



STRATEGIC PLAN

2018 – 2022

Final

**Theme: Consolidating and Upscaling Good Governance in
Malawi**

April, 2018

Vision

Citizens and non - state actors that are competent and resilient, and are demanding and enforcing accountable, responsive and inclusive governance

Mission

The Foundation exist to promote accountable, responsive and inclusive governance by mobilizing resources for capacity development, grant making, research and learning for the non-state actors' governance interventions in Malawi

Core Values

In the execution of its mandate, Tilitonse Foundation shall uphold and espouse the following core values:

INCLUSIVENESS

We shall at all times seek to promote open participation in our decision making, programming, partnerships and networking

INTEGRITY

We shall abide by ethical and moral standards of fairness and honesty in all our undertakings

EQUITY

We shall ensure stakeholder centred approaches and equitable access to resources at the disposal of the institution

PROFESSIONALISM

We shall execute our mandate competently, skilfully, with good judgement, respecting and adhering to high standards and ethics expected in a governance institution

GOOD STEWARDSHIP

We shall be prudent in the use of resources entrusted to us and exemplary in the management of the institution

INNOVATION, LEARNING AND RESOURCEFULNESS

We shall aim at achieving much with less, ensuring value for money and striving for creativity and continuous improvement in the conduct of our business

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ACRONYMS AND ABBREVIATIONS

ACHPR	Africa Charter on Human and People's Rights
ADCs	Area Development Committees
AIDS	Acquired Immunodeficiency Syndrome
CBOs	Community Based Organizations
CDF	Constituency Development Fund
CEDAW	Convention on the Elimination of Forms of Discrimination Against Women
CPs	Cooperating Partners
CRC	Convention on the Rights of Child
CSOs	Civil Society Organisations
DGSS	Democratic Governance Supply Side
GSI	Governance Supporting Investors
GOM	Government of Malawi
HIV	Human Immunodeficiency Virus
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic Social and Cultural Rights
IIAG	Ibrahim Index of African Governance
MACRA	Malawi Communications Regulatory Authority
MASC	Mecanismode Apoi Societed
MEC	Malawi Electoral Commission
M&E	Monitoring and Evaluation
MGDS	Malawi Growth and Development Strategy (II and III)
MHRC	Malawi Human Rights Commission
NAO	National Audit Office
NGO	Non-Governmental Organisation
NSA	Non- State Actors
PEA	Political Economic Analysis
JFA	Joint Financing Agreement
SP	Strategic Plan
TF	Tilitonse Foundation
ToC	Theory of Change
TP	Tilitonse Programme
UDHR	Universal Declaration of Human Rights
VDCs	Village Development Committees
ZGF	Zambia Governance Foundation
WGI	World Governance Index

ACKNOWLEDGEMENTS

The Tilitonse Foundation acknowledges the cooperation it received from various stakeholders in the preparation of its 2018 – 2022 Strategic Plan. The Foundation would like to single out the pivotal role the Chairperson, Mr. Desmond Kaunda played in giving guidance and direction to the consulting team from Management International and Dezzo Management Consulting in the conduct of its work. The Foundation would also like to acknowledge with gratitude the role played by the Expert Reference Group (ERG) under the guidance of Director Henry Kachaje that provided strategic inputs into the development of the Strategic Plan. The Foundation is equally grateful to management and staff who supported and logistically back-stopped the strategy formulation processes, and provided input into the process.

Above all, the Foundation is grateful to various stakeholders for their support in the strategic planning process. The stakeholders were generous with their time and technical input in the formulation of the Strategic Plan. In a special way, the Foundation is grateful to the Royal Norwegian Embassy whose financial support made this process possible.

MESSAGE FROM THE CHAIRPERSON OF THE BOARD

On behalf of the Tilitonse Board of Directors, I am pleased to present the first Strategic Plan for Tilitonse Foundation, which runs from 2018-2022 to be implemented under the theme **‘Consolidating and Upscaling Good Governance in Malawi’**. The Plan marks an important milestone in consolidating and upscaling the achievements of the Tilitonse Programme on which the Tilitonse Foundation is building its work. The Plan is aligned to the Malawi Policy Framework Paper on Governance and the Malawi Growth and Development Strategy (II & III), the Sustainable Development Goals (SDGs), the African Union Agenda 2063 and the Paris Declaration.

I note with satisfaction that the Plan was developed using a highly participatory process involving a cross section of stakeholders and an extensive review of literature. The result is a comprehensive plan that will guide Tilitonse Foundation to move to greater heights towards the frameworks and practice of good governance in Malawi.

As Tilitonse Foundation forges ahead in consolidating good governance in Malawi through catalyzing the work of Non-State Actors (NSAs) and ordinary citizens, it is pleasing to note the commendable strides that were made by the Tilitonse Programme in this regard. Notwithstanding the impressive performance of the Tilitonse Programme, there are also some notable areas in which more could be done and this particular Strategic Plan sets a new ambition for the Foundation. The Foundation will support organizations, networks, collaboration and strategies that go beyond the gains made through legal and policy advocacy. Through our continued commitment to building the capacity of institutions and networks, the Foundation will make long-term investments in organizations that are pivotal in promoting good governance and making meaningful progress in this area. The Foundation shall engage with groups that are testing new and innovative strategies, and alliances that expand tactics beyond shifting rules to advancing practice change in an ever changing and dynamic governance landscape.

Further, in this Strategic Plan, the Foundation would like to emphasize the need to focus on lasting impacts, increased and sustainable resource mobilization and on functioning as an effective and innovative organization, and one which leads in integrity and which is exemplary in governance.

Therefore, on behalf of my fellow Directors, I wish to express the hope that the spirit of cooperation among stakeholders that characterized the development of this Strategic Plan will continue into its implementation, as it will take more than the Tilitonse Foundation Board, Management and Staff to ensure its success. I would also like to believe that Government, the sponsoring Development Partners and all key stakeholders will continue to provide unwavering support to Tilitonse Foundation in the execution of its mandate.

Desmond Kaunda
CHAIRPERSON OF THE BOARD

STATEMENT BY THE CHIEF EXECUTIVE OFFICER

This Strategic Plan has been developed to guide the activities of Tilitonse Foundation over the next five years. It is a framework that builds on the work of the Tilitonse Programme and it is intended to facilitate the interventions of the Foundation.

The Foundation's Strategic Plan for 2018 - 2022 is anchored on the Country's development agenda which places good governance at its core and the role of Non-State Actors as pivotal to its success. Preparation of this Plan involved various stakeholders, and internally the Directors and management team held a number of technical working sessions to explore technical and practical inputs. A working session for civil society organisations was also held with a lot of seminal ideas emerging. In order to ensure full participation of everyone, an Expert Reference Group was constituted comprising representatives of the sponsoring development partners, the Foundation's Directors and the core management team. The degree of engagement in the process of coming up with this Strategic Plan, and the quality of contribution from the various stakeholders facilitated input to this Plan by various stakeholders and ensured that it has taken on board the interests and focus of the country and the sector. It is hoped that this participatory process will generate the necessary ownership and commitment required in its implementation.

The strategic plan has three key strategic areas: programmatic interventions, organizational development, and partnership and networking. These define the main focus areas of the Foundation in the next five years. The Foundation will support these areas through grant making to NSAs (CSOs, media and private sector professional bodies) that work at national, district and community levels. However, these strategic areas will be supported by equally important interventions on capacity development; monitoring, evaluation and learning; and sustainability. The focus on these strategic and focus areas is expected to lead towards the realization of the Foundation's vision and mission.

By developing the strategic plan, the Foundation has made a statement on its commitment towards accountability to Malawians on the strategies it desires to implement in the execution of its mandate. The Strategic Plan spells out the Foundation's strategic direction in facilitating processes that ensure that NSAs working in the governance sector have capacities and finances to perform their duties. The strategic plan has taken into consideration other initiatives and various actors working on governance in Malawi, and the Foundation interventions have been developed recognizing the niche and comparative advantage the organization has developed over the years from the operations of the Tilitonse Programme.

This Strategic Plan comes at a time when NSAs are expectantly looking for support but also communities are clamoring for active engagement in public life. I trust that this Strategic Plan will ensure that Tilitonse Foundation adequately promotes governance initiatives across the country with the support of its founding and current sponsoring development partners. I therefore call upon all individuals to support efforts that will ensure full implementation of this Strategic Plan for the good of mother Malawi.

Robert White
CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

A. Preamble

Tilitonse Foundation has developed this Strategic Plan (2018–2022) to provide guidance for its operations for the next five years. In order to understand the context in which the organisation operates and to have a basis for developing strategies set out in the Plan, an environmental scan and situation analysis were conducted. The scan considered both the internal and external environment, so as to determine the direction the Foundation should take. In setting the strategic direction, the Foundation recognized it is not possible for it to address all the issues identified in the environmental scan and situational analysis due to capacity and resource limitations. The Foundation has therefore identified priorities or areas of strategic focus for the next five years. The priorities are reflected in the form of strategic issues.

B. Key Emerging Strategic Issues

The strategic issues that will be the areas of focus for the next five years are as follows:

1. Whilst significant progress in the field of governance has been made at both national and local levels, gaps still exist that need to be addressed. The areas that the Foundation will focus on to consolidate and upscale good governance in Malawi are as follows:
 1. Active citizenship
 2. Local governance
 3. Gender and social inclusion
 4. Economic governance
 5. Rule of law
2. The capacity of the Foundation to fulfill its mandate is inadequate. Even though it has inherited some systems from Tilitonse Programme, these may not be readily applicable and usable to the new organization. Not only will the Foundation need to ensure it has robust systems that can facilitate its work, the legal framework of the Foundation will have to be reviewed to address concerns by stakeholders on its relevance and suitability. In the meantime, making use of the existing opportunities within the current framework to address any noted shortfalls will be explored.

To date the Foundation has an institutional framework that provides for oversight and operations, which it has begun to operationalise. The structure is similar to that obtaining in similar institutions within the region such the one at the Zambia Governance Foundation. This, however, has to be finalized in view of the unique needs of Malawi and considerations of efficiency, effectiveness and sustainability among others.

Equally critical is the capacity of NSAs, which still remains weak in areas of governance, management and programming such as Political Economy Analysis (PEA), Theory of Change (ToC), Rights Based approach, Results Based Management etc. Although the use of mentors proved to be a useful capacity development strategy under the Tilitonse Programme, the logistics for the use of the approach needs to be reviewed including partner participation in decision making, timing of execution, allocation and prior definition of products of the mentorship. PEA and ToC were seen as being too complex, academic and not suitable for small organizations such as CBOs operating in rural areas where such complex analysis does not seem to apply. However, PEA and ToC are still widely considered as indispensable tools for development planning and programming and will be

utilized in capacity development and grant making activities of the Foundation. What is required is their simplification and adaptation to the needs of small organizations.

3. The Foundation recognizes that it has to develop formal working arrangements with various partners such as Government, Development Partners, similar agencies, and the private sector. These are for collaboration, programme implementation, capacity development, learning and sharing.
4. The sustainability of the activities of the Foundation is core to its existence and operations. A good business case accompanied by a robust resource mobilization strategy will need to be put in place as soon as possible.

C. Strategic Goal and Objectives

To address the emerging strategic issues highlighted above, the Foundation's work will be guided by the following Strategic Goal:

Increase capacity of NSAs to actively promote citizens' engagement in democratic governance and in upholding citizens' rights by the state.

