



MALAWI COUNTRY OFFICE STRATEGIC NOTE NARRATIVE

UN WOMEN MALAWI 2024-2028 (27TH MARCH 2024)



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Annexes & Supporting Documents

	SN-specific (UN Women)	Pre-existing (supporting documents)
External (will be shared with external partners)	SN Narrative	RC Proof of Endorsement
	Evaluation Plan	CCA
	Theory of Change (ToC) Summary	Cooperation Framework (and/or equivalent)
	SN IRRF	Country Gender Equality Profile
	HR Planning and Costing	
	Resource Mobilization Strategy	UNCT SWAP Score Card
	Risk Register	

Acronyms

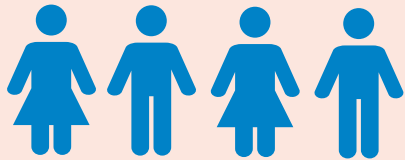
CCA	Common Country Analysis
CGEP	Country Gender Equality Profile
CO	Country Office
Cooperation Framework	UN Sustainable Development Cooperation Framework
DR	Development Results
DPC	Direct Project Cost
HR	Human Resources
IRRF	Integrated Results and Resource Framework
LNOB	Leaving No One Behind
OEE	Organizational Effectiveness and Efficiency
RBM	Results-Based Management
RC	Resident Coordinator
RMS	Results Management System
SDGs	Sustainable Development Goals
SN	Strategic Note
SP	Strategic Plan
ToC	Theory of Change
UNCT	UN Country Team
UNDS	UN Development System

1. Programme Rationale

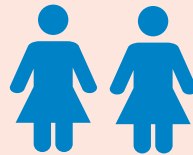
For a visual summary of the proposed programme, please refer to the Programme Overview Annex.

1.1 Context Analysis

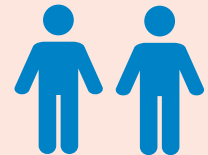
Country Context Summary



Population = 20.6 Million



50.6%
Female
Population



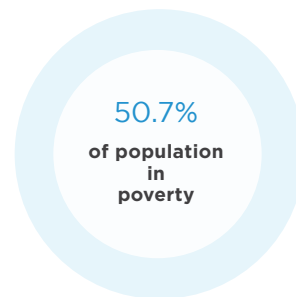
49.3%
Male
Population

Malawi is a small landlocked country with a population of 20.6 million (50.6 percent female and 49.3 percent male) growing about three percent annually.¹

52%  **18 years or younger**

70%  **Below 30 Years**

About 52 percent are 18 years or younger and 70 percent below 30 years.² Malawi is a multiparty republic with a president and a national assembly, but the prevailing governance system and mechanisms for citizen participation beyond elections remains ineffective.³ Malawi continues to grapple with poor public service delivery, weak governance and institutions, and entrenched patrimonial politics that often manifests in intra-political party conflicts.⁴ Malawi remains a low-income country⁵, primarily reliant on cash-crop and subsistence agriculture. 50.7 percent of the population is poor⁶ and poverty disproportionately affects women.



71.4%



53.9%

Women-headed households are overall poorer (about 71.4 percent) than **male-headed** households (about 53.9%).⁷

¹<https://countrymeters.info/en/Malawi#:~:text=Natural%20increase%3A%20620%2C845%20people,as%20of%2031%20December%202022>

²Ibid

³Malawi UN Common Country Assessment (2021) (CCA), p. 3-5

⁴Ibid, p. 3-5

⁵<https://www.undp.org/malawi/publications/human-development-report-2021-22>

⁶<https://www.worldbank.org/en/news/press-release/2022/11/08/escaping-poverty-in-malawi-requires-improved-agricultural-productivity-climate-resilience-and-structural-transformation#:~:text=LILONGWE%2C%20November%208th%2C%202022,different%20from%20a%20decade%20ago>

⁷https://www.undp.org/sites/g/files/zskgke326/files/2023-08/Malawi-Multidimensional%20Poverty%20Index%20Report_0.pdf

Malawi is increasingly vulnerable to climate related shocks. Cyclone Freddy caused a humanitarian disaster in March 2023, compounding existing crises and accelerating food price inflation, and causing the worst cholera epidemic in decades.⁸ As a result, Malawi is experiencing significant drops in crop production, spikes in food prices and food insecurity, especially in rural areas. Combined with slow structural transformation, poverty rates remain elevated.⁹

National Priorities to achieve SDGs

The Malawi Vision 2063, in alignment with the African Union Agenda 2063 and SDGs, aspires to be an 'inclusive wealth creation and self-reliant state [that is] sustainable across all sectors and ensures no one is left behind.'¹⁰ The vision rests on three pillars: agricultural productivity and commercialization, industrialization, and urbanization. Malawi is currently implementing its first ten-year (2020-2030) implementation plan,¹¹ toward achieving W2063.

