



**NATIONAL  
PLANNING  
COMMISSION**  
SPEARHEADING WEALTH CREATION FOR ALL



**ANNUAL  
REPORT 2021**





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# Abbreviations and Acronyms

<b>ACB</b>	Anti-Corruption Bureau
<b>AfDB</b>	African Development Bank
<b>AFIDEP</b>	African Institute for Development Policy
<b>ATI</b>	Agricultural Transformation Initiative
<b>AU</b>	African Union
<b>BICC</b>	Bingu International Convention Centre
<b>CBA</b>	Cost Benefit Analysis
<b>CCC</b>	Copenhagen Consensus Centre
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSA</b>	Climate Smart Agriculture
<b>CSOs</b>	Civil Society Organizations
<b>DFA</b>	Development Financing Assessment
<b>ECGs</b>	Enabler Coordination Groups
<b>EGENCO</b>	Electricity Generation Company
<b>EPZs</b>	Export Processing Zones
<b>FCDO</b>	Foreign, Commonwealth & Development Office
<b>GDP</b>	Growth Domestic product
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GoM</b>	Government of Malawi
<b>HDI</b>	Human Development Index
<b>HRMIS</b>	Human Resources Management Information System
<b>ICT</b>	Information Communication Technology
<b>IEC</b>	Information, Education and Communication
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IFPRI</b>	International Food Policy Institute
<b>KPA</b>	Key Priority Area
<b>KPI</b>	Key Performance Indicators
<b>LGFC</b>	Local Government Finance Committee
<b>MACRA</b>	Malawi Communications Regulatory Authority
<b>MBS</b>	Malawi Bureau of Standards

<b>MDAs</b>	Ministries, Departments and Agencies
<b>MGDS III</b>	Malawi Growth and Development Strategy III
<b>MIM</b>	Malawi Institute of Management
<b>MIP-1</b>	Malawi 2063 First Ten-year Implementation Plan
<b>MIS</b>	Management Information Systems
<b>MoEPD&amp;PSR</b>	Ministry of Economic Planning, Development & Public Sector Reforms
<b>MPP</b>	Malawi Priorities Project
<b>MSMEs</b>	Micro Small and Medium Enterprises
<b>MSU</b>	Michigan State University
<b>MW2063</b>	Malawi 2063
<b>NES II</b>	National Export Strategy II
<b>NGOs</b>	Non-Governmental Organizations
<b>NPC</b>	National Planning Commission
<b>NSO</b>	National Statistics Office
<b>OGI</b>	Open Government Initiative
<b>OPC</b>	Office of the President and Cabinet
<b>PCGs</b>	Pillar Coordination Groups
<b>PFM</b>	Public Finance Management
<b>PPP</b>	Public Private Partnerships
<b>RBM</b>	Reserve Bank of Malawi
<b>SDGs</b>	Sustainable Development Goals
<b>SEZs</b>	Special Economic Zones
<b>SMEs</b>	Small and Medium Enterprises
<b>SWGs</b>	Sector Working Groups
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>UNFPA</b>	United Nations Food Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme

# Acknowledgements

The National Planning Commission (NPC) expresses sincere appreciation to all who have contributed to its work in making the 2020/2021 Financial Year another success to behold. We have made great progress in delivering on our two main mandates of developing the country's long and medium-term development plans and overseeing their implementation; and we attribute this to the many stakeholders, partners, champions and supporters that have worked with us along the way in different forms.

We would like to firstly appreciate the valuable guidance that we have received from His Excellency the President, Dr. Lazarus McCarthy Chakwera who has demonstrated continued commitment to the work of the NPC and championed the operationalization of the country's new vision, the Malawi 2063 (MW2063). Similarly, to the Minister for Economic Planning, Development and Public Sector Reforms, who is also the Vice-President of the Republic, Dr. Saulos Klaus Chilima, for his leadership and guidance.

Further, the NPC appreciates the collaboration that we enjoy with the Ministry of Economic Planning, Development and Public Sector Reforms (MoEPD&PSR) under the technical leadership of Prof. Winford Masanjala, the Principal Secretary, who has worked with us hand in hand in executing our respective intertwined

mandates. The whole MoEPD&SR team has been exceptional in providing support to our operations.

The NPC has also throughout the year enjoyed vigor towards its work from some very notable senior public officials who have remained steadfast in championing our work. These include the Speaker of the National Assembly, Rt. Honourable Catherine Gotani Hara, her two deputies and the entire National Assembly; Cabinet Ministers, the Secretary to the President and Cabinet, Mr. Zangazanga Chikhosi; Presidential Advisors; Secretary to the Treasury, Mr. Chauncy Simwaka; heads of Government Ministries, Agencies and Departments (MDAs); and heads of parastatal organizations as well as independent and constitutional bodies. The support that we have received from these senior officials has made MW2063 begin to happen and we are confident

that this enthusiasm will continue as we embark on implementation of MW2063 First 10-Year Implementation plan (MIP-1).

We are extremely indebted to our partners, both state and non-state, who have provided us with different forms of support; including financial, technical, in-kind, moral and other support over the period of reporting. These are too numerous to mention, but suffice it to say that the United Nations Family remains one of our strongest partners; and for this, the Commission is truly grateful. We continue to have a very valuable partner in the Agricultural Transformation Initiative (ATI) working through Mwapata Institute and Michigan State University who have proved to be pivotal pillars of the NPC's work. Others that have impacted on our work during the past year are Zodiak Broadcasting Station (ZBS), Times Group, Malawi Broadcasting Corporation (MBC), Timveni Radio, National Initiative for Civic Education (NICE) Trust, World Food Program (WFP), European Union (EU), Malawi Confederation Chambers of Commerce and Industry (MCCCI), Council for Non-Governmental Organisations (CONGOMA), National Commission for Science and Technology

(NCST), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Electricity Generation Company (EGENCO), Wealth Magazine, Public Private Partnerships Commission (PPPC), Malawi Scotland Partnership, Lilongwe University for Agriculture and Natural Resources (LUANAR), Malawi University for Science and Technology (MUST), Mzuzu University, University of Malawi (UNIMA), Kamuzu University for Health Sciences (KUHES), Standard Bank, Sunbird Hotels, just to mention a few.

Further, the NPC acknowledges its support structures, including the main Core Advisory Panel (CAP) as well as the Youth CAP for their active involvement in and contributions to its work throughout the year.

The 2021/2022 Financial Year promises to be another great year for the NPC and we look forward to the continued support of all the above-mentioned groups and more; and we commit to continue delivering above expectation as we roll out the implementation phase of MW2063 through the MIP-1, which will now be the framework within which the operationalization of the aspirations of MW2063 will be rolled-out.

