



# The Government of Malawi

The Ministry of Gender, Children,  
Disability and Social Welfare

## Implementation, Monitoring and Evaluation Strategy

for the National Social Welfare Policy

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## 1. Introduction

The implementation of the National Social Welfare Policy shall be coordinated by the Department of Social Welfare in the Ministry of Gender, Children and Social Welfare (MoGCDSW) which seeks to build a caring and protective environment that facilitates human development and improved quality of life for all Malawians. As is the case with many government departments, the Department works in partnership with non-governmental organisations (NGOs), faith-based organisations (FBOs), community-based organisations (CBOs), the private sector and other government agencies and the general public.

The Implementation, Monitoring and Evaluation (M&E) Strategy contains three main sections namely: Strategies for Policy Priority Areas, Implementation Plan and Monitoring and Evaluation Plan. Strategies for the Policy Priority Area section presents each Policy Priority Area with its specific objective(s) and strategies; while the Implementation Plan gives a detailed outline of the Policy Priority Area and its corresponding Policy Statement followed by objectives and strategies within a specified time period. The M&E plan, on the other hand, focuses on monitoring of the results at the output and outcome levels.

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## 2. Strategies for Policy Priority Areas

The Goal of the National Social Welfare Policy is to contribute to the promotion of access to social justice and improved wellbeing of the vulnerable and disadvantaged groups of people through an integrated, well-coordinated, regulated social welfare services delivery system. To achieve the goal, the following are the Policy Priority Areas, specific objectives and strategies.

### 2.1 Policy Priority Area 1: Coordination of Social Welfare Services

#### Objective 1

To strengthen coordination and collaboration among all stakeholders providing social welfare services at all levels

**Strategy 1:** Strengthen national and district level coordination structures

**Strategy 2:** Institutionalize joint planning and review forums between the Ministry and its partners

**Strategy 3:** Develop a strategic plan for the Department of Social Welfare

### 2.2 Policy Priority Area 2: Regulation of Social Welfare Services

#### Objective 1

To facilitate the enactment of relevant social legislation, guidelines and standards that promote compliance in the delivery of social welfare services

**Strategy 1:** Establish regulatory mechanisms for social welfare in Malawi

**Strategy 2:** Develop and enforce a code of ethics for social welfare as a professional practice

**Strategy 3:** Establish a professional body for social workers in Malawi

**Strategy 4:** Develop operational guidelines to regulate the provision of social welfare services

**Strategy 5:** Establish a mechanism for compliance with social welfare standards, guidelines and procedures in line with international practice

### 2.3 Policy Priority Area 3: Resources for Social Welfare Services

#### Objective 1

To mobilize adequate resources for the provision of social welfare services

**Strategy 1:** Develop and implement a resource mobilization strategy for social welfare

**Strategy 2:** Promote an integrated approach in the provision of social support to reduce overhead costs

**Strategy 3:** Promote public-private partnerships to encourage private investments in social welfare

**Strategy 4:** Establish an accountability mechanism for monitoring utilization of resources for the provision of social welfare services

**Strategy 5:** Facilitate infrastructure development for social welfare service delivery

**Strategy 6:** Establish a means test for providing social welfare assistance to vulnerable groups

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## 2.4 Policy Priority Area 4: Information, Communication and Advocacy

### Objective 1

To promote evidence-based programming through research and information sharing among stakeholders providing social welfare services

**Strategy 1:** Establish mechanisms for information sharing on social welfare issues

**Strategy 2:** Develop and operationalise an integrated monitoring and evaluation (M&E) framework for the sector

**Strategy 3:** Develop and manage a research agenda for Social Welfare

**Strategy 4:** Advocate for expanded care, protection and support services for children in need of care and support

## 2.5 Policy Priority Area 5: Human Resource Capacity for Social Work

### Objective 1

To build the capacity of social workers at all levels for effective delivery of quality social welfare services

