



**NATIONAL
PLANNING
COMMISSION**

NATIONAL PLANNING COMMISSION - STRATEGIC PLAN 2021 - 2030

STRATEGIC PLAN 2021 - 2030

**SPEARHEADING
MALAWI'S TRANSFORMATION
TOWARDS A MIDDLE -
INCOME COUNTRY**



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THE NPC STRATEGIC PLAN AT A GLANCE

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

WHAT WE WILL DELIVER BY 2030

Pillar 1: **Medium- and long-term Development Planning**

- Outcome 1.1: Medium- and long-term evidence-based plans developed
- Outcome 1.2: Key flagship projects conceptualized and designed in key sectors

Pillar 2 : **Development Plans Implementation Oversight**

- Outcome 2.1: Oversight of implementation and monitoring of long and medium terms plans by all stakeholders effectively provided
- Outcome 2.2: Key flagship development programmes effectively implemented in key sectors

Pillar 3: **Research, Learning and Communication**

- Outcome 3.1: Research to generate evidence for medium- and long-term planning coordinated
- Outcome 3.2: Effective learning and feedback mechanism, monitoring and evaluation systems developed and implemented
- Outcome 3.3: Communications and learning programs developed and implemented

Pillar 4: **Partnerships Development and Management**

- Outcome 4.1: Partnership with Government Ministries, Departments and Agencies (MDAs) strengthened
- Outcome 4.2: Partnerships with local and international non-state actors effectively developed and managed

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

- Outcome 5.1: Governance and management of NPC strengthened
- Outcome 5.2: Appropriate Technical, Administration and Financial Management capacities of staff strengthened
- Outcome 5.3: Resource mobilization strategy developed and implemented.

FOREWORD

It gives me great pleasure to present the first ever Strategic Plan for the National Planning Commission, which has been developed to guide the implementation of the Commission's activities between 2021 and 2030. The main mandate of the Commission, which is derived from the National Planning Commission Act Cap. 39:01 of the Laws of Malawi, is to develop evidence-based long- and medium-term development plans for Malawi, taking into account the country's resource potential and comparative advantage; and 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.

The purpose of this Strategic Plan is to present the Commission's Vision, Mission, Goals, Values, Pillars and Strategic Activities that will be implemented to achieve its mandate in the next ten years, from 2021 to 2030. Principally, this Strategic Plan aims at positioning the Commission to effectively support the country in meeting two key milestones as spelt out in the Malawi 2063 First 10-Year Implementation Plan (MIP-1): (i) Graduating the country to a middle-income economy by 2030; and (ii) Attaining most of the Sustainable Development Goals (SDGs) in this last decade of action.

The Strategic Plan, therefore, operates as a framework through which the Commission re-affirms its commitment to implement its mandate in partnership with state and non-state actors. Building on the achievements made and challenges faced since the establishment of the Commission, the Strategic Plan has identified five Pillars that represent the Commission's priority areas in the next ten years in order to achieve its objectives and deliver its mandate. These Pillars are: 1) Medium- and Long-term Development Planning; 2) Development Plans Implementation Oversight; 3) Research, Learning and Communication; 4) Partnerships Development and Management; and 5) Institutional Capacity Building and Sustainability. Each Pillar has a set of key expected outcomes, strategic activities and performance

indicators. Implementation of the Pillars and strategic activities will be guided by the following eight core values of the Commission: Teamwork; Integrity; Independence; Communication; Recognition; Excellence; Accountability; and Modern, styled "TII-CREAM". The Commission is committed to ensuring that all members of the Board, Board committees, Management and Staff adhere to these values and that they guide the implementation of the Commission's mandate.

The main success factors for the implementation of the activities that the Commission has put in place include the nurturing of strong and committed leadership; ensuring prudent budgeting and adequate funding; tracking progress and reporting on key achievements; adopting a mindset that focuses on results; using appropriate information technology to improve efficiency; and promoting shared ownership and responsibility for the Strategic Plan, while engaging all relevant stakeholders to ensure inclusivity.

The process of developing this Strategic Plan has been consultative and participatory, involving state and non-state actors, amidst the COVID-19 pandemic. I, therefore, acknowledge and thank all those that have participated in the development process of the Strategic Plan for their valuable input.

The Malawi we want is possible and will happen!



Prof. Richard M. Mkandawire
Board Chairperson

ACKNOWLEDGEMENTS

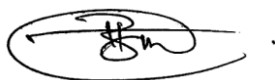
The process of formulating this Strategic Plan involved various state and non-state actors who provided valuable input through meetings and written submissions. The Commission, therefore, wholeheartedly acknowledges all the stakeholders that have contributed to the process. Further, the Commission acknowledges the contribution and guidance of His Excellency, Dr. Lazarus McCarthy Chakwera and the Vice-President Right Honorable Dr. Saulos Klaus Chilima, who is also Minister responsible for economic planning, development and public sector reforms. Besides the Executive, the Commission is equally grateful to the leadership of the National Assembly and Judiciary for unwavering support. The Commission also acknowledges the contribution made by the following: all Ministries, Departments and Agencies of Government, especially the Office of the President and Cabinet, Ministry of Economic Planning and Development & Public Sector Reforms, Ministry of Finance, Ministry of Local Government and Rural Development and selected district councils, Department of Statutory Corporation, Department of Human Resource Management and Development; public and private universities; Council for Non-Governmental Organizations in Malawi and selected affiliates; International Non-Governmental Organizations forum; Malawi Confederations of Chambers of Commerce and Industry; the European Union; The United Nations family led by UNDP who provided both technical and financial support; as well as the Agricultural Transformation Institute that provided financial support through the Michigan State University; and others too numerous to mention.

Finally, the Commission expresses its gratitude and appreciation to the Centre for Development Management (CDM) for facilitating the process of developing this Strategic Plan.

Let the real task now begin - implementation of the Strategic Plan!

The Commission invites everyone reading this Strategic Plan to be part of the history of translating Malawi into what Malawians desire it to be at the shortest time possible.

The Malawi we want is possible and will happen! The Commission is geared to play its role and it needs your full support!



Thomas Chataghalala Munthali, PhD
Director General

ACRONYMS

CSOs	Civil Society Organizations
DHRMD	Department of Human Resources Management & Development
GoM	Government of Malawi
IEC	Information Education & Communication
IT	Information Technology
M&E	Monitoring & Evaluation
MDAs	Ministries, Departments & Agencies
MoEPD&PSR	Ministry of Economic Planning, Development and Public Sector Reforms
MoLGRD	Ministry of Local Government & Rural Development
MoU	Memorandum of Understanding
NPC	National Planning Commission
OPC	Office of the President & Cabinet
PMF	Performance Management Framework
RMS	Resource Mobilization Strategy
SWOT	Strengths, Weaknesses, Opportunities & Threats
ToC	Theory of Change
PAC	Public Appointments Committee
AU	African Union

DEFINITION OF KEY

Goal	This is an idea of the future or desired result that a person or a group of people envision, plan and commit to achieve.
Mission	Defines the nature and core purpose of the organization and is based on its mandate as expressed in specific legislation.
Objective	Is a specific (definable), concrete (measurable), short-term statement of a desired result, condition or accomplishment towards the achievement of strategic and management plans.
Outcome	The consequence, effect, impact and/or payoff(s) of achieving specific objectives/results, especially where direct effect is extremely difficult to measure.
Outputs	The services delivered or products produced.
Pillars	The strategic priority dimensions around the organization's long-term success.
Strategy	The broad priorities to achieve the overall aim in recognition of operating environment. Strategy starts with the present and moves the organization to the future. Strategy asks three questions: "Where are we now?" (situation analysis of internal and external environment); "Where do we want to go?" (preferred destination, in 5 years); "How do we want to get there?" (roadmap).
Strategic Plan	The document that captures the strategic direction and strategies towards attaining the organizational mission and purpose over a specific period of time as developed by the organization.
Strategic Planning	A process through which an organization determines its strategic direction by setting clear objectives, including high level statements (vision, mission, core values) on a long-term basis.

Strategic activities	High-level activities that are broken down into smaller activities which are then used for annual, quarterly or monthly work planning.
Values	The shared morals and ethics that determine the way things get done in the organization. Values are timeless guiding principles, deeply held beliefs within the organization and demonstrated through the day-to-day behaviors of all employees.
Vision	Defines the type of organization desired in future.

INTRODUCTION

1.1 The Context

This document is the first ever Strategic Plan for the National Planning Commission (NPC). NPC was established through an Act of Parliament in 2017 with the main mandate of coordinating the formulation of the country's medium- and long-term plans as well as overseeing their implementation.

This Strategic Plan provides the pathway for the Commission from 2021 to 2030, building on the achievements and experiences of the Commission in its first three years of existence, since its establishment in 2017.

Within its nascent years, the Commission has facilitated development and launch of the Malawi 2063 (MW2063) Vision, which has replaced the Malawi Vision 2020. The MW2063 aims to transform Malawi into an *inclusively wealthy and self-reliant industrialized upper middle-income country* by the year 2063. Henceforth, the Commission is mandated to oversee effective, coordinated, and inclusive implementation of the MW2063 by all stakeholders at all levels. The operationalization of MW2063 will be guided by a series of MW2063 10 year Implementation Plans (MIPs). The MIPs will be the main reference frameworks for sectoral annual planning and budgeting.

Through the SWOT analysis, the Strategic Plan has acknowledged the internal strengths and weakness of the Commission as well as existing opportunities and threats, which are external to the Commission. It also provides feasible solutions to guide the Commission implement its legal mandate in the next ten years. The Strategic Plan has, therefore, positioned MW2063 at the centre of the Commission, providing implementation and monitoring oversight and guidance to all the implementation partners by building its institutional capacity, strengthening partnerships, as well as disseminating knowledge generated from research for programming and policy making.

1.1.1 Mandate of the Commission

The 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. The Commission is also mandated 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 Commission is a think tank, where knowledge and evidence generated will be used to develop policies, improve planning and implementation of development programmes,

1.1.2 Functions of the Commission

According to Section 10 of the 2017 NPC Act, the Commission has the following functions:

- a) Identifying Malawi's socio-economic development priorities and formulating the national vision and strategy for social and economic goals taking into account the country's resource potential and comparative advantage;
- b) Overseeing implementation of the long-term national vision and strategies and the medium-term development plans;
- c) Formulating innovative and progressive flagship projects and programmes for implementation in line with the national vision and strategies for the country;
- d) Identifying and commissioning research on any matter the Commission deems relevant to the attainment of the objects of the NPC Act;
- e) Engaging relevant individuals and institutions in all sectors of the economy in the conduct of its functions under the NPC Act;
- f) Appraising the State President and the National Assembly annually on the progress made with regard to the implementation of plans, programmes and projects; and

- g) Performing any other functions in relation to national planning as the Commission may deem appropriate for achieving the purposes of the NPC Act.

To operationalize the above functions, the Commission as a "think tank" and principal development planning agency, has to formulate a long-term national vision, and outline the direction of national development, as well as developing comprehensive and integrated implementation plans derived from the long-term national vision. The long-term national vision and its implementation plans then constitute the framework for national development planning.

