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Vision 2020

THE NATIONAL LONG-TERM DEVELOPMENT PERSPECTIVE

National Economic Council, Malawi

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Development planning in Malawi has since independence in 1964 been guided by short to medium terms plans. Ten year "Statement of Development Policies" provided the framework for preparing these short to medium term plans. This approach, however, has resulted in limited social and economic progress. Poverty has become wide spread, provision of social services has increasingly become inadequate, and food insecurity has increased. This situation has been worsened by the high prevalence of HIV/AIDS. In addition, macroeconomic variables like government budget deficit and the balance of payments have not been satisfactory. Malawi risks losing some of the progress made, if the prevailing trends are not arrested.

It is now recognized that, in the absence of long term shared Vision, it will be very difficult to make meaningful progress.

I am pleased that using the participatory approach Malawi has completed a study of its development prospects. Vision 2020 should not be a mere slogan, rather it should evoke our determination to create a better future for Malawi.

I urge all of us to be forthcoming when it comes to translating this Vision of a prosperous Malawi into reality.

DR. BAKILI MULUZI
PRESIDENT OF THE REPUBLIC OF MALAWI

Publication of the Malawi Vision 2020 is a culmination of a national exercise that started in January, 1996. The document is to serve as a base for the preparation of short and medium-term plans that will lead to the Vision that Malawians see for the year 2020. The Vision 2020, which defines national goals, policies and strategies, will improve development management. The Vision 2020 exercise provides Government with a wealth of information on what Malawians would like to achieve.

A natural Vision provides a framework in which a country formulates, implements and evaluates short and medium-term plans. It provides detailed background information and justification for the aspirations of the people of the country and the recommended strategies for achieving the aspirations. With this framework, Government departments and private organizations, are able to prepare detailed projects and activities. The Vision also captures the multisectoral nature of development, as it comprises social, cultural as well as political changes.

The conceptual framework for developing the vision is adapted from the National Long-term Perspective Studies (NLTPS) approach formulated by the African Futures Group in Abidjan. The NLTPS methodology is used as a tool for development management. It emphasizes the following conceptual elements: strategic long-term thinking shared vision and visionary leadership, citizen participation, scenario planning, strategic management and national learning.

JUSTIN C. MALEWEZI

VICE PRESIDENT AND MINISTER OF FINANCE

STATEMENT FROM OPPOSITION PARTIES

Development of our beautiful country, Malawi, is the responsibility of all citizens who are potential beneficiaries. People enjoy the fruits of their hard work when their aspirations are achieved. The exercise in identifying people's aspirations, which has culminated in this shared vision has therefore been an important process.

Throughout the country, Malawians have voiced their views on many aspects of our society. They want to have good governance which should embrace transparency, accountability, fairness, and clean politics and devoid of corruption, regionalism and nepotism. Malawians also aspire to have their country developed economically in all sectors including agriculture, manufacturing and mining. For our economy to progress, Malawians would like to see to it that the increasing lack of security in the country is curbed. It is also pleasing to note that the people seek environmental conservation. Among their other aspirations, Malawians crave for a vibrant culture, a high standard of education and adequate health services.

I have no doubt that we all agree that these are noble objectives and Malawi Vision 2020 therefore, presents a challenge to the present Government and all future governments. Indeed, Vision 2020 is a challenge to all religious organizations, non- - governmental organizations, (NGOs), public officers, chiefs, businessmen, industrialists, farmers and all other citizens.

It would be remiss on my part if I did not express gratitude to the United Nations Development Programme (UNDP) for funding the Malawi Vision 2020 project, which has facilitated the formulation of the Vision. would also like to congratulate members of the Core Team and the Working Group and all those who participated in the process on the achievement of the task.

Last, but not least, it is my humble duty to call on all Malawians, regardless of their religious or political affiliations, to work hard and strive for the achievement of our aspirations by the year 2020.

Gwanda Chakuamba, M. P.

PRESIDENT, MALAWI CONGRESS PARTY

MALAWI VISION 2020 STATEMENT

Malawians produced this Vision Statement after nation-wide consultations,
network activities and national workshops

By the year 2020, Malawi as a God-fearing nation will be secure, democratically mature, environmentally sustainable, self reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and being a technologically driven middle-income economy.

CHAPTER 1

OVERVIEW

1.0 THE NEED FOR A VISION

Since attaining political independence in 1964, the Malawi Government has been concerned with addressing various development issues. During the 1960s and 1970s, the approach to development planning was mixed. It comprised an approach oriented towards state intervention but at the same time allowing for private enterprise to thrive. However, such private enterprise had heavy political underpinnings especially in the ownership of estates but also in how the Press Group crowded out other private initiatives. The private sector was also over-regulated as evidenced by government price controls and various administrative and legal controls. Emphasis was on the agriculture sector, that is, farming enterprises and agro-based industries. The manufacturing sector was not actively promoted.

Development management was approached through medium term plans covering ten-year periods. The first 'Statement of Development Policies (DEVPOL)' covered the period 1971 to 1980. The second covered the period from 1987 to 1996. In addition, the Government has used the Public Sector Investment Programme (PSIP), a five-year rolling investment programme; Sectoral Policy Framework Papers (PFPs); and the Medium Term Expenditure Frameworks (MTEFs) as complementary development management tools.

The economy performed well in the 1960s and early 1980s registering average annual growth rates of 6%. However, the economy's growth eventually faltered because of external shocks - the oil crisis, drought, political instability in the region and technological developments in the western world which created substitutes to the country's primary implementing Structural Adjustment Programmes (SAPs) in which the Policy Framework Paper (PFP) - a three-year rolling policy programme - has been the key document for coordinating the implementation of medium-term economic policy objectives. In addition, there have been specific sectoral programmes on policy changes and investment covering periods of between three to five years.

There is increasing concern that in spite of past economic growth rates which compared favourably with other sub-Saharan countries, progress on basic long-term development goals has been slow and somewhat disjointed. There has not been significant social and human development. This, together with the unpredictable nature of the global economy, has necessitated the use of long-term strategic thinking and management of the development agenda. The Vision framework provides one such long-term strategic approach to development management.

A long-term approach to development is seen as appropriate because most of the development problems, including policy prescriptions, take a long time to be implemented and to achieve their intended outcomes. The unpredictability of economies, finance, politics and many facets of

human life have made strategic planning and management essential in corporate and development management.

In addition, the Vision is based on a long-term multi-sectoral approach. This is so because it has been established that the hitherto economistic approach to development has contributed to the failure to attain long-term development goals. Development is multi-faceted and multi sectoral and involves changes in the social, political, technological as well as economic realms. All these changes interweave and influence each other. The new Malawi Constitution has underscored the multidimensional nature of development by describing "development" as comprising social, cultural, political as well as economic change.