**Strategy 1:** Develop and implement a staff capacity development strategy for social welfare personnel

**Strategy 2:** Support Magomero College to provide Social Welfare courses at diploma, bachelors, masters and PhD levels

**Strategy 3:** Reduce the vacancy rate in the Social Welfare staff establishment

**Strategy 4:** Lobby for the establishment of social welfare positions in the relevant institutions and companies

**Strategy 5:** Deploy social welfare personnel to all relevant government institutions

**Strategy 6:** Build capacity for M&E at all levels

### Objective 2

To promote good governance through accountability systems at the national, district and community levels

**Strategy 1:** Review and update the incentives and compensations for all volunteers working in the social welfare sector

**Strategy 2:** Build capacity for all volunteers working in the social welfare sector

**Strategy 3:** Enhance the community support system for the volunteers working in the social welfare sector

**Strategy 4:** Empower decentralized structures to play their rightful role

### 3. Implementation Plan

Below is the Implementation Plan for the Policy

POLICY PRIORITY AREA 1: COORDINATION OF SOCIAL WELFARE SERVICES			
<b>Policy Statement 1:</b> Ensure that proper mechanisms are put in place at all levels to enhance coordination among service providers			
Objective	Strategy	Responsibility	Timeframe
To strengthen coordination and collaboration among all stakeholders providing social welfare services at all levels	Build the capacity of the national and district level coordination structures	MoGCDSW, Social Welfare TWG, Ministry of Local Government and Rural Development (MoLGRD), Local Councils, development partners	2018-2023
	Institutionalize joint planning and review forums between the Ministry and its partners	MoGCDSW, Development partners, Civil Society Organisations (CSOs)	2018-2023
	Develop a Strategic Plan for the Department of Social Welfare	MoGCDSW, Social Welfare Technical Working Group (TWG), Development partners, CSOs	2018-2019
POLICY PRIORITY AREA 2: REGULATION OF SOCIAL WELFARE SERVICES			
<b>Policy statement 1:</b> Ensure that mechanisms are established to regulate social welfare services in the country			
Objective	Strategy	Responsibility	Timeframe
To facilitate the enactment of relevant social legislation, guidelines and standards that promote compliance in the delivery of social welfare services	Establish regulatory mechanisms for social welfare in Malawi	MoGCDSW, Social Welfare TWG, Development partners, Statutory Corporation	2018-2019
	Develop and enforce a code of ethics for social welfare as a professional practice	MoGCDSW and the regulatory body	2018-2022
	Establish a professional body for social workers in Malawi	MoGCDSW, Chancellor College, Catholic University of Malawi, DMI-St. John the Baptist	2018-2021
	Develop operational guidelines, standards and procedures to regulate provision of social welfare services.	MoGCDSW and the regulatory body	2019

**Policy Statement 2: Ensure that there is adherence to all social welfare related legislation and human rights instruments to protect and safeguard the welfare and interests of vulnerable groups**

To facilitate the enactment of relevant social legislation, guidelines and standards that promote compliance in the delivery of social welfare services	Establish a mechanism for compliance to social welfare standards, guidelines and procedures in line with international practice	MoGCDSW, the regulatory body, Social Workers Association, Social Welfare TWG	2018-2022
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**POLICY PRIORITY AREA 3: RESOURCES FOR SOCIAL WELFARE SERVICES**

**Policy statement 1: Ensure adequate technical and financial support is provided for the delivery of social welfare services**

Objective	Strategy	Responsibility	Timeframe
To mobilize adequate resources for provision of social welfare services.	Promote an integrated approach in the provision of social support to reduce overhead costs	Ministry Economic and Planning Department Ministry (MEP&D), MoGCDSW, Department of Disaster Risk Management (DoDMA), Ministry of Labour and Manpower Development (MoLMD), Department of Nutrition, HIV and AIDS (DNHA), Development partners	2018-2023
	Establish a means test for providing social welfare assistance to vulnerable groups	MoGCDSW, Social Welfare TWG, Development partners, EP&D, NSO	2018-2022
	Promote public-private partnerships to encourage private investments in social welfare	MoGCDSW, Local Authorities, Development partners, NGOs, CBOs, Private sector	2018-2023
	Enhance strategic partnerships with Development partners and NGOs for the leveraging of resources	MoGCDSW, Development partners, NGOs, CBOs	