1.1.3 Composition of the Commission

The NPC is a body corporate with perpetual succession and separate legal personality from that of the Central Government. The NPC comprise of a Board with a Chairperson appointed by the President. Five other members of the Board are also appointed by the President in consultation with relevant professional and other bodies, with at least three qualifying Members of the Commission being women. The Secretary responsible for economic planning and development is by default a Board Member and the Deputy Chairperson. The Board of the Commission is confirmed by the Public Appointments Committee (PAC) of the National Assembly. The appointed Commissioners are expected to serve a term of five years, renewable for a second and final term of five years.

At the governance level, the Commission has powers to constitute committees to support them drawing expertise from outside the appointed Commissioners. Currently, the Commission is supported by two Technical Board Committees, namely: (1) Finance, Audit, Risk & Human Resource Committee; and 2) Policy & Programmes Committee which comprise eminent professionals with relevant professional backgrounds. The secretariat consists of the Director General and other employees. The Director General is the Chief Executive and chief economic advisor to the Commission on matters pertaining to planning and development. The Commission has three directorates of Planning and Development; Knowledge and Learning; and Finance and Administration.

1.2 Rationale and Purpose of the NPC Strategic Plan

The Commission is a relatively new institution mandated to take a leading role in oversight, facilitations and support in implementing the Mw2063.

Therefore, the NPC Strategic Plan, 2021-2030, is designed to provide strategic direction to the Commission with its capacities to spearhead efforts towards the achievement of the country's MW2063 vision. Within this context, the Strategic Plan provides the vision, mission, core values, strategic themes and objectives for the Commission. The ultimate goal is for the Commission to effectively and efficiently implement its mandate as provided for by law.

The Strategic Plan sets our pillars (the building blocks), associated Result Areas and Strategic Activities for NPC to realize its mandate and allows the organization to manage performance. In addition, the Strategic Plan integrates and unifies the NPC around its shared vision and guides decisions in the allocation of scarce resources needed to achieve its aspirations.

1.3 The Strategic Planning

The Strategic Plan was developed through an intensive consultative and participatory process which involved review of documents, internal consultations with Board Members and Staff and consultations with external stakeholders. The methodology used to develop the Strategic Plan was based on the Theory of Change (ToC) approach, which started with the visioning exercise to generate the Vision, Mission, Core Values, Goals and Key success factors for the realization of the Vision. Upon agreement of the Vision, the pillars to support the roadmap to the vision were discussed and agreed upon and progressively key strategic activities required under each Pillar were identified.

The external stakeholder consultations involved relevant stakeholder participation including Government Ministries, Departments and Agencies (MDAs), the private sector, civil society organizations, academia, development partners, the United Nations system, and some District and City Councils. A SWOT analysis of internal strengths and weaknesses and also opportunities and threats that the Commission has no control over informed the Strategic Plan's pillars, outcomes, strategic activities and indicators.

After the key strategic activities were agreed, an implementation plan and results framework were developed and finalized.

Through the above processes, stakeholders clearly defined the kind of NPC that is needed to implement its mandate (the Vision & Goal); establish the type of vehicle to use to get to their destination (the Mission); establish the Core Values NPC needs to embrace to develop a supportive culture that would be able to face the challenges; establish Strategic Pillars to guide the NPC programmatic focus towards implementation of its mandate; establish Key Result Areas that form the expected outcomes that demonstrate progress towards realization of the NPC goals; develop priority activities that need to be done to realize the outcomes; and, allocate human and financial resources to the activities and programmes in line with the available capacities.

The main limitation of the Strategic Plan development process was the COVID-19 situation in the country. It was not possible to gather people and engage them in a physical interaction group. However, virtual communication methods, including Zoom, Microsoft Teams and phone calls, were instrumental in mitigating this challenge.

SITUATION ANALYSIS

2.1 Selected Achievements

Prior to the development of this Strategic Plan, the Commission implemented its activities around five thematic pillars informed by an annual business plan. The five thematic pillars were:

Pillar 1: Institutional Set-up and Coordination Capacity

Pillar 2: Fostering a Long-Term Vision in Development Planning

Pillar 3: Coordination of Implementation of Medium-term Development Plans

Pillar 4: Leveraging Knowledge and Learning

Pillar 5: Enhancing Internal and External Stakeholder Partnerships

Through the five Pillars, the Commission made important achievements, but also faced some challenges. This section briefly analyses the achievements, challenges and lessons learnt from these Pillars, before presenting the results of the SWOT analysis.

Pillar 1: Institutional Setup and Coordination Capacity

The Commission made many achievements, including, but not limited to the recruitment of the Director General (DG) to spearhead the implementation of operations; Development and approval of the strategic pillars; Development of the organization structure and conditions of services that are expected to attract high value talents; Mobilization of a team of seconded staff which got inducted into a results-focused high performance culture; Establishment of administrative and financial policies to safeguard and promote prudent use of financial resources and interests of the Commission; Commencement of NPC branding through the identification of a befitting logo and slogan for the Commission; Establishment of an Internal Procurement and Disposal Committee (IPDC) and its training by the Public Procurement and Disposal Authority (PPDA); Relocation of the NPC offices from Capital Hill (Government offices) to Chief M'mbelwa House at City Centre in Lilongwe with all its office facilities (internet, telephones, furniture); Securing land from the Ministry of Lands to construct the Commission's permanent office complex that will also possibly house other

public commissions to save government rental fees; Secured approvals from Treasury and Office of the President and Cabinet (OPC) on the condition of services and salary structure for NPC secretariat staff and commenced payment of seconded staff salaries on the approved salary structure thereby offering high motivation levels to staff; Recruitment of staff of the Commission; Production and publishing of the 2019 NPC annual report which were submitted to the President and Speakers of Parliament as required by law and were also shared widely with all partners and stakeholders; and successfully conducting Board meetings of Commissioners as scheduled and obligated by the Act.

Pillar 2: Fostering a LongTerm Vision in Development Planning

The Commission instituted mechanisms to support preparation of the Malawi 2063, conducted consultation for the Malawi 2063, prepared the Vision and facilitated its timely launch in January 2021 at an event presided over by the head of State and graced by the leadership of the other two arms of government (the National Assembly and the Legislature). The event was also patronized by opposition political parties, non-governmental organizations (NGOs), development partners, private sectors, local government representatives, youth, marginalized groups and all other stakeholders; National Development Conference (NDC) was also conducted in 2020 to validate the new national Vision, its Pillars, and Enablers; Formed Core Advisory Panel (CAP) and a Youth CAP to act as resounding boards to the vision development process which have continued to interface with the Commission on medium term planning processes as well as in the development of the First MW2063 10-year Implementation Plan (MIP-1). MIP-1 replaces the Malawi Growth and Development Strategy (MGDS) III; Capacitated the NPC, Ministry of Finance, MoEPD&PSR and OPC staff with policy analysis skills so as to review policies that will be key in supporting attainment of the new Vision.

Pillar 3: Coordination of Implementation of Medium - term Development Plans

The Commission worked closely with MoEPD&PSR to review Sector Working Groups (SWGs) that operationalized Vision 2020 and its medium term development strategies; and initiated the process of revitalizing them; it also collaborated with development partners to produce the summary and brochures of the MGDS III, translation of the summary into Chichewa, Tumbuka and Yao and wide dissemination of the same to different

stakeholders including district councils; Initiated joint development or review of development partners' Country Assistance Strategies to ensure their alignment to the national development agenda; Finalized the mid-term review of MGDS III; Led the Voluntary National Reviews (VNR) process which aims at facilitating the sharing of experiences, including successes, challenges and lessons learnt with a view of accelerating the implementation of the Sustainable Development Goals (SDGs); Supported Public Sector Investment Programme (PSIP) projects screening in order to ascertain the feasibility of projects that need to be prioritized during the implementation of MGDS III; Embarked on a study tour to Zambia with CONGOMA, MEJN and MoEPD&PSR to appreciate how Government and CSOs work together in the development, implementation, monitoring and evaluation of medium-term development plans; Coordinated the development of the Malawi Digital Economy Strategy and the Malawi COVID-19 Socioeconomic Recovery Plan. The NDC was launched by the President in 2020 to be an annual event which will take stock of development progress and look ahead for planning and programming.

Pillar 4: Leveraging Knowledge and Learning

The Commission developed a Research Agenda to support the envisioning process and dissemination of the same to relevant stakeholders; Conducted a National Research Conference; Implemented various multi-stakeholder's learning activities, including, but not limited to *Ndizotheka Programme* which the Commission introduced as part of a 'mindset' change agenda that will motivate the country to believe that it is possible to accelerate development in Malawi by identifying and scaling up development initiatives that are having positive impacts; Out of the *Ndizotheka Programme*, the Commission has launched the Eminent Speakers' Series aimed at knowledge sharing by learning from experts in different disciplines; Facilitated establishment of the MwAPATA Institute which is a research arm of the Commission supporting policy analysis and identification of the interventions that are working for scaling-up in the agriculture, natural resources and rural transformation spaces; Continued to form partnerships with various stakeholders as part of harnessing knowledge from research. These include amongst others Michigan State University (MSU), ECAMA, Agriculture Transformation Initiative (ATI), United Nations Development Programme (UNDP), World Bank, United States Aid for International Development (USAID), JBJ Foundation, African Institute for Development Policy (AFIDEP) and Copenhagen Consensus Centre.

Pillar 5: Enhancing Internal and External Stakeholder Partnerships

The Commission actively engaged Media to disseminate information; Brokered partnerships and alliances with various development partners for technical and financial support of some activities; Remained engaged with the Malawi donor group including actively participating in the Development Cooperation Group meetings; Consolidated existing partnerships with professional bodies, research institutes and CSOs; Developed a Partnerships Plan and a Resource Mobilization Strategy; Commenced financing agreements for the Planning House with NICO Holdings through the pension funds; Engaged with private sector companies; Established relationship with MDAs, UN family, especially UNDP, NICE, Malawi Union for the Blind, Media groups including Wealth Magazine who will be showcasing NPC activities in their quarterly issues; Initiated collaboration with several partners who will provide various types of support to the Commission. These include DfID, Standard Bank, USAID, UNDP, NBS Bank, GIZ, UNFPA, UNICEF, WFP, FDH Bank, Sunbird Malawi, NICO, NBS Bank; initiated MoUs with CONGOMA, MCCCCI, MwAPATA Institute, UNDP, and UNICEF.

2.2 Challenges

The main challenges faced by the Commission in its operations were as follows:

- General misunderstanding especially by the public on the seemingly overlap functions between the MoEPD&PSR and NPC. However, the Commission continues to focus on its legal mandate and works closely with MoEPD&PSR as a development policy holder. The emphasis has been on the complementary roles of the two establishments.
- COVID-19 pandemic which prevented physical meetings, especially during consultations for various activities and dissemination of knowledge and information, including the MW2063 Vision materials.

