

# Open Data Capacity Development Strategy For CSOs And MDAs





### **Hivos Hub for Southern Africa**

20 Philips Avenue  
Belgravia  
P.O. Box 2227  
Harare  
Zimbabwe

**T:** + 263 (2)4 2250463 | (2)4 2706125

**T:** + 263 (2)4 2706704

**F:** + 263 (2)4 2791 981

**E:** sa-hub@hivos.org

**W:** www.hivos.nl

**Tw:** <https://twitter.com/hivos>

**Fb:** <https://www.facebook.com/Hivos>

**LI:** <https://www.linkedin.com/company/hivos>

### **© Hivos and the PROTECT consortium, 2021**

PROTECT is a partnership for knowledge and learning in three countries – Malawi, Kenya and Myanmar aimed at countering shrinking civic space, easing pressure on independent media and infomediaries, and enhancing transparency through empowered, independent and informed individuals and communities who demand that governments uphold their obligations in a protective and enabling environment.

In Malawi, PROTECT will focus on the unequal participation in society by women and marginalised groups. PROTECT in Kenya will strengthen and promote the ability of women in media and civil society to protect civic and media space and push for accountable and transparent governance at local and national level. In Myanmar PROTECT will tackle the intolerance which has fuelled so much recent violence in the country.

Above all PROTECT will increase the freedom to enjoy free, open and inclusive societies for many and will promote societies that thrive with diverse voices.

Image copyright©: Cover: Hivos

About Creative Commons License 3.0: This work is provided under the Creative Commons Attribution-Non-Commercial-ShareAlike 2.5 license. You are free to copy, distribute and display this work and to make derivative works, provided you: 1) give credit to ARTICLE 19/PROTECT; 2) do not use this work for commercial purposes; 3) distribute any works derived from this publication under a license identical to this one. To access the full legal text of this license, please visit: <http://creativecommons.org/licenses/by-nc-sa/2.5/legalcode>



## Table of Contents

	Foreword .....	4
	List .....	5
1.	Background information to PROTECT .....	7
2.	The Open Data Capacity Development Strategy Process .....	7
3.	Understanding Open Data and Capacity Development for MDAs and CSOs .....	7
4.	Theory of Change .....	8
5.	Situation Analysis .....	9
a.	Open Data Gap Analysis/needs assessment in selected MDAs .....	9
b.	Open Data Gap Analysis/needs assessment in selected CSOs .....	17
6.	Strategies for Open Data Capacity Development .....	22
a.	Open Data Needs for MDAs .....	22
i.	Institutional Needs .....	22
ii.	Individual/Human Resource Based Needs .....	22
b.	Open Data Needs for CSOs/HRDs and MEDIA .....	23
i.	Institutional Needs .....	23
ii.	Individual/Human Resource Based Needs .....	23
7.	Open Data Capacity Development Plans .....	24
	Appendix 1- List Consulted .....	29



## FOREWORD

The PROTECT (Protecting Rights, Openness and Transparency Enhancing Civic Transformation) Consortium brings together four leading organisations: ARTICLE 19, Hivos, Internews and the International Center for Not-for-Profit Law (ICNL), working on shifting the paradigm from unequal and closed societies towards free and open societies with civil society including media organisations, able to help people to hold governments to account. The Consortium, alongside local and expert partners is strengthening the foundations for an open society in three target countries: Kenya, Malawi and Myanmar by combining their worldwide expertise in the areas of Civic Space, Media Freedom, and Data Transparency.

There are several challenges that PROTECT will tackle in Malawi. One of them focuses on the growing public demand for and government commitment to increasing transparency and accountability. However, accessing Open Data or Government Information remains a challenge for citizens, Civil Society Organizations (CSOs) and the media. Data literacy is limited in Malawi. Government, civil society, media outlets and infomediaries are generally under-equipped to understand how to work with the data they have access to. PROTECT therefore seeks to translate complex data into actionable information for marginalized groups, journalists and civil society. PROTECT will also address gaps in the available data on gender inequality, building the capacity of journalists and actors from vulnerable groups to access and use information to improve government accountability.

In order to do this, PROTECT will use five approaches to tackle country context challenges. One of them is the Enabling The Power Of Data. At national level many citizens in civil society, particularly women, face obstacles in utilizing the power and potential of data analysis to effect change. To understand gaps in mobilising data, and the gender-based information asymmetries, PROTECT will use a framework to reflect the value chain of public data - flowing from generation, to use, to action and response. The program will produce practical evidence on challenges facing open societies to inform other activities; support locally driven multi-stakeholder coalitions to bridge the supply-demand gap of data and support infomediaries and media to contextualise and 'translate' complex data into actionable information for broader segments of society and marginalized groups to act upon.

This strategy is therefore intended for developing Open Data Capacity (ODC) of selected Government Ministries, Departments and Agencies (MDAs) on the data supply side and selected Civil Society Organisations (CSOs) and on the demand side in the open data generation, packaging, access and use. The strategy is expected to develop capacity of the targeted institutions in the following key areas of knowledge and skill according to Mitrovic (2015). Strategy and Policy-making, Data management, Quality aspect of data, Standards, Ecosystem, Data Maturity, Benchmarking and evaluation, Issues and Challenges, Barriers and negative sides and Legal Issues.

## List Of Acronyms

CABUNGO	Capacity Building Organization
CISANET	Civil Society Agriculture Network
CONGOMA	Council for Non-Governmental Organisations in Malawi
COVID 19	Coronavirus-disease-19
CSOs	Civil Society Organisations
DFID	Department for International Development
ESCOM	Electricity Supply Commission of Malawi
EU	European Union
GoM	Government of Malawi
HIVOS	Humanist Institute for Co-operation with Developing Countries
HR	Human Resources
HRDs	Human Rights Defenders
ICNL	International Center for Not-for-Profit Law
ICT	Information, Communication Technology
INGO	International Non-Governmental Organization
IT	Information Technology
MDAs	Ministries, Departments and Agencies
MGDS	Malawi Growth and Development Strategy
MISA	Media Institute in Southern Africa
MOH	Ministry of Health
ODC	Open Data Capacity
ODCDS	Open Data Capacity Development Strategy
OGD	Open Government Data
PROTECT	Protecting Rights, Openness and Transparency Enhancing Civic Transformation
SDG	Sustainable Development Goals
SWOT	Strength, Weaknesses, Opportunities and Threats
UN Women	United Nations Women
UNAIDS	United Nations AIDS
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children and Education Fund
USAID	United States of Agency for International Development

## 1. Background Information To Protect

The PROTECT (Protecting Rights, Openness and Transparency Enhancing Civic Transformation) Consortium brings together four leading organisations: ARTICLE 19, Hivos, Internews and the International Center for Not-for-Profit Law (ICNL), working on shifting the paradigm from unequal and closed societies towards free and open societies with civil society including media organisations, able to help people to hold governments to account. The Consortium, alongside local and expert partners, will strengthen the foundations for an open society in three target countries: Kenya, Malawi and Myanmar by combining their worldwide expertise in the areas of Civic Space, Media Freedom, and Data Transparency.

There are several challenges that PROTECT will tackle in Malawi. One of them focuses on the growing public demand for and government commitment to increasing transparency and accountability. However, accessing Open Data or Government Information remains a challenge for citizens, Civil Society Organisations (CSOs) and the media. Data literacy is limited in Malawi. Government, civil society, media outlets and infomediaries are generally under-equipped to understand how to work with the data they have access to.

PROTECT therefore seeks to translate complex data into actionable information for marginalised groups, journalists and civil society. PROTECT will also address gaps in the available data on gender inequality, building the capacity of journalists and actors from vulnerable groups to access and use information to improve government accountability.

In order to do this, PROTECT will use five approaches to tackle country context challenges. One of them is the Enabling The Power Of Data. At national level many citizens in civil society, particularly women, face obstacles in utilizing the power and potential of data analysis to effect change. To understand gaps in mobilising data, and the gender-based information asymmetries, PROTECT will use a framework to reflect the value chain of public data - flowing from generation, to use, to action and response. The program will produce practical evidence on challenges facing open societies to inform other activities; support locally driven multi-stakeholder coalitions to bridge the supply-demand gap of data and support infomediaries and media to contextualise and 'translate' complex data into actionable information for broader segments of society and marginalized groups to act upon.

