

DADs

Final

AP/AS

26/10/08



Government of Malawi

Institutionalizing Sector Working Groups (SWGs)
to Strengthen the Implementation of
the Malawi Growth and Development
Strategy (MGDS)

MINISTRY OF AGRICULTURE
AND IRRIGATION

GUIDELINES

U -10- 2 1

P.O. BOX 30134
CAPITAL CITY, LILONGWE 3

Foreword

On 20 November 2008, Government launched Sector Working Groups (SWGs). It is a pleasure and an honour for me to present these guidelines aimed at institutionalising SWGs as a means of implementing the Development Assistance Strategy (DAS), and attaining the results of the Malawi Growth and Development Strategy (MGDS). SWGs will be expected to provide a forum for negotiation, policy dialogue, and agreement of plans and undertakings among Government and its development partners at sectoral level.



SWGs present Government and development partners with an unprecedented opportunity to move forward collectively in order to live up to the commitments of the Paris Declaration (PD, 2005) and the Accra Agenda for Action (AAA, 2008). I wish to emphasize Government's commitment to implement the PD (2005) and the AAA (2008) in Malawi.

Donor membership of SWGs will enable development partners to participate in monitoring sector performance against mutually agreed objectives. This, in turn, should enable development partners to align their assistance with the sectoral priorities articulated in each sector strategy, and to co-ordinate development aid with the activities of other agencies within the sector.

I congratulate my colleagues and our development partners for taking this important step in terms of moving forward the aid effectiveness agenda in Malawi.



Mr. B. M. Msaka
Chief Secretary
Lilongwe, 20 November 2008

Table of Contents

	Page
1.0 Introduction	1
<hr/>	
2.0 Institutionalising Sector Working Groups (SWGs)	4
2.1 The structure of Sector Working Groups (SWGs)	6
2.2 Implementing the Sector Working Groups (SWGs) objectives	7
2.3 The role of central ministries	10
2.4 The role of development partners in SWGs	11
<hr/>	
3.0 Reporting, monitoring and evaluation	13
<hr/>	
Annex I: Sector composition	15

1.0 Introduction

These guidelines provide an operational framework for the Malawi Development Assistance Strategy (DAS) 2006-2011. The aim of the DAS is to ensure that external resources mobilised by Government are effectively utilised to implement the Malawi Growth and Development Strategy (MGDS). This goal of the DAS will be achieved through the operationalization of the five norms embedded in the Paris Declaration (2005) and the Accra Agenda for Action (2008) on aid effectiveness:

- i) **Ownership:** National ownership of the development agenda;
- ii) **Alignment:** Alignment of the development partners to the national development strategy and Government systems;
- iii) **Harmonisation:** Harmonisation of development partners' systems and activities;
- iv) **Managing for Results:** Managing resources and decision-making for results;
- v) **Mutual Accountability:** Mutual accountability for development results.

The main attraction of the Paris Declaration (2005) and the Accra Agenda for Action (2008) is that although they were crafted to increase aid effectiveness, their principles are the same as those required to enhance the effective utilization of national resources. The operationalization of the DAS would thus apply to both local and external resources.

These guidelines focus on the institutionalisation of Sector Working Groups (SWGs) as a means of implementing the DAS, and attaining the results of the MGDS. Corresponding to the Paris Declaration's (2005) norms, the objectives of SWGs will be to:

- i) **Ownership:** Articulate a sector strategy, with a prioritised programme of work, that is aligned to the MGDS;
- ii) **Alignment:** Implement activities to deepen alignment of the national budget to the MGDS, and alignment of donors to nationally owned policies and strengthened Public Financial Management (PFM), and Monitoring and Evaluation (M&E) systems;

- iii) **Harmonisation:** Implement activities to strengthen harmonization of stakeholder (local and donor) procedures, missions, studies, and technical assistance;
- iv) **Managing for Results:** Oversee the implementation of the sector's result-oriented M&E, and reporting mechanisms to promote results oriented programme implementation across Government;
- v) **Mutual Accountability:** Enhance mutual accountability by initiating and organising Joint Sector Reviews (JSRs), and managing all sectoral aspects of the MGDS Annual Review.