2.3 Lessons Learnt

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

- The independence of the Commission is key in giving confidence to partners and stakeholders on the objectivity of its operations;

- 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. The Commission's emphasis will hence be on implementation and building a positive mindset;
- Local level participation especially at the districts is critical in national development in order to promote ownership of development plans;
- Nationally driven plans should be home-grown and driven by Malawians and local research institutions. Donors should only support and not dictate development priorities;
- Consistent and financial support from Government through Treasury is key in ensuring that the Commission implements its planned activities effectively; and
- Coordination with stakeholders in 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.
- Adapt ways of working within the limitations posed by infectious diseases such as COVID-19 pandemic.

2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT)

A SWOT analysis tool was used to understand the current capacities in implementing the mandates of the Commission. Each issue identified by the SWOT analysis has been incorporated and aligned with the identified Strategic Plan pillars, either as outcomes or as strategic activities. The following table presents a summary of the internal and external analysis of issues that formed the evidence on which the NPC strategic direction has been formulated.

Table 1: Strengths, Weaknesses, Opportunities and Threats

INTERNAL ANALYSIS	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Clear legal & policy mandate with independence clearly defined 2. Strong governance structure, well educated, reputable & experienced board members 3. Existing partnerships with other key players including MDAs, development partners and other non-state actors 4. Subvention from Government 5. Current Secretariat team with relatively strong capabilities and commitment to deliver on the mandate 	<ol style="list-style-type: none"> 1. Limited number of staff to implement mandate and meet expanding stakeholder needs in view of the MW2063 2. Government subventions as main source of funding 3. Inadequate infrastructural capacity – vehicles, office space, IT equipment

EXTERNAL ANALYSIS	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Current political will uptake of MW2063 to drive change 2. Existence of long-term vision, Malawi 2063 3. Strong goodwill and confidence in NPC by stakeholders – academia, development partners, private sector, and other non-state actors 4. Provision in the MW2063 for establishment of Pillar and Enabler coordination groups will facilitate reforms to improve coordination 	<ol style="list-style-type: none"> 1. NPC Mandate not clearly understood by some key players/stakeholders 2. Potential overlap and limited clarity of roles between NPC and MoEPD&PSR 3. Potential resistance to change by some implementing stakeholders (state and non-state actors) 4. Weak inter-ministerial, donor, NGO and other non-state actor coordination of interventions

EXTERNAL ANALYSIS	
OPPORTUNITIES	THREATS
<p>5. Existing partnerships with some stakeholders</p> <p>6. High expectations from the public and many stakeholders</p> <p>7. Emerging popular demand for change among some citizens</p>	<p>5. Potential negative partisan political interference</p> <p>6. Limited sectoral capacity to align their plans to medium and long-term plans and executing capacity</p> <p>7. Potential negative influence from some development partners related to misalignment of plans</p> <p>8. The potential effect of allowance culture on stakeholder engagement</p> <p>9. Public sector bureaucracy</p> <p>10. Reliance on donor funding for projects at a time of donor fatigue</p> <p>11. Unplanned effects of disasters including Covid-19</p> <p>12. The entrenched culture of short termism in development planning</p> <p>13. Malawian's general laxity attitude in accepting change</p> <p>14. Inclination towards maintenance of the status quo among most Malawians</p> <p>15. Use of rented property</p>

SECTION 3

THE COMMISSION'S
STRATEGIC DIRECTION

3

3.1 Vision

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

3.2 Mission

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

3.3 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.

3.4 Core Values

The Commission will deliver its mandate guided by the following core values which will be popularized as TII-CREAM:

CORE VALUES	DESCRIPTION
Teamwork	Collective performance and delivery on agreed milestones for effectiveness as an institution
Integrity	Serving and working with honesty.
Independence	To be non-partisan, professional thought leaders always acting in line with the law
Communication	Exchanging relevant information through different media platforms with speed and effectiveness both internally and externally
Recognition	To appreciate the work of each other at NPC and those that we are working with. Always focusing more on the positive contribution of others.

CORE VALUES	DESCRIPTION
Excellence	Doing what is valuable and of high quality to solve national challenges
Accountability	To be answerable to the public on plans and resources entrusted to NPC
Modern	Pursuing creativity, innovation and efficient ways of doing things.

3.5 Critical Success Factors

The following success factors will be pursued by the Commission in order for it to effectively and efficiency fulfill its functions:

SUCCESS FACTORS	DESCRIPTION
Committed Leadership	Have a committed leadership team that is able to motivate and inspire all staff members to have the desire and commitment necessary to execute the plan successfully.
Prudent Budgeting	Make sufficient budget provision to support all programmes and projects in the plan
Consistent Measurement & Reporting	Consistently measure, monitor and report the implementation of the strategy on a regular basis so as to know the status of the strategy at all times and if need be, take necessary corrective actions
Proper Mindset & Skills	Have the mindset and skills needed to implement the strategy successfully
Effective Information Technology	Have the right and modern IT needed to facilitate implementation of the strategy
Shared Responsibility & Ownership	Demonstrate passion for the vision of the organization in a manner that inspires personal commitment & ownership of its ideals

4.1 Strategic Plan Goal, Pillars and Strategies

Goal: Transformative national development plans effectively designed and implemented in a coordinated manner to graduate Malawi into a middle-income country by 2030. The following are the impact indicators to which the NPC work is expected to contribute:

- Gross National Income per capita
- Gini Coefficient
- GDP growth rate
- Poverty headcount ratio (national poverty line)
- Unemployment rate
- Youth unemployment rate
- Financial Inclusion
- Domestic revenue as percentage of national annual expenditure
- Gender gap index

In order to achieve its objectives and deliver its mandate and building on the achievement and challenges faced since its establishment, the Commission's Strategic Plan has identified five pillars, which represent its priority areas in the next ten years.

These pillars are:

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

Each pillar has a set of key expected outcomes, strategic activities and performance indicators as described in the sections below:

Pillar 1: Medium - and long-term Development Planning

The main focus of this pillar during the period 2021-2030 will be to coordinate the development of medium-term implementation plans for the MW2063 and mobilization of stakeholders to align their planning and implementation processes with the MW2063 and its 10-year Implementation Plan.

Table 2: Strategic Activities for Pillar 1: Medium- and Long-term Development Planning

Expected Outcome 1.1: Medium- and long-term evidence-based plans developed at all levels	
Strategic Activities	Indicators
1.1.1 Develop the Malawi Vision (Completed)	The MW2063 Vision document
1.1.2 Develop an Implementation Plan for Malawi	The MW2063 First 10-year Implementation Plan (MIP-1) document
1.1.3 Develop a 10-year Strategic Plan for NPC	Strategic Plan document
1.1.4 Coordinate and support the development of national plans, policies and strategies	Number of national plans, policies and strategies developed/revised
1.1.5 Support MoEPD&PSR and Ministry of Finance on aligning short-term plans and national budgets to the MIP-1 and Mw2063	Number of short-term plans aligned to MIP-1 and Mw2063 Number of interventions aligned to MIP-1 and Mw2063 National budget processes supported
1.1.6 Support development partners to align their country assistance strategies to Mw2063	Number of development partners whose country assistance strategies have been aligned to the Mw2063
1.1.7 Support Government MDAs, local councils and non-state actors, in collaboration with MoEPD&PSR to align their plans and strategies to Mw2063	Proportion of MDAs, local councils, private sector and CSOs whose plans have been aligned to the Mw2063 Number and type of trainings done
1.1.8 Develop guidelines for aligning sector plans with MW2063 and MIP-1	Alignment Guidelines document

Expected Outcome 1.2: Key flagship projects conceptualized and designed in key sectors	Proportion of flagship projects conceptualized & designed effectively in key sectors
Strategic Activities	Indicators
1.2.1 Identification and review of flagship projects in line with the PSIP	Flagship projects identified and in place No. of stakeholder consultation forums held No. of people (by gender) attended the forums
1.2.2 Provide technical support to sectors in collaboration with MEPD&PSR to design flagship projects in line with the PSIP	No. of sector projects supported
1.2.3 Facilitate the design and development of bankable flagship projects	No. of projects prioritized and designed ready for implementation
1.2.4 Facilitate identification/linkage of financial sources for flagship projects	Number of PPP events conducted Number of bankable flagship projects Number of related conferences conducted

3.1.1 Pillar 2: Development Plans Implementation Oversight

In its oversight role, NPC will monitor and provide guidance to MDAs and other development stakeholders, with respect to the formulation of sectoral and decentralized level plans that are expected to be aligned to the MW2063. This is in line with the NPC Act of 2017.

Table 3: Strategic Activities for Pillar 2: Development Plans Implementation Oversight

Expected Outcome 2.1: Medium-term Development Plans effectively and efficiently implemented at all levels	
Strategic Activities	Indicators
2.1.1 Conduct policy dialogues at all levels	No of annual NDCs held No. of policy cafes held No of participants attending (by gender)
2.1.2 Coordinate the operations of the Pillar and Enabler Coordination Groups (PECGs)	No. of annual meetings held No. of Sector Working Groups/ Technical Working Groups meetings held for each Pillar and Enabler
2.1.3 Influence national budgeting processes to focus on implementing and monitoring the national development plans at the national and sub-national	Number of national budget review reports produced Contributions to the annual budget submitted
2.1.4 Develop and operationalize M&E systems for monitoring, medium and long-term development goals at district, national and sectoral levels.	M&E system for MW2063 developed M&E framework for MIP-1 developed
2.1.5 Develop M&E system that harmonises district and national level monitoring in collaboration with MoEPD&PSR	No. of reviews done Harmonized M&E system linking Local Government and Central databases
2.1.6 Produce Malawi SDG Annual and Voluntary National Review report in conjunction with MoEPD&PSR	Malawi SDG Annual Report produced Malawi SDGs VNR report produced

2.1.7 Conduct impact evaluations that include Annual Reviews, Mid-term evaluations and end line evaluations, policy analysis and other evaluations	Evaluation reports
2.1.8 Conduct budget reviews, pre-screening and ex-ante assessment	Review reports
2.1.9 Build capacity of implementing partners in long- and medium-term project implementation, Monitoring & Reporting	No and type of trainings done No. of people (by gender & age) trained
2.1.10 Carry out periodic reviews the medium-term development plans	Review reports
2.1.11 Conduct a National Skills Audit and a capacity building program	National Skills Audit Report produced and disseminated Capacity building program developed
2.1.12 In collaboration with MoEPD&PSR review and reform existing coordination mechanisms with public sector institutions to align with MW2063	No. of institutional coordination structures adopted
Expected Outcome 2.2: Key flagship development programmes effectively implemented in key sectors	
Strategic Activities	Indicators
2.2.1 Provide technical support to sectors in collaboration with MoEPD&PSR and Ministry of Finance to implement flagship projects in line with the PSIP	No. of sector projects supported
2.2.2 In collaboration with MOEPD&PSR, monitor effectiveness of flagship projects against indicators of medium- and long-term plans	Number of implementation progress reports
2.2.3 Facilitate progress reviews and cross learning across flagship progress	Number of review reports

3.1.2 Pillar 3: Research, Learning and Communication

Pillar 3 comprises strategies that operationalize the provision of the NPC Act which mandates the Commission to identify and conduct research on any matter that is deemed relevant in pursuit of the objectives of the Commission. The Commission commits to support formulation of development plans that are supported by evidence generated through research, learning, monitoring and evaluation activities implemented by the Commission and reputable research and academic institutions within and beyond Malawi. Therefore, research, evidence-based planning, communication, learning and decision-making are very important to the adaptive implementation of the Commissions' mandate and functions.