**Policy statement 2: Ensure enhancement of transparency and accountability among partners providing social welfare services**

To mobilize adequate resources for the provision of social welfare services	Establish accountability mechanisms for resources for the provision of social welfare services	MoGCDSW, Local Authorities, Development partners, CSOs	2018-2018
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**Policy statement 3: Ensure that adequate and relevant infrastructure is provided for social welfare services**

To mobilize adequate resources for the provision of social welfare services	Facilitate infrastructure development for social welfare service delivery	MoGCDSW, Development partners, Local Authorities, NGOs	2018-2022
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#### POLICY PRIORITY AREA 4: INFORMATION, COMMUNICATION AND ADVOCACY

**Policy Statement 1:** Ensure that extensive use of existing structures and channels of communication to support Social Welfare Services are improved and promoted

Objective	Strategy	Responsibility	Timeframe
To promote linkages and information sharing among stakeholders providing social welfare services	Establish mechanisms for information sharing on social welfare issues	MoGCDSW, Social Welfare TWG, Development partners, NGOs	2019
	Raise the profile of social welfare services	MoGCDSW, Social Welfare TWG, Development partners, NGOs	2018-2023
	Advocate for expanded care, protection and support services to children in need of care and support	MoGCDSW, Social Welfare TWG, Development partners, NGOs	2018-2022

**Policy Statement 2:** Ensure that proper systems are in place for the generation, retrieval and utilization of data on social welfare

To promote linkages and information sharing among stakeholders providing social welfare services	Develop and operationalise an integrated M&E framework for the sector	MoGCDSW, Social Welfare TWG, Development partners, CSOs, the Community	2019
	Develop and manage a research agenda for social welfare	MoGCDSW, Development partners, CSOs	2018-2023

#### POLICY PRIORITY AREA 5: HUMAN RESOURCE CAPACITY FOR SOCIAL WORK

**Policy Statement 1:** Ensure availability of qualified and adequate officers in all social welfare establishments

Objective	Strategy	Responsibility	Timeframe
To build the capacity of social workers at all levels for effective delivery of quality social welfare services	Develop and implement a staff capacity development strategy for social welfare personnel	MoGCDSW, Development partners, Local Authorities, DHRMD	2018-2023
	Support Magomero College to provide Social Welfare courses at diploma, bachelors, masters and PhD levels	MoGCDSW, Development partners, Chancellor College	2018-2023
	Reduce the vacancy rate in the Social Welfare staff establishment	MoGCDSW	2018-2023
	Build capacity of social welfare staff for M&E at all levels	MoGCDSW, Development partners, Local Authorities	2018-2022

### POLICY PRIORITY AREA 5: HUMAN RESOURCE CAPACITY FOR SOCIAL WORK (continued)

**Policy Statement 2:** Ensure that social welfare services are established at all relevant institutions such as diplomatic missions, state residences, hospitals, colleges and prisons

Objective	Strategy	Responsibility	Timeframe
To build the capacity of social workers at all levels for effective delivery of quality social welfare services	Lobby for the establishment of social welfare positions in the relevant institutions and companies	MoGCDSW, NGOs	2018-2023
	Deploy social welfare personnel to all relevant government institutions	MoGCDSW	

**Policy Statement 3:** Ensure greater community participation in the provision of social welfare services

To empower local authorities and communities to actively participate in the design and implementation of programmes of assistance, to the vulnerable and marginalized groups of people	Review and update the incentives and compensations for all volunteers working in the social welfare sector	MoGCDSW, DHRMD, Ministry of Finance, NGOs, Development partners	2018-2023
	Build capacity for all stakeholders working in the social welfare sector	MoGCDSW, NGOs, Development partners	2018-2023
	Enhance the community support system for the volunteers working in the social welfare sector	MoGCDSW, NGOs, Local Authorities	2018-2023
	Empower decentralized structures to play their rightful role in the delivery of social welfare services	MoGCDSW, Local Authorities	2018-2023