The Strategic Goal will be operationalized through the following Strategic Objectives in the next 5 years:

- Promote accountable, responsive and inclusive governance.
- Strengthen the organisational capacity of grant partners and the Foundation.
- Establish and strengthen partnerships and networks.

In support of these strategic objectives, the Foundation will also operationalize interventions on capacity development, monitoring, evaluation and learning, and sustainability in order to effectively contribute towards its vision and realize its mission.

1. INTRODUCTION

1.1 Rationale and Justification for the Strategic Plan

The 2018 - 2022 Strategic Plan has been developed following the establishment of Tilitonse Foundation which is coming in the foot-step of the Tilitonse Programme and its six years of experience. The Plan is necessary to guide the Foundation's activities over the next five years as it seeks to contribute to the promotion of good governance, a pre-requisite for sustainable development in Malawi. This Plan will also serve as an instrument for focusing on priority areas requiring the attention of the Foundation and as a tool for resource mobilisation. The Strategic Plan is complemented by an Implementation Plan attached as Appendix 1, while an organogram to facilitate execution is attached as Appendix 2.

1.2 Strategic Planning Process

The Strategic Plan was developed in a participatory manner to ensure relevance and ownership of the results. The process entailed consultations with a cross section of groups and individual stakeholders of the Foundation to obtain their inputs on lessons that can be learnt from the life of the Tilitonse Programme, as well as their perceptions of the issues that need to be addressed in the 2018 - 2022 Strategic Plan. The process was ably supported by an Expert Reference Group comprising representatives of Directors of the Foundation and its management team, as well as representatives of funding partners. The development of the Strategic Plan was also informed by a comprehensive review of literature related to governance. The following major steps were involved in the preparation of the Strategic Plan:

- i) A rapid evaluation of the Tilitonse Programme to identify achievements and lessons on which the Foundation could build as it moves forward. This was based on available literature on the Programme.
- ii) A Situational Analysis that scanned the Foundation's environment and sought to appreciate the key challenges and opportunities in the governance sector in general and of the Foundation in particular.
- iii) Constituting a multi-stakeholder Expert Reference Group (ERG) comprising sponsoring Development Partners, Directors of the Foundation and its management team. The ERG provided technical guidance and inputs to the whole process.
- iv) Commissioning of a Political Economy Analysis (PEA) of the critical success factors that would affect the Foundation in its work. The results of this work confirmed some elements of the situation analysis, while also recommending new areas of focus.
- v) Presentation of the draft Strategic Plan at a Validation Workshop comprising key stakeholders in the governance sector.

1.3 Origins of the Tilitonse Foundation

The Tilitonse Foundation was established by five eminent Malawians in October 2016 at the invitation of the Development Partners. It is incorporated under the Company's Act 2013 of Malawi as a private company limited by guarantee and without shares. It operates in the governance and development sectors in Malawi as a not-for-profit organisation in the public sphere. It is registered with CONGOMA and the NGO Board as an NGO. Its overall aim is to strengthen good governance in Malawi. The Foundation distinguishes between its Primary and

Principal Stakeholders. In the case of the former this means the Founding Members and any new members (up to 50 in all). The Principal stakeholders are all those Grant Partners who have received grants through the Foundation. The latter do not have a voice at the Annual General Meeting but they will be consulted on the development and/or review of strategic documents such as the Strategic Plan, and involved in programmatic interventions such as learning and sharing sessions.

The Foundation is rooted in the work and experience of Tilitonse Programme (TP), a multi-donor basket fund that was implemented from 2011 to 2017 and left behind a successful record of grant making, policy influence and capacity development of NSAs. It has benefitted from the financial and technical support of DFID, RNE, Irish Aid and the European Union in the past and now.

1.4 Mandate

Tilitonse Foundation was established with the following core objectives:

1. To build capacity in Non - State Actors (NSAs) so as to promote, strengthen, enhance and entrench good governance and build sustainability;
2. To mobilise and provide funds to NSAs for the promotion and enhancement of good governance in Malawi;
3. To provide a platform for NSAs for improving inclusivity, transparency, accountability and responsiveness in governance in Malawi;
4. To promote and encourage NSAs to engage in societal transformation through catalyzing more transparent, accountable, inclusive and responsive governance.

1.5 Institutional Structure of the Tilitonse Foundation

The Foundation has a Board of Directors established to oversee the implementation of its objects. In this regard, the Board provides policy and strategic guidance to the Management, headed by a Chief Executive Officer. The Board works through committees and it is envisaged that there will be technical and policy interface arrangements between the Foundation and the sponsoring Development Partners to be involved in the work of the Foundation.

2. SITUATION ANALYSIS

2.1 Legacy of the Tilitonse Programme

As the Foundation will in part base its work on interventions undertaken by TP, the sections below detail the key achievements of the Programme on which the Foundation will build on, as well as key challenges Tilitonse Programme experienced that have informed the Strategic Plan development.

2.1.1 Key Achievements

The Tilitonse Programme achieved relevant governance results at output level¹, which include the following:

1. Sustained Governance Results

The Tilitonse Programme through its engagement, grant making and capacity development support to civil society organizations achieved and contributed towards the achievement of the following results:

¹ TP Synthesis Report

- *Changes to Malawi's legal framework on accessing public information.*

The advocacy work supported by the Programme, coupled with use of engagement tactics informed by studies on the political economy of information in the public sector, culminated in the enactment and assent to the Access to Information Law. This is likely to catalyse more accountability, transparency and responsiveness of public duty bearers for many years to come.

- *Changes in the Mining Policies, Laws and Practices*

The mining regime have become more inclusive and participatory with increased accountability and transparency through work supported by the Tilitonse Programme on mining sector governance. The 1981 Mines and Minerals Act was reviewed and the Bill awaits Cabinet approval and tabling in Parliament.

- *Changes in Management of Local Development Funds*

New set of rules and practices on the management of the local development funds including CDF have been adopted by stakeholders including the Government. These rules were developed through the advocacy work supported by Tilitonse Programme.

- *Improved Service Delivery*

More people have access to basic services such as potable clean water, health care and education through advocacy work by various partners that has brought about more accountability and responsiveness of duty bearers.

- *Mobilization of Citizens on Governance Issues*

Through projects in various sectors, the Tilitonse Programme has contributed to the awakening of the spirit of citizenship among ordinary people and capacitated them to initiate and sustain demands for accountability and good governance at various levels. In particular, the capacity of CSOs to be viable and effective in mobilizing citizens has increased tremendously.

2. Political Economy Analysis and the Theory of Change Approach

The application of Political Economy Analysis (PEA), especially stakeholder analysis has proven to be an effective and useful way of operationalizing the new trend in governance and development theory and practice. PEA is an effective tool for the analysis of potential allies and opponents to proposed reforms based on their perceived understanding of their formal or informal power or influence, interests and incentives, and the degree of their support or opposition to reforms. PEA's stakeholder analysis has shown that 'project stakeholders' analysis should not only be limited to organisations and people that support the project but also those who it supports as well.

The focus on results-based programming on Tilitonse's Theory of Change has caused an evident paradigm shift in the CSO sector from activity-based to results orientation in project proposal development as well as implementation.

3. Grant Making and Management

The TP developed and operationalized a highly objective process for assessing the quality and suitability of project proposals and a due diligence process for awards of grants. The processes and assessment tools provide a useful system for the Foundation build objective processes for future grant making. This would ensure that funded projects demonstrate real potential to achieve results and value for money.

4. Fund Management

The fund management system especially the Traffic Light system that the programme instituted is a best practice in ensuring value for money, detecting irregularities and managing fiduciary risks. It ensures financial accountability as well as accountability for programmatic results. It is a system that can be emulated by the Foundation and in future grant making programmes.

Financial Management in the CSOs funded by the programme have improved significantly because of post-monitoring interventions implemented by the TP. Thus the Foundation is likely to work with CSOs that have at least the minimum standards and systems to manage grants.

5. Monitoring and Evaluation

Provision of technical support on development of results frameworks were useful and well executed by the Programme. This is an aspect that will need to be continued by the Foundation and linked to the greater Democratic Governance Supply Side (DGSS) indicators for the demand side governance in the framework.

2.1.2 Key Challenges

The Tilitonse Programme faced the following challenges which would need to be considered in the Foundation's programming if the Strategic Plan has to be successful:

1. Funds disbursement challenges

Although timeliness was recognised as a principle of good grant management, it was a recurrent problem during the implementation of the TP. The factors that contributed to this state of affairs, included lengthy and elaborate review processes that required significant amounts of personnel that was not available at the onset of the grant making phase.

2. Uneven distribution of projects across outputs

There was uneven distribution of projects per output, indicating a need for a rule in grant making that would have enabled TP to ensure more even distribution of projects across outputs.

3. Political Economy Analysis

PEA was not well understood at the beginning of the TP. There is a lingering misunderstanding that PEA is an approach for identifying issues and doing problem analysis and partly for designing projects. A large number of grant partners have struggled to apply and report PEA results at implementation and M&E stages of the project cycle. There is a need that future programmes that deploy PEA should pay more attention to reporting templates to ensure that the prompting questions are empirical enough to sufficiently guide grant partners to identify the PEA results.

4. Challenges in applying Theory of Change

There was not much guidance provided on Theory of Change (ToC), as a consequence grant partners struggled to fully grasp the concept and how to use it. Although training was undertaken for the grant partners, there was a lack of guidance documents that could be used by the various users of the concept resulting in continuing challenges with its use.

5. Lack of regular Updates on the state of Political Economy of the Country and the Governance Sector

Governance programmes on the scale of Tilitonse Programme required periodic updates on the political economy of the country in general and on the governance sector in particular. This did not happen as often as required. Given the dynamic nature of governance in Malawi, such updates would have helped the programme to be more responsive to the issues on the ground.

2.1.3 Lessons from the Tilitonse Programme

1. Funding was decided based on the project's capacity to contribute towards the programme results. One lesson is that in a multi-result programme there is need to have a practice rule that will ensure that a project contributes clearly and more directly to specified result while making ancillary contributions to other desired results.
2. Many CSOs in Malawi are subject or domain specialists. They are quick to identify funding opportunities despite the funding being in an area where they do not have expertise. A thorough check on organizational track record in relation to the desired results of the funding programme is absolutely essential to wean at early stages fund seekers who do not have even the slightest experience in the governance field.
3. Grant making programmes should not start disbursing grants before personnel, systems and processes for making and managing grants are in place. A key lesson from the Tilitonse Programme is that premature disbursement of grants creates a fluid rule framework for management.
4. There was an assumption that the projects under the programme would contribute to all outputs of the programme but this proved not to be the case. Grant applications often tend to emphasize one or two outputs while making allusions to tangential contributions to the other outputs. While grants are awarded on the basis of desired outputs, mechanisms and rules to enable mapping of projects to the outputs and balance the projects across the outputs is important so that the ToC of the programme is complied with.

2.2 The State of Governance in Malawi

Sustainable Development Goal (SDG) 16 sees governance as the '*promotion of just, peaceful and inclusive societies*'. This advocates for various aspects of good governance such as: promotion of the rule of law at the national and international levels; ensuring equal access to justice for all; reducing corruption in all its forms; developing effective, accountable and transparent institutions at all levels; and ensuring responsive, inclusive, participatory and representative decision-making at all levels, among others. The World Bank sees good governance as "*predictable, open, and enlightened policymaking (that is, transparent processes); a bureaucracy imbued with a professional ethos; an executive arm of government accountable for its actions; and a strong civil society participating in public affairs; and all behaving under the rule of law*".