Table 4: Strategic Activities for Pillar 3: Research, Learning and Communication

Strategic Activities		Indicators
Expected Outcome 3.1: Research to generate evidence for development planning coordinated		
3.1.1	Develop a multi-year (10 years) NPC research strategy	Research strategy developed
3.1.2	Develop research, knowledge management and learning partnerships with academia, think tanks, local councils, and research institutions	No. of partnerships developed Amount of funding allocated to support research
3.1.3	Conduct studies to generate evidence to support planning and implementation	Number of research reports, thought pieces, and policy briefs
3.1.4	Conduct research dissemination events/forums to catalyse a knowledge-based economy	No. of research symposia platforms held
3.1.5	Broker partnerships with institutions whose research activities can be harnessed for the work of NPC	No. of partnerships brokered
3.1.6	Analyse and document the innovations and best practices from Ndizotheka Initiative	No of analysis reports

Expected outcome 3.2: Create an effective learning and feedback mechanism	
Strategic Activities	Indicators
3.2.1 Design and implement regular high quality learning events on long-term development plans/strategies such as the Malawi 2063, AU Agenda 2063, Sustainable Development Goals and other global and regional goals to which Malawi is a party	<p>No. of dissemination forums held</p> <p>No. of people (by gender) attending learning events</p>
3.2.2 Create inclusive (including rural communities) feedback channels on the implementation progress of medium- and long-term development plans	Feedback reports produced
3.2.3 Promote learning from various initiatives include the Ndizotheka Initiative in scaling up best practices and innovative technologies	Number initiatives disseminated for scaling up
3.2.4 Conduct regular dissemination events to showcase impacts and lessons of flagship projects	No. of dissemination events conducted on impacts & lessons of flagship projects
3.2.5 Hold regular Eminent Speakers forum series aimed at harnessing knowledge and learning from experts in different disciplines	<p>No. of forums held</p> <p>No of participants participating in the series (by gender)</p>
3.2.6 Identify initiatives that other Planning Commissions are implementing which the Commission can emulate	No of initiatives adopted from other Planning Commissions

Expected Outcome 3.3: Communications programs implemented	
Strategic Activities	Indicators
3.3.1 Develop an institutional communication plan in support of the MW2063 and MIP-1	Availability of a communication and learning plan
1.3.3.2 Develop communication products targeting various stakeholder groups in line with the MW2063 aspirations and MIP-1 goals.	No. and type of IEC materials produced and disseminated
3.3.3 Conduct/Facilitate multimedia and multi-stakeholder campaigns to popularize the Malawi 2063 and the mindset change agenda	No of dissemination forums held No of people (by gender) attended the forums No and type of IEC materials produced and disseminated
3.3.4 Disseminate the mandates of the Commission to stakeholders, in particular MDAs, development partners, CSOs and the private sector	No of meetings on the NPC Act

2.1.1 Pillar 4: Partnerships Development and Management

The Commission believes that effective partnering and stakeholder participation are an important precondition for the successful execution of its mandate hence the adoption of a coordinated multi-stakeholder approach to development planning, implementation and reviews. Strong efforts will, therefore, be made to develop and manage partnerships to ensure that the work of the Commission is participatory and that all stakeholders have a sense of ownership towards plans that will be developed and coordinated by the Commission. Participation of NGOs, civil society organizations, the private sector, development partners, the general public and Government MDAs in all phases of development policy-making, planning and implementation will be enhanced to ensure that resources are used effectively while at the same time capitalizing on the comparative advantage of every stakeholder group by sharing resources, technology and knowledge.

Therefore, under Pillar 4, the aim of the Commission is to build sustainable partnerships with key stakeholders in all sectors of the economy with the objective of strengthening delivery of its mandate. The Commission will implement this Pillar through two strategies: one, which is an internal strategy with MDAs and the other is external (local and international) with the private sector, CSOs, academia, research institutions and development partners.

Table 5: Strategic Activities for Pillar 4: Partnerships Development and Management

Expected Outcome 4.1: Partnership with Government MDAs strengthened (public partnerships)	
Strategic Activities	Indicators
4.1.1 Conduct national stakeholder mapping to identify key actors and enablers	No. of stakeholder mapping exercises implemented No. of key actors and enablers identified
Expected Outcome 4.2: Partnerships with local and international non-state actors effectively developed and managed	
Strategic Activities	Indicators
4.2.1 Review and reform existing coordination mechanisms with local and international non-state actors (private sector, CSOs, academia, research institutions and development partners) to align with Malawi 2063, in collaboration with MoEPD&PSR	No. of non-state actor institutional coordination arrangements agreed and implemented
4.2.2 Negotiate strategic partnerships with key players identified through mapping which include the private sector	No. of MoUs developed
4.2.3 Identify Champions (individuals in the political space, traditional and non-state actors public service, general public, academia women and youth) who will advocate for NPC work in spearheading efforts at meeting MW2063	No of individuals identified

2.1.2 Pillar 5: Institutional Development and Sustainability

The aim of this Pillar is to build on institutional development gains made to achieve technical, financial and institutional sustainability in the past two years. In the medium to long-term, this Pillar will enable the NPC to deliver its mandate by putting up efficient and effective operational systems and procedures.

Table 6: Strategic Activities for Pillar 5: Institutional Development and Sustainability

Expected Outcome 5.1: Governance and management of NPC s trengthened	
Strategic Activities	Indicators
5.1.1 Conduct a review of the NPC Act to incorporate emerging issues related to mandate of NPC and governance	No. of reviews done
5.1.2 Reorganize the NPC organizational structure to reflect the requirements of the Strategic Plan	Availability of an organogram that speaks to the 5 pillars of the Strategic Plan
5.1.3 Conduct regular Board Meetings and Capacity Building Programmes for Board members and Committee members	No. of board and committee meetings held No. of Board Capacity building programmes
5.1.4 Provide regular as well as ad hoc reporting to the President on progress being made in implementing 10-year implementation plan of the MW2063	No. of meetings held and/or reports made No of board capacity building programmes
Expected Outcome 5.2: Appropriate Technical, Administration and Financial Management capacities of Secretariat strengthened	
Strategic Activities	Indicators
5.2.1 Conduct regular institutional capacity needs (Governance, Human Resource, Technology, Financial and Physical) assessments to identify and prioritize key capacity needs required for implementing the Strategic Plan	No. of institutional capacity assessments done

5.2.2 Update job descriptions, clarify position titles and person specifications and competencies	Updated job descriptions
5.2.3 Develop a capacity development plan from the assessment focusing on governance, human resource, technical, physical and financial resources	No. of capacity development plans
5.2.4 Recruit staff to address the NPC emerging human capital needs balancing both gender groups	Staff Recruited % of position filled
5.2.5 Roll out the capacity development plan focusing on human resource, technical, physical and financial resources	No. of capacity development planned activities implemented
5.2.6 Develop the relevant policies and strategies that will facilitate meeting the Plan's main goal	The ICT strategy
5.2.7 Automate office operations and management systems such as HR, accounting and general administration	No of systems automated
5.2.8 Implement and monitor the capacity development plan, including regular training of staff	No. of staff (by gender) trained No of monitoring activities implemented
5.2.10 Implement strategic and innovative incentives and policies in the HR strategy to identify, recruit and retain highly skilled staff	Rate of staff (by gender) turn-over No. of staff trained/ capacitated in their areas of expertise Staff retention rate
5.2.11 Review and upgrade the existing staff performance management system	Staff Performance Management system upgraded
5.2.12 Build capacity of the Research and M&E Unit to effectively monitor and evaluate the work of the Commission	No. of staff in the Research and M&E Units

	Availability of IT equipment and platforms
5.2.13 Build a win-win relationship with suppliers and providers of services	Value for money platforms procurement
5.2.14 Procure, maintain and manage Motor vehicles, Furniture, ICT/office equipment & network,	Assets procured and trade agreement maintained Functional Fleet Functional ICT infrastructure
5.2.15 Update and maintain financial and human records including e-records	Updated financial reports (cashbooks, inventories, Fixed assets register, IFMIS database, staff records)
5.2.16 Conduct quarterly and special audits and investigations for sound financial and operational environment	Internal audit and investigation report
5.2.17 Timely prepare mandatory periodic financial reports and final accounts	Financial reports Financial Accounts
5.2.18 Upgrade the existing registry and document management systems.	Functional registry and documents management systems
5.2.19 Develop and implement formal internal communication guidelines	formal internal communication guidelines
5.2.20 Have in place a vibrant staff welfare scheme	Functional staff welfare scheme
5.2.21 Acquire land, design, construct and furnish new NPC offices	New NPC office building commissioned and occupied.
5.2.23 Prepare and disseminate the NPC annual report on time	NPC annual report

5.2.24 Prepare annual and quarterly work plans, budgets and procurement plans that realistically drive the agenda of graduating the country to a middle-income economy by 2030	Annual Plan & budgets Quarterly Workplans Quarterly procurement Plans
5.2.25 Conduct quarterly and annual performance reporting performance and annual reviews	Quarterly and annual performance reporting performance and annual reviews reports in place
5.2.26 Hold mid-term and annual performance reviews for the strategic	Mid-term and annual performance reviews for the strategic plan in place
Expected Outcome 5.3: Resource mobilization strategy developed and implemented	
Strategic Activities	Indicators
5.3.1 Conduct a detailed resource gap analysis for the Commission	Size of the resource gap
5.3.2 Develop and implement a resource mobilization strategy	Availability of the RMS Amount of resources mobilized in addition to government subvention
5.3.3 Build staff capacities and competencies in project proposal development, partnerships negotiation and partnership building in order to forge beneficial partnerships (technical and financial) that will help advance its agenda	No. of staff (by gender) trained No of training programmes supported

SECTION 5

IMPLEMENTATION ARRANGEMENTS

5.1 Implementation modalities

The Commission will spearhead the implementation of the Strategic Plan activities but will engage external expertise where required. The successful implementation of the Strategic Plan will require strong teamwork and inter-departmental collaboration. Close collaboration with Government MDAs including the MoEPD&PSR, OPC as well as other MDAs, the National Assembly, Development Partners, CSOs and the private sector will also be required. The Commission will thus promote a multi-stakeholder approach to development planning, implementation and monitoring and evaluation.

The Commission will continue to promote centrality of evidence-based decision making and planning based on well-grounded research. Its business model of a private-sector culture will require staff to acquire new skills, including targeted results-oriented proposal development, persuasive knowledge presentation and communication skills, and develop a positive mind-set that will resonate with wealth creation and self-reliance agenda which should be at the heart of each and every employee of the Commission. These skill-needs will have to be innovatively addressed by the Human Resources Unit.