**This strategy is therefore intended** for developing Open Data Capacity (ODC) of selected Government Ministries, Departments and Agencies (MDAs) on the data supply side and selected Civil Society Organisations (CSOs) and on the demand side in the open data generation, packaging, access and use. The strategy is expected to develop capacity of the targeted institutions in the following key areas of knowledge and skill according to Mitrovic (2015): Strategy and Policy-making, Data management, Quality aspect of data, Standards, Ecosystem, Data Maturity, Benchmarking and evaluation, Issues and Challenges, Barriers and negative sides and Legal Issues.

<sup>1</sup> Mitrovic, Zoran. Building Open Data Capacity Through E-skill Acquisition. 3<sup>rd</sup> International Conference 29-29 May 2015 Open Data Research Symposium, Ottawa, Canada, 2015

## 2. OPEN DATA CAPACITY DEVELOPMENT STRATEGY PROCESS

CABUNGO conducted capacity development assessment of Ministries, Departments and Agencies (MDAs) of Malawi government, Civil Society Organisation (CSOs) and Human Rights Defenders (HRDs) from 19<sup>th</sup> to 26<sup>th</sup> August 2020. CABUNGO consulted senior and middle management male and female officers because issues of open data are relatively new (Davies, 2014)<sup>2</sup> (see appendices 1 to 3). Amidst Coronavirus Disease-19 (COVID-19) pandemic, CABUNGO conducted few face to face interviews while observing social distance and wearing of face masks. The majority of the consultations was through questionnaire sent to senior officers in the government and CSOs. Virtual meetings with key informants complemented the questionnaires. The team prepared the strategy between 26 and 30<sup>th</sup> August 2020.

## 3. UNDERSTANDING OPEN DATA AND CAPACITY DEVELOPMENT FOR MDAs AND CSOs

Generally, there is no a single, commonly accepted definition of open data or open government data. In his study however Mitrovic, adopted one “comprehensive definition” which this strategy also adopted but for different reasons. The definition is by Working Group on Open Government Data (Open Knowledge Foundation) web site, which defines OGD in accordance with (iii) timely, (iv) accessible, (v) machine (vii) non-proprietary and (viii) license-free (Work Group on OD, 2007). CABUNGO chose the definition for its “non-discriminatory” part which isolates it from most definitions and also addresses the core business of HIVOS in its inclusive approach. Again for purposes of this strategy development, it is important to note that “there is indeed a whole lot of data that governments can make accessible to the public in so-called “machine readable formats”, and still lack the transparency and accountability that an Open Government should show, yet call the whole process an open government initiative (Yu and Robinson, 2012)”. Within this understanding, it is important to clarify gender data. ‘Gender data’ is commonly referred to as data disaggregated by sex, such as primary school enrolment rates for girls and boys, as well as data that affects women and girls exclusively or primarily, such as maternal mortality rates. Consultant Ana Brandusescu, reiterates that the gender data gap is about an existing gap in data about women and about data that women could use to empower themselves economically, socially, culturally. She asserts that this is as a result of patriarchal norms in society and institutions and it is crucial to note that it is not simply about the technology or data, but about the fundamental way we think about gender and power dynamics.

And because of the findings of the assessment that led to this strategy, it is important to also understand that “although we may think mostly about government and public sector bodies releasing public information such as budgets or maps, or researchers sharing their results data and publications, any organisation can open information (corporations, universities, NGOs, start-ups, charities, community groups and individuals)”.

Strengthening national capacities in open data production and usage is considered as essential for any data revolution, particularly in developing countries where the basic infrastructure is often lacking (UN, 2014).

<sup>2</sup> Davies, Tim. Open Data in Developing Countries – Emerging insights from Phase I. Web Foundation. (2014)

<sup>3</sup> Mitrovic, Zoran. Building Open Data Capacity Through E-skill Acquisition. 3 International Conference 29-29 May 2015 Open Data Research Symposium, Ottawa, Canada, 2015

<sup>4</sup> Yu Harlan and Robinson David. The New Ambiguity of “Open Government”. 59 UCLA L. REV. DISC. 178 (2012)

<sup>6</sup> *ibid*

<sup>7</sup> James, Laura. Defining Open Data. <https://blog.okfn.org/2013/10/03/defining-open-data/>. 3 October, 2013 Accessed on 2 September, 2020.

[www.data2X.org](http://www.data2X.org) (what is gender data)



The same report stressed the need for improving government's and citizens' capacity in data literacy in order to remove barriers between people and data. The lack of e-skills in developing countries is also recognised as a stumbling block that prevents the effective provision and usage of open data (Mitrovic, 2015). This understanding led to adoption of Mitrovic's "capacity development framework" that covers the whole data life cycle aspects for this strategy development. A bigger part of individual and institutional capacity development for open data will require e-skills. In this process e-skills is defined as *"...the ability to develop and use ICT within the context of a knowledge environment and associated competencies that enable the individual to participate in a world in which ICT is a requirement for advancement in business, government and civil society"* (NeSPA, 2010).

As said earlier on, this capacity development strategy targets MDAs and CSOs. While it is easier to understand the MDAs in the context of Malawi, understanding CSOs is broad. In this strategy, CSOs understanding is generally limited to those CSOs and Human Rights Defenders (HRD) that engage the state and citizens either by themselves holding the state accountable or by facilitating/mobilising the citizens to hold the MDAs accountable and not any other type of CSOs.

#### 4. THEORY OF CHANGE

In Malawi open data is barely shared because of the existing legal framework that gives the right to access information in the constitution on one hand and keep some information secret through other pieces of the law on the other hand according to reviewed literature. Open data is also highly politicized in the wake of the recent past characterized by stealing and defrauding public funds namely Cashgate (looting government finances), maizegate (stealing maize), healthgate (looting of finances meant for health services), tractor-gate (shady procurement and selling of tractors meant for Malawi agriculture development) and others.

These actions by public officers eroded public trust for individuals working in MDAs. In the words of one senior officer in one MDA, .... *all workers of our organisation are seen as thieves by the public... it all starts with politicians interested in the much money our organisation makes...interfering with our business to take money away. When you see our staff asking for bribes when offering services, it is because they know how much politicians are taking from this organisation and they are bitter that they themselves are getting poor and a bad name for doing nothing...Therefore anyone asking for open government data in this situation is not trusted by MDA staff and uses their power and legal framework to hide data. Low data literacy within MDAs makes the whole situation more complicated.*

Related to external factors, the onset COVID 19 has created socio-economic woes including loss of jobs, loss of business, loss of relationships and Sub Saharan economy has shrunk by 1.6% the highest record ever. In Malawi, the management of this pandemic was highly politicized that all open data regardless of the source was not trusted especially in the run-up to the elections. Even after the elections, politicians continue to politicize COVID 19 data to the extent that the uptake to prevention measures by the citizens is highly compromised. The global interest of the pandemic has nevertheless brought with it a different set of opportunities namely how data is managed effectively from elsewhere and deployment of staff perceived to be independent of the government may be an open window. The pandemic also created jobs including

Tembo, Fletcher, Palladium – TRACTION Team Leader, Personal Communication  
 International Monetary Fund. Six Charts Show How COVID-19 Is an Unprecedented Threat to Development in Sub-Saharan Africa. 15<sup>th</sup> April, 2020. <https://www.imf.org/en/News/Articles/2020/04/13/na0413202-six-charts-show-how-covid-19-is-an-unprecedented-threat-to>. Accessed on 10<sup>th</sup> September, 2020.

data management personnel, health personnel and business opportunities through supplying equipment such as face masks, detergents and sanitors just to mention a few. Being a new phenomenon, COVID 19 came in the context where the legal framework was that of general public health issues and now some regulations are put in place. Socially individuals have generally become distant from each other with majority working from home and online. This pandemic has considerably shifted focus away from important health issues like HIV and AIDS and Malaria including emphasis on data.

Both the mismanagement or misappropriation of public resources has impacted on the social and economic lives of common citizen who accepts the situation as normal. For a long time, Malawians have taken it as “not being polite” to ask questions to the one with reference power and working in government. Those from the infomediaries are also afraid of the powerful government officials with political connection power and therefore hardly use investigative skills to make open data available for the citizenry to understand and take action. While some civil society organisations have been daring the powerful systems of the government, excessive power and force applied by government on CSOs makes some to speak and act with caution. Limited open data skills on side of the CSOs and infomediaries further compromises their ability to access open data, process it and present clear images for common citizen to understand and get energized for action.