The overall aim of SWGs is to provide a forum for negotiation, policy dialogue, and agreement of plans and undertakings among stakeholders at sectoral level. In addition, they will provide a mechanism to monitor the attainment of the DAS (A)-(Z) results in view of the SWG objectives identified above - see table 1.

The remainder of this document is structured as follows: Section 2 presents Government's commitment to formalise the creation of sectors, and the institutionalisation of SWGs in view of the effective implementation of the DAS and the MGDS. Finally, section 3 discusses Government's vision on reporting, monitoring and evaluation.

Table 1: SWG objectives and the 26 DAS results

i) Ownership	ii) Alignment	iii) Harmonisation	iv) Managing for Results	v) Mutual Accountability
<ul style="list-style-type: none"> - Resource requirements for implementing the sector strategy are calculated annually to inform budget-allocation decisions and to further efforts in mobilising resources (A) - Sector strategies are in place and aligned to the MGDS (B) - Sector budgets reflect the MGDS priorities and are organised to allow easy identification of MGDS themes and sub-themes (C) 	<ul style="list-style-type: none"> - The proportion of development partner funds that are administered outside the Government systems is reduced significantly by 2011 (D) - Project Implementation Units (PIUs) significantly reduced, occasionally retained in specially defined circumstances (E) - All Country Assistance Strategies (CAS) are verified to sector and national strategies, as agreed by the Ministry of Economic Planning and Development and the Ministry of Finance (F) - Funding gaps for sector priorities are narrowed (G) - Flexibility within development partner funding cycles is increased (H) - Aid is more predictable (I) - Increased proportion of aid is provided in the form of sector- and general-budget support (I) - An increasing proportion of project aid is united (K) - Development partners' work plans, M&E systems are aligned to sector monitoring requirements and formats and the development assistance co-ordination and budget calendars (L) - Increased use of national systems for procurement, accounting and auditing by development partners (M) - Joint development partner / Government annual sector reviews held to feed into the MGDS Annual Review (N) - Aid co-ordination mechanisms are used to deepen dialogue and alignment to the MGDS and sector strategies, as per the DAS (O) 	<ul style="list-style-type: none"> - Technical assistance is provided in a co-ordinated way, in line with Government needs (P) - Joint Sector Review is held every year (Q) - Missions are jointly conducted between four or more development partners (R) - An annual development assistance co-ordination calendar is formulated and development partners adhere to it (S) - Common arrangements are increasingly used by development partners for planning, funding, disbursement, monitoring and evaluation and reporting to Government (T) 	<ul style="list-style-type: none"> - SMART indicators for monitoring the implementation of the sector specific, and national strategies are in place (U) - An aid management system (AMS) is in place, monitoring progress towards the DAS and the Paris Declaration targets (V) - Reports on the implementation of the DAS are produced annually, as part of the Annual Debt and Aid report (W) - Relevant personnel in Ministries are fully competent in Results-Based Planning and Management (X) 	<ul style="list-style-type: none"> - The Independent Monitoring Group (IMG) monitors the implementation of the Paris declaration and DAS indicators every three years (Y) - The annual Joint Sector Review recommends specific actions for both development partners and Government to accelerate the realisation of the DAS and the Paris Declaration targets (Z)

2.0 Institutionalising Sector Working Groups (SWGs)

This section of the guidelines deals with the demarcation of sectors and the structure of SWGs. The effective institutionalisation of SWGs requires establishing clearly defined sectors. A sector represents a cluster of institutions and organisations whose mandates share common synergies. Under the auspices of SWGs, to be more effective in delivering on their mandates, these institutions and organisations will be encouraged to identify, finance, and implement a collaborative programme of work with established processes for negotiating strategic and management issues, and reviewing sectoral performance against jointly agreed milestones and targets.