# Message from the Chairperson

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As time rolls by, it is amazing to see the remarkable strides that the NPC has made within such a short period of time. It has been quite a pleasure for me to lead this dynamic institution as it continues to prove beyond doubt that it is no longer business as usual in delivering on its mandate. The year 2020/2021 was again marred by the devastating effects of the COVID-19 pandemic which has affected the operations of most institutions, including those of NPC. However, the gains which have been made by the the NPC to date, far outweigh the challenges which have been surmounted. I, therefore, applaud the Director General, his management team, and the entire staff for remaining focused and untiring in their efforts to fulfil the mandate of the NPC, including navigating the challenge of COVID-19 by piggybacking on novel digital mechanisms to effectively and efficiently deliver on its mandate.

Our proudest moment this past year has been the colourful launch of the widely consultative national long-term vision, christened Malawi 2063 (MW2063). His Excellency the President, Dr. Lazarus McCarthy Chakwera, launched the vision on January 19<sup>th</sup>, 2021 at a ceremony that was graced by a diverse range of stakeholders, including Government



Ministries Departments and Agencies (MDAs), academic institutions, private sector, development partners, CSO/NGOs, political parties, the public, Malawians in the diaspora, professional bodies, and religious bodies, amongst other stakeholders. It is our profound hope that this journey has started in earnest and that the real work now lies ahead in the implementation phase of this new vision. Further, the MW2063 First 10-Year Implementation Plan (MIP-1) has also now been developed to kick-start the operationalization of MW2063.

This past year has also seen the NPC welcoming a new face in the name of Commissioner Ms. Natasha Msamala who joins a team of dedicated patriots, that despite all odds, continue to give their best in providing strategic leadership through the Board of the NPC as well as the two Board Committees. I would, therefore, like to express my sincere gratitude to all the members of Board and Board Committees for their commitment towards the work of the NPC; and I look forward to their lasting enthusiasm as we work towards the realization of the aspirations of MW2063.

It is also pleasing to note that the Secretariats is now almost fully capacitated in human and technical resources; this has greatly enhanced the operations of the NPC. We are also happy to see more partners joining and aligning themselves to the work of the NPC; and providing different types of well-needed support that has enabled

the NPC to make the progress that we are registering today. We are confident that our partners will continue to see value in our work and that stakeholders will all pull their weight and make meaningful contributions in meeting the aspirations of MW2063 and MIP-1.

Our biggest champions remain His Excellency the President, Dr. Lazarus McCarthy Chakwera, and the Vice President, Dr. Saulos Klaus Chilima, who is also Minister responsible for Economic Planning, Development and Public Sector Reforms, who have both provided exceptional guidance throughout our MW2063 journey and continue to do so as we embark on MIP-1. Along with them have been the leadership of Parliament led by the Speaker, Hon Catherine Gotani Hara, MP and Parliamentarians from all corners of the country as *bonafide* voices of the people of Malawi. We are, however, committed to not leave anyone behind; as such, we continue to look forward to more champions for MW2063 and more partners in the implementation phase so that our collective aspirations as articulated under MW2063 are realized sooner than later.

Notwithstanding the need to reiterate the extreme urgency for a radical mindset change within all of us, may I call on all Malawians within the country and abroad to join us in embracing this journey, have faith and remain resolute: *remain resolute* on our resourcefulness as a people; *remain resolute* on the resourcefulness of our land; and *remain*

*resolute* in our collective belief that it is possible to make a change. All we have to do is to fully commit ourselves to the change we want to see. Let us not sit back and wait for someone else to do it for us; as the Noble Qur'an says, "*Indeed, God will not transform a people's status until they change what is inside themselves*". We as Malawians are able, it is possible and it begins with you and me!

Let us make it happen.



Prof. Richard Mkandawire

**CHAIRPERSON**

# Message from the Director General

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It is pleasing and satisfying when I look back at the 2020/21 Fiscal Year and take stock of the traction that the NPC has made in delivering on its mandate, particularly amidst the challenges imposed by the COVID-19 pandemic. The NPC has remained steadfast in working towards achieving progress on its mandate of developing long- and medium-term national development plans; and overseeing their implementation.

This past year has seen the momentous launch of Malawi 2063 (MW2063), the new national long-term plan which succeeds Vision 2020 as the long-term development blueprint for Malawi from the year 2021 to 2063. In the year 2063, Malawi will have attained 100 years of self-governance making it a landmark year to also then assess the economic independence of the country, based on the aspirations espoused in this new vision of having ***'an inclusively wealthy and self-reliant industrialized upper middle-income nation'***.

Following the launch of MW2063 on 19<sup>th</sup> January, 2021 by His Excellency



the President, Dr Lazarus McCarthy Chakwera, the NPC and its partners embarked on a massive popularization drive as the first stage in operationalizing the MW2063. Subsequently, the NPC coordinated the development of the MW2063 First 10-year Implementation Plan (MIP-1) which is the immediate medium-term strategy that will accelerate the operationalization of MW2063. MIP-1 replaces the third Malawi Growth and Development Strategy (MGDS III) and has incorporated relevant and ongoing MGDS III interventions to ensure continuity of development plans programmes. Additionally, MIP-1 incorporates strategic interventions (*game changers* and *quick wins* under the Pillars and Enablers of MW2063) and *flagship projects* that will enable Malawi achieve a low middle-income status by the year 2030, as well as achieve most of the Sustainable Development Goals at the 2030 end-line. In efforts to build back better from COVID-19 as part of kickstarting the execution of MIP-1 from a position of strength, NPC, with the support of the United Nations (UN), also facilitated the development of the COVID-19 Socio-Economic Recovery Plan (SERP); and the Digital Economy Strategy (DES), both of which are at advanced stages of approval by authorities.

In line with the mandate of overseeing the implementation of MW2063 and the plans to operationalize it, NPC, in strong collaboration

with the Ministry of Economic Planning, Development and Public Sector Reforms (MoEPD&PSR), is in the process of facilitating the establishment of the Pillar and Enabler Coordination Groups (PECGs); thus, replacing the Sector Working Groups (SWGs) that were previously supporting the implementation of Vision 2020 and MGDS. Guidelines to operationalize the PECGs have already been developed and approved by Government through the Office of the President and Cabinet (OPC).

The NPC continues to leverage knowledge and learning in collaboration with strategic partners. The year ended, therefore, saw the NPC partnering with the National Commission for Science and Technology (NCST) in organizing the first ever National Research Dissemination Conference. NPC also partnered with the Malawi Broadcasting Corporation (MBC), which has aggressively popularized the MW2063; and National Initiative for Civic Education (NICE), which is popularizing MW2063 using its vast structure that includes 31 district centres, 163 rural libraries and 9,000 volunteer civic educators located in all constituencies and wards throughout the country. Further, the NPC continues to hold the Eminent Speaker Series periodically with its partners as part of the mindset change agenda that seeks to promote positive thinking in order to achieve prosperity and self-reliance. The

NPC, with the support of partners, has scaled-up the identification of transformative initiatives that have a strong positive economic impact in communities across the country to showcase them for possible scaling-up under its *Ndizotheka* Programme.