Assuming that all key MDA staff have adequate knowledge of open data across the value chain, they understood their accountability roles and the legal environment set them free, then high quality open data would be available for use and re-use and action will be taken. If individuals from infomediaries and CSOs are provided with holistic data skills to gain self-confidence and knowledge, they will pass the self-confidence and knowledge to the citizenry who will in turn demand for data accountability. Again if existing CSOs and infomediaries organisations become strong and accountable, they will demand for accountability straight from government offices, work with the transformed citizens to demand change from government agencies. In addition, if development partners and other stakeholders support creation of coalitions of infomediaries and strong apex sectoral CSOs for open data, their voice will be too loud to be ignored and data production, sharing, processing and use will be eminent. In all this unity of purpose, confidence and love for the marginalized groups will be central for success. *PROTECT therefore seeks to translate complex data into actionable information for marginalised groups, journalists and civil society. PROTECT will also address gaps in the available data on gender inequality, building the capacity of journalists and actors from vulnerable groups to access and use information to improve government accountability.*

## 5. SITUATION ANALYSIS

### a. Open Data Gap Analysis/Needs Assessment In Selected MDAs

There are some notable efforts and initiatives by Malawi government towards open data. This performance is generally limited to particular stages in the data value chain. As is mostly the case with most organisation capacity assessments, the internal perception about MDA performance in producing, processing, sharing and using open data is rated highly while the external perception is the opposite generally. Table 1 provides an analysis of how MDAs are standing in relation to open data capacity according to interviews done and literature review. This is presented following “Mitrovic framework”:

Table 1 Showing capacities available in MDAs and capacity gaps along the Open Data Value Chain developed from Mitrovic framework 2015

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
Strategy and Policy-making	<p>Strategy-Do we have a strategic direction to guide our data gathering, steps for analysis, implementation of these steps by government MDAs and checks and balances to see if the data is in the interest of the citizen?</p> <p>Policy-making: Do we have selection criteria for ODG release,</p>	<p>Awareness</p> <p>Leadership skills</p> <p>User Skills</p>	<p>There are some policies related to open data in selected ministries e.g. Ministry of Health (MOH) has Malawi Monitoring &amp; Evaluation Task Force Priorities 2017-2021; Malawi National Health Information System Policy; Malawi Health Sector Strategic Plan II 2017-2022 (HSSP II); Malawi Monitoring, Evaluation and Health Information Systems Strategy (MEHIS) 2017-2022 and Malawi National Health Indicators Handbook</p> <p>Another piece of evidence is that Ministry of Health of Malawi is committed to supporting global efforts to increase accountability and improve data quality for decision-making. Evidence for this includes the ministry's participation "at the Summit on Measurement and Accountability for Results in Health in June 2015." There is "global interest in both Data Science and Data Literacy</p>	<p>There are no clear policies specific to open data. This means data production and sharing takes place using existing practices leading to the usual delays. The culture remains that of "not sharing data enshrined in tendency to retain reference power" (one top officer in MDA) and "a myth that when someone demand data it means something is wrong and we must protect ourselves." (An experienced Practitioner We do have strong laws for classified data with associated sanctions. On open data, whatever is gazetted is public data. However, we do not have sanctions for officers who do not make publicise data open. (One MDA official)</p>

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
			which requires governments to review educational policies and to invest in developing skills in this area"	
Data management	Do we have the ability to select relevant Dataset, to organise and publish our data, to attach monetary value, keep our data current through timely updates, do we analyse the audience to improve the understanding of "their" needs and capabilities as a wide variety of users?	Practitioners Skills Data Literacy Business Skills	Some MDAs have websites and data portals where they publish open data. Some attach a price to recover cost of generating, processing and sharing open data (A senior officer in MDA). Some examples of websites and portal that are running include Malawi Revenue Authority has Automated System for Customs Data ( <b>ASYCUDA</b> ) World version , Integrated Tax Administration System (ITAS) which is being developed. The registration module in use. Existence of Automated Fleet Management Information System Ministry of	Data is mostly out of date even as far back as 2011 or 2013 in some cases because staff with technical skills in a subject matter have limited practitioner skills related to data, limited data literacy to be able to understand data structure and deal with it. In most cases, the data is not reflecting the actual needs of the citizen as a result it produces low value data.

<sup>1</sup> Malawi Revenue Authority. <http://asyw.mra.mw/>. Accessed on 6<sup>th</sup> September 2020.

<sup>1</sup> Malawi Revenue Authority. <https://www.mra.mw/help-for-taxpayers/integrated-tax-administration-system-itas> 17<sup>th</sup> January, 2028. Accessed on 6<sup>th</sup> September 2020.



OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
			Agriculture, Irrigation and Water Development Ministry	
Quality aspect of data	Do the MDAs check the data for its availability on the designated platform, that one who needs it can access and understand that data, that it does not contain error (s), that the data cannot be changed by unauthorised persons willingly or unwillingly; is one piece of data able to check the validity of the other piece (s); that the ways of generating data always give us same data; can it be broken down easily for understanding, is it appropriate and in formats that can be easily used and helpful to the users; do we offer support to users and staff on technical and organisational matters?	Practitioners Skills Data Literacy	Some MDAs are making efforts to allow staff to access and check data. For example, within health sector, there is a campaign by Kuunika whose goals are to improve Data access by ensuring that all decision-makers & data handlers at district and facility levels have logins and know how to access District Health Information System, improve knowledge and understanding by providing training and providing introduction to data systems and Improve critical thinking through case studies and examples of how others are using data in decision making.	MDAs produce data that reflect the interest of the government, mostly out of date and not in the interest of the citizenry hence the data loses relevance. Updating data is mostly left to ICT who in themselves are tools to be used by the people who need to be guided on what they should by other. Mostly data literacy skills confined in ICT department and staff. Except few well financed agencies, most ministries and departments and agencies rely on ICT to update websites and portals. yet again as Web Foundation research observes many of the datasets people need are not open or worse still, in the few initiatives where efforts are made to open up data, the datasets available do not respond effectively to the needs of women, especially rural women. For example, data not being sex disaggregated or the data published not being representative enough to address issues that affect women for instance not publishing key data on reproductive health, AIDS, antenatal and postnatal care, violence against women or women's legal rights. Information on voting, land ownership, marriage, divorce and child custody also missing...The Open Data Barometer - a global measure of how governments are publishing and using data - finds that globally, sex-disaggregated data is often available for sectors such as national statistics, health, and education, but for other critical datasets like crime statistics, data disaggregated by sex is only available in 32% of the 115 countries covered .
Standards	Standard definition, data quality standards, unambiguous licensing system, consensus on technical standards. i.e. Do we have an agreement on definitions of concepts, terms of data with national and international requirements?	Leadership skills Data Literacy		Just like many developing countries, Malawi has no known standards for data according to interviews
Ecosystem	Building OGD ecosystem that includes: data, policies, developers, resources and stakeholders. This can also include a particular ecosystem such as Ecosystem of data	Leadership skills Practitioners Skills Data Literacy User Skills	There are data providers/producers of open data predominantly the MDAs, the CSOs representing citizens as users along the value chain	There is no adequate knowledge of ICT ecosystem generally on the both the producers' side as well as the users' side. Where there is knowledge, it is scanty and electronic systems as part of the ecosystem are mostly weak and not fool-proof. There

<sup>1</sup> Biztechafrica. <https://www.biztechafrica.com/article/malawi-agriculture-transport-system-gets-automated/8955/>. 15<sup>th</sup> October, 2014. Accessed on 6<sup>th</sup> September 2020.

<sup>1</sup> Kuunika Data for Action. [https://www.kuunika.org/blog/?page\\_id=2788](https://www.kuunika.org/blog/?page_id=2788). Accessed on 6<sup>th</sup> September 2020.

