Insufficiently trained personnel to support the</p>	<p>i. Develop a functioning institutional setting to promote mining, monitoring and enforce environment and safety standards</p>	<p>Institutional Setting</p> <p>-- Accelerate geological and mineral data acquisition (private sector sees this as an urgent priority)</p> <p>-- Speed up parliamentary consideration of the mining and minerals policy (urgent priority)</p>

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for industrial uses	(import substitution) and to begin exports of minerals -- increase production output of mining	sector, and poor collaboration with training and research institutions (may not be necessary to undertake training separate from the large mining houses which will make this demand driven) -- Geological data and information about mineral resources is outdated and insufficient -- Inadequate and unreliable electric power supply -- Minerals sector is not included in international protocols and agreements, -- Lack of harmonization of policies in areas toward tourism,		-- Enhance capacity to compile, generate and interpret geological surveys and disseminate to potential investors and the public and to encourage private sect. to invest in detailed phases of mineral exploration -- Include mineral sector in int'l protocols/agreements -- Make linkages with miners of industrial minerals to the market through local private companies, thereby facilitating import substitution -- Promote opportunities is required through bulletins, websites and investor events/conferences -- Create another body like MIDCOR (all actions HBI & seems no action directly related to private participation) and use as a conduit for public private partnerships
Environment		Environment/ Compliance -- Risk of irreversible environmental damage -- Lack of supervision, monitoring and enforcement -- Small scale miners smuggle gemstones	ii. Ensure compliance by small, medium and large scale miners with env'r'l and safety standards	Environment/ Compliance -- Decrease smuggling of gemstones (NBI Internal security issue) -- Provide extension services to SSM(HBI)
Employment of small scale miners	-- Increase the productivity, -- Increase product value added of the small scale miners	Small scale miners -- Use of inappropriate equipment -- Lack of initial capital -- Inadequate technical support on sustainable mining -- Ignorance, poor practices, -- Lack of a local organized marketing organization and easily accessible export markets for gemstones -- Malawians do not have the ability to get financing to enable them to be part of the sector	iii. Support small scale miners by integrating them in the minerals market and increasing their value added	Small scale miners -- Provide linkages to legitimate market outlet for small scale miners (mkt outlets for gemstones)(HBI) -- Train small-scale miners how to add value to their minerals, such as gemstones, lime and gypsum before offering them to the market(HBI) -- Improve the ability of Department of Mines to provide technical support and training for small-scale miners, including funding (link to MFI(HBI)) -- install franchise business ownership to promotes employment, skills devt and mkting
Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
	-- Increase output and value added by medium and large scale mining	Medium Scale Mining -- Insufficient value adding capacity in mining -- Outdated Minerals and Mining Act to give investors the necessary protection and certainty required when making large investments -- Lack of enacted fiscal and investment incentives that can be granted automatically and are sufficient to attract large-scale investment -- Poor infrastructure and potential damage and strain to the rest of the infrastructure network from movement of large tonnages of materials	iv. Increase investment by private sector companies in medium and large scale mining	Medium Scale Mining -- Review taxation applicable to mining as Malawi is not generally competitive compared to other countries in the region(NBI) -- Provide attractive fiscal incentives to investors. -- Reexamine how mining could benefit from EPZ(NBI) -- Improve infrastructure (electricity, water, roads) -- Increase and maintain an effective skilled work force for the private sector (by private sector)
Vibrant cotton growing and processing industry	1c. Integrated Cotton Industry: -- Increase production of garments made from locally woven cotton cloth as opposed to	-- Unrealized opportunity for garment export to US -- Weak performance and uncertainty surrounding DWS inhibits textile exports and forward/backward linkages -- Very low productivity, declining quality, low ginnery capacity utilization, and uncoordinated	i. Higher yields of cotton supplied by smallholders in short term (due to pre-treated seed)	-- Emphasis should focus on areas where we have comparative advantages, and not all steps in the value chain -- Look at pricing and marketing arrangements -- Explore developments at the global level, implications of agreement on the sector(NBI)

Increase manufacturing output with growing value addition, export development and employment creation	imported synthetic fabrics	interventions -- Inadequate personnel in cotton extension services -- Poor pricing structure -- Old, inadequate ginneries, operating below capacity and can not process all the cotton produced in country	ii Reduced costs of importation and transportation	-- establish a cotton council
	1d Lay the foundation for manufacturing to take off not just through agro-processing,	-- Characterized by stagnation of output over past five years, low employment of total labor force, and low capacity utilization -- Inability of sector to meet international standards – with poor, low quality products -- Incentives to investors are discretionary -- High costs and lengthy procedures -- Majority of manufacturing firms obtain intermediate inputs from abroad, -- Highly risky environment (reliability of infrastructure, tax regime, responsiveness of supporting institutions) -- Large number of institutions to support businesses but overlapping, unclear mandates and inadequate funding -- Inadequate skills in the sector -- Obsolete technology which is used within the sector Low quality and quantity of raw-materials from the agriculture sector Poor skills Lack of linkages both intra- and inter industry	i. Improve the quality of manufacturing products – and the productivity of both labor and machines	Skills -- Develop skills and work with Science and(HBI) Technology to help improve mnf. -- Strengthen adherence to labor protection Standards -- Improve capacity of Malawi bureau of standards to certify rather than rely on overseas certifiers(HBI) -- Improve capacity of MBS to provide ISO certif.. - Ensure quality and standards are met by industry and provide mechanisms to strengthen value(HBI) Materials and Linkages -- Establish links with improving quality and quantity of raw materials, especially agricultural sector(HBI) Incentives for investment and costs -- Rework duty drawbacks and rebates, review taxes(NBI) -- Redefine the roles and responsibilities of support institutions in the sector(NBI) -- Improve access to water, electricity, telecommunications and reduce cost (see infras) (HBI) -- Encourage processing in rural areas, sub-contracting, use of modern technology(HBI)

2. Core sectors of the economy, agriculturally based, drive growth in the medium term and become increasingly integrated into agro-processing and meeting domestic and foreign demand for agricultural products.

Longer Term Goals – in addition to overall goals for core growth sectors	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Sustainable agricultural production and increased incomes for farmers.	2a. Expand and diversify agricultural output and exports Intensify agro processing of key crops (including tobacco, sugar, tea, and cotton (see above)) Expanded and diversified agricultural output and exports	-- High input costs. market related transactions, and inadequate infrastructure -- High import duties on irrigation systems and inadequate electricity (high costs and low generation capacity of electricity) – -- Unrealized opportunities to penetrate South African market for higher value-added food products- - Farmers trade security for participation in markets (link to food security)	i. Tackle common constraints to the agro-processing (connection to small holder is below in 2b)	-- Reduce dependency on rain fed agriculture through promotion of private sector irrigation enterprises and enhanced marketing of irrigated crops -- Promote irrigation for high value export crops -- Decrease duties on imported irrigation equip. -- Reduce cost of electricity for irrigation syst. -- Promote large scale agricultural farming -- Encourage joint ventures and other strategic marketing arrangements NBI but private sector to meet costs).

	Tea : Increased production of tea especially clonal tea varieties to compete favorably on the world markets	-- Poor processing capacity and marketing strategies of tea -- Type of tea produced is not as competitive as it could be -- high cost of nursery establishment -- High input costs and inadequate infrastructure for tea produced by smallholders where there is great potential for tea development -- need to remove disincentives to investment which include high import duties on equipment for irrigation, high tariff electricity, licensing or generation	ii. Increase tea estate and smallholder profitability and reinvestment - -and value added in tea	-- Address specific inefficiencies in tea (see MEGS) -- Factory refurbishment, replanting and irrigation for estates to handle peak production (Private sector cost) -- Shift to clonal tea varieties and promote market oriented processing of tea (cost to private sector)
Increase farmer's income from tobacco	Tobacco : Maintain position of market leader in burley and improve quality/quantity Add value to tobacco	-- Uncertainty of the future viability and competitiveness of the industry -- Weak governance structure inhibits policy formation and effective regulation -- Pricing structure poor, so many taxes which put off farmers from growing -- Anti-smoking lobby impacts market -- Marketing structure – few buyers there is no real competition for prices -- Weak extension services	iii Increased production of NDF and Flue Cured tobaccos that meet market demand and fills production gaps in the region	-- Rationalize fees / levies for higher farmer incomes (NBI) -- Create a more efficient and fair system between farmers and auction houses (HBI) -- Strengthen contract farming -- Explore other markets for tobacco especially in the eastern and arab world (china, India, japan) and what the exporting to those markets would entail (HBI-how sustainable for longterm) -- Revise taxation policy of tobacco
	Sugar Increase production of sugar from 260,000 tons pa to 320,000 pa by 2009 (23% increase)	-- Lack of expansion into areas for production of sugar -- Expensive capital equipment -- potential question of threat to viability of industry by request to add vitamin A into sugar -- inadequate linkages to the port – there are not adequate locomotives to move existing export volumes in accordance with timetables of overseas customers -- siltation at beira at critical levels and large ships can not load due to draft problems (real and high level threat to market growth) -- existing transport and port infrastructure can not cope with malawi's present export volume -- funding to develop new smallholders area (expand the current smallholder production/integration) is a major constraint (funding by whom?)	iv.	-- private sector increasing smallholder involvement in sugar production -- private sector is exploring ways to move up the value chain -- intensify out-grower schemes

3. Increased value added to and productivity of agriculture by rural farmers and reorientation of smallholder sub-sector toward greater commercialization and international competitiveness

Longer Term	Medium Term	Constraints to achieving the medium	Strategies that need to be in	Focus actions
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Goals – in addition to overall goals for the high growth	Expected Outcomes	Term objectives	place to move toward those medium term expected outcomes	
Increase on farm and off farm incomes --Small holder farmer income --Increased employment in rural areas, on farm Change in the sources of household income -- Increased profitability of agriculture to farmers	3a. Increase value added to agriculture by rural farmers and orient smallholder sub-sector toward greater commercialization and international competitiveness -- Smallholder share of GDP increase 23.6% to 34.9% GDP -- Increased trade volumes of agricultural products- - Improve competitiveness of smallholder products in region	Access to markets -- Inadequate linkages of small-scale farmers leading to unstable supply of raw materials for agro-processing – -- Market failures in some rural areas due to few private sector operators -- High transport costs impacts fertilizer and other inputs, and communication network is undeveloped -- Farmer organizations (few cooperatives, associations and trusts) are weak -- Poor quality control mechanisms and inability to meet sanitary requirements -- Lack of knowledge about markets- key to improved smallholder profitability is the pro-active identification and development of markets for Malawi's products -- Small land holdings (less than one hectare) will not enable food self sufficiency (<i>is this being adequately addressed?</i>) -- makes large losses and is ineffective number of global best practices about what works and doesn't with rural finance program -- weak producer groups (except NASFAM, tobacco groups/club -- Inadequate access to capital	i. Strengthen smallholder linkages to markets (input / output) and to agro-processing	Access to markets See Chapter 2 : economic empowerment for links -- Improved distribution links to small scale farmers through connecting rural communities (<i>see chapter two on economic empowerment</i> with feeder roads,(how different on one below –revist) -- Target rural roads to increase accessibility for entry of private sector, and explore relationship of feeder roads and PWP to supply gravel roads in rural areas(HBI) -- Reduce gender imbalance and disparities -- Develop farmers organizations(NBI) -- Provide effective extension services to improve farmers agribusiness knowledge and skills(HBI) regional institutions and capacity to strengthen capacity of local training institutions <i>reform\of\adrmac\to address\the\problem\of\weak and uncoordinated\market</i> <i>is the proportion of land that the small holder\ farmers farm\important\ to improving agricultura output?</i>
		Food stable production is important as a driver of growth, therefore need to focus on farmers with more potential, as poorer ones are less likely to make Possibilities for many farmers to expand into cash crops is restricted by various factors (price, markets, ...) and therefore in the medium term there should also be a focus on getting the higher potential smallholders to profit from food staples	Smallholder farmer with most potential for enhancing production benefit from policies directed to provide them higher potential production	Encourage expansion and intensification of food staple production by smallholders with most potential for enhancing production Develop a range of policies (possibly including fertilizer subsidies for a time as well as other actions already mentioned in this section) that provide incentives to the higher potential smallholders to expand activities (can this be related to the currnet subsidis
	3b.--Increase small holder productivity and decrease fluctuations in productivity -- Measures of Increased Yields	High vulnerability to weather related shocks and insufficient use of irrigation -- Over dependence on rain-fed farming and low level of irrigation development due to land scarcity, water supplies, poor access to capital, --Lack of regular maintenance and replacement -- Large public centrally managed irrigation schemes not performing	ii. Reduce losses from weather related shocks for both food and cash crops ---- Measures of reduced losses from weather shocks (all crops including cash crops)	Use and Maintenance of Irrigation -- Increase land under small scale irrigation (water harvesting, etc.) and use winter cropping/water harvesting at the smallholder level (NBI) -- Develop farmer groups/cooperatives to use irrigation systems and maintain irrigation system(NBI) -- Rehabilitate and construct community small dams -- Develop alternative energy supply (PRS) to reach

			farmers for irrigation systems(HBI) -- develop national irrigation development plan -- develop coherent inputs policy that does not distort markets
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Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
-- continued --	-- continued --	<p>Poor Farming Practices : --Poor varietal selection, declining soil fertility, and overall poor agricultural practices --Agricultural mechanization is low limiting performance of critical operations, such as tilling, planting and weeding. Difficult to supply the demand for oxen --Weaknesses in the current public extension system with conflict of interest when it comes to delivering services to farmers; -- highly centralized delivery --Ineffective and inefficient participatory technology testing, farmer coverage and communication to farmers --Pests and diseases reduce approximately 30% of the yields. Farmers fail to control these due to the non-purchasing of pesticides and failure to use resistant or tolerant varieties.</p> <p>Post Harvest Losses -- Most crops are not processed leading to losses during harvest, transportation and storage. This is more pronounced in root and tuber crops, vegetables and fruits.</p> <p>Land degradation : -- land continues to be heavily degraded due to soil erosion, declining soil fertility, siltation of watercourses, water pollution, land fragmentation, decreasing land holding size and deforestation -- rural population density is among the highest in Africa and combined with extreme poverty, has led to soil erosion and nutrient depletion.</p>	<p>iii. Improve use of modern farm practices and inputs -- shift in varietal selection -- shift in mechanization -- increased use of pest resistant or tolerant varieties</p>	<p>Technology and Knowledge -- Provide effective extension services to improve farmers agribusiness knowledge and skills --- Improve efficiency and effectiveness of agricultural service delivery systems, demand driven, market oriented research and development -- Continue research on adoptable technologies -- Increase access to draught animals and animal drawn equipment and tractor hire scheme Pest Control -- Promote integrated pest management -- source pesticides and spray equipment for migratory pest control, and monitor / forecast outbreaks Seeds, fertilizer and other inputs -- Facilitate the formation of credit cooperatives or village banks -- Link to access to credit under economic empowerment area -- Continue targeted fertilizer subsidies for farmers --Continue seed subsidies for farmers (all actions under these three issues have budget implications)</p>
			iv. Reduce pre and post harvest losses	Post Harvest Losses -- Promote processing and proper handling and storage of agricultural products via extension services (HBI)
			v. Decrease soil erosion from farming practices and improve soil fertility	Soil fertility -- Train farmers on low cost soil fertility management techniques through extension services -- Promote soil and water conservation, land and water conservation practices (water harvesting, soil conservation—nitrogen fixing leguminous plants). HBI)

Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
-- continued -- Increased investment in land development and land productivity	-- continued -- Equitable access to land for various uses including agricultural production and settlement And enhance land tenure security	<p>Land Rights</p> <p>-- Few Malawians own large pieces of land, most of which is not being utilised, -- Lack of awareness of land rights and content and objectives of National Land Policy -- Inheritance patterns encourage land fragmentation and discourage long-term investment in land improvement; -- some cultural practices impose unnecessary restrictions in accessing land Population pressures on Land</p> <p>Land Markets</p> <p>--Poor stakeholder participation --Physical planning of lands has not been and the allocation of land to its proper use – land demarcated areas are not enforced-</p> <p>Land Administration</p> <p>-- Antiquated legislation resulted in centralized land administration --Non transparent land administration at the village level --Poor implementation of land policies and laws due to weak institutional structures. --A cute shortage of land in the Southern Region of the country because of population pressure. -- <i>question of taxation in land?</i></p> <p>Uncertainty deters integration to markets</p> <p>-- Macroeconomic instability -- Differential access to resources particularly for female-headed households -- Farmers trade participation in markets for increased security</p> <p>little pro-active identification and development of markets for Malawi's products inordinate focus on production, assuming markets will develop on their own.,</p>	<p>vii. Ensure existing land rights, especially customary rights of smallholders are recognized, clarified and secured by appropriate legislation</p> <p>-- Curb land encroachments, unapproved developments, and speculation and racketeering</p>	<p>Land Rights</p> <p>-- Customary land tenure regularization, titling, and registration(HBI) --Intensify resettlement and land development programmes -Promote public awareness on land rights and land policy in general -Ensure existing land rights, especially customary rights are recognized, clarified and secured by appropriate legislation</p> <p>Land Markets</p> <p>--Customary land reform program to address tenure insecurity and access to land on customary estates -- Establish viable land markets</p> <p>Land Administration</p> <p>-- Development of a carefully structured programme on land administration and land records Registration of individual and family title to customary land with legal and fiduciary provision for protecting the direct inheritance of property by remaining spouse and children Devolve land administration by development of new legislation or amendment of existing one -- Create land allocation committees and land tribunals to deal with administration and dispute settlement(HBI) -- Undertake customary land tenure regularization, titling and registration (HBI) -- Accelerate the passing and enforcement of land act</p>
			viii. Increase economic empowerment and reduce uncertainty of food security	<i>Covered in other parts of the strategy (macroeconomic stability, economic empowerment, social protection, disaster management)</i> -- develop micro-finance opportunities that could help decrease the risk averse behavior

Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
-- continued --	3c. increase livestock production and decrease imports to meet domestic demand	<ul style="list-style-type: none"> -- Livestock sector is underdeveloped both in production and productivity. -- Sub-sector had been accorded low priority in relation to crop production -- Past attention was focused on disease prevention services, with less emphasis on production -- Little processing of livestock and related products (hides, skins), so market potential for farmers low -- Livestock theft deters investment -- Population pressure resulting in less space -- Production does not meet domestic market needs -- Livestock feed is expensive -- Diseases 	i. Livestock production	<ul style="list-style-type: none"> -- Put in place strategies to reach potential livestock farmers on markets, (some HBI) -- Strengthen advisory services in the production and marketing of livestock and its products;(HBI) -- Strengthen surveillance in the control of livestock and crop pests and diseases;(HBI)

4. Increased productivity and protection of natural resources

Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
maintenance of fish species and bio-diversity	4a. Ensure sustained fish availability for food and nutrition security as well as income generation (small scale and larger fisheries)	Productivity of Fishing <ul style="list-style-type: none"> -- Low productivity due to poor technology -- Limited access to deep water fishing -- significant decline in fisheries levels in Lake Malawi due to overexploitation -- Not adequately harvesting deep water fishing opportunities -- High post harvest losses due to poor handling by communities. -- Under-development of the existing potential in fish farming (aquaculture) Competitiveness of products on export <ul style="list-style-type: none"> -- Inadequate capacity of competent authority on sanitary and Phytosanitary issues that later impinge on fish exports Over-exploitation of inshore waters <ul style="list-style-type: none"> -- there are a number of fish that used to be available but are no longer -- Low enforcement of the legislation leading to overexploitation of the inshore waters -- Inadequate enhancement technologies water resource management (see strategy area 4 water	i. Increase the productivity of small and large scale fisheries in a manner that enables exportation of products and does so in a sustainable manner	Productivity of Fishing <ul style="list-style-type: none"> -- Promote the use of modern technology by both local communities as well as private sector for deep water fishing (HBI) -- Provide fish landing facilities as well as train communities in modern fish processing methods(HBI) -- Promote small scale profit oriented fish farming as well as large or industrial aquaculture(HBI) Competitiveness for Export <ul style="list-style-type: none"> Facilitate the accreditation of competent authority by providing training and laboratory facilities in order to export fish .(HBI-) Conservation of Water and Fish Resources <ul style="list-style-type: none"> -- Enforce legislation (NBI) -- develop sustainable management of the fish supply -- Train fishing communities in sustainable fishing practices(HBI) -- Establish sanctuary areas to protect endangered fish species(HBI) -- Promote deep water fishing, moving fishermen from shallow shore fishing(NBI)

		management)		Adopt closed season fishing rules on Lake Malawi; control fishing gear to allow collapsing stock to recover; introduce fishing licensing.
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Longer Term Goals – in addition to overall goals for the high growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
-- continued --		-- Inadequate institutional capacity and weak legislation, efforts by MoAI -- thinly spread across several enterprises -- sectors' policies and strategies numerous and often overlapping. -- poor programme implementation and guidance due to inadequate leadership and analytical skills at lower levels -- high staff attrition -- inadequate monitoring and evaluation (M&E);	Capacity of MOAI to efficiently and effectively use resources -- -- quality and reliability of agricultural statistics	
-- continued -- Reduce environmental degradation -- Watershed protection -- Bio-diversity • Increase in value added of forestry • Increase in exports of forest products	4b. Sustainable use and management of forestry resources -- Private sector manages forest resources for the long term profitability of the sector and sustainability of this natural resource	Responsible Private sector use of forests --- Few and monopolistic/protectionist industrial producers heavily dependent on public forests for raw materials. -- Low and declining investment in industrial forest plantations. -- Small and poorly structured forest products/industry sector with high costs -- High costs and low efficiency of managing and processing industrial wood -- High production of softwood (pines) versus hardwood raw material. -- Weak organization and investment promotion in the forest products sector. -- Poor security (with respect to fires, theft,	i. Improve productivity and value added by the industrial forestry sector, while balancing it with sustainable practices -- registration with international standard bodies -- increased number and type of value adding wood producing and processing establishments. -- increase private sector involvement in industrial forestry development.	Private Sector Use of Forestry Products -- Review the sustainability of de-linking the commercially productive component of the industrial forest plantations of the forestry department from the protection and extension forestry components(HBI what is rational for this-needs further understanding). -- Introduce appropriate incentives to promote investment in forest industries(HBI) -- Evaluate and quantify the contribution of the industrial forestry sector to the gross domestic product (GDP) and undertake national surveys and documentation of forestry industry statistics.(HBI)

**CONSERVE AND
MANAGE
PROTECTED
AREAS AND
WILDLIFE.**

Wildlife Protected			-- Undertake public awareness campaign -- Develop environmental information management system -- Develop environmental data base on legal, state of environment indicators, policies and EIAs (these seem to be in place already –revist & justify)
	-- number of water management issues are included in Strategy Area #4	<i>Rehabilitation of the rivers to the lake</i>	<i>See Strategy Area #4 for water management</i>
	-Poaching of wildlife making the Protected Areas unattractive due to low numbers of animals Understaffing and under development of protected areas Tsetse fly infestation causes visitors & staff to visit/live in some areas due to trypanosomiasis	-Enforce wildlife law -re-introduce threatened and extinct wild animal species -Increase law enforcement staff -Improve protected area infrastructure -Eradicate tsetse fly in Protected areas	-Motivate and adequately equip staff -Provide logistical support for law enforcement (vehicles, base radios, etc) -Develop tool boxes for enforcing wildlife regulation including trans-boundary agreements Construct a sanctuary in Kasungu National Park (to repopulate the park) -Recruit additional staff and improve development resources -Develop new and rehabilitate existing infrastructure (staff houses, roads, bridges, bore holes, electricity etc.) - procure materials and drugs for tsetse control
	Strengthened collaborative management (cm) -Lack of awareness on values of wildlife -Poor community institutional set up.	-Improve capacity and institutional building for CM	-Develop legal community institutions for collaborative management -Develop guidelines, sensitise staff and communities on benefit and revenue sharing -Provide training on CBNRM to communities and staff - Provide Diploma and Certificate level training in wildlife conservation -Support communities to establish wildlife based enterprises (ranching, farming, bee-keeping etc
	Reduced human/animal conflict Inadequate training on better wildlife control techniques Inadequate awareness on fencing importance Lack of community wildlife control institutions	-Improve capacity for problem animal control (PAC)	-Develop a PAC strategy and guidelines -Construct new and rehabilitate existing perimeter electric fences for all protected areas -Translocate dangerous animals to PAs -Raise public awareness and train communities on approaches on problem animal control
	Trade and marketing of wildlife and wildlife products strengthened -Poor infrastructure in most protected areas -Low value attached to wildlife assets	-Improve Eco-tourism in protected areas	-Develop concession and improve marketing strategies for wildlife resources
	Research and monitoring strengthened -Inadequate research and monitoring capacity -Lack of proper research equipment	-Improve wildlife research and monitoring capacity	-Inventorise, develop and or improve all Eco-tourism related resources and products in National Parks, Wildlife Reserves and Nature Sanctuaries(historical , cultural, natural, spiritual and archaeological sites) -Train additional research staff in active conservation management and monitoring to Masters &PhD level

				-Conduct monitoring of key wildlife species -Develop research plan and guidelines -Procure high tech research and monitoring equipment
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B. An enabling environment for private sector led growth

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Increased diversity of business products and economic sectors	1. Increase in business enterprises that produce competitive products in domestic, regional and international markets (quality, costs) as measured by -- number of firms exporting to markets -- Goods produced by enterprises are of acceptable quality in regional and international markets	High cost of utilities and transportation -- Poor basic economic infrastructure and inefficient logistics in terms of distribution > Roads (IF priority #2) > Electricity supply at competitive rates (IF 4) > Telecom at competitive rates (IF priority #5) > Water/sanitation (water IF priority #7) > High cost of domestic trucking	i. Reduce cost for private sector participation, production and logistics for private sector as measured by -- Lower cost of mnf and prod. -- Longer production runs -- Lower cost to reach markets -- Lower time and cost of regulations	Infrastructure (see strategy area #4 for infrastructure – transport, energy, ICT, water) -- Priority for roads and linkages to major market connections -- Strengthen the distribution system, logistic chains -- Pursue public private partnerships in infrastructure (see specific section on infrastructure)(NBI)
Increase foreign and domestic investment		Increasing tax burden -- Corporate Tax rates are competitive, however, increases in Personal Tax rates and failure to index threshold rates to inflation has raised the costs of employment significantly, -- Tax evasion and non-compliance		Tax <i>Strategies to be defined in the tax review – summary of key policies(not impressive focus action-revist)</i>
Increase businesses that contribute positively to economic growth		Costly regulatory environment, inconsistent policy environment and poor partnership Gov/Priv S. -- Cumbersome procedures and weak administration -- Policy reversals damage investment -- Public Sector is slow and unreliable -- Lack of understanding and mutual suspicion and failure to fully appreciate interdependence		Regulatory and Policy Environment -- Strengthen public private partnerships -- Ensure statutory corporations, bodies and governmental agencies are appointed on the grounds of competence and relevant experience(NBI)
		Inadequately skilled workforce with Insufficient technical and vocational training opportunities -- Labor skills do not meet needs of private sector and the educational system is not producing enough graduates to meet future economic needs -- Poor supply of training with inappropriate / irrelevant curricula, poor quality of trainers and poor management of training -- Lack of science and technology training to support new skills for growth and lack of a plan to expand existing colleges into science and technology centers -- Insufficient number of vocational graduates with sufficient skills for businesses -- vocational training facilities have obsolete equipment and insufficient training programs with a high cost of machinery -- lack of community, village polytechnics to equip	ii. Improve worker productivity and ability of firms to produce quality products -- reduce the incidence of occupational hazards and occupational diseased -- increase enrolment of general education students into vocational training programs	Skills – Vocational training and industry needs -- Review and update curriculum to keep dynamic and oriented to economic needs (at vocational centers and in secondary schools) – develop competency based curriculum for formal and informal training(HBI) -- Update training equipment at vocational training schools (and to meet certification standards)(HBI) -- Expand capacity of existing vocational training institutions, including training more instructors in vocational training areas, (HBI) -- Encourage colleges to offer entrepreneurial and training in special. trades suited to self employment(HBI) -- Conduct career guidance and counselling in general education(NBI) -- Create new infrastructure in existing colleges and upgrade existing public technical colleges with

	<p>rural people with vocational skills</p> <p>-- few linkages between informal and formal sector training programs in vocational areas</p> <p>-- no institutional mandate to oversee technical programs previously offered by Polytechnics</p>	<p>infrastructure that meets standards</p> <p><i>improve the TEVET system to be more favourable to the private sector(HBI)</i></p>
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Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Increased diversity of business products and economic sectors	-- Continued --	Productivity losses from health related issues -- Potential for losing trained staff to HIV/AIDS discourages investment in key staff or requiring investment in more duplicative staff ing -- Lost productivity from malaria, TB and other respiratory illnesses -- absence of partnership between occupational safety, health, and MOH -- Protection of labor related injuries	-- Continued--	Health and Labor Safety -- Implement occupational protection for labor on the job(NBI) -- Develop occupational programs, including inspection -- <i>see strategy area #3A for malaria, TB,</i> -- <i>see strategy area #3B for HIV/AIDS</i>
Increase businesses that contribute positively to economic growth	-- continued #1 and -- -- increased number of Malawian firms that export directly or contribute to exportation from Malawi -- increase number of Malawian firms servicing the domestic market supply	Access to land is an issue -- Records for the physical planning of use of lands are not reliable with inconsistency across ministries. Little physical planning of lands and misallocation of demarcated areas -- Cost of land on the market is high, and access to land is acute in cities where demand for land is very high, and takes long time to process applications for land -- Malawians who own land do not have title deeds to them (see land under 2b)	iii. Enable Malawian entrepreneurs to participate in private sector ventures and access markets	Land issues in urban areas and in enforcing demarkation -- Implement a programme of land titling (see 2b) -- Introduce reforms in the way land is allocated in cities -- Reduce unnecessary delays in processing of land applications (HBI)
		Poor information on business opportunities and inadequate -- Information regarding business opportunities, tax and other incentives, and other key business information. MIPA, MEPC and other Government institutions		Information on opportunities -- Strengthen promotion activities -- Implement economic empowerment policy (see economic empowerment section)(HBI in some instances)
		Inadequate promotion of products primarily in regional and international market		
		Incentives -- Incentives not applied consistently to investors -- Lack of properly zoned land for specific development activities		Incentives -- Set special incentives for high growth economic sectors (<i>see strategies under high growth sectors</i>)(HB10) -- Increase efficiency of one stop shop bringing in outside operations, clarify laws to enable one stop shop

-- Town planning that constraints investors -- Incentives favour new, intl and greenfield ¹ investments, with inconsistency in application	-- Revise statement of invest. Policies(HBI) -- Provide incentives in a non-discretionary manner(HBI)
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¹ Greenfield refers to developments on new sites that have not previously been used for business/industry, rather than re-development of previously developed but now vacant ('brownfield') sites that are more costly to develop as clearance of buildings etc. may be required. Policy may wish to favour utilisation of vacant developed sites rather than use greenfield land.

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
In addition to private sector benefits above, will contribute to benefits of improved service delivery (health, social protection, etc.)	-- continued --	Access to Credit -- Difficulties in accessing credit (for micro-finance see enabling environment) -- Supply of micro-finance unable to meet demand -- Vast majority of Malawian businesses are not able to access finance for investment -- Not a credible mass of MFI operating at a sustainable level -- INDEBANK and INDEFUND has been inadequate funding. -- Volatility of real interest rates and domestic debt -- Lack of a savings culture or the ability to save amongst Malawians -- Small and limited scope for sector -- professional and technical skills are not meeting the need for private sector -- inadequate coordination among institutions involved -- sectors are not benefiting from S&T due to the low application in these sectors -- insufficient infrastructure for research and development	iv. Provide access to a functioning financial sector, including microfinance	Micro-finance -- Develop/ strengthen the micro-finance sector to serve small scale concerns and as part of the broader financial system (<i>see economic empowerment section on MFI</i>)(HBIrevits DFID comment on this) Financial System -- Support finance institutions in designing differentiated financial products (HBI) -- Strengthen NEEF and undertake savings campaign -- Establish apex institution(HBI) -- Strengthen linkages to vocational training (above Iii) -- Determine the best mechanisms for accessing scientific and technical knowledge and the optimum strategy to implement -- Promote S&T oriented to value addition in high growth areas (HBI) ---- See Strategies under ICT Area #4 Develop an effective capacity in S&T that can meet the needs of Malawi
		Weak incentives for foreign investment – Inadequate information available -- Incentives favour certain sectors but not other important ones -- Incentives once granted are not guaranteed -- Lack of employment policy	i. Improve the quality of information on opportunities in Malawi for potential investors	-- Produce good promotional materials (move from hard copies to printed, to CDs, etc.) – rethink way design promotions materials(HBI (MIPA) -- review investment policy -- develop employment policy(HBI-very crucial) -- see above incentives
		Perception of corruption -- High levels of corruption and bribery increasing the cost of doing business	ii. Improve the perception of the private sector concerning governance / corruption	-- See Strategy Area #5 -- Integrate message of good governance into promotional themes(HBI-revits include corporate governance)
		Cross Cutting Issues, Infrastructure	<i>See above</i>	See

C. Reliable Food Security and Food Availability

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
	<p>1. Food is available in sufficient quantities and qualities, at an affordable price, and supplied through domestic production or imports (including food aid).</p> <p>-- Available food stocks of the Malawi Six Food groups (farm level, commercial, and government stocks).</p> <p>-- The volume and stability of the production of foods based on the Malawi Six Food Groups (subsistence and market oriented production).</p> <p>--Food imports (commercial and food aid).</p>	<p>-- Levels of agricultural productivity are inadequate to supply food</p> <p>-- chronic poverty, low agricultural productivity, poor infrastructure, ecological constraints, inappropriate economic policies, limited arable land other demographic and social factors</p>	<p>i. Improve agricultural productivity, livestock, fisheries and increase the variety of food available at the household, national, and community levels</p> <p><i>Strategies to increase agricultural productivity are include in Strategy Area One – Section B - 3b</i></p> <p><i>Strategies to improve livestock use are include in Strategy 3d</i></p> <p><i>Strategies to improve fishery development are in strategy 3e</i></p>	<p><i>Actions to increase agricultural productivity are include in 3b</i></p> <p>Improve reliability of maize and fertilizer markets (linked to agro-processing, smallholder farmers)</p> <p>-- predictability of support in maize markets</p> <p><i>Actions to improve livestock use are include in Strategy 3d</i></p> <p><i>Actions to improve fishery development are in strategy 3e</i></p> <p><i>Improve access to domestic, regional an international markets.</i></p> <p>-</p>
		<p>-- inadequate transportation, domestic and external – especially Maize that comes in through Mozambique ports</p> <p>-- food availability is dependant on harvests in other countries</p> <p>-- normal market functions and commercial flows can be undermined by inappropriate /non supportive government intervention (pricing, etc.)</p> <p>-- relatively few number of distributors of food that might be able to exploit the market</p>	<p>ii. Improve importation of foods</p>	<p><i>Strategies to improve regional integration and access to food from external markets are included in strategy area 1.4</i></p> <p>-- Establish and enforce phyto-sanitary rules and regulations</p> <p>-- Promote a coordinated approach to commercial import(HBI)</p>
		<p>-- the coordination between Government and donors has good early warning systems but they are currently outside of Government M&E system (i.e. agricultural statistics)</p> <p>-- costs for distribution of food aid s higher than needed</p> <p>-- need to move from having emergency response to acute crises to having a system to address the chronic problems</p> <p>-- strategic grain reserve is vulnerable to being used for corrupt purposes</p>	<p>iii. Improve the coordination and management of food aid and food aid imports.</p>	<p>-- Promote a coordinated approach to planning and management of food aid (HBI)</p> <p>-- Ensure that food aid conforms to the bio-safety and other related legislations(NBI)</p> <p>-- Manage strategic grain reserve(NFRA)</p> <p>-- Develop a reliable agricultural statistics and an early warning system</p> <p>-- Determine the ability to use the PWP or other programs during times of need for food security (see strategy area #2 economic empowerment)</p> <p>-- Develop government ability to distribute food aid and target the most vulnerable (see strategy area #2)(HBI)</p>
	<p>All Malawians have at all times physical and economic access to sufficient nutritious food required to lead a healthy and active life</p>	<p>-- see constraints in Strategy Area #3 – Economic Empowerment</p>	<p><i>See strategies under Economic Empowerment</i></p>	<p><i>See focus actions under economic empowerment</i></p>

