



PROGRAM STRATEGY PLAN (PSP)
MALAWI

2021-2025

*Justice.
Compassion
Love*

Board Approved: March 31, 2021

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LIST OF ACRONYMS

ADRA	:	Adventist Development and Relief Agency
ASC	:	Action for Social Change
BCC	:	Behavioural Change and Communication
CAC	:	Citizen Action for Change
CAMFED	:	Campaign for Female Education
CCA	:	Climate Change Adaptation
CD	:	Country Director
CFSC	:	Communication for Social Change
CLOSER	:	Creating Livelihood Opportunities for Sustainable Food and Economic Resilience
CMDRR	:	Community Managed Disaster Risk Reduction (CMDRR)
CO	:	Country Office
CSEC	:	Civil Society Education Coalition
DANIDA	:	Danish International Development Agency
DAPP	:	Development Aid from People to People
DFAT	:	Department of Foreign Affairs and Trade in Australia
DFID	:	Department for International Development
DoDMA	:	Department of Disaster Management
DRR	:	Disaster Risk Reduction
ECRP	:	Enhancing Community Resilience Project
ELGE	:	Enhanced Livelihood through Gender Empowerment
ERC	:	Emergency Response Coordinator
EU	:	European Union
FAO	:	Food and Agriculture Organization of the United Nations
FCI	:	Faith and Community Initiatives
FFA	:	Food for Assets
FMS	:	Farmer Market School
GBV	:	Gender-based Violence
IMPACT	:	Increasing mitigation, productivity, and adaptation through climate smart technologies
JEFA	:	Joint Emergency Food Aid
KOICA	:	Korea International Cooperation Agency
MW2063	:	Malawi Vision 2063
MAU	:	Malawi Adventist University
MCH	:	Maternal and Child Health
MEAL	:	Monitoring, Evaluation and Learning
MGDS	:	Malawi Growth and Development Strategy
NEMP	:	National Emergency Management Plan
NGO	:	Non-Governmental Organization
PSP	:	Program Strategy Plan
PwD	:	People with disability
SBC&C	:	Social Behavioural Change & Communication
SDA	:	Seventh Day Adventist
SMC	:	Swedish Mission Council
SRH	:	Sexual and Reproductive Health
TA	:	Traditional Authority
TLP	:	Tsogolo Labwino project
TOC	:	Theory of Change
TOT	:	Trainer of Trainers
UNESCO	:	United Nations Educational, Scientific and Cultural Organization
UNFPA	:	United Nations Population Fund
UNICEF	:	Korea International Cooperation Agency
USAID	:	USA Agency for International Development
VSLA	:	Village Savings and Loans Association
WASH	:	Water, Sanitation and Hygiene
WFP	:	World Food Program
WHO	:	World Health Organization
WMC	:	When a Mother is a Child
YONECO	:	Youth Net and Counselling

1. INTRODUCTION

In 2017, the Adventist Development and Relief Agency (ADRA) Malawi's Program Strategy Plan (PSP) expired. The previous ADRA Malawi PSP (2013 -2017) supported major national and local initiatives across the following thematic areas: Advocacy, Capacity Building Civil Society, Communication for Social Change (CFSC), Emergency Management, Food Security and Resilience, HIV and AIDS, Gender Empowerment, Livelihood, Climate Change Mitigation, Water, Sanitation and Hygiene, Education.

Because the strategy has outlived its outspan, ADRA engaged the services of a consultant to conduct a Portfolio Appraisal and then develop a Strategic Plan and a Program Strategy. The Country Portfolio Appraisal was intended to cover the entirety of programme activities of ADRA Malawi during the period from 2020 to 2024. To reposition and chart a renewed direction, ADRA Malawi, held a Program Strategy Plan (PSP) process in Mulanje in September 2019. The process was essential to assist ADRA Malawi to respond to contextual dynamic changes in the needs of the target communities and alignment with ADRA Network key focus areas, namely Health, Education, Sustainable Livelihoods, and Emergency. The output of the process, Program Strategy Plan, intended to guide ADRA Malawi's actions for a period of five (5) years (2020-2024).

The workshop that took place in Mulanje in 2019 was facilitated by Dr Mataya and Dr Kachelenga, consultants. Key staff from the field, headquarters staff, as well as Management Members were part of the process and fully participated, (see Annex 1).

A PSP (2020-2024) was developed but ADRA Africa Regional Office (ADRA Afro) asked for a revision of the report, therefore this PSP will run from 2021 to 2025.

Current partners including ADRA International, ADRA Denmark, ADRA Sweden, ADRA Australia, WFP, EU and SDA Church Malawi Union were consulted to seek their perspective on ADRA Malawi's strategic directions, and the feedback was incorporated in the plan.

The first draft was reviewed by ADRA Afro and recommended that a new PSP should be drafted. The revision of the draft was done by the current ADRA management including Mr Dennis **Matekenya, Acting Country Director. Emma Jakobo, Program Manager, ASC Project, Albright Mchema, M&E Manager, and** the draft was shared to **Programs Committee** for review and input.

2. COUNTRY OFFICE PROGRAM CAPABILITIES

At the beginning of the Strategic review workshop, the ADRA team conducted an analysis of the Country Office's (CO) strengths, weaknesses, potential opportunities, and challenges in a small group (sectors) discussion, making use of the SWOT method. The table below shows the harmonized lists of the items discussed.

INTERNAL	STRENGTHS	WEAKNESSES
	<ol style="list-style-type: none"> 1. Ability to attract donors and implement comprehensive programs that bring positive impact on the lives of target beneficiaries 2. Affiliated to ADRA Africa, ADRA International and to the Church 3. Clean administration and projects audit reports over the past 10 years 4. Equal opportunity for all for both programming and staffing 5. Works internationally and have strong links with ADRA offices internationally 6. Vast experience in emergency management and other complementary activities 7. Strong partnership with Government and NGOs through consortiums 8. Good and strong structures from National District to field level 9. Works hard to reach hard to reach rural areas 	<ol style="list-style-type: none"> 1. Focus on Project Approach (short term) 2. Lack of resource mobilization team 3. Limited presence; in 7 out of 28 districts. 4. Few specialized thematic staff 5. Limited presence in relevant networks at national level 6. Lack of diversified funding base 7. No funding strategy 8. No implementation of Knowledge Management System 9. Limited thematic (“niche”) branding 10. Lack of visibility strategy leading to Limited visibility 11. Gender imbalance in the board 12. ADRA structure: roles and responsibilities not clearly defined 13. Limited capacity of staff to deliver comprehensive programs due to lack of training opportunities
EXTERNAL	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1. Climate change adaptation activities 2. Lack of progress to fulfilment of SDGs in Malawi which links to low achievement of key social and economic key indicators 3. ADRA Network affiliation 4. Inadequate Health, Education and Social Services in rural areas 5. High food insecurity levels in most rural areas 6. Availability of sexual reproductive health programming activities 7. Unsustainable sanitation facilities in rural areas 8. The COVID-19 Pandemic in Malawi 	<ol style="list-style-type: none"> 1. Increasing numbers of NGOs resulting in high competition 2. Shrinking donor funding 3. The changing political environment in Malawi also leads to changes in National priorities and allocation of resources

2.1 KEY PRIORITIES BASED ON THE SWOT ANALYSIS FOR CONSIDERATION IN THE PSP

The key priorities listed below were generated through a ranking process and are considered, if addressed, to place ADRA Malawi in a prime position for effective implementation of the PSP. ADRA Malawi will harness its strengths to utilize in full the opportunities, consciously address the weaknesses, and marshal the strengths to reduce the probability of threats.

STRENGTHS	ACTIONS
<ol style="list-style-type: none"> 1. Ability to attract donors 2. Strong partnership with Government and NGOs through consortiums 	<ul style="list-style-type: none"> • Maintain relationship with donors to take advantage of funding opportunities • Invite funding partners to participate in review meetings and share strategic documents with them.
<ol style="list-style-type: none"> 3. Vast experience in emergency management 4. Vast knowledge among Adventists which we can leverage 	<ul style="list-style-type: none"> • Strengthen staff capacity to pre-position the Agency for funding opportunities by recruiting staff that have multiple skill sets for effective programme delivery • Evidence generation for evidence/research-based programming

	<ul style="list-style-type: none"> Motivate and enhance staff capacity to deliver results
5. Works hard to reach areas 6. Good structures from District to field level	<ul style="list-style-type: none"> Maintain a good relationship with local government structures Invest in robust technological systems (remote sensing devices) for communication and data collection Invest in robust logistics (durable vehicles) to reach out to communities
WEAKNESSES	ACTIONS
1. Limited presence in relevant networks at national level	<ul style="list-style-type: none"> Establish a strategic partnership with NGOs, Institutions that complement our technical and financial capabilities Engaging donors and partners to share the organization's capabilities Actively participate in government led strategic networking and coordination structures at all levels (education, nutrition, food security clusters etc)
2. Few specialized thematic staff 3. Gender imbalance in the board 4. Limited staff development 5. Some members of staff are not properly trained	<ul style="list-style-type: none"> Revert to old system where each thematic area had a specialist Balance the gender in the Board Create opportunities for staff development either on job training, secondments to ADRA Network and links
6. No implementation of Knowledge Management System 7. Limited thematic ("niche") branding 8. Limited visibility 9. Limited presence; in 7 out of 28 districts.	<ul style="list-style-type: none"> Engage a professional with the requisite technical skills to design and maintain a website and social media platforms Document and share the organization's achievements with Donors, stakeholders, and the public using the Agency's digital spaces, video documentaries, brochures, flyers, and signposts, t-shirts Establish a strong relationship with the Church and other entities to increase coverage Engage People of Influence including the youth as champions for ADRA Malawi Develop a communication and visibility strategy
10. Lack of resource mobilization team 11. Lack of diversified funding base 12. No funding strategy 13. Focus on Project Approach (short term)	<ul style="list-style-type: none"> Establish Resource Mobilization Unit within ADRA Introduce Social Enterprises Make relationships with people of influence to hunt for potential donors Subscribe to Funds for NGO premium account Invest in cost recovery policy to pre-position the Agency to co-fund Develop a resource mobilization strategy
OPPORTUNITIES	ACTIONS
1. Climate change adaptation activities 2. Lack of progress to fulfilment of SDGs 3. ADRA Network affiliation 4. Inadequate Health, Education and Social Services in rural areas 5. High food insecurity levels in most rural areas 6. Availability of sexual reproductive health programming activities 7. Unsustainable sanitation facilities in rural areas	<ul style="list-style-type: none"> Invest in developing winnable project proposals that meet Donor requirements and according to emerging issues Forge strategic partnership with NGOs, donor funding agencies, UN agencies and business community to take advantage of funding opportunities Be vigilant in monitoring call for proposals and engaging funding institutions for project support Leverage resources and expertise from organizations working in the same area and fields for complementary activities Plan using evidence generated to address real needs of beneficiaries Engage experts in the sectors of intervention to strengthen our programming (health experts in SDA church, etc) Engage experts in the sectors of intervention to strengthen our programming (health experts in SDA church and hospitals, etc) Invest in developing winnable project proposals that meet Donor requirements
The COVID-19 pandemic in Malawi	<ul style="list-style-type: none"> Forge strategic partnership with NGOs, business community, UN agencies to take advantage of funding opportunities Update ADRA Malawi NEMP/migrate to ALERT

	<ul style="list-style-type: none"> • Incorporate COVID-19 prevention protocols in ADRA Malawi programming • Apply for funding related to COVID-19 • Using the COVID 19 pandemic, raise the ADRA profile in Malawi
THREATS	ACTIONS
<ol style="list-style-type: none"> 1. Increasing numbers of NGOs resulting in high competition 2. Shrinking donor funding 	<ul style="list-style-type: none"> • Form a strategic partnership to bid for projects • Design and implement evidence-based programs that will bring quick impact on the ground • Provide donor reports and share and demonstrate programme impact with government t and relevant stakeholders • Seek support from ADRA/I to provide match grant • Engage consultants to facilitate the drafting of project proposal

2.2 DONOR PERSPECTIVES-INPUT INTO THIS PSP DOCUMENT

In preparing this document, ADRA Malawi consulted its key donors and partners to seek their perspectives on the strategic direction. The situation analysis revealed that ADRA Malawi was facing sustainability challenges because the number of donors and funding are dwindling. As of 2019/20, ADRA Malawi was receiving funding from five sources only: ADRA Australia, ADRA Denmark, ADRA Sweden, European Union and Sweden. As such it was recommended that ADRA Malawi should:

- Strengthen HR capacity (MEAL, Program, and Finance) and systems to increase accountability and project success, and attract funding partners
- Invest in program/project visibility to sustain the interest and support of its constituents
- Diversify sources of funding to implement the PSP
- Build and strengthen partnerships -with other NGOs, the Private sector, etc.

