

THE NON-GOVERNMENTAL ORGANISATIONS BOARD

Corporate Strategy 2020-2024

Foreword by the Chairperson

It is a privilege and honor for me to present the NGO Board Corporate Strategy, which covers the period of five years, from 2020 to 2024, running concurrent to the NGO policy. The strategy will maximize the public benefit of Non-Governmental Organizations, especially in relation to Malawi's national development goals, and thereby greatly enhance the contribution they are able to make to Malawian society.

The Corporate Strategy 2020-2024 builds on the NGO policy priority areas, objectives and strategies which came out of a sustained and inclusive consultative process. It also draws lessons from the Issues paper authored by Dr Henry Chingaipe on a project, supported by the NGO Board called "An Enabling Policy and Legal Environment for NGO Operations in Malawi; addressing Relational and Operational Issues in the NGO Sector". In addition, considerable important lessons have been drawn from a session on the ideal form and functions of the NGO Regulator stakeholders would like to see over the next five years. The session was held during the 2018 International NGO Accountability Conference at Nkopola Lodge in Mangochi. This Conference was attended by more than 270 stakeholders from Government agencies, the international community, NGOs, Local Councils and Donors. The Corporate Strategy therefore brings together a shared and comprehensive agenda that will maximize public benefit to the communities NGOs serve.

At the current time, a significant part of budget support (approximately USD1.3 billion), which is derived annually from development partners, is being channeled into Malawi through NGOs. The strategy will therefore be able to encompass programmatic work carried out by a well-regulated and accountable NGO sector, which is able to demonstrate the capabilities and contributions to national development.

Finally let me call upon all Government Agents, NGOs, and development partners to strongly embrace this strategy and contribute to its implementation.

God bless Malawi.

Operating Context

The NGO Board was established in 2001 by Act of Parliament to register and regulate the operations of NGOs. Despite this, the NGO sector in Malawi has remained largely ineffective and poorly regulated there by delivering low public benefit. There are at present 705 NGOs registered in Malawi with a total sector annual income of one trillion Kwacha (US\$ 1.3 billion) against a national annual budget of K1.4 trillion (US 1.8\$). However, there remains much that can be done to improve and enhance the impact of the NGO sector to Malawians and to the national development agenda. Support to Malawi is done on off-budget arrangement mostly channeled through NGOs.

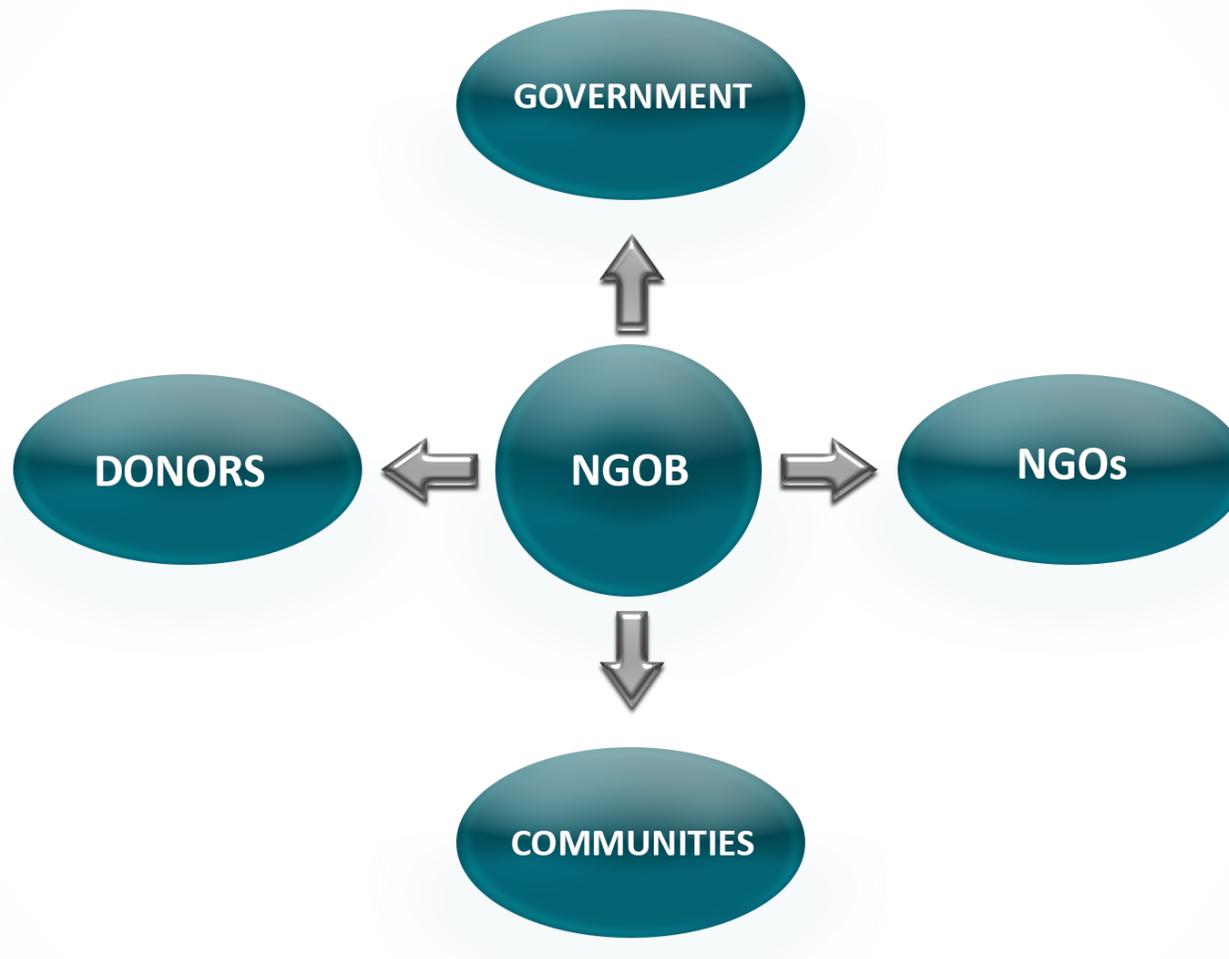
For the first time, Government has approved the national NGO policy. Furthermore, the Government is amending the NGO Act to broaden the regulatory framework, which includes improving the accountability of NGOs, and is enhancing the capacity of the NGO Regulator to regulate the NGO sector more effectively in the public interest. Government has established the National Planning Commission to oversee implementation of the 3rd Malawi Growth and Development Strategy. This Corporate Strategy both builds on and is in line with this overarching reform context at the national level.