The mapping of potential investment zones for the creation of secondary cities has been another key milestone in the work of NPC during the past year; resulting in the identification of eight (8) potential pilot secondary cities in Liwonde, Bangula, Nsanje, Mangochi, Salima, Nkhata Bay, Kasungu and Karonga. It is envisaged that these cities, once developed, will enhance economic activity by ensuring that each secondary city becomes a center of Government, industry, agriculture, tourism and mining activities.

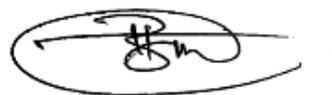
The past year has also been a period of continued resourcing of the NPC, which is still in its nascent stage. Recruitment has been ongoing during the period and we have managed to fill in all the critical positions in all four Directorates: the Director General's Office, Finance and Administration, Development Planning, and Knowledge and Learning. We continue to resource the Secretariat with the requisite operational equipment, vehicles and infrastructure, including digitalizing most of our operations. In addition, a Strategic Plan for the NPC has been developed and is already in operation with a public launch coming soon.

Various policies and procedural manuals continue to be put in place with the support of our committed and dedicated Board of the NPC.

In all this progress and achievements, our partners remained key assets. We, therefore, sincerely acknowledge their financial and technical support. Through our partners, we have managed to successfully deliver on activities which would have otherwise been challenging to achieve on our own. We appreciate the new partnerships that we have built over the past year as well as the steadfast collaboration that we continue to leverage with existing partners. We, therefore, look forward to continued collaboration with all our partners as we embark on this very important phase of implementing MW2063 under the framework of MIP-1.

Achieving an inclusively wealthy and self-reliant nation is possible. We applaud those of you who have made a conscious decision to be part of this journey!

The Malawi we want is possible and is happening!



Thomas Chataghalala Munthali, PhD  
**DIRECTOR GENERAL**

# The Commission



Prof. Richard Mkandawire  
**Chairperson**



Dr. Winford Masanjala  
**Vice Chairperson**



Ms. Mercy Masoo  
**Commissioner**



Mr. Phillip Madinga  
**Commissioner**



Dr. Evance Mwachungu  
**Commissioner**



Natasha Nsamala  
**Commissioner**

# The Secretariat



**Dr. Thomas Munthali**  
Director General



**Dr. Grace Kumchulesi**  
Director - Development Planning



**Mr. Chrighton Chimombo**  
Director - Finance & Administration



**Dr. Joseph Nagoli**  
Director - Knowledge & Learning



**Siphon Billiati**  
Development Planning Manager



**Ms Jennifer Nkaonja Mjuweni**  
Partnerships & Resource  
Mobilisation Manager



**Mr. Thom Khanje**  
Public Relations & Communication  
Manager



**Mr. Austin Chingwengwe**  
Monitoring & Evaluation Manager



**Dr. Andrew Jamali**  
Research Manager



**Mr. Mtamandeni Liabunya**  
Legal Counsel

# A Bird's Eye View of the National Planning Commission

## **OUR MANDATE**

1. To develop evidence-based medium- and long-term development plans for Malawi, taking into account the country's resource potential and comparative advantages.
2. To oversee the implementation of the development plans, including spearheading the formulation of innovative and progressive flagship projects that can accelerate the country's socio-economic transformation.

## **OUR VISION**

An independent, innovative, sustainable and skilled thought leader in evidence-based national development planning in Malawi and beyond.

## **OUR MISSION**

To spearhead Malawi's socio-economic transformation by developing and providing implementation oversight on integrated and inclusive national development plans.

## **OUR GOAL**

Transformative national development plans effectively designed and implemented in a coordinated and inclusive manner to graduate Malawi into a middle-income country by 2030.

## **OUR CORE VALUES**

All what we do is driven by 8 values (TII-CREAM):

- Teamwork
- Integrity
- Independence
- Communication
- Recognition
- Excellence
- Accountability
- Modern

## **OUR FIVE FOCUS AREAS**

1. Medium- and long-term Development Planning
2. Development Plans Implementation Oversight
3. Research, Learning and Communication
4. Partnerships Development and Management
5. Institutional Capacity Building and Sustainability

# Executive Summary

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The National Planning Commission (NPC) is an independent public institution with the main mandate of developing evidence-based medium- and long-term development plans for Malawi, taking into account the country's resource potential and comparative advantages. Further, the NPC has the mandate to provide oversight on the implementation of the development plans, including spearheading the formulation of innovative and progressive flagship projects that can accelerate the country's socio-economic transformation. The NPC is, therefore, a think tank where knowledge and evidence generated is used to develop policies, improve planning and implementation of development programmes.

The 2021 Annual Report (Report) is a summarization of the activities which NPC carried out during the Financial Year 2020-2021; and is, as a matter of statutory obligation, prepared and submitted to the President and Parliament on an annual basis. This Report, therefore, presents some of the major achievements that the NPC

has made during the year as well as some main priorities for the current year, 2021-2022.

Being a fairly new institution, the NPC continued with institutional capacity building; mainly involving the recruitment of all critical staff, as well as other office equipment in order to ensure smooth operations of the office. This has enabled the NPC to deliver on its mandates in more than satisfactory ways.

Most notable among the progress made on its mandates was the historical launch of Malawi 2063 (MW2063) which succeeds Vision 2020 as the long-term national blueprint for Malawi's development. The launch was followed by numerous activities aimed at ensuring the massive popularization and domestication of the new vision. Despite operating in the Covid-19 environment, the NPC managed to disseminate the MW2063 message extensively through different types of media including radio, television, print, music, translation to braille, jingles, artwork, billboards and advocacy through champions, the main ones being the President the

Vice-President, Speaker of Parliament, Parliamentarians, traditional leaders, cabinet ministers, heads of MDAs, the youth led by the Youth Core Advisory Panel and a critical mass of non-state actors. MW2063 has since gained so much prominence that the NPC has participated in numerous important conferences and events where presentations on MW2063 have been made and discussed by a cross-section of stakeholders. The interest which has been generated in this regard, is a manifestation of how much Malawians as well as other stakeholders are embracing the new vision and rallying behind it.

The framework for implementing MW2063 is another milestone that has dominated the work of the the NPC following the launch. In this regard, the Malawi 2063 First 10-Year Implementation Plan (MIP-1) has been developed through another rigorous consultative process; and is at advanced stages of cabinet approval. This is the operationalization framework for MW2063 and contains sectoral-focused and impact-oriented quick-wins and transformative projects and programs envisaged to spearhead the attainment of the aspirations of MW2063.