Gender Analysis Summary

The Constitution of Malawi enshrines the right of equality between women and men.¹² The country is a signatory to the Southern African Development¹³ Community (SADC) Protocol on Gender and Development, the Maputo Protocol,¹⁴ the Convention on the Elimination of Discrimination Against Women (CEDAW),¹⁵ the Beijing Platform for Action and has a current United Nations Security Council Resolution 1325 (UNSCR 1325) National Action Plan (2021-2025).¹⁶ Commitments to these normative

frameworks are reflected in the Gender Equality Act (2013), National Gender Policy (2015), Malawi 2063 National Development Plan and in over 20 other policies and laws supporting gender equality and women's empowerment (GEWE). During the previous Strategic Note (SN) period, UN Women and its partners successfully advocated for a Constitutional Amendment raising the age of marriage to 18 years, advanced women's participation through the Political Parties Act, aligned the Chief's Act with international human rights standards, and influenced content of five laws and two policies related to protecting women and girls from violence.¹⁷ Despite these frameworks, Malawi continues to rank low on gender-related indices,¹⁸ as implementation of laws remains a widespread challenge. Limited resource allocation combined with limited political will and capacity to implement policy and legislation continues to exacerbate structural inequalities and discriminatory norms. Alongside entrenched negative gender norms and harmful cultural practices, the widely patriarchal landscape of Malawi severely impedes the well-being and empowerment of women and girls.

Malawian women are estimated to produce 80 percent of the food and constitute 70 percent of the labour force, but work predominantly in low income earning activities in the agricultural sector.¹⁹ While data on land ownership remains scarce, it is estimated that women own only 17 per cent of documented land in the country.²⁰ Often inheritance of land and financial assets are divided between men in a family, despite a 2016 bill recognizing women's customary land rights.

⁸<https://www.wfp.org/news/wfp-responds-impact-cyclone-freddy-malawi-government-declares-state-emergency>

⁹Ibid

¹⁰<https://malawi.un.org/en/108390-malawi-vision-2063-inclusively-wealthy-and-self-reliant-nation>

¹¹MIP-1 "Transforming Malawi into a Middle-Income Country 2021-2030" <https://npc.mw/wp-content/uploads/2021/11/MIP-1-WEb-Version-8-November-2021-Fast-view.pdf>

¹²Malawi Constitution, 1994, <http://www.sdn.org.mw/constitut/dtindx.html>

¹³Joined in 2009

¹⁴The African Union Protocol on Human and Peoples' Rights and the Rights of Women in Africa, Joined in 2003

¹⁵Joined in 1979 and Malawi submitted its 8th report in 2019

¹⁶<http://1325naps.peacewomen.org/index.php/malawi/>

¹⁷These included the Prevention of Domestic Violence Act (2006, reviewed in 2015); the Child Care, Protection and Justice Act (2010); the Deceased Estates (Wills, Inheritance and Protection) Act (2011); the Gender Equality Act (2013); the Marriage, Divorce and Family Relations Act (2015); the Trafficking in Persons Act (2015); the Gender-based Violence National Response Plan (2016); the National Policy on Peace (2016); and the National Gender Policy.

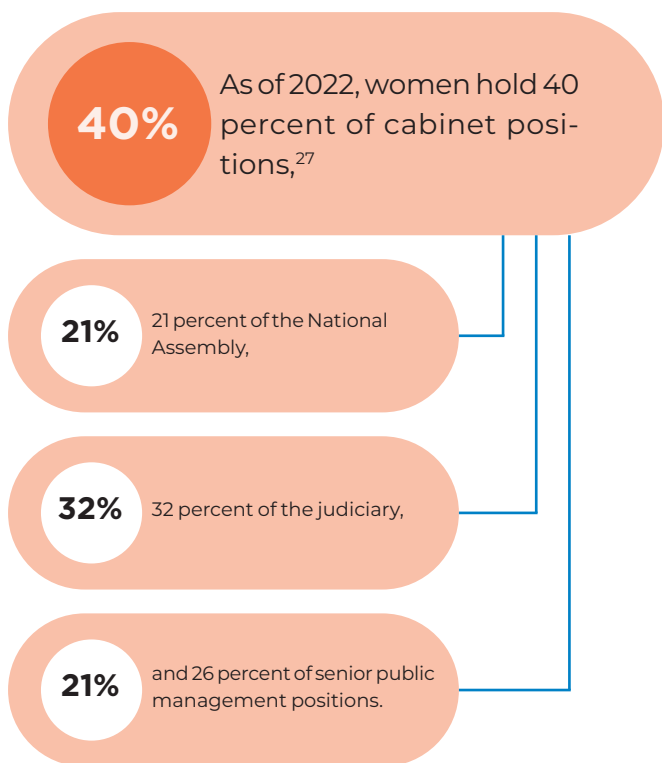
¹⁸The Gender and Development Index (GDI) for Malawi is estimated at 0.930, which translates to a ranking of 172 out of 189 countries and territories. Similarly, the Global Gender Gap Index and the Gender Inequality Index places Malawi at a ranking of 101 out of 144 countries and 171 out of 189 countries, whereas the country is positioned at 173 out of 188 on the UN's Gender Inequality Index (GII). 19.CCA, p. 27