The majority of international aid income to Malawi is channeled through NGOs, the NGO Board has a vital role to play in ensuring that this aid is delivered appropriately, accountably and for maximum public benefit. And that furthermore, this strategy would seek to increase the alignment of current NGO activities with the national development priorities

The strategy covers the five years from 2020 to 2024, and sets out our vision and purpose. It identifies the services we intend to provide and the outcomes we hope to achieve.

Stakeholders

The environment in which we operate is favorable with many perspectives and actors such as the academia, private sector and media. Among the many actors we have the following four key stakeholders within our environment: the Government, NGOs, Communities and Donors.



About the NGO Board

The Board has the following statutory objectives:

- To promote the development of a strong independent NGO Sector in Malawi and to facilitate the formation and effective functioning of NGOs for Public Benefit purposes;
- To create an enabling environment for the operation of NGOs through the provision of Government incentives;
- To promote Donor and Public confidence in the NGO Sector, and to encourage the development of an NGO code of conduct;
- To facilitate a relationship between NGOs and the Government involving constructive collaboration and partnerships in furtherance of the Public interest;
- To affirm the Human Rights enshrined in the Constitution of the Republic of Malawi.

Statement of Strategy

This Corporate Strategy is being prepared in line with NGO Act 2001, National NGO policy, 3rd Malawi Growth and Development Strategy, and the United Nations Development Assistance Framework. It adopts priority areas and strategies that are set out in the national NGO policy. The Corporate Strategy has been peer reviewed by Mr. Robin MacGregor, a consultant with over ten years' experience working with Charity Commission of England and Wales and supported charity regulators globally.

This Strategy also includes our Vision for the sector we regulate and our Mission as a Regulatory Body, our Values, which guide how we work, and how we engage with stakeholders. We will strive to be the best regulator in Africa by embracing professionalism, objectivity and adopting a modern approach in our work. Within the overarching and longer term context of the Strategy, annual business plans will be developed. These plans will set clear direction and measured deliverables for departments, with specific goals and actions on which to measure our progress.



Our Vision

NGO sector that maximizes public benefit.



Our Mission

Delivering sustainable development through NGO sector regulation



Our Values

- *Professionalism*
- *Independence*
- *Transparency*
- *Accountability*
- *People-centric*



Strategic Objectives

1. *Create an enabling legal and institutional framework*
2. *Strengthen collaboration and relationship amongst stakeholders*
3. *Improve transparency and accountability of NGOs*
4. *Strengthen governance and ownership of NGOs*
5. *Strengthen capacities of stakeholder and community.*



Strategic objective 1:

To create an enabling legal and institutional framework for protection and participation of stakeholders in the NGO sector

STRATEGY	ACTION	INDICATOR	YEAR
1.1 Developing regulations and guidelines for the operation of NGOs	(1.1.1) Regulations on registration, annual reporting, partnerships & community engagement	4 regulations in place	2020-23
1.2 Facilitating enforcement and dissemination of the Act, regulations and guidelines.	(1.1.1) Raise awareness; (1.2.2) Track unregistered NGOs; track reporting and alignment with MDGS (1.2.3) Empower focal persons in Government Ministries	24 district meetings; 4 national conferences; 1000 NGOs on register; 80% of NGOs submit reports 10 MDA empowered	2020-2024
1.3 Facilitating the development and enforcement of by-laws on NGOs at Local Council level	(1.3.1) Support councils to pass by- Laws; (1.3.2) Support councils to enforce by- Laws;	28 Council have By Laws	2021-2023
1.4 Enhancing the capacity of the NGO regulatory body to regulate all NGOs in Malawi	(1.4.1) Secure support towards human resource, assets & Management information systems	15 local council NGO service officers; vacancy rate 20%; 20 vehicles & 4 MIS & own offices	2020-2024