MIP-1 has also been a result of the NPC's efforts in leveraging knowledge and learning, having been guided by findings from empirical research studies which the it continuously undertakes. Other research activities

have included the finalization of a National Research Agenda which will inform evidence-based planning in development plans across all sectors. Further, spatial mapping of the country has been concluded with the identification of eight<sup>1</sup> urban hubs for potential investment zones across the country. It is expected that with the execution of MIP-1, bankable flagship projects will be implemented in the identified areas with the aim of creating secondary cities by promoting urbanization. Furthermore, NPC is in the process of developing a digitalized dashboard that will form part of the Monitoring and Evaluation framework to be used in assessing the execution of MIP-1.

In all its work, the NPC ensures a sustained engagement of all stakeholders as a way of ensuring partner and citizen's participation and involvement in the decision-making processes; and ownership of the country's plans for development. NPC, therefore, continues to value the support that it enjoys from different collaborations in doing business, including from previous and current partners. The Ministry of Economic Planning, Development and Public Sector Reforms (MoEPD&PSR) remains one key partner with which NP works hand in hand on a continual basis; and the NPC values the cordial and complimentary role that MoEPD&PSR plays in the execution of

<sup>1</sup> Liwonde, Bangula, Nsanje, Mangochi, Salima, Nkhata Bay, Kasungu and Karonga

its mandate. Other MDAs also remain engaged in the work of the NPC; as do other non-state actors with whom NPC has forged lasting relationships during the year of reporting and before. Development partners, private sector, academia, the youth, NGOs, FBOs, the media, traditional leaders and Parliament have also contributed tremendously to the work of the NPC during the year.

The past year has not been without drawbacks, the most detrimental one being the COVID-19 pandemic which continues to disrupt operations of most institutions to-date. The pandemic made resource flows from Treasury unpredictable, making it hard for the NPC to effectively plan and deliver on its mandates in the 2021/22 fiscal year.

As we move forward to the implementation stage of MW2063, NPC is cognizant of the mammoth task that lies ahead but, as ever,

remains resolute in getting the job done. NPC will, therefore, continue to engage with partners, particularly in resource mobilization, to ensure that the planned activities for the year do not suffer due to financing shortfalls. In the current year, the NPC will focus more on the coordination of implementation aspect of its mandate in relation to MIP-1, and is confident that the support that it has received so far, including the political will and strong citizen participation, will propel its work to greater heights.

The NPC is convinced that the journey towards inclusive wealth creation and self-reliance, as well as a mindset change for hard-work, persistence, patriotism and self-belief has now begun for Malawi.

The MW2063 has now set off in earnest and is rallying all Malawians, state and non-state actors to join us '*Paulendo Odzidalira Tokha*'.

# Part 1

**Highlights: Launch  
of Malawi 2063**



*Presentation of a copy of MW2063 to his Excellency the State President Dr. Lazarus McCarthy Chakwera*

## 1.0 Highlights: Launch of Malawi 2063

The main highlight for the year ended was the launch of the Malawi 2063 (MW2063), which is the national long-term development plan succeeding Vision 2020.

### 1.1 Introduction

On 19th January 2021, the President of the Republic of Malawi, His Excellency Dr. Lazarus Chakwera launched Malawi's new vision, (MW2063, which is a successor to Vision 2020. Led by the National Planning Commission (NPC), MW2063 was formulated through a widely consultative process that involved representation of all

stakeholders. MW2063 expresses our collective aspirations as Malawians and envisions a youth-centric inclusive wealth creating and self-reliant nation by 2063. MW2063 is anchored on three (3) key Pillars, namely: Agriculture Productivity and Commercialization; Industrialization, which includes mining as a key integral; and Urbanization, with

creation of secondary cities and tourism hubs as critical investment areas.

The attainment of these Pillars will be catalysed by seven (7) Enablers, namely: Mindset Change; Effective Governance System; Public Sector Performance; Private Sector Dynamism; Human Capital Development; Economic Infrastructure; and Environmental Sustainability.

## 1.2 Event organization

The NPC partnered with a number of stakeholders to hold the launch and this collaboration included both technical and financial support. These partners came from a cross section of sectors such as Government Ministries, Departments and Agencies (MDAs), private sector institutions,

Non-Governmental Organisations (NGOs) and the donor community.

Due to Covid-19 restrictions, the launch was delivered through a hybrid approach, with many stakeholders joining virtually and few selected officials attending physically at the Bingu International Conference Centre (BICC). The President presided over the launch from the State House, where he was also in the company of other senior Government officials and the media. Other speakers included: the Vice-President, Dr. Saulos Klaus Chilima, who is also Minister responsible for Economic Planning, Development and Public Sector Reforms (MoEPD&PSR); the Chairperson of NPC, Prof. Richard Mkandawire, the co-Chair of the Youth Core Advisory Panel of the



*Secretary to the President and Cabinet Mr. Zangazanga Chikhosi receives a copy of MW2063*

NPC, Ms. Madalitso Chipekwe; and Ambassador of the African Union (AU), David Claude Pierre.

### 1.3 Key Messages from the Speakers

The following were the general key messages that came out from the launch:

- ◇ The youth must play a great role in championing the attainment of the country's goals; and, therefore, need to take full responsibility by embracing active roles in the implementation process as they did in the formulation;
- ◇ The youth must be provided with the necessary platform where their contributions will be recognised and taken on board to catalyze and sustain transformative initiatives for the inclusive wealth creation and self-reliance agenda;
- ◇ MW2063 must guide the implementation of different development initiatives that are based on evidence and research to ensure that as a country, we are able to direct the limited resources towards initiatives that have been proven to be of strong economic impact;
- ◇ The directive to use MW2063 as a framework within which all our development intervention should be aligned to, beginning from political party manifestos to medium term national development plans, sectoral strategies as well as Country Assistance Strategies of all development partners;
- ◇ The call to embrace MW2063 as a vision that is intended to create a new Malawi that is working for self-enrichment to ensure that our political independence, which we have enjoyed for the past 57 years, cascades into economic independence not only for the current generation, but also the generations to come; an independence that will see us become more self-sufficient and less reliant on external assistance;
- ◇ Malawians must believe and put trust in themselves and their inert ability to develop this country, taking into consideration the vast natural resources bestowed upon us and our collective hard-working spirit;
- ◇ MW2063 recognizes and embraces inclusivity as being key to the realisation of its aspirations; and puts people at the centre stage of development by ensuring increased involvement in and ownership of the development process;

- ◇ Recognition of the alignment of MW2063 to the AU's Agenda 2063 and development frameworks of the regional blocks to which Malawi belongs like the Southern Africa Development Community (SADC) and the Common Market for Eastern Southern Africa (COMESA);
- ◇ Malawians within and abroad must embrace and promote a mind-set change and begin to think positively and doing things differently. The realization of the aspirations of MW2063 requires belief in our own country, dreams, and abilities since it demands us to be more productive, innovative, and competitive; and
- ◇ Moving forward, development projects will be accepted or

rejected based on whether they contribute to the collective effort towards the realization of the aspirations of MW2063.