A number of locally owned initiatives could have already identified sectors and sub-sectors as the basis for programme planning, implementation, monitoring and evaluation. The DAS, published in 2007, foresaw sector coordinating groups and sector based approaches as a mechanism for accelerating the localization of the aid effectiveness agenda. The process of implementing the MGDS Annual Review also brought to the fore the utility of functioning SWGs as a basis for effective monitoring and evaluation, and during the 2008 MGDS Annual Review the Chief Secretary directed that SWGs should be institutionalised. In a number of sectors, including Water, Sanitation and Irrigation, Education and Agriculture, work is underway to institutionalise sector based approaches to planning and programme implementation.

The creation of sectors and use of sector based approaches has the following advantages:

- i) Harmonising sector policy development, planning, budgeting, execution, and monitoring and evaluation;
- ii) Increasing the efficiency of resource use by deepening consultation in the prioritization of activities and resource allocation, compared to when each spending agency operates independently;
- iii) Yielding greater visibility of traditionally marginalised (sub-) sectors such as sanitation;
- iv) Assisting Government and development partners to agree on a better division of labour among donors, and between donors and Government.

This table provides an incomplete reflection of donor, NGO, and private sector participation by sector. Mapping aid onto formally defined sectors would provide a more accurate picture of development assistance in Malawi, and development partners with a baseline to rationalise their division of labour across the sectors.

2.1 The structure of Sector Working Groups (SWGs)

The SWG represents a sector's management structure. To this end, quarterly meetings should guide open discussions in the interest of building mutual trust, while strengthening mutual accountability between Government and development partners.²

In instances where similar arrangements already exist, those structures should epitomise the SWG. In such cases, the role of these guidelines is to build upon existing arrangements to promote and ensure consistency across all Government sectors.

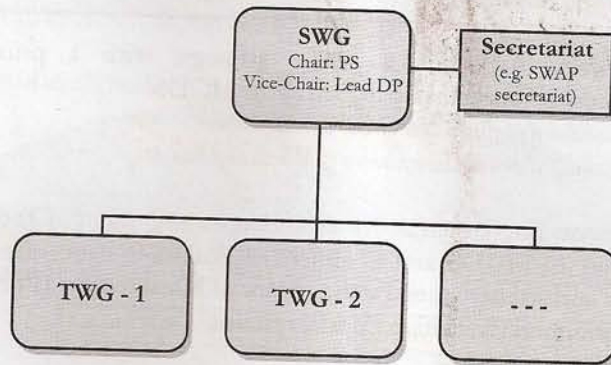
Figure 1 depicts the proposed structure of each SWG. SWGs should be chaired by the Principal Secretary of one of the relevant sector Line Ministries, and Vice-Chaired by a selected representative from a leading donor organization in the sector. Both Chair and Vice-Chair roles should be on a rotational basis, and be appointed in a democratic manner.³ In addition, participation in each SWG should include senior representatives from Government, development partners, Non-Governmental Organizations (NGOs), and the private sector.

The work of the SWG should be facilitated by a secretariat. In instances where there already exists a SWAP secretariat (e.g. the health sector), the SWAP secretariat would be the SWG secretariat. Where a secretariat does not already exist, a desk officer with support staff from the lead sector Ministry should be appointed to act as the SWG secretary.

2. More frequent meetings can be organised at the discretion of the SWG Chairperson.
3. Together with the Debt and Aid Division in the Ministry of Finance, SWGs will be responsible for developing a donor evaluation mechanism to assess donor involvement at sectoral level. Sector Vice-Chairmanship will be limited to those development partners that meet this pre-specified evaluation criteria.

A total of 5 Technical Working Groups (TWGs) is proposed as the technical arms of the SWG, and they will report to the Chair of the SWG. On the basis that technical issues are sector specific, the number and composition of these TWGs is to be deliberated upon within each SWG.