²⁰U.S. Agency for International Development, 2015, found in Reuters, 2018: <https://www.reuters.com/article/us-malawi-landrights-women-idUSKCN1M51GQ>


²¹U.S. Agency for International Development, 2015, found in Reuters, 2018: <https://www.reuters.com/article/us-malawi-landrights-women-idUSKCN1M51GQ>


²²Women are also underrepresented in the private sector, where, in 2019, they made up just 26 per cent of the workforce.²³ The private sector also lacks a gender coordination mechanism, and does not appear to have clearly implemented gender policies,²⁴ often meaning workplaces are unsafe and not inclusive of women's leadership.²⁵ Women also face barriers accessing financial services, widely unused in Malawi, often requiring collateral, which women are unlikely to own, and prior business experience, which women are unlikely to have.²⁶

continue to advocate for a formalized gender quota through current electoral reform processes. Despite women's progress at a national level, Malawian women still report 'never' discussing politics (60% compared to 43% of men) and hold just 13% of local council seats, as they face high cultural barriers to accessing leadership roles.²⁸ Patriarchal social norms and traditional negative practices are entrenched in the country, and high levels of many forms of violence against women and girls persists.



 **37.5%** of women and young women have experienced violence and

 **24.3%** have experienced sexual violence over the past year of 2022.²⁹

 **19%** of women in Malawi still believe that a husband/partner is justified in hitting or beating his wife.³⁰

From January to August 2020, there were **40,000** teenage pregnancies (an increase of **11 percent** from 2019) and around **13,000** cases of child marriage,³¹ both having increased during the COVID-19 pandemic and with families facing deteriorating economic conditions.

While Malawi does not have a legislated quota, (it remains a voluntary), and UN Women and partners

²²UN Women, Women Count, 2020, <https://data.unwomen.org/country/malawi>

²³AfDB. Gender Profile, 2020, https://www.afdb.org/sites/default/files/documents/projects-and-operations/gender_profile_malawi_-_en.pdf, 52.

²⁴AfDB. Gender Profile, 2020, https://www.afdb.org/sites/default/files/documents/projects-and-operations/gender_profile_malawi_-_en.pdf, 52.

²⁵<https://www.worldbank.org/en/news/press-release/2022/06/09/malawi-must-step-up-efforts-to-address-critical-gender-gaps-to-unlock-untapped-economic-potential-and-empower-women>

²⁶AfDB. Gender Profile, 2020, https://www.afdb.org/sites/default/files/documents/projects-and-operations/gender_profile_malawi_-_en.pdf, 52.

²⁷<https://hlpf.un.org/countries/malawi/voluntary-national-review-2022>

²⁸EGAP, Women's Action for Local Development in Malawi, 2023, <https://egap.org/project/womens-action-for-local-development-in-malawi/>

²⁹<https://evaw-global-database.unwomen.org/en/countries/africa/malawi?formofviolence=fac5fe48636e4d3882bbd2ebbf29bd60>

³⁰Result from Multiple Indicator Cluster Survey (MICS 2020) Malawi

³¹2020 Government of Malawi report (on rapid assessment of teenage pregnancies and Child Marriages)




Orange the World 2022 - Malawi. Photo credit: UN Women/Faith Mvula




Photo credit: UN Women Malawi

Gender Data


Gender data collection, disaggregation and analysis is a critical gap across sectors and entities engaged in this work in the country. The demand for gender data is significant and the supply is limited. The National Office of Statistics is eager to prioritize this area of work but admits very limited technical capacity and financial resources to do so. According to the UN Sustainable Development Cooperation Framework (UNSDCF) Common Country Analysis (CCA) 2022, the following are the main challenges regarding gender data collection and analysis:³²



Lack of harmonized and standardized gender data collection approaches, methodologies, and tools affect reliability, availability, disaggregation, quality, and effective use of data.



Limited technical and financial capabilities of national bodies, district councils and research institutions to collect, analyze, and generate evidence for GEWE and SGBV interventions using standard global methodologies.



Lack of a functional information management system on GEWE and SGBV to support effective dissemination of access to, and use of data for planning and programming.