Malawi's governance has been rather mixed with instances of both positive and negative trends as assessed by various key governance indicators, which have included the World Governance Indicators; the Fragile States Index; Transparency International; Afrobarometer; and the Mo Ibrahim Index of African Governance. An analysis of accountability indicators as indicated in the PEA Report² commissioned by the Tilitonse Foundation for Malawi shows that the country's performance over the period between 2010 and 2017 has been less than satisfactory. This is despite various attempts by international partners and civil society

² Dulani and Chingaipe, PEA Report, 2017

organizations to pressure government to be more accountable to the wider citizenry³. Accountability indicators, from leading governance indices show that Malawi is at best stuck in a low accountability equilibrium with slow, little and unsustainable changes, and at worst, regressing. Some of recent data shows that:

- Between 2012 and 2017, a growing proportion of Malawians, surpassing a majority in 2017, find the political space to be so constrained so much that they do not feel free to speak out about governance issues at all⁴.
- There has been a significant increase in the proportion of Malawians that think the president is less accountable to Parliament, contrary to popular demand⁵.

With respect to corruption, the evidence suggests a situation that is not improving, one that is unable to build on some gains in the middle part of the period 2010 to 2017. Access to justice, social and economic services at both national, district and community levels, is also extremely difficult in Malawi especially for marginalized groups such as women, rural populations, orphans and vulnerable children, and the poorest members of the society. This is so despite an enabling policy environment and the existence of systems of democratic accountability.

Constitutional bodies such as the Human Rights Commission, the Office of the Ombudsman and the Electoral Commission among others are enshrined in the supreme law in order to protect citizens. However, such bodies lack financial and human capacity, and outreach structures. As such, they are inaccessible to provide citizens the requisite means to hold government accountable for its obligations under the Constitution.

Democratic Governance

The governance architecture in Malawi operates within a political system that has weak incentives for government transparency, accountability and responsiveness with political patronage as a key strategy in establishing control over public resources, political and economic power. The approach to development has been significantly lax, sometimes lacking prudence, financial probity and professionalism⁶. The national development framework is party based driven by highly partisan manifestos, which tend to compromise continuity and sustainability of development programmes from Government to Government. Long term plans such as the MGDS are sacrificed at the altar of the political legacy of ruling parties. The national regulatory institutions tend to be weak and in many cases controlled by the political elite.

In an attempt to regulate political parties, the Government passed the Political Parties Law in November, 2017 which has replaced the Political Parties (Registration and Regulation) Act. It seeks to address the challenges being experienced when regulating the registration, financing and functioning of political parties in Malawi, such as forbidding the use of handouts during an election. Despite conducting five general elections in 1994, 1999, 2004, 2009 and 2014, a democratic culture has not been fully embraced. Malawi's democracy is still young with political

³ Dulani and Chingaipe, PEA Report, 2017

⁴ Fragile States Index 2017

⁵ Ibrahim Governance Index 2017

⁶ Post 2015 Tilitonse Options Study

intolerance and less respect for divergent views as well as lack of internal party democracy, ethnic and religious tensions still remain problematic.⁷

The freedom of expression is unevenly protected especially as regards the opposition's access to public media, particularly during elections. The regulator, the Malawi Communications Regulatory Authority (MACRA) is not perceived as fully independent or non-partisan. This is evident in the allocation of TV and radio licenses which lacks transparency and, in the absence of information, that allocation is thought to be influenced by political considerations. There are also issues with harassment of journalists and access to information, even with the passing of the Access to Information Act. As noted by Research Report sponsored by the Tilitonse Programme (TP), access to information in Malawi is a challenge. The challenges and obstacles are symptomatic of the country's political and economic history⁸. In addition, the right of assembly has been vulnerable to invasion by the Police which, in turn has created a culture of fear to demonstrate. This is thought to arise from unequal application of the law as between supporters of the government, the opposition and non-state actors (NSA).

Economic Governance

Public resources are inadequately safeguarded, in part due to weak public financial management systems. The plunder of public resources dubbed "cashgate" is indicative of the general malaise in matters of public financial management, which has become an entrenched culture that keeps surfacing up in audits of public funds. Socio-economic rights are provided for in the Malawi Constitution but their protection is not robust. Although the right to strike and the right to development are constitutionally secured, they are either not protected in practice in the case of the right to strike, or have no means for enforcement, in the case of the right to development. One key factor eroding demand for socio-economic rights is the inability of ordinary people to make a link between service delivery and constitutionally guaranteed rights.

Rule of Law

Though the Constitution secures the independence of the judiciary and generally the judiciary is seen as independent in Malawi, there are still a number of areas in which further reforms are needed, including: i) creating a politically insulated method of appointing judges; ii) providing an effective process of discipline and removal of judges; iii) granting financial autonomy for the courts; and iv) providing for an independently appointed and inclusive Judicial Service Commission. The question of independence is related to that of the authority of the courts. Though, in general, there is confidence in the courts, there are concerns over integrity - especially on missing files and weak enforcement of court decisions. The enforcement of court decisions is a serious and on-going problem. A number of issues relevant to access to justice remain urgent including: a) appointment of the right number of judges and magistrates; b) costs of legal representation; c) vulnerable groups in court; d) the complexity of legal and administrative procedures; e) the scale of legal literacy in Malawi; and f) delays in access to justice.

In addition to these specific issues, there are also reforms needed to specific sector institutions and agencies to meet the goals articulated in the governance sector Policy Framework Paper. These institutions include: a) the Office of the Ombudsman; b) the Human Rights Commission; and c) the office of the Director of Public Prosecutions. Equally important are perceptions of the public on issues such as equality before the law. A recent Afrobarometer survey (2017)

⁷ NICE Strategic Plan, 2015-2019

⁸ The Political Economy of Access to Public Information in Malawi, Research Report, 2013

reinforces the picture of a decline in terms of rule of law as the three surveys conducted between 2012 and 2017 show an increase in the proportion of Malawians who consider the country's legal framework to be unequal.

Gender Equality and Social Inclusion

Despite a highly conducive policy and legal framework such as the passing of the Gender Equality Act of 2013 and the National Gender Policy of 2015, which provides for the participation of women in public life and decision making positions, gender equality and women participation in decision making positions in Malawi's public service remains a challenge⁹. One of the provisions in the Gender Equality Act is that an appointing or recruiting authority in the public service shall appoint no less than 40% and no more than 60% of either sex in any department in public service. This provision, however, is still a challenge to meet.

As of 2013, women representation in decision-making positions was at 24 % in the Public Service. Women participation is not any better in terms of Board representation and in other oversight institutions. The gender imbalances show that the desired goal of inclusive governance is yet to be realized and there is a need for interventions to promote the inclusion of women in decision-making structures. In addition, cases of discrimination persist especially as regards discrete or insular minorities – gay people, people with disabilities, children especially orphans, and people living with HIV and AIDS. In terms of gender, there are cultural practices that discriminate against women. The Malawi Demographic and Health Survey highlights the prevalence of that pervasive form of sex discrimination - domestic and sexual violence is at 28.1% (more than 1 in 4) of women between 15 and 49 years old have experienced physical violence and 16.3% of women and girls under the age of 29 had their first sexual intercourse forced on them. Orphaned children are particularly at high risk for early sexual activity. In the political domain, women numbers are also very low. Women's representation in Parliament (32 of the 192 members) declined to 17% in 2014 from 22% in the 2009 elections¹⁰. The declining trend is despite the background of a 50-50 Campaign that targets gender bias in the candidate selection process. If nothing is done, the trend might continue to decline.

State Effectiveness

One important dimension of state effectiveness is the ability of the state to be able to respond to the needs and expectations of its citizens. This necessitates the need to anchor policies, strategies, programmes, activities and resources in people's expectations. The evidence from the data once again shows a mixed picture. On one hand, the most recent IIAG data suggests some slow recovery in terms of human development, suggesting that the government is slowly become responsive, even if the trend is rather uneven characterized by periods of recovery and regression. The WGI indicator on the other hand paints a gloomy picture of a government that is failing to deliver with the situation getting worse over time.

Survey data from the Afrobarometer on government performance appears to be more in support of the negative picture painted by the WGI effectiveness data. While there was general enthusiasm that government was doing a good job in delivering basic services and

⁹ Henry Chingaipe, Political Economy of Women Inclusion in Decision-Making Structures in the Public Sector

¹⁰ Embassy of Ireland, Malawi Country Strategy Paper 2016-2020 <https://www.irishaid.ie/media/irishaid/allwebsitemedia/30whatwedo/20170502-Malawi-CSP-FINAL-PUBLIC-VERSION-for-HQ-Publi>

transforming the lives of ordinary people in 2012, this optimism had dissipated by 2017 and replaced with pessimism. The optimism captured in the 2012 survey had instead been replaced by wide-held belief that government is failing on a range of key performance indicators and that this performance has been getting progressively worse over time.

The state of service delivery in Malawi continues to be fraught with a host of challenges associated with a governance environment not respectful of citizen rights. The right to basic services such as health, education, agriculture and security continues to elude the majority of the citizens. This is compounded by corruption and a funding crisis of basic services resulting from the withdrawal of budget support by donors. Government has not been consistent in the implementation of policies, strategies and other instruments that could improve the quality of services.

Security Services

To secure law and order requires democratically accountable security sector institutions, especially the Police Service and the Prison Service. Unfortunately, despite the best efforts of committed reformers within these institutions and in government, these services are still seen as being at the heart of the most serious problems of corruption (in the case of the police) and human rights violations (in the case of the Prison Service) facing Malawi. The underlying problem, seems to be that security sector institutions are not seen as sufficiently accountable to civilian authorities. Several problems contribute to this: a) legal weaknesses in the statutes setting up particular services or agencies; b) inherited institutional cultures (the problem of legacy); and c) lack of a security sub-sector policy to introduce coherence and co-ordination among sub-sector institutions especially the Police, Prisons and the judiciary.

On the Office of the Ombudsman the key concerns include: insufficient communication and outreach by the Office to explain its operations and mandate; the length of time it takes to render a decision; the fact that often the decisions of the Office of the Ombudsman are not implemented; the authority of the office *vis a vis* other government offices; and the accessibility of the office given its limited geographical spread and the low levels of funding of the office by the government which renders it ineffective.

Corruption

The Anti-Corruption Bureau has in place a strategy to fight corruption. The strategy gave birth to a National Integrity System, which set out the pillars on which the fight against corruption is anchored. Despite the efforts by Government to fight corruption, it is still widely viewed as problematic in the country. The country suffers various types of corruption – from high level political corruption to petty bribery that impedes service delivery, as well as patronage and nepotism that exacerbates inequality and poverty in Malawi society.¹¹

In the Democratic Accountability Baseline Survey¹², corruption was seen as a serious problem with an average of 1 in every 4 Malawians considering District Commissioners, public servants, NGO/CSO leaders and political party leaders to be “very corrupt”. In the case of the Police, a majority of Malawians (56.3%) said that the Police were “very corrupt.” From a service delivery point of view, it is of particular concern that nearly 40% of Malawians see public servants as “very corrupt.” The resulting credibility challenge is deepened by a corresponding lack of faith

¹¹ Malawi National Integrity Assessment Report, 2013

¹² Government of Malawi, Baseline Survey on Democratic Accountability in Malawi - 2011

in elected leadership with an equally significant number of citizens (46%) describing political leaders as “very corrupt.” Religious leaders enjoy a high level of confidence and trust compared to other leaders. Only 13.2% of Malawians think of them as “very corrupt”¹³. This means that religious groups, as the society’s ethical and moral institutions, can be the vanguard of civic education efforts to fight graft.