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
	producers, Ecosystem of infomediaries (intermediaries) or Ecosystem of users.			is no coordinating agency to cater for shared resources, especially where there is breakdown of infrastructure. Funding, international partnerships and support are needed: The data ecosystem in Africa needs to be developed. Even when government officials are willing to follow through with an open data initiative, a lack of funding could impede the process, there is need for funding partnerships
Data Maturity	Characterized levels of by development: any format, machine readable, structured, non-proprietary, semantic annotation; inexistent, emerging, existent, and advanced; aggregation, integration, integration with nongovernment formal data, and integration with social data;	Practitioners Skills Data Literacy		Data is not followed though the chain to see that what is produced is what is available for use. This is largely because of weak monitoring and evaluation along the data value chain.
Benchmarking and evaluation	Characterized by indicators: completeness, primary nature, timeliness, accessibility, machine processability, discriminatory, proprietary license status, authenticity, data transparency and reusability, number of open	Data Literacy User Skills	With support from development partners, benchmarking is done in localised areas of projects. For example, in Health, there is some benchmarking and evaluation on clear indicators through the development of Malawi Monitoring &	Most MDAs have no benchmarking and evaluation capability that is combined with e-skills. Data policy processes are not gender-responsive: Overall research findings show there is a lack of government commitment to pursuing policies that bring
	datasets, number of application developed on open data, uptake by citizens' standards; existence of pervasive applications and effects of open data that can justify continued investment.		Evaluation Task Force Priorities 2017.	together data, access to information and gender. In Africa, only 33% of countries included gender equality and access to information in their constitutions. The majority of documents reflecting national development priorities include gender statistics. However, these statistics tend not to be used effectively to inform policy-making because they lack granularity. Key Performance Indicators on Gender statistics lacking as a result not very effective in using this data to inform and influence policies and plans. "Government officials needs to be educated on the role of open data in advancing economic development. Trainings and seminars at a local and international level can be used to address the role of open data, access to information and gender equality - Hilda Jacob Mwakatumbula, PhD/ ICT Policy Researcher, Tanzania
Issues and Challenges	Risk of violating legislation by opening data, difficulties with data ownership , unintentionally violence of privacy, biased publishing , negative consequences for governments, decisions made on poor information/data quality, timeliness related to embargo period prohibits the	Leadership skills Practitioners Skills Data Literacy	Some MDAs are aware that the Constitution of Malawi provides for freedom of Access to Information under Section 37. However, most government officers are more aware of lower or sectoral laws that regulate the use of data than the constitutional provisions and their actions	Lack of political will to fully implement ATI Act 2017 and deal with laws that are conflicting with the constitution including repeal of Official Secret Act 1913.

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
	publication of recent data, opening data as an afterthought, little attention for public value and solving societal problems, unclear responsibility and accountability, preventing users from finding datasets on the websites of public agencies, wasting resources to publish invaluable data, technical skills and extensive knowledge of the context of data that are beyond the reach of a large part of the population, no priority given to data publication, citizens are not benefiting from OGD		are governed by these other laws e.g. Official Secret Act 1913. Release of information becomes difficult in the light of conflicting laws.	
Barriers and negative sides	Institutional, task complexity, technical readiness, risk of violating legislation by opening data, difficulties with data ownership , unintentionally violence of privacy, biased publishing , negative consequences for governments, decisions made	Leadership skills Practitioners Skills Data Literacy	Official Secrets Act (Act 3 of 1913) and other laws empowers public officers to hide information including open data. In the words of Nandini Patel (PhD) (2013) , the Law Lecturer wrote "According to the African Media barometer, 2006, there are close to 40 laws	Conflicting legislation that criminalises sharing of data by government officials. Strong leadership skills and abilities will be needed to have a conducive legal environment. Countries lack legislative, citizen rights, and gender responsive frameworks: Countries largely lack robust regulations

<sup>1</sup> Patel, Nandini. Media in Malawi's Democracy: One Step Forward Two Steps Backwards?. [www.montfortmedia.org](http://www.montfortmedia.org) accessed October 2013

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
	on poor information/data quality, timeliness related to embargo period prohibits the publication of recent data, opening data as an afterthought, little attention for public value and solving societal problems, unclear responsibility and accountability, preventing users from finding datasets on the websites of public agencies, wasting resources to publish invaluable data, technical skills and extensive knowledge of the context of data that are beyond the reach of a large part of the population, no priority given to data publication, citizens are not benefiting from OGD.		that have negative impact on free speech in Malawi.....To mention a few, the Official Secrets Act (Act 3 of 1913) protecting official secret against disclosure, censorship and control of entertainment Act, the Penal Code of 1930 which criminalizes libel, sedition and defamation. The Communications Act of 1998 leaves much power in the hands of the Minister for information and most challenges facing media freedom emanates from this act." By the time of this assessment, there was no evidence that things had significantly changed. Malawi has a progressive law, Gender Equality Act. The National Assembly should use this law when proposing commitments in shaping public access to information and open data policies.	for privacy and data protection, even when these protections are defined as constitutional rights. This leaves citizens vulnerable to their data being used in ways they cannot anticipate or consent to, and which may ultimately cause them harm. If citizens are to be empowered by data, governments must develop policies and regulations on data protection and privacy, while also doing more to facilitate access to information processes for citizens, including legal frameworks for a right to data.
Legal Issues	Legislation, licensing, ensuring privacy of individuals and property	Leadership skills	There is general lack of leadership in providing access to information and coordination to repeal laws that encourage hiding of data. Examples	Weak leadership to champion change at local and national levels to provide infrastructure that is fool-proof where data is kept and processed- That where open data is available and already processed
	How to comply with existing body of laws while providing the data; how to ensure privacy of individuals and property.		include ATI Act 2017 not operationalised and Official secret act 2013 not repealed	individuals do not create deliberate chaos for personal benefits. "People in government offices would respect a strong leader who does what is right than just to obey the laws- (One Key informant" Specific example though old relates to department of Gender. It was reported that "Financial management has been an ongoing problem for the Department of Gender. The present Principal Secretary (PS) is trying to get the department back on track. Financial mismanagement is reported to date back to before 2005 and is probably linked to collusions between staff in the department. This entails that issues regarding women empowerment continue to be weak in MDAs.  Absence of open data champions: Few or none high-level advocates, official regional bodies or governments championing open data. If there are too few open data champions, there are fewer still focused on gender-responsive open data.

<sup>1</sup> Maal, Bodil and Hesten Banda. The Norwegian Support to Women's Rights and Gender Equality in Malawi Mapping of actors and priority issues. Norwegian Agency for Development Cooperation. 2010

<sup>3</sup> Mitrovic, Zoran. Building Open Data Capacity Through E-skill Acquisition. 3<sup>rd</sup> International Conference 29-29 May 2015 Open Data Research Symposium, Ottawa, Canada, 2015



Despite the general lack of open data capabilities in the MDAs, there are some which stand out. The ministry of health for example, provides an interesting case of good efforts towards open data but hugely challenged by the new COVID 19 pandemic. **Figure 1 presents some of the areas that ministry of health is doing well on open data. Ministry of health is doing well on data generally as reported by Smith (2015) . Smith writes** "Malawi produces some of the best health data in the region, despite challenges with limited infrastructure and human resources for health. Nevertheless "Malawi's three-year pathway of fast economic growth has been interrupted by the COVID-19 (coronavirus) pandemic. The full extent of the pandemic's negative impact is still uncertain as the crisis unfolds but the widespread impact of the COVID-19 crisis is expected to be felt in the fourth quarter and beyond, with reductions in tax revenue paired with increased expenditure on health and economic policy responses."

**Figure 1 Some of the areas of Open Data that Ministry of Health is performing well**

- The pressing need to realize operational efficiencies
- A reaffirmed Government of Malawi (GOM) commitment to integrate and enhance data systems for health
- The introduction of the Sustainable Development Goals (SDGs) and need to map existing metrics or develop new metrics to effectively monitor progress
- The selection of Malawi as a "pathfinder" country to implement a Common Agenda and the 5-point call to action as defined by the global consortium at the Washington Summit of June 2015 on Measurement and Accountability for Results in Health (MA4H)
- Recent expansion of fiscal space earmarked for targeted M&E improvements, including the approval of the Global Fund concept note, approval of the President's Emergency Plan for AIDS Relief (PEPFAR) Country Operational Plan, increased commitment from the UK through Department for International Development (DFID/UK AIDS), and a 4-year investment from the Bill and Melinda Gates Foundation-the Kuunika Project- specifically designed to strengthen routine data systems and capacity for data use in decision-making in the HIV/AIDS response

The other example is Malawi Revenue Authority (MRA). It has modernization initiative that facilitates interaction of MRA and the general public though mostly for revenue generation. These platforms include calculators for a citizen to calculate duty on particular goods or validate authenticity of invoices provided by suppliers especially from outside Malawi before committing payment. However, important information like thresholds for paying duty on particular goods (allowed goods or amounts that a citizen does not pay tax) which benefits the citizen are not readily available.