In the context of COVID-19, ADRA Malawi could consider:

- Food Security (social protection) projects,
- Economic empowerment projects, and
- WASH projects.

2.3 PAST PERFORMANCE

Since 1989, ADRA Malawi has gained a lot of recognition in Malawi and experience in delivering evidence based programs and results oriented and confidence from the government of Malawi and international donors. ADRA Malawi has also strong linkages with Adventist hospitals, schools, churches that are used as source of excellence and information dissemination. In the old PSP, ADRA Malawi's projects fell under the following key thematic focus areas: Health (HIV and AIDS, WASH and Nutrition); Food Security; Livelihood; Education and Emergency management and has adopted the following development approaches to implement the various projects: Advocacy, Communication for Social Change (CFSC), Relief response, Civil Society Empowerment, Capacity Building, Livelihood and Climate Change Mitigation.

Below are some projects that ADRA is implementing or has implemented for the past 5 years:

Donor Award Amount & Duration	Project Title	Targeted Areas and No. of Beneficiaries	Project Interventions
ADRA Denmark USD 5,027,798 2014-2021	Action for Social Change	Mulanje, Machinga, Lilongwe, Mzimba and Mzuzu No of Beneficiaries: 80,000	Improved community advocacy skills

Donor Award Amount & Duration	Project Title	Targeted Areas and No. of Beneficiaries	Project Interventions
ADRA Sweden USD326,973 2014-2018	Trainer of Trainers (TOT)	Thyolo, Mulanje, Phalombe, Chiradzulu, Blantyre, Chikwawa No of Beneficiaries: 30,000	Improved well-being of people infected and affected by HIV and AIDS
WFP (UN) USD 2,477,755 2014-2018	Food for Assets	Phalombe, Mulanje No of Beneficiaries: 71,295	Improved resilient to shocks and food security
ADRA Australia USD 1,450,000 2014-2018	Tsogolo Labwino	Salima No of Beneficiaries: 23,945	Improved livelihoods and agriculture techniques
DFID US 299,520 2014-2017	Enhancing Community Resilience Project (ECRP)	Mwanza No of Beneficiaries: 20,000	Improved climate smart agriculture
ADRA Sweden USD 671,336 2014-2018	Enhanced Livelihood through Gender Empowerment (ELGE)	Mulanje No of Beneficiaries: 66,226	Empowered community through REFLECT circles
ADRA Sweden USD 125,203 2014-2019	Water for All	Mulanje No of Beneficiaries: 10,983 individuals	Improved hygiene, sanitation and decreased waterborne diseases
Peter Wallenberg Foundation (Sweden) USD 273,846 2015-2021	Peter Wallenberg WASH Project	Mulanje No of Beneficiaries: 56,820	Improved hygiene, sanitation and decreased waterborne diseases
ADRA Denmark USD 176,626 2016-2017	When Mother is a Child Project-Mulanje	Mulanje No of Beneficiaries: 1,477 direct and 5,908 indirect	Successful going back to school of teen mothers who left school
ADRA Denmark USD 339,356 2016-2017	Farmer Market School (FMS)	Lilongwe, Mzimba, Machinga No of Beneficiaries: 10,000	Improved marketing skills for smallholders
ADRA I USD 119,000 2017	Emergency Recovery Project	Phalombe and Mulanje No of Beneficiaries: 5,000	Improved resilience to shocks through distribution of relief items
ADRA I USD 746,693 2017-2019	School Feeding project	Machinga No of Beneficiaries: 7,983	Improved nutrition in the medium term and improved school retention in the long term.
Peter Wallenberg Foundation (Sweden) USD 56,000 2017	Enhanced Livelihood through Gender Empowerment (Chizu School Project)	Mulanje No of Beneficiaries: 17,896 individuals	Improved access and learning environment for communities around Chizu Primary School
EU USD 1,423,322 2018-2022	Kulima Better Project	Mulanje and Thyolo No of Beneficiaries: 153,000	Improved agriculture production and productivity
ADRA Australia USD 1,690,150 2019-2024	Creating Livelihood Opportunities for Sustainable Food and Economic Resilience (CLOSER) TIFIKE	Salima No of Beneficiaries: 38,150	Improved livelihood skills through learning centres of excellence
ADRA Network &SID USD 130,525 2019	Flood Response project	Phalombe No of Beneficiaries: 9000	Improved resilience to shocks through distribution of relief items
ADRA Sweden USD 205,479 2019	Food Security Support	Mulanje No of Beneficiaries: 7,590	Improved food security
Sweden	CAC-Citizen Action for	Mulanje	Increased capacity of the youth to

Donor Award Amount & Duration	Project Title	Targeted Areas and No. of Beneficiaries	Project Interventions
USD 170,667 2019-2022	Change	No of Beneficiaries: 16,948	sustain their livelihoods and development through Reflection Action Circles
USAID Office of Foreign Disaster Assistance (OFDA) USD 38,752 2019	Increasing mitigation, productivity, and adaptation through climate smart technologies (IMPACT II)	Mulanje and Phalombe No of Beneficiaries: 20,500	Enhance household and community adaptive capacity to climate change through community-based adaptation approach
OFDA USD 1,422,411 2016-2017	Increasing mitigation, productivity, and adaptation through climate smart technologies (IMPACT I)	Mulanje and Phalombe No of Beneficiaries: 78,000	Enhance household and community adaptive capacity to climate change through community-based adaptation approach
USAID USD 121,215 01/2020-03/2020	Faith and Community Initiatives (FCI)	Chikwawa and Mzimba No of Beneficiaries: 5,250	Men and boys know their HIV status and are linked to services
WFP USD 60,043 1/2020-3/2020	Targeted Food/Cash Distribution	Phalombe No of Beneficiaries: 74,895	Improved resilient to shocks and food security
ADRA Network USD32,500 9/2021-11/2021	PPE materials distribution	Lilongwe and Ntcheu No of Beneficiaries: 7200 school children and teachers.	ADRA supplied face masks, hand sanitizers, soap, and hand washing facilities to both primary and secondary schools. The supply of materials was accompanied by awareness and sensitization meetings at the school level targeting school children and staff.
ADRA Network, SDA Church in Malawi, FDH Bank and Thomson and Barbara Foundation USD 27,063 1/2020-3/2020	Cyclone Ana Emergency Response	Chikwawa No of Beneficiaries: 2,530 communities affected by cyclone Ana Flood disaster in T/A Ngabu.	ADRA Malawi provided food items and non-food items to flood victims. This resulted in improved resilience to shocks through distribution of relief items.
ADRA Network & Latter-Day Saints Church USD 80,000 3/2022-5/2022	Cyclone Ana Network Food Response	Chikwawa No of Beneficiaries: 2,530 communities affected by cyclone Ana Flood disaster in T/A Lundu	ADRA Malawi provided food items and non-food items to flood victims. This resulted in improved resilience to shocks through distribution of relief items.
ADRA Network & Latter-Day Saints Church USD 85,000 3/2023-5/2023	Cyclone Freddy Network Food Response	Chikwawa and Phalombe. 1,188 households (5,408 people) provided with food items in Chikwawa and Phalombe districts are food secured for one month.	ADRA Malawi provided food items and non-food items to flood victims. This resulted in improved resilience to shocks through distribution of relief items.
ADRA Network USD 100,000 10-Apr-2023 to 30-Jun-2-23	Cyclone Freddy Network Recovery Project	Phalombe No of Beneficiaries: 1000 households (4500 people)	ADRA Malawi provided sweet potato vines, maize seed, bean seed, vegetable seed, shelter kits (tarpaulins, blankets, mats), to flood victims. This resulted in improved resilience to shocks.
Save the Children Italy EUR 414,146.44 2023-2025	Green Jobs for Adolescent Youth Project	Mzimba No of Beneficiaries: 190	The Project aims to create sustainable skills among adolescent boys and girls that are environmentally friendly in Mzimba District

Donor Award Amount & Duration	Project Title	Targeted Areas and No. of Beneficiaries	Project Interventions
ADRA Sweden \$21,000 2022-2023	Lilongwe Water for All project	Lilongwe	Improved access to potable water in Lilongwe.
UNICEF \$30,000 2022-2025	Leveraging UNICEF and PEN-Plus partnership to accelerate results: A project supporting Non-Communicable Diseases (NCD) programs in Malawi	Mangochi, Ntchisi and Rumphi	Reduction of premature deaths resulting from NCDs.

2.3.1 LESSONS LEARNED FROM PAST PERFORMANCE

During implementation of projects for the past years, a lot of lessons have been drawn and these include

- ADRA Malawi is facing sustainability challenges because of dwindling donor support in both amount and number of active donors. As of 2019/20, ADRA Malawi was receiving funding from five sources only: ADRA Australia, ADRA Denmark, ADRA Sweden, European Union and Sweden. The funding sources were too thin at the same time the resources were reducing. Putting together the total funding for ADRA Malawi was about: US\$2.8 million which was little to sustain ADRA Malawi programmes.
- ADRA Malawi has failed to capitalize other funding opportunities because it did not have an updated PSP. Before updating a PSP, there is a need for a project appraisal countrywide. The country appraisal provides an opportunity for ADRA to draw lessons that can feed into the strategic orientation of its programming, guide choices for positioning of ADRA inputting into its new Country Strategy and Country Programme Document and defining partnerships in line with national priorities. ADRA Malawi will therefore including revising of the PSP in the Monitoring and Evaluation Framework so that the PSP becomes a living document.
- ADRA Malawi has been operating since 1982. It should, therefore, be aware of the level of organisational development that it has attained. Need to develop a sustainability and handover strategy to ensure continuity of interventions in the target areas (Programs may be handed over to communities, government or other NGOs in the same field).

2.4 CAPACITY STATEMENT RESPONSE MATRIX

To understand ADRA Malawi's capacities in the sectors of intervention, the response matrixes below were filled. The information generated contributed to the sector capacity statements.

#	Issue	Response			
		Sustainable Livelihoods	Health and Nutrition	Education	Emergency Management
1	How long has ADRA Malawi implemented programs in this sector?	ADRA has been implementing sustainable livelihood project for the past 31 years	ADRA has been involved in health interventions (prevention, care, and support services) for the past 31 years	For the past 31 years, ADRA Malawi has been involved in supporting education in 11 districts	ADRA has been implementing sustainable relief project for the past 30 years
2	What is the approach?	Input Support, Linkages to financing, Environment Conservation; Capacity Building; Market Linkages, advocacy where women are sensitized and empowered in group enterprises, Youth involvement in agriculture value chains	Advocacy on Health Rights, Community Mobilization, integrated services (e.g., HIV and AIDS prevention, health education, nutrition, and family planning) effective targeting most-at-risk and vulnerable population.	<ul style="list-style-type: none"> • Advocacy: Go back to school campaigns, ending early marriages • Improvement in quality of education • Nutrition – School feeding program • Psychosocial support, 	Food Assistance, Non-Food Assistance, Medical supplies, Water Sanitation, and Hygiene (WASH), and Recovery (livelihood security) assistance.
3	What project interventions are being implemented?	Food Security programs Economic Empowerment programs Improvements in the environment Climate Smart Agriculture	Emphasis on Preventive Health: Non-Communicable Diseases Prevention, HIV/AIDS/COVID-19, Maternal and Child Health (MCH), Water, Sanitation, and Hygiene (WASH) Education for community health Focus health interventions	<ul style="list-style-type: none"> • Improvement of learning environment • Enhancing the quality of education • Addressing early marriages • School feeding program 	Capacity building; Food and or Cash distribution, Non-Food Items (NFIs) distribution, and supplies distribution, awareness creation.
4	What are the key activities in this program?	Capacity building, extension services delivery, credit, input support, and marketing	Community mobilization and sensitization Behaviour change communication and capacity building Cooking demonstrations Provision of potable water and sanitation facilities in schools and communities Hygiene awareness campaigns and trainings Linkages to care groups	<ul style="list-style-type: none"> • Formation of Youth social forums (Reflection Action Circle, Youth Alive clubs, Male motivators, and Theatre for Development), • Formation of community committee to oversee the forum so that the community owns the forum • Conduct Motivation and mentoring sessions • Training in Activism and Advocacy 	Creating household/group community assets, Food or cash distributions, Irrigation; Forestry; Land resource; Crop and Nutrition; Public works; Disaster Risk Reduction, sanitation and hygiene, child care practices.