Active Citizenship

Participation is a dimension of governance that relates to inclusiveness of governance. It is about the extent, quality and frequency of citizen involvement in the collective political, economic and social spaces of a society. Participation, in its simplest terms, entails that individuals affected by or interested in a decision should have the opportunity to participate in the process for making that decision. The IIAG Index rates the country's participation as showing “increasing deterioration.” As with other indicators, Malawi was on an upward trajectory up until 2012 when the participation scores began to decline again.

While the IIAG index shows a negative picture in terms of overall participation, the country has been performing reasonably well in terms of electoral participation, particularly during national elections when in 2014 turnout at these elections was 71%, which, while healthy was marginally lower from the 78% turnout in the 2009 election. The high level of voter turnout indicates high levels of civic commitment by ordinary people and implies that, if mobilized, Malawians want to participate in decision making generally and in elections in particular.

Voter Turnout

Voter turnout is important, it has a direct bearing on the legitimacy of the outcome and the representativeness of an election. Notwithstanding Malawi’s impressive election record, a number of challenges still exist. These include gaps in the legal framework which, if addressed, would improve the quality of elections. Examples of the electoral reforms that are required are: the amendment to Section 80 (2) of the Constitution and Section 98 (5) of the Presidential and Parliamentary Elections Act proposing 50+1 percent in presidential election; an amendment of Section 81 (3) of the Constitution for swearing in of the President and Vice President to be done after 30 days; and the process of appointing Commissioners and senior officials of the Malawi Electoral Commission (MEC). There are also other challenges affecting the electoral processes such as cases of interference in voter education by local administrators, use of state resources by incumbents, and policing the elections.

Support for Democracy

Another way of measuring participation is to examine data on whether ordinary Malawians express support for democracy, which would enable them to participate fully and freely in the political arena and the extent to which they feel they are being supplied with this democratic space. This can be looked at in terms of the demand for democratic governance, by considering survey data that include: support for democracy and rejection of authoritarian alternatives; political participation; attitudes towards presidential accountability and whether the president should be constrained by laws. The results on demand for democracy highlight the disconnect between demand for democratic governance (which is relatively high) among Malawian citizens while there is widespread belief that the actual supply is low. Specifically, all the selected measures of democratic demand in the period between 2012 and 2017, including rejection of authoritarian modes of government that provide very little space for citizen participation, are high - although there has been a notable decline in support for democracy from 71% in 2012 to 62% in 2017. This notwithstanding, survey data shows that majority of

¹³ Baseline Survey on Democratic Accountability in Malawi, id.

Malawians express preference for democratic governance compared to authoritarian modes of governance.

However, while demand is relatively high, Malawians are generally dissatisfied with the quality of democracy on offer. While majorities considered the 2009 elections relatively free and fair there has been a significant drop in the perceived quality of elections, with barely a third (32%) of Malawians considering the 2014 tripartite elections as free and fair. Apart from elections, all three surveys found that less than half of Malawians expressed dissatisfaction with the quality of the country's democracy with less than half saying Malawi is not a true democracy. At the same time, the proportion of Malawians expressing satisfaction with democracy has fallen from 53% in 2012 to 37% in 2017, a drop of 16 percentage points during the five - year period. Yet again, the data shows that all efforts at promoting democratic governance should focus on the supply side to ensure that government elites govern in a manner that can enable citizens to regain their confidence in democracy once again. Failure to do so might result in erosion even of popular demand for democratic politics, therefore narrowing the space for citizen participation

An evaluation of citizen participation undertaken on the National Civic Education Initiative (NICE) concluded that the project did not succeed in empowering the rural and urban poor to hold those in authority accountable¹⁴. As Englund reiterates 'The overwhelming preoccupation with political freedoms failed, however, to mobilize the large majority of rural poor, and for all the evocations of participation and empowerment in the rhetoric of freedom, the rural and urban poor had few opportunities to participate in defining what freedom, human rights, and democracy might mean in a Malawian context'.¹⁵ The overwhelming need in Malawi is for citizens to find a voice and develop accountability forums, or where necessary to launch campaigns to bring pressure for increased transparency and accountability for the benefit of ordinary citizens. In Malawi, as in many other countries, the tendency has been for the powerful and the wealthy to have influence at all levels of government, rather than ordinary citizens, particularly the poor and vulnerable groups. To a great extent this situation remains and to counter it, good information about roles and responsibilities of duty bearers as well as relevant information such as budget allocations and the rights of citizens need to be addressed.

Local Governance

Governance at local level is compromised by a host of factors that include the reluctance of national leaders to concede spaces for genuine political autonomy at the local level, for fear that it may be used to organize opposition against them¹⁶, and low level of education and preparation of Councilors, which have resulted in Committees of local councils being ineffective. While sector devolution has gathered pace with a number of sector functions and services being integrated and absorbed into the operations of Councils, the process is yet to be completed resulting in challenges in relation to human resource management, financial management, sector prioritization, and silo mentality among sectors with very little sharing of knowledge and programmes. This is compounded by development planning that is not people centred, as inputs of structures at grassroots such as Area Development Committees (ADCs) and Village Development Committees (VDCs) are often ignored, as well as with the

¹⁴ NICE Civic Education Strategy

¹⁵ Dan Banik, Implementing Human Rights Based Development: Some preliminary evidence from Malawi, Expert Seminar, Geneva 23 -24 February 2007. 2007. P.5.

¹⁶ The Political Economy of Local Governance

inappropriate involvement of Members of Parliament in voting at Council level which undermines the role of Councilors. In addition, the role of Traditional Leaders in Council affairs is yet to be clarified given their unelected status among elected Council members. Although Chiefs are non-voting members of the Council, they wield considerable influence in Council affairs. There is also dual reporting for heads of department at district level, lack of clarity in terms of who sets the standards for service delivery at district level – is it the District Commissioner or the Head of a Sector Department - and a lack of control of capital budgets. There are low levels of participation in decisions that affect citizens. At the administrative level, the primary mechanisms for service delivery, local administrators are still some way off from involving citizens in actual decision-making on issues that affect them.

2.3 The Tilitonse Foundation

2.3.1 The Current Legal Framework

The Tilitonse Foundation was established by five eminent Malawians in October 2016. The Foundation operates in the governance and development sectors in Malawi as a not-for-profit organisation. Its overall aim is to strengthen good governance in Malawi. The Constitution of the Foundation consists of the Memorandum of Association and the Articles of Association. The Foundation is registered under the Companies Act, 2013. The constitutional documents are publicly available documents. The Foundation is also registered with CONGOMA and the NGO Registration Board as a CSO

2.3.2 Capacity of the Foundation

As a new entity, the capacity of the Foundation to fulfill its mandate is insufficient, notwithstanding systems and equipment it is inheriting from TP. The systems inherited from Tilitonse Programme will need strengthening and customization to suit its purposes. These systems include aspects of the following:

- Financial Management;
- Grants Management;
- Human Resource Management;
- Knowledge Management; and
- Management Information

One lesson coming from TP is embarking on grant making before critical management systems were in place and before a clear organization structure was developed and implemented. This impacted on the ability of the TP to 'hit the ground running' in an effective manner.

The relationship between the type of grant, the grant partner and expected impact has not been adequately understood. There ought to be clarity in terms of the type of grant, eligible organisations and expected outputs based on the Foundation results framework. This entails undertaking rigorous assessment and accreditation of potential beneficiaries. In addition, to support on-going programming and grant making, the structures and systems will provide for operational research on public issues.

2.3.3 Capacity of NSAs

From the literature review, it is evident that most of the NSAs at grassroots' and national level still have capacity constraints to effectively implement governance projects, notwithstanding efforts by the TP to capacitate CSOs. Areas of capacity constraints include:

- Staffing levels, both quantities and qualifications, and experience. This is due to uncompetitive conditions of service and location of CSOs in rural or small towns, therefore not able to attract and retain capable staff.

- Lack of assets such as vehicles, equipment, furniture, computers and printers.
- Lack of financial management skills, most had basic financial management capabilities even after capacity mentorship interventions.
- Lack of strategic planning skills as evidenced by difficulties by CSOs and CBOs in applying PEA and ToC.
- Management information systems that are very basic at most for most CSOs. This includes record keeping, document management, timely reporting of activities and liquidation of funds received.
- Weak project management capacity.
- Lack of skills in gender mainstreaming;
- Weak skills and capacity in key programming areas such as policy analysis and advocacy planning.
- Weak organisational development and management skills, systems and structures.

The Final 2015 Options Study Report for the Tilitonse Program found that the main challenge facing most civil society organizations was the lack of capacity to engage effectively for citizens' empowerment and state accountability in the Malawian context. From the evidence, the state of Malawian civil society as a transformational or developmental force was found to be:

- Lacking a defined identity - hence vulnerable to mission-drift to align with resources.
- Limited in comprehension of issues regarding the technical and political complexity of Malawian society.
- Weak in strategic leadership.
- Deficient in its ability to effectively relate to and mobilize ordinary citizen around issues.

It is therefore evident that the Foundation will have to invest heavily in capacity of the CSOs before grants are released to them. It must be noted that mentorship used by TP was found to be appropriate and potentially effective. However, this was undermined by late initiation of mentorship, inadequate collaborative and logistical arrangements with grant partners and that it was implemented over a short period. An assessment of the mentorship approach also found that while it was effective, mentorship was perceived as being expensive and unsustainable.

Some CSOs networks that have huge potential to amplify grass root efforts did not benefit from support provided by the TP, because they did not meet criteria set by TP. This is a lost opportunity in that their participation would certainly have strengthened the voice of grass root actors with no access to national advocacy platforms. In addition, national networks are best placed to engage with national policy development, implementation and monitoring.

2.4 Results of SWOT Analysis

In order to inform the programming and organizational development of the Foundation, an environmental scan of the Foundation was undertaken to understand both the internal and external environment. The following are results of the environmental scan that identified the Strengths, Weaknesses, Opportunities and Threats of the Foundation.