<sup>1</sup> Smith Tyler. A Unified System for Monitoring and Evaluation of the Health Sector in Malawi -Barriers and Opportunities for Investment. [https://www.healthdatacollaborative.org/fileadmin/uploads/hdc/Documents/Country\\_documents/Achieving\\_Unified\\_ME\\_System\\_Malawi\\_01April2016\\_GF\\_Smith.pdf](https://www.healthdatacollaborative.org/fileadmin/uploads/hdc/Documents/Country_documents/Achieving_Unified_ME_System_Malawi_01April2016_GF_Smith.pdf) 1 April 2015. Accessed on 7<sup>th</sup> September 2020.

<sup>1</sup> World Bank Malawi. <https://www.worldbank.org/en/country/malawi/overview>. Accessed on 6<sup>th</sup> September 2020.

**b. Open Data Gap Analysis/Needs Assessment In Selected CSOs**

**Table 2 Showing capacities available in CSOs and capacity gaps along the Open Data Value Chain developed from Mitrovic framework 2015**

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills		What is missing in Malawi (Gap)
Search and Access	Access to ICT, search for data, access to data, download data	Awareness Leadership skills User Skills	There is an ICT Policy 2013 which provides direction on ICT transactions and users. There are also World Bank financed projects meant for introducing competition among service providers in order to bring ICT costs down, Examples include the Regional Communication Infrastructure Project Malawi and the Digital Malawi Projects. Awareness about access to data and how to use ICT gadgets and software remain low.	The finding that vast majority of citizens in South Africa and Namibia (most likely in many other developing countries) will not be able to beneficially use OGD on their own, implies that they fall within the 'Data Divide' chasm. This was supported during interviews as one senior officer in CSO said "Government want monopoly of information. They have generated important data and packaged it well. They have a website but never publish it. An example is the 2019-2023 Waste Management Strategy which I have collected with sweat from the office in hard copy. Officers don't seem to know about it and most CSOs do cannot access because they do not have the hunger for information as we do." As a result, most CSOs produce weak images that cannot mobilise citizens for action. This is also compounded with weak accountability on the part of CSOs that make their position compromised and their advances of little value in the eyes of the government and citizens. An interview with a key informant said "CSOs fail to negotiate for increasing civic space through the NGO

<sup>1</sup> Mitrovic, Zoran. Building Open Data Capacity Through E-skill Acquisition. 3<sup>rd</sup> International Conference 29-29 May 2015 Open Data Research Symposium, Ottawa, Canada, 2015

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
				Board. Instead of mobilising themselves and cleaning the "CSOs" house by producing data on their transaction to fully comply with the government demands, CSOs take everything in NGO Board as bad" .... while previous governments have used excessive pressure to weaken the CSOs, CONGOMA and its constituencies needed to produce data of their work and transactions and have a clean slate as it pushes the government to be accountable." Related to gender inequality, patterns of open data access and use often reflect a power and access dynamic found in wider society with the open data and civic tech movement in Africa, and the world at-large, being dominated predominately by men. So long as these patterns continue, open data will continue to preclude gender balance and equity issues, which deny women the ability to access critical information around issues including health, education, and land ownership. Also we find there is very little research or assessment of what impact open data has specifically on women, or how women are using open data.
Interpretation	(i) Interpreting particular facts, (ii) creating information out of data	Awareness Literacy Requisites	There are initiatives that reach out to citizens on interpretation of data though targeting small areas. GIZ has been supporting Kuunika.	Interviewees, particularly students and younger participants, stated that they will prefer to access OGD through mobile applications, which corresponds with Farivari's (2014) suggestion that "...we must cater to them [mobile users] as well". Most women and youth have no smart phones let

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
				<p>Board. Instead of mobilising themselves and cleaning the "CSOs" house by producing data on their transaction to fully comply with the government demands, CSOs take everything in NGO Board as bad" .... while previous governments have used excessive pressure to weaken the CSOs, CONGOMA and its constituencies needed to produce data of their work and transactions and have a clean slate as it pushes the government to be accountable."</p> <p>Related to gender inequality, patterns of open data access and use often reflect a power and access dynamic found in wider society with the open data and civic tech movement in Africa, and the world at-large, being dominated predominately by men. So long as these patterns continue, open data will continue to preclude gender balance and equity issues, which deny women the ability to access critical information around issues including health, education, and land ownership. Also we find there is very little research or assessment of what impact open data has specifically on women, or how women are using open data.</p>
Interpretation	(i) Interpreting particular facts, (ii) creating information out of data	Awareness Literacy Requisites	There are initiatives that reach out to citizens on interpretation of data though targeting small areas. GIZ has been supporting Kuunika.	Interviewees, particularly students and younger participants, stated that they will prefer to access OGD through mobile applications, which corresponds with Farivari's (2014) suggestion that "...we must cater to them [mobile users] as well". Most women and youth have no smart phones let

<sup>1</sup> WF – Women Data Africa Report

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
	I.e. How to make sense of the facts in the data and how to make create information out of data			<p>alone other ICT gadgets. This means they cannot access or interpret the data on their own meaning their views and this means they cannot be heard since they will not take action and may never be counted. According to BBC it says "if you are not counted, you don't exist" meaning if the data does not include women and young people, they are excluded and "don't exist". Incidentally the infomediaries are bogged down with the bureaucracy that they cannot access data in a traditional way but using informal means. Sadly, a huge number of infomediaries cannot bridge the data divide because they themselves are "on the other side with as little data skills as the other citizens" said one of the senior officer in CSO. One journalist said "if we are to mobilise men and women and young people for action, then we must use a radio in Malawi because the rest of the media channels reach to a small port" This is supported by statistics in Table 3 below.</p> <p>Researchers agree on four broad challenges women face that limit their time, access, and use of data and these include: -</p> <p>a. The gender pay gap: Pay disparity is a barrier to women's economic empowerment. Women in Sub-Saharan Africa is not due to achieve pay parity for another 102 years . Women earn on average</p>

<sup>1</sup> Digital Planet-Feminist Chatbots. BBC. [www.bbc.co.uk/sounds](http://www.bbc.co.uk/sounds) 14<sup>th</sup> February, 2020. Accessed on 6<sup>th</sup> September 2020.

<sup>1</sup> World Economic Forum report quantifying gender disparities

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
				<p>two-thirds the salary of men in the formal sector, while only 15 countries have laws against gender discrimination in the workforce. If women were financially better off, they would be better able to participate online and make use of data and content that would be beneficial for them</p> <p>b. Women's unpaid labour: Women do nearly three times the amount of unpaid care and domestic work that men do. As this labour is not tracked in any official economic indicator, there is no way to measure changes in a country's economy driven by the work largely done by women, or to understand how time dedicated to this unpaid labour affects women's ability to participate in the digital economy</p> <p>c. Women's time poverty: With professional and domestic commitments, women often have no other choice than to have a double workday, leaving them little time to invest time in professional growth. As with the gender pay gap and unpaid labour, time poverty needs to be tackled for women to gain economic empowerment which would enable them access and use open data.</p> <p>d. Digital inequality and the gender digital divide: The benefits delivered by digital technologies are not evenly distributed, with women and the poor less likely to have access to the internet or to use the web for political and economic empowerment. Once online, women in poor, urban</p>

<sup>1</sup> UN Women estimates

OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
				<p>the internet to increase their income or participate in public life. One factor keeping women offline and contributing to the global gender digital divide is cost. Across Africa, the average price of a 1GB (prepaid, mobile) broadband plan is 18% of average monthly income - a cost that is even higher for women who, on average, earn less than men. In Malawi the cost of internet data has been publicly lamented to be the highest in SADC. Ultimately, policies and projects to get more people online will fail unless they address the gender digital divide in access to and use of the internet</p> <p>Again the information gap if it requires that women face the public officials physically can create enducement which can include sexual abuse in worst cases .</p>
Application	(i) reuse of data by creating data interface, (ii) sharing data with others, (iii) transforming data into services, (iv) using data for	Literacy Requisites Data Literacy	Some applications are using open data in Malawi though in a limited scale. An example is ecoride which is coordinating transport industry between services providers and users.	There is very little data sharing within MDAs and also with outside stakeholders -the citizen. From the interviews, women indicated that they have difficulty accessing data not because they are women but it is a general problem that comes with fear of higher authorities, bureaucracy, and general lack of agility. However, the general low power position of a woman in Malawi puts her on a submissive position to "demand" for data whenever they require it for action.