Strategic objective 2:

To strengthen mechanisms for collaborative relationship between NGOs, the government, funding agencies and other stakeholders

STRATEGY	ACTION	INDICATOR	YEAR
2.1 Developing regulations on partnership between LNGOs and INGOs.	(2.1.1) Lead consultative process to research, develop and draft regulation Implement and monitor compliance partnership agreements	1 regulation number of partnerships maintained	2020-2023
2.2 Facilitating the establishment and implementation of MOUs between Local councils and NGOs	(2.2.1) Support councils to establish MOUs; support councils to conduct periodic reviews of the MoUs.	Number of councils with signed MoUs; Number of MOUs review meetings done	2021-2024
2.3 Designing and implementing strategies for NGOs to be fairly distributed throughout the country; ensuring equitable spatial distribution	(2.3.1) Establish NGO and Local Council database with maps and demographics. Conduct local council NGO mapping	Database in 25 districts; one NGO mapping in 25 districts	2020-2023

Strategic objective 3:

To improve transparency and accountability of NGOs within the NGO sector

STRATEGY	ACTION	INDICATOR	YEAR
3.1 Amending the NGO Act 2001 to transform the NGO Board into the NGO Regulatory Authority	(3.1.1) Support and lobby for amendment of NGO Law	1 law after amendment	2020
3.2 Creating awareness on transparency and accountability in the NGO sector	(3.2.1) Raise awareness to the public & MPs & cabinet ministers on free access to NGO returns; (3.2.2) Conduct accountability conferences; (3.2.2) Identify best practices from other countries that can be adopted in Malawi by both government and the sector.	1000 Malawian access NGO documents; 120 MPs access NGO returns; 6 national conferences and 6 inter-country visits.	2020-2024
3.3 Strengthening mechanisms for integrity guidelines, reporting progress and finances;	(3.3.1) Support free corruption within NGO sector at district level; monthly track of annual reports and audited finances.	1 integrity guideline developed and disseminated in 25 councils; 800 NGOs submit reports	2020-2024

<p>3.4 Promoting citizen participation to NGO work; enable communities to hold duty bearers including NGOs accountable</p>	<p>(3.4.1) Empower ADCs on working with NGOs and demand transparency and accountability(3.4.2) Establish NGO database at ADC level</p>	<p>1,816 ADCs members empowered 250 ADCs with NGO database</p>	<p>2021-2024</p>
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Strategic objective 4:

To strengthen NGOs' governance structures in order to reduce challenges associated with governance and ownership

STRATEGY	ACTION	INDICATOR	YEAR
4.5 Building the capacity of local councils including local structures to manage NGOs at local level;	(4.5.1) Conduct community capacity building sessions on NGO databases (4.5.1) Empower DEC on monitoring NGOs.	25 Local councils and 227 ADC trained 50 DSWOs & DPDs empowered. 50% of NGOs submit reports to DEC.	2020-2023
4.6 Developing and implementing guidelines on appropriate handover of NGO programs and assets	(4.5.1) Facilitating MoUs with a clause on asset handover	100% projects with MOU with councils 1 guideline on handover of assets.	2021-204
4.6 Developing a framework for agreements between Ministries, local councils and NGOs to govern development work at grassroots;	(4.5.1) Ensure & monitor that MoUs are aligned to DDPs and district sector plans. (4.5.1) coordinate progress on MOUs with focal persons of Ministries.	25 local councils have all NGO projects aligned to DDP 10 MDA with empowered focal persons	2021-2024

Strategic objective 5:

To strengthen the capacity of relevant stakeholders in the NGO sector

STRATEGY	ACTION	INDICATOR	YEAR
5.1 Building the capacity of local councils including local structures to manage NGOs at local level;	(4.5.1) Conduct community capacity building sessions on NGO databases (4.5.1) Empower DEC on monitoring NGOs.	25 Local councils and 227 ADC trained 50 DSWOs & DPDs empowered. 50% of NGOs submit reports to DEC.	2020-2023
5.2 Developing and implementing guidelines on appropriate handover of NGO programs and assets	(4.5.1) Facilitating MoUs with a clause on asset handover	100% projects with MOU with councils 1 guideline on handover of assets.	2021-204
5.3 Developing a framework for agreements between Ministries, local councils and NGOs to govern development work at grassroots;	(4.5.1) Ensure & monitor that MoUs are aligned to DDPs and district sector plans. (4.5.1) coordinate progress on MOUs with focal persons of Ministries.	25 local councils have all NGO projects aligned to DDP 10 MDA with empowered focal persons	2021-2024

BUDGET (MK) AND SOURCE OF FUNDS

Source	2020	2021	2022	2023	2024
Government	500,000,000	500,000,000	500,000,000	-	-
NGO fees	400,000,000	400,000,000	400,000,000	700,000,000	700,000,000
Gap	100,000,000	100,000,000	100,000,000	300,000,000	300,000,000
Total budget	K1bn	K1bn	K1bn	K1bn	K1bn