#	Issue	Response			
		Sustainable Livelihoods	Health and Nutrition	Education	Emergency Management
				<ul style="list-style-type: none"> Provision of scholarship from basic to tertiary education Constructing of WASH infrastructure 	
5	How effective are the approaches? Evidence?	Very effective and helps the beneficiaries realize their expectations. Over 30,000 farmers were supported in Integrated Farming and Climate Smart Agriculture under KULIMA-BETTER project in Thyolo and Mulanje resulting in increased income levels of the farmers	Community engagement and health promotional activities contribute to positive behaviour and attitudinal change among the targeted community. In 2020 We had a USAID funded project with a goal to mobilize men and boys to go for HIV testing. By closure of the project after 6 months, we had managed to reach 11,776 congregants with HIV Messaging where 4,170 went for testing.	<ul style="list-style-type: none"> Underprivileged children given the opportunity to obtain an education Lowered prevalence of diarrhoea (1.3%) in children less than 5 years A 13-year-old girl rescued from early marriage. 	ADRA Malawi has over the past 15 years endeavoured to ensure that people living in poverty should have the ability to always access adequate amounts of food to live active and healthy lives. ADRA Malawi projects therefore aim at improving household crop production and productivity to ensure sustained availability of food and surplus for sale to achieve and maintain self-sufficiency at household level. The Enhancing Community Resilience Project (ECRP) targeted 20,000 beneficiaries in Mwanza District and had two dimensions (Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA), by contributing to the attainment of the Hyogo Framework for Action aimed at halving disaster losses and increasing communities' resilience to climate change by 2015 in Malawi. Beneficiaries over 200,000 has been reached in Phalombe and Mulanje districts.
6	Are activities complementing any other programs?	Yes, the Agriculture programs especially the Climate Smart agriculture are complementing the Resilience (Emergency Response) projects to help increase farmers income levels to cushion economic shocks the next season.	Yes, our health education and promotion complement the government policies and efforts to reduce the spread of HIV and AIDS and eradication of waterborne diseases through provision of potable water.	<ul style="list-style-type: none"> Construction of boreholes and latrines for schools School feeding Scholarship for needy and brilliant students 	The emergency sector is complemented by Sustainable (food security recovery projects) livelihood and health sector.
7	What expertise does Malawi have in this sector?	Highly trained and experienced staff in Agriculture, Project management, MEAL, extension	Available technical expertise: Health Promotion/Sexual and Reproductive Health, HIV/AIDS, Nutrition and MEAL	<ul style="list-style-type: none"> Project Management MEAL 	Capacity here is very good but needs improvement to reach and impact more communities in distress.

#	Issue	Response			
		Sustainable Livelihoods	Health and Nutrition	Education	Emergency Management
		services.			
8	Are there other organizations that work closely with ADRA Malawi in this sector?	Yes, the district assemblies, ministries of health, agriculture, education and trade in various districts, other NGOs over the past five years.	Ministries of Health/Malawi Health Service, National AIDS Commission, Malawi Adventist Health Service, Partners in Hope, Light House, etc.	<ul style="list-style-type: none"> Ministry of Education Adventist Education Unit District Assemblies	Yes, Seventh-day Adventist (SDA) Church, WFP, Department of Disaster Management, District Assemblies
9	What are the main funding sources?	European Union (EU), DANIDA through ADRA Denmark, DFAT through ADRA Australia	USAID, Swedish Mission Council through ADRA Sweden, and DANIDA through ADRA Denmark	<ul style="list-style-type: none"> USAID ADRA International, ADRA Sweden	WFP, USAID, ADRA Network, SDA Church.
10	What has been the most outstanding achievement that Malawi has had in this sector?	KULIMA-BETTER project in Mulanje has been most outstanding generating the following standards: <ul style="list-style-type: none"> A total of 1020 Farmer Field Schools have so far been established in Thyolo and Mulanje Representing 30,600 households A total of 540 Farmer Field Schools been trained in climate smart agriculture, nutrition, early warning system. A total of 48 village agents are working to assist VSLA in Thyolo and Mulanje A total of 383 VSLA are operating, where in 2019 they have registered MK128 million savings in the two districts. 190 hectares from three catchments is under conservation in Mulanje and Thyolo. 28,000 farmers (affected by cyclone Idai) were supported with maize seed and been seed. 	Faith and Community Initiative Project: Navigating 7,775 men and boys out of 11,776 that were reached with HIV messaging is considered as an achievement Citizen Action for Change Project: A 13-year-old girl rescued from early marriage.	Rescuing of A 13-year-old girl from early marriage is considered a huge success, otherwise the future of this young girl would have been a challenge.	ADRA in partnership with WFP has been implementing the MVAC projects since 2012 but of late Phalombe and Mulanje were the key districts where the response was done in the 2018/2019 the Lean Season response. ADRA Malawi managed to reach a total of 181,115 beneficiaries in Mulanje and 113,105 beneficiaries in Phalombe districts. The food insecure households were receiving food support for three months and each month a beneficiary household received 50 Kg bag of Maize plus MK 9000 Cash to be used in buying Pulses and Vegetable oil.

#	Issue	Response			
		Sustainable Livelihoods	Health and Nutrition	Education	Emergency Management
11	How has this sector contributed to the overall ADRA Malawi program strategy (if you have one)?	Yes, improvement strategies include, 1. introduction of Master Trainers from the Agriculture ministry who train lead farmers among the beneficiaries who provide extra support to the farmer groups. 2. Partnership with Ministry of Agriculture who provides a continuous extension to the farmer groups upon project closure thereby promoting sustainability.	We had no strategy by then	Not yet	ADRA is known for relief interventions and continues to improve and integrate other sectors to make a meaningful impact in communities in Malawi.
12	Have you ever partnered with the SDA church? If yes, in what? How has been the experience of partnering with the SDA church? How has been the experience of partnering with other faith-based organizations?	During Emergencies, Field Offices partner with SDA Church to distribute relief items. In 2019, during the Cyclone IDAI, ADRA Field offices in Mulanje and Phalombe worked hand in hand with the SDA Church to distribute seed and been seed to 28,000 farmers (affected by cyclone Idai) were supported with maize.	Yes, we partnered with the SDA Church in the implementation of the Faith and Community Initiative project with the aim to mobilize men and boys to go for HIV testing. As of November 30, 2020, Religious Leaders have managed to reach 6184 congregants with HIV Messaging.	Yes, most of project volunteers are SDA Church members.	Yes, almost all relief projects we partner the church through their financial support, transport, and manpower to distribute the relief items.

3. SECTOR CAPABILITY STATEMENTS

3.1 SUSTAINABLE LIVELIHOODS (AGRICULTURE AND CLIMATE CHANGE, FOOD SECURITY AND LIVELIHOODS)

ADRA Malawi has been implementing interventions in this sector for more than 31 years. ADRA Malawi has over the past 17 years endeavoured to ensure that people living in poverty should have the ability to always access adequate amounts of food to live active and healthy lives. ADRA Malawi projects therefore aim at improving household crop production and productivity to ensure sustained availability of food and surplus for sale to achieve and maintain self-sufficiency and improved income at household level. The Enhancing Community Resilience Project (ECRP) targeted 20,000 beneficiaries in Mwanza District and had two dimensions (Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA), by contributing to the attainment of the Hyogo Framework for Action aimed at halving disaster losses and increasing communities' resilience to climate change by 2015 in Malawi.

ADRA's projects in food security included Tsogolo Labwino project in Salima District which targeted 37,000 beneficiaries and Action for Social Change in Mzuzu, Lilongwe, Machinga and Mulanje Districts which targeted 80,000 beneficiaries, and Phalombe Resilience Project targeting 4,600 people. These projects were implemented in collaboration with government departments at district and community level in agriculture, forestry, health, nutrition, water and sanitation. ADRA Malawi is scaling up on the use of market-led agricultural approaches through farmer business and market schools promoting specific value chain like sunflower, cotton, cassava and legumes.

3.2 NUTRITION AND HEALTH CAPACITY

ADRA Malawi has been involved in the health sector for more than 31 years contributing to improved health of individuals, families, and communities through the capacity strengthening of health care professionals, construction, and rehabilitation of Water Sanitation and Hygiene (WASH) facilities. ADRA Malawi has vast experience in health interventions from past projects like *When a Mother is a Child, School feeding Program, Citizen Action for Change, and Tsogolo Labwino*. ADRA has strong partnerships and linkages with various stakeholders and donors in health and has gained strengths in documented evidence in health activities, clear visibility of WASH activities, use of national media and communication platforms, vast experience in implementing nutrition projects in several projects and skilled and technical staff in Health.

3.3 EDUCATION ADVOCACY CAPACITY

For the past 31 years, ADRA Malawi has been involved in supporting education in more than 10 districts of the country. The main strategies have been increasing access, retention, and completion of learners, particularly the girl child, and improving community ownership. ADRA Malawi has vast experience in education interventions from past projects like *When a Mother is a Child (WMC), School feeding Program, Enhanced Livelihood through Gender Empowerment (Chizu School Project), ASC and TLP (vocational skills and Adult literacy)*. ADRA has partnerships and linkages with Ministry of Education Science and Technology, various stakeholders and donors in education. Among strengths that has helped ADRA to have good projects in education advocacy are documented evidence on education activities, use of national media and communication platforms, and skilled and technical staff in Education advocacy.

3.4 EMERGENCY MANAGEMENT CAPACITY

ADRA Malawi has been active for about 31 years in the areas of humanitarian assistance -providing the affected population with food assistance, shelter & non-food items, medical supplies, Water Sanitation and Hygiene (WASH), psychosocial support, and livelihood security program. ADRA has an Emergency Management Plan that guides its operations and is also an active member of the INGO platform and engages other actors involved in planning and responding to humanitarian issues. Our approach under the livelihood security program includes Agriculture/ Agro processing, Apprenticeship/ Skills Training, Business Entrepreneurship/ Business Support, Market Linkages, and Provision of Sectoral Cash Grants. The Government of Malawi, United Nations partners, and other donors recognize

ADRA as a key and relevant partner in the Emergency response and recovery programs. ADRA Malawi is a member of the Joint Emergency Food Aid (JEFA) consortium and partners with World Food Program (WFP) to implement food aid and humanitarian assistance initiatives in collaboration with government of Malawi. Since 2002, ADRA Malawi has been implementing Agriculture Recovery or Flood projects and Cash/Food for Assets (FFA) projects in Phalombe and Mulanje districts in partnership with WFP and District Councils. The objectives of the projects are to meet the short-term food needs of food insecure households through a conditional food provision and restoring and creating household/group community assets, which will help the targeted communities to enhance livelihood and build resilience against future shocks.