### 1.4 Way Forward

The following was defined as the way forward following the launch of MW2063:

- ◇ Commence the nationwide dissemination of MW2063;
- ◇ Establish Pillar and Enabler Coordination Groups (PECGs) to coordinate the effective implementation of MW2063;
- ◇ Proceed with the development of the 10-year and 5-year implementation plans as may be necessary that will define the prioritized medium-term



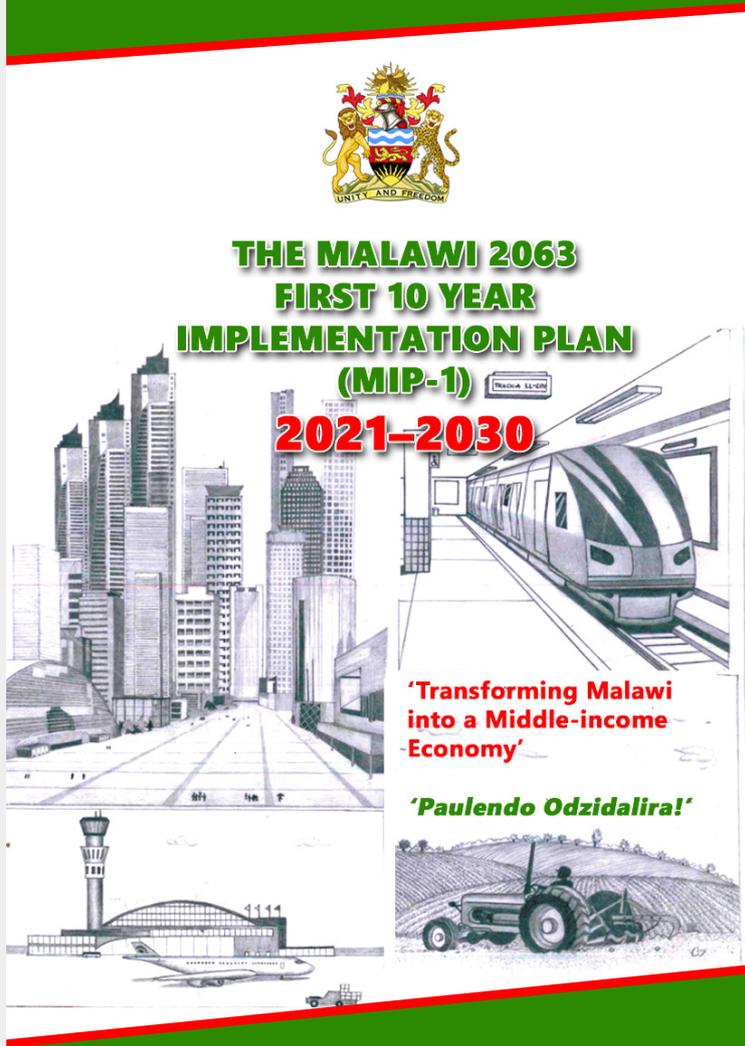
*The National Planning Commission at a briefing session with the President on MW2063*

strategies that will propel the country to a low middle-income status by 2030;

- ◇ Review the MGDS III to identify impactful interventions that should be taken forward into the implementation of MW2063; and
- ◇ Identify flagship projects that will have strong and inclusive economic impacts to be included for implementation in the medium-term frameworks.

# Part 2

## **MW2063 First 10- Year Implementation Plan (MIP-1)**



Cover page of Malawi 2063 first 10-year Implementation Plan (MIP-1)

## 2.0 MW2063 First 10-Year Implementation Plan (MIP-1)

### 2.1 Background

MIP-1 operationalises MW2063 from 2021 to 2030; and is the first MIP in a series of four 10-year implementation plans that will be developed to drive the execution and realization of MW2063. MIP-1 builds on lessons learnt and successes from MGDS III, which was the last operationalization plan of Vision 2020. Considering the time-overlap of the MDGS III (whose implementation period was 2017 to

2022) and MIP-1, there is a justified need to carry-over some of the ongoing and promising interventions under MGDS III that align with the MW2063. The development of MIP-1 also involved a series of consultations and validations with various stakeholders due to the multi- and cross-sectoral nature of the interventions, projects and programs to be implemented through the same. This approach facilitated the identification of sectoral-focused and impact-oriented

quick-wins and transformative projects and programs envisaged to spearhead the attainment of the aspirations of MW2063. In addition, the multi-stakeholder engagement also provided an opportunity for coordinated efforts in setting the priorities, implementation and review of MIP-1, as well as a coordinated process of mobilizing the resources required for the implementation of programs and projects prioritized under MIP-1.

## 2.2 Objectives of MIP-1

MIP-1 aims to meet two key milestones:

- a) to graduate Malawi into a middle income economy by 2030; and
- b) to meet most of the SDGs whose end line target is 2030.

MIP-1 is anchored on the three (3) Pillars of MW2063, namely: Agricultural Productivity and Commercialization; Industrialization; and Urbanization. Again, following-up on the framework of MW2063, these Pillars are catalyzed by seven (7) Enablers, namely: Mind-set Change; Effective Governance Systems and Institutions; Enhanced Public Sector Performance; Private Sector Dynamism; Human Capital Development; Economic Infrastructure; and Environmental Sustainability. Further, MIP-1 has **priority**

**strategies and interventions** to be implemented in the next ten years to set Malawi on a path to the realization of the aspirations of MW2063. It also identifies **quick wins** - interventions that are already in the pipeline or have low-cost implications or having ready finance commitment or just requiring scaling-up in the next five years; and **game changers** - interventions that significantly alter the way things are done in the development strategies and interventions of this country and can transform Malawi faster if their implementation is prioritized. MIP-1 also presents prioritized **flagship programs and projects** that will accelerate Malawi's progression towards creating an inclusively wealthy and self-reliant nation.

The choice of interventions being prioritized under MIP-1, both in the economic and social sectors, therefore, is primarily guided by the need for the country to inclusively create wealth for financing its own development needs. This has entailed putting together catalytic interventions that are largely targeted at spurring the economic sectors so as to retire the country's current massive debt at the shortest time possible while generating the resources for meeting the human capital development needs in the social sectors. Key and concurrent to this inclusive wealth creation agenda are the interventions

that are meant to curtail resource leakages by building capacities towards the prevention, tracking and recovery of the resources generated and mobilized by the country towards the development agenda.