A Vision provides a framework in which a country formulates, implements and evaluates short and medium-term plans of both the public and private sectors. It provides detailed background information and justification for the aspirations of the people of the country and the recommended strategies for achieving the aspirations. However, a Vision does not provide details of projects and activities that have to be implemented in order to realize the aspirations. Identification and implementation of these detailed projects and activities are the responsibilities of government departments and private organisations.

A major and important difference between the Visioning process and past medium term planning efforts is that development relied on natural economic comparative advantage. But the Visioning process helps the country to create the economic competitive advantage that can lead to significant economic growth and consequently improved material well being of its people.

1.1 THE CONCEPTUAL FRAMEWORK FOR DEVELOPING THE VISION

The conceptual framework for developing the vision is adapted from the National Long-Term Perspective Studies (NLTPS) approach formulated by the African Futures Group in Abidjan. The NLTPS methodology is used as a tool for setting priorities for development and development management. It emphasizes the following conceptual elements: strategic long-term thinking, shared vision and visionary leadership, citizen participation, scenario planning, strategic management and national learning. These are briefly explained below.

1.1.1 Long-Term Strategic Thinking

The need for long-term planning has been underscored by various technocrats and scholars from very early times. It is generally agreed that a miscellaneous group of projects, each unrelated and uncoordinated to a master plan for the development of the economy as a whole, would take a country nowhere and may lead to chaos. In spite of this understanding, the concept of long-term strategic thinking has so far been missing from most development management efforts of countries such as Malawi. Development plans in Africa typically covered four to five year periods while Structural Adjustment Programs (SAPS) have even shorter time horizons. However, the importance of longer-term perspectives to development has now been recognized especially in explaining the economic successes of countries such as Korea, Malaysia and others in Asia.

An important element of long-term strategic thinking is for Malawi to avoid relying solely on her "natural" comparative advantage. The country has to examine various factors strategically and then determine what and where her national competitive advantage will be.

1.1.2 Shared Vision and Visionary Leadership

Long term strategic thinking should incorporate a shared Vision of where the country needs to go and how to get there. In corporate strategic management, the importance of a shared Vision is recognized in motivating the members of the organization to achieve corporate goals. At the national level, a worthwhile achievable vision of the country's development priorities is one that is widely shared and becomes a force that motivates everyone towards greater achievements for the benefit of the country. The competitiveness of a nation is based on its ability to mobilize domestic resources in accordance with a shared Vision of the future and an appropriate and sustained strategy for achieving it.

Thus, the processes of formulating shared visions to guide a country's development efforts requires, among other things, visionary leadership. This is leadership that is constantly forward-looking, creative and strategic in its thinking as well as actions. It also means that a way should be found to review the ever-increasing number of development issues and agree on those that represent genuine national aspirations and therefore, the country's development priorities.

1.1.3 Citizens' Participation

Experience has shown that lack of popular debate over national development policies and implementation impose severe constraints on motivation for high productivity. Citizens should be encouraged to participate not only in forging a shared vision for the country but also in the implementation, monitoring and evaluation of the development process. The NLTPS process helps to create awareness of developmental issues and needs within government and the general public. It is intended to enlist the people's active input as well as sustained support and interest in the resultant Vision. The success of the Vision depends on the public's awareness of their responsibilities to achieve the Vision.

The role of technocrats is to enhance this participation and make the citizen aware of which aspirations are technically feasible given the permutations of public, private and community resources. This avoids creating a wish list of aspirations for which the citizens hope that the government is their benefactor.

It is important to have this kind of approach because resources will always be insufficient to meet all the people's wish lists. Thus, the people participate in the decision-making process and setting of priorities and should express their thoughts regarding the allocation of public resources. In this way, the technocrats will be certain that the plans they have finally made reflect the legitimate aspirations of the people. This increases the chances of success in the implementation of the final plans.

1.1.4 Scenarios Planning

Long-term strategic thinking requires long-term forecasting. However, in today's rapidly changing world, conventional forecasting methods are inadequate because they cannot help to anticipate major discontinuities or ruptures not easily captured or predictable using these methods. The oil crisis of 1973-74 is a good example of an event with major cross-impacts but which could not be forecast using conventional methods. Similarly, innovations in biotechnology may lead to precipitous fall in the demand for some high value agricultural products of the developing countries and yet trend analysis or other conventional statistical analyses may not help very much in predicting these. Instead, the use of scenarios to forecast what is likely to happen in the futures has been found to be a more appropriate approach to futures analyses.

Scenario planning is a technique whose aim is to achieve interactive forecasting by using strategic intelligence from the economic, political, environmental, cultural and technological domains. Scenario planning may also take account of past trends, future bearing events, the role of main actors and critical uncertainties of the social system.

Scenarios are hypothetical stories of the future which are constructed for the purposes of focusing attention on causal processes and decision points. Since it is often argued that unexpected changes in the external environment were partly responsible for non-implementation of development plans in Africa, it is necessary to anticipate such problems by planning for alternative scenarios on the out-turn of the external factors. Scenarios ensure that plans avoid sub-optimal development paths by exposing negative events that might happen in the future and preparing in advance how to take care of these.

1.1.5 Strategic Management and National Learning

Steps should be taken to realize shared visions. This involves the process of strategic management. Strategic management involves the determination of the basic long-term goals and objectives of an enterprise, the adoption of appropriate courses of action to achieve the long-term goals and the allocation of resources necessary for accomplishing these goals. The concept of strategic management treats planning and implementation as complementary activities. In the course of implementing the activities, there is need to learn from mistakes and to steer the course in line with the vision.

1.2 PROCEDURAL PHASES IN DEVELOPING THE VISION

The process of Visioning can be divided into five phases that are interactive:

Phase I Issues Identification

Phase II Basic Studies

Phase III: Formulating scenarios/Vision

Phase IV: Strategy Formulation

Phase V Implementation and Evaluation of the Development Strategy

Phase I is about identifying the hopes and aspirations of the people and grouping these into themes and issues that may need detailed understanding and action.

Phase II provides the knowledge base for the design and implementation of the national development strategy. It is necessary to emphasize that the purpose of the studies carried out is to identify important factors which will help determine alternative scenarios as well as the strategies for realizing preferred scenarios or avoiding unfavourable ones. The studies must cover the economic, social, political, environmental, cultural, and technological domains in order to provide a solid base for an effective development strategy to be designed in Phase IV. The information collected under the various domains constitutes a Strategic Intelligence Matrix (SIM) - which is a systematic investigation and compilation of information relating to all the domains mentioned above. Phase II takes advantage of existing studies and knowledge as far as possible and focuses on themes, issues and sectors which have significant bearing on the realization of national aspirations. The country's internal and external environment needs to be analyzed in order to identify strengths, weaknesses, opportunities and threats (SWOT Analysis) confronting the nation in her endeavours to realize aspirations.