Leave No One Behind (LNOB)

The following groups will be given further consideration by UN Women, and within our strategic support to partners, as highlighted by the CCA:

- ▶ Young women
- ▶ Unemployed women
- ▶ Women single heads of household
- ▶ Women with other special support needs (e.g., disabled, widows, elderly, those living with HIV/AIDS and women with albinism)
- ▶ Refugee and IDP women and girls
- ▶ Women and girls living in rural and semi-urban areas

Importantly, CO programming is informed by an intersectional approach, noting that within these marginalized groups, women with albinism face additional risk of sexual violence fueled by traditional myths, and women often experience very high poverty levels, lending them to be further discriminated against and abused.

Significant Risks

According to various risk analyses, the following pose as significant risks, and are linked root causes to the continued impediment of achieving national development plans and the SDGs in Malawi. These risks have been informed by the CCA and UNSDCF.

Political and governance risks, including risk to election and/or political-related violence following disputes or impasse over contentious election results, inter-religious and ethnic tensions, shrinking civic space that threatens political stability, weak institutional capacities to deliver social services, further impacting on human development and resilience.

Security risks: the growing risk of extremism and deteriorating conflict situation in neighbouring countries presents a serious security risk to Malawi's security stability. This threatens the human rights and security of refugees, asylum seekers, migrants and other already excluded vulnerable groups disproportionately affecting women and girls among these groups.

Impacts of climate change include perennial cyclone-induced floods and draughts that threaten energy production and distribution, human security, and the socioeconomic livelihoods of communities, especially in rural communities.

Due to persistent weak economic fundamentals and over-dependence on imported goods, geopolitical events and pressures will continue to affect Malawi's socioeconomic and governance spaces.

³²CCA, p. 26-28



Women work together on solar lighting circuit boards. Photo Credit: UN Women/Gaganjit Singh

1.2 Lessons Learned

This SN is built on lessons learnt from the previous SN and in particular from: the Country Portfolio Evaluation Report (2022) on the SN (2018-2021), UNCT-SWAP Gender Equality Scorecard Malawi Report (2021), Country Gender Equality Profile Report (2020), UNSDCF final evaluation report (2019-2023), UN Women Global Evaluations, project monitoring and reviews, end of project evaluations, and extensive consultations with all stakeholders during the implementation of the SN (2018-2021) and development of the new SN (2024-2028).



Build visibility and brand to be a more effective advocate and leader for GEWE:

Across the varied stakeholder consultations and reviews, while UN Women is seen as a leader on GEWE, its role is not clearly understood. The CO will address gaps in programme knowledge and gender data in the SN through improved articulation and communication of programme results, through partnerships, identifying avenues to gather and disseminate GEWE-related evidence and knowledge.



Diversified partnerships will contribute to more substantive and targeted results:

The CO noted that its partnership base is limited: civil society partnerships are transactional and largely implementing partners. Government partnerships, except for a few critical ministry staff, tends to be ad hoc. Private sector engagement is limited. The CO will develop a partnership strategy to accompany the new SN, identifying like-minded and strategic partners to advance GEWE programming, policy, advocacy, communications and knowledge sharing.



Women's movements strengthening critical for addressing root causes of gender inequality:

Consultations with partners revealed that strategic, system-based shifts are needed to ensure that women and women-led organizations play a central role in advancing and protecting the rights of women and girls. Malawi's leadership of the Generation Equality Action Coalition on Feminist Movements, and indeed the Malawi Chapter of the Africa Women Leadership Network needs to be capitalized to drive change and building the women's movement in Malawi.

1.3 Comparative Advantages

The following comparative advantages were identified as examples highlighting the critical ways in which UN Women's added value complements the integrated UN response and of broader partners:



UN Women is positioned as the **thought leader in advancing the GEWE agenda** in Malawi. The CO has the clout to lead gender responsive programming and financing for gender equality across sectors, including through strengthened gender-responsive budgeting and public service delivery and improved availability and use of gender statistics.



The UN Women CO is seen as the **main coordinator and convenor of GEWE** stakeholders in Malawi, bringing together stakeholders from the UN system, development partners, Government of Malawi, and civil society organizations to address a wide range of gender equality dimensions in a holistic, coherent, and coordinated manner.



The CO has **strong relations with the government** at high levels and the technical expertise to support translating international normative frameworks into national policies and legislation. The CO has cultivated a positive reputation with key ministries and governing institutions whereby the office is called upon to support the government on GEWE issues.



Grear Hara, a farmer from northern Malawi follows advice to plant groundnuts early. Photo: UN Women/Bennie Khanyizira

2. Programme and Partnerships

As part of the strategic planning process, the Malawi CO conducted comprehensive consultations with civil society (9 organizations), government representatives (17 different line ministries and agencies), UN agencies (7 agencies), private sector (5 banks), and donor governments (4 countries). The CO will continue to consult with key stakeholders throughout the SN implementation and adjust the proposed programme when necessary.

Through the SN, the CO seeks to create enabling conditions for every woman and girl in Malawi to realize their human rights, participate in and benefit from equal access to economic, social and political processes, and lives a life free of violence.