# Part 3

## **Progress Report on the Implementation of the NPC Strategic Pillars**



Handing over of the UN@75 Report to the Commission by the UN Resident Coordinator Ms Maria Jose Torres

### 3.0 Progress Report on the Implementation of the NPC Strategic Pillars

This section will look at some of the major achievements that the Commission has made in each of its strategic pillars.

#### Strategic Pillar 1: Long- and Medium-Term Development Planning

The following achievements were registered:

The NPC facilitated the development of the MW2063. A rich and comprehensively consultative process was followed to incorporate views of various stakeholders. MW2063 aspires

for **‘an inclusively wealthy and self-reliant industrialized upper middle-income nation’** by the year 2063.

In support of the MW2063 development process, the NPC, with the support of its partners, produced several thought-pieces that informed the MW2063 Pillars and Enablers. Thought pieces were produced in collaboration with academia, MDAs and research institutions.

Further, the NPC produced economic growth options through models and simulations that guided it in arriving at minimal interventions for graduating

the country into middle income status and meeting most of the SDGs as part of the process of developing MIP-1.

### **Strategic Pillar 2: Development Plans Implementation Oversight.**

NPC has the mandate to coordinate and oversee the implementation of medium-term strategies. In this regard, therefore, the NPC oversees the implementation of SDGs and Agenda 2063, as well as other regional and global protocols; and ensures that these are domesticated in the country's medium to long-term development plans.

The NPC, therefore, undertook a number of interventions, including the following salient ones:

- ◇ Conducted an MGDS III Mid-Term Review in conjunction with the then Department of Economic Planning and Development (EP&D) as well as civil society bodies such as Malawi Economic Justice Network (MEJN) and Council for Non-Governmental Organisation (CONGOMA);
- ◇ Conducted the Voluntary National Review (VNR) which consolidated and documented Malawi's progress towards achieving SDGs and Agenda 2030. The VNR also catalogued critical challenges which Malawi has to address to accelerate the achievement of the SDGs. The results of the VNR were presented at the UN's High-Level Political Forum in July 2021;
- ◇ Identified several innovations under the Ndizotheka Programme.

These are local initiatives which are thriving and have potential for scalability. In 2020/21, thirteen (13) initiatives were documented and showcased through video documentaries and magazines on social media and local TV stations;



*Honourable Minister Nancy Tembo championing the vision in MW2063 attire*

- ◇ Facilitated the development of MIP-1, which has since been approved by Cabinet. MIP-1 replaces MGDS III, which operationalized the last mile of Vision 2020;
- ◇ Coordinated the establishment of PECCs to support the realization of the aspirations of MW2063 and MIP-1. PECCs are replacing the Sector Working Groups (SWGs) that were supporting the implementation of Vision 2020 and MGDS III. Guidelines to operationalize the PECCs were

developed and already approved by OPC. This exercise was done in close collaboration with MoEPD&PSR.

### Strategic Pillar 3: Research, Learning and Communication.

To leverage Research and Learning, some of the salient interventions that were achieved include the following:

- ◇ Organized the National Research Dissemination Conference in collaboration with the National Commission for Science and Technology (NCST) in November 2020;
- ◇ Organized panel discussions on several Cost Benefit Analysis policy-oriented research studies conducted in collaboration with Copenhagen Consensus Centre (CCC) and African Policy Development Institute (AFIDEP) under the Malawi Priorities Project (MPP). The findings, which promote policies that offer best value for money in Malawi, have been presented and discussed with various policy makers and key non-state actors, including Members of Parliament;



*Chairperson of the Commission and Director General during stakeholder session*

- ◇ Organized Eminent Speaker Series in collaboration with MwAPATA Institute and Lilongwe University of Natural Resources (LUANAR);
- ◇ Organized the National Development Conference;
- ◇ Organized the Annual Agriculture Policy Conference in collaboration with MwAPATA Institute and LUANAR;



*Discussion promoting evidence-based planning through the Malawi Priorities Project*

- ◇ Conducted sectoral policy alignment to MW2063 and MIP-1 under the Foresight Project being jointly coordinated with MoEPD&PSR and UNDP;
- ◇ Partnered with Africa Futures to implement projects on long-term and medium-term modelling;



*One of the NDIZOTHEKA Eminent Speaker Series*

- ◇ Conducted Agricultural Diversification Policy Review workshop; and
- ◇ Coordinated the SADC Public Lecture in conjunction with the SADC secretariat and the Ministry of Foreign Affairs, where the country's Vice-President and a number of eminent speakers in the SADC region and beyond shared experiences and expertise on digitalization as a critical capacity for bolstering industrialization in the SADC region amidst COVID-19.



*The Vice President of Malawi Right Honourable Dr. Saulos Klaus Chilima delivering the SADC Public Lecture*



*Preparations for the SADC Public Lecture organized by NPC in Collaboration with Ministry of Foreign Affairs and SADC secretariat*

With regard to communication and publicity, the achievements include the following:

- ◇ Conducted a digital consultative process that enabled NPC to get views on the new vision from many Malawians from all corners of the country through live phone in programmes on various radio and TV stations; as well as through WhatsApp, Facebook, Twitter, postal mail and an online Monkey survey. This extended to the engagement of community radio stations through live phone-in radio programmes combined with focus group community meetings to ensure that no one was left behind, especially the masses in the country's hard to reach areas. Again, to ensure active youth participation in the envisioning process, NPC successfully run a publicity campaign for the Youth Essay and Arts Competition through which youths in primary, secondary and tertiary educational institutions were invited to make contributions towards the new vision through essay writing and artistic pieces. As a result, the competition received entries from thousands of children and youths aged 10 to 25 from all corners of the country;

- ◇ Produced and distributed the Braille version of MW2063 in collaboration with the Malawi Union for the Blind; thus, emphasizing and concretizing the agenda of inclusivity;



*Braille handover ceremony*

- ◇ Developed and rolled out a Communications and Popularization Strategy which has seen MW2063 widely disseminated through numerous media outlets, including community radios, TV stations, social media, billboards across the country, and various branded promotional materials, production of the MW2063 summary versions in English and Chichewa as well as jingles, theme song and a theme video. This popularization has been achieved with the support of media houses and individuals (in main stream and social media) that have been inducted into the MW2063 aspirations and have continued to run off with the messaging with so much dedication;

- ◇ Rolled out the Ndizotheka Transformative Initiatives exercise through which outstanding wealth creation and transformative initiatives were identified and documented through video clips for wide dissemination and eventual scale-up. In this initial phase, fourteen (14) initiatives were shortlisted, documented and disseminated through the TV stations NPC's social media platforms; and



*Minister of Information and Civic Education Hon. Gospel Kazako launches MW2063 popularisation through billboard*

◇ Distributed the MW2063 vision documents and related promotional materials to all Members of Parliament and over twelve (12) public and private universities, all district, town and city council offices, District Information Offices, District Education Offices, National Initiative for Civic Education (NICE) offices, district secondary schools and community radio stations.