As part of the SIM, the country's historical and present situation is analyzed to identify relevant trends and other factors, including actors. The analysis of the role of actors is important to an understanding of future development and to the design of appropriate development strategies.

Phase III involves constructing scenarios about the future. A country can therefore explore alternative scenarios of its future, decide on the future vision, and work to realize the vision.

Phase IV is concerned with strategy formulation. The chosen strategies would take into account what the citizens desire (Phase I), what can be done (Phase II) and what the long-term goals or visions (Phase III) are.

Phase V is the development, implementation and evaluation of short term, medium term and long term plans to achieve the Vision.

1.3 THE MALAWI VISION PROCESS

The main objective of Malawi's Vision 2020 is to help the Government, the private sector and the people of Malawi to embark on a development path that arises out of the consensus from the NLTPS process. The Vision provides the framework for national development goals and the policies and strategies to achieve them. The outcomes of Malawi's Visioning process are as follows:

- a. a consensus between Government and the Civil Society, through a participatory National Long-Term Perspective Study process, regarding the long-term development direction of the country;
- b. a successfully completed, nationally conducted and systematic study of Malawi's past, present and future options for social and human development;
- c. a long term framework for the government to prepare its short and medium term plans;
- d. a national participatory machinery for preparing and up-dating long-term perspective studies on development;
- e. an integrated data base on development issues affecting Malawi; and

- f. a civil society sensitized to the need for, and the process of strategic development management.

To achieve the objective of creating the Vision, the Government set up a National Core Team (NCT) comprising 10 persons from the private sector, the Government and the University of Malawi to manage the process. The National Core Team (NCT) was assisted by a Working Group (WG) which comprised of over 60 people. The WG comprised a cross-section of stakeholders such as chiefs, trade unionists, civil servants, representatives from the private sector, interest groups, Members of Parliament, women's groups, representatives of people with disabilities, representatives of political parties, the Police, the Army and the media among others.

The steps that led to the creation of the Vision and its accompanying National Development Strategy were:

1. training of the NCT in the methodology for developing the Vision (January 1996)
1. conducting the First Vision (NLTPS) Workshop at the Kwacha Conference Centre between February and March 1996 whose output was a Draft Vision;
2. conducting nation-wide consultations with Malawians to solicit their aspirations and perspective of how to attain them (July ♦ September, 1996)
3. implementing various information, education and communication (IEC) activities to increase the people's awareness of the Vision process;
4. conducting networks of Malawian experts on the various strategic issues and actions which were identified during the First Vision Workshop at Kwacha Conference Centre. The experts were given the task of reviewing the background papers, the ideas from the nation-wide consultations, and all other documentation on the Vision. The review led to the development of strategies for achieving the Vision. The outcome of this stage of the Vision process was a draft chapter on each of the strategic issues identified, namely: good governance; sustainable economic growth and development; vibrant culture; well developed economic infrastructure; food security and nutrition; human resource development and management; science and technology-led development; fair and equitable distribution of income; and sustainable environmental management.
5. conducting the Second Vision (NLTPS) Workshop (January, 1997) held in Mangochi;
6. Conducting a National Conference (November 1997) in Blantyre; and
7. Launching of the Vision by the State President, His Excellency Dr Bakili Muluzi on March 31, 1998.

The training of the NCT lasted for four days. Although the period was short when compared to other countries (where it lasted three weeks) the objective of exposing and imparting the NLTPS methodology to the NCT was achieved.

During the First Vision Workshop (February 19 - 8 March, 1996) participants (members of the NCT and WG) went through the first four phases of the NLTPS process. Major aspirations that were identified during the workshop were grouped under the themes of; good governance. Competitive economy, fair and equitable distribution of income and health, food security, human resource development, vibrant culture, socioeconomic infrastructure and science and technology-

led development in a sustainable environment. Subsequently, "sustainable environmental management" was added as a separate strategic issue and "Competitive Economy was changed to "Sustainable Economic Growth and Development".

During the Workshop the country and its environment were thoroughly examined using the strategic intelligence matrix (SIM). This was the beginning of Phase H (basic studies) of the NLTPS methodology. Based on this analysis, several scenarios for the future were developed. These scenarios, together with information from Phase 1 (issues identification), were used in formulating the draft national Vision.

The Basic Studies Phase (Phase ID, was made up of four major activities besides the SIM from the First Workshop. These were: preparation of working documents on each of the strategic issues; nation-wide consultations; networking; and further refinement of SIM.

Members of the NCT wrote background papers (Working Drafts) on each strategic issue. The aim of the papers was to provide further insight on the strategic issues. In view of time constraints, the papers were produced solely on the basis of desk research. The substance of the papers was complemented by information collected during the consultations.

The aim of the consultations was to obtain the aspirations of the larger and more diverse group of Malawians. AR districts in Malawi were visited. Consultations were made with various groups such as students in primary and secondary schools; the general populace in urban and rural areas; and specific interest groups such as the judiciary, the police, trade unions, lending institutions, people with disabilities, women's groups, youth groups, district development committees (DDCs), District Executive Committees (DECs) and political parties. The consultations brought the Visioning process to the people and new aspirations and strategies emerged under each of the nine strategic issues. The extent and nature of the consultations showed that the Vision was a result of a truly shared process.

Throughout the Visioning process, information, education and communication (I.E.C) activities were relied upon to solicit for additional contributions of views and ideas from Malawians. These activities took the forms of radio announcements, advertisements, and programmes. Other IEC activities involved the print media through newspaper articles and commentary as well as publication of some papers on Vision 2020 from the general public.

During the Networking stage, experts in the various strategic issues analysed data and information collected under their respective strategic issues. This material comprised information gathered during SIM and SWOT analyses, background papers on each strategic issue, information collected from the consultations exercise and correspondence from Malawians within and outside the country. The main output of the networking exercise was a chapter on each strategic issue.

One of the objectives of the Second NLTPS Vision Workshop was to review the chapters and related action plans. Other objectives were: to review or revise the Vision Statement since the original one was constituted as an Initial Concept; to discuss the institutional framework for the implementation of the Vision; and to formulate the national development strategy.

Following the Second Workshop, the chapters were revised based on the observations made by the Workshop participants. The revised Chapters were subjected to further discussion in consultation meetings with Cabinet and officials and from all Government ministries and parastatal organisations.