Figure 1: The Sector Working Group (SWG)



2.2 Implementing the Sector Working Groups (SWGs) objectives

This section outlines some key activities to be implemented by the SWG to achieve the objectives articulated at the outset, and represented in Box 1. On **ownership**, SWGs will be responsible for guiding the effective co-ordination and implementation of sector strategies and policies. Clearly articulated sector and national priorities, make it easier for development partners to deliver on commitments to align their activities with Government priorities, and co-ordinate aid delivery modalities with Government programmes.

SWGs will also ensure that development partners work together under Government leadership to support Government's priorities, PFM, and M&E systems. To realize this objective, SWGs will be expected to consolidate a medium-term Sector Strategic Plan, and an annual Programme of Work and budget with a view to articulating, and whenever possible costing, the needs of the different sub-sectors.⁴

4. In instances where sector strategic plans and/or programmes of work have already been developed, the SWG will not be expected to duplicate such efforts. SWGs may instead wish to use this opportunity to reflect upon, and whenever possible improve, their existing plans and/or programmes.

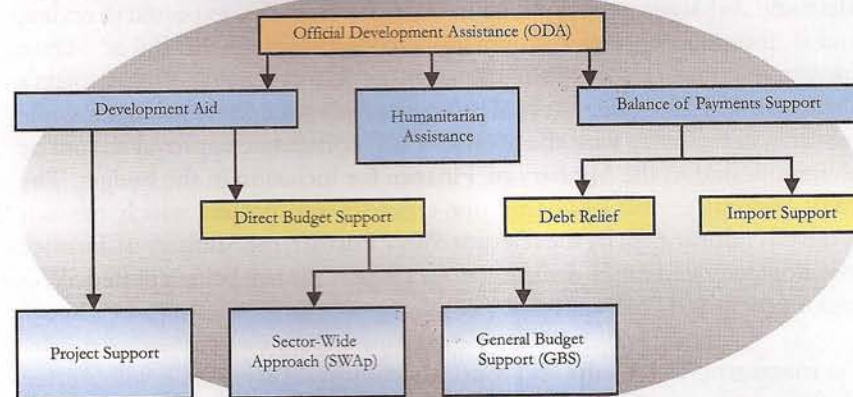
Such strategies ought to be developed in a fully participatory fashion, integrating NGOs and other relevant stakeholders in all sector planning and budgeting efforts. In addition, they should include an element of capacity building for effective ownership and leadership aimed at safeguarding the sustainability of all sector programmes (e.g. SWApS).

Box 1: SWG objectives and key deliverables

- i) **Ownership:** Articulate a sector strategy, with a prioritised programme of work, that is aligned to the MGDS
 - *Consolidated medium-term Sector Strategic Plan*
 - *Consolidated annual Programme of Work and budget*
- ii) **Alignment:** Implement activities to deepen alignment of the sector budget to the MGDS, and alignment of donors to nationally owned policies and strengthened Public Financial Management (PFM), and Monitoring and Evaluation (M&E) systems
- iii) **Harmonisation:** Initiate a more effective division of labour, while implementing activities to strengthen harmonization of stakeholder (local and donor) procedures, missions, studies, and technical assistance
 - *Sector report on donor alignment and harmonisation*
 - *Special report on division of labour*
- iv) **Managing for Results:** Oversee the implementation of the sector's result-oriented M&E, and reporting mechanisms to promote results oriented programme implementation across Government
 - *Annual contributions to the MGDS Annual Review*
 - *Harmonised M&E and reporting system*
 - *Periodic performance reports to relevant institutions*
- v) **Mutual Accountability:** Enhance mutual accountability by initiating and organising Joint Sector Reviews (JSRs), and managing all sectoral aspects of the MGDS Annual Review
 - *Annual Joint Sector Reviews preceding and feeding into the MGDS Annual Review*

On **alignment** and **harmonisation**, in view of the aid architecture depicted in Figure 2, the Development Assistance Strategy (DAS) identifies budget support and basket funding within SWAps as Government's preferred modalities of aid delivery to deepen alignment and harmonization. However, in an environment characterised by weak public financial management systems, and constrained by development partners' strategic and legal requirements, in the medium term development assistance is likely to continue to be largely administered via projects.