2.1 Development Results

To achieve gender equality and women's empowerment in Malawi, the CO will contribute to the following outcomes in accordance with the Cooperation Framework.



Outcome 1 (CF Outcome 1): By 2028, more people, especially the most vulnerable groups, including women, youths, and people with disability, participate in and benefit from food and nutrition security and a more diversified, inclusive, and sustainable economic growth resilient to shocks.

This outcome will address the underlying causes of poverty and social-economic disparities, which disproportionately affect women due to pervasive discrimination and inequalities in a persistently patriarchal landscape, especially challenging for those most marginalized groups. UN Women will contribute to building a more diversified, inclusive and sustainable economic growth, resilient to shocks, through three complementary and reinforcing entry points.

1

First, UN Women will support **increased employability of rural and marginalized women through skills development using vocational training in the sectors of agriculture, ICT, renewable energy** for long-lasting decent job creation. To address the root causes of inequality, a whole of society approach and male engagement will be key in all of UN Women's interventions. UN Women will use the household approach which has proved successful in implementing the World Bank funded ASWAP programme. We will also adopt the Gender Transformative Entrepreneurship skills training which has been successfully piloted in seven African countries, including Malawi, by the African Union Development Agency (AUDA-NEPAD).

2

Second, since women in Malawi bear the burden of unpaid care work in and outside of home, UN Women will contribute to this outcome by **increasing awareness about the unpaid burden of care work resulting in redistribution of care work in the home.** The advocacy will target various stakeholders – including at school level to reduce care work for girls - and contribute to building data on time use and time poverty, support women working in the care economy, while also tackling harmful gender norms.

3

Third, UN Women will contribute to this outcome by broadening its engagement with the **private and public sectors as a critical stakeholder to enhance their capacities to design and implement legislation and policies that promote women's economic empowerment.** UN Women will utilize the global vehicle of the Women Empowerment Principles (WEPs) through signed commitments supporting practices that empower women and promote access to finance. Emphasis will be on supporting the implementation of government frameworks promoting decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-small and medium sized enterprises, including through access to financial inclusion services for diverse women.

4

Fourth, UN Women will ensure that women and girls have **increased access to comprehensive, gender responsive humanitarian protection and livelihood support enabling them to withstand multiple hazards, recover from disasters, and increase their resilience** to current and future climatic risks. We will utilize targeted action to build gender responsive preparedness and link with self-help groups, financial services and products for resilient livelihoods and businesses.



Outcome 2 (CF Outcome 2): By 2028, people in Malawi, especially women, youth and those most left behind, experience more inclusive good governance, peace and robust political and civic participation.

This outcome will address two interrelated causes of gender inequality: (1) women’s lack of political and decision-making representation (especially the most marginalized women) due to patriarchal norms and stereotypes around gender roles; and (2) the absence of governance structures that advance women’s rights equally and respond to their specific needs.

1 First, UN Women will ensure **that women and young women have increased capacity to participate in leadership roles, peace building and decision-making processes at national and local levels.** We will continue to enhance women’s equal participation and influence in decision-making, leadership, peacebuilding, and conflict resolution, and to strengthen political parties, and legislative and decision-making bodies at national and local levels, to better recognize and appropriately respond to gender inequalities and conflict resolution.

2 Second, UN Women will **enhance technical capacity of relevant ministries, local councils and CSOs is strengthened to develop and implement gender responsive budgeting.** We will support women and girls, and those most marginalized groups, to experience good governance through expert support to national and local level actors on gender responsive budgeting. The CO will build capacity of local actors in budget tracking to ensure resources are used for their intended goal in a gender responsive manner, creating a reliable mechanism for government accountability.

3 Third, UN Women will **strengthen technical capacity of National Statistical Office and other key actors to improve the production and use of gender statistics.** We will bridge the existing gaps in gender data to ensure that women and girls are effectively targeted for evidence-based policy making and programming. UN Women will work closely with the National Statistics Office (NSO) to ensure that capacities are strengthened, and gender is mainstreamed across surveys such as the Malawi Demographic Health Survey (MDHS), the Labour Force Survey, the Census and more. Sex, Age and

Disability (SAD) data collection tools, which have been used in the humanitarian context, will be adopted for use by the NSO in the above-mentioned data collection processes.

4 Forth **UN Women will ensure that Gender responsive disaster prevention, response, preparedness and recovery systems and tools are in place and aligned to international standard** (the Sendai Framework). We will enhance access to knowledge, guidance and expertise on gender-responsive disaster resilience, and strategic partnerships, networks, and advocacy for women’s agency and leadership in disaster risk governance.



Outcome 3 (CF Outcome 3): By 2028, more people, in particular women, children, and youth, especially the most vulnerable and marginalized, are resilient with access to and utilization of quality, equitable, efficient, gender and shock-responsive education, health, nutrition, WASH, social and protection services.