<sup>1</sup> An Epidemiologist respondent (anonymous)

<sup>2</sup> Nyasa Times. Ecoride simplifies Transport woes in Malawi Cities-Similar to Uber. <https://www.nyasatimes.com/ecoride-simplifies-transport-woes-in-malawi-cities-similar-to-uber/> 4<sup>th</sup> October 2018. Accessed on 8<sup>th</sup> September 2020.



OGD Area of Consideration	Characteristic or Activities (sometimes rephrased)	Relevant skills required including e-skills	What is available in Malawi with evidence	What is missing in Malawi (Gap)
decision-making				Multi-stakeholder collaborations are needed: We need partnerships and collaboration to make gender-responsive open data a reality. Media outlets should partner with media monitoring organisations and advocacy organisations to develop storytelling campaigns around women and open data. Such campaigns can also call attention to the commitments made by governments to the OGP and their overall performance on gender equality legislation. If we want true participation in multi-stakeholder collaborations, we need to build platforms that are safe environments for people, especially women, to participate and voice their opinions. Currently online platforms do not provide safe environments

**Table 3 Internet, Social Media Users and Mobile connections in Malawi**

Internet users in Malawi	Social media users in Malawi	Mobile connections in Malawi
There were 2.81 million internet users in Malawi in January 2020.	There were 510.0 thousand social media users in Malawi in January 2020.	There were 8.58 million mobile connections in Malawi in January 2020.
The number of internet users in Malawi increased by 243 thousand (+9.5%) between 2019 and 2020.	The number of social media users in Malawi increased by 128 thousand (+34%) between April 2019 and January 2020.	The number of mobile connections in Malawi increased by 942 thousand (+12%) between January 2019 and January 2020.

<sup>1</sup> Data Reportal. 2020 Malawi. <https://datareportal.com/reports/digital-2020-malawi> Accessed on 7th September 2020.

Internet penetration in Malawi stood at 15% in January 2020.	Social media penetration in Malawi stood at 2.7% in January 2020.	The number of mobile connections in Malawi in January 2020 was equivalent to 45% of the total population.
--	---	---

## STRATAGIES FOR OPEN DATA CAPACITY DEVELOPMENT

## 6. STRATEGIES FOR OPEN DATA CAPACITY DEVELOPMENT

CABUNGO assumes that government is the only supplier of “open government data” which is of primary interest by citizenry. This does not in any way prevents NGOs from taking accountability as will be presented in the next sections. To that effect CABUNGO, looking at the background to the strategy process and also the results of the assessment, recommends to apply push strategy during the three-year project period because Malawi citizens generally do not demand from those in authority and also because the issue of open data is new in Malawi. One MDA official indicated during the consultations that “Malawians are not good at enforcing their own rights as Zimbabweans are. They are not vigilant to see what their right is and decide what they can do to enforce their right”. This strategy will therefore work to push “open data on government services and products” to the citizenry to create awareness of their rights and push them to uptake “demand for data” and ultimately to be used in the realization of their rights until they take action on perpetual basis. The following set of needs and strategic activities will form this strategy

### a. Open Data Needs for MDAs

#### i. Institutional Needs

- Facilitate effective use of national development priorities in MGDS III including gender statistics to inform policy-making.
- Funding, international partnerships and support are needed: The data ecosystem in Africa needs to be developed. Even when government officials are willing to follow through with an open data initiative, a lack of funding could impede the process, there is need for funding partnerships
- Facilitate development or review of institutional level policies specific to open data to promote professional production of data, processing and sharing and ultimately data use within MDAs and citizens.
- Facilitate development of data standards at institutional and national levels depending known standards.
- Facilitate a “Champions of change” initiative at national and local levels to harness, own and implement changes such as laws and policies towards productive – business minded culture in MDAs. To do this, PROTECT should facilitate MDAs to adopt and implement gender and open data champions and policies. These champions and policies should promote data generation to improve transparency, participation and accountability in governance.
- Facilitate a process where MDAs will invest in gender data for COVID 19 recovery and SDG progress. Collection and use of quality gender data must be a priority for government COVID 19 policy response and recovery efforts.
- Collaborate with Judicial Service Commission on data related legislations that is well aligned to constitution of Republic of Malawi as a supreme law especially we need including privacy protection to protect women especially from cybercrime.
- Strengthen electronic infrastructure where data is kept, processed and accessed for use. This will help reduce the impact of information gap which if it requires that women or young men should face the public officials physically can create inducement which can include sexual abuse in worst cases as well as corruption

## **ii. Individual/Human Resource Based Needs**

- Develop Data ICT practitioner skills for key staff to produce, process, share and use data especially e-skills to address the role of open data, access to information and gender equality.
- Develop business minded attitude for MDAs staff to have citizen-centric disposition to serve with interests of the common citizen as the main “customer” who is also the owner.
- Impart benchmarking and evaluation capability including e-skills for key MDA staff.
- Develop capacity to use own data so that MDA are up to standard with knowledge themselves.
- Impart relevant strategy and management skills in middle to senior management in MDAs.
- Create knowledge of ICT ecosystem generally on the producers' side