STRENGTHS	WEAKNESSES
▪ Tilitonse Foundation is a registered legal entity ▪ The Foundation has a functional Board of Directors ▪ The Foundation has a unique mandate as a grant making organization in governance sector ▪ There are contributions Tilitonse Programme is making in various areas to the Foundation includes institutional memory, systems, processes, procedures, knowledge and assets. ▪ The Foundation has a strong constitutional framework	▪ The Foundation is currently donor dependent ▪ The current MIS Systems are inadequate to effectively inform programming and management of the Foundation ▪ The current form of registration under the Companies Act in relation to the oversight role and accountability of the governance structure. ▪ Limited number of staff which is affecting the capacity of the organization. ▪ Existence of procedures, systems and structures from the TP that are not yet adapted to the functioning of the Foundation
OPPORTUNITIES	THREATS
▪ Rudimentary nature of governance in the country ▪ There is donor commitment to governance work in general and the Foundation in particular ▪ Space available to establish governance niche ▪ Existence of organisations that the Foundation can learn from and that provide basis for assurance on the viability of such organizations (Zambia Governance Foundation, MASC in Mozambique, Ghana Star Programme etc) ▪ Existence of an Extractive Industry platform for CSOs ▪ Existence of gender framework (policies, legislation etc) ▪ Existence of potential sources of support from Governance Supporting Investors from other development partners in Malawi, regional and global partners, private sector etc ▪ The existence of initiatives on law reform of different kinds and opportunities to influence reforms ▪ Availability of legal and human rights institutions (Judiciary, Law Commission, MHRC, Ombudsman, ACB)	▪ Relationship between Government and TF especially with the impending elections and the governance focus of the organization ▪ The application and enforcement of the NGO Policy and NGO Law that is seen as targeting and silencing CSOs ▪ Weak civil society to effectively engage in governance ▪ Financial sustainability of the Foundation ▪ Donor coordination and harmonization for support towards the Foundation not yet there ▪ Citizenship not actively involved in governance matters, governance issues not prioritized by citizens ▪ Shift in focus by donors and development partners such as adoption of LGBTI and marginalized groups preconditions for support ▪ Disrespect of laws, acts of impunity, abuse of legal system, high levels of corruption

▪ Low legal literacy and low understanding of the laws by the majority of the citizens. ▪ Increased access to information especially with the passing of the Access to Information Law	
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3. STRATEGIC FRAMEWORK

3.1 Introduction

The strategic framework presented below draws from the stakeholder consultations, the literature review and reports from the various studies undertaken to inform development of the strategic plan. A review of the operating environment revealed that there are weaknesses and threats that the Foundation should address moving forward, whilst building on the strengths of the Tilitonse Programme. There are also opportunities that have been identified to be exploited as the Foundation seeks to fulfil its mandate. The strategic direction set out in this section is the Foundation's response to the key challenges and issues that require adequate attention over the next 5 years of the Strategic Plan life span in a focused and action oriented manner. The direction is also informed by the strengths and opportunities that should be utilized by the Foundation in order to achieve its vision and mission statement. The strategic direction outlines the priorities of the Foundation, strategic goals and objectives, and implementation strategies that are focusing on the programmatic interventions, organizational governance and management, and implementation modalities.

In setting out the strategic direction, the Foundation recognizes that it is not possible for it to address all the issues identified in the situational analysis due to capacity and resource limitations. The Foundation therefore has identified priorities or areas of strategic focus for the Strategic Plan life span in areas where it believes it can add value to the governance agenda of the country, in terms of efficiency, effectiveness, relevance, impact and sustainability. The areas of strategic focus have been carefully chosen based on the identified governance gaps and principles that the Foundation espouses which are inclusiveness, accountability, transparency and responsiveness. These provide a solid basis for consolidating the gains of the Tilitonse Programme, and the priorities are reflected in the form of strategic issues.

3.2 The Key Emerging Strategic Issues

1. Governance Programming

Whilst significant progress in the field of governance has been made at both national and local levels, gaps still exist that need to be addressed. The areas that the Foundation will work on to promote good governance are as follows:

- **Active citizenship:** Duties of citizens; Voice and action; Accountability and transparency; Democratic freedom to participate; Empowerment to participate
- **Local governance:** Roles of the Council and committees; Roles of the Secretariat; Councilors and Members of Parliament; Traditional leaders; People centered development planning
- **Gender and social inclusion:** Gender Equality; Gender based violence; Marginalized groups
- **Economic governance:** Access to economic opportunities; Equity of access to capital; Equity of distribution of resources; Pro-poor planning / budgeting; Access to economic skills; Extractive industry; Agriculture/marketing and pricing
- **Rule of law:** Access to justice; Juvenile justice; Knowledge of and appeal to the law; Minority rights; Respect for the law; Anti-Corruption

2. Organizational Development

The capacity of Tilitonse Foundation to fulfill its mandate is inadequate. Even though it is inheriting systems from Tilitonse Programme, which include systems and operational procedures, these may not be readily applicable and usable for purposes of the new organization. The Foundation need to ensure it has robust systems that can facilitate its work.

Equally critical is the capacity of CSOs, which still remains weak in areas such as governance, PEA, ToC, advocacy, rights based approach, etc. In this regard, although the use of mentors

proved to be a useful capacity development strategy under the Programme, the logistics for the use of the strategy needs to be reviewed including partner participation in decisions, timing of execution, allocation and prior definition of products of the mentorship. PEA and ToC are seen as being too complex, academic and not suitable for small organizations such as CBOs operating in rural areas where such complex analysis does not seem to apply. Notwithstanding, PEA and ToC are still widely seen as indispensable tools for development planning and programming.

3. Partnerships and Networks

The Foundation has yet to fully develop formal working arrangement with various partners. Its relationship with Development Partners is not properly defined in terms of guiding principles, decision-making, funding modalities, and accountability frameworks. Currently, the Foundation has no formalized working relationships with similar agencies and other governance platforms. The governance architecture in Malawi has engaged CSOs significantly to the exclusion of the participation and contribution of the private sector. The Foundation will work to develop clear and effective relationships with other governance platforms both local and international, umbrella organizations including those for the private sector, support development of networks and collaborative working mechanisms for NSAs working on governance, and mechanisms for collaboration with public institutions.

3.3 Strategic and Focus Areas

Ways of Working

The Foundation will work to address the issues identified by directing its efforts towards strategic and focus areas that have been developed in response to the gaps, challenges and shortfalls on governance in Malawi, and on organizational development of NSAs. It will work on these areas through **grant making** to NSAs to undertake projects and programmes on the strategic and focus areas.

3.3.1 Grant Making

The Tilitonse Foundation will support a range of actors with grants, including: *local NGOs, international NGOs, CBOs, faith based organizations, the media, professional bodies, networks and coalitions, umbrella organizations for private organizations and CSOs, research and academic institutions*. The grants shall support: interventions at national levels including engagement in policy and legislative processes; district and community levels interventions on service delivery, local governance, citizen empowerment; and linking experiences at this level with national level interventions. In this Strategic Plan, the Tilitonse Foundation will make grants in five result areas through four funding windows. The funding levels and implementation period for the grants are as follows:

Funding Window	Funding Level	Funding Period
Community Based Organization (CBO) Call	Euro 25,000	1 Year
Open Call	Euro 70,000 – Euro 150,000	1 – 3 Years
Thematic Call	Euro 140,000 – Euro 250,000	1 – 4 Years

Rapid Response Call	Euro 50,000 – Euro 90,000	3 - 12 Months
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The grants will be accompanied by capacity development support to facilitate efficient and effective implementation of the projects and programmes. The capacity development support will be targeted at improving design, planning and implementation of projects and programmes; development and institutionalization of systems and structures for management and institutional governance; and supporting systems for collaboration and networking. The Foundation will also put in place systems and process for monitoring, evaluation and learning. These system and processes will be aimed at tracking implementation of interventions and capture results, document and manage knowledge and practices, share lessons and practices for internal learning and influencing practices.

To address the emerging strategic issues highlighted above, the Foundation will work on the strategic and focus areas highlighted below.

Strategic Goal: *To increase capacity of NSAs and actively promote citizens' engagement in democratic governance and upholding citizens' rights by the state.*

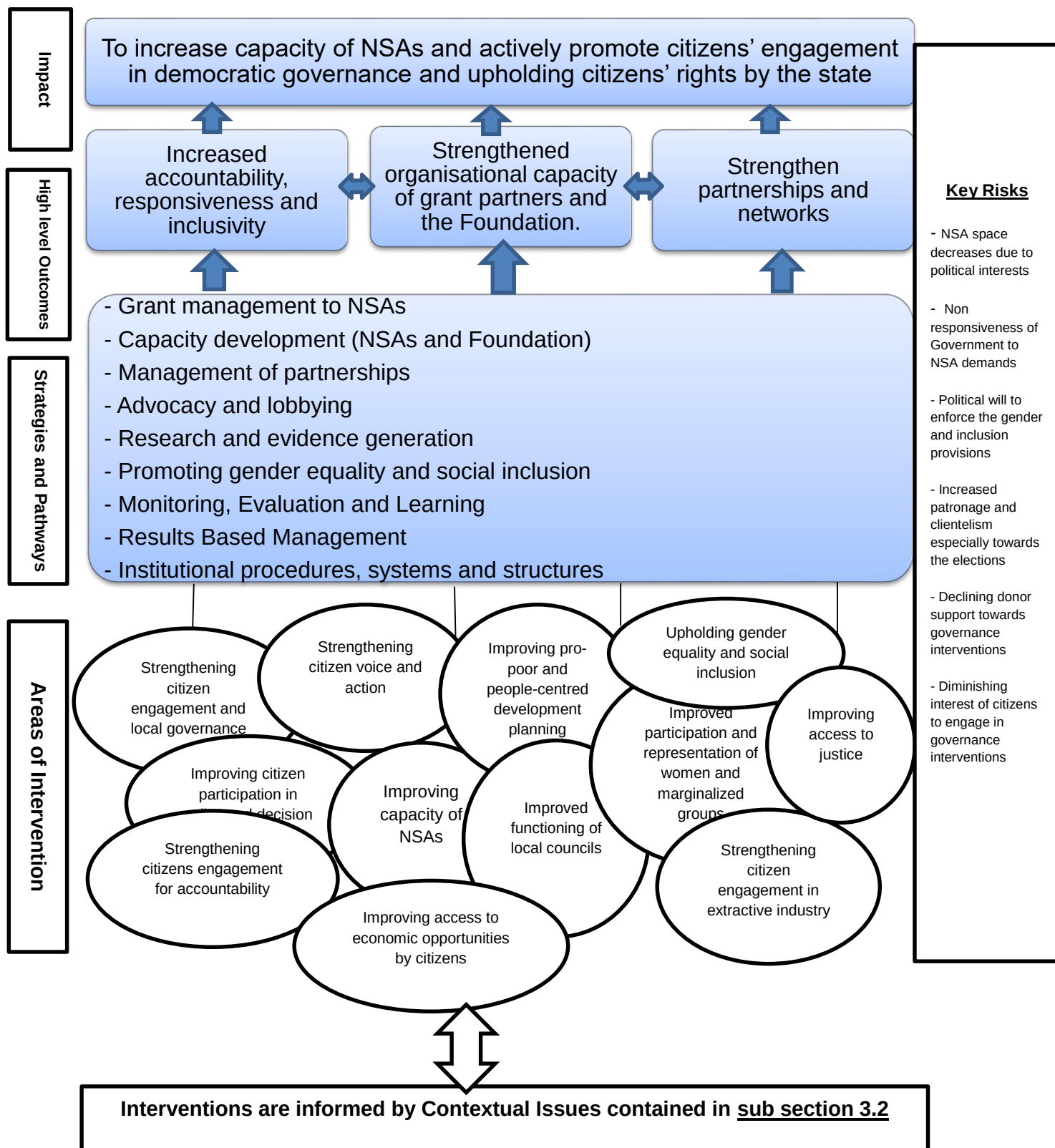
This strategic goal will be achieved through strategic objectives that are developed around strategic areas as follows:



The strategic areas are around programmes, organizational development, and partnerships and networks. Under each strategic area, the strategic plan identifies result areas, outcomes and key activities.

3.3.2 Theory of Change

The Theory of Change starts with the Strategic Goal and Strategic Objectives of the strategic plan. The strategic objectives are turned into high level outcomes following the theory of change approach. The following is the theory of change that is the basis for the strategic plan.