This outcome addresses entrenched gender norms, harmful stereotypes and cultural practices that perpetuate gender inequality and prevent women and girls from accessing quality protection services. These barriers include harmful culture practices, religious beliefs, pervasive intimate partner violence and marital rape, high rates of early marriage and childbirth. These are coupled with weak enforcement of legislation on GBV, weak coordination of quality GBV response services, referral mechanisms and case reporting, especially at district level, and persistent information gaps in GBV data. UN Women will adopt a multi-sectoral approach when targeting its interventions at three interrelated levels namely, at policy (protection), institutions (prevention and response) and individual survivors of violence (provision of services).

1 First, UN Women will work to strengthen **the capacity of national and local governing institutions have strengthened capacity to implement policies and strategies on ending violence against women and girls and traditional harmful traditional practices.** We will support Government to develop a successor National Plan of Action (NPA) to combat GBV, ensuring it integrates a coordinated multi-sector approach among GBV prevention and response actors. UN Women Malawi will also support efforts by the Ministry of Gender to strengthen

sustainable GBV coordination structures from national to community levels through the GBV Thematic Working Groups.

2

Second, UN Women will work at community level and **ensure local institutions (traditional leaders, community structures, women's groups, religious leaders) have increased capacity to prevent and respond to VAWG, negative social norms and other forms of discrimination.** Working closely with partners within communities including traditional leaders, religious leaders, and women's groups is key for sustainable results and scalable initiatives. UN Women will also seek to shift behaviours and mindsets on harmful norms and stereotypes with long-term interventions. UN Women will also address women's limited awareness of laws and response services, reporting mechanisms and access to multi-sector services.

3

Third, **improving access to quality, essential and comprehensive services by survivors of sexual and gender-based violence, including sexual exploitation and abuse, women with disabilities and women living with HIV will be a priority for UN Women.** Building on lessons learnt from the Spotlight Initiative, UN Women will adopt the global package of comprehensive and essential services programme and pilot establishment of Shelters for Survivors of violence in at least the 6 Spotlight Districts. UN Women will use a protection lens throughout all pillars of work under this SN and will work on establishing relationships and building opportunities for joint programming with non-traditional partners, including the African Development Bank, as well as ensuring protection is prioritized during emergencies.

Outcome 4 (Global SP Outcome): By 2028, the GEWE coordination system in Malawi coherently and systematically contributes to advancing gender equality.

Equality Scorecard Report (2021) finds that gender parity is missing and that the UNCT remains challenged to show gender results. Sustained and systematic coordination on GEWE (beyond the CF development) remains a challenge including through the Technical Working Group on gender. The national and district gender coordination mechanism remains weak, with a lack of strategies and financial support, to effectively coordinate

initiatives for addressing GEWE and SGBV.

Within all work and this Outcome, the Malawi CO will assume a proactive role in coordination efforts to create a more coherent and impactful approach to address gender disparities including in humanitarian action. The Malawi CO implements UN Women's coordination mandate by promoting gender parity in support of the SG's Strategy on Gender Parity within its UN Country Team, such as through the implementation of the Field-specific Enabling Environment Guidelines.

1

First, UN Women will **ensure enhanced joint GEWE programming, and that gender is mainstreamed in UNSDCF implementation.**

In addition to bilateral partnerships and joint programming with UN agencies, UN Women will continue to lead and actively participate in UNCT coordination platforms, including relevant Technical Working Groups such as the UN Gender and Human Rights Group. UN Women will work towards ensuring a more coherent implementation and strengthened accountability for GEWE in the UNCT through implementation of the UNCT Gender Equality SWAP Scorecard (2021) action plan, and the application of Gender Equality Marker, to support the UNCT in establishing and meeting a financial objective for GEWE.

2

Second, UN Women will work towards a **strengthened collaboration and coordination among gender stakeholders including the UN, Government, development partners, and members of the Women's Movement, to advance GEWE priority issues in Malawi.** As a co-convenor of the Donor Group on Gender Equality (DGGE) UN Women will continue to lead and coordinate this platform to ensure joint efforts in support of mainstreaming gender in pursuit of the aspirations in Malawi2063 and the SDGs SDG5.

3

Third, UN Women coordination mandate will also extend to humanitarian actions with the objective of ensuring **that relevant ministries and governing entities in Malawi develop and use gender responsive DRR frameworks, systems, processes, and tools.** In the context of crisis and emergencies, the organization will play an active and integral role in OCHA-coordinated platforms for increased gender mainstreaming. The CO

will further integrate gender considerations into disaster risk reduction (DRR) interventions and participate in Protection Cluster, CP and GBV AoR meetings to identify overlapping priorities and opportunities with key partners such as UNFPA, UNHCR, and UNICEF.