The Commission will further continue to garner political support which will be critical in supporting the successful execution of the Commission's mandates as well as in advancing a mind-set change agenda that promotes a national consciousness that develops such values as patriotism, discipline, integrity, honesty, hard work, self-help and hate for hand-outs.

5.2 Financing Arrangements

The success of the Strategic Plan implementation relies a lot on the ability of the NPC to mobilize sufficient financial resources to support implementation of its activities. Being a public sector organization established by law, the primary source of financing for NPC is Government subvention through the annual budget framework. Considering the critical role the NPC plays of spearheading the long and medium term planning and implementation oversight for the country's development agenda, it is important that the

budget line be protected by law to shield the long and short term oversight mandate from being derailed by fiscal challenges.

Other sources of financial support will mainly be in form of project financing mainly derived from Development Partners and the Private Sector. The key success factors in achieving this form of financing are strong support from Ministry responsible for finance, who have the constitutional mandate to facilitate financing for public institutions. The ability of the commission to come up with suitable bankable projects is also key in realizing this financing mechanism.

5.3 Monitoring & Evaluation Arrangements

Monitoring & Evaluation of the Strategic Plan will be based on the Results Based Management (RBM) approach. It is important that NPC Strategic Plan adopts the results-based management approach because there has been an evolution in the field of strategic and project management involving a movement away from traditional "activity-based" approaches towards the new results-based approaches. The latter helps to answer the "so what" question, so that the strategic plan is not just a series of activities, but a set of results & impacts desired to be achieved to meet the vision and mission of the NPC. In other words, organizations may successfully implement programs or policies or systems, but whether they have produced the actual, intended results is a different and often problematic challenge.

The Power of Measuring Results

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Source: Adapted from Osborne & Gaebler 1992

As such, the M&E framework is designed to monitor outputs, outcomes and impacts through activity reports, baseline, mid-term, and end of term surveys and reports. Considering that the period of the Strategic Plan is long (10 years) and therefore subject to changing operating environment, the mid-term reviews shall be conducted twice, MTR I at three years of Strategic Plan implementation and MTR II at seven years of strategic plan implementation. Performance monitoring will be conducted through internal annual reviews

of the strategic plan. End-term evaluation will be conducted at the end of the 10-year implementation period.

5.4 Roles of stakeholders

This table summarizes the roles that will be played by various stakeholders during the implementation of the Strategic Plan.

Table 7: Roles of stakeholders during the implementation of the Strategic Plan

Stakeholder	Roles
NPC Board	<ul style="list-style-type: none"> • Oversee the implementation and monitoring of the SP by the Secretariat • Hold the secretariat accountable for progress on implementation of the Strategic Plan • Support resource mobilisation and partnership development processes by the secretariat • Facilitate linkages with the political leadership on implementation of the Strategic Plan
Office of the President & Cabinet	<ul style="list-style-type: none"> • Create the enabling environment that supports the implementation of the Strategic Plan • Monitor progress of implementation of the NPC mandate • Protect the role and independence of the NPC • Facilitate political independence of the NPC
Ministry of Finance	<ul style="list-style-type: none"> • Provide adequate and timely budget resources for NPC sustainability • Support NPC efforts to mobilize additional resources from other sources to finance the Strategic Plan • Ensure that resources are accounted for by the NPC
Ministry of Economic Planning and Development and Public Sector Reforms	<ul style="list-style-type: none"> • Collaborate with the NPC secretariat on policy reforms in support of NPC role • Provide policy guidance on planning, monitoring and evaluation • Facilitate linkages with other MDAs, and Councils on short-term plans to long- and medium-term plans

Stakeholder	Roles
	<ul style="list-style-type: none"> • Jointly with NPC facilitate inter-ministerial coordination with MDAs, CSOs and Development Partners • Collaborate with NPC on monitoring and evaluation activities and data for both short-, medium- and long-term plans
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> • Provide guidance on decentralization • Facilitate NPC role in council level planning • Liaise with MoEPD&PSR so that district M&E functions are aligned to national monitoring and evaluation systems • Jointly with NPC, facilitate reforms and capacity building of Councils on alignment of plans to long- and medium-term national plans • Provide routine monitoring and evaluation data and reports to MoEPD&PSR and NPC
National Assembly	<ul style="list-style-type: none"> • Create the enabling legislation that supports the implementation of the NPC mandate • Monitor progress of implementation of the NPC mandate • Protect the role and independence of the NPC • Provide sufficient resources for the NPC
Other MDAs	<ul style="list-style-type: none"> • Align their short-term plans to the long- and medium-term national development plans • Take leadership in Pillar and Enabler coordination groups • Participate in inter-ministerial coordination structures • Provide routine monitoring and evaluation data and reports to MoEPD&PSR and NPC
District Councils	<ul style="list-style-type: none"> • Align their short and medium-term plans to the long-term national development plans • Align current funding mechanisms (the District Development Fund & Constituency Development Fund) to support implementation of MW2063 priority areas

Stakeholder	Roles
	<ul style="list-style-type: none"> • Mobilize communities and decentralised structures to adopt a new mind-set change that discourages hand-outs and promotes wealth creation and self-reliance • Implement projects that contribute to the country's medium- and long-term development plans • Regularly provide monitoring and evaluation data to MoEPD&PSR and NPC
NPC collaborating Partners	<ul style="list-style-type: none"> • Collaborate with NPC on relevant aspects of the Strategic Plan according to each organizations mandate for mutual benefits • Develop public private partnerships with the programme based on each other's mandate and comparative advantage • Provide relevant and appropriate technical and support services to the programme • Attend coordination meetings, monitoring and engage in mutually-beneficial programmes as requested by NPC • Develop joint MoUs with the NPC to strengthen implementation of the strategic plan in areas of mutual interest
Academia	<ul style="list-style-type: none"> • Design academic curricula that align to the Pillars and Enablers of the MW2063 • Collaborate with NPC on research to improve evidence-based planning • Undertake academic programmes to create knowledge of the long- and medium-term national development plans • Attend coordination meetings, monitoring and training programmes as requested by NPC
Development Partners	<ul style="list-style-type: none"> • Align their country assistance strategies to the long- and medium-term national development plans • Provide technical and financial support to the Strategic Plan

Stakeholder	Roles
	<ul style="list-style-type: none"> • Provide linkages between NPC and other appropriate international organizations • Coordinate with other development partners to support the NPC Strategic Plan
Civil Society Organizations	<ul style="list-style-type: none"> • Align their country assistance strategies to the long- and medium-term national development plans • Conduct advocacy initiatives to ensure alignment of short-term plans to the long- and medium-term national plans by all stakeholders • Support popularization of the long- and medium-term national development plans such as the MW2063 • Mobilize communities and decentralised structures to adopt a new mind-set change that discourages hand-outs and promotes wealth creation and self-reliance
Private sector	<ul style="list-style-type: none"> • Develop partnerships with NPC on various aspects of the strategic plan • Provide appropriate financial products and services to facilitate wealth creation and self-reliance vision realisation.
Local Leaders, CBOs, and grassroots	<ul style="list-style-type: none"> • Demanding alignment of plans by players/ development partners working in their areas to align with the long- and medium-term national development plans and their locality needs • Mobilize communities and decentralised structures to adopt a new mind-set change that discourages hand-outs and promotes wealth creation and self-reliance.

5.5 Risk Management

This section presents an analysis of potential risks to effective implementation of the Strategic Plan and related mitigation measures that the NPC may need to undertake to prepare for the risks:

Table 8: Risk Management Analysis

RISK FACTOR	LEVEL OF RISK	MITIGATION MEASURES
1. Potential overlap and limited clarity of roles between NPC and Ministry of Economic Planning and Development and Public Sector Reforms ¹	High	<ul style="list-style-type: none"> Disseminate to MDAs and non-state actors the mandates and functions of the NPC as provided for by law.
2. Potential resistance/interference especially from some key MDAs	High	<ul style="list-style-type: none"> Reach out to the sectors and open up on the role of NPC Revisit the NPC Act, if necessary, to give NPC more enforcement powers against resistance to alignment of sector plans
3. Inadequate funding due to low funding from government	High	<ul style="list-style-type: none"> Implement a Resource mobilization strategy to identify additional and sustainable local and international financial resources through the Ministry of Finance Improve NPC internal efficiencies
4. High expectations from the public and other stakeholders	High	<ul style="list-style-type: none"> Raise awareness on the mandate of NPC in relation to the sectors
5. Weak inter-ministerial and donor coordination	High	<ul style="list-style-type: none"> Strengthen the inter-ministerial and donor coordination structures through establishment and operationalisation of the Pillar and Enabler Coordination Groups.
6. Potential negative political interference	High	<ul style="list-style-type: none"> Engage political leadership both in government and in opposition on regular basis to achieve buy in on the vision

¹Here in the document referred to as MEPD&PSR

RISK FACTOR	LEVEL OF RISK	MITIGATION MEASURES
		<ul style="list-style-type: none"> • Orient political parties to align their manifestos to the aspirations of Malawians (MW2063) • Implement the SP within the legal mandate of the Commission • Brand the NPC as an apolitical institution which operates for the good of the country at large and not for a specific political dispensation • Conduct extensive public awareness and sensitization of the masses to inform the general public on the nature and mandates of the Commission.
7. Potential compliance risk related to NPC exposure to various financing requirements and conditions that need to be complied with (legal risks)	Medium	<ul style="list-style-type: none"> • Pay serious attention to monitoring these risks and taking the necessary preventive actions such as conducting due diligence in order to mitigate such risks.
8. Security risk to exposure of its offices and staff in Lilongwe city centre due to various factors including demonstrations	Low	<ul style="list-style-type: none"> • Safeguard the lives of all NPC employees and property such as vehicles by taking note of volatile situations and advising staff accordingly beforehand on courses of action to take • Institute a strong security mechanism for entry to the NPC offices.
9. Limited sectoral capacity to align their plans and national budgets to medium and long-term plans leading to limited implementation of programmes or plans	High	<ul style="list-style-type: none"> • Support sectors with technical assistance to align their development plans to long- and medium-term national development plans

RISK FACTOR	LEVEL OF RISK	MITIGATION MEASURES
		<ul style="list-style-type: none"> • Develop and disseminate guidelines on aligning plans to long- and medium-term national plans • Strengthen monitoring and accountability mechanisms in project implementation • National budget processes supported
10. Potential negative influence from some development partners related to misalignment of plans	Medium	<ul style="list-style-type: none"> • Strengthen the inter-ministerial and donor coordination structures (Pillar and Enabler Coordination Groups). • Support development partners in aligning their development plans to long- and medium-term national development plans • Conduct regular interface meetings with individual development partners
11. Public sector bureaucracy and the culture of short termism and the allowance culture	High	<ul style="list-style-type: none"> • Strengthen the inter-ministerial coordination structures (Pillar and Enabler Coordination Groups) • Link the operations of the NPC to the Public Sector Reforms Programme
12. Unplanned effects of disasters including Covid-19	High	<ul style="list-style-type: none"> • Support sectors to develop their resilience to disasters by incorporating their plans into evidence-based long-term development plans

RISK FACTOR	LEVEL OF RISK	MITIGATION MEASURES
		<ul style="list-style-type: none"> • Operationalize a fore sighting functional unit within NPC and Ministry responsible for economic planning to plan ahead in anticipation of such internal and external shocks and provide recovery plans.
13. New staff may have very high expectations in terms of remuneration and other conditions hence leave when their skills are sought most	Medium	<ul style="list-style-type: none"> • Deploy a competitive remuneration regime to retain skilled staff • Facilitate a conducive working environment to retain skilled professional staff
14. Skills and competencies that some of the staff may hold may not be up to the standard of the Commission resulting in under performance	Low	<ul style="list-style-type: none"> • Institute rigorous staff recruitment processes • Facilitate a skills development plan for continuous learning
15. Inclination toward maintenance of the status quo	High	<ul style="list-style-type: none"> • In a multi-stakeholder collaborative format, NPC should popularise the national development agenda (MW2063) to achieve grassroots and stakeholder buy-in.