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D. Improve regional and international integration

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
<p>Malawi effectively integrated into the global market</p> <p>Net exporter from net importer`--</p> <ul style="list-style-type: none"> Increase in trade of goods and services both domestically and internationally (3.4 step to help obtain transformation) Increase in exports of and rural and urban supply of exports <p>Increase foreign and domestic investment</p>	<p>1. Increase businesses which are accessing regional markets with competitive products (quality, cost)</p>	<p>Infrastructure and Access to Markets</p> <ul style="list-style-type: none"> Long lead times and high transport costs, attributed to landlocked status; Costs magnified by policy and institutional constraints in road, rail, air, Domestic trucking industry is uncompetitive and have high investment costs (truck, tires, spare parts, etc.) Investment and service coordination with neighbors Poor economic infrastructure including roads, rail, airports, ports, utilities and telecommunications, which undermines domestic and international trade; Logistical bottlenecks along Nacala and Beira rail routes 	<p>i. Reduce cost of reaching external markets due to infrastructure</p> <ul style="list-style-type: none"> Reduced lead times on export Decrease cost of domestic trucking (IF priority #2) Lower costs of cross-border and transit trade with neighboring countries 	<p>Infrastructure</p> <ul style="list-style-type: none"> Strengthen economic infrastructure specific to international trade² HBI) <ul style="list-style-type: none"> Improve access to ports : Port security and capacity Improve rail lines : Repair Nacala rail to the coast Shire Zambazi waterway, Lake transport(revise DFID comment on this) Mtwara corridor Reduce restrictions - air transport landing rights/fees Telecommunications Enforce regional harmonized standards (especially in terms of security issues, transit fees, etc.) Reduce impact of domestic trucking cartel and increase access to foreign truckers Modify tax structure for transport equipment/services Leverage public private partnerships for infrastructure
		<p>Economic Infrastructure</p> <ul style="list-style-type: none"> High customs tariffs on manufactured imports²; Absence of non revenue performance standards -- Inconsistency and slowness in customs Inability to track losses of revenues from customs and lack of confidence in customs Narrow focus EPZ registration High cost of exporting/complex document. 	<p>ii. Reduce lead times on export and improved efficiency</p> <ul style="list-style-type: none"> Reduced lead times export Benchmarking with regional initiatives – systems and procedures Improved compliance with customs regulations 	<p>Economic Infrastructure specific to intl trade:</p> <ul style="list-style-type: none"> Efficiency of customs and tax administration- Harmonize border operating hours with neighbors Resolve grievances in the tax administration (IF) and increased tax collection (from informal sector) and reduce excessive delays in refunds of tax payments especially surtax payments Improve the efficiency in customs and tax (IF priority #6) including (IF priority #6) – drawback program Develop speedy and standardized payment system (all HBI)
		<p>International Standards for Products</p> <ul style="list-style-type: none"> Missed business opportunities due to weak SQAM infrastructure, high cost of using foreign certifying bodies Limited access of firms to conformity assessment services 	<p>iii. Improve marketability of products to international markets Meeting ISO standards, and packaging standards</p>	<p>International Standards for Products</p> <ul style="list-style-type: none"> Strengthen MBS for national certification(HBI) Improved compliance with international certification Start comprehensive SQAM capacity building program(HBI) Establish ISO9001 enterprises Develop science, industry and technology in framework of international standards

² This may be solved in part through the SADC FTA in the final years of its phase in (possibly in 2008). COMESA 2012?

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
-- continued --	-- continued --	Export Services -- Lack of effective delivery of export services to complement the growth strategy -- Poor supply response to opportunities created by trade agreements (supply side constraints) -- Inadequate trade support services -- limited access to trade and investment finance; tion and procedures	iv. Increase the firms that take advantage of export opportunities	-- Increase information for potential exports for market potentials (HBI) -- Reorient Malawi Export Promotion Council activities to ensure greater co-ordination of export promotion activities; -- Establish trade finance scheme (HBI-) -- Reform of the financial sector
		Trade Negotiation -- Malawi has not been able to participate direction and effectively in negotiations of WTO, EPA, EU -- Volatility of trade agreements -- Inadequate trade missions ³ ; -- Lack of a clear trade strategy and supporting policies -- Weak analytical capacity for trade policy analysis and implementation -- Overlapping regional trade integration efforts -- Lack of coordination between institutions and stakeholders creating duplication of effort -- High level of informal cross-border trade.	3. The benefits of trade are maximized through better knowledge	-- Upgraded skills of key staff in target institutions (trade related)(HBI) -- Coordinate ministries and entities involved in trade better understand origin regimes and issues -- Strengthen analytical capacity for trade policy analysis and implementation (IF priority #8) -- Establish capacity to regulate liberalization Fair Trade Commission (IF priority #12) -- Strengthen the ability to negotiate and direct partnerships with international neighbors important to facilitate regional trade (efficiencies, security, completion of railways, etc.)(all HBI) -- liase with Customs Department to accelerate improvement of customs facilitation at ports and border posts in SADC/COMESQ

³ Malawi has trade attachés only in South Africa and Zimbabwe, though there are proposals for including other countries.

E. Economic Empowerment

Longer Term Goals	Medium Term Objectives (expected outcomes)	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus action
<p>In addition to contribution to economic growth</p> <p>Create new wealth for the people and growth leading to poverty reduction (MDG)</p> <p>Create a middle class</p> <p>Create more jobs through</p> <p>Increased number of profitable enterprises owned by Malawians</p> <p>--</p>	<p>1. Increased employment and income from on and off farm activities -</p> <p>2 Increase productivity of rural communities / businesses and thus their contribution to economic growth</p> <p>--- increase in the ownership by Malawians and their value-added</p> <p>--- increase in SME profitability</p>	<p>Linkages of smallholders and rural areas into the economy</p> <p>-- Inadequate transportation and communication</p> <p>-- weak linkages to markets</p> <p>-- lack of utilities</p> <p>--</p>	<p>i. Improve the integration of rural communities into the economic market</p> <p>reduction in domestic transport cost for rural areas</p>	<p>Linkages of smallholders and rural areas into the economy(HBI)</p> <p>--Targeted linkage for rural integration into markets: Feed roads, rehabilitation and maintenance</p> <p>-- See section 3b for specific efforts to improve smallholder productivity</p> <p>-- strengthen the core function of ADMARC in geographical areas which are underserved by the private sector (<i>implement reform of ADMARC</i>)</p>
		<p>Incentives and conditions do not foster productivity and investment</p> <p>--The culture of hand-outs and political patronage is wasteful and unsustainable</p> <p>- Negative impact of HIV/AIDS on productivity / spending resources on care for the infected at household level</p>	<p>i. Develop rural cooperatives to lower transactions costs of dealing with rural entrepreneurs and collective bargaining</p>	<p>Communities are organized to produce outputs or develop local industry</p> <p>--Identify common community products for production, through one village one product</p> <p>--Develop a programme that will oversee the establishment of cooperatives in rural areas.</p> <p>-- Provide technical support from private sector programs (related to off farm employment)</p> <p>-- see strategy area 3 - for HIV/AIDs(all HBI)</p>
		<p>Limited availability of funds</p> <p>-- Low recovery rates ,erosion of the capital base, and poor design of credit schemes,</p> <p>-- Need for better knowledge of actors in the sector on MFI</p> <p>-- Little creativity in developing new financial products and services to meet the needs of the lower end of the market.</p> <p>-- Inability to use land as collateral to access loans</p> <p>-- Some loan conditions do not create a conducive environment for profitable entrepreneurship.</p> <p>--MRFC undercapitalized</p> <p>--Most donor supported programs have not adhered to best practice in the field of microfinance, such as charging market interest rates.</p> <p>--Low levels of capacity microfinance credit providers results in lack of awareness of funds available for on-lending to the public.</p>	<p>ii. Increase access to micro finance for rural businesses use in productive enterprises</p> <p>-- women owned businesses</p> <p>-- women able to access loans</p> <p>-- decrease in default rate</p> <p>-- decrease client drop out rate</p>	<p>Micro-finance available to rural areas(HBI)</p> <p>-- Align loan conditions to enable good business activities (repayment period, frequency, amount) --</p> <p>--Develop special programs for women and youth</p> <p>-- Develop network of practioners in MFI(HBI)</p> <p>-- Develop innovative financing mechanisms such as community development venture funds, community loan funds, supporting the traditional micro-loan funds granted by institutions such as MRFC and NABW. (HBI-revist also relate to MADEP)</p> <p>-- Maintenance of capital base for banks (see financial sector in enabling environment section)</p> <p>--Enhance capacity of MFI to monitor and supervise clients;(HBI)</p> <p>-- Ensure access to loans and credits and training for women(HBI)</p> <p>-- Better coordination of donor supported micro-finance programs to decrease market distortions(NBI)</p> <p>-- Strengthen policy understanding of imicro-finance is\ there a need to bring in MARDF specifically?</p>

Longer Term	Medium Term Objectives	Constraints to achieving the medium	Strategies that need to be	Focus action
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Goals	(expected outcomes)	Term objectives	in place to move toward those medium term expected outcomes	
continued	continued	Defaults hinder credit establishment --Defaults on loans caused by lack of a credit-referencing bureau as borrowers move from one institution to another;	Continued	--Establish a Credit Reference Bureau; (HBI) -- Legislation for punishment of those who deliberately default on loans (NBI) -- Enhance capacity of courts to handle business cases. (see section on judicial reform)(HBI) -- Encourage financial institutions to design tiered loan packages to provide incentives to borrowers who are faithful in loan repayment(NBI)
		-- Lack of business advisory services once businesses are operational. As such, most beneficiaries are unable to succeed in their businesses, forcing them to default on loans;	iv. Improve business skills are used by rural community businesses -- includes women's skills	--Provide training to all people who borrow for business purposes through the training unit of the NEEC, (HBI)
			v. Provide opportunities for vocational training	See strategy area 1 for vocational training activities
-- continued --	3 Women, youth and the disabled fully participate in the productive economy Increase # of women in private and public sector organizations Increase # of youth employed	Women --Women are likely to have less access to education, credit, land, and property than men. -- Fewer employment opportunities t -- Unequal access to technology and other key market information to support business activities	i. Develop targeted programs for building women entrepreneurial skills and opportunities to participate in the economy	Women --Target training to women's entrepreneurial skills and ability to effectively manage their businesses -- Develop a charter to increase the employment opportunities -- Review legislation to ensure supportive of women -- Enhance institutional framework supporting the development of women entrepreneurs(all HBI)
		People with disabilities -- Most affected by lack of access to assets and other facilities required to economically get empowered. . -- Poor infrastructure such as roads, communication, and buildings not designed to accommodate or meet their special needs.		People with disabilities -- Enforce empowerment act(NBI) -- Improve capacity of the Malawi Council for the Handicapped and other similar institutions that deliver serves to people with disabilities.(HBI)
		Youth -- Little prospect of securing a job, or engaging in entrepreneurial activities. -- Very few employers are willing to recruit and train them on the job. --Financial institutions are reluctant to extend credit to the youth --The curriculum of most education institutions has not changed much to allow for the development of an entrepreneurial cadre, - -- Limited institutional framework specifically dedicated to youth		Youth Vocational training and skills(HBI)
	4. Urban Poor are productively contributing to the economy	-- Increasing number of people are moving to cities, necessitating plans and actions	i.	

Longer Term Goals

Decrease income inequality

Improvements in socio-economic indicators for the most vulnerable

Reduction in the socio-economic impact of disasters.

Malawi is a food secure nation

Medium Term Expected Outcomes

- 1. The most vulnerable with limited factors of production are sufficiently cared for

-- health status of malnourished under five children, school going children, orphans, pregnant, lactating mothers, destitute families

-2 Vulnerable who can be negatively impacted by economic shocks

-3 Increase the assets of the poor to better engage in growth

- 4 The impact of disasters of the vulnerable is reduced

Social Protection and Disaster Management

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Improvements in socio-economic indicators for the most vulnerable	1. The most vulnerable with limited factors of production are sufficiently cared for Vulnerable who can be negatively impacted by economic shocks -- Improved health and nutritional status of under five children, school age children, orphans, pregnant and lactating mothers, destitute families	Malnourishment of children, orphans, lactating mothers, destitute families -- lack of focus on implementing cost-effective interventions that would prevent and reduce high prevalence of stunting and wasting in young children under two years of age. Infirm, elderly, disabled, OVCs, HIV/AIDS	i. Provide efficient and effective support to the most vulnerable with very limited factors of production	-- Formulate a Social Protection Policy -- Formulate a monitoring and evaluation system of safety nets/social protection programmes -- Practice better prioritisation, design, delivery monitoring and evaluation of safety nets/social protection programmes -- Provide supplementary feeding to malnourished pregnant, lactating mothers and under five children -- Provide therapeutic feeding to severely malnourished under five children -- Sustain targeted School Feeding Programme to the most vulnerable -- Expand small stock and grain mills programme for the most vulnerable -- Introduce conditional and un conditional cash transfers to the infirm, the elderly, the disabled, Orphans and Other Vulnerable Children (OVCs) -- Support the most vulnerable with welfare transfers (food, blankets, clothes e.t.c) for their upkeep -- Provide nutritious food and Home Based Care Kits to those infected by HIV/AIDS -- Provide low cost housing to the poor and vulnerable (elderly, infirm, households keeping Orphans and other Vulnerable Children)
		-- Lack of integration between data on the country's development and growth strategies and the risks and obstacles to these strategies posed by both ongoing weaknesses as well as the fluctuating resource needs of the chronically poor; -- Insufficient data regarding the characteristics, location, challenges and needs of the very poor; -- Inadequate knowledge regarding existing processes, resource transfer mechanisms, power dynamics, and incentive structures of target communities; -- Insufficient understanding of existing processes and modes of operation at the national and local government level; and, poor donor and stakeholder coordination in the design and delivery of programs -- lack of coordination of social protection programmes and projects	ii. Improved planning and integration of knowledge on the chronically poor into planning	-- Practice better prioritization, design, delivery, monitoring and evaluation of social protection and safety net program (HBI) -- Formulate a social protection policy(HBI)

2.

Longer Term Goals

Medium Term Expected Outcomes

Increase income for the poor

Reduction in the socio-economic impact of disasters.

Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Empower Farmers and Transitional Poor - Poor targeting of programmes -High input costs of crop production -Low agriculture price bands -- large number of uncoordinated programs effectiveness of programs in asset opportunities and growth opportunities are uncertain -- the poor have limited resources to purchase agricultural inputs -- the culture of handouts and political patronage is wasteful and unsustainable	ii. Provide opportunities for the poor to graduate from poverty by asset accumulation, increase their ability to be part of agricultural productivity, increase the assets of the poor to better engage in growth	-- Provide access to poor farm families to agriculture inputs through conditional and unconditional transfers (e.g. revolving mechanisms) -- Undertake Public Works Programmes that create high income earning for poor focused on graduating out of poverty (river diversion for irrigation, afforestation, reservoir/dam construction, dykes, roads including non traditional PWP e.g. brick manufacturing, manure making, bush clearing e.t.c.) -- Promote savings culture in PWP -- Enable the land constrained poor to have alternative sources of livelihoods to supplement their income from the land through providing capital for Income Generating Activities (IGAs) -- Impart entrepreneurial skills to the poor -- Review effectiveness of current PWP , feeding programmes, targeted Inputs (TIP)
-- poor response to disasters --lack of an early warning system -- inadequate response and coping mecnahims	<ul style="list-style-type: none"> • Enhance disaster management planning and response • Enhancing disaster risk management, • Develop and strengthen institutions responsible for disaster risk management, • Institute necessary disaster risk management mechanisms • Implement mitigation measures in disaster prone areas. 	-- Promote the integration of disaster risk management into sustainable development planning and programming at all levels; (NBI) -- Establish an effective early warning system for Malawi -- Develop and strengthen institutions, mechanisms and capacities at all levels, that contribute to building resilience to hazards through the incorporation of risk reduction approaches in the design and implementation of disaster risk management programmes;(HBI) -- Provide timely emergency relief assistance to affected people;(HBI) -- implement mitigation measures in disaster prone areas. (HBI)

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III: Social Development

A healthy, educated, productive population, is necessary to achieve poverty reduction, sustain economic growth, eliminate hunger and vulnerability. Communities play a key role in ensuring the delivery of services meet the local needs

Longer Term Goals

Reverse the negative trend in maternal mortality rates (MMR)
Decrease in child mortality (IMR) by 2010, reduce child mortality by one third.
Decrease common diseases (malaria, etc.)
Increased life expectancy

Smart, healthy, productive population able to contribute to the economy
Active healthy life with reduced burden of diet-related, illness, deaths and disability among men, women, boys and girls living in Malawi

Reduce the spread of HIV in the general population and in high-risk subgroups
Achieve a youth population free of HIV Women;Girls
Reduce Ante-Natal prevalence of HIV
Improve the quality of life of those infected and affected by AIDS, improved productivity of those infected with HIV/AIDS, improve the quality of life of PLHA, OVC, widows, widowers and the elderly affected by the epidemic
Decrease economic impact

Primary : Students have basic knowledge and skills to allow them to function as competent and productive citizens in a free society
Secondary : Students have the academic basis for gainful employment in the informal, private and public sectors
Tertiary: Production of new scientific and technical knowledge, through research and promote the transfer, adaptation and dissemination of knowledge

A. HEALTH

Medium Term Expected Outcomes

1. Rural poor access affordable and high quality primary health care :- % fully immunized at 1 year;-- % births attended by skilled attendant;-- % of health facilities effectively providing EHP to population
2. Rural communities do not have to travel long distances to hospital or clinic -- reduced distance covered to the nearest health facilities (centers, clinics, hospitals) -- increase in the % of the rural population with access to formal health services -- Increase proportion of population within easy reach of EHP
3. Reduction in incidence of water born disease -- Reduction in deaths due to diarrhea especially in children under 5 years of age
4. Reduce the incidence of common diseases and improve the cure rates -- TB cure rates. -- Malaria
5. Specialized Cases

B. Nutrition

1. Effective utilization of food that encompasses the quality of the food allocated for consumption and the biological utilization of nutrients in the body.
2. Information is used in decision making on policies and program interventions and policies are well coordinated across the various ministries

C. HIV Aids

- Behavior change of at risk groups
- Pregnant mothers take treatment to prevent transmission
- Practice prevention methods for blood supply or health facilities
- Equitable treatment for PLHA
- Mitigate the health impacts for PLHV of HIV/AIDS
- Minimize pain, suffering, anxiety and loss of service delivery
- Decrease work time lost due to caring for PLHV
- Reduce money at the household level needed to care for infected
- Effective and efficient implementation of HIV/AIDS response across the public and private sectors

D. Education

At all education levels

- Improve access
- Improve quality
- Ensure equity
- Ensure relevance of curriculum to the need of society, the nation and the individual learner
- Enhance management of educational services
- Ensure adequate planning

A. Health

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term outcomes		
<p>Attain a healthy population</p> <p>Increase life expectancy</p> <p>Decrease maternal mortality rates</p> <p>Decrease child morbidity and mortality</p> <p>-- Decreased morbidity and mortality from communicable diseases</p>	<p>1. People have better access and use of qualified care for essential health care issues (TB, Malaria, etc.)⁴</p> <p>-- Decreased cases of preventable diseases</p> <p>-- Improved TB cure rates to over 70%</p> <p>-- Improved use of ORT for diarrhea control</p> <p>-- Modern contraceptive use</p> <p>-- ARV treatment regime are followed</p> <p>-- Decrease incidence of malaria by 50%</p> <p>-- Increase vaccination rates</p>	<p>Shortage of human resources</p> <p>-- Inadequate training capacity</p> <p>-- Failing to retain workers due to low incentives – (pay, long working hours, non-conducive environment, huge workloads)</p> <p>-- Globalization has opened up the market for nurses and this is pulling people to other countries</p> <p>-- Secondary school is not sufficient to deliver students to more training</p> <p>-- non availability of modern equipment is a disincentive for well trained doctors to stay</p>	<p>i. Increase the number of health workers that are qualified and retained in health care facilities</p> <p>- population/doctor ratio reduced</p> <p>- population / nurse ratio reduced</p> <p>-- Improved referral time</p> <p>-- Attendance of trained health workers for births</p>	<p>i. Human Resources</p> <p>-- increase student intake into medical training institutions (requires investment of equipment, infrastructure, etc. at the medical schools)</p> <p>-- develop strategy to sustainably maintain qualified health works after the six year period of salary top ups for the six year period for front-line health workers</p> <p>-- encourage local service providers to provide of incentives for front line health workers such as food service, promotion, opportunities for training, etc.</p> <p>-- recruit external health care workers funded (as currently funded by donors) and volunteers (under the frontiers program)</p> <p>-- (link to education secondary education)</p> <p>-- Ensure ARVs available to health workers</p> <p>-- ensure working hours for medical personnel confirm to the recommended standards</p>
		<p>Shortages of drugs, bed-nets and key medical supplies</p> <p>-- inadequate finances to purchase the drugs to meet supply</p> <p>-- weak drug management and distribution systems beginning at the top to the users,</p> <p>-- leakage of drugs from system and theft</p> <p>-- lack of qualified personnel which contributes to leakage of drugs</p> <p>-- lack of access to prenatal care</p> <p>-- poor quality in hospitals</p>	<p>ii. Increase the availability of drugs at health facilities and decrease theft of drugs</p> <p>-- bed nets at clinics/communities</p> <p>-- Vaccines delivered to clinics/communities</p>	<p>ii. Pharmacy, medical supplies</p> <p>-- improve drug management system from central issues of timely procurement and reach health centers (eg. bed-nets, ARVs, etc.)</p> <p>-- undertake CMS reforms</p> <p>-- undertake close monitoring of drug utilization trends and patterns</p> <p>-- improve effective stock management including tracking systems, capacity to project drug needs</p> <p>-- improve distribution system and transport network</p> <p>-- promote and strengthen community monitoring of use of drugs</p> <p>-- strengthen training capacity in college of medicine for pharmacy qualifications</p> <p>-- (link to inadequate science and technology in education secondary education and to pillar one for science and technology)</p>
		<p>-- insufficient number of health facilities mostly in the rural areas</p> <p>-- most of the health facilities in need of repair</p> <p>-- lack basic utilities, electricity/water</p> <p>-- only 13.3% of health care facilities fulfill</p>	<p>iii. Increase access to well equipped facilities</p> <p>-- more than 80% of the population live within 5 MK of a health facility</p>	<p>iii. Infrastructure</p> <p>-- implement facilities development program for 420 facilities (mostly rural areas) by 200x (includes rehabilitation of existing facilities, provision of telecommunications (cellular phones, two way radios,</p>

⁴ To achieve the medium term expected outcome the 6 areas in column 4 are necessary. The matrix reflects the Health Sector Support Program (sector wide approach - SWAp)

<p>the requirement to deliver EHP (staff level, VCT services, maternity services, etc.)</p> <ul style="list-style-type: none"> -- most facilities are unable to provide maternity services - most clinics do not have means of communication (two way radio, telecommunications, etc.) -- most facilities do not have ambulances but it is not possible to put ambulances in each of the facilities, including lack of supporting services (such as filling stations, etc.) -- bicycle ambulances not accepted in some areas 		<p>etc.) electricity on grid, and construction of new facilities where they do not exist)</p> <ul style="list-style-type: none"> -- improve maternity infrastructure (key priority) including buildings, equipment, -- strengthen partnerships with other providers through service agreements (ie mission facilities, etc.) -- develop facilities in district and central hospitals based on the needs of those hospitals with the ideal of every district having a hospital -- support services (training institutions, labs, etc.) -- enforce minimum health standards, conducts in public and private health facilities -- provide motorcycle ambulances as a medium term measure, specifically in rural areas with an idea of phasing out in the long term
-- limited availability of water supply for rural health facilities		<p>Water</p> <ul style="list-style-type: none"> -- work with ministry of water for where connected to pipe/water board system and develop backup for solving water shortages -- for health facilities not connected to systems, develop bore holes as part of the facility development program of the 420 facilities
		<p>Roads</p> <ul style="list-style-type: none"> -targeted roads in some areas where access is difficult through "integrated infrastructure project" (districts identified and assessments made)
		<p>Electricity</p> <ul style="list-style-type: none"> -- provide electricity to facilities which are on grid but do not have electricity as part of the facilities development program -- (link to rural electrification program in strategy area #4 and grid extension phasing within strategy area)
<ul style="list-style-type: none"> -- shortage of equipment largely due to financial constraints (eg. diagnostic, labs, x-ray, theatre) -- insufficient maintenance of equipment due to lack of skills, lack of spare parts, inadequate financial resources -- current equipment is old and these models do not have spare parts available due to stoppage of manufacturing -- 90% of equipment is imported so spare parts are constrained by fx issues and time to import -- equipment becomes obsolete quickly 	iv. Improve diagnosis and treatment at health care facilities, especially maternity services	<p>iv. Equipment</p> <ul style="list-style-type: none"> -- implement facilities development program for 420 facilities (mostly rural areas) by 200x (includes equipment purchases) -- strengthen equipment maintenance ability in ministry through training, regional and district maintenance units -- start system of bulk purchasing of spares for most of the equipment needs -- start public private partnership arrangements with a legitimate company engaged in management of MoH equipment -- link to qualified health care workers
<ul style="list-style-type: none"> -- complications of budgeting and provision of equipment maintenance due to decentralization and unclear relationships from central to district level -- money does not flow in timely fashion to 	v. Improve the flow of resources to health facilities	<p>v. Finances</p> <ul style="list-style-type: none"> -- improve planning and budgeting at all levels through systems development at the central and district level -- undertake close monitoring of financial flows and usage

Specialized cases (cancer, etc.)		the districts for various reasons (weak planning systems, problems at treasury, financial management systems are weak)		
		-- weak support system to monitoring and supervise services delivery (FM, procurement, M&E, etc.) ---- Weak surveillance and response system -- fragmented health care delivery system. - oversight is weak -- inadequate integration of district health systems with MOH	vi. Develop good monitoring, supervision and utilization of health care facilities	vi. Systems -- HR -- operations at district and central hospital level -- Community level structures -- provide community level structures (such as village health communities) for support of meeting, training, transport, equipment, etc.) -- Support and strengthen range of community level structures for health services delivery
		little focus on preventative care, mainly on curative, -- need to bring information into the educational curriculum, on prevention -- shortage of bed nets and declining effectiveness of the treatment regime for malaria		
	2. Central hospitals are able to provide satisfactory level of referral services and able to financial self-sustain	-- limited resources and staff shortages impact the central hospital delivery of services -- in absence of district hospital in the urban areas, the central hospitals play the role of a district hospital and takes much of their time –	Addressed above	Addressed above
	Reduce incidence of occupational hazards and diseases	Absence of partnership between occupational safety and health and MOH lack of governing body lack of governing body	Improve working environment	See strategies under strategy area #1 – Enabling Environment for private sector led growth --Regular inspection of work places; Policy formulation --Health and safety standards and guidelines
	Reduction in incidence of water born disease -- Reduction in deaths due to diarrhea especially in children under 5 years of age	■ low level of access to clean water results in diseases poor access to sanitary facilities	ii. Access to safe drinking water (rural, urban) Access to hygienic sanitation facilities (rural, urban)	introduction of VIP latrines and other appropriate rural water sanitation technologies. See strategy area #4 water and sanitation

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term outcomes		
Increase life expectancy Decrease maternal mortality rates Decrease child	1. People have better access and use of qualified care for essential health care issues (TB, Malaria, etc.)⁵ -- Decreased cases of	Shortage of human resources -- Inadequate training capacity -- Failing to retain workers due to low incentives – (pay, long working hours, uncondusive environment, huge workloads) -- Globalization has opened up the market for nurses and this is pulling people to other	i. Increase the number of health workers that are qualified and retained in health care facilities - population/doctor - population / nurse Reduced hours of work (fewer	i. Human Resources -- increase student intake into medical training institutions (requires investment of equipment, infrastructure, etc. at the medical schools) -- provide salary top ups for the six year period for front-line health workers -- encourage local mngers to provide of incentives for

⁵ To achieve the medium term expected outcome the 6 areas in column 4 are necessary. The matrix reflects the Health Sector Support Program (sector wide approach - SWAp)

morbidity and mortality -- Decreased morbidity and mortality from communicable diseases	preventable diseases -- Improved TB cure rates to over 70% -- Improved use of ORT for diaherrea control -- Modern contraceptive use -- ARV treatment regime are followed -- Decrease incidence of malaria by 50% -- Vaccination rates	countries -- Secondary school is not sufficient to deliver students to more training -- non availability of modern equipment is a disincentive for well trained doctors to stay	hours) -- Improved referral time -- Attendance of trained health workers for births	front line health workers such as food service, promotion, opportunities for training, etc. -- conduct external recruitment of health care workers (eg UN is main recruitment agency) -- <i>(link to education secondary education)</i> -- Ensure ARVs available to health workers
		Shortages of drugs, bednets and key medical supplies -- inadequate finances to purchase the drugs to meet supply -- weak drug management and distribution systems beginning at the top to the users, -- leakage of drugs from system and theft -- lack of qualified personnel which contributes to leakage of drugs -- lack of access to prenatal care	ii. Increase the availability of drugs at health facilities and decrease theft of drugs -- bed nets at clinics/communities -- Vaccines delivered to clinics/communities	ii. Pharmacy, medical supplies -- improve drug management system from central issues of timely procurement and reach health centers (eg. bednets, ARVs, etc.) -- undertake CMS reforms -- undertake close monitoring of drug utilization trends and patterns -- improve effective stock management including tracking systems, capacity to project drug needs -- improve distribution system and transport network -- promote and strengthen community monitoring of use of drugs -- strengthen training capacity in college of medicine for pharmacy qualifications -- <i>(link to inadequate science and technology in education secondary education and to pillar one for science and technology)</i>
		-- insufficient number of health facilities mostly in the rural areas -- most of the health facilities in need of repair -- lack basic utilities, electricity/water -- only 13.3% of health care facilities fulfill the requirement to deliver EHP (staff level, VCT services, maternity services, etc.) -- most facilities are unable to provide maternity services -- most clinics do not have means of communication (two way radio, telecommunications, etc.) -- most facilities do not have ambulances but it is not possible to put ambulances in each of the facilities, including lack of supporting services (such as filling stations, etc.) -- bicycle ambulances not accepted in some areas	iii. Increase access to a well equipped facilities -- more than 80% of the population live within 5 MK of a health facility	iii. Infrastructure -- implementate facilities development program for 420 facilities (mostly rural areas) by 200x (includes rehabilitation of existing facilities, provision of telecommunications (celtel, two way radios, etc.) electricity on grid, and construction of new facilities where they do not exist) -- improve maternity infrastructure (key priority) including buildings, equipment, -- strengthen partnerships with other providers through service agreements (ie mission facilities, etc.) -- develop facilities in district and central hospitals based on the needs of those hospitals with the ideal of every district having a hospital -- support services (training institutions, labs, etc.) -- piloting motorcycle ambulances
		-- limited availability of water supply for rural health facilities		Water -- work with ministry of water for where connected to pipe/water board system and develop backup for solving water shortages -- for health facilities not connected to systems,

		develop bore holes as part of the facility development program of the 420 facilities
		Roads -targeted roads in some areas where access is difficult through "integrated infrastructure project" (districts identified and assessments made)
		Electricity -- provide electricity to facilities which are on grid but do not have electricity as part of the facilities development program -- (link to rural electrification program in strategy area #4 and grid extension phasing within strategy area)
-- shortage of equipment largely due to financial constraints (eg. diagnostic, labs, x-ray, theatre) -- insufficient maintenance of equipment due to lack of skills, lack of spare parts, inadequate financial resources -- current equipment is old and these models do not have spare parts available due to stoppage of manufacturing -- 90% of equipment is imported so spare parts are constrained by fx issues and time to import -- equipment becomes obsolete quickly	iv. Improve diagnosis and treatment at health care facilities, especially maternity services	iv. Equipment -- implement facilities development program for 420 facilities (mostly rural areas) by 200x (includes equipment purchases) -- strengthen equipment maintenance ability in ministry through training, regional and district maintenance units -- start system of back purchasing of spares for most of the equipment needs -- start public private partnership arrangements with a legitimate company engaged in management of MoH equipment -- link to qualified health care workers
		Electricity (see above)
-- complications of budgeting and provision of equipment maintenance due to decentralization and unclear relationships from central to district level -- money does not flow in timely fashion to the districts for various reasons (weak planning systems, problems at treasury, financial management systems are weak)	v. Improve the flow of resources to health facilities	v. Finances -- improve planning and budgeting at all levels through systems development at the central and district level -- undertake close monitoring of financial flows and usage
-- weak support system to monitoring and supervise services delivery (FM, procurement, M&E, etc.) ---- Weak surveillance and response system -- fragmented health care delivery system. - oversight is weak -- inadequate integration of district health systems with MOH	vi. Develop good monitoring, supervision and utilization of health care facilities	vi. Systems -- HR -- operations at district and central hospital level --
		Community level structures -- provide community level structures (such as village health communities) for support of meeting, training, transport, equipment, etc.) -- Support and strengthen range of community level structures for health services delivery

Specialized cases (cancer, etc.)	2. Central hospitals are able to provide satisfactory level of referral services and able to financial self-sustain Reduce incidence of occupational hazards and diseases	little focus on preventative care, mainly on curative, -- need to bring information into the educational curriculum, on prevention -- shortage of bed nets and declining effectiveness of the treatment regime for malaria		
		-- limited resources and staff shortages impact the central hospital delivery of services -- in absence of district hospital in the urban areas, the central hospitals play the role of a district hospital and takes much of their time –	Addressed above	Addressed above
		Absence of partnership between occupational safety and health and MOH lack of governing body lack of governing body	Improve working environment	See strategies under strategy area #1 – Enabling Environment for private sector led growth --Regular inspection of work places; Policy formulation --Health and safety standards and guidelines
Lower fertility in all reproductive age groups. reverse the declining trend in life expectancy. Increase awareness on the benefits of family planning and smaller family sizes.	Reduction in incidence of water born disease -- Reduction in deaths due to diarrhea especially in children under 5 years of age	■ low level of access to clean water results in diseases poor access to sanitary facilities	ii. Access to safe drinking water (rural, urban) Access to hygienic sanitation facilities (rural, urban)	introduction of VIP latrines and other appropriate rural water sanitation technologies. See strategy area #4 water and sanitation
	Reduced annual population growth rate.	■ Low literacy rate. ■ Negative cultural practices ■ Poor access to family planning services.	Improve literacy rates institute sustainable measures on the provision of quality social services of education and health. Increased awareness programmes on health and family planning services. Increase capacity to provide family planning services across the country.	(See education sub-theme) Provide comprehensive health services package that include treatment of diseases and infections, awareness programmes and education through Govt and private hospitals.
	Increase life expectancy at birth from 40 to 45 years. Increase the number of facilities providing family planning services across the country.			