The Theory of Change is explained by the narrative below, which explains the intervention logic, the connections and linkages between the elements and the assumptions made.

1. Committed NSAs and Citizens to engage in Governance

The Theory of Change assumes that there is a commitment by the NSAs and citizens who are the key drivers of the interventions in the strategic plan. It is assumed that NSAs and citizens

will continue to engage in governance and will be interested to hold Government, development partners and other duty bearers and service providers accountable, and demand transparency and inclusiveness. It is also assumed that the space for NSA and citizen engagement in governance will not be restricted, and activities of NSAs will not face interference. It is also assumed that the Foundation will identify and engage NSAs that have comparative advantage and a niche in the identified result areas.

2. Opportunities for Change

The Theory of Change focuses on outcomes and results with the assumption that there is willingness for change by Government, development partners and key governance stakeholders (such as NSAs). The strategic objectives are broad, covering all categories of interventions that will facilitate change in governance from the programming, institutional development and networking. These are interconnected because achieving the objectives individually will not lead to the vision and mission statement. Achievements on the programmatic interventions will also depend on the organizational capacity and capacity development support to facilitate the effective implementation of the interventions. Again, isolated programme interventions even with the necessary capacity and capacity development support will not lead to the expected results without collaboration because of the nature of governance issues that require multifaceted responses.

3. Government commitment and adherence to democratic principles

The Strategic Plan theory of change assumes that there will be commitment by Government to democratic principles that will facilitate good governance and rule of law. These commitments are contained in various legal and policy frameworks, and commitments the Government has made at regional and global levels. These include: the Malawi Constitution; the Bill of Rights; the Malawi Growth and Development Strategy III; the Gender Equality Act; the National Gender Policy; national commitments to the Sustainable Development Goals; and the National Indicative Plan on Governance (2014 – 2020). It is therefore assumed that the strategic goal and objectives of the Foundation strategic plan will get the support and cooperation of the Government because of its relevance to the aspirations on governance and development in general.

4. Collective action and learning will facilitate change

The Theory of Change assumes that there will be collaboration, collective action and learning for effective engagement of the NSAs with Government and other stakeholders on governance. The Foundation recognizes the difficulties to engage and influence governance decisions and positions, and the relatively weak capacity in NSAs to effectively engage and influence. It is therefore assumed that there will be opportunities and willingness to collaborate and take collective actions. It is also assumed that there will be effective analysis of the issues for effective programming. It is also assumed that the analysis will inform learning and information sharing to influence other players on design, planning and implementation of interventions. It is also assumed that research and academic institutions will engage in the analysis, especially facilitate understanding and institutionalization of development concepts such as Political Economy Analysis, Theory of Change as a strategy for effective programme development and implementation.

5. Use of various Pathways and Strategies

It is assumed that the interventions will involve interactions and engagement of various pathways and strategies. It is assumed that by engaging in these pathways and strategies, and ensuring their complementarity will facilitate effective implementation of the strategic plan and achievement of desired results. These pathways and strategies will include:

- *Capacity Development:* The Foundation will support potential and full grant partners with capacity development in programmatic areas such as advocacy and lobbying, technical areas for planning and implementation such as theory of change and political economy analysis, institutional capacity in areas such as financial and human resource management etc
- *Collaboration and collective action:* The Foundation will promote and support initiatives that will bring together likeminded organizations and NSAs that will complement each other in engaging Government and other duty bearers. These will be supported with grants as stakeholders that come together to jointly implement interventions on governance, as well as capacity development.
- *Gender Equality and Social Inclusion:* In its interventions, the Foundation will promote gender equality and social inclusion both as stand - alone interventions and interventions that will be integrated in other projects.
- *Learning and knowledge management:* The Foundation will promote learning and sharing from the interventions it will support through the grants, and will develop a knowledge management system to capture lessons learnt and good practices.
- *Funding modalities:* The grants to be provided will differ based on capacity and maturity of potential grant partners, the extent and gravity of the issues to be addressed, and the nature of the calls for grant application, among others.

Strategic Area 1: Programmatic Interventions

Strategic Objective 1: Promote accountable, responsive and inclusive governance			
Result Area 1: Active citizenship			
Description of Intervention	Outcomes	Indicators	Key Activities
Interventions under this Result Area will focus on supporting NSAs activities aimed at improving the involvement and participation of citizens in policy and decision making processes, and demanding increased transparency and accountability. It shall support NSAs to develop and implement projects that promote voice and action by working with communities to develop their capacity to hold duty bearers and other service providers accountable.	Increased citizen's participation and engagement in policy formulation and implementation and legislative processes. Establishment of citizen structures to engage and hold accountable duty bearers and service providers	▪ % of citizens voting ▪ # of citizen interest groups engaging duty bearers and service providers ▪ % of citizens actively participating in public debates on policy and decision making processes ▪ # of peaceful protests by citizens	▪ Raise awareness on duties and responsibilities of citizens ▪ Create and support platforms for voice and action ▪ Support initiatives to strengthen accountability and transparency at all levels of Government ▪ Support participation of citizens in democratic processes ▪ Support empowerment initiatives by citizens ▪ Develop advocacy and lobbying skills among citizens ▪ Facilitate development of citizen movements and platforms to engage duty bearers ▪ Support initiatives on citizen engagement in formulation and implementation of development policies and strategies ▪ Mobilize citizens to engage in electoral processes ▪ Support CSOs to engage with political parties on governance, transparency and accountability ▪ Support to Media, notably investigative journalism and reporting to encourage citizens to demand accountability.
Result Area 2: Local Governance			
Description of Interventions	Outcome	Indicators	Key Activities

Strategic Objective 1: Promote accountable, responsive and inclusive governance			
Interventions under local governance shall include mobilizing NSAs to engage local governance structures such as the local council and the Secretariat on quality of service delivery, use of development resources, and decision making processes. They shall also include supporting NSAs to monitor the utilization of various funding windows such as CDF, LDF and DDF. Local governance interventions shall also focus on engaging the development, review and implementation of relevant strategies, policies and legislation affecting local governance, and advocacy on the set up, composition and functioning of local governance structures such as the Council, ADCs, VDCs etc. Interventions in this area shall also include supporting NSAs to engage in urban governance.	Adoption of systems and processes for effective and efficient functioning of local councils	▪ % of citizens satisfied with service delivery by the council ▪ % of citizens satisfied with accountability and responsiveness of the Council ▪ % of Councils with functioning committees ▪ Number of Councils portraying clear roles for traditional leaders, councilors and Members of Parliament ▪ % of functioning local governance structures (VDCs, ADCs)	▪ Capacitate Councilors on their roles and functions of Committees ▪ Capacitate the local council Secretariat to effectively support Councilors ▪ Clarify the role of MPs and Councilors ▪ Clarify the role of Traditional Leaders ▪ Capacitate structures at district and sub-district level in people-centred development planning, project monitoring and tracking of development resources (LDF, CDF, DDF) ▪ Strengthen CSO accountability within the local government development structures ▪ Strengthen CSO capacity to hold duty bearers accountable for delivery of services ▪ Mobilize communities to engage local councils for improved service delivery ▪ Support CSOs to engage in district and community level local governance interventions as a basis to influence national level policies and legislation.
Result Area 3: Gender and social inclusion			
Description of Intervention	Outcome	Indicators	Key Activities
Support areas under Gender and Social Inclusion shall include interventions on enforcement of the various gender and social inclusion provisions in related policies and legislation, promotion of women and socially excluded groups (such as people with disabilities) participation in politics and development	Increased gender equality and social inclusion in politics and development initiatives at national, district and community levels	▪ % of women representation in the National Assembly ▪ % of women in key decision making positions in the public sector ▪ Number of gender and inclusion related policies and legislation reviewed	▪ Support initiatives to increase women participation in key decision-making positions ▪ Support initiatives to raise awareness on gender based violence ▪ Support review of legislation to address social exclusion ▪ Support initiatives to uplift the lives of marginalized groups

Strategic Objective 1: Promote accountable, responsive and inclusive governance			
initiatives, increasing women representation in decision making positions, and supporting initiatives that benefit women, girls and socially excluded groups. Support shall also be provided to NSAs working on promoting and protecting the rights of women, girls and other disadvantaged groups such as people with disabilities, orphans and vulnerable children.		▪ % of women in key positions in major political parties ▪ % of people with disabilities in key positions in public sector	▪ Support projects that lead to social and economic empowerment of women, girls and people with disabilities ▪ Facilitate the review and enforcement of policies and legislation that promote and protect the rights of women, girls and socially excluded groups ▪ Support projects that engage political parties on women participation and decision making processes.
Result Area 4: Economic Governance			
Description of Intervention	Outcome	Indicators	Key Activities
Interventions under Economic Governance shall include supporting NSAs to monitor use of public funds and resources, advocate for the enforcement of the public finance management framework, monitor service delivery in key sectors (such as education, health, agriculture, security etc), promote and protect the right to development. Support under this results area shall also include facilitating the mobilization of NSAs and citizens to engage in extractive industry activities, and the legal and policy frameworks.	Increased protection and enforcement of the right to development and economic opportunities.	▪ Number of NSAs engaging in economic governance interventions ▪ Perception of corruption in the public sector ▪ Perception on access to information on extractive industry activities ▪ Proportion of the budget with pro-poor interventions ▪ Number of policies and legislation reviewed to increase access to economic opportunities.	▪ Review policies and legislation that hinder access to economic opportunities ▪ Review policies and practices that hinder access to capital as a basis for advocacy and lobbying. ▪ Undertake studies on distribution of resources as a basis for advocacy and lobbying ▪ Undertake review of budgets and execution of the same as a basis for advocacy and lobbying ▪ Undertake studies on economic skill availability as a basis for advocacy and lobbying. ▪ Review bottlenecks to opportunities in the extractive industry as a basis for advocacy and lobbying ▪ Review agricultural marketing and pricing patterns for advocacy purposes ▪ Support initiatives that promote access to economic opportunities

Strategic Objective 1: Promote accountable, responsive and inclusive governance			
			▪ Support initiatives to mobilize citizens and the media on extractive industries ▪ Support professional bodies and the media to engage in activities on economic governance. ▪ Support CSOs to engage in policy formulation and implementation at national levels.
Result Area 5: Rule of law			
Description of Intervention	Outcome	Indicators	Key Activities
Support areas under Rule of Law shall include supporting NSAs to promote and enforce the independence of the justice system in Malawi, advocacy on improved capacity of the judiciary, advocacy on capacity and funding toward constitutional bodies (Ombudsman, MHRC, ACB etc), engaging Government and development partners on reforms institutions and agencies that are key in ensuring the rule of law. It shall also support NSAs working on improving access to justice for vulnerable groups such as juveniles, women and girls, and promoting the rights groups of people such as prisoners.	Improved access to justice for all citizens Adoption of systems and practices that strengthen the rule of law.	▪ Perception on trust of the courts and the Law ▪ Perception on access to courts ▪ Perception on independency of the courts ▪ Perception on access to justice for vulnerable groups ▪ % increase in funding towards constitutional bodies	▪ Support initiatives to eliminate bottlenecks to access and delivery of justice ▪ Support initiatives to demand accountability of justice delivery institutions ▪ Support access to justice by juveniles ▪ Raise awareness on minority rights ▪ Advocate for respect of the law ▪ Support initiatives to address corruption ▪ Support initiatives that promote and protect the rights of vulnerable groups

Strategic Area 2: Organizational and Capacity Development

Strategic Objective 2: Strengthen the organizational capacity of the Foundation.