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ANNEX 1: IMPLEMENTATION PLAN AND RESULTS MATRIX

Strategic Activities for Pillar 1: Long and Medium-Term Development Planning				
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
Expected Outcome 1.1: Long and medium-term evidence-based plans developed at all levels				
1.1.1 Develop the Malawi Vision (Completed)	<ul style="list-style-type: none"> The MW2063 Vision document 	1		Malawi 2063 developed
1.1.2 Develop an Implementation Plan for Malawi	<ul style="list-style-type: none"> The MW2063 First 10-year Implementation Plan (MIP-1) document 	1	1	Implementation Plan for Mw 2063
1.1.3 Develop a Strategic Plan for NPC	<ul style="list-style-type: none"> The NPC Strategic Plan document 	1	-	NPC Strategic Plan for 2021-2030
1.1.4 Conduct reviews of the NPC Strategic Plan	<ul style="list-style-type: none"> NPC Strategic Plan review Reports 		3	2 Mid-term reviews and 1 end-term review
1.1.5 Coordinate and support the development of national plans, policies and strategies	<ul style="list-style-type: none"> No of national plans, policies and strategies developed/revised Number of short-term plans aligned to the medium term 	10	10	Minimum of 10 targeting the MW2063 pillars and enablers through coordination groups and other means

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
1.1.6 Support MoEPD&PSR and Ministry of Finance on aligning short-term plans and national budgets to the long and medium-term development plans		15	20	Aligned to annual budgeting processes and 10 short term plans by Pillar and Enabler
1.1.7 Support development partners to align their country assistance strategies to Malawi 2063	<ul style="list-style-type: none"> Number of development partners whose country assistance strategies have been aligned to the Malawi 2063 	10	All	10 key development partners will be supported during the planning period
1.1.8 Support MDAs, local councils and non-state actors, in collaboration with MoEPD&PSR to align their plans and strategies to Malawi 2063	<ul style="list-style-type: none"> Proportion of MDAs, local councils, private sector and CSOs whose plans have been aligned to the Malawi 2063 	100	All	All councils to have their plans aligned to Mw2063
1.1.9 Develop guidelines for aligning sector plans with long and medium-term plans	<ul style="list-style-type: none"> Policy Alignment Guidelines document 	10	10	Targeting one per pillar and enabler
	<ul style="list-style-type: none"> No. trainings done 	5	10	
1.1.10 Build capacity of implementing partners including MDAs and CSOs in long- and medium-term planning	<ul style="list-style-type: none"> No. of people (by gender) trained 	120m; 80f	240m; 160f	Trained through a minimum of 1 big training per year

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
1.1.11 Generate evidence to support all development planning processes	<ul style="list-style-type: none"> Number of reports (thought pieces, policy briefs) 	40	80	Minimum of 2 per month
Expected Outcome 1.2: Long and medium-term evidence-based plans developed at all levels				
1.2.1 Identify and review flagship projects.	<ul style="list-style-type: none"> Taskforce team/s on identification and review of flagship projects in place 	10	10	a task force team for each pillar and enabler
	<ul style="list-style-type: none"> No. of stakeholder consultation forums held 	32	64	minimum of 4 times meetings in targeting secondary cities and other MDAs/Councils
	<ul style="list-style-type: none"> No. of people (by gender) attended the forums 	TBI	TBI	Mainly focusing on DEC Meetings
1.2.2 Facilitate the design and development of bankable flagship projects	<ul style="list-style-type: none"> No. of projects prioritized and designed ready for implementation 	25	50	Minimum of 5 projects per pillar/enabler
1.2.3 Facilitate identification/linkage of financial sources for flagship projects	<ul style="list-style-type: none"> Number of PPP events conducted 	20	30	Mostly linked to flagship projects
	<ul style="list-style-type: none"> Number of bankable flagship projects 	20	30	
	<ul style="list-style-type: none"> Number of related conferences conducted 	5	10	1 conference every year on projects

Strategic Activities for Pillar 2: Development Plans Implementation Oversight					
Expected Outcome 2.1: Medium-term Development Plans effectively and efficiently implemented at all levels					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
2.1.1 Conduct policy dialogues at all levels	<ul style="list-style-type: none"> No. of annual National Development Conferences (NDCs) held 	5	10	Annual meetings	
	<ul style="list-style-type: none"> No. of policy cafes held 	50	20	at least 10 per year for each pillar and enabler	
	<ul style="list-style-type: none"> No. of participants attending (by gender) 	60m; 40f	120m; 80f		
2.1.2 Coordinate the operations of the Pillar and Enabler Coordination Groups (PECGs)	<ul style="list-style-type: none"> No. of annual meetings held 	200	400	Held quarterly per pillar/enabler group	
2.1.3 Influence national budgeting processes to focus on implementing and monitoring the national development plans at the national and sub-national	<ul style="list-style-type: none"> No. of Sector Working Groups/ Technical Working Groups held for each Pillar and Enabler 	50	100	5 per pillar and enabler at minimum	
	<ul style="list-style-type: none"> Contributions to the annual budget submitted 	10	20	Annual submissions and midyear reviews	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
2.1.4 Develop and operationalize M&E systems for monitoring, medium and long-term development goals at	<ul style="list-style-type: none"> M&E system for MW2063 developed 	1	1	M&E plan, data collection and management tools, reporting tools, M&E unit & IT support
	<ul style="list-style-type: none"> M&E framework for 10-year implementation plan developed 	1	1	one complete framework
2.1.5 Develop M&E system that harmonises district and national level monitoring in collaboration with MoEPD&PSR	<ul style="list-style-type: none"> No. of reviews done 	10	20	Mid-year and end-year monitoring events
	<ul style="list-style-type: none"> Harmonized M&E system linking Local Government and Central databases 	all	All	all district, city and municipal councils
2.1.6 Produce Malawi SDG Annual and Voluntary National Review reports in conjunction with MoEPD&PSR	<ul style="list-style-type: none"> Malawi SDG Annual Report produced Malawi SDGs VNR report produced 	5	10	Annual reports
2.1.7 Conduct impact evaluations that include Annual Reviews, Mid-term evaluations and end line evaluations, policy analysis and other evaluations	<ul style="list-style-type: none"> Evaluation reports 	10	20	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
2.1.8 Conduct budget reviews, pre-screening and ex-ante assessment)	<ul style="list-style-type: none"> Review reports 	5	10	
2.1.9 Carry out periodic reviews the medium-term development plans	<ul style="list-style-type: none"> Review reports 	2	4	
Expected Outcome 2.2: Key flagship development programmes effectively implemented in key sectors				
2.2.1 Provide technical support to sectors in collaboration with MoEPD&PSR and Ministry of Finance to implement flagship projects	<ul style="list-style-type: none"> No. of sector projects supported 	20	40	Quarterly meetings
2.2.2 In collaboration with MOEPD&PSR, monitor effectiveness of flagship projects against indicators of long and medium-term plans	<ul style="list-style-type: none"> Number of implementation progress reports 	10	20	Report from monitoring visit
2.2.3 Facilitate progress reviews and cross learning across flagship progress	<ul style="list-style-type: none"> Number of review reports 	10	20	Mid year and end of year reviews
Strategic Activities for Pillar 3: Research, Learning and Communication				
Expected Outcome 3.1: Research to generate evidence for long and medium-term planning coordinated				
3.1.1 Develop a multi-year (10 years) NPC research strategy	<ul style="list-style-type: none"> Research strategy developed 	1	1	5-yr strategy

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
3.1.2 Develop research, knowledge management and learning partnerships with academia, think tanks and research institutions	<ul style="list-style-type: none"> No. of partnerships developed 	10	10+	research strategic partners with MOUs
3.1.3 Generate evidence to support all development planning processes	<ul style="list-style-type: none"> No. of research reports, thought pieces and policy briefs developed 	50	100	Minimum of 10 in a year
3.1.4 Conduct research dissemination events/forums to catalyse a knowledge based economy	<ul style="list-style-type: none"> No. of research symposia platforms held 	5	10	Annual research symposia
3.1.5 Broker partnerships with institutions whose research activities can be harnessed for the work of NPC	<ul style="list-style-type: none"> No of partnerships brokered 	5	10+	general guidelines
3.1.6 Analyse and document the innovations and best practices from Ndizotheka Initiative	<ul style="list-style-type: none"> No of analysis reports 	10+	20	strategic partners with MOUs
Expected outcome 3.2: Create an effective learning and feedback mechanism				
3.2.1 Design and implement regular high quality learning events on long-term development plans/strategies such as the Malawi 2063, AU Agenda 2063, Sustainable Development Goals and other global and regional goals to which Malawi is a party.	<ul style="list-style-type: none"> No. of dissemination forums held 	5	10	
	<ul style="list-style-type: none"> No. of people (by gender) attending learning events 	150m;120f	300m;240f	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
3.2.2 Create inclusive (including rural communities) feedback channels on the implementation progress of medium and long term development plans	Feedback reports produced	5	10	Annual reports
3.2.3 Promote learning from various initiatives include the Ndizotheka Initiative in scaling up best practices and innovative technologies	Number initiatives disseminated for scaling up	100	200	Ndizotheka initiatives
3.2.4 Conduct regular dissemination events to showcase impacts and lessons of flagship projects	No. of dissemination events conducted on impacts & lessons of flagship projects	48	96	Minimum of quarterly forums
	No. of forums held	48	96	
3.2.5 Hold regular Eminent Speakers forum series aimed at harnessing knowledge and learning from experts in different disciplines	No of participants participating in the series (by gender)	120m;80f	240m;160f	
3.2.6 Identify initiatives that other Planning Commissions are implementing which the Commission can emulate	No of initiatives adopted from other Planning Commissions	TBI	TBI	