B. Nutrition

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Active healthy life with reduced burden of diet-related, illness, deaths and disability among men, women, boys and girls living in Malawi	1. Effective utilization of food that encompasses the quality of the food allocated for consumption and the biological utilization of nutrients in the body.	-- Food Utilization in Malawi is generally poor. -- Inadequate knowledge about food values, food choices, combinations of the Malawi Six Food Groups ⁶ , childcare and feeding practices, gender issues, and intra-household distribution of food affect the way households benefit nutritionally from the available foods.	i. Promote adoption of appropriate diet and healthy lifestyles	** Influence cropping patterns to teach people what to produce that would be nutritional an the way people store their food to keep the nutritional content over time
		-- The current nutrition education primarily targets women and yet decision makers at household level are men	ii. Promote the control, prevention and treatment of micronutrient deficiency disorders particularly those caused by Vitamin A, iodine and iron deficiencies.	
			iii. Promote control, prevention and treatment of diseases that have direct impact on nutrition and health status	
			iv. Increase access and availability of services and information to prevent consumers from health hazards	
	2. Information is used in decision making on policies and program interventions and policies are well coordinated across the various ministries	-- There are several food security and nutrition related information systems currently being used by sectoral ministries and other Non Governmental Organisations without any proper coordination -- Little information and analysis on food and nutrition and what is there does not inform decision making -- <i>lack of focus on implementing cost-effective interventions that would prevent and reduce high prevalence of stunting and wasting in young children under two years of age.</i>	i. Harmonise and improve Food and Nutrition Security Information Systems (FNSIS) for evidence based interventions	

⁶ The six food groups are staples, animal products, legumes, vegetables, fruits, fats and oils

C. HIVAIDS

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
To reduce the spread of HIV in the general population and in high-risk subgroups Achieve a youth population free of HIV Women Girls	1. Behavior change of at risk groups -- targets for labor migration? -- sex workers? -- age groups? -- youth -- women -- girls	--- Inadequate availability of ARVs and limited desire for taking HIV testing and counselling	i. Vulnerable groups have knowledge and capacity to practice safe behavior	i. Expand the scope and depth of HIV/AIDS communication for effective behaviour change. -- Scale up effective, mutually reinforcing and culturally appropriate modes of communication -- Promote and support HIV protective interventions designed for young people
		-- influx of people from neighboring countries through the porous borders		ii. Reduce the vulnerability of Malawians to HIV infection, especially girls and women -- Improve the capacity and skills of women and youth/girls to participate in interventions to raise their economic social status
		-- Deep-rooted cultural values and traditions -- Slow behavior change - -- Misconceptions especially in rural areas in cultural modification regarding widow inheritance, death cleansing, initiation		iii. Increase district and community level outreach for changing practices Strengthen socio-cultural values and practices that prevent the spread of HIV -- -- -- Transform the gender dynamics that predispose various population categories to HIV/AIDS in the broader socio-cultural and economic environment -- Intensify the active involvement of traditional, faith and opinion leaders, decentralised departments and local governments in the district HIV/AIDS response -- Increased collaboration with traditional leaders/chiefs and elders is critical in the response in order to minimize the role played by culture in the transmission of HIV. Intensify community mobilization based on meeting their perceived and actual needs and rights
		-- Unprotected heterosexual contact with an infected partner accounts for 88% of new infections		v. Increase access to quality STI syndromic management, counselling and information -- Strengthen evidence-based STI communication interventions -- Strengthen the STI surveillance system -- Improve the clinical diagnosis, treatment and management of STI patients
		-- People do not want to go for HIV/AIDS testing due in part of fear of disease and inadequate knowledge of possibilities	ii. increase in uptake of and equitable access to testing and counseling	-- Expand the scope and coverage of HIV testing and counselling services throughout the country especially in rural areas -- Improve the quality of testing and counselling service provision including referral to support services -- Promote the uptake of HIV testing and

Reduce prevalence of HIV in Ante-Natal Clinic Clients	2. Prevention aimed at pregnant mothers take treatment to prevent transmission			counseling
		-- Mother-to-child transmission (MTCT) accounts for about 10% of cases	i. Expand quality services for prevention of mother to child transmission (PMTCT) of HIV	-- Expand the scope, quality and coverage of PMTCT services throughout the country -- Develop a conducive environment and support structure for PMTCT implementation

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Reduce incidence of HIV from health facilities	3. Prevention of transmission from blood supply or health facilities (clean needles, etc.)	Other modes of HIV infection account for about 2%. These include use of infected blood, injections and health care waste handling, intravenous drug use	i. Prevent the risk of HIV transmission through blood products or invasive procedures	-- Increase access to safe blood, blood products and tissue services throughout the country -- Increase availability of adequate infection prevention materials and procedures -- Support communication interventions to increase awareness of infection prevention
Improve the quality of life of those infected and affected by AIDS,	4. Equitable treatment for PLHA and mitigate the health impacts for PLHV of HIV/AIDS	-- Inadequate capacity to scale up provision of ARVs, -- Palliative care and herbal treatment deserve more attention in the NAF. -- Limited treatment, care and support for PLHA and for specialized care (such as pediatric care)	i. Increase equitable access to ARVs and drugs for management of HIV related infections	--Strengthen an integrated ART infrastructure and logistic systems and a national quality assurance program for ART --Increase and sustain the human resource capacity for delivery of high quality ART and management of HIV related infections to both adults and children
improved productivity of those infected with HIV/AIDS		-- CHBC initiatives are not adequately defined for effective use in support of PLHA and OVC -- Major providers of community and home-based care (CBOs and NGOs) are not totally factored into financial and technical support decisions. -- home based care cab result in transmission of the disease to care providers	ii. High quality community home based care is used by PLHA including improved nutrition	--Expand provision of community home-based care (CHBC) --Develop an integrated CHBC package that involves all health care providers --Increase greater involvement of PLHA in planning and implementation of CHBC. --Increase numbers, capacity of volunteers in provision of CHBC and develop a mechanism for retention of volunteers --Ensure that CHBC links up at peripheral level with the provision of ARV therapy from health facilities

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Mitigate the health, socio-economic and psychosocial impacts of HIV/AIDS on individuals, families, communities and the nation. improve the quality of life of PLHA, OVC,	5. Minimize the pain, suffering, anxiety and loss of service delivery at the individual, household, community and national levels -- Decrease work time lost due to caring for PLHV Reduction	--- Past plans to provide economic and material support to PLHA, legal rights of the infected and affected, and workplace policies have not worked -- lack of coordination mechanisms -- households and individual impacted by HIV/AIDs are more susceptible to food insecurity	i. PLHA, OVC, widows, widowers, and the affected elderly benefit from income generating projects and psychological support	-- Strengthen mechanisms to promote sustainable economic and material support -- Increase advocacy for micro-finance programs -- Strengthen the capacity of IGP groups in business management -- Promote linkage to market outlets of different commodities -- Develop integrated safety net mechanisms to provide a multi-dimensional support package to the most

widows, widowers and the elderly affected by the epidemic

in the amount of money at the household level needed to care for infected

6. Effective and efficient implementation of HIV/AIDS response across the public and private sectors

		vulnerable (PLHA, orphans, widows, widowers and affected elderly). --Strengthen capacities of communities and districts to provide psychosocial support -- Increase capacity of PLHA associations to provide psychosocial support -- Enhance involvement of FBOs in offering spiritual counselling to PLHA and affected families
Stigma or lack of resources negatively impacts the ability of PLHA, OVCs and widows from HIV/AIDs to access legal services	ii. Legal rights of PLHA, OVC, widows, widowers are protected	
	iii. OVC are able to access quality services (education, health, water, etc.)	-- Cross cutting to other programs -- Strengthen the capacity of families and communities to care for OVC by providing support to enhance their economic security, social and emotional wellbeing -- Build and strengthen the technical, institutional and human resource capacity of key OVC service providers
-- Complex institutional framework for planning and delivering interventions in the national response -- Messages are not harmonized and send contradicting signals to the population	i. Capacity of the public and private sector to mainstream, plan and manage HIV/AIDS interventions is improved	-- Develop a shared and common understanding of mainstreaming in both public and private sectors including civil society—NGOs, CBOs and FBOs -- To increase the capacity of District Assemblies to oversee HIV/AIDS activities in their districts
-- Numerous databases and tracking systems developed by various partners hinder M&E -- Majority of well-organized and funded researches is not used inform national policy and decision-making, as it is donor-driven -- Research is not coordinated therefore a potential inefficient use of resources		-- Strengthen capacity of NAC and implementing agencies to collect and report HIV/AIDS data using the National M & E Plan -- Improve HIV/AIDS data collection, dissemination and utilization at both national and district levels. -- Use the spirit of the three ones -- Implement strategic approach to research and development

D. Education (discussions are still on-going with the Ministry of Education on the matrices)

Primary education

Education- Basic Education				
Long Term Goals	Medium Term expected outcomes	Constraints to achieving the medium Term expected outcomes	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Primary Education- To equip students with basic know and skills to enable them to function as competent and productive citizens in a free society ledge	<p>Reduced absenteeism to 5% by 2012</p> <p>Increased net enrolment to 95% by 2012</p> <p>Reduced dropout by 50%</p>	<p>-- Inadequate school infrastructure; internal inefficiencies</p> <p>-- Hunger/poverty</p> <p>-- Distance to schools</p> <p>-- Cost of schooling</p> <p>-- Cultural attitude</p> <p>-- overlapping shifts</p> <p>--Poor learning environment</p>	i. Increase equitable access to quality primary education	<p>Expand and improve existing infrastructure and maximize its use</p> <p>-- provide adequate school infrastructure</p> <p>-- reduce primary school cycle to 7 years from 8 years</p> <p>-- provide conducive learning environment (overlapping shifts)</p> <p>Social awareness campaigns and whole school development</p> <p>Increase private primary school enrolment of children to 2% by 2015</p> <p>Introduce school feeding Programme (School health and nutrition)</p> <p>--School health and nutrition programmes</p>
	<p>Improved learning outcomes</p> <p>-- Mastery levels (proficient reading and proficient writing) (skills at higher level)</p>	<p>-- Inadequate qualified teachers</p> <p>--Inadequate teaching and learning materials</p> <p>-- Ineffective deployment of teachers – more teachers in urban areas than in rural areas</p> <p>-- Inadequate monitoring, supervision, inspection and advisory services</p> <p>-- Curriculum overload and ineffective implementation</p> <p>--Lack of appropriate incentives for teachers</p>	ii. Improve the quality of primary education	<p>Increase the supply of qualified teachers and maintain them in the system</p> <p>-- Train more teachers</p> <p>-- Provide teachers with attractive terms and conditions of service, especially to go to rural areas</p> <p>-- Provide continued professional development</p> <p>Provide adequate teaching and learning materials</p> <p>-- Adequate supply of teacher learning materials</p> <p>Provide child-centred and human-rights friendly environment</p> <p>Improve overall management and monitoring of inspection, supervision and advisory</p> <p>-- Provide effective school inspection, supervisory, and advisory team</p> <p>-- Provide continuous assessment of educational achievement</p> <p>-- provide effective monitoring through action research</p> <p>Social mobilization and community participation in primary school management</p> <p>-- Implement national strategy on community participation in primary school management</p>
	<p><u>Retain girls to complete the primary cycle</u></p> <p><u>Reduce girls absenteeism, repetition and drop out rates in order to improve girls learning outcomes</u></p>	<p>--Cultural factors to girls education; Gender insensitive school environment</p> <p>--Gender-based violence</p> <p>--Disparity between male/ female teachers, in rural</p> <p>--Ineffective implementation of gender-based policies</p> <p>--Inadequate collaboration with Health personnel</p>	iii. Make primary education equitable to girls	<p>-- Review policies related to girls</p> <p>-- Block grants to schools to address equity issues</p> <p>-- Strengthen implementation of national strategy for community participation in the management of primary education to get girls to go to school</p>

<u>Students with disabilities are able to live an independent and comfortable life</u>		--Inadequate SNE teachers and staff teaching and learning materials and devices -- inadequate special needs schools -- lack of appropriate infrastructure	Increase access to quality primary education by special needs students	-- Review policies related to orphans, other vulnerable children and SN Education -- Provide block grants to schools relevant to special needs -- Direct assistance to schools to address equity issues (relevant textbooks, brail, etc.) -- Strengthen the implementation of national strategy for community participation in the management of primary education to get special needs students to school -- Establish a college for special needs teacher education -- Design and standardized sign language for the deaf and dumb
		-- unresponsive curriculum to individual and national needs -- curriculum does not prepare students to be competent citizens -- curriculum does not prepare students for the world of work	iv. Increase the relevance of school curriculum	Continuous revision of curriculum and effective orientation of teachers. -- Introduce PCAR curriculum and effective orientation of teachers -- Improve the relevance of the curriculum to include academic and non academic needs of pupils
		--Inadequate capacity in terms of numbers and skills --Low morale due to lack of incentives and promotion prospects	v. Improve the management and planning of primary education	--Provide effective personnel -- Provide in service training to school managers, inspectors and senior teachers Improve education planning -- equip school planners with appropriate knowledge and skills in micro-planning, monitoring and data management

Education – Secondary Education				
Long Term Goals	Medium Term expected outcomes	Constraints to achieving the medium Term expected outcomes	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
To provide the academic basis for gainful employment in the informal, private and public	Reduced absenteeism by 50% by 2012 Increased net enrolment from 30% to 50% by 2012 Reduced dropout to 5%	-- Inadequate infrastructure -- Internal inefficiencies- -- unqualified teachers	i. Increase access to secondary education	Rehabilitate all existing school facilities --Identify and rehabilitate depleted schools (five year maintenance cycle for all schools) -- Determine sites for construction of new secondary schools (some boarding some day) -- Increase private sector participation -- Encourage private school association of Malawi to establish more and higher quality schools via MOU -- Introduce double shifting in urban schools – each division identify schools for double shifting Increase access to secondary distance education and open learning at secondary level

sectors	Improved learning outcomes -- Masetry levels (reading and writing) (skills at higher level)	-- Inadequate teaching and learning materials -- Lack of sufficient number of qualified teachers -- Inadequate instructional materials including ICT -- Inadequate school inspection and supervision -- Inadequate control of the establishment of CDSS and private schools	ii. Improve quality of secondary education	Adequate supply of qualified teachers (CDSS and conventional schools) -- Student-qualified teacher ratio to be at 40:1 in all secondary schools and CDSS -- Improve terms and conditions of service for teachers, -- Continually revise policies on teacher education and development Up-grade under-qualified teachers -- Provide in service education to under-qualified teachers and train them Ensure effective inspection and supervision – (public and private) -- Undertake at least one inspection visit per schools per year -- provide frequent advisory visits to schools -- hold seminars with teachers at cluster level Upgrade CDSS to conventional secondary schools
	Reduce girl dropout rate to 5% Reduce repetition rate by 5% Reduce girls absenteeism by 50%	-- Inadequate user-friendly facilities available for girls students -- Teenager pregnancies -- early marriages -- long distances to schools -- little choice for girls on attending school due to family pressures	iii. Improve equity in secondary education	-- Provide user-friendly facilities in all secondary schools -- Increase bursaries for the needy secondary students -- Provide girls accommodation in all secondary schools -- Provide female secondary school teachers as models
	Improve girls learning outcomes	--Inadequate SNE teachers and staff teaching and learning materials and devices -- inadequate special needs schools -- lack of appropriate infrastructure	Increase access to quality primary education by special needs students	-- Improve and increase Special Needs Education facilities in existing colleges -- improve use of sign languages -- Review policies related to orphans, other vulnerable children and SN Education -- Provide block grants to schools relevant to special needs
		-- irrelevant curriculum for national and individual needs -- irresponsive curriculum especially to blue collar jobs / non academic curriculum	iv. Improve relevance of secondary education	-- Post primary education revisited and curriculum revised by 2010 -- All secondary schools to have a Guidance Counsellor trained and functioning -- Implement counseling programs -- introduce and implement curriculum responsive to needs of individuals and the nation by including academic and non-academic subjects -- Introduce science and technology into the curriculum
		-- inadequate capacity in terms of numbers and skills of managers -- Low morale due to lack of incentives and promotion prospects -- Poor deployment policy of teachers -- Inefficient procurement system	v. Improve management of secondary education	Training of school managers in planning, monitoring and supervision --Hire effective personnel -- Provide in service training for school managers, inspectors and senior teachers --Strengthen divisional management --Improve District Educational Management Information System (DEMIS) Improve education planning -- equip planners with knowledge and skills in planning, monitoring and data management Improve the procurement and distribution of teaching and learning materials --monitor the delivery of supplies in the schools

		-- Inadequate finances to sustain a sound education system -- Poor financial management -- Lack of diversified funding sources at the school level	vii. Improve financing mechanism of secondary education	--Establish School development funds in all schools --Consistent flow of funding to public schools --All Schools functioning as cost centers --Implement cost sharing at schools --Train school managers in financial management --Efficient and transparent financial systems in place
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Tertiary Education