4. STAKEHOLDER ANALYSIS

2.1 SECTORS ANALYSIS

The table below presents sector stakeholder analysis and their relevancy to ADRA Malawi's operations:

Sector	Stakeholder	Relevance	Engagement Strategy
Sustainable Livelihoods	Ministry of Agriculture and Food Security	Has a mandate for agricultural development and farmer support	Extension activities, monitoring activities
	Ministry of Local government; District Assemblies	Mandated to support in community and client selection for projects	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	Ministry of Information	Has a role to report on project activities at the district level	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	Ministry of Gender and Social Welfare	Social protection interventions.	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	Ministry of Industry and Trade; Department of Cooperatives	Has a mandate for licensing cooperatives Regulates the market industry	Cooperative Development training; Registration of cooperatives
	Flanders Cooperation, DFAT, FAO, GIZ, DFID, EU, Development Fund of Norway (DF), ADRA Network, FAO, Irish Aid	Key partners in production and productivity interventions, value addition, and market linkages	Sharing of strategic documents (PSP, annual reports), Request for funding
	Private Sector	Critical for entrepreneurship development	Market for commodities Co-funding
	HOPE channel and other Medias	Broadcast information to the general public and run livelihood programs.	Providing visibility for ADRA's programs
	Malawi Union - Women ministries & Public affairs and religious liberty, Malawi Adventist University (MAU), Matandani farms etc)	Critical for mobilizing volunteers, interns and financing, Social Enterprises	Partnerships

Sector	Stakeholder	Relevance	Engagement Strategy
Health and Nutrition	Ministry of Health	Has a mandate for developing health-related policies, provide oversight for ensuring the quality of health of the population and deliver health care services to the general population.	Advocacy meetings, serve on their technical working groups on policy development, request for funding, sharing of strategic documents
	Department of Nutrition, HIV and AIDS (DNHA)	Provides policy guidance and technical assistance to CSOs in this field	Advocacy meetings, serve on their technical working groups on policy development, request for funding, sharing of strategic documents

	Department of Water	Regulates Water industry	Permits for Water drilling
	Ministry of Local government; District Assemblies	Mandated to support in community and client selection for projects	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	National AIDS Commission	Key partners in accessing funding opportunities locally.	Advocacy meetings, serve on their
	Ministry of Information	Has a role to report on project activities at the district level	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	Ministry of Gender and Social Welfare	Social protection interventions.	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	USAID, ADRA Network, KOICA, UNICEF, EU, Norwegian Aid, UNFPA, Global Fund, WHO	Key partners in health and nutrition projects	Sharing of strategic documents (PSP, annual reports), Request for funding
	Sight Savers/ Save the Children/ Global Communities	Strategic partners for potential consortium NCDs, SRH, WASH, Health Education programming	Advocacy meetings, consortia
	Private Sector	Implementing education projects as social responsibility	Sharing of strategic documents (PSP, annual reports, etc), Request for funding, consortia, providing matching grants for social enterprise actions
	HOPE channel and other Medias	Broadcast information to the general public and run health programs; ADRA can partner Hope Chanel to reach out to people across the country	Providing visibility for ADRA's programs
	Malawi Adventist Health Services, Malawi Union - Women ministries & Public affairs and religious liberty, MAU	Opportunities for forming partnerships for accessing funding openings and implementing health-related programs that will reach the rural poor.	Advocacy meetings, serve on their technical working groups on policy development, consortia

Sector	Stakeholder	Relevance	Engagement Strategy
Education	Ministry of Education	The Ministry of Education is responsible for the governance and management of Malawi's education. It is responsible for the national education curriculum.	Advocacy meetings, serve on their technical working groups on policy development, request for funding, sharing of strategic documents
	Ministry of Local government; District Assemblies	The Assemblies have an education department that assists in the formulation and implementation of policies on education in the Assembly within the framework of national policies and guideline.	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities

Ministry of Information	Has a role to report on project activities at the district level	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
Ministry of Gender and Social Welfare	Social protection interventions.	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
ADRA Network, Swedish Mission Council (SMC), UNESCO, UNICEF, EU, Press Trust, DANIDA, Global Fund for Children	Key partners in education projects	Sharing of strategic documents (PSP, annual reports), Request for funding
CAMFED, YONECO, Plan Malawi, World Vision, Action Aid, Civil Society Education Coalition (CSEC)	Holding government accountable for development activities delivery; implements interventions to augment the efforts of the government.	Advocacy meetings, serve on their technical working groups on policy development, consortia, peer review
Private Sector	Implementing education projects as social responsibility	Sharing of strategic documents (PSP, annual reports, etc), Request for funding, consortia, providing matching grants for social enterprise actions
HOPE Channel and other Medias	Broadcast information to the general public and run health programs; ADRA can partner Hope Chanel to reach out to people across the country	Providing visibility for ADRA's programs
Malawi Adventist Health Services, Malawi Union - Women ministries & Public affairs and religious liberty, Malawi Adventist University (MAU)	Opportunities for forming partnerships for accessing funding openings and implementing education-related programs.	Advocacy meetings, serve on their technical working groups on policy development, consortia

Sector	Stakeholder	Relevance	Engagement Strategy
Emergency Management	Department of Disaster Management (DoDMA)	Responsible for the management of disasters as well as other emergencies in Malawi. Sharing of strategic documents	(PSP, annual reports), review meetings, training, joint assessment
	Ministry of Local government; District Assemblies	Mandated to support in community and client selection for projects	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	Ministry of Information	Has a role to report on project activities at the district level	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities

	Ministry of Gender and Social Welfare	Social protection interventions.	Monitoring of project activities through District Executive Committee Meetings, Partnering for consortia, Review meetings, monitoring activities
	European Commission; Department of Disaster Management Affairs (DoDMA), UN Agencies (WFP, FAO, UNICEF); INGO and ADRA Network.	Key partners in emergency projects (Disaster Preparedness, Emergency Management, and Disaster Recovery).	Sharing of strategic documents (PSP, annual reports), Request for funding
	Plan Malawi International, World Vision, Goal Malawi, Red Cross, CARE, District Councils	Implementing Emergency projects as a consortium	Sharing of strategic documents (PSP, annual reports, etc), Request for funding, consortia, providing matching grants for social enterprise actions
	Private Sector	Key partners in emergency projects (Disaster Preparedness, Emergency Management, and Disaster Recovery).	Sharing of strategic documents (PSP, annual reports), Request for funding
	HOPE channel and other Medias	Broadcast information to the general public and run livelihood programs.	Providing visibility for ADRA's programs
	Malawi Union - Women ministries & Public affairs and religious liberty, Malawi Adventist University (MAU), Matandani farms etc)	Critical for mobilizing volunteers, interns and financing, Social Enterprises	Partnerships
General Stakeholders	Traditional Authority (TA)	They are the custodian of culture and norms. They own the lands. It is necessary for ADRA to partner with the TA for the implementation of interventions and sustainability purposes.	Needs assessment Review

2.2 TARGETED POTENTIAL DONOR ANALYSIS

The Table below provides a list of potential donors some of which ADRA Malawi already has a relationship with. These and more others will be engaged for potential funding, partnerships, and collaboration.

Donor	Priorities (including Geographic areas)	Strategic cycle/ Funding cycle/Engagement strategy
Bilateral/Multilateral Donors		
FCDE, Flanders Cooperation, DFAT, FAO, GIZ, EU, Development Fund of Norway (DF), FAO, Irish Aid	<ul style="list-style-type: none"> Sustainable Livelihood Empowerment of Vulnerable populations/ sustainable 	<ul style="list-style-type: none"> Calls run annually. ADRA Malawi needs to strengthen its strategic partnership with ADRA UK to work with on UK AID calls Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> Periodic donor visits Submission of unsolicited proposals Joint monitoring

Donor	Priorities (including Geographic areas)	Strategic cycle/ Funding cycle/Engagement strategy
EU	<ul style="list-style-type: none"> • Sustainable Livelihood (Reduced rural poverty and improved livelihoods) • Governance (advance democratic governance, accountability, and state effectiveness) 	<ul style="list-style-type: none"> • Funding opportunities are released every year depending on the instrument available. • ADRA Malawi needs to strengthen its strategic partnership with ADRA Germany and other Euro partners to work with on EU calls. • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals - Joint monitoring Periodic donor visits
UN Agencies (WFP, UNFPA, UNICEF, UNHCR)	<ul style="list-style-type: none"> • WFP: Nutrition; quality grain production, and post-harvest handling, school feeding, Social Behavioral change and communication, humanitarian • UNFPA: Sexual Reproductive Health / youths and adolescents, Menstrual hygiene • UNICEF: School health, WASH, Nutrition, MCH • UNHCR: refugee protection, education, health, 	<ul style="list-style-type: none"> • Calls run as funding instruments become available • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals
Global Fund for Children	<ul style="list-style-type: none"> • The right of all children to access high-quality education • Strong emphasis on girls' education to address the current and historical disadvantage for girls, improving access and quality 	<ul style="list-style-type: none"> • Potential for direct collaboration or as a partner • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals
GIZ	<ul style="list-style-type: none"> • Sector development and capacity building 	<ul style="list-style-type: none"> • Potential for direct collaboration or as a partner • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals - Joint monitoring
Global Fund	<ul style="list-style-type: none"> • HIV/TB/ Malaria/Covid-19 	<ul style="list-style-type: none"> • Potential direct collaboration as a partner • Sharing of strategic documents (PSP, capacity Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals - Invitation to Review meetings
Swedish Mission Council (SMC)	<ul style="list-style-type: none"> • HIV/AIDS • Youths and Adolescents focus • Education Advocacy 	<ul style="list-style-type: none"> • Focus on Youths, HIV/AIDS, and poverty reduction. • Sharing of strategic documents (PSP, capacity Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals

Donor	Priorities (including Geographic areas)	Strategic cycle/ Funding cycle/Engagement strategy
USAID	<ul style="list-style-type: none"> • WASH • Integrated Behavioural Change Communication • SRH for young people • Agriculture 	<ul style="list-style-type: none"> • Potential for direct collaboration • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals - Invitation to Review meetings
ADRA International	<ul style="list-style-type: none"> • Health • Livelihoods • Education • Emergency Response Management 	<ul style="list-style-type: none"> • Annual calls and opportunities as and when available • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) <ul style="list-style-type: none"> - Periodic donor visits - Submission of unsolicited proposals - Invitation to Review meetings for proposals - Documentation of learning or best practices
ADRA UK	<ul style="list-style-type: none"> • Technical Assistance • Livelihood 	<ul style="list-style-type: none"> • Opportunities as and when available • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) <ul style="list-style-type: none"> - Joint monitoring - Providing matching grants for UKAID call for proposals - Documentation of learning or best practices
ADRA Germany	<ul style="list-style-type: none"> • Partnership for social enterprise 	<ul style="list-style-type: none"> • Potential for direct collaboration
ADRA NETWORK Supporting Offices	<ul style="list-style-type: none"> • Education and health • Livelihoods • Emergency Management 	<ul style="list-style-type: none"> • Annual calls and opportunities as and when available • HR Capacity Support • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) • Documentation of learning or best practices
Malawi Government		
Ministry of Health/ National AIDS Commission	<ul style="list-style-type: none"> • Partnership for HIV/AIDS • Technical Assistance 	<ul style="list-style-type: none"> • Relationship already exists • Need to partner on health systems strengthening and infrastructure • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) • Joint monitoring • Invitation to review meetings
Ministry of Education Science and Technology	<ul style="list-style-type: none"> • Education partnerships (Networking/coordination) and policy guidance 	<ul style="list-style-type: none"> • Opportunities in community schools • Opportunities in strengthening quality in education and infrastructure • Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) • Joint monitoring • Invitation to review meetings

Donor	Priorities (including Geographic areas)	Strategic cycle/ Funding cycle/Engagement strategy
Ministry of Information	<ul style="list-style-type: none"> Documentation of project activities at the district level 	<ul style="list-style-type: none"> Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Joint monitoring Invitation to review meetings
Ministry of Gender and Social Welfare	<ul style="list-style-type: none"> Social protection interventions. 	<ul style="list-style-type: none"> Opportunities in strengthening gender-based violence, women empowerment, child protection and social protection interventions. Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Joint monitoring
Private Companies		
FDH Bank Press Corporation	<ul style="list-style-type: none"> WASH Agriculture Trade and industrialization 	<ul style="list-style-type: none"> Relationship already exists ADRA needs to invest boldly in lobbying Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Joint monitoring Invitation to review meetings
Other NGOs		
World Vision	<ul style="list-style-type: none"> Strong Player with potential for consortium partnering in Health/Education/Livelihoods 	<ul style="list-style-type: none"> Strategic partner for a consortium Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Invitation to review meetings.
CARE	<ul style="list-style-type: none"> CRS/CARE Strong Player with potential for consortium partnering 	<ul style="list-style-type: none"> Strategic partner for a consortium Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Invitation to review meetings
Sight Savers	<ul style="list-style-type: none"> A strong player in Neglected Tropical Diseases (NTDs) 	<ul style="list-style-type: none"> Strategic partner for a consortium Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Invitation to review meetings
Global Communities	<ul style="list-style-type: none"> WASH 	<ul style="list-style-type: none"> Strategic partner for a consortium Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Invitation to review meetings
Save the Children	<ul style="list-style-type: none"> A strong player in Child Protection A strong player on SRH and health systems strengthening 	<ul style="list-style-type: none"> Strategic partner for a consortium Sharing of strategic documents (PSP, capacity statement, annual reports, newsletters, evaluation reports, etc.) Invitation to review meetings

5. COUNTRY CONTEXT

Malawi is a land-locked country in southern Africa with a total surface area of 119,140 square km, bordered by Tanzania in the north and northwest, Zambia to the west, and Mozambique in the east, south and southwest. The country is divided into three administrative regions – Northern, Central, and Southern, and twenty-seven districts. The country's population is estimated at 17.2 million. About 85% of Malawi's population live in rural areas and are mainly engaged in subsistence agriculture. With a population growth of 2.8 percent per year and largely dependent on rain-fed agriculture for sustenance and livelihoods. Malawi is ranked 125 out of 157 countries in the World Bank's Human Capital Index and 172 out of 189 countries on the 2019 Human Development Index.