Expected Outcome 3.3: Communications programs implemented					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
3.3.1 Develop an institutional communication plan in support of the MW2063 and 10-year Implementation Plan.	Availability of a communication and learning plan	1	2	Mw2063 Communications and Popularisation Strategy already developed	
3.3.2 Develop communication products targeting various stakeholder groups in line with the MW2063 aspirations and the 10-year Implementation Plan goals.	No. and type of IEC materials produced and disseminated	30000	60000	Produce 5,000 posters, 5,000 stickers, 5,000 calendars, 10,000 fliers, 5,000 brochures on MW2063 in every 5 years	
	No of dissemination forums held	193	300	Hold awareness sessions of the MW2063 is all 193 constituencies of the country	
3.3.3 Conduct/Facilitate multimedia and multi-stakeholder campaigns to popularize the Malawi 2063 and the mindset change agenda	No of people (by gender) attended the forums	120m;80f	240m;160f	Sign MoU with NICE (done), MBC, Ministry of Information,	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
				Ministry of National Unity and Civic Education, Timveni, Nation, Times, Zodiak and National Youth Council of Malawi on popularisation of MW2063
	No and type of IEC materials produced and disseminated	30000	60000	Produce 5,000 posters, 5,000 stickers, 5,000 calendars, 10,000 fliers, 5,000 brochures on MW2063 per 5 years
3.3.4 Disseminate the mandates of the Commission to stakeholders, in particular MDAs, development partners, CSOs and the private sector	No of meetings on the NPC Act			

Strategic Activities for Pillar 4: Partnerships Development and Management					
Expected Outcome 4.1: Partnership with MDAs strengthened to align and implement their plans with long and medium-term plans (public partnerships)					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
4.1.1 In collaboration with MoEPD&PSR review and reform existing coordination mechanisms with public sector institutions to align with Malawi 2063	No. of public sector institutional coordination arrangements agreed and implemented	5	10	Parastatals, Councils, MDAs, governance institutions, parliament	
4.1.2 Conduct national stakeholder mapping to identify key actors and enablers	No. of stakeholder mapping exercises implemented	5	10	One already developed but to be reviewed annually	
	No. of key actors and enablers identified	15	30	Targeting 3 key key players every year	
4.1.3 In collaboration with MoEPD&PSR design and organize regular stakeholder coordination platforms (Pillar and Enabler Coordination Groups)	No. of stakeholder coordination platforms held	200	400	one meeting every quarter for each PEGG (4 meetings every year for one PEGG)200	

Expected Outcome 4.2: Partnerships and engagements with local state, non-state actors and international groups effectively developed and managed					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
4.2.1 Review and reform existing coordination mechanisms with local non-state actors (private sector, CSOs, academia, research institutions and development partners) to align with Malawi 2063, in collaboration with MoEPD&PSR	No. of non-state actor institutional coordination arrangements agreed and implemented	5	10	Private Sector, CSOs, Academia, Research and development partners	
4.2.2 Negotiate strategic partnerships with key players identified through mapping which include the private sector	No. of MoUs developed	15	30	3 MOUs concluded every year	
4.2.3 Identify Champions (individuals in the public service, general public, academia women and youth) who will advocate for NPC work	No of individuals identified	50	60	10 Champions identified every year	

Strategic Activities for Pillar 3: Research, Learning and Communication					
Expected Outcome 5.1: Governance and management of NPC strengthened					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
5.1.1 Conduct a review of the NPC Act to incorporate emerging issues related to mandate of NPC and governance	Wholistic and substantive assessment on need for amendment or reform done and, depending on findings, submission on amendment or review of the Act made to MoJ	1	1	An assessment in this regard was already done in 2021. Another two scheduled assessments will take place in 2024 and 2029, unless there is a specific and fundamental need to do so earlier than scheduled.	
5.1.2 Reorganize the NPC organizational structure to reflect the requirements of the Strategic Plan	Availability of an organogram that speaks to the 5 pillars of the SP				
5.1.3 Conduct regular Board Meetings and Capacity Building Programmes for Board members and Committee members	No. of board and committee meetings held No. of Board Capacity building programmes	40	40	The number of meetings actually held for the period could be more than the statutory	

Strategic Activities for Pillar 3: Research, Learning and Communication					
Expected Outcome 5.1: Governance and management of NPC strengthened					
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes	
				minimum of 4 per year.	
5.1.4 Provide regular as well as ad hoc reporting to the President on progress being made in implementing 10-year implementation plan of the MW2063	No. of meetings held and/or reports made	30	30	20 bi-annual reporting meetings; and 10 annual meetings for the submission of comprehensive annual report	
	No of board capacity building programmes				
Expected Outcome 5.2: Appropriate Technical, Administration and Financial Management capacities of Secretariat strengthened					
5.2.1 Conduct institutional capacity needs (Human Resource, Technology, Financial and Physical) assessments to identify and prioritize key capacity needs required for implementing the Strategic Plan	No. of institutional capacity assessments done	2	4		

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
5.2.2 Update job descriptions, clarify position titles and person specifications and competencies	Updated job descriptions	1	2	
5.2.3 Develop a capacity development plan from the assessment focusing on human resource, technical, physical and financial resources	No. of capacity development plans	5	10	
5.2.4 Recruit staff to address the NPC emerging human capital needs balancing both gender groups	Staff Recruited	As per establishment	As per establishment	
	% of position filled	90%	98%	
5.2.5 Roll out the capacity development plan focusing on human resource, technical, physical and financial resources	No. of capacity development planned activities implemented	90%	98%	
5.2.6 Develop the ICT strategy	The ICT strategy	1	1	
5.2.7 Develop/finalize various IT, HR, Accounting, Administrative, & Document Management systems and ensure that they are automated	No of systems developed and automated	4	4	
5.2.8 Implement and monitor the capacity development plan, including regular training of staff	No. of staff (by gender) trained	40	40	
	No of monitoring activities implemented	90%	90%	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
5.2.9 Finalize the HR strategy	The HR strategy	1	2	
5.2.10 Implement strategic and innovative incentives and policies in the HR strategy to identify, recruit and retain highly skilled staff	Rate of staff (by gender) turn-over	5%	2%	
	No. of staff trained/capacitated in their areas of expertise	40	100	
	Staff retention rate	95%	98%	
5.2.11 Review and upgrade the existing staff performance management system	Staff Performance Management system upgraded	2	4	
	No. of staff in the Research and M&E Units	10	12	
5.2.12 Build capacity of the Research and M&E Unit to effectively monitor and evaluate the work of the Commission	Availability of IT equipment and platforms	98%	98%	
5.2.13 Build a win-win relationship with suppliers and providers of services	Value for money procurement	90%	98%	
	% of payments per trade agreement	95%	98%	
5.2.14 Procure, maintain and manage Motor vehicles, Furniture, ICT/office equipment & network,	Assets procured and maintained	95%	98%	
	Functional Fleet	95%	98%	
	Functional ICT infrastructure	95%	98%	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
5.2.15 Update and maintain financial and human records including e-records	Updated financial reports (cashbooks, inventories, Fixed assets register, IFMIS database, staff records)	125	250	
5.2.16 Conduct quarterly and special audits and investigations	Audit and investigation report	25	50	
5.2.17 Prepare periodic financial reports and final accounts	Financial reports	25	50	
	Financial Accounts	25	50	
5.2.18 Upgrade the existing registry and document management systems.	Functional registry and documents management systems	2	4	
5.2.19 Develop and implement a formal internal communication guidelines	formal internal communication guidelines	2	4	
5.2.20 Revamp the staff welfare scheme	Functional staff welfare scheme	1	1	
5.2.21 Acquire land, design, construct and furnish new NPC offices	New NPC office building commissioned and occupied.	0	1	
5.2.22 Prepare the NPC strategic plan II for FY2026-2031	NPC strategic plan II	1	1	
5.2.23 Prepare and disseminate the NPC annual report	NPC annual report	5	10	

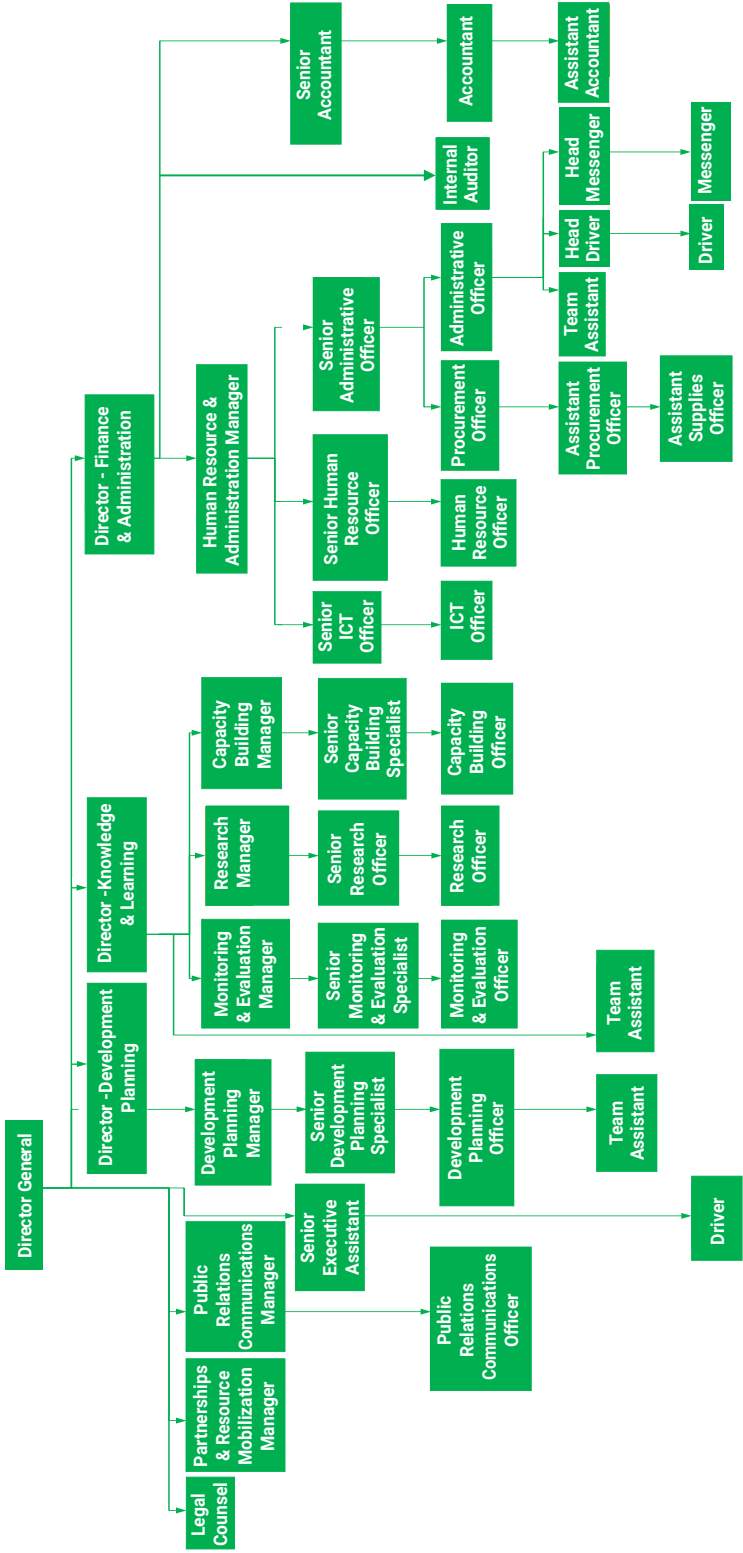
STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
5.2.24 Prepare annual and quarterly work plans, budgets and procurement plans	Annual Plan & budgets	5	10	
	Quarterly Workplans	20	40	
	Quarterly procurement Plans	20	40	
5.2.25 Conduct quarterly and annual performance reporting performance and annual reviews	Quarterly and annual performance reporting performance and annual reviews reports in place	800	1600	
5.2.26 Hold mid-term and annual performance reviews for the strategic plan	Mid-term and annual performance reviews for the strategic plan in place	1	2	
Expected Outcome 5.3: Resource mobilization strategy developed and implemented				
5.3.6 Conduct a detailed resource gap analysis for the Commission	Size of the resource gap	1	2	
5.3.7 Develop and implement a resource mobilization strategy	Availability of the RMS	1	1	
	Amount of resources mobilized in addition to government subvention	Mk1 billion per annum	Mk1.5 billion per annum	