### **Strategic Pillar 4: Partnerships Development**

In keeping with its multi-stakeholder approach to doing business, the NPC continued to engaged partners and brokered partnerships and alliances with various development partners. Further, the NPC remained engaged with the Malawi donor group, including participating in some of the Development Cooperation Group meetings and consolidating existing partnerships with professional bodies, research institutes, private sector, CSOs and other potential partners.

Some of the notable partnerships that were either initiated or consolidated include the following:

◇ Consolidated an engagement facility with UNDP towards MW2063 implementation-related interventions. Similar arrangements were formalized

with UNICEF and MSU;

◇ Partnered with UNDP and Malawi Union for the Blind to produce and distribute Braille versions of MW2063;



*Blessings Mwalwanda translating the Braille version of MW2063*

◇ Signed MoUs with UNICEF, NICE, and MwAPATA for collaboration in different areas;

◇ Initiated discussions towards similar partnerships with MBC, Timveni, ActionAid, NCST, Universities and Colleges Association of Malawi and Malawi-Scotland Partnership;

◇ Intensified partnerships with private sector companies, including Standard Bank, which

will support the upcoming Economic Infrastructure Conference; and SeedCo that supported MW2063 development processes;



*MOU signing ceremony between Mwapata and NPC*

agenda across stakeholders within the country and beyond.

## **Pillar 5: Institutional Capacity Building and Sustainability**

During the fiscal year, NPC consolidated its development efforts by building its capacity to deliver on its mandate. Therefore, the focus has been on strengthening the corporate governance, risk management, strategic planning, human resource, finance and administrative facilities/equipment and systems.

The key achievements registered in the period include:

- ◇ Continued partnering with parastatal organisations in different aspects, including EGENCO, which has provided support towards the popularization of MW2063 through erection of billboards;
- ◇ Continued identifying champions for MW2063, and the strongest ones remain the President, Vice-President and Speaker of the National Assembly; and
- ◇ Continued engagement with both state and non-state actors at both local and international meetings, including special events, panel discussions, conferences and visits. This is shaping the inclusive wealth creation and self-reliance
- ◇ Developed the 10-year Strategic Plan that will guide the delivery of the mandate of NPC in supporting the realization of the milestones of MIP-1;
- ◇ Formulated a number of policies and plans to facilitate its work, including on transport management, ICT, HIV/AIDS and infectious diseases in the workplace, sexual harassment and abuse of authority and risk management plan;
- ◇ Recruited the requisite critical staff replacing almost all of the seconded staff;
- ◇ Enhanced digital connectivity through connecting to the

broadband Fiber network. This has helped to achieve efficient in-house emailing/web hosting and virtual engagements, particularly amidst the Covid-19 pandemic; as well as advancing the NPC's agenda of modernizing and automating the management information systems; and

- ◇ Attained a clean FY2019-20 financial audit.



*Members of staff of NPC*

The background features several overlapping, semi-transparent green geometric shapes, primarily triangles and trapezoids, creating a layered, architectural effect. The colors range from a deep forest green to a lighter, vibrant green.

# Part 4

## Challenges and Lessons Learnt



*Commissioners and Management of the NPC*

## 4.0 Challenges and Lessons Learnt

### 4.1 Challenges

The main challenges faced by NPC in its operations were include:

- ◇ General misunderstanding, especially by the public, on the seemingly overlapping functions between the MoEPD&PSR and NPC. However, NPC continues to focus on its statutory mandate while working closely with MoEPD&PSR as the development policy holder. The emphasis has been on the complementary roles of the two establishments; and

- ◇ The COVID-19 pandemic which constrained physical meetings, especially during the consultations for various activities and dissemination of knowledge and information, including the MW2063 Vision materials.

### 4.2 Lessons Learnt

NPC has derived the following lessons from its operations to-date:

- ◇ The independence of the NPC is key in giving confidence to partners and hence getting stakeholders

to rally their support towards the execution of its mandate;

- ◇ National development priorities in Malawi are largely well known and policy documents are available in good quality and quantity; however, the general problem remains implementation. This is a source of great skepticism in most quarters of the society. NPC's emphasis will, therefore, be on implementation by focusing

its coordination towards specific and concrete initiatives for operationalizing each Pillar and Enabler of MW2063 and MIP-1; and building a positive mindset across all stakeholders;

- ◇ Local level participation, especially at the district level, is critical in national development in order to promote ownership of development plans;



*Youth engagement on MW2063 implementation*

- ◇ Nationally driven plans should be home-grown and driven by Malawians and local research institutions. Donors should only support with catalytic interventions;
- ◇ Consistent and financial support from Government through Treasury is key in ensuring that NPC implements its planned activities effectively;
- ◇ Coordination with stakeholders in the planning and implementation of medium and long-term development plans is critical as it allows the country to leverage financial and technical expertise from various stakeholders; and
- ◇ Being nimble in adapting to new norms and ways of working like digitalization is critical when faced with unforeseen challenges as has been the case with COVID-19. Developing foresight capabilities is, therefore, a must for both state and non-state actors.

The background features several overlapping, semi-transparent green geometric shapes, primarily triangles and trapezoids, creating a layered, architectural effect. The colors range from a deep forest green to a lighter, vibrant green.

# Part 5

## Looking Ahead



*One of the regular meetings of the NPC Board*

## 5.0 Looking Ahead

### **MAIN FOCUS FOR THE 2021-2022 FINANCIAL YEAR**

The current Financial Year 2021-2022, which ends in March 2022, will largely focus on the institutionalization of MIP-1, with all stakeholders ensuring the alignment of all development efforts to this medium-term framework. In addition to the alignment, institutionalization will also involve the operationalization of PECGs, which aim at ensuring that all partner efforts will be aligned to the attainment of the milestones of MIP-1.

Concurrently, the NPC will also commence a massive popularization programme that will involve the full roll-out of the MIP-1 Communication Strategy. A number of activities have been outlined therein, and it is expected that a cross-country publicity drive will take place at the onset, following the launch of MIP-1.