About 20 percent of its population is considered ultra-poor¹, unable to meet their recommended minimum daily food requirements, coupled with low levels of human capital. Malawi is also challenged with high stunting levels (37 percent for children aged 6-59 months) and low primary school completion rate (51 percent). About 20 percent of its population is considered ultra-poor¹, unable to meet their recommended minimum daily food requirements, coupled with low levels of human capital. Malawi is also challenged with high stunting levels (37 percent for children aged 6-59 months) and low primary school completion rate (51 percent).

It is estimated that 65 % of rural and 60 % of the urban population live below the poverty line equivalent to US \$ 40 per capita. In recognition of these factors, Government of Malawi (GOM) has identified poverty reduction as its central policy objective. The GOM's poverty reduction focus is underpinned by efforts geared towards providing sustainable social infrastructure, including the provision of safe drinking water, awareness creation and adoption of sound environmental sanitation practices, and, is based on community ownership and decentralized government management systems¹.

The Malawi 2063 vision (MW2063) aims to transform Malawi into a wealthy and self-reliant industrialized 'upper middle-income country by the year 2063. Already, projections indicate that if the economy grows at an annual average rate of six percent, Malawi will attain the low middle-income status by 2030. The attainment of these three pillars will be catalysed by seven enablers, namely: Mindset Change; Effective Governance System; Public Sector Performance; Private Sector Dynamism; Human Capital Development; Economic Infrastructure; and Environmental Sustainability. MW2063 is aligned to the Sustainable Development Goals (SDGs) whose overall objective is to create a better and sustainable future for all. While we align to the SDGs, our focus and aspirations as a people is inclusive wealth creation and self-reliance, which shall be sustained across sectors and generations 'leaving no one behind'.

Agriculture remains key for Malawi in terms of driving economic growth and development of the country. Traditionally, the agriculture sector has been composed of subsistence and a commercial subsector growing the cash crops of sugar, tea, tobacco and cotton. The sector accounts for around 28 percent of the country's GDP and contributes over 80% of the country's national export earnings. Approximately 64.1% of the country's workforce contributes to the sector which is also critical to the nation's food security. Population growth has reduced the number of square kilometres of arable land per person. A far more productive agriculture sector is needed to harvest sufficient food to keep pace with demand.

A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining natural resource bases.

As with every responsible government, Malawi maintains a national emergency management program (NEMP) to address her response to the hazards, which threaten her. While the emergency management system in Malawi is severely strained, she has started off on the right footing; however, this country still has many strides to make in order to sustain and enhance an emergency or disaster management program with the proper tools to effectively address the hazards that threaten her. A study of hazards that have affected Malawi in the past shows that natural hazards pose the greatest threat to the people, property, and economy of the country. The main threat to Malawi arises from

¹ https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Malawi_Integrated_Water_Supply_and_Sanitation_for_Ntchisi_Mzimba_-_Appraisal_Report.pdf

weather related events, the most frequently occurring being floods. According to UNDP-Malawi, floods have affected Malawi 157 times from 1946 to 2005. As previously mentioned, Malawi's rainy season falls between the months of November and May. During this period, the amount of precipitation can range anywhere from 725mm to 2,500 mm (Malawi Meteorological Services 2009a). Floods impact Malawi in the form of flash flooding or lakes and/or rivers that swell and overflow in low-lying areas. Flooding is not limited to a particular geographic area in Malawi. Rather the mixture of plateaus and rolling hills throughout the country make virtually any area of the country susceptible to flooding. During the past sixty years, areas such as Nsanje, Chikwawa, and Phalombe (in the south), Salima and Nkhotakota (in the central region), and Karonga, Rumphu, and Nkhatabay (in the north) have all been heavily impacted by flooding events (J. Chiusiwa, Malawi's Coordinator for Disaster Relief and Rehabilitation: personal email, February 24, 2009).

The lack of appropriate access to water, sanitation and hygiene (WASH) constitutes a silent emergency for the people of Malawi. Water is one of the basic necessities of life. Safe water is especially critical for children, who are the most vulnerable to water-related diseases. ADRA Malawi is teaming-up with all relevant actors to ensure a comprehensive approach to turn this situation around. ADRA Malawi believes that interventions that combine the provision of safe drinking water, improved sanitation and hand washing facilities in schools along with hygiene education can dramatically improve the health and education of children.

Besides, climate change that has affected vital water resources, energy supplies, crop production, and food security, the COVID-19, which is part of the worldwide pandemic of coronavirus disease 2019, has further eroded the coping capacity of many households (mainly farmers). Currently confirmed cases stand at 33,685 (as of 6th April, 2021), and active cases: 1,571 (as of 6th April, 2021).

The education sector in Malawi is characterized by quality and efficiency related challenges. Retention rates drop significantly from grade five to grade eight, going from 60 percent for boys and 62 percent for girls, to 44 percent for boys and 37 percent for girls¹. Primary school completion rates are at 55 percent for boys and 47 percent for girls, both having high levels of grade repetition (over 30 percent of students repeat grade 1)¹. The high student-teacher ratio (71:1) and limited infrastructure, imply that many students are learning in congested classrooms, significantly jeopardizing the quality of education.¹ Trends show that most vulnerable children tend to drop out of school when food insecurity is at its highest. School meals are often the sole or one of two meals a child will get in a day. Lower school attendance is also often observed during the lean season, particularly for girls in higher grades. Education has been free since 1994 and, consequently, enrolment has risen steadily from 1.89 million in 1993/4 to 4.49 million in 2013 (including boys and girls)⁷.

Gender parity is now reported at 1:1 in the lower grades of primary school but disparities emerge as early as standard 4 with girls dropping out and repeating to a much greater extent than boys. Indeed, less than 25% of girls ever finish primary school. 8 Notable progress has been made in the education sector over the last decade with the primary net enrolment rate (NER) almost at 100%. However, provision of basic education services still face huge challenges. Pupils-trained teacher ratio is at 95 while pupils-classroom ratio stayed at 107 in 2012/9, making it extremely difficult to deliver quality education. The dropout rate is as high as 18% and girls are the most disadvantaged in schooling in Malawi. For upper primary level the promotion rates for girls are significantly lower than that for boys (74% vs. 70% at Standard 6, 74% vs. 63% at Standard 7, and 69% vs. 54% at Standard 8, respectively.) Attendance of students and teachers is also problematic, and it is negatively affected by poverty and economic hardship.

High illiteracy levels, early marriages and poor nutrition leads to high malnutrition rates. The table below gives a summary of additional key indicators and their implication to Malawi.

	Summary of Analysis	Implication for ADRA Malawi
Economic	<ol style="list-style-type: none"> 1. Low human development countries, ranking 170th out of 188 countries on the Human Development Index². 2. Per capita is estimated at USD1,140 (MK483,450), but despite such a fair per capita standing, there is a high uneven 	<ol style="list-style-type: none"> 1. Malawi classified under the Low income category implies more Donor funding opportunities. 2. 51% or more of the population

² See: UNDP Human Development Report 2016

	<p>distribution of wealth such that 50.7% of its 18.09 million people, increasing at 2.8% per annum, live below the poverty line³.</p> <ol style="list-style-type: none"> Net Importer and is at times prone to heavy economic shocks, however over the past year has seen some economic stability including a steady reduction in interest rates to an average 22.0% by April 2017, stable exchange rates, and lowering of inflation to 9.3%⁴ in August 2017 (average between 2001 – 2017, 15.22% with a high of 37.9% Feb 2013 and a low of 6.3% Dec 2010). The unemployment rate is 17.1% with 70.0% of those employed being subsistence farmers, 11.0% in other self-employment ventures and only 14% in formal employment⁵. Generally, the economic environment, though improving, but is still not favourable for the growth of trade and industrial investments. The economy is forecasted to grow by 7.0% by the close of 2017, from 5.1% in 2016.⁶ This assures that there will continue to be a considerable effective demand for consumer goods, including processed edible goods in the country. 	<p>live below the poverty line and this calls for more livelihood project in rural and some urban communities.</p> <ol style="list-style-type: none"> 52% and 29% of the population engaged in agriculture and services, respectively offer opportunities to ADRA Malawi to develop more livelihood proposals and agro processing projects to contribute to import substitute. Low investments would require funding opportunities for investments projects
Social	<ol style="list-style-type: none"> Malawi has a population of 18 million people with 85% of the population living in rural areas (Malawi Population and Housing Census, 2008). The country has a young population, with 46.5% under the age of 15 years; this situation has persisted over the last 8 years. Due to poor nutrition and health care, the life expectancy is rather low at 55 years, leading to a high ratio of dependence in families at 1.01 thereby affecting the purchasing power of family heads 	<ol style="list-style-type: none"> 85% of the population live in rural areas which calls for more livelihood projects in rural areas. Young population calls for NGOs to include them in developmental activities and youth employment Poor sanitation would require WASH projects
Environment	<ol style="list-style-type: none"> Land degradation has destroyed a wide range of wildlife habitats over decades Land degradation causing hydrological imbalance and increased risks for floods and droughts. Air pollution: resulting from excessive use of biomass fuel such as firewood and charcoal for cooking. Malawi is prone to extreme meteorological events such as droughts and floods, with major impacts on food security and public health. <p>Sources: Needs Assessment in Project Design by ADRA</p>	<ol style="list-style-type: none"> Encourage Environmentally Friendly Agricultural practices (do no harm principle) Promote community-based natural regeneration of indigenous trees Promote project supporting Adaptation to the effects of climate change.
Political	<ol style="list-style-type: none"> Political stability is underpinned by Malawi's strong democratic credentials Since 1994 Malawi has been practicing parliamentary democracy Malawi is a unitary constitutional democracy led by a president who is both head of state and head of the government Malawi enjoys some degree of media freedom Malawi economy is liberalized with no trade restrictions, apart from a few strategic commodities which periodically face importation or exportation bans e.g. maize. There are no direct political interferences in trading, even though there have been some sporadic political directives targeting specific sectors e.g. the 2011 ban of the exportation of maize. 	<ol style="list-style-type: none"> Support the implementation of government policies within the ADRA sector of operation Implement projects devoid of political bias Implement projects that encourage peace, harmony, and growth in communities
Technological	<ol style="list-style-type: none"> The use of technology particularly ICT is increasing. More and more people are having access to mobile telephones, radios and television, which is a positive development. Though there is some improvement in agriculture, beneficiaries are still left behind in the use of farming technology because they are still using basic implements such as hoes and pangas 	<ol style="list-style-type: none"> We recommended that future projects should include components on how to use that technology for development purposes. Need for Mechanization of agriculture projects.
Education	<ol style="list-style-type: none"> High drop out rates from grade five to grade eight, going from 60 percent for boys and 62 percent for girls, to 44 percent for boys and 37 percent for girls. Primary school completion rates are at 55 percent for boys 	<ol style="list-style-type: none"> Build or lobby for construction of more schools Lobby for hiring of more teachers Empower girls to finish school

³ See: www.data.worldbank.org/country/malawi.