## **b. Open Data Needs for CSOs/HRDs and MEDIA**

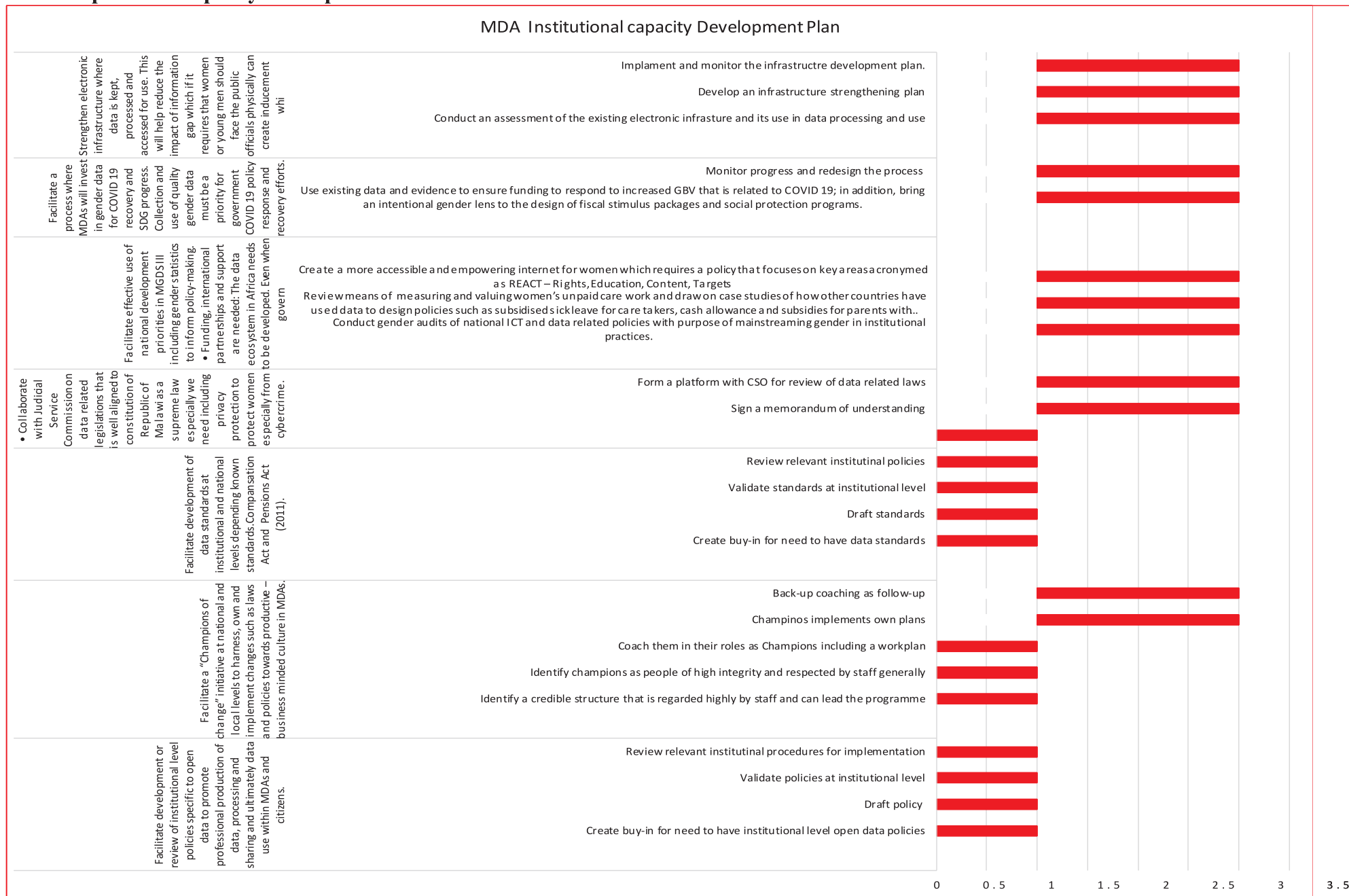
### **i. Institutional Needs**

- Create a solid non-sectoral institution with one voice on open data to cover the fragmented efforts of sectoral advocating CSOs.
- Strengthen existing CSOs., HRDs and Infomediaries to be learning and accountable organisations to effectively engage MDAs for accountability.
- Strengthen existing CSOs., HRDs and Infomediaries in advocacy skills through mentorship

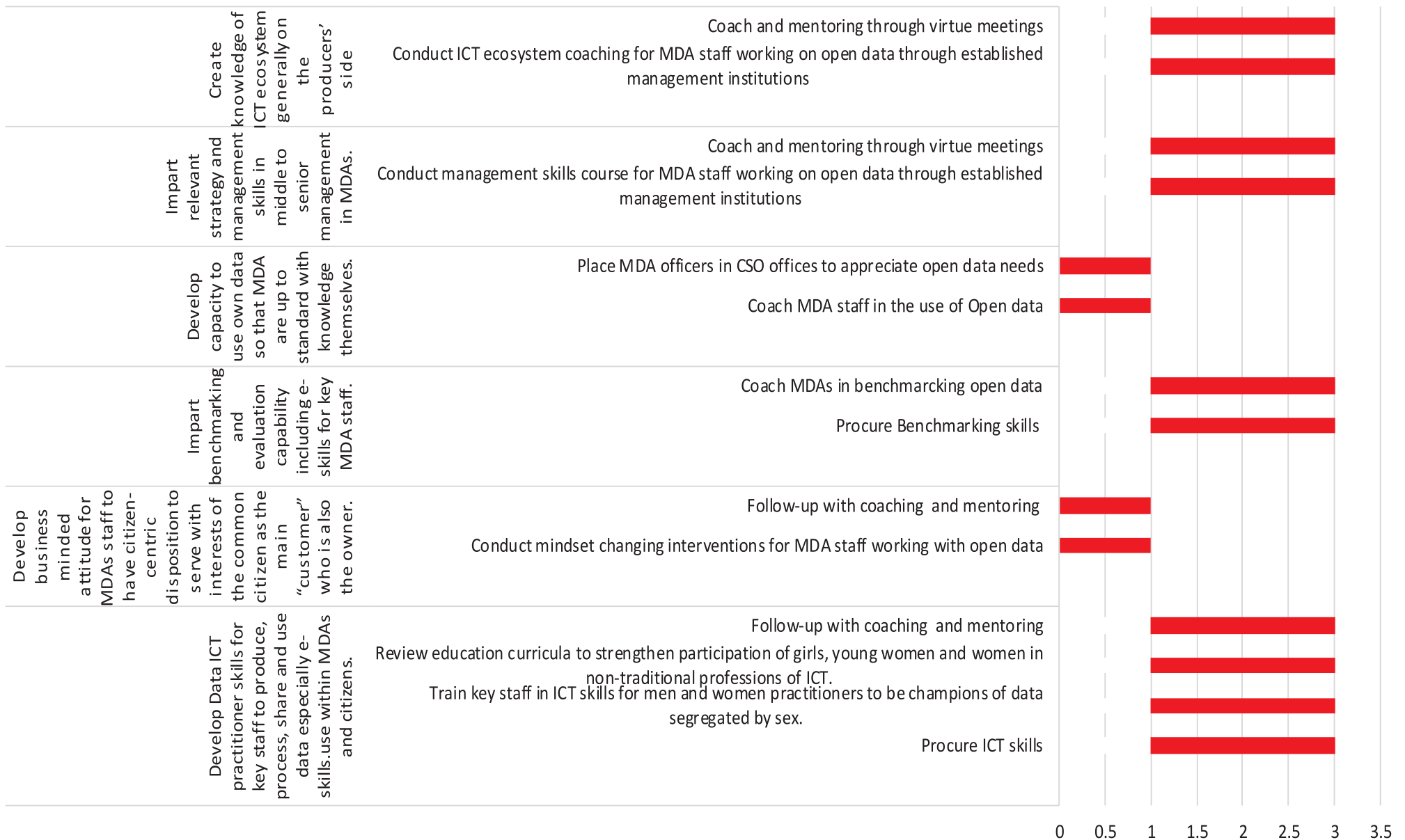
### **ii. Individual/Human Resource Based Needs**

- Impart CSOs, HRDs and Infomediaries staff with skills and knowledge of open data that is good enough to create clear images for ordinary citizen to see and understand.
- Develop data use capabilities in girls and young women through mentorship programs using empowered women leaders.
- Develop CSOs, HRDs and Infomediaries institutions with data skills to produce clear and strong images that energises citizens to take action.
- Develop enquiry skills in Infomediaries staff to effectively reach out the excluded groups through women and youth have no smart phones let alone other ICT gadgets.
- Knowledge of ICT ecosystem generally on the users' side.