A final draft Vision Document or Draft National Development Strategy 1997 - 2020 was tabled at a National Conference where a broader spectrum of Malawians including representatives of Malawians living abroad participated in discussing the final Vision 2020 documents. The Vision was then launched by the State President Dr Bakili Muluzi on March 31, 1998 as the framework for developing Malawi for the next 24 years as from 31st March 1998.

Concurrent with the final discussions on the Vision documents were the efforts to translate the Vision into a computerised model. A team was set up in NEC to work with the NCT in developing measurable indicators of the themes and sub-theme in the Vision. These indicators and other data were used to build the model called Threshold 21 Model for Malawi. The model will assist with strategic planning, implementation, monitoring and evaluating achievements of Vision goals.

The National Development Strategy discussed in the subsequent Chapters is a result of this long process of consultations culminating in the National Conference and the launching ceremony. The Strategy as discussed in subsequent Chapters, was founded on the aspirations of Malawians collected through nation-wide consultations and synthesised by the NCT, Networkers and the National Working Group.

1.4 THE VISION STATEMENT

Following nationwide consultations, network activities and national workshops, Malawians came up with the following Vision Statement.

By the Year 2020, Malawi as a God-fearing nation will be secure, democratically mature, environmentally sustainable, self reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and being a technologically driven middle-income country.

1.5 THE STRATEGIC CHALLENGES FOR MALAWI

Based on the discussions held at the First and Second National Long-Term Perspective Study Workshops, the consultations with various stakeholders in Malawi, written contributions of various Malawians including net-workers, it was agreed that Malawians cannot achieve the proposed Vision unless they successfully achieve the following: good governance, sustainable economic growth and development, vibrant culture, well developed economic infrastructure, food security and nutrition, science and technology-led development, social sector development, fair and equitable distribution of income and wealth, and sustainable environmental management. The scope of these issues was defined to include related sub-issues which are summarized below:

1.5.1 Good Governance

1. how to enhance national unity;
2. how to improve the role and performance of the public sector;
3. how to improve the role and performance of the private sector;
4. how to make Malawians aware of their rights and responsibilities;
5. how to enhance and sustain the rule of law and respect for human rights;
6. how to enhance the separation of powers and checks and balances;
7. how to enhance and sustain political participation by the general populace;
8. how to attain transparency, accountability and a corruption-free society;
9. how to nurture and elect foresighted leadership;
10. how to improve internal security,
11. how to promote political and strategic studies; and
12. how to promote national service and self-help.

1.5.2 Sustainable Economic Growth and Development

- a. how to develop the manufacturing sector;
- b. how to increase savings and investment;
- c. how to develop the financial sector;
- d. how to develop tourism;
- e. how to make Malawi an export-oriented economy;
- f. how to develop agriculture;
- g. how to develop mining; and
- h. how to develop entrepreneurial culture and skills.

1.5.3 Vibrant Culture

- a. how to ensure a positive work ethic;
- b. how to strengthen self-reliance and community participation in local development programmes;
- c. how to restore self-confidence and pride in being Malawian;
- d. how to promote cultural practices that enhance health and support good natural resource and environmental management;
- e. how to reduce gender and all other forms of inequities among social groups; and
- f. how to promote spiritualism that strengthens ethical and moral conduct.

1.5.4 Economic Infrastructure

- a. how to further expand the development of infrastructure;

1.5.5 Social Sector Development

- a. how to reduce illiteracy and improve the quality of education;
- b. how to develop, deploy and effectively utilise human resources;
- c. how to improve the education system; and

- d. how to improve the availability, accessibility and quality of health services.

1.5.6 Science and Technology-Led Development

- a. how to improve Science and Technology (S&T) education, training and culture;
- b. how to promote Science and Technology research and development including commercialization;
- c. how to adapt and promote transfer of new and emerging technologies;
- d. how to promote environmentally-sound technologies;
- e. how to achieve effective Science and Technology; and
- f. how to promote implementation and use of information technology.

1.5.7 Fair and Equitable Distribution of Income and Wealth

- a. how to reduce unemployment;
- b. how to promote enterprise development;
- c. how to reduce poverty;
- d. how to raise agricultural incomes including the improvement of tenancy arrangements;
- e. how to improve access to land;
- f. how to increase social services;
- g. how to control population growth;
- h. how to reduce gender inequalities;
- i. how to address disability issues;
- j. how to improve the marketing system; and
- k. how to further develop infrastructure.

1.5.8 Food Security and Nutrition

- a. how to increase food production;
- b. how to develop the livestock sector;
- c. how to develop irrigation;
- d. how to improve the efficiency of markets;
- e. how to improve land utilisation and management;
- f. how to reduce post harvest losses;
- g. how to improve the nutritional status of Malawians;
- h. how to promote non-farm income generating activities;
- i. how to attain effective disaster management; how to economically empower the poor in Malawi; and
- j. how to improve policy analysis.

1.5.9 Sustainable Natural Resource and Environmental Management

- a. how to prevent and control land degradation;
- b. how to attain sustainable utilization of forests;
- c. how to promote effective sound water resources management;
- d. how to reduce the threat to biological diversity;

- e. how to develop the human habitat;
- f. how to control high population growth;
- g. how to prevent and control air pollution and climate change;
- h. how to control noise pollution;
- i. how to prevent improper management of industrial and hazardous wastes; and
- j. how to enhance political advocacy for natural resources and the environment.

The above challenges and the strategies for tackling them are presented from Chapter 2 to Chapter 10 of this Volume and in Volume II. While this Volume is a summary of the Vision and strategies, Volume H is a more detailed technical presentation of the challenges and strategies. In both volumes, the challenges are presented in the same sequential order. Chapter One is the introduction.. Chapter Two presents the issues on good governance. Chapter Three presents the issues on sustainable economic growth and development. Chapter Four presents the issues for creating a vibrant culture for Malawi. Chapter Five is a presentation of the issues on economic infrastructure. Chapter Six presents the issues on food security and nutrition. Chapter Seven looks at social sector developments emphasising health, education and population. Chapter Eight presents issues on achieving a science and technology-led development. Chapter Nine discusses fair and equitable distribution of income and wealth. Lastly, Chapter Ten discusses the issues of natural resources and environmental management.

CHAPTER 2

2 GOOD GOVERNANCE

2.1 Aspirations on Good Governance

Malawians aspire to be united, secure and democratically nature with socioeconomic development spread to all parts of the country.

The Government will operate in an environment of transparency, accountability and rule of law. There will be effective participation of all citizens in the governing of the country coupled with clear separation of powers between the three branches of government: the executive, the legislature and the judiciary. The Government will operate according to the principle of merit in all public appointments.