## 4. Monitoring and Evaluation Plan

Below is the Monitoring and Evaluation Plan for the Policy

POLICY PRIORITY AREA 1: COORDINATION OF SOCIAL WELFARE SERVICES								
Outcome 1: Well coordinated social welfare services delivery system								
Objective	Output	Performance Indicator	Target		Baseline		Source of Verification	Assumptions/ Risks
To strengthen coordination and collaboration among all stakeholders providing social welfare services at all levels	Effective structures for partner coordination developed at national, district and community levels	A number of coordination structures established	National	1	National	1	National and district level TWGs reports	Availability of resources
			Local Authority	35	Local Authority	0		
			Community	300	Community	0		
	Joint planning and review forums with partners are institutionalized	Number of joint planning and review forums conducted per year	National	2			Meeting reports	Meetings convened as planned and availability of resources
			District Level	4				
	Duplications in program implementation reduced	A Strategic Plan for Social welfare developed	Strategic Plan in place	1	0		Social Welfare TWG reports	Availability of resources
		Annual joint work plans developed	National Annual Joint Work Plans	1	0		National and district level TWGs reports	Joint planning meetings convened as planned
			District Annual Joint Work Plans	35				
POLICY PRIORITY AREA 2: REGULATION OF SOCIAL WELFARE SERVICES								
Outcome 2: Well regulated social welfare sector								
Objective	Output	Performance Indicator	Target		Baseline		Source of Verification	Assumptions/ Risks
To facilitate the enactment of relevant social legislation, guidelines and standards that promote compliance in the delivery of social welfare services	Social welfare regulatory mechanisms established	Regulatory mechanisms in place					Ministry reports	Political will
			1		0			

## POLICY PRIORITY AREA 2: REGULATION OF SOCIAL WELFARE SERVICES (continued)

### Outcome 2: Well regulated social welfare sector

Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/Risks
<i>(continued)</i> To facilitate the enactment of relevant social legislation, guidelines and standards that promote compliance in the delivery of social welfare services	Guidelines for regulating social welfare services developed	Guidelines for regulating social welfare services in place	1	0	Meeting reports	Availability of resources
	An association for social workers established	A functional association for social workers in place	1	0	Meeting reports	Commitment by the membership
	Social work code of ethics developed	Social work code of ethics adopted and enforced	1	0	Association reports	Availability of resources
	A compliance mechanism developed	A compliance mechanism in place and enforced	1	0	Ministry reports	Political will

## POLICY PRIORITY AREA 3: RESOURCES FOR SOCIAL WELFARE SERVICES

### Outcome 3: Adequate resources available for effective delivery of social welfare services

Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/Risks
To mobilize adequate resources for the provision of social welfare services	Resource mobilization strategy is developed and implemented	% of proposals funded	80%	10%	TWG Reports	Development partners will be willing to support social welfare initiatives
	The capacity of key personnel in financial management enhanced	Number of officers trained in financial management	200	0	Training reports	Availability of resources
	Increased transparency and accountability for resources	Number of partners engaged in participatory planning and budgeting with beneficiaries	15	0	Meeting reports	Partner commitment, availability of resources

### POLICY PRIORITY AREA 3: RESOURCES FOR SOCIAL WELFARE SERVICES (continued)

#### Outcome 3: Adequate resources available for effective delivery of social welfare services

Objective	Output	Performance Indicator	Target		Baseline	Source of Verification	Assumptions/Risks
(continued) To mobilize adequate resources for provision of social welfare services	(continued)	Number of joint planning and review meetings	National	2	0	Meeting reports	Meetings convened as planned and availability of resources
	Increased transparency and accountability for resources		District Level	4			
	Existing social welfare infrastructure rehabilitated	Number of social welfare institutions rehabilitated	Chilwa, Mpemba, Lilongwe SRC and Kwacha	4	0	Works certificates	Availability of resources
		Number of social welfare offices rehabilitated		10	0	Works certificates	Availability of resources
	Cost of delivery of social welfare services reduced	Ratio of administrative to delivery costs		<1:4	>1:4	Activity expenditure reports	Improved Coordination