Major risks expected risks are (i) recurring national disasters and unforeseen and unpredictable pandemics occur, delaying progress and (ii) lack of adequate coordination either between internal functions/offices, or between UN agencies in contributing to the implementation of organization wide initiatives leading to duplication of efforts, internal competition, and friction. UN Women will mitigate against these risks through strategic partnerships, capacity-building initiatives, adaptive strategies, and an emphasis on continuous engagement and learning.

2.2 Organizational Efficiency and Effectiveness



Assuring an accountable organization through principled performance.

The Malawi CO will work on **principled performance** by ensuring value-for-money principles in delivering results efficiently and effectively, making continuous improvements and creating an accountable and trustworthy organization that manages its financial and other resources prudently and in line with its programmatic ambitions and fiduciary obligations. The Malawi CO will ensure that security and safety considerations are fully integrated into the CO's work, including for Security Risk Management, Business Continuity and Occupational Health and Safety, and consider the environment and local context of operations.



Advancing partnerships & resourcing; effectively influencing for impact & scale.

The Malawi CO will leverage **strategic communications and advocacy** to motivate partners and the public to support the work of the organization and to widen UN Women's circle of influence to reach a broader range of actors and ensure that UN Women drives the global conversation on gender equality and women's empowerment. The Malawi CO will

work on **advancing partnerships and resourcing** for UN Women's mandate by strengthening existing partnerships and influencing more and different partners in support of gender equality and women's empowerment, forging new alliances with non-traditional partners and engaging them for collective action.



Advancing business transformation.

The CO strategically plans for and transforms its business model to deliver impact at scale, through agile and ethical leadership. The Malawi CO will work on **business transformation** by driving strategic planning and focusing on best practice resource-allocation approaches, treating available funding as catalytic investment, being rigorous around the recovery of costs and makes full use of opportunities for inter-agency collaboration and streamlined operating practices that UN reform offers.



Solar engineering student from Malawi. Photo Credit: UN Women/Gaganjit Singh



Nurturing an empowered workforce and advancing an inclusive UN Women culture.

The CO is an employer that cultivates a diverse, high performing cadre of personnel grounded on UN and UN Women Values. The Malawi CO will continue its work to ensure ‘empowered people’ by creating an inclusive culture that exemplifies ethical, transformational, and shared leadership principles, being an employer of choice that cultivates a diverse, highly performing cadre of personnel who embody UN and UN Women Values.



Effective normative, programmatic and coordination products, services and processes

The Malawi CO will work on **product, services, and processes** by investing in standardized programme approaches, knowledge products and service offerings for the achievement of impact at scale, while adapting its service offering, in collaboration with UNCTs, to respond to national realities and priorities.

2.3 Programme Sustainability

UN Women Malawi CO SN will be aligned with UN Women Social and Environmental Standards. UN Women will focus on programme sustainability through an emphasis on enhanced ownership of interventions, including through alignment with national priorities, policies, strategies, and plans. The Malawi CO will also prioritize gender responsive budgeting and longer-term relationships with partners, including duty bearers and right holders, feminist movements and women-led civil society organizations. It will continue to embed experts in institutions and organizations, including

in programming, and will leverage high-quality technical expertise, draw on a data and evidence to share knowledge, and implement programs in ways that build and strengthen national data collection and use. Exit strategies for specific interventions will begin at the design stage of each intervention, so that the SN follows a clear path to sustainability. The Malawi CO will apply the following proposed exit/sustainability strategy criteria: a) intervention achieved its objective and can be withdrawn; b) intervention can be taken up by and/or transferred to an able national actor; c) intervention is fully integrated or institutionalized in existing systems.



Participants from Malawi and Liberia at the end of their six-month solar engineering course Photo Credit: UN Women/Gaganjit Singh

3. Resourcing and Financing

The Malawi country office is a medium office. The office meets the minimum targets of this typology, and over the course of the SN, it expects its portfolio to grow through increased resource mobilization. To support the latter, the office will develop a resource mobilization strategy to fund the implementation of the new strategy. The CO will also establish a core team responsible to lead implementation under the management of the Programme Management Specialist with applicable and available funding sources (e.g., Non-Core (DPC), core programmable, Institutional Budget). The planning of resources shall be informed by UN Women’s Cost Recovery policy and Direct Project Costings (DPC).

The CO has a Human Resource Plan for the full SN period which will be adjusted based on actual resources mobilized. The total resources required for the Malawi CO SN 2024-2028 is USD 35,053,051 of which USD30,066,607 is for DR and USD 4,986,607 for OEE. The USD4,986,607 is a combination of Core and IB resource with an average of USD997.282 per year. The indicative resources for the SN represent a balanced use of regular resources (Institutional Budget and Core Programmable), other resources (non-core) and direct project costing, as applicable, to ensure that regular resources do not subsidize other resources.