Malawians, fully recognizing the fact that good governance is not only confined to the public sector, but also the private sector and civil society, will be fully aware of their civil and human rights as well as responsibilities and obligations to society. There will be protection of human rights and freedoms to internationally acceptable standards. The country will be led by foresighted leaders within the confines of a constitution that reflects the wishes, values and needs of the people. The country will achieve enhanced capabilities in political and strategic studies.

2.2 Strategic Challenges and Options

To meet the above aspirations the following strategic issues or challenges need to be dealt with:

- i. enhancing national unity;
- ii. making Malawians aware of their civil and human rights and responsibilities;
- iii. improving and sustaining the rule of law and respect for human rights;
- iv. enhancing the role and performance of the public sector;
- v. creating an enabling environment for private enterprise,
- vi. enhancing the separation of powers, checks and balances of the three branches of government;
- vii. encouraging political participation by the general populace;
- viii. nurturing and appointing foresighted leaders;
- ix. improving internal security; and
- x. creating capacity in political and strategic studies.

2.2.1 Enhancing National Unity

2.2.1.1 Strategic Challenge

There is a general perception of the country being divided along regional and tribal lines owing

partly to regional disparities in development. The challenge, therefore, is to find ways of addressing the perception of disunity and ensuring regional balance in development.

2.2.1.2 Strategic Options

Options for enhancing national unity and social cohesion include:

1. targeting families, households, villages, districts and the nation as a whole with civic education and awareness campaigns that enhance national unity;
2. defining and promoting national identity and national symbols;
3. building national political institutions;
4. strengthening patriotism through civic awareness and youth training programmes;
5. encouraging cultural or tribal interaction through exchange visits, national days and cultural shows;
6. reducing imbalances in development through regional planning;
7. selecting pupils to secondary without basing on district of origin;
8. encouraging political parties to formulate specific ideologies with which they can be identified and enable the electorate to vote on the basis of issues rather than region.

2.2.2 Enhancing and Sustaining Political Participation by the General Populace

2.2.2.1 Strategic Challenge

There is a problem of weakening political participation by the general populace, which is evidenced partly by voter apathy. Participation is inhibited by illiteracy, poverty and other social factors. The legacy of oppressive political regime of the first three decades of independent Malawi has contributed to this situation. The challenge therefore is how to make people aware of their participation in the political process.

2.2.2 Strategic Options

Political participation can be enhanced and sustained through:

- i. developing mass membership political parties and intensifying their activities;
- ii. creating mass movements for children and teenagers to enhance their political socialization process;
- iii. forming groups or fora where local people can communicate their views on public issues and exert pressure on decision makers;
- iv. reviewing the Constitution to enable recall of political leaders who are unproductive;
- v. consulting the youth and other stakeholders in the formulation of policies;
- vi. creating an environment conducive to increased participation of women in politics;
- vii. decentralizing functions and devolving powers to local communities; and
- viii. ensuring that chiefs participate in policy making and governance.

2.2.3 Improving Internal Security

2.2.3.1 Strategic Challenge

There is increasing crime rate in Malawi, which is creating feelings of insecurity. It is

constraining people from enjoying their democratic rights, and scares away local and foreign investors. The security institutions are ineffective and have inadequate resources to fulfil their functions. In some cases the law is lenient on offenders while in other cases the law is interpreted and applied leniently. The challenge, therefore, is to ensure the safety of all the people and their property.

2.2.3.2 Strategic Options

To improve internal security, the options include:

- i. reviewing laws, toughening penalties and their enforcement, as well as intensifying policing with community involvement;
- ii. proper screening of asylum seekers and other aliens to prevent entry into the country of illegal arms and criminals;
- iii. implementing better human resources training and management;
- iv. reviewing incentives for security personnel regularly;
- v. providing more and better equipment for security institutions;
- vi. increasing vigilance in the legal and security institutions;
- vii. clarifying guidelines and properly scrutinizing the circumstances for granting of bail; and
- viii. increasing opportunities for gainful employment.

2.2.4 Increasing Awareness of Human Rights and Civic Responsibilities

2.2.4.1 Strategic Challenges

Malawians are generally unaware of the rights provided for in the constitution. They have also generally interpreted the democratic system as rights to disrespect laws, rules, traditions, and to mean they have no responsibilities or obligations to society.

The challenge is to make Malawians understand and appreciate the Constitution and the rights and responsibilities contained therein; improving reporting systems; and prosecuting cases where other people's rights have been infringed upon and the rule of law has not been respected.

2.2.4.2 Strategic Options

Options for increasing awareness of human rights and civic responsibilities include:

- i. promoting the independence and responsibility of mass media institutions so that they can report on cases of breaking the law;
- ii. intensifying civic education and school curricula on rights, responsibilities and respect for the law;
- iii. increasing access to legal aid;
- iv. undertaking legal reforms to enhance the protection of rights;
- v. respecting customary or traditional laws where necessary; and
- vi. re-introducing traditional courts at chieftainship levels.

2.2.5 Enhancing and Sustaining the Rule of Law and Respect for Human Rights

2.2.5.1 Strategic Challenge

The rule of law and respect for human rights are basic foundations of Malawi's democratic system. However, there is currently widespread, misunderstanding of the meaning of democracy and human rights.

The challenge is how to ensure that laws and human rights are respected by all and serve as the basis for democratic behaviour.

The challenge also lies in increasing resources for legal aid activities to make legal advice available to the public and in assisting paralegal NGOs, which provide civic education.

2.2.5 2 Strategic Options

The following are options for enhancing and sustaining rule of law and respect for human rights:

- i. enhancing civic education on women and the law in Malawi;
- ii. providing law texts in educational institutions;
- iii. training lay-magistrates in issues of law and human rights;
- iv. strengthening institutions that deal with law and human rights;
- v. speeding up legal reform and strategies for implementation of these reforms;
- vi. stepping up the training of lawyers in case work and reorganizing the Ministry of Justice; and
- vii. reconciling customary law with written law.

2.2.6 Promotion of Separation of Powers, Checks and Balances

2.2.6.1 Strategic Challenge

The maturity of the democratic process depends, in large part, on the separation of powers, checks and balances of the three branches of government. It is perceived that the various branches of government sometimes interfere in each other's roles.

The challenge is to promote separation of powers and checks and balances between the Executive, Legislative and Judicial branches of the government.

2.2.6.2 Strategic Options

Options for promoting the separation of powers, checks and balances include:

- i. making leaders in all the three branches of government aware of their respective roles;
- ii. instituting transparent and merit based criteria for recruitment; removal and evaluation of personnel in the judiciary; and
- iii. providing more resources and training to increase the professional and administrative capacities of judicial personnel.

2.2.7 Attaining Accountability and a Corruption Free Society

2.2.7.1 Strategic Challenge

There is a general feeling that corruption is rampant in work places both private and public, and leaders are not accountable in the use of resources and in decision-making.