### POLICY PRIORITY AREA 4: INFORMATION, COMMUNICATION AND ADVOCACY

#### Outcome 4: Quality, timely & harmonized collection, sharing and utilization of information for social welfare

Objective	Output	Performance Indicator	Target		Baseline	Source of Verification	Assumptions/Risks
To promote evidence-based programming through research and information sharing among stakeholders providing social welfare services	Functional information sharing platforms established	Number of information sharing forums		1	0	TWG reports	Availability of resources
	Sector capacities for information management enhanced	Number of officers trained in information management		60	0	Training reports	Availability of resources
		Adequate infrastructure for information management provided		1	0	Procurement reports	Availability of resources
	Profile of social welfare services raised	Social welfare newsletters in circulation		1	0	Quarters reports	Availability of articles
		Number of child protection messages and posters branded		10	0	Posters and billboards	Availability of resources

POLICY PRIORITY AREA 4: INFORMATION, COMMUNICATION AND ADVOCACY (continued)						
Outcome 4: Quality, timely & harmonized collection, sharing and utilization of information for social welfare						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/Risks
(continued)  To promote evidence-based programming through research and information sharing among stakeholders providing social welfare services	(continued)  Profile of social welfare services raised	Lobbying meetings for policy makers held	15	0	Reports of lobbying meetings	Commitment of policy makers
	An integrated M&E framework is developed and implemented	A functional joint sector M&E framework in place	1	0	M&E reports	Availability of resources
	Management information system is established and functional	A functional management information system in place	1	0	MIS reports	Availability of resources
	M&E and ICT capacity building plans are developed and implemented	Number of M&E and ICT personnel trained	12	0	Training reports	Availability of resources
	A research agenda for social welfare developed	A research agenda for social welfare in place	1	0	Meeting reports	Availability of resources
POLICY PRIORITY AREA 5: HUMAN RESOURCE CAPACITY FOR SOCIAL WORK						
Outcome 5: Enhanced capacity of social welfare workforce						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/Risks
To promote good governance through accountability systems at the national, district and community levels	Community participation in the delivery of social welfare services increased	Number of various cadres of volunteers working within the social welfare sector	3,500	800	Social Welfare TWG reports	Volunteers commitment to social work
	Updated compensation guidelines for volunteers	% of volunteers who receive compensation according to the guidelines	1	0	Social Welfare TWG reports	Availability of financial resources
	A training plan for volunteers developed and implemented	% of volunteers who have been trained according to the plan	50%	0%	Social Welfare TWG reports	Availability of financial resources

**POLICY PRIORITY AREA 5: HUMAN RESOURCE CAPACITY FOR SOCIAL WORK (continued)**

**Outcome 5: Enhanced capacity of social welfare workforce**

Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/Risks
(continued)  To promote good governance through accountability systems at the national, district and community levels	Community support systems for volunteers developed	Number of volunteers supported by the community	3,500	300	M&E reports	Community commitment
To build the capacity of social workers at all levels for effective delivery of quality social welfare services	Training and capacity development plan developed and implemented	Number of social workers trained	200	40	Training reports	Availability of resources
		Number of short courses conducted	5	0	Training reports	Availability of resources
	Social welfare degree programme introduced at Magomero College	Number of students enrolled for the course	120	40	Training reports	Availability of resources
	Reduced vacancy rate within the social welfare establishment	The vacancy rate	15	51	HR reports	HR procedure delays
	Social welfare positions established in the institutions and companies	Number of institutions with established social welfare positions	35	0	HR reports	Corporate commitment by the target institutions
		Number of institutions with social workers	35	2	HR reports	Corporate commitment by the target institutions

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