## 7. Open Data Capacity Development Plans



## Individual Capacity Development Plan-MDA

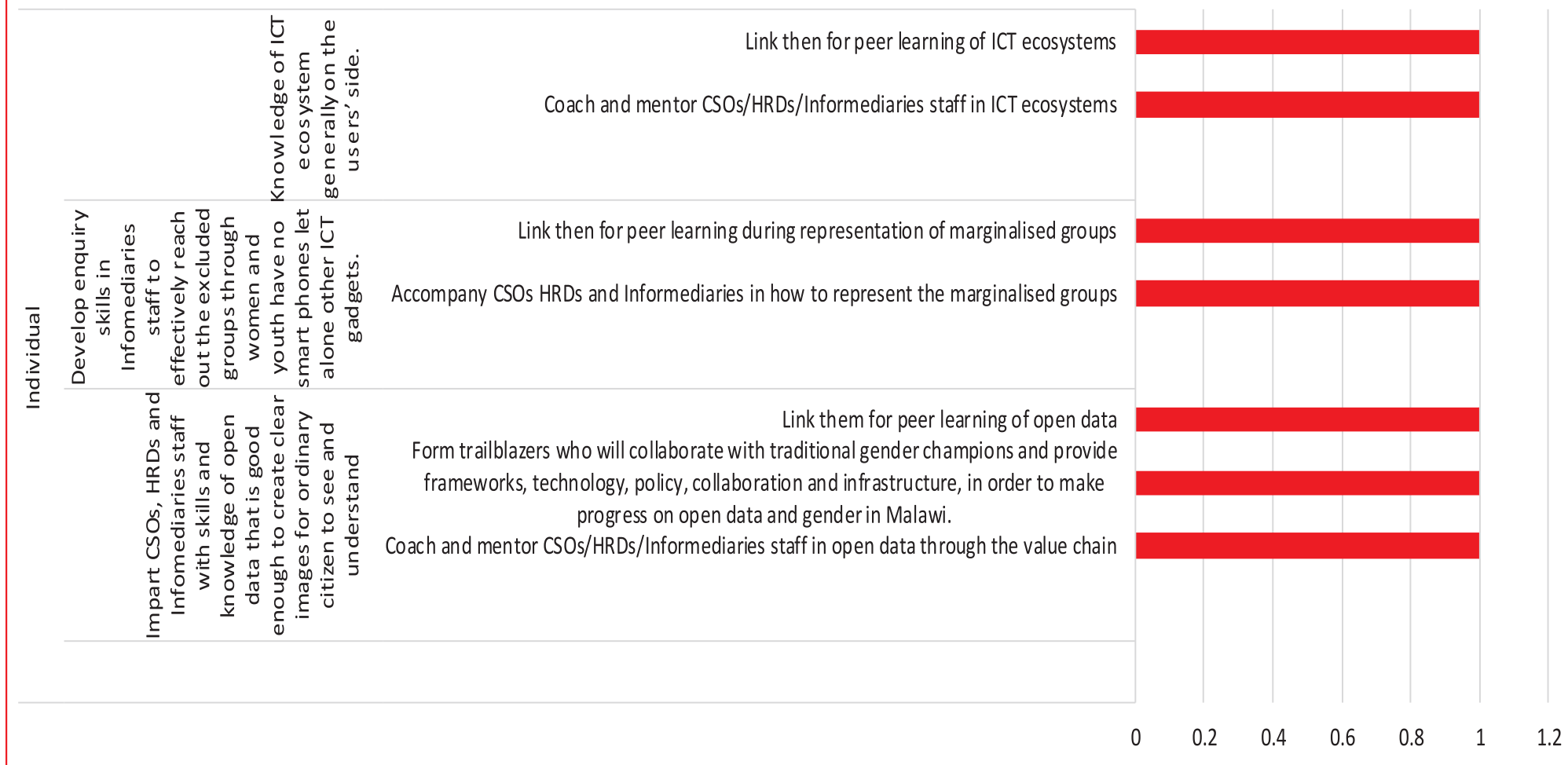




## Institutional Capacity Development Plan-CSO/HRDs/INFORMEDIARIES



## Individual Capacity Development Plan-CSOs/HRD/INFORMEDIARIES



c. **Review and Progress Reporting**

The strategy will be reviewed annually. There will also be a midterm review half way through the project period and a final evaluation at the end of the project. All the reviews will require clear reports on progress made and recommendations to remain on course. This will only be meaningful with the presence of annual reports after implementing annual plans that will be drawn from the strategy.

## APPENDIX 1- LIST CONSULTED

### APPENDIX 3: LIST OF THOSE CONSULTED-MDAs

1.	Agriculture Extension Services	Dr. Jerome Nkhoma	Director	M	0996760503
2.	Blantyre Water Board	Booker Waya	Infrastructure Planning, Design and Construction Manager	M	P.O. Box 30369, Chichiri, Blantyre, Malawi +265996875771/ bwaya@bwmb.mw
3.	Department of Irrigation	Winston Sataya	Deputy Director of Management Services	M	0888899117/0999925703
4.	ESCOM	Mr Brain Ndisale	Financial Controller- Project and Management Accounting.	M	0888514480/ 0999514480
5.	High Court of Malawi	Agness Patemba	Registrar	F	High Court of Malawi, Box 30244, Chichiri Blantyre 3 0888869183, <a href="mailto:patembaagness@gmail.com">patembaagness@gmail.com</a>
6.	Law Enforcement Agency (Anonymous for ethical reasons)	Merium Chithila	Strategic Analyst	F	0994221886
7.	Lilongwe University of Agriculture and Natural Resources (LUANAR)	Tapiwa Gondwe	Lecturer and Warden	F	0992291037
8.	Local Government	Reinghard Kaweta Chavula,	District Commissioner	F	0884002178
9.	Malawi Council for the Handicapped (MACOHA)	Harriet Kachimanga	Public Relations Officer	F	+265995140526 harriekachimanga@gmail.com
10.	Malawi Council for the Handicapped (MACOHA)	Eunious Chirwa	Factory Manager	F	0888878577
11.	Malawi Revenue Authority (MRA)	Precious Mwenda	Policy Planning and Research	F	
12.	Meteorological Department	Mr. Rodrick Walusa	Deputy Director	M	0888852400
13.	Malawi Human Rights Commission	Peter Chisi	Director for Civil and Political Rights	M	0888 361 434
14.	MRA	Leah Chirwa	Economist-Policy Planning and Research	F	
15.	MRA	Beatrice Mwangwela	Legal Department	F	
16.	MRA	Hosea Phiri	ICT	M	0888143205
17.	ODPPD	Patrick Nkunika	Chief monitoring compliance and enforcement officer	M	0995231759 pnkunika93@gmail.com
18.	Parks and Wildlife	William Mgoola	Assistant Director	M	P. O Box 30131 Lilongwe 3 0888353 993

#### APPENDIX 4: LIST OF THOSE CONSULTED-CSOs and HRDs

19.	AMREF	Wezi Kenani	Business Development Manager	F	0999284156
20.	CCJP Mzuzu Diocese	Felix Manda	Programs Manager	Sex	fmanda.manda@gmail.com
21.	Centre for Environmental Policy and Advocacy. (CEPA)	Mr. Herbert Mwalukomo	Executive Director	M	0881038910
22.	Centre for Multiparty Democracy	Debora Mitawa	Program Officer	F	0991022952
23.	Centre for Social Accountability and Transparency.(CSAT)	Willy Kambwandira	Executive Director	M	0999311641
24.	Chikulamayembe Women Forum	Tiwonge Gondwe,	Executive Director	F	0991888340
25.	Church and Society Programme CCAP Synod of Livingstonia	Moses Mkandawire	Executive Director	M	<a href="mailto:mosesmkandawire@yahoo.co.uk">mosesmkandawire@yahoo.co.uk</a> 0881022212
26.	COMSIP	Susan Kondowe,	Program manager	F	0999268676
27.	CRECCOM	Consolata Manjamkhosi,	Community Education Coordinator	F	0884024118
28.	Gender Governance Institute	Tawonga Kayira	Executive Director	F	0995158621
29.	Health Activist and Rights Education Programme(HREP Malawi)	Maziko Hisbon Matemba	Executive Director /	M	mazikomatemba@gmail.com +265999951274
30.	MISA Malawi	Aubrey Kachikungwa	Director	M	Aubrey_chikungwa@yahoo.com
31.	Mzuzu University	Dr Agness Hara	Senior Lecturer	F	0993081247
32.	Network For Youth in Development	Gift numeri	Executive Director	M	
33.	Teveta	Malingose Madise, Senior Training Programs Specialist	Training Programs Specialist	F	0881577160
34.	Tilitonse Foundation	Robert White	Chief Executive Officer	M	0991247562
35.	World Vision Malawi	Edwina Hanjahanja	Program Effectiveness and Quality Assurance Associate Director	F	0999635552

#### APPENDIX 5: LIST OF THOSE CONSULTED-INFORMEDIARIES

36.	Nation Publications Limited	Garry Chirwa	Section Head-Sports	M	
37.	TWR	Victor Kaonga	Oversight	M	0999338902

APPENDIX 6: LIST OF THOSE CONSULTED-KEY INFORMANT INTERVIEWS

38.	GlaxosmithKline - USA	Linda Kalirani	Health Practitioner-Epidemiologist	F	
39.	Local Government Accountability and Performance	Brenda Kacheche	Instructional Capacity Specialist	F	0888776773
40.	Malawi Healthy Equity Network. (MHEN)	Davis Mwachumu	Program Manager	M	0999492151
41.	Palldium-TRACTION	Frank Zoto	Senior Technical Officer	M	0992661963/0881803209
42.	Palldium-TRACTION	Dr Fletcher Tembo	Team Leader	M	0888916465









**For more details contact:**

Programme Manager, PROTECT Programme

Humanist Institute for Co-operation with Developing Countries| Hivos Hub Southern Africa| Off  
Mzimba Road| Area 6, Plot No.130|P.O. Box 30978|Lilongwe|Malawi|Telephone +  
265(0)1753641|E-mail: bchiyamwaka@hivos.org| [www.hivos.nl](http://www.hivos.nl)

Hivos is member of Alliance2015

**About Authors:**

Leonard Satali and Wezi Moyo  
Executive Director (Msc Con Bio-UK)  
Capacity Building Organisation(CABUNGO)  
Box 345  
Blantyre,Malawi  
Email: leonardsatali@yahoo.com