The challenge is to eradicate corruption and attain accountability in decision-making. Other challenges include making the populace aware of the advantages of accountability and disadvantages of corruption; and exposing and punishing offenders accordingly.

2.2.7.2 Strategic Options

The options available to attain accountability and reduce corruption include:

- i. introducing more effective budgetary procedures;
- ii. intensifying internal audit and methods of monitoring the use of resources;
- iii. strengthening the capacities for and tightening the rules of operation of the Auditor General, the Treasury, the Anti-Corruption Bureau, the Office of the Ombudsman, and the Public Accounts Committee;
- iv. appointment of personnel to these institutions basing on merit;
- v. sensitizing people to the costs of corruption and creating a culture that is hostile to and exposes corruption;
- vi. instituting tight and transparent materials and equipment procurement procedures; and
- vii. protecting and rewarding those who expose corruption.

CHAPTER 3

ACHIEVING SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT

3 ACHIEVING SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT

3.1 ASPIRATIONS TO ACHIEVING SUSTAINABLE GROWTH AND DEVELOPMENT

Malawians aspire to achieve sustainable growth and development and become a middle income country with per capita income of US\$1,000 by the year 2020.

3.2 STRATEGIC CHALLENGES AND OPTIONS

3.2.1 Developing the Manufacturing Sector

3.2.1.1 Strategic Challenges

The manufacturing sector currently makes a small contribution to national income (12% of GDP) and employment and there is limited industrial diversification. In addition, there are weak inter- and intra-industry linkages.

The strategic challenges to be addressed in order to develop the manufacturing sector include: pursuing of dynamic comparative advantage; promoting of resource-based industries; ensuring conformity of products to international standards; undertaking marketing functions; creating a conducive environment for the growth of small and medium scale enterprises (SME's); invoking World Trade Organisation (WTO) safe-guard provisions relating to injury to domestic industry arising from import liberalization; and maintaining an appropriate macro-economic environment.

3.2.1.2 Strategic Options

The options that are available to address the above-named challenges include the following:-

- i. undertaking human resource development aimed at establishing and institutionalizing creativity and design in schools at all levels;
- ii. training exporters in international marketing management;
- iii. strengthening the Malawi Export Promotion Council to enable it provide production and marketing advisory services at enterprise level;
- iv. creating an autonomous industrial research centre;
- v. attracting foreign capital and promoting and encouraging infrastructure investment in export industries;
- vi. providing information on products that can be made from locally available natural resources;
- vii. providing special incentives to industries locating in rural parts of the country;

- viii. establishing export targets for key industries; establishing a network of commercial representation in critical foreign markets; and
- ix. providing the necessary government support services.

3.2.2 Developing the Mining Sector

3.2.2.1 Strategic Challenge

The mining sector is very small and contributes only 3 per cent to GDP. The few existing mines are of small and medium sizes and their linkages with the manufacturing sector are weak.

To develop the mining sector, the challenge is investing in prospecting, encouraging small-scale mining; enhancing the role of catalytic institutions; building capacity; ensuring easy access to mineral rights, stopping illegal exports of minerals; and promoting research and development

3.2.2.2 Strategic Options

The options that are available to meet the above challenges include:

- i. providing adequate resources for basic mapping and survey work;
- ii. providing a special package of incentives;
- iii. undertaking more exploratory work to identify mineral deposits with economic potential;
- iv. intensifying investment promotion and making available information on the activities of the sector;
- v. strengthening the institutional set up and developing human resources;
- vi. providing necessary infrastructure;
- vii. revising the Mines and Minerals Act to make it more investor friendly; and
- viii. providing adequate funding for research in mining activities.

3.2.3 Developing Agriculture

3.2.3.1 Strategic Challenge

The agricultural sector's performance is below its potential due to, among other factors, deficient policies, ineffective institutional arrangements and capacities, and inefficient investments.

To increase the productivity of agriculture, the sector requires a multi-dimensional strategy that uses existing resources and technologies efficiently. The strategic challenges to be addressed include:

1. increasing access to land by smallholder farmers;
2. increasing access to credit and farm inputs;
3. improving agricultural technology;
4. preventing land degradation and deforestation;
5. improving agricultural marketing systems;
6. promoting agricultural diversification;
7. improving agricultural extension and farming; and developing irrigation systems.

3.2.3.2 Strategic Options

In order to meet the above challenges, there are a number of options that could be utilized which include:

- i. undertaking land reform;
- ii. monitoring and enforcing the current moratorium on the conversion of smallholder land to estate land;
- iii. developing sustainable farming systems for marginal lands;
- iv. raising land rents in order to create incentives for the better utilization of land;
- v. establishing an agricultural credit guarantee scheme and establishing a land bank to provide agricultural credit;
- vi. widening the window of credit provided by financial institutions to all agricultural stakeholders for production, marketing and agro-processing;
- vii. empowering farmers through the formation of associations and cooperatives in production and marketing;
- viii. improving technology generation and transfer; promoting inter-cropping practices;
- ix. extending and improving irrigation,
- x. promoting the use of organic fertilizer, and communal catchment conservation techniques;
- xi. increasing horticultural production;
- xii. providing appropriate incentives and finance for research and development;
- xiii. providing export market information, and
- xiv. expanding livestock farming and the growing of high value crops.

3.2.4 Increasing Savings and Investment

3.2.4.1 Strategic Challenge

The national savings rate of only 15 percent of GDP is too small to meet the investments of the country. The strategic challenge to increase savings and investment is increasing national savings; encouraging the growth of local and foreign direct investment; and developing efficient financial market

3.2.4.2 Strategic Options

In order to address the above challenges the options that are available include:

- i. encouraging diversification of financial institutions and investments and enhancing the role of the private sector through removing structural and institutional constraints;
- ii. mounting public education campaigns to encourage thrift and promote savings;
- iii. encouraging the formation of savings and credit associations, clubs, and co-operatives;
- iv. setting up a mutual fund;
- v. providing adequate serviced land to private investors;
- vi. providing factory shells, industrial parks and industrial estates;
- vii. providing efficient transport, telecommunication, energy and water infrastructure; and
- viii. influencing the donor community especially multilateral development banks to try and shift their role towards direct financing of the private sector.

3.2.5 Developing the Financial Sector

3.2.5.1 Strategic Challenge

The financial sector is currently under-developed. The number of financial institutions and their instruments are limited. Access to credit and financial services is also very limited.

The challenge to be faced in developing the financial sector include: increasing the supply of medium and long term loans; strengthening linkages between and within the formal and informal sectors; increasing the supply of finance for sectors of strategic importance in accelerating the country's economic growth; ensuring consumer protection; and enhancing competition.