Education- Higher/Tertiary Education (Mzuzu University and University of Malawi)				
Long Term Goals	Medium Term expected outcomes	Constraints to achieving the medium Term expected outcomes	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Provide high quality professional in all fields	Increase enrolment Increase undergraduate enrolment by 40% Increase post graduate enrolment ratio to 10% of the undergraduate student population	-- Inadequate academic staff -- Underutilization of existing infrastructure -- Lack program diversification/lack of innovativeness -- inadequate teaching and learning materials	i. Increase undergraduate and postgraduate intake Increase access and flexibility to double intake by 2010	Recruit and train more adequate staff -- Recruit 50% of staff of the current levels --70% of all academic staff trained at Master's level --30% of all academic staff trained at PhD level Increase intake through new, parallel programmes, distance and virtual learning, and short courses --Utilize existing infrastructure through triple shifts -- Introduce non-residential parallel programmes --Introduce new programmes -- Promote graduate programmes Develop a student financing policy including a student loan scheme == Government to institute sustainable student loan scheme (including girls) Promote local production of teaching and learning materials -- Establish a publishing and printing facility Expand provision of internet services Broadband internet access established campus wide
	-- 35% female enrolment by 2010	-- Lack of affirmative action for female students -- lack of financial support for female students -- inadequate facilities for female students	ii. Improve Equity Ensure equity in student enrolment	Create an enabling environment to accommodate people with female students -- Implement affirmative action for student selection -- Encourage girls to complete secondary schools by providing girls hostels and other environment improvement in the secondary schools -- 30% of bed space on campus to be for females by 2010 Identify and recruit promising young female graduates as staff associates -- 40% of staff associates to be recruited by 2008 to be female -- Develop a strategy for regional approach to supplying tertiary education to special needs students
		--Inadequate numbers of senior and experienced academic staff --Lack of comprehensive policy on research and development --Lack of external quality control and accreditation --Inadequate capacity at middle management level --Inadequate teaching and learning materials and equipment	iii. Improve Quality Improve quality of higher education Enhance quality in teaching and learning to produce quality and efficient graduates Influence the improvement of quality of education in primary and secondary schools	Recruit more qualified and experienced staff -- Provide training PhD level to existing staff, provide training to new staff and establish external quality control and accreditation Develop comprehensive policies on research and development -- develop policies to guide research work in the university -- train many research oriented staff -- improve research equipment and materials --establish links with reputable universities in the area of R&D Provision adequate teaching and learning materials --Establish capacity for producing teaching and learning materials -- Encourage use of internet for academic referencing and provide locally made materials -- Establish printing and publishing services

	Improve curriculum to respond to national needs	--Lack of competence in curriculum development and review processes -- lack of dialogue between tertiary education and the job market --Inadequate information on country's actual needs by the tertiary institutions --Lack of innovativeness	iv. Provide relevant academic materials	-- Provide relevant skills to academic staff – train staff -- build capacity in program development review and evaluation -- provide knowledge and skill sin curriculum review and assessment -- provide skills in teaching and learning material development Conduct frequent curriculum reviews -- Conduct needs assessment studies --Match national needs to curriculum development --M&E curriculum development process -- Modulise courses Produce appropriate teaching and learning materials – increase and update instructional technology -- provide labs with adequate modern equipment
		-- inadequate capacity in terms of numbers and skills -- low morale due to lack of incentives / promotion prospects -- absence of planning unit in higher education institution Lack of human resources in planning Overdependence of government subvention Centralized university administration	v. Improve management of higher education	-- provide trained personnel in management --Decentralize decision making processes -- Education council for hider education -- Implement effective staff deployment policy --Improve procurement and distribution system --Monitor delivery of supplies --Establish planning units --Equip planners with appropriate knowledge and skills in planning, monitoring and data management --Constant reviews of tertiary education plans --Strengthen financial management --Establish higher education loan

Gender				
Long Term Goals	Medium Term expected outcomes	Constraints to achieving the medium Term expected outcomes	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Contribution to socio-economic indicators Contribution to economic growth	Enhance participation of women and men, girls and boys Reduce gender inequalities (as measured by disaggregated access to services included in other parts of the strategy)	Women are marginalized in social and economic spheres Women are unable to affectively contribute to social, economic, and political development Women have lower education levels Limited access to means of production for women Limited control of productive resources or opportunities for participation in development Violence has accelerated Coordination of gender related policies are weak	Mainstream gender in national development process	Strengthen institutional capacity for effective co-ordination of gender policy implementation Undertake affirmative action to increase women decision makers in high levels of the public and private sectors Include gender equality provisions in the Malawi Constitution Break the cultural/traditional factors that create and perpetuate gender inequalities Specific strategies to increase womens access to services, and participation in economic activities are included in the related areas of the matrix (theme 1 subtheme 5, theme 3 subtheme 4, theme 1, subtheme 2). These include : education, access to finance and business training, women owned businesses)

IV: Infrastructure

Infrastructure plays an important role in facilitating growth, poverty reduction and access to social services. The role of infrastructure cuts across the objectives sited above and the Government will develop transport, energy, water and telecommunication to support the economic as well as social development objectives above.

Contribution to Economic Growth and Social development

- Reduced lead times on export
- Decreased cost of domestic trucking
- Lower costs of cross-border and transit trade with neighboring countries
- Lower cost to reach domestic, regional and international markets (supply and distribution)
- Improved mobility and connectivity of rural communities to markets
- Improved access of international travel (tourism)
- Improved access to health related facilities
- nurture and promote a sustained improvement of standards of living of rural communities

Reduced losses due to electrical outages for manufacturing, and reduced need for back up electrification systems
Enables agro-processing, irrigation schemes
Health facilities able to use equipment that requires electrification
Improved living conditions, especially in rural areas – including educational facilities

Protection of water resources
Decreased manufacturing costs and increased ability to enter into different forms of manufacturing that require water
Decrease in water borne diseases

Improve use of technology in companies, education, and service delivery
Reduced cost of communication and increased access

Medium Term Expected Outcomes

A. Transportation

- 1 Improved mobility and accessibility of the population to key road corridors within Malawi and out of Malawi
- 2 Improved mobility and accessibility of rural communities to goods and services in the rural areas at low cost to the economy
- 3 Inland shipping network is active in local and international shipping, trade and tourism in a safe manner while protecting the environment
- 4 Attain smooth carriage of cargo in one transport chain
- 5 attain and maintain a competitive, self sufficient *and sustainable* civil aviation
- 6 Provide a well-managed, viable and sustainable railway system

B. Energy

1. Reliable and sustainable energy supply and increased access
 - reduction in outages (brown outs, black outs)
 - increased access from 2% to 6% of the population
2. Rural communities use alternative energy supplies for power in under served areas

C. Water Supply and Sanitation

Basic water requirements of every Malawian are met while the country's natural ecosystem is enhanced
-- increase access to water within 500m distances for all people

D. ICT

- 1 Increased technical skills and updated knowledge are used by public and private sector institutions
- 2 Increased access to communications

4. INFRASTRUCTURE : PREREQUISITE FOR GROWTH

A. Transport: Ensure the provision of a coordinated transport environment that fosters a safe and competitive operation of commercially viable, financially sustainable, and environmentally friendly transport services and enterprises. All motorized and non-motorized traffic reaches every society of the country year-round: safely, reliably, efficiently, economically, envir. Sound

Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
<p>Improved transportation will contribute to</p> <ul style="list-style-type: none"> -- Reduced lead times on export -- Decreased cost of domestic trucking -- Lower costs of cross-border and transit trade with neighboring countries -- Lower cost to reach domestic, regional and international markets (supply and distribution) -- Improved mobility and connectivity of rural communities to markets <p>-- Improved access of international travel (tourism)</p> <p>-- Improved access to health related facilities</p>	<p>1. Improved mobility and accessibility of the population to key road corridors within Malawi and out of Malawi and facilitate the continued development of the country's rural areas</p>	<ul style="list-style-type: none"> -- Enormous backlog maintenance on the road infrastructure —Unsafe and impassable road network, 37 percent is in poor condition -- Overloading the network leads to degradation of roads -- Lack of competition due to restrictions on foreign operators for road transport -- taxes on vehicles and equipment brings up the cost of trucking, -- poor logistic chains poor access to ports, limited air links and freight capacity, limited rail capacity and poor condition of roads <p>Key reasons for lack of progress</p> <ul style="list-style-type: none"> --Little focus on the transport sector as key contributor to economic growth Inadequate sector planning and no integration in the planning process --Insufficient funds for maintenance --Poor prioritization and planning --Inappropriate standards of construction --Weak capacity of domestic contractors Weak capacity of District Assemblies to plan,/ manage development and provide access (T) -- there is no construction policy 	<p>i. Adequate, safe, reliable, efficient and economical road infrastructure and services are meeting the country's current and aligned to future needs</p> <ul style="list-style-type: none"> -- all unpaved roads from fair to good condition by the end of the five-year period : 71 % of the road network will be in good condition, 18 % in fair condition with only 11 % in poor condition. 	<p>Adequate network of roads based on appropriate standards</p> <ul style="list-style-type: none"> -- Rehabilitate and upgrade the “all time” to meet sub-regional agreed standards followed by routine maintenance (<i>15,451 kilometres (to also bring in the other 8,000 roads), through use of modified “Performance-Based Term Maintenance Contracts”.</i> (#1) HBI -- Build the capacity of the local private sector to build the roads through the national construction industry industry HBI -- <i>Strengthen capacity</i> of autonomous Roads Authorities charged with a responsibility of managing, maintaining and financing the road network -- Replace timber-deck bridges with concrete decks with the intention of reducing the number of timber deck bridges to zero for rural roads/ feeder roads #10 HBI -- Review the fuel levy to make it in line with the threshold for maintenance in the next five years -- Maintain urban road networks <p>Environmental Impacts</p> <ul style="list-style-type: none"> -- Include in the planning for the construction and rehabilitation of roads environmental impact assessments (EIAs)
				<p>Road Safety`on all public roads</p> <ul style="list-style-type: none"> -- Develop an integrated approach to road safety #1 -- Provide and maintain road signs#7 -- Undertake awareness campaigns for road safety; #4 -- Review the road traffic act and its use for road safety issues (BI) #6 -- Coordinate the various enforcement players in the road safety area #3 -- Strengthen the supervisory capacity for road safety on all existing roads which have poor safety records and as part of all new designs (includes enforcement vehicle weight limits, vehicle dimensions, driver competence, vehicle worthiness) #5

				--Earmark 10% of the road fund for enforcement of road safety issues (managed by NRA) #2
Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
<i>Continued</i>	<i>Continued</i>	<i>Continued</i> <i>Poor planning of cargo transport</i> Problem is the traffic flows and need to monitor these – so need to automate the border posts (NRA is given the responsibility of monitoring the traffic flows)	<i>ii. Ensure smooth movement of traffic through the border posts</i>	Domestic and cross-border trade and travel -- Involve private sector in the monitoring and operations of road transport services -- Implement appropriate road user charges; -- Harmonise the country's highway code, <i>road</i> signs, signals and axle-load regulations within the region; -- Develop coordination of information on the flow of cargo regional and international carriage by encouraging private sector freight forwarding companies -- Create one stop border post on all major transport corridors to allow for the smooth flow of traffic

Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
In addition to above nurture and promote a sustained improvement of standards of living of rural communities	2. Improved mobility and accessibility of rural communities to goods and services in the rural areas at low cost to the economy.	Weak planning capacity at local level Lack of small scale community contractors	i. Improve all weather access to rural areas, increased use and ownership of non-motorized and motorized means of transport	- Improve coordination of rural transport initiatives -- Assist DA's with planning tools, GIS systems to aid in identification of existing facilities and targeting of rural roads to economic production centres and basic socio-economic services
		Poor network Idequate planning, insufficient intersectoral dialogue (T)		Safety -- Supervise rural transport to enforce appropriate standards for the construction and maintenance -- Improve local capacity to construct and maintain rural travel and transport infrastructure through training
				Foster ownership and use of motorized and non-motorized means of transport -- facilitate access to credit facilities for purchasing non-motorized and motorized means of transport; (MTTTP) -- develop support mechanism for local manufacturing and maintenance of non- motorized means of transport through training; -- promote appropriate non-motorized means of transport.
	3. Inland shipping network is active in local and international shipping, trade		i. Develop an efficient and productive maritime transport system that meets	Inland shipping network -- Pursue concession of inland shipping -- Commercialise and privatize ports -- rehabilitate and

	and tourism in a safe manner while protecting the environment		national and regional requirements	maintain port facilities in line with modern shipping including cruises through PPP -- Provide navigations charts and updated hydrographic charts; to shipping companies -- Review existing concession agreement; .
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Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
			ii: Promote marine safety and environmental protection	Environmental protection -- Prevent, control or combat pollution of the marine environment. -- Strengthen the marine search and rescue operations
		The port system is inadequate to handle the present exports of agro-processing industry. Siltation at Beira is a major constraint. This should be a priority for export led growth – government has an obligation now to maintain the ports, but is there a way to bring in the private sector to do this? – have a concession right now with lake services maintenance of infrastructure under GOM, current budget can not maintain – PS needs to maintain port	Iii: foster increased participation by Malawi in international shipping “White List. “	-- Negotiate with Mozambique on ports -- Strengthen the national maritime administration including the possibility of turning it into a Maritime Transport Authority; -- Resuscitate the National Shippers Council of Malawi; (form of PPP – forum) Establish international shipping line --- Encourage, where feasible, joint ventures in shipping services, cargo sharing arrangements or multinational shipping consortia in liner and bulk trade; - -- Review and maintain selective membership in international organisations and strengthen bilateral and multilateral agreements; and
	4. Obtain smooth carriage of cargo in one transport chain	-- weakness of the transport infrastructure includes poor access to ports, limited air links and freight capacity, limited rail capacity and - - poor condition of roads serving	I: improve the coordination of all modes of transport to	-- initiate dialogue with the country's neighbouring states so that they accede to the Multimodal Transport Convention; -- encourage corridor service providers to increase reliability of rail, port and road transport services; -- harmonize all legislation and document on transport and customs with SADC/COMESA -- publicise Multimodal Transport and INCOTERMS by mounting a series of seminars targeted at the business and public sectors; -- establish and maintain a national transport forum
			ii. Ensure that the Inland Waters Shipping Act and other legal instruments are updated periodically and strengthened	-- review and update all legislation on a regular basis to consider the operational needs of the disadvantaged.

Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Continued	5. attain and maintain a competitive, self sufficient and sustainable civil aviation environment that ensures safety in accordance with national and international standards and enables the provision of services in a reliable and efficient manner	-- price of air freight is higher than neighboring countries -- among high cost country in the world to fly into, and landing right restrictions, fees	i. Promote and facilitate a competitive, sustainable and efficient air transport industry with a view of stimulating economic growth	- Implement the Yamoussoukro Decision 2000 on African Air Transport Policy and other conventions that may be deemed of benefit to Malawi; - Establish where feasible autonomous airport or Civil Aviation authorities to operate and manage airports, and aviation equipment on commercial principles; -- encourage technical and commercial joint ventures and marketing efforts in airline industry - ensure local participation in equity and technical partnerships of airlines;
			ii. Provide safe, efficient, reliable aviation infrastructure	-- construct targeted landing strips for tourism related areas -- institute and monitor maintenance programmes for both aerodromes and aviation equipment; and -- promote the participation of Private Sector in the maintenance and provision of safe and reliable aviation infrastructure
			iii. attain and maintain a civil aviation environment that ensures safety and security of passengers, cargo and infrastructure in accordance with national and international standards	-- strengthen safety and security measures at all airports; (equipment, security personnel) -- strengthen security enforcement provisions in the Aviation Act. -- prevent adverse effects of the construction of a aviation Infrastructure and ensure that the infrastructure and operations on the environment
	6. Provide a well-managed, viable and sustainable railway system that promotes accessibility and the safe, affordable, reliable movement of goods and people including those with disabilities	-- Poor condition of railway infrastructure -- inability of the concessionnaire to maintain the railways because of the bottlenecks in Mozambique so they now have to focus on fixing rail lines in Malawi as the issues in Mozambique have recently been worked out -- the concessionnaires and government are not in agreement on the fees from the original contracts -- the private sector orientation of the concessionnaires may have a negative impact on the ability of Gov to focus on the railway -- rivers are changing their course so this impacts the bridgest for the rail line -railways was privatized based on the privatization act rather than the railways act	i. improve operational efficiency and commercial viability of railway companies	Under hydrographic studies to identify the bridge that need to replaced on the rail line (#2 railways, #1 against the other areas of the strategy this is considered to be a private sector issue so people would put a low priority on this overall) -- provide reliable locomotives (government and concessionaire) -- review the railways act
			ii. Improve levels of service to	

			all users including people with disabilities at an affordable cost;
			iii. promote railway safety and environmental protection prevent adverse environmental effects of rail construction and ensuring that the infrastructure is environmentally friendly

B. ENERGY : Make the energy sector sufficiently robust and efficeitn to support GoM’s agenda, catalyze the development of a more liberalized private sector driven energy supply industry in which pricing reflects the competition and efficiency , transform the country’s energy economy from one overly dependent on biomass (93%) to one with high modern energy component in its emergy mx

Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Energy contributes to economic growth and social development by Reduced losses due to electrical outages for manufacturing, and reduced need for back up electrification systems Enables agro-processing, irrigation schemes Health facilities able to use equipment that requires electrification Improved living conditions, especially in rural areas – including educational facilities	1. Reliable and sustainable energy supply and increased access -- reduction in outages (brown outs, black outs) -- increased access from the current 6% to 10% by 201 and 30% by 2020 -- biomass-commercial energy mix target of 75% - 25% is set for 2010 and 50%-50% by 2020 difficult to achieve in the medium term	-- Utilities are unreliable, inefficient and expensive -- Non functioning power plants and inability to generate sufficient amount of energy -- Siltation due to deforestation and poor farming practices (close to the rivers) is a major problem -- Weeds and water hyacinth on the Shire River block hydro-generation Expensive spare parts inhibit maintenance of equipment and breakdown due to siltation - Obsolete equipment in the transmission and distribution (power lines) (as well as one generation plant?) -- Limited resources within the public sector to supply energy - Dependence of Mozambique to complete the inter-connector What is the problem?(P) -- Little progress on regional integration in power Why? -- Fuel price build up Levy from energy sector are not coming back to support the energy sector limited progress in developing energy alternatives for rural areas	i. Make energy utilization efficient in generation, transmission and distribution -- minimum generation capacity increased local to 1000 MW -- power supply is connected to the Southern African Power Pool (SAPP)	-- Rehabilitate two stations for power distribution to Salima -- Engage in interconnection with Mozambique and rehabilitation of existing power generating (2007) -- Complete Kapichira Power Station -- Installation of Kapichira Phase II and Upgrading of Nkula A and B power stations -- Implement Pumped Storage Power Plant at Livingstonia -- Build a dam at Livingstonia and a power station 1,500MW use pumped water from Lake Malawi and from the Eastern Power Corridor to Tanzania -- Rehabilitate and expand the transmission and distribution -- Bring back lost capacity on line and get interconnector set -- Complete the remaining part of Kapichira --Protect the catchment area to Lake Shire (cross reference to forestry where it will be implemented and requires coordination) -- Explore alternative energy sources (gas, coal, solar, etc.) -- Promote the use of pre-wired boards and pre-parid meters -- Reduce the cost of connection by using affordable connection nand metering methods -- Use both grid and off grid electrification options Rehabilitate and expand the transmission and distribution systems -- Prepare a plan and delineate implementation responsibilities for the reduction of siltation in reservoirs --Protect the catchment area to Lake Shire (cross

				<p>reference to forestry where it will be implemented and requires coordination)</p> <p>--Improve the financial and operational performance of ESCOM</p> <p>-- Reduce the cost of connection by using affordable connection and metering methods (e.g. promote the use of pre-wired boards and pre-paid meters; review policy on connection charges)</p> <p>--Reform tariff structure and levels (consider life-line tariffs only for low household consumption)</p> <p>--Develop Rural Electrification Funding mechanism to promote grid and off-grid rural electrification by public and private providers</p> <p>--Integrate electrification planning with those for transport, water and ITC.</p> <p>-- Rehabilitate two stations for power distribution to Salima (what are these stations?) (P)</p> <p>Explore alternative energy sources (gas, coal, solar, etc.)</p> <p>The following are long-term considerations after the above actions have been addressed:</p> <p>-- Implement Pumped Storage Power Plant at Livingstonia</p> <p>-- Build a dam at Livingstonia and a power station 1,500MW use pumped water from Lake Malawi and from the Eastern Power Corridor to Tanzania (P)</p>
			ii. Target electrification for mining, irrigation, business, tourism, and other economic activities that would stimulate economic growth	Integrate electrification planning with investment planning and planning for transport, water and ITC.(P)
		<p>-- Slow unbundling of ESCOM</p> <p>-- Lack of financing available for ESCOM to support and Government to continue to finance</p> <p>-- Fuel price build up Levy from energy sector are not coming back to support the energy sector</p>	ii. Improve the financial viability of key utilities and reduce parastatal losses.	<p>-- Accelerate the establishment of the Malawi Energy Regulatory Authority</p> <p>-- Improved management of ESCOM, fair pricing and affordable rates</p> <p>-- Develop public-private partnerships (PPPs) in infrastructure</p> <p>Identification of reliable funding mechanisms</p> <p>-- Proper framework for private sector to operate with the Government to finance in the electricity (institutional framework, etc.) What is needed? The Law is already there.</p> <p>(P)</p>

				<p>-- Put MERA in place and dissolve PCC and NECO to reduce the cost of energy regulation and implement energy reforms</p> <p>-- Reform electricity tariff structure and levels</p> <p>--Complete study on Electricity sector industry Consultancy services for preparation of private sector participation (ongoing under PURP)</p> <p>--Complete Power sector development and investment plan and present it to financiers</p> <p>Develop Rural Electrification Funding mechanism to promote grid and off-grid rural electrification by public and private providers and ensure Fuel Levy is channeled to the Fund</p> <p>.....</p>
	2. Rural communities use alternative energy supplies for power in under served areas	<p>-- Less attention provided to the sector by the donors as compared to other sectors forcing the sector to rely heavily on government subvention.</p> <p>-- Low funding levels for the establishment of coal distribution centers in rural areas</p>	iv. Increase access to sustainable energy systems	<p>Accelerate the Rural Electrification Programme (increase resources, promote development of micro hydro power stations and use of coal energy for off grid power supply)</p> <p>Using both grid and off-grid options</p> <p>-- Expand network to rural growth centers;</p> <p>-- Create awareness of the use of renewable energy (solar, wind, biomass, and micro hydro)</p>
			vv. Manage energy related environmental impacts	

C. Water Supply and Sanitation

Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
<p>Protection of water resources</p> <p>Decreased manufacturing costs and increased ability to enter into different forms of manufacturing that require water</p> <p>Decrease in water borne diseases</p>	<p>Basic water requirements of every Malawian are met while the country's natural ecosystem is enhanced</p> <p>-- increase access to water within 500m distances for all people</p>	<p>Water Resource Management</p> <p>-- Adhoc monitoring and evaluation system resulted in improper documentation of information</p> <p>-- Water and Sanitation sector lacks a consolidated database of water point allocations and Management Information Systems (MIS) as a result some areas are over-served.</p> <p>--lack of effective MIS, lack of capacity in sector, ineffective community based management</p> <p>--Vandalism and theft of water supply and sanitation facilities is widespread in the sector.</p> <p>--Coordination of water resources management is a problem due to the multi-sectoral nature of issues of protection, management and development of water resources</p> <p>-- as a results of failure of investment in water, water shortages in Lilongwe and Blantyre are possible in the next three years</p> <p>Limited technology choices for community programs in the rural areas.(M)</p>	<p>i. Achieve sustainable and integrated water resource management and development through more efficient and effective practices</p>	<p>Water Resource Management</p> <p>-- Empower national authority to manage using IWRM(HBI) approach and establish monitoring systems(HBI)</p> <p>-- Promote water resource conservation and harvesting and protection in an integrated manner including development of small community and large dams(HBI) (includin defining conservation areas)(HBI)</p> <p>-- Proactively advocate management of water resources (establish water resource center, demend management instruments, guidelines, etc.)(HBI)</p> <p>-- Recognize and implement obligations to international agreements(HBI)</p> <p>-- Promote local resource mobilization and project financing that supplement and compliment public investment in water – Create enabling environment for public private partnerships in water supply & sanitation(HBI)</p> <p>-- Establish and maintain register of all actors in water and sanitation, conduct research to establish resource potential and guides(HBI)</p> <p>-- Appropriately integrate surface and groundwater resources management(HBI)</p> <p>-- Revise water resources act of 1969 and water works act(HBI)</p> <p>-- Incorporate local governments and communities in planning and management of water supplies and sanitation(HBI)</p> <p>Broaden technology choices and provide incentives for Local Assemblies to promote community water-shed rehabilitation programs</p>
		<p>Water quality and pollution control</p>	<p>ii. Improve the quality of surface and ground water and a system for pollution control</p>	<p>Water quality and pollution control</p> <p>-- Established database on water quality(HBI)</p> <p>-- Improve skills, technologies techniques in water quality monitoring and pollution control(HBI)</p> <p>-- Strengthen institutional arrangements for environmental management(NBI)</p> <p>-- Advance water pollution control (catchment rehabilitation, determining water quality)(HBI)</p> <p>-- Prevent importation and use of substances and aquactic plants that can pollute water resources(HBI-revisit what they are crucial for growth)</p> <p>-- Facilitate self monitoring systems for service providers and operators(HBI)</p>

				-- Develop and disseminate guidelines and standards on water quality and pollution control(HBI) -- Provide TA to local government and stakeholders on water quality and pollution control (monitor and regulate private labs, undertake research)(HBI) -- Develop national water and sanitation services regulatory framework(HBI)
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Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
		Urban, Peri-Urban and Market Centers More emphasis is placed on construction of water points and little efforts on rehabilitation and sustainability.	iii. Improve sustainable access to water supply and sanitation in urban, peri-urban and market centers.	Urban, Peri-Urban and Market Centers -- Establish water supply and sanitation systems using demand responsive and demand driven approaches -- Establish contingency water supply reserves and sanitation backup(HBI) -- Promote management arrangements in urban areas – provide economic incentives and opportunities for small scale water and sanitation service providers(HBI) -- Strengthen and support water utilities by establishing effective institutional and governance arrangements(HBI)
		Rural Water Services More emphasis is placed on construction of water points and little efforts on rehabilitation and sustainability.	iv. Improve sustainable access to water supply and sanitation in rural areas	Rural Water Services -- Adopt demand driven and responsive approaches in provision of water and sanitation(NBI) -- encourage further user participation in catchment protection, water conservation and sanitation activities(NBI) -- Integrate rural water supply and participatory hygiene and sanitation transformation(NBI) -- promote community based management (develop guidelines)(NBI) -- promote use of alternative energy for supplying piped water in rural areas(HBI) -- Promote diversification of technologies for provision of water and sanitation standardization policy(HBI) -- Ensure smooth transfer of devolved functions of rural water supply and sanitation services(HBI) -- Advocate cost recovery in O&M(HBI)
		Navigation Services	v. Prevent marine pollution from navigation vessels and plans	Navigation Services -- Conduct inspections of waste disposal systems, and at point of entry to prevent weeds(HBI) -- Prevent oil spillages and leakages(HBI-this a case in Malawi?) -- Ensure appropriate environmental safeguards at ports(NBI) -- manage and develop waterways that do not encourage cross transfer of aquatic life(HBI)
		Fisheries	vi. Fishery services do not	Fisheries

			adversely affect water resources	-- Harmonize and enforce fisheries and water resources legislation (HBI) -- Provide data and information to fisheries(HBI)
		Hydro-Power Generation	vii. To increase investment in water resources from energy sector	Hydro-Power Generation -- Participate in multipurpose investment, water catchment management(revisit not clear who will participate)
			viii. Improve use of water and coherence with water management policies for irrigation purposes	Agriculture and Irrigation Services -- Promote participation of MOIA in IWRM -- Encourage MOAI to provide water needs and demand for data collection (HBI) -- Harmonize policies relevant to water management

D. ICT

Long-term goal	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
(a) Telecommunications				
ensure universal access, connectivity and affordable information and communications technology	<ul style="list-style-type: none"> To encourage the formation of public/private sector partnerships in the provision of telecommunications services. Leveling the playing field to enhance competition. Institute international standards and regulations to promote the development of the ICT sub-sector. Promote the liberalization of the ICT sub-sector. Encourage the establishment of postal related ICT and attract investment in the sub-sector. 	<ul style="list-style-type: none"> Lack of ICT knowledge Underdeveloped regulatory framework High tariff rates. Poor and undeveloped infrastructure Inadequate distribution of ICT services and infrastructure Slow adaptation to global regulatory changes. Low levels of competition 	<ul style="list-style-type: none"> Create a conducive environment to attract investment in the ICT sub-sector. Enhance the capacity of the regulatory body (MACRA) to act as a competent referee in order to level the playing field. Develop, monitor and periodically review regulations. 	<ul style="list-style-type: none"> Telecommunications fund provided for rural telecommunications development. Provision of model telecentres. Procurement and installation of modern telecommunications equipment. Strengthen the regulatory body (MACRA). Sensitize the public and service providers on the role of the regulatory body (MACRA). Facilitate research on issues of self regulation.

(b) Information Technology (IT)

Improve use of technology in companies, education, and service delivery	- 1 Increased technical skills and updated knowledge are used by public and private sector institutions -- improve access to the nation's limited health facilities and resources and to provide access to health information		i. Develop a reliable, fast adaptive and robust national IT infrastructure.	<ul style="list-style-type: none"> -- Enact appropriate legislation that promotes and facilitates the country's participation in the information age and economy. -- Create a working and efficient government wide area network (GWAN). -- Develop IT infrastructure in rural communities -- Encourage collaboration between local and international educational institutions to facilitate educational exchange and the promotion of ICT education and training.
	increased IT skills in both public and private sector institutions		ii. Improve e-government systems	<ul style="list-style-type: none"> -- Facilitate the establishment of an efficient intra-and inter-departmental, inter-sectoral, national and sub-national system of communication, for the necessary feed-back in policy formulation and programme implementation, monitoring and review -- Modernize the operations of the Public Services through the deployment and utilization of ICTs -- Develop an e-government interoperability framework to facilitate cross-departmental operations of ICT systems/services -- Introduce electronic electoral processes. -- Establish an ICT network for corruption-prevention institutions\ -- Develop inter-linked ICT-based National Identity systems
	increased tele-density.			<ul style="list-style-type: none"> -- Modernize the operations of the health delivery system a -- Support the provision of up-to-date global and local tourism information -- Promote the deployment and exploitation of ITs to support the activities of the agricultural sector -- Equip the Department of Meteorological Services with modern weather monitoring and forecasting equipment (weather radars, high speed computers and radio-sounding equipment). -- Equip the Ministry of Water Development with modern water level monitoring equipment. -- Equip District Assemblies with ICT services for collection and dissemination of environmental and disaster warning information. -- Establish a wide area network for all organizations involved in disaster management. -- Provide radios to communities to be used for transmitting early warning messages. -- Establish communication link between District Assemblies and the Department of Poverty and Disaster Management Affairs (DoPDMA).
			iii. Developed and enhanced IT industry.	<ul style="list-style-type: none"> -- Promote local and foreign investment, innovative production, R&D and diffusion of ICTs by the private sector. -- Promote development of a Competitive Value-Added Services Sector through the exploitation and utilization of ICTs. Support the development of an innovative local industry for the manufacture, assembling, repair and maintenance of ICT products for domestic and export markets.
			Improved access to ITs to all	-- Achieve universal basic ICT literacy and improve the level of

			communities.	ICT literacy in the country. -- Improve public access to information and services to facilitate business and administrative processes to increase productivity and economic growth. -- Ensure th active participation of all Malawians including women, youth and persons with disabilities in developing the information society.
Reduced cost of communication and increased access	-2 Increased access to communications			
(C) Broadcasting (TV & Radio)				
Contribution to Economic Growth	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
empower the nation and accelerate economic growth and development through the collection, analysis, processing and dissemination of accurate and timely information.	Develop its broadcast infrastructure using the modern telecommunication technologies and develop the sub-sector to be private sector driven and oriented.	<ul style="list-style-type: none"> • High cost of broadcasting equipment. • Lack of rural electrification. • Inadequate and inappropriate infrastructure. • In adequate technical human capacity. • In adequate financial resources. 	<ul style="list-style-type: none"> • Develop and rehabilitate broadcast transmitting stations. • Improve broadcast distribution, coverage and contribution. • Develop local capacity to generate reliable and accurate news and programmes. • Improve quality of local-content programme production. • Promote the participation of private broadcast station. • Promote community broadcasting. 	<p>Acquisition of broadcasting equipment.</p> <p>Building of purpose built stations.</p> <p>Human capacity buiding through training.</p> <p>Promotion of private sector participation in broadcasting.</p> <p>Rehabilitate the and computerize the existing TV and radio stations.</p>
Sub Theme Five: SCIENCE TECHNOLOGY RESEARCH AND DEVELOPMENT				
Develop, disseminate and promote utilization of technology to improve productivity and quality of goods and services	<ul style="list-style-type: none"> • Well coordinated science and technology generation and dissemination. 	<ul style="list-style-type: none"> • Lack of integration of science and technology in the national development plans. • Poor coordination anf research, science and technology generation. • Weak capacity of research, science and technology generation and dissemination institutions. 	<ul style="list-style-type: none"> • Develop an effective capacity of technology research and development institutions of 	<p>-Establish the national Science and Technology Commission to coordinate technology research, development, dissemination and evaluation of utilization.</p> <p>-Train staff in specialized technology generation.</p>

	<ul style="list-style-type: none"> • Effective and efficient operation of science and technology institutions. • Increased uptake of productivity and quality enhancing technologies. 	<ul style="list-style-type: none"> • Inadequate funding to relevant institutions. 	<p>Malawi</p> <ul style="list-style-type: none"> • Promote development and utilization of indigenous technologies. • Establish sustainable funding mechanism for technology research, development and dissemination mechanism. • Initiate promotion and management of regulatory framework of science, Technology and innovation • Development and commercialization of S&T 	<ul style="list-style-type: none"> -Establishment of the University of Science and Technology -Lobby for establishment of S&T Committee at Parliamentary level -Lobby for minimum allocation of 1% of DGP for S&T programs -Establishment of a Technology Park and Incubation Centre -Support STI Programs in the local communities - Integration of S&T into School curriculum -Lobby for minimum allocation of 1% of DGP for S&T programs -Design STI capacity building programs to produce S& T expertise - -Promote recruitment and retention of qualified S&T experts -Review policy and regulatory framework Science and Technology -Review S& T Act - -Promote innovative schemes and culture -identify and transfer competitive technologies -Establish financing mechanism that supports commercialization of technologies -Support commercialization of technologies in key areas including cotton, tobacco,sugar, cassava and mining in value addition in goods and services -Strengthen public/private partnership in usage of science, technology and innovation -Promote utilization and development of beneficial indigenous technology
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V Improving governance (an accountable and transparent public sector, reduced corruption, macroeconomic stability, equal access to justice and security) underpins achievement of all growth and social objectives

Longer Term Goals

Sustain economic growth
Reduce dependency on foreign aid
Improved investor confidence

Contributes to macro-economic stability
Achievement of development objectives through an affordable, highly motivated, results oriented and productive civil service
Improved investor confidence
Delivery of services on time
Quality of service delivery
Free flow of information to consolidate democracy
Improved donor confidence

Benefits of Improve service delivery and safety nets realized at the local level

Investor confidence; leading to growth
Equity; Improved access to justice for all citizens

Relatively crime free nation

Medium Term Expected Outcomes

A. Macroeconomic Stability

Stable macroeconomic characterized by

- lower inflation,
- lower interest rate,
- sustainable debt service and
- stable non-volatile exchange rate
- Reduce Government deficit

B. Good Governance / PSM / Corruption

The performance of the civil service is more transparent
-- management decisions based on evidence
-- responsive to national aspirations
-- facilitates economic growth and pro-poor approach to service delivery
Reduced corruption

Public is well informed to participate in national development and has an enhanced participation in socio-economic activities

C. Decentralization

- Improved community participation in local government
- More transparent, accountable and effective local government

D. Justice / Rule of Law

A more responsive and effective judicial authority
Improved and sustained capacity of the Malawi government to train magistrates, judges and paralegals
A legal system that allows the private sector to obtain equitable and fair settlement of disputes in reasonable time and at reasonable cost.