Figure 2: Aid architecture



Project support was originally perceived as an essential approach to allow flexibility to manoeuvre, quick response, and show demonstrable results in key priority areas of policy concern. Over time, most project-based support has been poorly co-ordinated, and has led to wasteful duplication of targeted interventions, ultimately contributing to the fragmentation of national PFM, and M&E systems. Furthermore, poor management of project aid leads to poor financial and development results.

On the basis that effective alignment and harmonization require a high level of transparency and stakeholder participation, SWGs will provide an efficient mechanism to enhance the effective implementation of the MGDS, by offering a platform for regular information sharing and consultation to enable development partners and Government to adhere to the principles of the Paris Declaration (2005) and the Accra Agenda for Action (2008).

In this framework, SWGs will further be expected to play an important role in reviewing new sector and sub-sector programmes and projects for inclusion in the Programme of Work, and will be required to produce and submit periodic donor alignment and harmonisation reports to relevant institutions.

In addition, SWGs will be responsible for guiding the prioritisation of donor aid at sectoral level, whilst ensuring that both foreign aid and government resources are aligned to a mutually agreed programme of work. The process for approving donor financed activities is outlined in the national Public Debt and Aid Management policy. In brief, SWGs will be expected to review, and if found acceptable recommend such activities to the Public Sector Investment Programme (PSIP) committee for evaluating each project's alignment with Government's aid principles and expenditure priorities, while ensuring compliance with the MGDS. PSIP committee approval should be communicated to the Ministry of Finance for inclusion in the budget. The PSIP committee will ordinarily not consider any project which has not received endorsement by the relevant SWG. Further, the Ministry of Finance may not include in the budget any project which has not being granted SWG endorsement and PSIP approval.

On **managing for results** and **mutual accountability**, SWGs will oversee that resources are managed effectively in a results-oriented manner, and that both development partners and Government are held to account over development results. In this spirit, they will be expected to engage donors, the Ministries of Finance, and Economic Planning and Development, and the Office of the President and Cabinet (OPC) to develop a harmonised M&E and reporting system. Such efforts will form the bases to evaluate annual performance in the context of Joint Sector Reviews (JSRs) that feed into the MGDS Annual Review.

2.3 The role of central ministries

To deepen policy dialogue on key aspects of policy, planning and budgeting, SWG deliberations will feed into a quarterly High Level Meeting (HLM) on Aid Co-ordination. This meeting will be chaired by the Minister of Finance, and representation will be at the level of the Heads of Delegation, Heads of Cooperation, Heads of Mission and Resident Representatives of all the development assistance organizations active in Malawi, and Ministers and

PSs that are relevant for the meeting's agenda. The Director of the Debt and Aid Division in the Ministry of Finance will be the HLM's secretariat. SWGs can thus refer to the HLM any agenda items.

In addition to overseeing the establishment and smooth running of SWG operations, central ministries such as the Ministries of Finance, and Economic Planning and Development will continue to play important roles. For instance, should a sector choose to establish a pooled fund or a SWAp, the Ministry of Finance will be responsible for mobilizing the financial resources required to support such processes. In turn, the Ministry of Economic Planning and Development will be responsible for guiding and/or co-ordinating the development and effective implementation of sector plans, monitoring and evaluations systems. Such efforts are expected to enhance public accountability and aid effectiveness in the face of institutionally mandated roles and responsibilities.