Result Area 1: Organizational development of the Foundation.

Description of Intervention	Outcome	Indicators	Key Activities
Although the Foundation has inherited sound organizational development and programmatic procedures and systems, there is need to strengthen and adapt them to the requirements of the Foundation. The inherited systems have limitations in terms of functionality and meeting the operational requirements of the Foundation. Drawing on the lessons learned from the Tilitonse Programme the Foundation will procure and install systems for financial management, human resource development and management, and grants management. It will also develop policies on financial management, human resource management and development, procurement and grants management. The Foundation will adapt, change or create new policy documents in such areas as fraud, anti-corruption, whistleblowing and access to information.	Adoption of improved systems, structures and procedures for the management and governance of the Tilitonse Foundation.	Governance - Adapted Code of Governance for the Foundation - Code of Conduct for the Foundation - Module for Governance Training Information Technology - Electronic Management Information System Human Resource Management and Development - Human Resource and Pay Roll Information System - Staff Performance Management System - Terms and Conditions of Service - Human Resources Development Strategy Financial Management	Governance - Adapt and revise a Code of Governance adopting best international practices; - Adapt the new Governance Code for use by Grant Partners; - Develop and publicise a Code of Conduct for all Foundation employees and all those who engage with the Foundation. - Commission the design of specific modules for Governance training for Malawi NSAs. - Deliver Governance training to both grant partners and the wider NSA community. Information Technology - Develop the Foundation's technology & IT policies and plans and ensure training at all levels. - Commission, procure and install IT and MIS for the Foundation Human Resource Management and Development - Develop an HR and Pay Roll Management System - Develop a Staff Performance Management System

Strategic Objective 2: Strengthen the organizational capacity of the Foundation.

Result Area 1: Organizational development of the Foundation.

Description of Intervention	Outcome	Indicators	Key Activities
		- Financial Management and Procedures Manual - Fixed Assets Management Policies - Procurement Management System - Financial Management Information System Grants Management - Grant Management Information System - Grants Procedures and Management Manual and Tools - Knowledge Management and Learning Strategy	- Develop grievance and disciplinary handling procedures - Develop Terms and Conditions of service for all staff - Develop human resources management and procedure manual - Develop workplace and administration policies and processes - Procure and install an HRIS software - Develop a manual filing system for organization - Develop a human resource development strategy - Develop and implement procurement guidelines and procedures - Develop a Human Resources and Training Manual - Develop an Administration Policies and Procedures Manual Financial Management - Develop a Fund and Finance Management and Procedures Manual - Commission Annual Audits for the Foundation and grant partners - Develop financial statements - Develop fixed asset management policies

Strategic Objective 2: Strengthen the organizational capacity of the Foundation.

Result Area 1: Organizational development of the Foundation.

Description of Intervention	Outcome	Indicators	Key Activities
			▪ Review and update pay rolls ▪ Commission, procure and install a Financial Management Information System ▪ Commission, procure and install an online accounting system ▪ Develop accounting policies and procedures ▪ Develop a procurement management system ▪ Develop internal control procedures and guidelines. Grants Management ▪ Develop Grants Procedures and Management Manual ▪ Design and operationalize a Grants Management Information System ▪ Create policy documents and supporting manuals, guides or handbooks in all operational areas in support of knowledge management and learning Administration ▪ Develop an Electronic Document Management System ▪ Adapt, change or create new policy documents in such areas as fraud, anti-corruption, whistleblowing and access to information.

Strategic Objective 2: Strengthen the organizational capacity of the Foundation.			
Result Area 1: Organizational development of the Foundation.			
Description of Intervention	Outcome	Indicators	Key Activities
			Create an internal house style guide to improve communications and standards for all the documents produced in the Foundation.

Strategic Area 3: Partnership and Collaboration

Strategic Objective 3: Establish and strengthen partnerships and networks.			
Result Area 1: Partnership and Collaboration with key stakeholders			
Description of Interventions	Outcome	Indicators	Key Activities
Focus:			
Meaningful partnership development is key for Tilitonse Foundation to successfully implement its mandate. Sustainable partnerships can trigger innovation, concepts, resources and funding opportunities, and support sustainable organization growth. There are two main types of partners that the Foundation will engage: grant and strategic partnerships. The Foundation will develop partnerships with various stakeholders for different purposes: Government, development partners, research and academic institutions,	Improved and functional partnerships and networks with key stakeholders.	- Partnership Framework and Guidelines - Number of partnerships - Number of programme and project forums - Membership in forums	- Develop Partnerships Development Framework and Guidelines - Participate in the platforms - Develop formal and informal partnerships with relevant stakeholders - Participation in the platforms - Register for Membership - Support emerging groups

Strategic Objective 3: Establish and strengthen partnerships and networks.			
professional bodies, public institutions and NSAs			
Result Area 2: Learning and knowledge management			
Peer learning and sharing best practices are important interventions in grant management and results based management. They are key in continually feeding back into programming and individual projects, and facilitates achievement of programme objectives and results. The Foundation will capture information and knowledge through periodic reports, and will use various forums and publication for learning and sharing.	Improved learning, sharing and knowledge management in governance.	▪ Number of events attended at global and national levels ▪ Knowledge Management Strategy ▪ Number of learning events ▪ Number of Research Studies ▪ Number of knowledge and Communication products produced and shared ▪ Evidence of stakeholder access to knowledge and communication and research products	▪ Participate in global learning events for governance institutions. ▪ Formalize relationships with like-minded national, regional and global institutions ▪ Develop a knowledge management strategy ▪ Research, documentation, dissemination of best practices ▪ Develop and implement an efficient and effective knowledge management system ▪ Conduct periodic learning events for CSOs to share knowledge and skills ▪ Research, documentation, dissemination of best practices ▪ Organize quarterly learning events ▪ Participate in governance learning fair at all levels of operation

3.4 Capacity Development

The Foundation recognizes that capacity development is an integral part of grant making in supporting the work of NSAs, and that capacity development is increasingly being recognized and approached from a systems perspective. It recognizes that capacity development should be viewed beyond individual organizations and institutions encompassed within institutional development, but should cover broader systems, groups of organizations and inter-organizational networks. The Foundation also recognizes that successful capacity development requires broad based participation and a locally driven agenda, should build on existing local capacities, embody ongoing learning and adaptation, and should integrate activities at different levels to address complex problems.

Capacity development is one of the four objectives comprising the Foundation's mandate. The Tilitonse Programme's capacity development support laid down the ground work that has changed the governance landscape in the country especially at the local level. However, there is still need for more work moving the NSAs in Malawi towards analysis of local context coupled with the development of broad coalitions including others to achieve real change has not stood up. Capacity development support should also facilitate linking local level work with national level advocacy.

In Malawi the capacity of CSOs, still remains weak in areas such as governance, PEA, Theory of Change, advocacy, rights-based approach. There is a lack of focused capacity development for policy engagement and influence at the national level as most capacity development support emphasizes organization development. Capacity development for governance work requires attention to policy engagement and influencing capacity beyond organizational development in such areas as finance, monitoring and evaluation, strategic planning, proposal writing, policy analysis and policy development. Although the use of mentors proved to be a useful capacity development strategy under TP, the logistics for use of the strategy needs to be reviewed including partner participation in decisions, timing of execution, allocation and prior definition of products of the mentorship.

In attempting to strengthen NSAs, the Foundation will develop a Capacity Development Strategy which will outline a framework for its capacity development support. Among the considerations for capacity development will be a review of the capacity development support tools which were used in the capacity assessment process by TP. This will be followed by a review of the mentoring approach: the content, cost and control of interventions and the those that deliver the services. Emphasis will be put on providing those capable NSAs with capacity development tools, either through the development and provision of toolboxes or through specific technical support in key areas such as monitoring, and policy analysis and development. The Foundation will also explore provision of capacity development through specialized institutions such as academic, research, development and management institutions. This option would also use specialized development programmes and organizations to provide capacity development based on their comparative advantage. These services would include generic and tailor made training, consultancy, and long term training courses.

3.5 Sustainability of Tilitonse Foundation Activities

The Foundation is committed to entrenching the principle of value for money in all aspects of its operations. Its prudent use and good management of its resources should ensure that it can invest any earned and surplus funds in the long-term development of the Foundation. Like similar organizations elsewhere, the Foundation has a plan to ensure the long-term sustainability of the Foundation, through income generating activities. Clearly this plan is in the early stages of development, but will first focus on the securing of long-term accommodation to include a training centre. For the next few years the Foundation will focus its efforts on the development of its core technical competencies i.e. grants-management, policy contribution, capacity development, organizational development and knowledge

management, learning and sharing. It will look to develop other areas of expertise and areas of cooperation in the social sphere to ensure its sustainability.

The sustainability of the activities of the Foundation will initially rely on anticipated financing from Development Partners. Such financing is now expected to be staggered over the next few years. As a strategy for sustainability, the Foundation is currently developing a Business Plan to reflect both current and proposed financial commitments. It is expected to take into consideration diversification opportunities and strategies for funding the Foundation. The Foundation's immediate goal, is to meet all the conditions necessary to secure initial funding from the Development Partners. This primarily entails completing outstanding establishment tasks, agreeing the components of costed strategic and implementation plans; engaging key personnel and establishing the necessary system and procedures.

Over the next five years, the Foundation intends to put in place strategies aimed at ensuring sustainability of its activities. Specifically, the following are the key activities that shall be undertaken towards sustainability:

- a) Develop and operationalize a Business Plan and Resource Mobilisation Strategy that diversifies the resource base for the Foundation;
- b) Maintain quality management that ensures downward internal, peer and upward accountability;
- c) Receive, distribute and account for financial and other resources according to international standards;
- d) Ensure value for money to all DPs or GSIs.

In order to achieve the above the Foundation will look at strategies and opportunities that will allow it to monetise its interventions which could include:

- (a) Charging fees for work done for DPs
- (b) Purchasing premises so as to save on rentals
- (c) Providing consultancy services in the area of training and facilitation, acting as a local partner
- (d) Building social enterprise
- (e) Identifying and partnering with international or regional foundations
- (f) Identifying Governance Supporting Investors in the Government and Private Sectors including the diaspora.

3.6 Partnerships

3.6.1 Working arrangements with Development Partners

The Foundation is fortunate in having the commitment and financial support of the development partners that supported the Tilitonse Programme in addition to the European Union. The Foundation will work out mechanisms that will form a basis of the working relationship with the development partners and any future Governance Concerned Investors.

3.6.2 Working Arrangements with Government

The Foundation, fully supports the development agenda of the Government, and in this respect, has identified key Ministries and Agencies it will work with in line with the MGDS III. As part of its communications strategy, it will endeavor to keep key Ministries and Agencies informed of its work and include relevant departments in its consultations, learning events and where appropriate training interventions. The Foundation will support its Grant Partners in their development of sound working relationships especially with the Ministry of Local Government and Rural Development and facilitate the development of any agreement or memoranda of understanding. This will foster a balance between the supply-side and demand-side governance in the work of the Foundation.