3.2.5.2 Strategic Options

The options to develop the financial sector include:

- i. encouraging the establishment of more deposit taking institutions with a broader composition of their deposit base and wider range of financial instruments; and
- ii. establishing credit guarantee schemes and deposit insurance schemes.

CHAPTER4

ACHIEVING A VIBRANT CULTURE

4 ACHIEVING A VIBRANT CULTURE

4.1 ASPIRATIONS FOR A VIBRANT CULTURE

Malawians aspire to have vibrant cultural values that support socioeconomic development. In order to achieve this, the following issues should be addressed:- developing a positive work ethic; strengthening self-reliance and community participation in local development programmes; restoring self-confidence and pride in being Malawian; reducing gender inequality; enhancing a spiritualism that provides an ethical and moral base for a vibrant culture; and reducing disparities between population groups in the economy.

4.2 STRATEGIC CHALLENGES AND OPTIONS

4.2.1 Developing a Positive Work Ethic

4.2.1.1 Strategic Challenge

There is laxity in moral and ethical conduct, which has led to a sense of hopelessness, apathy towards work and corruption resulting in low productivity. There is also a negative and intolerant attitude towards one another. The challenge is to develop a positive work ethic that emphasizes quality service and client care and can support the growth of an efficient economic system.

4.2.1.2 Strategic Options

The following options are available to meet this challenge:

- i. promoting respect for authority and rule of law;
- ii. promoting awareness of the need for a positive work ethic through appropriate civic education;
- iii. rewarding honest and hard working personnel and punishing poor performers;
- iv. promoting the value of hard work in the school system;
- v. promoting the spirit of hard work, thrift and entrepreneurship.

4.2.2 Strengthening Self-Reliance and Community Participation

4.2.2.1 Strategic Challenge

Malawi is heavily dependent on donors. In addition, Malawians depend on government for the provision of goods and services. This situation has been aggravated by political statements, which promise help from the government. This has killed the self-help and hard working spirit among Malawians. The challenge, therefore, is to inculcate a spirit of self-reliance at national and local level.

4.2.2.2 Strategic Options

The Strategic Options to strengthen the spirit of self-reliance and community participation include:

- i. reducing and rationalizing government borrowing and donor aid;
- ii. promoting decentralization programs for effective local participation;
- iii. providing training in participatory development planning and implementation techniques;
- iv. promoting communal work and the spirit of helping one another;
- v. promoting gender balanced community participation through mass education, particularly of leaders at grassroots, level; and
- vi. encouraging district associations in towns so that people remember their roots.

4.2.3 Restoring Self-Confidence and Pride in Being Malawian

4.2.3.1 Strategic Challenge

Malawians have low self-esteem. They have no confidence in local products and in their culture. The challenge is to restore self-confidence and pride in being Malawian. Malawians must be able to identify themselves with their country, their cultural heritage and their indigenous products. Malawians must also be assertive and confident and be free from servitude and low self-esteem.

4.2.3.2 Strategic Options

The Strategic Options include:

- i. developing a National Cultural Policy that advocates and facilitates the promotion of national unity by instilling common values and goals;
- ii. defining, documenting and promoting a Malawian identity;
- iii. defining and promoting artifacts, crafts, arts and sports of such quality that would engender pride in being Malawian;
- iv. enhancing quality control to ensure good quality of local products;
- v. enhancing the role of Standards Boards to ensure good quality local products;
- vi. disseminating and displaying artifacts and crafts through institutions and occasions such as library schools, community centres, festivals, national monuments and the National Anthem;
- vii. promoting exemplary behaviour among political, religious and social leaders in the society to inspire the youth and populace to take pride in being Malawian; and
- viii. changing mind set regarding the status of Malawians and their products.

4.2.4 Reducing Gender Inequality

4.2.4.1 Strategic Challenges

Some cultural practices, for example preference for boys education over girls education and early marriages for girls, promote gender inequality in socioeconomic development. The challenge is to reduce gender inequality in the process of socio economic development.

4.2.4.2 Strategic Options

Strategic Options include:

- i. promoting moral values that accord equal opportunities to and respect for men and women and boys and girls in the workplace, in schools and in society;
- ii. promoting gender equity through affirmative action;
- iii. developing appropriate and gender responsive management systems by intensifying staff training and sensitization to different gender needs;
- iv. building institutions and local capacity to mainstream gender into traditional institutions, family and community life;
- v. conducting gender sensitization and training campaigns at all levels;
- vi. and appointing men to at least 50% of gender related portfolios.

4.2.5 Enhancing Spiritualism as an Ethical and Moral Base for Vibrant Culture

4.2.5.1 Strategic Challenge

General laxity in moral and ethical conduct and lack of code of conduct for public leaders has led to the acceptance and internalization of unethical and immoral values. The challenge is to promote spiritualism and religion that enhances a vibrant culture.

4.2.5.2 Strategic Options

The Strategic Options include:

- i. reviewing the constitution to clearly define "freedom of worship" as the freedom of "conscience";
- ii. intensifying civic education by religious leaders on major social evils that threaten the very survival of the nation;
- iii. promoting religious education in all government and private educational institutions;
- iv. increasing the role of religious institutions in promoting morality and ethical behavior; and
- v. promoting religious tolerance.

4.2.6 Reducing Disparities Between Population Groups in Economic Development

4.2.6.1 Strategic Challenge

Some sections of the population are enjoying greater benefits from the development process because of race, gender, and religion. The challenge, therefore, is to formulate and implement policies and programmes that will reduce disparities between population groups.

4.2.6.2 Strategic Options

The following Strategic Options are available:

- i. formulating and implementing policies and programmes that will reduce disparities between population groups;
- ii. strengthening the institutional capacity to manage and coordinate issues pertaining to reduction of disparities; and

- iii. taking affirmative policies and action to achieve this goal.

4.2.7 Promoting Cultural Practices that Enhance Health

4.2.7.1 Strategic Challenge

About 85% of the Malawian population lives in rural areas where access to health services is very limited and where traditional practices provide the base for decision making including health decisions. The challenge is to promote the utilization of traditional practices that impact positively on the health of the population; integrating them into modern medicine and discouraging taboos that hinder good health seeking behaviour.

4.2.7.2 Strategic Options

Strategic Options to address this challenge include:

- i. promoting the involvement of traditional herbalists, Traditional Birth Attendants and their associations in health care delivery;
- ii. planning and promoting health programmes such that they address both men and women in order to reduce misconceptions and take full advantage of the role of both genders in health provision;
- iii. promoting research on linkages between traditional and western medicine to reduce suspicion and increase collaboration; and
- iv. promoting the role of parents in health and sex education particularly HIV/AIDS so that interventions are compatible and acceptable to local communities.