2.4 The role of development partners in SWGs

To ensure that each SWG acts as an effective mechanism for aid alignment and co-ordination, all donor partners engaged in activities within a sector will be expected to participate in the SWG. Donor membership of the SWG will enable development partners to participate in monitoring sector performance against mutually agreed objectives. This, in turn, should enable development partners to align their assistance with the sectoral priorities articulated in each sector strategy, and to co-ordinate development aid with the activities of other agencies within the sector. In addition, the process of monitoring sectoral performance against objectives will enable the SWG to identify the capacity and institutional development gaps within the sector which may require donor assistance on an ongoing basis.

In the medium-term, the process of rationalization of division of labour to achieve better alignment and harmonisation may lead to limiting the number of sectors in which each development partner participates as a discrete donor. This may be achieved through the creation of more pooled funds, targeting funding schemes under 5m USD.

Finally, in terms of reporting procedures, donor technical staff participating in SWG deliberations would report to their respective heads of agency. Heads of agency, on their part, will address matters that require further

discussion in the heads of cooperation (HoC) co-ordination group. This group will also serve as a platform to propose items for the agenda of the HLM.

3.0 Reporting, monitoring and evaluation

Timely and reliable reporting is important for effective planning, optimal allocation of resources, and performance evaluation. In the spirit of enhancing these activities, the Government of Malawi will require donors to provide the Ministry of Finance with annual and quarterly projections for all donor activities within each sector, including those channelled through non-Government mechanisms. In addition, donors should provide the Ministry of Finance with monthly actual disbursement figures for the current financial year. UN agencies will be requested to identify clearly their sources of funding, to avoid double counting with the donors who are funding them.

To alleviate the burden of data collection on Government and donor officials, the Ministry of Finance is developing a web-based Aid Management Platform (AMP). In the interest of the effective implementation of the AMP, Government and development partners shall identify donor Data Focal Agents (DFAs) for each donor organization active in Malawi. DFAs will play a key role in submitting timely aid flow data to the Ministry of Finance. UN agencies will be required to identify one DFA to consolidate and submit all UN project data requirements.

DFAs will submit data on an institutional basis directly into the AMP, which has been designed to assist SWGs strengthen the scope of their own analysis of aid flows at sector level. In support of these processes, the Ministry of Finance will be responsible for organizing targeted training sessions aimed at familiarizing DFAs and SWG representatives with the AMP's data entry and reporting function, respectively. In addition to facilitating Government's data collection efforts, DFAs will also be expected to improve communication among donors and between donors and government.

On a related note, in addition to developing a harmonised M&E and reporting system for donor activities as discussed in the previous section, donors shall present the Ministry of Finance and relevant SWGs with (i) annual progress reports and (ii) end-of-project reports documenting disbursement, expenditure, and achieved outputs vis-à-vis targets, for all projects.

In addition, on a quarterly basis, the Ministry of Finance will request summarised information on progress of implementation from a rotating

sub-set of projects based on the following criteria: (i) projects with budgets of more than \$10 million USD, (ii) projects of special interest, and (iii) projects with low disbursement rates. The aim of this exercise will be to identify and provide a timely response to any potential bottlenecks arising from project implementation.⁵ In recognition of such efforts, the Ministry of Finance will include a donor project evaluation chapter in the annual debt and aid report.

Finally, as a part of its commitment to Mutual Accountability, the Government of Malawi will hold an MGDS Annual Review with its donor partners. In an effort to broaden the scope of this exercise, the Government of Malawi shall also co-ordinate regular aid monitoring reviews with development partners. The first objective of these reviews will be to give all development partners an opportunity to assess both ongoing and recently closed projects, in terms of achieving outputs and expected outcomes. The second objective will be to assess the extent of implementation of the aid effectiveness agenda. These reviews are also expected to facilitate discussion on lessons learned from project implementation, and contribute to the HLM agenda to enable the Government of Malawi to chart a way forward with development partners.