E. Security

Reduced level of crime and fear of crime
Reduced costs of crime and security measures on private sector businesses

F. Corporate Governance

V. GOOD GOVERNANCE :PREREQUISITE FOR GROWTH AND POVERTY REDUCTION

A. MACROECONOMIC

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Continued macro-economic stability to sustain economic growth Reduce dependancy of foreign aid Improve investor confidence	Stable macroeconomic characterized by -- lower inflation, -- linterest rate, -- sustainable debt service and -- stable real exchange rate	-- High level of government domestic debt and cost of debt servicing -- Considerable debt servicing on international loans -- Parastatals and draw down on fiscal position -- Unpredictable donor financing -- weak fiscal discipline with deficit spending -- weak public expenditure management -- periods of election result in non-priority extra expenditures approved at Cabinet level government departments/ministries and parastatal organisationswith deficit spending -- weak public expenditure managementshort-term nature of government domestic debt instruments	i.Improve public expenditure management	- Enforce adherence of line ministries and parastals to financial act – no provision of extra budgetary funding for the ministries (NBI) MoFinance and Line Ministries -- Improve financial management systems and skills to operate them (HBI) MoF, Accountant General - Reduce public sector domestic borrowing .(NBI) - Negotiate multilateral debt write-downs.(NBI) -- Include all aid flows for public sector activities on the budget(NBI) -- Strengthen the capacity of Treasury’s Public Expenditure Monitoring Unit MoF
		-- much aid poorly predicted or omitted from budget -- uncoordinated donor initiatives and examples of independent negotiations between donors and line ministries without involvement of central ministries -- Unpredictable donor financing	ii. Increase predicatability of donor financing	-- Receive better indication from donors of commitments in forward years (NBI) MoF -- Study the impact of aid flows on macro-economics and the provision of public services(NBI) MoF -- Strengthen the capacity of Debt and Aid Management Division to better co-ordinate donors and manage aid inflows (NBI) MoF --Negotiate with donors an action plan for harmonination, alignment and better aid coordination (possible mechanism through the Paris Declaration (NBI) MoF -- Develop better understanding with donors on the predictability of aid disbursements in year, especially budget support donors(NBI)
		-- Expansionary monetary policies aimed at accommodating, scope for accommodating fiscal pressures -- Mismatch between issues and maturities of OMO instruments results in expansionary monetary stance -- High interest rate spread between borrowing and saving rates in the banking sector.	iii. Improve the economic environment for private sector borrowing and investment	- Tax reforms to improve the incentives for household saving and investment and the equity of tax administration(NBI) - Enforce adherence of line ministries and parastals to financial act – no provision of extra budgetary funding for the ministries (NBI) MoF (included above)
		-- Insufficient import cover	iii. Improve value-addition and reduce import content in existing export products, develop new export	-- <i>See strategies for economic growth, specifically regional integration and enabling environment for private sector led(HBI)</i>

	products with high potential for domestic value addition	
-- Increasing prices of food and petroleum products, farm input prices, -- Food shortages	iv. Reduce risks of shocks on the economy (eg. transport costs,, food shortages, increases in import prices)	-- See strategy 4a -- See strategy 1b

B. Good Governance Public Sector Reform Corruption

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Affordable, highly motivated, results oriented and productive civil service -- Delivery of services on time -- Quality of service delivery	1. The performance of the civil service is more transparent -- management decisions based on evidence -- responsive to national aspirations -- facilitates economic growth and pro-poor approach to service delivery	-- Civil service conditions are not conducive to performance (pay in the civil service is not competitive with market rates) -- Huge civil service in a wide range of areas, but not focused on the core services -- Inefficient management of the expenses for civil services -- Distorted incentive structures for civil service employees -- retention and recruitment problems -- Government has inherited a public sector that has been politicised since 1994 -- Informal systems and networks have subverted formal ones -- Public sector often does not comply with existing systems and regulations	i. Strengthen capacity of public sector to formulate,implement and monitor the public policy and manage the Malawi Growth and Development Strategy	-- Standardize training across public service (HBI) -- Appoint and promote based on merit and performance. (NBI) OPC (DHRMP) -- Implement pay reforms, address recruitment and retention problems, implementing performance management systems, and non-salary incentives. (OPC, (DHRMP) -- Control size and cost of public sector and focuses them on its priority areas, including donor funding for the public sector (HBI) OPC, MoF -- Enforce human resource policies and systems .(NBI) (DHRMP), OPC -- Articulates vision of its priorities for the public sector, including relationship with decentralisation, and implements them through annual budget(NBI) (MEDP, MoF, MLG) NBI -- Tell donors its priorities for public sector reform and holds donors to account for greater harmonization and alignment in providing support to the public sector(NBI) OPC.
		Capacity and Coordination -- Inadequate numbers of personnel and quality of personnel to conduct monitoring and evaluation -- Sector minisities and districts do not have qualified M&E staff -- Difficult to find needed information, not readily available -- Reports are written, data derived but it is not used for decision making -- Stand alone project M&E systems are not part of Government system, and donors do not		-- Implement the Monitoring and Evaluation Roadmap (includes coordination of donors, national statistical plan, etc.)

Improved investor confidence Increased donor confidence	2. Reduce corruption and fraud	use Government formats and systems for M&E -- Several line ministries, districts and central government conduct M&E but not in a coordinated manner, leading to overlaps		
		-- Inadequate enforcement of existing rules and regulations or fiscal discipline -- Environment of mistrust in interface between political and bureaucratic levels -- Statutory framework insufficient for independent scrutiny -- Delays in publishing and submission of reports to parliament -- Limited number of investigators and lawyers to handle the number of cases -- Inadequate resources and systemic weakness for prevention and detection of fraud and corruption -- Public cynicism about honesty and efficiency of financial management	ii. Improve transparency and accountability for service delivery	-- Increase the number of specialized lawyers (fraud, etc.) for corruption cases -- Improve the ACB's and Auditor General's reporting and accountability to Parliament.(HBI) -- Take appropriate disciplinary action against public officials found guilty of corruption, using transparent processes.(NBI) -- Reduce inappropriate political interference in public sector, possibly through more transparent arrangements for selecting and managing the performance of PSs and through enforcing greater clarity on separation of roles between Ministers and PSs (NBI) -- Develop and implement national anti-corruption strategy addressing root causes of corruption and involving public and private sectors.(HBI) -- Strengthen the media capacity through training, <i>removal of taxes for broadcast equipment</i> -- Strengthen access, distribution of information system -- <i>see #3 on public awareness</i>
				--M&E Master plan implemented (NBI) --Development of prioritised indicators (set by the Government)(HBI-revist has'nt master plan done this already?) --Inclusion of targets related to politically sensitive areas (measuring leadership and incentives) (NBI) -- Development of the NSS Master Plan. -- Leaders within government demand evidence when making decisions (NBI)
		--resistance to sectoral devolution -- slow pace of consolidating capacity building programs for local authorities -- weak financial base of local authorities and poor accountability of resource use -- no standards set for basic services to the poor -- delivery mechanisms not focused on accessibility, responsiveness and reliability --	iii. Ensure an effective and well managed division of responsibility between central and local government, the private sector and NGOs for the provision of services to the public	-- Implement realistic decentralization plans – see that section (NBI) <i>See strategy decentralization -#C</i>
Free flow of information to	3. Public is well informed to participate in national	-- High cost of computers, televisions sets, radios, telephone rates,	i. Improve citizen access to timely and accurate	-- Establish an effective e-government information system(HBI)

consolidate democracy	development and has an enhanced participation in socio-economic activities	<ul style="list-style-type: none"> -- Inadequate number of public libraries, -- high printing costs of newspapers, -- inadequate information centers, -- lack of media policy and related media legislations (access to information bill, etc.) -- weak institutional capacity of Malawi News Agency and publications section of ministry of information and tourism -- weak institutional capacity of radio and television broadcast companies 	information that is easy to understand	<ul style="list-style-type: none"> -- Establish community information centers -- Enact rural development communication legislation(HBI) --Promote professionalism of media that delivers politically impartial news coverage (eg. MBC, TVM((NBI) -- Develop mechanisms to ensure the public has access to information on public policy, plans, and implementation (HBI) -- Strengthen operation of Central Office of Information – public information system -- Establish community multimedia information centers -- Produce and screen development documentary to rural audiences regularly enact public service broadcast legislation
	4. Parliament constructively engages in the national development process, as outlined in the constitution (public sector is held accountable for how funds are spent)	<ul style="list-style-type: none"> --- lack of libraries in schools and constituencies -- no custom made national archive or record management center -- poor record management practices -- absence of access to information legislation 	ii. Strengthen information collection, processing, storage and retrieval and publication infrastructure	<ul style="list-style-type: none"> -- Procure equipment for public news agencies -- Introduce wire news subscription to Government ministries and departments -- Establish record management system in public sector -- enact access to information legislation
		<ul style="list-style-type: none"> -- debate on issues, bills etc. is not on substance, but rather on party lines -- at times parliamentarians do not adequately understand what is being put forward (bills, budget, etc.) 	i. Strengthen parliamentary Committees and parliament	<i>What are the strategies and key actions that have been agreed to by parliament</i>
		the party in power monopolizes media so the opposing party does not have equal use for campaign purposes those in opposition feel that those in governing policial party abuse campaign resources		<i>Need for additional research on the focus actions for thiss</i>
	5. Free and fair elections?			

C. DECENTRALIZATION

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
improve service delivery and safety nets at the local level	1. More transparent, accountable and effective local government and better planning	<ul style="list-style-type: none"> limited nature of local level capacity Lack of resources for investment; -- unclear responsibilities between the local leaders (MPs and counselors) 	Deepen the process of devolution of resources and authority to local governments	<ul style="list-style-type: none"> -- sector devolution -- legal

2. Improved community participation in local government	-- Small size of the local revenue base local assemblies have small revenue base which makes them dependant on transfers from the central government -- efficiency of local governments may not allow for the best use of available resources – -- no mechanism of monitoring fees to be collected at the local level, with leakages from the system -- slow pace of decentralization due to capacity constraints and fear by the center to let resources go without more direct control over those resoruces -- poor operational linkages between the national strategies and development plans and the local level (conceptual link, but not operational)		--institutional capacity building -- fiscal devolution and financial management : Expansion of local revenue generating capacity -- operational links between decentralization policy and national policy frameworks : Strengthening the local government's role in policy making;
	low effective participation of local communities in district planning -- communities are not knowledgable of issues to meaningfully participate linadequate local level institutional structures for collarboration	Empower local communities	-- local governance and democratic culture -- local development planning Strengthen mechanisms between communities and their local governments for planning and implementation of local initiative
			-- cross cutting issues

D. JUSTICE AND THE RULE OF LAW

Longer Term Goals –	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Improved access to justice for all citizens	1. A more responsive and effective judicial authority with sustained administration of justice in Malawi -- Increased public confidence in the legal systems -- Improved ability of private sector to obtain equitable and fair settlement of disputes in reasonable time and at reasonable cost.	Shortage of legal experts to effectively and timely handle legal cases and shortage of support staff -- Lack of capacity by Staff Development institute and University of Malawi to train more legal experts -- The legal system is politicized -- Many in the private sector do not even bother to attempt to use the legal system. -- Contracts are expensive to enforce, especially compared to region	i. Improve and sustain capacity of the Malawi government to provide legal services equitably -- Court centers situated close to police stations and main trading centers	Professionalization of the judiciary – conduct legal services -- Enact and implement legislation to ensure duty bearers enforce their functions and powers professionally -- Increase the intake for various legal professional groups; -- Train magistrates, judges and paralegals and train in specialized field; -- Ensure judicial appointments are entirely based on merit and performance. -- Continue the Civil Service Reform Programme aimed at retaining the legal professionals in the

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		civil service. -- Increase number of court centers
		Contemporary, applicable and relevant laws conforming to the constitution and international laws, meeting national needs
-- formal system that allows evidence and follows	ii. Improve civil dispute mechanism	-- Reintroduce traditional courts -- Develop an appropriate legal framework for traditional courts with appropriate jurisdiction -- Train
-- informal justice systems provides opportunity where no formal system is available, but no written documentation/law, based on culture and custom and community good will – standards will vary as will dispensing justice		-- Develop Informal justice system that is accessible, efficient, dispenses justice equitably -- Create awareness where the traditional leaders understand the end point of what can be handled in this system (code of conduct)
Dispute resolution is very costly and slow in Malawi. -- court system is not easily accessible to people, as a result they get frustrated – most of cases do not get to the courts -- inadequate coordination across related government agencies involved -- Poor case management of criminal court system -- poor record management (such as the case number and flow) -- delays in judgements is a human rights concern	iii. Reduce the costs and time required to bring cases to court.	Addressing the costs and speed of dispute resolution (backlogs, delays in judgement) -- Strengthen alternative dispute resolution mechanisms that includes records of cases and decisions : Alternative dispute resolution (have been projects on primary justice systems, etc.) at community level -- Establish information linkages between the police, courts, prisons. (piloted at one point- penal reform was coordinating) to improve case flow -- Promote dialogue through court user committee meetings

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F. SECURITY

Longer Term Goals	Medium Term Expected Outcomes	Constraints to achieving the medium Term objectives	Strategies that need to be in place to move toward those medium term expected outcomes	Focus actions
Malawi is safe and secure – A crime free nation	Reduced level of crime and fear of crime Fair, humane, respects human rights, equal access to justice, non discriminatory	-- Few trained police officers – specialization in areas that are relevant to economic growth (fraud, corruption, advocacy, prosecution skills as well) -- Absence of comprehensive crime prevention strategy -- Reluctance of the public to report crimes to the police -- Inadequate number of properly staffed police units, especially in rural areas, due to	i. Improve the responsiveness of police officers to communities security needs (timely detecting, deterring crime and apprehending criminals) -- timeliness to scene of crime -- perception of population to the responsiveness of police force	Proper number of adequate, well trained police officers -- Reduce the police / population ratio from the current 1 / 1600 to 1 / 1000 -- Improve distribution of police so they are accessible to ordinary malawian -- Recruit and train police personnel – both in traditional training and specialized areas including forensic support -- establish round the clock police coverage

Reduced costs of crime and security measures on private sector businesses	community responsibility for their provision -- Inadequate equipment and skills for using forensic science constrains cases		
	-- Proliferation of illegal firearms -- Increased use of illicit drugs and drug trafficking coupled Antiquated or non existent equipment for detection of drugs -- illegal immigrants can easily cross borders -- weak immigration act which does not include issues of illegal immigrants -- inadequate national registration does not allow tracking of residents and thus the identification of immigrants	ii. Reduce the possibility of crime -- reduce illegal firearms -- reduce illegal drug trafficking -- Reduce the number of illegal immigrants	-- Implement programs to control proliferation of firearms (with NGOs to set up national focal point to deal with issues of illicit trafficking and firearms) -- Implement drug control programs (awareness raising through faith based organizations) -- Amend the immigration act -- Establish a national registration and identification system
	-- issues of community safety are being left to the police to solve by themselves. -- lack of integrated development planning, especially considerations of security	iii. Improve the integrated approach to crime prevention at the community level, and increase community participation in the detection and reporting of crime	-- Develop and implement of crime prevention strategy (multi-sector approach) -- Civic education through community policing and other programs (working with youth, chiefs, communities of interest) -- Develop partnerships between the police and the local communities and local accountability of the police to the community
	-- Poor rehabilitation programs in prisons and untrained prison wardens -- Few skill training programs for prisoners -- Inhuman conditions in prisons and old facilities and are overcrowding of prisons -- facilities do not have good security systems leading to escapes -- Overcrowding due to old facilities and delays in judgements	iv. Prevent repeat offenders	-- Modify training programs to direct toward rehabilitation of prisoners -- Rehabilitate infrastructure to reduce overcrowding of prisons -- Improve case management (above) -- Develop linkages with other programs for ex-convicts to enable them to be part of the productive sector, including changing mindset of employers to prisoners
	-- Small businesses are often not able to protect their property -- Inadequate public private partnerships between private sector and police (to increasing security of assets) -- No regulation or standards for running security firms	v. Strengthen partnership for risk management between private sector and police for protection of people and assets	-- Undertake joint programs with agencies and private sector companies (eg. ESCOM) to tackle issues of anti-vandalism – ranging from issues of education of value of assets, working with communities in the areas where there is a lot of vandalism to get information and appreciate the value of assets -- Improve integration of police protection into industrial site plans -- Educate Malawian establishments on the benefits for risk management for protection of assets – promote asset insurance -- Develop Private Security Policy and Act that provides standards and issues of inspection of private security firms
	-- Importance of security is not understood by decision makers		-- Build capacity of ministry of home affairs and security to play its rightful role of providing civilian

		oversight for prisons and immigration (advocacy, information)
-- Malawi is not positioned to adequately participate in international efforts for confronting terrorism and money laundering	vi. Anti money laundering and anti-terrorism	-- Develop a money laundering and terrorism act --