⁴ See: www.tradingeconomics.com/malawi

⁵ See: Welfare Monitoring Survey report, National Statistical Office, October 2015.

⁶ See: Reuters, Market News, 18 May 2017.

	<p>and 47 percent for girls, both having high levels of grade repetition (over 30 percent of students repeat grade 1).</p> <ol style="list-style-type: none"> High student-teacher ratio (71:1) and limited infrastructure,. Gender parity is now reported at 1:1 in the lower grades of Less than 25% of girls ever finish primary school. 	
Health	<ol style="list-style-type: none"> Neonatal mortality rate (per 1000 lives births) (2019) is 19.8 Under 5 mortality rate (per 1000 lives births) (2019) is 41.6 Maternal mortality rate (per 100,000 lives births) (2019) is 349 The Government of Malawi (GoM) reduced maternal mortality by 53 percent between 1990 and 2013, and increased the contraceptive prevalence rate from 7.4 in 1992 to 42 percent in 2010. Malawi has reduced the number of HIV/AIDS deaths by 73 percent, and the number of new HIV infections by 41 percent since 2003. Malawi has a high unmet need for family planning services (26 percent), with acute needs among young people. Malawi has high HIV prevalence of 6.4 percent among men and 10.8 percent among women <p>Source: USAID: https://www.usaid.gov/malawi/global-health and WHO: https://apps.who.int/gho/data/node.cco.ki-MWI?lang=en</p>	<ol style="list-style-type: none"> Invest in quality of care interventions to sustain gains in maternal and child health and interventions designed to accelerate progress in neonatal health. Invest in nutrition activities for women and children, with a focus on the first 1,000 days from conception to age two. Invest in high-impact HIV prevention, treatment, and care activities with the goal of controlling the HIV epidemic. Work closely with the MoH and Ministry of Agriculture, Irrigation, and Water Development to improve access to and provision of quality WASH services.
Nutrition	<ol style="list-style-type: none"> Even with the gains in child health, 37 percent of Malawian children suffer from chronic malnutrition. Undernutrition in women and children remains a persistent public health and development challenge in Malawi. 63 percent of children under 5 are anaemic, as are 33 percent of women. While 61 percent of children 0–5 months are exclusively breastfed, this figure drops to 34 percent among children 4–5 months. Feeding practices continue to deteriorate as children get older; only 9 percent of children 6–23 months receive a minimum acceptable diet (NSO and ICF 2017). Differences in stunting levels can be seen according to maternal education and wealth levels; stunting ranges from 30 percent among children whose mothers have a secondary education or higher to 43 percent among those whose mothers have no education. Similarly, 24 percent of children in the highest wealth quintile are stunted, while 46 percent of children in the lowest wealth quintile are stunted 	<ol style="list-style-type: none"> Invest in projects that focuses on improving nutrition and water, sanitation, and hygiene (WASH), as well as on community mobilization activities Support efforts by the Government of Malawi to increase public demand for quality, sustainable priority health services and products.

6. STRATEGIC RESPONSE

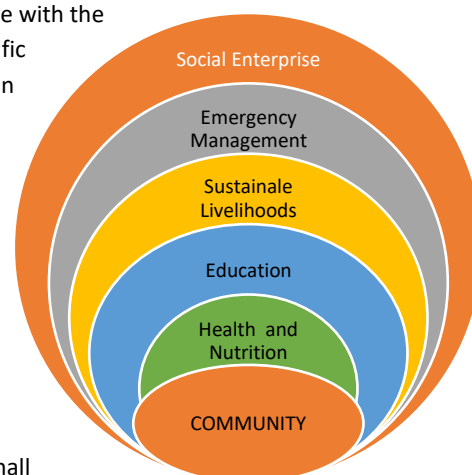
In recognition of the dynamic complexities of development work and ever-changing funding opportunities and donor priorities, it is important and urgent for ADRA Malawi to be strategic in approaches while maintaining its core values and identity. In this Strategic Plan, ADRA Malawi has adopted a hybrid model of both programmatic and project-based approaches. This will be essential to meaningfully contribute towards achieving the Sustainable Developmental Goals (SDGs) and aligning with funding architecture. Therefore, in the design of interventions, ADRA will purposely **INTEGRATE** related themes and activities that are complementary and contribute to the multi-sectoral outcomes. The integration will be achieved by:

- Clustering of related activities/themes** to contribute to higher goal achievement; For example, Sustainable Livelihood Intervention will combine, Nutrition, primary health in targeting the same communities
- Geographic Approach:** Work with the selected community in all ADRA Malawi's focal areas for a period of not less than 5 years. ADRA will partner with communities to strengthen the necessary capacities through field studies
- Needs and capability-based beneficiary/community targeting approach**, where individual beneficiaries are profiled and specifically targeted based on the potential for ideal success, impact, and comparative advantage.

An integrated approach leading to well-being outcomes is illustrated in the Figure below:

At the center of this strategy will be the community. ADRA will collaborate with the targeted communities and other stakeholders to integrate fully, the specific interventions, and are prioritized. ADRA Malawi will deliberately engage in actions that strengthen the capacity of the community and its systems and structure for greater benefits and development. The local innovations and solutions will be the hallmark of the interventions, supported by ADRA's experience in the sector. Thus, the strategy will depart from the business as usual (one-size fits all) type of interventions.

In implementing this strategy, ADRA Malawi's theory of change (TOC), will promote Value-based and Rights-based Approaches with tangible mainstreaming of key Cross-Cutting issues in interventions design and delivery. Consultations and collaboration with stakeholders at all levels shall remain the foundation of ADRA Malawi's actions.



6.1 KEY SECTOR CLUSTERS OF PRIORITY

- Sustainable Livelihoods (Agriculture and Climate Change, Food Security, Value Addition, Post Harvest Management, Enhanced Nutrition)
- Health (Primary Health Care, Nutrition and WASH)
- Education (basic & Skills education)
- Emergency Management (Response, Management, DRR)
- Social Enterprise

6.1.1 SUSTAINABLE LIVELIHOODS (Agriculture and Climate Change, Food Security, Value Addition, Post-Harvest Management and, Enhanced Nutrition)

ADRA Malawi Strategy for achieving Sustainable livelihoods of Malawi's vulnerable households is based on the Sustainability Livelihood framework and contextualized to the Malawian situation. ADRA Malawi promotes livelihood initiatives through gender empowerment and community resilience by supporting beneficiaries in Income Generating Activities and Village Savings and Loans Associations. Training in group dynamics, business management, financial and market access ensures successful group initiatives and sustainable business ventures. ADRA Malawi

empowers civil society through capacity building in literacy, human rights and gender issues. These activities have contributed to improved livelihoods.

ADRA Malawi believes food security exists when all people at all times have access to sufficient, safe and nutritious food. ADRA strives to increase food security at community level through capacity building in relevant technical areas, agribusiness, facilitating formation of farmer organizations, collaboration with key food security players, as well as developing value chains. ADRA has been assisting in enhancing the lives of vulnerable people against shocks and stresses such as floods and/or droughts and economic instability for more than 20 years.

Under Pillar 1 of the MW2063 (Agriculture Productivity and Commercialization), the strategy promotes: Agricultural Productivity, Agricultural Commercialization, Improved and Sustainable Land Management Practices, Optimal Utilization of Land Resources, Climate Smart and Resilient Agriculture, Diversification of the Agriculture Sector, Increased Use of Modern Technologies and Farm Mechanization, Access to Targeted Agriculture Insurance, and Development of an Agricultural Finance Policy. Under Pillar 2, the strategy promotes Diversification and Value Addition in Export Products and Competitiveness and Promotion of Research, Science, Technology, and Innovation.

With these experiences and prospects for future prosperity from MW2063, ADRA Malawi can:

- Work with government and help in advocating and implementation of the MGDS III
- Support reforestation programmes and promote good farming practices
- Cost-share of inputs or starter packs with beneficiaries
- Advocate for more support to the small holder sector
- Target not just the poorest who are social welfare cases and may not come out of poverty in spite of the magnitude of support. But targeting the youth and households with labour which can profitably engage in activities.

Priority 1: Sustainable Livelihoods				
Objective: Increase production and productivity of a more diversified agricultural sector				
Target beneficiary population: Smallholder farmers, with special emphasis on women, youth and PWDs				
Key Strategies	Responsibility	Results/Outputs	Results/ Outputs Indicator	Outcomes
Empower economically the livelihood smallholder farmers particularly women, youth and people with disability	CD, Program manager, Technical Coordinators	Designed advocacy projects where women are sensitized and empowered in group enterprises.	Number of women in leadership position advocating for economic empowerment	Increased income Improved skills
		Designed projects that advocate for inclusion of marginalised groups in value chains.	Number of marginalised people with Income generating activities (IGAs)	
		Designed projects in Microfinance Enterprise (VSLs, IGAs), Social Enterprise (group activity for income generation);	Number of VSLs, IGAS established in communities Number of Social Enterprises established	
		Designed projects with Youth Vocational Skills; Environment Conservation; Capacity Building; Market Linkages	Number of vocational skills established Number of youths trained in vocational skills	
Strengthen Farming as a Business among smallholder farmers: Increase production and productivity of annuals and tree crops through	CD, Program manager, Technical Coordinators	Farmers trained in improved farming technologies - using climate-smart agricultural production techniques	Number of farmers adopting recommended technologies	Farmers have viable farming businesses and are making profits Increased

evidence-based and climate-smart approaches				availability of diversified food
				Increased household income
		Farmers trained in COVID-19 prevention protocols	Number of farmers adopting COVID-19 protocols	Low infection rate of COVID-19 pandemic
		Farmers trained in improved harvesting and post-harvest handling techniques	Number of farmers with improved skills in post harvest management	Increased household income
		Agricultural inputs distribution system established and implemented	Number of farmers with access to farm inputs	Increased Yield
	Linkages established among value chain actors	Number of value chain actors linked	Number of farmers with access to market	
Increase production through integrated farming and climate-smart approaches	CD, Program manager, Technical Coordinators	Farmers trained in improved livestock and fisheries production technologies through farmer field schools (FFS) and field demonstrations (FDs)	Number of farmers participation in FFS/FD Number of Farmer Field Schools organized	Increased incomes for farmers
		Farmers trained in Business and marketing techniques and linked to markets / storage facilities	Farmers trained in business and marketing techniques	Increased incomes for farmers
		Farmers supported with inputs (resistant breed, feed, fingerlings, etc)	Farmers received inputs for livestock and fishery production	Improved access to storage and market
Enhance market access, value addition, trade, and access to finance	CD, Program manager, Technical Coordinators	Agribusiness enterprises and FOs linked to finance.	Value of loans distributed to FOS and SMEs	Increased number of farmers/FOs linked to markets and finance Increased agricultural value addition and processing Post-harvest losses reduced
		Agribusiness enterprises and FOs equipped with investments in transport, marketing, and storage infrastructure to improve market access and reduce post-harvest losses.	Number of investments in transport, marketing, and storage infrastructure	
		FOs and SMES trained in technical and managerial aspects related to processing, marketing, and storage, including the use of innovative instruments such as warehouse receipts and commodity exchanges.	Number of SMES and FOs with sound business knowledge related to processing, marketing, and storage, including the use of innovative instruments such as warehouse	
	<p>*Risks and Assumptions:</p> <ul style="list-style-type: none"> • If ADRA Malawi fails to invest in necessary technical capacity building in the sector, then the objective will not be achieved (Risk) • If funding opportunities reduce, then implementation of planned Strategies will be affected (Risk) • The planned type of interventions will remain acceptable to the target communities (Assumption) • Government sector policies will remain conducive and supportive for interventions by NGOs (Assumption) 			

	**Estimated budget (lump sum): USD7.5 million
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6.1.2 HEALTH (Social Behavioural Change & Communication, Primary Health Care, WASH & Nutrition)

ADRA Malawi has implemented several programs in the health sector, primarily focusing on women and men of reproductive age, youth and under 5 children. The technical focus areas include nutrition, family planning, reproductive health, and HIV and AIDS. To facilitate access to health facilities, ADRA Malawi provides bicycle ambulances to communities. Approaches used include Communication for Social Change, Positive Deviance Hearth model, advocacy, media, and capacity building for volunteers.