5. Reporting formats are currently being consolidated between the Ministries of Economic Planning and Development, Finance, and development partners. The agreed formats will be built into the Aid Management Platform (AMP).

Annex I: Sector Composition

Sectors (Main Unit of Analysis) Theme 1: Sustainable Economic Growth	Government Institutions (i.e. Votes)	Development Partners	Civil Society Organizations	Private Sector Organizations	MGDS Key Priority Areas (RPAs)
1. Agriculture	190 Ministry of Agriculture and Food Security	ADB, EU, USAID, World Bank, JICA, DFID, IFAD, Norway, WFP, CIDA, ACEIDA, FAO	CISANET, MEJN, NAFAM, FUM, Worldfish Center		Agriculture and Food Security (i.e. Agricultural Productivity, Food Security, Agro-Process)
2. Integrated Rural Development	120 Local Government and Rural Development 121 National Local Government Finance Committee	World Bank, EU, KfW, JICA, ADB, Norway, GTZ, IFAD	WVI, Clinton Hunter Foundation		Integrated Rural Development
3. Environment, Lands and Natural Resources	130 Ministry of Lands and Natural Resources	CIDA, ICEIDA, ADF, EU, UNEP, UNFPA, World Bank	World Vision, Compass H, Coordination Unit for the Rehabilitation of the Environment (CURE), Action Aid, WESM, Malawi Environmental Endowment Trust, Land Ner, Habitat for Humanity, CCODE	The Private Sector/Tour Operators	
4. Tourism, Wildlife and Culture	360 Tourism, Wildlife and Culture SO(275/42/15) National Herbarium and Botanical Gardens	UNESCO, International Fund for Animal Welfare (IFAW)	Wildlife and Environmental Society of Malawi, Coordination of the Environment Rehabilitation of the Environment (CURE), Action Aid, Malawi Environmental Endowment Trust (MEET)		
5. Water, Sanitation and Irrigation	210 Ministry of Irrigation and Water Development	JICA, FAO, EU, World Bank, DFID, IFAD, DANIDA, ADB, Arab Bank, USAID	Action Aid, Red Cross, MASAF, OXFAM, WVI		Irrigation and Water Development
6. Trade, Industry and Private Sector Development	370 Ministry of Labour and Public Sector Development SO(275/42/11) Development of Malawi Traders Trust SO(275/42/16) Malawi Entrepreneurship Development SO(275/42/19) Small Enterprise Development of Malawi	World Bank, EU, DFID, JICA, USAID, GTZ, CIDA, UNCTAD, WTO, ITC, Commonwealth Secretariat, UNICEF, ILO	MCTU, COMATU, EGAM	MIPA, MEPA, MCCCI, CAMA	
Theme 2: Social Protection and Disaster Risk Management	Department of Disaster Management Affairs [90 Office of the President and Cabinet]	DFID, WFP, UNICEF, World Bank, UNDP, EU	Concern, Universal/Worldwide Save the Children, Care Malawi, Plan Malawi		
7. Vulnerability, Disaster and Risk Management	200 Persons with Disability and the Elderly SO(275/42/9) Malawi Council for the Handicapped SO(275/42/24) Youth Council				

Theme 3: Social Development

8. Health

94 Nutrition, HIV/AIDS and National AIDS Commission
310 Ministry of Health
SO(275/42/17) Pharmacies, Medicines and Poisons Board
SO(275/42/44) Health Service Regulatory Authority
SO(275/42/30) Kachele Rehabilitation Centre

CDC, JICA, ADB, CIDA, DFID, GTZ, MSH, Norway, Global Fund, UNICEF, FAO, UNEFA, WHO, World Bank, EU, WFP, UNDP, USAID.