Refer to the Table below for details on the Malawi CO SN Total Resource Requirements in USD. The total for the previous SN cycle was USD12,535,000 for DRF and USD3,581,420 for OEE out of which the total of resources to be mobilized was USD 8,583,564 for DRF and USD Nil for OEE.

Table: Malawi CO SN Total Resources Required in USD

Outcome	Funding	Resource Required [Year 1]	Resource Required [Year 2]	Resource Required [Year 3]	Resource Required [Year 4]	Resource Required [Year 5]	Total Resource Required	Total Resource Available	Total Resource to be mobilized	% Gap
DR Outcome 1.1: By 2028, people in Malawi, especially women, youth, and those most left behind, experience more inclusive good governance, peace, and robust political and civic participation.	Core-Programmable	69,999.00	-				69,999.00	69,999.00	-	
	Institutional Budget	-					-			
	Non-core	2,420,771.00	1,898,570.00	1,500,000.00	1,400,000.00	1,200,000.00	8,419,341.00	2,742,941.00	5,676,400.00	67%
	Total	2,490,770.00	1,898,570.00	1,400,000.00	1,400,000.00	1,200,000.00	8,489,340.00	2,812,940.00	5,676,400.00	67%

DR Outcome 2.1: By 2028, people, especially the most vulnerable groups including women, youths, and people with disability, participate in and benefit from food and nutrition security and a more diversified, inclusive, and sustainable economic growth resilient to shocks.	Core-Program-able	85,000.00	-				85,000.00	85,000.00	-	
	Institutional Budget	-					-			
	Non-core	1,137,160.00	453,000.00	900,000.00	850,000.00	950,000.00	4,290,160.00	1,505,660.00	2,784,500.00	65%
	Total	1,222,160.00	453,000.00	900,000.00	850,000.00	950,000.00	4,375,160.00	1,590,660.00	2,784,500.00	64%
DR Outcome 3.1: By 2028, more people, in particular women, children, and youth, especially the most vulnerable and marginalized, are resilient with access to and utilization of quality, equitable, efficient, gender and shock-resposinve education, health, nutrition, WASH, social, and protection services.	Core-Program-able	35,000.00	-				35,000.00	35,000.00	-	
	Institutional Budget	-					-			
	Non-core	713,500.00	441,000.00	3,745,000.00	3,600,000.00	3,850,000.00	12,349,500.00	124,500.00	12,225,000.00	99%
	Total	748,500.00	441,000.00	3,745,000.00	3,600,000.00	3,850,000.00	12,384,500.00	159,500.00	12,225,000.00	99%
DR Outcome 4.1: By 2028, the Gender Equality and Women Empowerment coordination system in Malawi coherently and systematically contributes to advancing and the empowerment of women and girls.	Core-Program-able	100,000.00	-	100,000.00	100,000.00	100,000.00	400,000.00	400,000.00	-	0%
	Institutional Budget	-					-			
	Non-core	2,000.00	215,607.00	1,400,000.00	1,400,000.00	1,400,000.00	4,417,607.00	231,273.00	4,186,334.00	95%
	Total	102,000.00	215,607.00	1,500,000.00	1,500,000.00	1,500,000.00	4,817,607.00	631,273.00	4,186,334.00	87%
OVERALL TOTALS	4,563,430.00	3,008,177.00	7,645,500.00	7,350,000.00	7,500,000.00	530,066,607.00	5,194,373.00	24,872,234.00	83%	

4. Monitoring and Evaluation

UN Women Malawi CO monitors and reports on the overall implementation of the SN in line with UN Women policy on monitoring and reporting. Progress towards DR and OEE results will be monitored systematically through tracking progress against indicators in the IRRF. The CO will monitor progress of the SN on a semi-annual basis and reports on its results on an annual basis, in accordance with its reporting obligations. The CO will also engage in the monitoring and evaluation of the Cooperation Framework. The total budget for monitoring and reporting is \$250,000 USD. Annual reporting data on SN indicators will be available in [UN Women Transparency Portal](#).

The Malawi CO adheres to the UN Women Evaluation policy and United Nations Evaluation Group Norms and Standards. The Malawi CO plans to conduct three decentralized evaluations on End of Project Evaluation for the Women Resilience to Disasters Programme in Malawi; End of Project Evaluation for the Girls can Code Project and Mid Term Review Malawi Strategic Note 2024 to 2028 including the Country Portfolio Evaluation in 2028. The Malawi CO will participate in joint evaluations with sister UN Agencies like the Common Country Analysis and in other evaluations as they emerge and participate in one corporate evaluation Country Framework Evaluation (CF) the Mandatory Corporation Framework Evaluation. The earmarked budget for evaluations is **USD1,188,225 adding up to 4.5% of the programme budget**.



Photo credit: UN Women/Malawi



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