STRATEGIC ACTIVITIES	INDICATORS	2026 TARGETS	2030 TARGETS	Description of Targets/Notes
5.3.8 Build staff capacities and competencies in project proposal development, partnerships negotiation and partnership building in order to forge beneficial partnerships (technical and financial) that will help advance its agenda.	No. of staff (by gender) trained	30	50	
	No of training programmes supported	10	20	

ANNEX 2: THE 10 YEAR RESOURCE MATRIX (BUDGET), 2021 -2030

STRATEGIC PILLARS	BUDGET BY FINANCIAL YEAR (FY) – MK										TOTAL BUDGET BY PILLAR - MK
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Pillar 1: Long and Medium-Term Development Planning	106,275,000	125,925,000	125,925,000	91,350,000	91,350,000	91,350,000	26,700,000	26,700,000	26,700,000	26,700,000	738,975,000
Pillar 2: Development Plans Implementation Oversight	191,000,000	421,000,000	161,000,000	161,000,000	161,000,000	191,000,000	161,000,000	161,000,000	161,000,000	191,000,000	1,960,000,000
Pillar 3: Research, Learning and Communication	134,350,000	119,350,000	119,350,000	116,800,000	116,800,000	116,800,000	106,800,000	106,800,000	106,800,000	106,800,000	1,150,650,000
Pillar 4: Partnerships Development and Management	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	9,440,000	94,400,000
Pillar 5: Institutional Development and Sustainability	840,040,000	768,140,000	714,640,000	744,640,000	714,640,000	2,766,540,000	2,714,640,000	2,714,640,000	2,714,640,000	2,734,640,000	17,427,200,000
TOTAL	1,281,105,000	1,443,855,000	1,130,355,000	1,123,230,000	1,093,230,000	3,175,130,000	3,018,580,000	3,018,580,000	3,018,580,000	3,068,580,000	21,371,225,000

ANNEX 3: NPC SECRETARIAT ORGANOGRAM



ANNEX 4: LIST OF INDIVIDUALS/ ORGANIZATIONS CONSULTED

No	Name	Name of organization	Designation
1.	Dr Saulos Klaus Chilima	Ministry of Economic Planning & Development & Public Sector Reforms	Vice President and Minister responsible for economic planning and Development & Public Sector Reforms
2.	Dr Winford Masanjala	Ministry of Economic Planning & Development & Public Sector Reforms	Principal Secretary
3.	Mrs Sophie Kang'oma	Ministry of Economic Planning & Development & Public Sector Reforms	Director, Monitoring and Evaluation
4.	Mr Precious Kantsitsi	Mbelwa District Council	Director of Planning & Development
5.	Mr Idrissa Mwale	Department of Statutory Corporations - OPC	Deputy Director Statutory Corporations
6.	Mr Lovemore Ngongo	National Assembly	Controller of Planning Services
7.	Mr Stanley Longwe	Office of the Vice President	Chief Economist
8.	Mr George Chande	Office of the President & Cabinet	Director, Policy and Planning
9.	Ms Kate Kujaliwa	National Youth Council of Malawi	Communication Officer
10.	Mr Hilary Kamela	Lilongwe City Council	
11.	Mr Kisu Simwaka	Director Economic Policy and Research	Reserve Bank of Malawi
12.	Ms Mary Wasiri,	UNIMA	Registrar
13.	Prof. Samson Sajidu	UNIMA	Acting Principal, Deans & Administrators
14.	Mr Fred Nankuyu	Zomba City Council	Director of Planning
15.	Mr Jollam Banda	Economic planning	Director, Economic Planning
16.	Mr Alexander Chirambo	Mzuzu City Council	Director of Planning and Development, acting Chief Executive
17.	Mr Costly Chanza	Blantyre City Council	Director of Planning
18.	Professor Elijah Wanda	National Commission for Science and Technology	Director General

No	Name	Name of organization	Designation
19.	Mr Ivo Hoefken	European Union (EU)	Head of Cooperation, Delegation of the European Union to Malawi
20.	Ms Bertha Phiri	MEJN	Executive Director
21.	Mr Mike Marvin Banda	MEJN	Regional Coordinator
22.	Mr Richard Chiputula	MEJN	Program Associates
23.	Mr Tamanya M. Harawa	Blantyre District Council	Director of Planning and Development
24.	Prof. Mac. Mallewa	College of medicine	Principal
25.	Dr Benjamin Kumwenda	College of medicine	Acting Vice Principal
26.	Mr Genezio Mugawa	College of medicine	Finance Officer
27.	Mr Kobi Ruthenberg	ORG	NPC Partner
28.	Professor John Saka	Mzuzu University	Vice Chancellor
29.	Mr Newton Munthali	Mangochi District Council	Director of Planning & Development
30.	Dr. Candida Nakhumwa	Agriculture Transformation Initiative	Country Director
31.	Ms Emma Mavu mbe	Ministry of Economic Planning & Development & Public Sector Reforms	Director, Development Planning
32.	Mr. W. Kayira	Ministry of Local Government & Rural Development	Director of Planning
33.	Mr. Chauncy Simwaka	Ministry of Finance	Secretary to the Treasury
34.	Dr. Mafuta Mwale	Ministry of Finance	Director of Economic Affairs
35.	Mr Max Bonnel	UN Resident Coordinator's Office	Head of RCO
36.	Mr Chimwemwe Msowoya	UN Resident Coordinator's Office	Partnerships and Development Finance
37.	Mr Elvis Mtonga	UN Resident Coordinator's Office	Economist
38.	Mr Felix Kadewere	MITC	Director of Planning and Research
39.	Mr Makwemba Malonje	MITC	Director
40.	Ms Cindy Kibombwe	MITC	Director
41.	Mr. William Chadza	MWAPATA	Acting Executive Director
42.	Mr Madalitso Kazembe	MCCCI	Director, Business Environment and Policy Advocacy

No	Name	Name of organization	Designation
43.	Ms Kettie Nyasulu	ECAMA	Executive Director
44.	Mr Lucius Pawa	ECAMA	Economist
45.	Ms Lauryn Nyasulu	ECAMA	President
46.	Mr. George Nsomba	EDF	Chief Executive Officer
47.	Pr Dennis Matekenya	ADRA	Co-Chair of the International NGOs
48.	Mr Bright Mbirika	Ministry of Transport and Public Works	
49.	Dr. Emmanuel Ngwira	University of Malawi	Dean of Humanities
50.	Mr Stuart Chirambo	KUHes	Acting Registrar
51.	Ms Masaki Watabe	UNFPA	Deputy Representative
52.	Ms Verah M. Tembo	PPPC	Economist
53.	Mr Wapulumuka Mulwafu	University of Malawi	Dean of Postgraduate Studies
54.	Ms Patricia Zimpita	MEPD & PSR	
55.	Mr Matthews Kanyenga	Ministry of Information	
56.	Mr Cesar Seigneurgens	EU Delegation to Malawi	Policy Advisor
57.	Mr Nicole Carn	WFP Malawi	Head of Programme
58.	Ms Patricia Dzikolidaya	Ministry of Energy	
59.	Mr Cuthbert Wadonda Chirwa	Ministry of Trade	Chief Economist
60.	Mr Adwell Zembele	MEP&D	Deputy Director of Economic Planning
61.	Mr Kondwani Gondwe	NCST	
62.	Mr Hamilton Kamwana	MEP&D	Deputy Director of Economic Planning
63.	Ms Natasha Nsamala	NPC	
64.	Mr Abel Shaba	CDM	Consultant
65.	Ms Mervis Kamanga	University of Malawi	Acting Vice Principal

NPC COMMISSIONERS AND SECRETARIAT

Commissioners of the National Planning Commission

No	Name	Designation
1.	Prof. Richard Mkandawire	Chairperson
2.	Dr. Winford Masanjala	Deputy Chairperson
3.	Dr. Evance Mwathunga	
4.	Ms. Mercy Masoo	
5.	Mr. Phillip Madinga	
6.	Ms. Natasha Nsamala	

Board Committee Members

No	Name	Designation
1.	Ahmed Sunka	Policy and Programmes Committee
2.	Chris Kapanga	Policy and Programmes Committee
3.	Henry Chingaipe	Policy and Programmes Committee
4.	Jonathan Makuwira	Policy and Programmes Committee
5.	Matthews Mtumbuka	Policy and Programmes Committee
6.	Ngei 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

Director General's Office

No	Name	Designation
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

Directorate of Development Planning

No	Name	Designation
1.	Grace Kumchulesi	Director of Development Planning
2.	Sipho Billiat	Development Planning Manager
3.	Ivy Chauya	Senior Development Planning Officer
4.	Maxwell Maida	Senior Development Planning Officer
5	Hope Chavula	Senior Development Planning Officer (Pvt sector)
6	Tayani Banda	Senior Development Planning Officer
7	Linly Kufeyani	Development Planning Officer
8	Adam Guys	Development Planning Officer
9	Ruth Mkisi	Development Planning Officer
10	Salim Mapila	Development Planning Officer

Directorate of Knowledge and Learning

No	Name	Designation
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 Officer
5	Harold Fote	Monitoring and Evaluation Officer
6	Tissie Nadzanja	Monitoring and Evaluation Officer
7	Frank Kamanga	Research Officer
8	Jabulani Nyengere	Research Officer

Directorate of Finance and Administration

No	Name	Designation
1.	Chrighon 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	Chikondi Saukira	Executive Assistant
10	Olive Khonje	Team Assistant
11.	Nancy Nyirongo	Team Assistant
12.	Memory Nowa	Team Assistant
13.	Sangalwishe Silumbu	Assistant Accountant
14.	Lightwell Mughogho	Driver
15.	Martin Ngwira	Driver
16.	Davie Simale	Driver
17.	Frank Jimu	Messenger