3.6.3 Other Partnerships and Collaborations with similar agencies and Private Sector

The Foundations main focus will be to support the development and entrenchment of good governance in Non - State Actors at all levels, especially with those bodies addressing the needs and priorities of the poor and most vulnerable in Malawi Society. Strategically, it sees the potential to contribute and also derive much benefit from working in the broader Non-State Actor sphere (NSA) such as with representative and professional organizations. Indeed, the Foundation also foresees collaboration with the governance concerned private sector, which it sees as both a collaborator and future investor.

The Foundation is well aware of the weaknesses that exist in relation to CSO networks, umbrella bodies and other working groups in Malawi. It plans to address these in its capacity development strategy that will reach out to the wider Non-State Actors.

The Foundation is aware that the governance sector has a number of entities working in it, comprising of both state and non-state actors. Finding a niche and maintaining that space will be the Foundation's main focus as it moves forward. There is a great expectation from stakeholders that the Foundation will continue from where TP stopped. The Foundation will work towards addressing duplication and overlap with similar agencies, especially given its reliance on donor funding. The Foundation will support CBOs because the use of CBOs had tremendous positive impact on the ground during the implementation of the TP. However, CBOs technical and absorptive capacity is widely known to be weak, leading to an inevitable need to also engage agencies with higher levels of technical and absorptive capacity.

The governance architecture in Malawi has engaged CSOs significantly at the exclusion of the participation and contribution of the private sector. The potential of the private sector to influence governance, as well as to finance governance agenda has not been adequately explored. To consolidate partnerships with various parties, the Foundation will have to develop partnership tools to facilitate engagement with such parties.

3.7 Monitoring and Evaluation

Monitoring and evaluation is an integral part of the strategic plan. It will be used as a programming tool that allows tracking the design indicators against the indicators of progress, evaluating interventions to measure success of the strategic plan and for transparency and accountability to Tilitonse Foundations stakeholders, and capturing results. Tilitonse Foundation will develop a structured monitoring and evaluation framework that will guide implementation of Monitoring and Evaluation activities of the institution at all levels of operation. The main purposes of the Monitoring and Evaluation Framework the Foundation are: (i) To outline various roles and responsibilities regarding M&E with a view to tracking progress and demonstrating results; (ii) To use it as a tool for monitoring progress both in physical and financial terms; and (iii) To use it as a communication tool for documenting the M&E mechanisms. Specifically, an M&E Framework will allow the Tilitonse Foundation, its grant partners and Development Partners (DP) to:

- Assess more effectively how far the Foundations goals and objectives are being achieved.
- Outline specific steps and tools for informed decision making.
- Develop plans for data collection, analysis, use, and data quality.
- Carry out oversight activities and program evaluation; and
- Organize various M&E activities that must take place for tracking progress towards achieving results in a sustainable manner.

3.7.1 The Monitoring and Evaluation Framework

The M&E Framework is aligned with one of the key drivers for Tilitonse Foundation. This duly acknowledges the necessity of developing a functional and robust M&E system for Tilitonse Foundation to provide useful and timely information to grant partners, development partner, board and all other relevant stakeholder within the governance sector in Malawi. The framework will aim to establish a sustainable M&E system for tracking progress and demonstrating results of the Foundation and to ensure evidence-based decision making. This will be done through the following ways:

- a) Improve the quality and capacity of the routine data collection systems through development of registries and routine data collection forms, type and frequency of reports.
- b) Outline specific activities required for strengthening the organizational capacity to conduct effective M&E.
- c) Ensure greater utilization of routine data sources.
- d) Strengthen the monitoring culture within Tilitonse Foundation and its grant partners.

3.7.2 Operationalizing Monitoring and Evaluation

To ensure timely implementation of the strategies set out in this Strategic Plan, the Foundation will assign the duty of tracking and assessing its performance to the Grants and Partnership Manager. The Grants and Partnership Manager shall be responsible for monitoring and evaluating implementation of activities and advise the Chief Executive Officer accordingly on progress and emerging issues. However, for effective institutionalization the Management Team composed of heads of departments remains responsible to flag out activities that are out of line in Strategic Plan, to ensure smooth implementation and liaise with the Grants and Partnership Manager in tracking performance and capturing results.

3.8 Operationalizing the Strategic Plan

3.8.1 Board of Directors

The Foundation is governed by a Board of Directors that ensures that the organization's activities contribute to the realization of its vision and stays true to its mission statement. The Board of Directors will provide oversight over the implementation of the Foundation's strategic plan through its various committees. The Chief Executive Officer will oversee the day to day management of the Foundation, its staff and activities as it operationalizes its strategic plan.

3.8.2 Management Team and Staff

The strategic plan will be operationalized by a team of Foundation staff members with a core management team led by the Chief Executive Officer. The staff members will operate based on their departments and thematic areas in the Foundation organizational structure and within their roles in their various positions. However, the Foundation will promote coordination of its activities through the core management team and around leaders of departments and thematic areas. This arrangement is expected to improve coordination of the Foundation activities and facilitate transition planning which will allow all departments and thematic areas to be involved in the management and implementation of the strategic plan.

3.8.3 Grant Partners

Operationalization of the strategic plan especially on programmatic areas will largely be through grant partners. The Foundation will mobilize resources and provide capacity development support to NSAs working in governance that will satisfy grant requirements. Sub granting by the Foundation will follow set procedures that makes the process competitive and

will aim at supporting grant partners with ability to implement projects effectively and efficiently. The Foundation will set up a transparent and objective process for sub granting and management of grants to NSAs working in governance.

Through the sub granting, the Foundation will also work with research and academic institutions, individual and firms to provide capacity development support to the grant partners. Capacity development will be provided to potential and existing grant partners based on their needs.

3.8.4 Risk Analysis and Contingency Plan.

Risk Description	Impact of the Risk	Mitigation Measures
Limited capacity of potential grant partners to effectively implement interventions in the Strategic Plan	Poor results from the grants and limited impact of the interventions.	The support to grant partners will undertake vigorous assessment of the grant partners' capacity during the concept and proposal review stages and, due diligence assessment. Where capacity gaps are identified, capacity development support will be provided.
Late disbursement of funds from development partners which may affect sub-granting dates and periods	Delay may result in uncertainty in the grant making, short implementation period of the grants and limited impact of the interventions	Tilitonse Foundation will work with the development partners to ensure timely disbursement of support, and work to support the grant partners to design projects that will be able to achieve results within the available time.
Existence of demand for grants and funding which is beyond the scope and means of the Tilitonse Foundation	Response to Calls for Proposals may overwhelm the capacity of the Foundation, and delay review and processing of applications. In addition, the Foundation may not be able to meet the demand for grants	Tilitonse Foundation will use the available human resources that the action will employ and use support from outside sources to ensure that the review and processing are done on time. Tilitonse Foundation will also work with other development partners within the current pool, and where necessary seek support from others outside the current pool.

Risk Description	Impact of the Risk	Mitigation Measures
The 2019 elections which promise to be tightly contested and close among contesting parties will be violent and not acceptable by contesting parties	The results of the election may be disputed affecting the democratic gains and leading to closing down of space for operations of NSAs	The Tilitonse Foundation will ensure that it supports grant partners that are not directly involved in party politics but they focus on governance in their work.
An election period where funding for projects can sometimes be politicized and beneficiaries of the funding associate the funding with campaign strategy	The grants may not be used for the intended purpose, and grant partners expecting that they will not be taken to task if they misuse the funds since it's a campaign period	Grants will be provided on the basis of clear agreements and the grant partners will be oriented on the agreements, and the consequences of abuse of resources. The grant agreements will clearly stipulate the penalties.
NSAs promote their own agenda and indulge in practices that lead to abuse of resources and promote individual interests in the organizations	The NSAs may lose the trust and confidence of citizens who are major players in the interventions, and donor confidence and support may be affected	Tilitonse Foundation will monitor the use of its grant on both the programmatic and financial management side. It will use its grant making tools to monitor grants and raise any deviations from agreed milestones and practices
Donors and development partners may not be willing to provide support due to political, governance and economic developments in the country.	The Foundation may not be able to provide support to its grant partners and sustain the activities and gains of its support, and produce results	Support to the grant partners will focus on promoting good governance and will contribute towards promoting positive political and economic practices.

4. Annexes

Annex 1: Organogrammes

Chart 1: Tilitonse Foundation - Organnogramme - (Establishment=17)

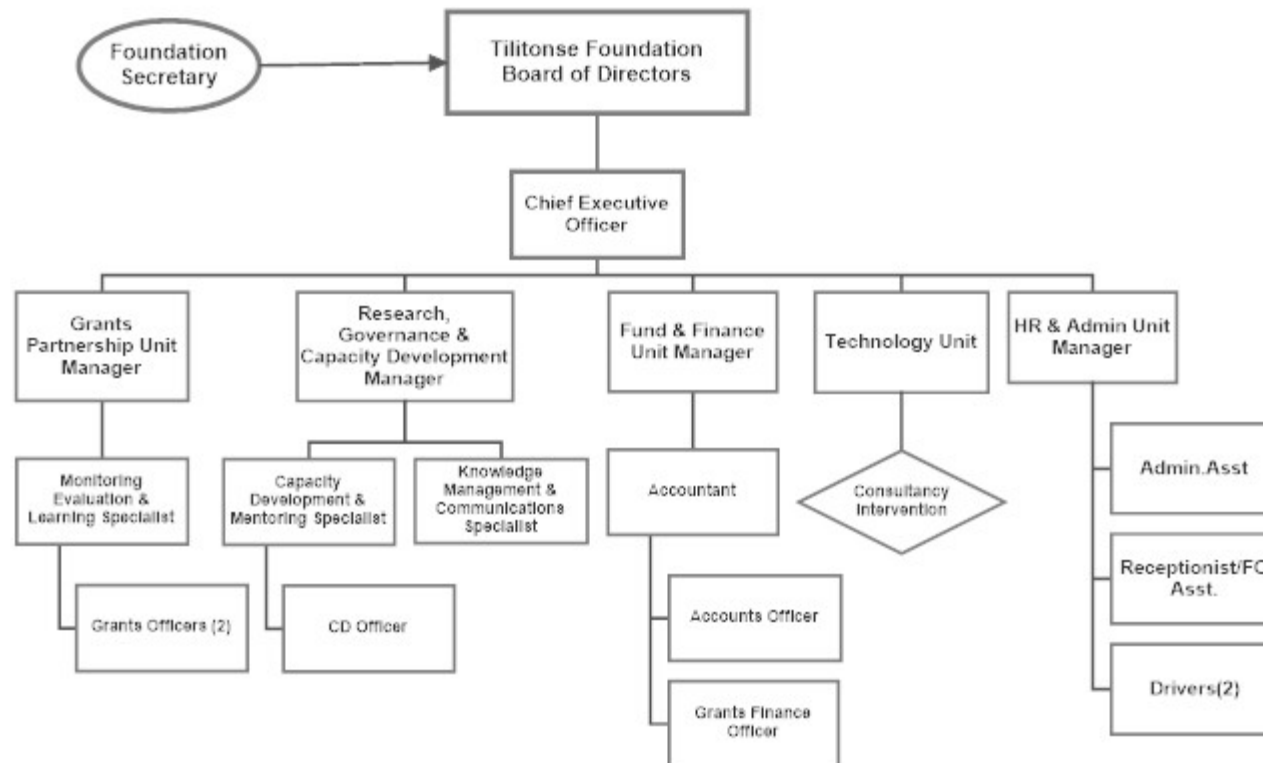


Chart 2: Tilitonse Foundation - Organnogramme - OD-2 (Establishment=29)