The NPC, in conjunction with the MoEPD&PSR, will support the PECGS leads in coming up with prioritized concrete and specific interventions under each Pillar and Enabler to be

implemented as a sector. The NPC, in collaboration with the MoEPD&PSR, will then provide implementation oversight by following-up with a rigorous project monitoring system to ascertain what is working, or not working, and why in order to define corrective measures. These will form a basis for annual progress reports and regular interface meetings with the President and later the general population through annual development conferences for accountability.

Further, the NPC jointly with the National Commission for Science and Technology (NCST) will launch the National Research Agenda and popularize it both locally and internationally among research output users. In addition, NPC will undertake to continuously identify gaps in various

areas of development and to prioritise gap identification and develop interventions as informed by both MIP-1 and MW2063. NPC will continue to hold the *Ndizotheka* Eminent Speakers Series and implement the *Ndizotheka* programme which identifies impactful initiatives that may be scaled-up or adopted in other areas locally, in order to promote mind-set change and economic self-reliance.

Furthermore, the NPC plans to launch its newly developed Strategic Plan following launch of the MIP-1. The Strategic Plan defines the interventions under each of the five Strategic Pillars that will help the NPC meet the two milestones of MIP-1, namely: graduating the economy into a middle-income; and meeting most of the SDGs by 2030.

## 5.1 Conclusion

Overall, the 2020-2021 Financial Year has been a good one for the NPC. The successful launch of MW2063 has been a landmark milestone that has signified a take-off in the new trajectory for Malawi's development. The NPC is proud to have coordinated the development of a succinct vision with Pillars and Enablers that are sufficiently supporting the inclusive wealth creation and self-reliance agenda.

The subsequent development of MIP-1 has seen a more detailed plan of action, defined by sectoral-focused and impact-oriented quick-wins and transformative flagship projects and programs envisaged to spearhead the attainment of the aspirations of MW2063. MIP-1 is, therefore, the

medium-term accelerator of MW2063 and will act as a monitoring and evaluation tool that will be used to assess progress in implementation.

The NPC will take lead in coordinating the execution of MIP-1 by making sure that all stakeholder efforts align to this medium-term implementation framework. This will involve taking on board MDAs, development partners, and other state and non-state actors to ensure that their own plans are fully aligned to MIP-1. In this regard, the process of establishing PEEGs, which has already started, will institute a systematic mechanism for ensuring that all stakeholders are pulling in the right direction and that resource are directed where they will make the most economic impact.



*Dissemination of MW2063  
to Local Councils*

The NPC has achieved so much in capacitating such a new organization. It will therefore, continue to enhance its institutional capacity and improve on administrative systems to ensure smooth operations at all times. Moving forward, there will be need for capacity building interventions for staff in different areas, as well as fully capacitating the Secretariat with the requisite operational tools.

Additionally, the NPC will continue to employ research methods and evidence gathering to support and enhance the execution of MIP-1.

Further, the NPC will continue to engage with partners, both existing and new, in order to ensure that its mandate is executed effectively and efficiently.

The NPC is looking forward to another great year ahead and to fully achieving the objectives and targets that have been set for the current financial year. The NPC's greatest resource remains its highly dedicated staff, members of the Board and Board committees, and partners; and the jointly-held unwavering commitment to achieving inclusive wealth creation and self-reliance much earlier before the year 2063. *Ndizotheka!*

#### *Dissemination of MW2063 to local Public and Private Universities*



## Annex 1: List of Commissioners

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Prof. Richard Mkandawire – Chairperson

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Prof. Winford Masanjala – Vice Chairperson

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Ms. Mercy Masoo

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Mr. Phillip Madinga

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Dr. Evance Mwathunga

---

Ms. Natasha Nsamala

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## Annex 2: List of Committee members of the Board of the National Planning Commission

1	Ahmed Sunka	Policy and Programmes Committee
2	Chris Kapanga	Policy and Programmes Committee
3	Henry Chingaibe	Policy and Programmes Committee
4	Jonathan Makuwira	Policy and Programmes Committee
5	Matthews Mtumbuka	Policy and Programmes Committee
6	Ngeyi Kanyongolo	Policy and Programmes Committee
7	Witness Kuotcha	Policy and Programmes Committee
8	Hestern Banda	Finance, Audit, Risk and Human Resource Committee
9	Rachel Silungwe	Finance, Audit, Risk and Human Resource Committee
10	Rhoda Bakuwa	Finance, Audit, Risk and Human Resource Committee
11	William Matambo	Finance, Audit, Risk and Human Resource Committee

## Annex 3: List of Secretariat Staff

No.	NAME	POST
<b>DIRECTOR GENERAL'S OFFICE</b>		
1	Thomas C Munthali	Director General
2	Jennifer Nkaonja Mjuweni	Partnerships & Resource Mobilization Manager
3	Mtamandeni Liabunya	Legal Manager
4	Thomson Khanje	Public Relations and Communications Manager
5	Chikondi Saukira	Senior Executive Assistant
<b>DIRECTORATE OF DEVELOPMENT PLANNING</b>		
1	Grace Kumchulesi	Director of Development Planning
2	Sipho Billiat	Development Planning Manager
3	Ivy Chauya	Senior Development Planning Specialist
4	Maxwell Maida	Senior Development Planning Specialist
5	Hope Chavula	Senior Development Planning Specialist
6	Tayani Banda	Senior Development Planning Specialist
7	Linly Kufeyani	Development Planning Officer
8	Adam Guys	Development Planning Officer
9	Ruth Mkisi	Development Planning Officer
10	Salim Mapila	Development Planning Officer
<b>DIRECTORATE OF KNOWLEDGE AND LEARNING</b>		
1	Joseph Nagoli	Director of Knowledge and Learning
2	Andrew Jamali	Research Manager
3	Austin Chingwengwe	Monitoring and Evaluation Manager
4	Joy Karim Masache	Senior M & E Specialist
5	Harold Fote	Monitoring and Evaluation Officer
6	Tissie Nadzanja	Monitoring and Evaluation Officer
7	Frank Kamanga	Research Officer
8	Jabulani Nyengere	Research Officer

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**DIRECTORATE OF FINANCE AND ADMINISTRATION**


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1	Chrighton Chimombo	Director of Finance and Administration
2	Maphumuzana Jere	Senior ICT Officer
3	Enock Katchomoza	Senior Accountant
4	Yuna Chikanda	Senior Administrative Officer
5	Esther Kunje	Acting Senior HR Officer
6	Blessing Sineta	Internal Auditor
7	Robert Tambala	Procurement Officer
8	Henry Likuchuwile	Accountant
9	Olive Khonje	Team Assistant
10	Nancy Nyirongo	Team Assistant
11	Memory Nowa	Team Assistant
12	Sangalwishe Silumbu	Assistant Accountant
13	Lightwell Mughogho	Driver
14	Martin Ngwira	Driver
15	Davie Simale	Driver
16	Frank Jimu	Messenger

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