CHAM, BLM, PSI, MSF, Red Cross, REACH Trust, Oxfam, LATH, ICEIDA, AIDS Malawi Organization, YAO, ECOYA, MHEN, Malawi Interfaith AIDS Association (MIAA)

ADB, CIDA, DFID, GTZ/KW, JICA, Dutch, UNICEF, USAID, World Bank

250 Ministry of Education, Science and Technology
SO(275/42/02) University of Malawi
SO(275/42/04) Malawi Institute of Education
SO(275/42/05) National Library Services
SO(275/042/06) National UNESCO Commission
SO(275/42/07) Malawi National Examination Board
SO(275/42/22) Scholarship Fund
SO(275/42/25) Malawi College of Health Services
SO(275/42/26) Mzuzu University
SO(275/42/35) National Resources College Trust
SO(275/42/38) University Student Trust Fund
SO(275/42/39) University of Science and Technology

180 Youth Development and Sports
320 Women and Child Development
SO(275/42/10) National Council for Sports

Prevention and Management of Nutrition Disorders, and HIV and AIDS (i.e. HIV and AIDS Prevention and Management, Nutrition, Interaction of Nutrition, HIV and AIDS)

Malawi Business Coalition on HIV & AIDS (MBCA)

MACOHA, ACEM, ECM, Evangelical Association of Malawi, PRISAM, FAWEMA, Teachers Union of Malawi

PRISAM, CSCQBE

OXFAM, ICEIDA, Action Aid

UNICEF, UNDP, ABD, NORWAY, UNEFA, CIDA

Theme 4: Infrastructure Development			
11. Roads, Public Works and Transport	400 Ministry of Transport, Public Works and Housing 420 Road Fund Administration 421 Roads Authority	EU, BADEA, OPEC, SDF, WFP, JICA, Arab Donors, World Bank, People's Republic of China	Transport Infrastructure Development (i.e. Road Transport, Water Transport)
12. Information, Communication and Technology (ICT) and Research & Development (R&D)	330 Information and Civic Education SO/275/42/43 Malawi Broadcasting House SO/275/42/20 Malawi Industrial Research and Technology	SADC, World Bank, Rockefeller, UNESCO, EU, UNIDO, World Bank, UNDP, Japanese Govt, People's Republic of China	Seed, Fertilizer & Agrochemical Companies, Cotel Malawi, MTL.
13. Energy and Mining	470 Ministry of Energy and Mines 471 Geological Surveys 472 Mines Department	UNDP/GEF, JICA, GTZ	Energy Generation Supply
Theme 8: Improved Governance			
14. Economic Governance	60 National Audit Office 99 Directorate of Public Procurement 110 Ministry of Economic Planning and Development 111 National Statistical Office 270 Ministry of Finance 271 Accountant General 272 Malawi Revenue Authority	IMF, World Bank, SIDA, EU, KfW, JICA, ADB, Norway, GTZ, IFAD	
15. Democratic Governance	70 Judiciary 80 National Assembly 100 Ministry of Defence 101 Malawi Defence Force 279 Financial Intelligence Unit 340 Ministry of Home Affairs and Internal Security 341 Police 342 Prisons 343 Immigration 350 Ministry of Justice 351 Director of Public Prosecution and State Advocate 352 Registrar General 353 Administrator General 354 Legal Aid 430 Human Rights Commission 460 Electoral Commission 510 Anti-Corruption Bureau 550 Office of Ombudsman 560 Law Commission	DFID, Norway, EU, USAID, UNICEF, FAO, GTZ, UNDP, ADB, CIDA Body of Case Handling Institutions (BCHI), ACTIONAID, HRCG, YAO	

<p>16. Public Administration</p>	<p>10 Presidency 50 State Residences 90 Office of the President and Cabinet 93 Human Resource Management and Development 97 Public Service Commission 240 Office of the Vice President 260 Ministry of Foreign Affairs</p>	<p>DFID, Norway, EU, USAID, UNICEF, FAO, GTZ, UNDP, ADB, CIDA</p>	<p>Body of Case Handling Institutions (BCHI), ACTIONAID, HRC, YAO</p>	
----------------------------------	--	---	---	--