ADRA Malawi has been implementing projects focused on HIV and AIDS since 1991. ADRA’s initiatives aim at increasing individual and societal awareness about HIV transmission, promoting individual risk reduction, care and support for PLWHIV. Approaches include Communication for Social Change, Volunteer Capacity Building, and Training of Trainers (TOT) to provide counselling and support services. ADRA Malawi also uses mass media such as radio and television as advocacy and education platforms

ADRA Malawi has for the past 20 years been delivering Water, Sanitation and Hygiene programs to different needy communities in Southern and Central districts of Malawi (Mulanje, Machinga and Salima in particular) by providing access to drinking water, awareness on clean environments and hygiene. The projects have focused on drilling and maintaining boreholes, maintaining shallow wells and providing chlorine and educating communities in water management, sanitation and hygiene environment.

The UN sustainable development goals (SGD) 3 and 6 aim at ensuring healthy lives and wellbeing; and access to water and sanitation for all at all ages. The well-being of a person is fundamental to overall health which enables them to successfully overcome difficulties and achieve what they want in life. ADRA Malawi intends to commit the next five years to develop targeted comprehensive community interventions that will contribute to achieving the SDG targets such as the reduction in maternal mortality ratio (3.1); ending the epidemics of AIDS, water-borne diseases and other communicable diseases (3.3); ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into program strategies (3.7), and ensure access to improved water and sanitation facilities for targeted community members (SDG 6).

Under MW2063, Malawi envisions a healthy population with improved life expectancy working towards the socioeconomic transformation of Malawi. The goal is to attain universal health coverage with quality, equitable and affordable health care for all Malawians. This will be achieved by providing a comprehensive health care system through interventions that will address shortfalls in the recruitment, distribution and retention of health workers; strengthening reproductive, maternal, neonatal, child and adolescent health; improving the availability and quality of health infrastructure, medical equipment, medicines and medical supplies; and exploring innovative and sustainable financing for health while focusing on efficiency enhancing measures such as strengthening governance, among other interventions.

Priority 2: Health				
Objective: Reduce health-related morbidity and mortality in targeted communities of Malawi by the end of 2025				
Target beneficiary population: Children under five, Adolescents and Women of childbearing age, young people, and people living in Urban Communities.				
Key Strategies	Responsibility	Results/Outputs	Results/ Outputs Indicator	Outcomes
Strengthen women and village health committees to advocate for health rights	CD, Project Manager	Gender Empowerment projects developed that empower women to fight gender-based violence (GBV).	Number of women with viable businesses	Improved well being of communities
		Designed projects that empower Village health	Number of communities with	

		Committees to advocate for increase in budgetary allocation for health services and potable water provision in health centres	access to a basic package of health services	
Improve access to quality health services and care with equity through the primary health care approach in target communities	CD, Project Manager	Health Infrastructure addressing Maternal and Child Morbidity and mortality provided.	Number of people with access to a basic package of health services	Improved access to health care services Increased knowledge among targeted groups Adoption of safer sexual practices Increase in uptake of HIV testing services and malaria prevention
		Behaviour Change through Reproductive Health Education in communities and schools provided.	Percentage of young women and men aged 15-24 who both correctly identify ways of preventing the sexual transmission diseases and who reject major misconceptions regarding SRH.	
		Facilitate Behaviour Change toward HIV/AIDS	Percentage of most-at-risk populations reached with targeted HIV prevention programs	
Increase Sexual and Reproductive Health services for adolescents and youths	CD, Project Manager	Behavioural Change and Communication (BCC) Materials on sexual and reproductive health (SRH) services developed BCC on sexual and reproductive services disseminated to targeted groups SRH Information and discussion platforms enhanced in schools and community	Number of functional SRH information centres Number of young people reached with SRH information	Incidences of early pregnancies and STIs reduced among the youth and adolescents
Improve access and sustainable utilization of safe drinking water and sanitation facilities	CD, Project Manager	Water facilities at House households, school; health facilities Constructed/ rehabilitated WASH committee members set up and trained	Percentage increase in access to sustainable potable Water	Incidence of waterborne diseases are reduced in communities
		Community capacity to manage water facilities Developed	Number functional community water point committees	
		Open defecation free communities established Community education on WASH carried out	Percentage adoption of preferred sanitation and hygiene behaviour practices	
	*Risks and Assumptions: <ul style="list-style-type: none"> • If ADRA Malawi does not maintain a qualified technical team in Health, then the interventions will not be achieved (Risk) • If funding opportunities continue to dwindle, then implementation of planned strategies will be adversely hampered (Risk) • The planned type of events will remain acceptable to the target communities (Assumption) • Enabling Government sector policies will remain conducive and supportive for interventions by NGOs (Assumption) • If community members fail to adhere to COVID-19 prevention protocols, then project implementation will be affected (Risk) 			
	**Estimated budget (lump sum): USD 5.1 million			

6.1.3 EDUCATION

Over the years, child education in Malawi has seen appreciable improvement in the area of access and general literacy. However, there remains much to be achieved in terms of quality and access to technical education especially for girls and children with disabilities. Although there are policies that seek to address these issues, ineffective implementation of some policies coupled with inadequate skills for teaching and learning and household poverty still places limitations on access to and retention of young people to technical education.

The resultant high rate of youth unemployment needs to be addressed through deliberate actions to promote inclusion, support advocacy for educational reforms, and policy implementation on the part of accredited educational agencies. Under the MW2063, shall provide and make it a priority for every child to go through ECD and make it compulsory for every citizen to attain at least 12 years of formal education. Every constituency in the country shall have well equipped and staffed primary and secondary schools, including E-learning and shall incorporate technical education beside having fully-fledged technical and vocational training centres in line with existing population levels. The availability, accessibility and quality of education at these levels shall be improved so that learning outcomes are equitable, and the productive skills of the youth are developed. We shall construct and expand disability friendly and gender sensitive school physical infrastructure at all levels with the aim of enhancing the availability of and access to education.

ADRA Malawi proposes to address these issues through 3 main focus areas:

- Support provision of school infrastructure and provision of learning materials for identified vulnerable communities.
- Advocate for enforcement/ continuity of government policies that favor the inclusion of girls and children with disabilities to enhance retention and encourage more girls to go into previously male-dominated technical education.
- Engage in advocacy for curriculum reforms and training of teachers to enhance skills in the teaching of science and technical subjects

Priority 3: Education				
Objective: Enhanced access to quality, equitable and inclusive technical education				
Target beneficiary population: Basic and secondary/technical school-going age				
Key Strategies	Responsibility	Results/Outputs	Results/ Outputs Indicator	Outcomes
Design programs that strengthen policy on readmission, increased school enrolment and subcontract other NGOs to manage the project.	CD, Project Manager	Increased enrolment rate of school children particularly the girl child in schools.	Number of girl child reinstated back to school	Reduced illiteracy rate
		ADRA Malawi becomes donor partner and Project manager while other NGOs hired to implement projects	Number of partnerships developed with other NGOs to implement projects	
		Designed school feeding programs (home grown approach) for retention of learners	Number of school children with improved nutrition	
Improve infrastructure and learning materials in vulnerable communities	CD, Project Manager	Number of schools with infrastructure improved or built	Number of schools reached	Improved performance children will have access to a conducive
		Number of textbooks distributed	Number of students reached	

				environment in education
Strengthen the institutional and human capacity of educational management and leadership	CD, Project Manager, District Education Office School, Management Committee	English, Math, and Science Teachers trained	Number of teachers trained	Better school management and governance
		Taken a lead role in advocacy for curriculum reforms	Membership of curriculum reform committees	
Enhance gender parity and inclusive education (girls' education and disability)	CD, Project Manager, Community Leadership, School Management Committee	Number retention of girls in basic school	The percentage increase of girls who complete Junior High School	More girls progressing to secondary school.
		The quota for inclusion (girls and disabled) in various technical schools implemented	Number of girls and disabled enrolled in technical schools	
		% increase enrolment and retention of girls secondary and technical school	Percentage increase in girls who complete secondary and technical school	
Advocate for the implementation of TVET policy for youth employability and entrepreneurship through Technical and vocational education	CD, Project Manager	Girls have completed prescribed technical and vocational education	Percentage increase in girls trained and certified in technical skills	Improved employment and income among youths
		Girls have been trained in business and entrepreneurial skills	Number of young girls and boys who have gained employable skills	
		Girls have received business start-up support	Number of young girls and boys who are self-employed	
	<p>*Risks:</p> <ul style="list-style-type: none"> - If ADRA Malawi fails to build its necessary technical capacity in Education, then the interventions will not be effective - If the government fails to implement policy on inclusion, it will undermine the entire project focus <p>*Assumptions:</p> <ul style="list-style-type: none"> - Funds will be available for the government to implement educational policies and reforms - Government sector policies will provide a conducive environment for NGO operation 			
	**Estimated budget (lump sum): USD 3.5 million			

6.1.4 EMERGENCY MANAGEMENT (Disaster Preparedness, Disaster Management, Resilience Building, Ecosystem Management)

Malawi is prone to both slow and quick on-set disasters, as part of its mandate, ADRA Malawi is expected to contribute to the emergency response efforts as well as Disaster Risk Reduction/ climate change adaptation efforts of the Country. Malawi experiences disasters ranging from epidemics, pandemic (COVID-19), climatic (Droughts and Flooding), Refugee influx, among others. With progressing Climate Change effects, the frequency and spread of disaster impacts are likely to increase. ADRA Malawi has a National Emergency Management Plan as per policy requirement and it is being migrated onto the ALERT platform. The NEMP document stipulates the protocols and initial response requirements.

Emergency management is one of the main ADRA programmatic areas and its aim is to manage available resources to deal with emergencies effectively, thereby saving lives, avoiding injury, and minimizing economic loss regardless of race, ethnicity, gender, economic political, or religious differences. This protection process involves mitigation, planning, response and recovery. As a member of Joint Emergency Food Aid Program (JEFAP) consortium of international and local NGOs, ADRA Malawi has been in partnership with WFP for more than 20 years.

ADRA will improve its collaborative role with Government, UN, and other NGOs in Emergency preparedness, response planning, disaster management, and recovery measures.

Priority 4: Emergency Management				
Objective: To reduce the Impact of Emergencies on Target Communities				
Target beneficiary population: Disaster affected communities				
Key Strategies	Responsibility	Results/Outputs	Results/ Outputs Indicator	Outcomes
Develop and have a National Emergency Management Plan (NEMP) approved by ADRA Africa and ADRA International	CD, Emergency Response Coordinator (ERC)	NEMP developed and approved by ADRA Africa Regional Office and ADA International	Number of NEMP developed and approved	ADRA Malawi can respond to emergencies within 48 hours and save lives
		The SDA Church and ADRA Malawi Administration set aside resources to match up funds for NEMP initial responses	ADRA Malawi has matching funds for Initial Responses	
Establish and build the capacity of Community Managed Disaster Risk Reduction (CMDRR) Teams	CD, ERC	Community Managed DRR established	Number of CMDRR Teams established	Communities have increased resilience capabilities to natural and man-made hazards
		Community Managed DRR teams trained and are functional	Number of CMDRR teams trained	
		Early warning systems established and implemented at the community level	Number of trained CMDRR teams that are functional Number of early warning systems implemented at the community level	
Establish Safety nets and productive social safety nets for the most vulnerable (cash/food for work, cash transfers)	CD, ERC	Established Social Safety nets for the most vulnerable in the community	Number of beneficiaries on social safety nets	Reduced poverty in the community in the short term
		Productive safety nets such as food/cash for work, food for assets implemented	Number of beneficiaries on productive safety nets	Improved welfare of vulnerable people in target communities
		Social transfers for inputs support established for agriculture production	Number of beneficiaries on social transfers for agricultural inputs	
Participate in interventions for Returned Migrants, Persons of Concerns (Refugees, Asylum seekers), disaster-affected	CD, ERC, PM	Established systems to implement food assistance, NFIs assistance, food or cash transfer program or food security programs	Number of NFIs distributed to the COVID-19 affected population.	The affected populations have personal protective items to ensure their health, dignity, safety, and well-being.

communities under the Comprehensive Emergency Response Framework		Established livelihoods and recovery plans for access to the necessary inputs to protect and restart primary production to the level of pre- disaster	Number of Medical Supplies to Health facilities to management pandemics	All targeted households (of a food/livelihood assistance program) have access to the necessary inputs or IGAs to protect and restart primary production to the level of pre- disaster, when justified
			Number of people assisted by food assistance, food or cash transfer program or livelihood programs	
*Risks and Assumptions: <ul style="list-style-type: none"> - If ADRA Malawi is unable to build its necessary technical capacity in the Emergency Management sector, then the interventions will not be possible (Risk) - If funding opportunities diminish, then implementation of planned Strategies will be affected (Risk) - The planned type of events will remain acceptable to the target communities (Assumption) - Government and UN sector policies & operational environment will remain conducive and supportive for interventions by NGOs (Assumption) 				
**Estimated budget (lump sum): USD 4.8 million				

6.1.5 SOCIAL ENTERPRISE

ADRA Malawi is not yet financially independent due to overdependence on long-time traditional donors; as such, it has been difficult to sustain the flow of financial resources, human resources and capital. Global trends are showing shrinking donor support, which now requires ADRA Malawi to diversify to other means of accessing funding.

ADRA Malawi plans to establish:

- a) Plants for **Value Addition** of sunflower, soya beans. This will be concretized so that within the next 5 years ADRA Malawi should have a plant for soy milk and a refinery for cooking oil.
- b) **Water Drilling Machines** to partner with donors and for hire.
- c) **Health Foods Outlet:** Vegetarian Restaurants and shops selling vegetarian products will be open in the cities of Lilongwe, Blantyre, Mzuzu and Zomba. People are very careful with what they eat so if a shop is elected, ADRA Malawi will supply health foods. The Health restaurants and shops will have an outlet with a gym facility, wellness centre where people can come and learn. Partnerships will be made with the church and the university.
- d) **Concept of Development Aid from People to People (DAPP):** The idea will be to sell second-hand clothes to the poor at an affordable price obtained locally donated from individuals in Malawi from the SDA Church and other Malawians. Shops will be opened in all the four cities in Malawi. Alongside selling second-hand clothes, ADRA Malawi will also open a laundry business in all the four cities in Malawi.
- e) **Development Research:** ADRA Malawi will start a business arm that aims informing donors on policy so that they make informed decision. The idea comes because of lack of component of research which other NGOs would hire ADRA Malawi to conduct on their behalf. A proper scientific report cannot be easily manipulated. if we have research for development, ADRA Malawi will support other NGOs and even the academia.
- f) **Development Training Unit:**

This requires ADRA Malawi to reposition itself for possible strategic partners for long-term investments.

ADRA will:

- Organize meetings with high-level potential partners
- Sharing strategic plan with potential partners
- Attend and participate in national forums

- Establish a business development unit
- Operationalize the business unit.

Priority 5: Social Enterprise				
Objective: Attain financial sustainability of ADRA Malawi				
Target beneficiary population: Smallholder farmers, with special emphasis on Youth, Women and PWDs				
Key Strategies	Responsibility	Results/Outputs	Results/ Outputs Indicator	Outcomes
Establish a business development unit	CD, Project Manager	Plants for Value Addition installed	Number of soymilk plants installed	ADRA Malawi's financial sustainability improves The youth and women get income through employment at the business unit
			Number Oil Refinery Machines installed	
		Water Drilling Machines procured	Number of boreholes drilled	
		Health Foods Outlet opened	Number of health foods outlets opened	
		Shops for Second-hand clothes opened	Number of Shops for Second-hand clothes opened	
		Development Research in operation	Number of consultancies conducted for clients	
	*Risks and Assumptions: <ul style="list-style-type: none"> - If funding opportunities diminish, then implementation of planned Strategies will be affected (Risk) - The planned type of events will remain acceptable to the target communities (Assumption) 			
	**Estimated budget (lump sum): USD 1.5 million			

7. CROSS-CUTTING ISSUES

In intervention design and delivery, ADRA Malawi will incorporate cross-cutting and other emerging issues. The table below indicates the issues.

Cross-Cutting Issues		
Issue	Malawi Status	ADRA Interventions
Advocacy	<ul style="list-style-type: none"> Crackdown on critics, including human rights defenders, the killing of journalists. Unnecessary and excessive force was used against peaceful protesters (aggrieved customers of defunct microfinance institutions, investment companies) and unsuccessful resolution of violence by certain groups. Attack on the judiciary by followers of political parties. Levels of food insecurity in rural areas remained high. 	<ul style="list-style-type: none"> Engage in Lobbying, Campaigning, Media Engagement, and Strategic Coalition to improve the freedom to advocate and lobby in Malawi Build the capacity of civil society at the grassroots level so they can lobby for their rights and or sustainability of interventions
Gender	<ul style="list-style-type: none"> Children and Women are the most affected Malawi has a Gender-Based Violence Act that protects victims of gender violence. Types of violence: Sexual harassment, women, and men battering, Emotional violence, Psychological Violence, Verbal Abuse. Financial Abuse, Cultural Violence, Child Neglect. Move to disband or witch camps 	<ul style="list-style-type: none"> Standalone Gender projects Advocacy on gender-based violence Establish counseling centers Raise awareness on the provisions of the GBV Act Establish referral systems Partner with SDA church and other faith-based communities to address GBV Promote Girls Education
Disability	<ul style="list-style-type: none"> People with disability (PwD) are marginalized in Malawi putting them at risk of not getting adequate education or health care. Malawi's Disability Act 2012 aims at ending the discrimination that faces people with disabilities but the ten-year moratorium given by the Act for old buildings to be renovated to disability-friendly status has indeed not been met 	<ul style="list-style-type: none"> Inclusion of PwD in Livelihoods projects Support group for the disabled and their caregivers Supporting Sign language training for the whole community to facilitate communication with the deaf in their Community
HIV/AIDS	<ul style="list-style-type: none"> Malawi has made strides as regards the HIV and AIDS epidemic With the recent 9.2% national prevalence rate, there is still a certain section which is lagging behind in the fight against this epidemic Hence the introduction of HP+ project to complement in addressing this gap Men and boys have not been reached to as it has been with the female counterparts, reasons are very diverse. 	<ul style="list-style-type: none"> Provide advocacy and education in HIV/AIDS in communities, churches, and schools Support HIV/AIDS voluntary counselling services in churches and schools Advocate for agricultural technologies that are sensitive to people living with HIV/AIDS to reduce physical exertion.
Child Protection	<ul style="list-style-type: none"> Child protection focus has mostly been on individual protection problems, such as child trafficking, child labor, and sexual abuse Right to education and well-being. Minimum Standards of Care ensures that children who are not in a family environment are cared for following international standards though these programs have fallen by the wayside due to lack of funding. Hire children for domestic or any other labour which is inappropriate for their age or development, interferes with their education or play, or places them at risk of injury No person shall deprive a child capable of forming views the right to express an opinion, to be listened to, and to participate in decisions that affect his well-being, the opinion of the child being given due 	<ul style="list-style-type: none"> Helping to ensure that child rights are ensured in all areas in Malawi especially concerning access to education and healthcare Facilitate behavior change with regards to child marriage, GBV, and discrimination against the differently able through sensitivity training engaging parents, children, and community leaders Lobbying the government to enforce child protection laws e.g. laws that prevent child marriages and child labour should be enforced. Working with religious bodies, community leaders, and schools to enhance child protection policies Treat all children and young people with

	weight per the age and maturity of the child.	respect regardless of race, colour, sex, language, disability, religion, political or other opinions, national, ethnic or social origin, birth or another status
COVID-19	<p>As of April 6, 2021:</p> <ul style="list-style-type: none"> • New cases: 12 • Total COVID-19 cases: 33,685 • Active cases: 1,578 • Total recovered: 30,849 • Currently admitted: 20 • Total tests conducted: 220,937 • Number of deaths: 1,124 • Total vaccinated: 164,733 	<ul style="list-style-type: none"> • Promote COVID-19 prevention messages • Provision of veronica buckets, clean water, soap, sanitizer during training or meetings • Practicing social distancing during community engagement • Wearing a nose mask or face shield during meetings

8. YEAR 1 WORKPLAN

NO	Activity	Responsible	Completion Date
1	Review Final PSP draft by ADRA Africa Regional Office	Dr. Zivayi Nengomasha; Director, Planning and Programs-Africa	March 26, 2021
2	Submit Final PSP Draft to Board for Review	CD, ADRA Malawi	March 29, 2021
3	ADRA Malawi Board Approval of Final PSP document	CD, ADRA Malawi	March 31, 2021
4	Post on ENET, AAL and commence Implementation of PSP	CD, ADRA Malawi	April 1, 2021
5	Share the PSP document with ADRA Malawi Staff, Network, and Donor partners	CD, ADRA Malawi	April 1, 2021
6	Engage and Operationalize the PSP with all relevant stakeholders	CD, and ADRA Malawi Board	Continuous process during the life of the PSP (2021-2025)
7	Review Final PSP draft by ADRA Africa Regional Office	Dr. Zivayi Nengomasha; Director, Planning and Programs-Africa	April 2, 2021

9. INTERNAL CAPACITY BUILDING

INTERNAL CAPACITY BUILDING			
Objective: To develop capacity in technical expertise for design and delivery of interventions as per Program Strategy Plan			
Target: Program, finance, and Monitoring, Evaluation, Accountability & Learning units			
Key Activities	Responsibility	# of staff trained in various topics	Will set up an integrated MEAL system, where every project & support staff operates within the SOP.
MEAL System	MEAL Manager		Will be responsible for visibility, impact communication through the use of available and appropriate media
Communication strategy	CD		Optimize resources to meet needs by combining staff, volunteers, and consultants' expertise in time
Capacity building plan with a budget for staff recruitment & training	CD, PD, and Fin & Admin Director		Ensure there is compliance with policy requirements and update policies as reviewed.
Develop a systematic way of cascading all policies to all ADRA staff	CD, PD, and Fin & Admin Director		Compliance and Operationalization Plan
Key Cross-Cutting issues e.g. Disability, Gender	CD and PD		Will set up an integrated MEAL system, where every project & support staff operates within the SOP.
*Risks and Assumptions: <ul style="list-style-type: none"> • If the office fails to get funding to support its programming, Then the capacity of the ADRA Malawi will remain low (Risk) • If current ADRA Malawi staff fails to utilize the current opportunities, Then the capacity building of the office will fail (Risk) • ADRA Malawi will remunerate competitively to retain and attract expertise (Assumption) • ADRA Malawi policies and alignment will be supportive of growth in the NGO sector (Assumption) • ADRA Malawi will remain attractive to current and potential donors 			
**Estimated budget (lump sum):			

10. LIST OF ANNEXES

10.1 ANNEX 1: LIST OF PARTICIPANTS

Name	Position
Hastings Lacha	Acting Country Director
Andiyesa Mhango	Programs Director (Member, Strategy Plan Technical Committee)
Rexia Mhango	Acting Finance Director
Emma Jakobo	Program Manager, ASC Project
Angella Muula	Human Resource Manager
Neema Kachali	Procurement and Logistics Manager
Francis Zande	Project Manager, CLOSER-TIFIKE project
Rasneck Nathan	Project Manager, KULIMA-BETTER project
Catherine Thangalimodzi	Project Coordinator, CAC Project
Enock Kabuli	District Coordinator, ASC project
Hetherwick Manda	District Coordinator, ASC project
Albright Mchemba	M&E Manager