4.2.8 Promoting Cultural Values that support Good

Management of Natural Resources and the Environment

4.2.8.1 Strategic Challenge

There is over exploitation and abuse of natural resources and the environment. Bush fires occur because people are hunting for mice or rabbits. The challenge therefore is to promote values and practices that will protect natural resources and the environment.

4.2.8.2 Strategic Options

The following Strategic Options will help to achieve this: by promoting small family values;

- i. improving sanitary practices by stringent laws, policing and civic education;
- ii. preventing the loss of indigenous knowledge of biodiversity;
- iii. promoting community participation and gender roles in management of Natural Resources and Environmental Management, and
- iv. strengthening activities of city and town council health departments.

CHAPTER 5

DEVELOPING ECONOMIC INFRASTRUCTURE

5 DEVELOPING ECONOMIC INFRASTRUCTURE

5.1 ASPIRATIONS FOR GOOD ECONOMIC INFRASTRUCTURE

Malawians aspire for a well-developed and maintained economic infrastructure. This includes: provision of roads, rail, water and air transport; supply of energy in all its forms; provision of water and sanitation services; communications; formulating a supporting physical planning framework; and creating an efficient construction industry.

5.2 STRATEGIC CHALLENGES AND OPTIONS

5.2.1 Improving Physical Planning

5.2.1.1 Strategic Challenge

The effectiveness of the existing physical planning is hampered by the lack of a coordinated national physical development plan, inadequate resources and institutional weaknesses.

The challenge in physical planning is to have development based on a comprehensive and co-ordinated physical development plan covering the whole country.

5.2.1.2 Strategic Options

The strategic options for achieving the above include:

- i. reviewing of-the current physical development plan to make it comprehensive to the Year 2020;
- ii. complementing investments in infrastructure between rural and urban areas based on the country's new priorities and
- iii. extending development control to all urban areas.

5.2.2 Roads Development

5.2.2.1 Strategic Challenge

The problem in roads is that they are inadequate, poorly designed, poorly managed and poorly maintained as a result of the lack of a national policy on provision, maintenance, funding and management of roads.

The challenge is to reverse this situation.

5.2.2.2 Strategic Options

The following are the strategic options to the attainment of an effective road development and management system:

- i. strengthening the national road authority to include among its functions those of provision of new road, funding of their construction and management; and
- ii. strengthening road safety measures and instituting proper pricing and design standards.

5.2.3 Rail Transport Development

5.2.3.1 Strategic Challenge

The management of rail transport system in Malawi is inefficient. It also has limited and inoperative tracks and old wagons. Malawi needs to strive for a better rail system.

5.2.3.2 Strategic Options

In order to improve rail transport, the following options are available:

- i. continuing with the restructuring of railways transport system to make it more efficient and commercially viable;
- ii. updating and adopting of technology to improve quality and safety of rail services as well as environmental protection; and
- iii. improving management systems through better information database and training of personnel.

5.2.4 Water Transport Development

5.2.4.1 Strategic Challenge

Water transport is characterized by a limited number of operators; impassability of some major rivers; and lack of integrated transport system as other transport modes in many lakeshore areas are absent with two thirds of Malawi's length being aligned to the lake, the challenge is to achieve increased use of water transport.

5.2.4.2 Strategic Options

To increase the usage of water transport, the following options are available:

- i. allowing more private operators and giving them freedom to set their own economic parameters with government providing regulatory functions with respect to safety environment;
- ii. implementing a better maintenance regime;
- iii. rationalization of customs, cargo handling and administration procedures to achieve greater efficiency;
- iv. investing in the development of marine human resource;
- v. dredging major rivers to make them passable;
- vi. promoting joint-ventures in cargo shipping services; and
- vii. ratifying useful International Maritime Conventions.

5.2.5 Increasing Use of Air Transport

5.2.5.1 Strategic Challenge

Malawi's air transport sector has a limited and poorly maintained number of airports and

operators. The limited inland air travel is further hampered by inadequate institutional arrangements and lack of supporting commercial activities.

The challenge is to develop the air transport sector so that it can support other sectors, notably the tourism and export sectors.

5.2.5.2 Strategic Options

The options for the attainment of the above include:

- i. building new airports and helipads especially near national parks and tourist attractions to encourage the development of tourism;
- ii. encouraging privatization of some aviation-related services of Air Malawi;
- iii. modernizing and maintaining old airports to improve both safety and quality and cater for new environmental concerns; and
- iv. reviewing existing legislation to allow for reforms in the sector.

5.2.6 Improving Rural Transport

5.2.6.1 Strategic Challenge

The rural transport system on which the majority of our population depends suffers from inadequate infrastructure; insufficient transport services, poor access and weak institutional planning capacity.

The challenge is how to have an efficient rural transport system.

5.2.6.2 Strategic Options

The strategic options available for the development of an efficient rural transport system include:

- i. increasing investments in transport infrastructure and equipment;
- ii. integrating planning approaches; and
- iii. encouraging private sector and community participation.

5.2.7 Promoting Efficient Electricity Supply and Distribution

5.2.7.1 Strategic Challenge

Currently, electricity is inadequate, unaffordable, unreliable and inaccessible due to monopolistic structures, under-developed services, siltation resulting from deforestation, poor management, lack of competition and cultural inertia.

The challenge is to develop this source of energy to supply electricity efficiently.

5.2.7.2 Strategic Options

The strategic options for the development of an efficient supply of electricity include:

- i. taking preventive measures to avoid shortage of water by better conservation of catchment areas;

- ii. interconnecting with supply from neighbouring countries;
- iii. liberalizing the industry,
- iv. privatizing some functions of ESCOM;
- v. encouraging widespread adoption of electricity by using low cost electrical reticulation and wiring design;
- vi. adopting a demand-side load management by using pre-paid meters; and
- vii. engaging in civic education in the use of this form of energy.

5.2.8 Improving Supply of Petroleum Products

5.2.8.1 Strategic Challenge

The major problems with the supply of petroleum products are: relatively high costs; insufficient reserves and dependency on imports.

The challenge is how to bring in petroleum products at cheaper prices with guaranteed supply.

5.2.8.2 Strategic Options

In order to achieve cheaper prices and guaranteed supply of petroleum products, the strategic options available include:

- i. improving greater efficiency in procurement, transportation and storage costs;
- ii. investing in exploration; building of oil pipeline and increasing storage facilities.

5.2.9 Reducing Dependence on Fuelwood

5.2.9.1 Strategic Challenge

Malawians depend on fuelwood for their energy requirements. This fuelwood is largely met from indigenous forests. Aggregate consumption exceeds the level of sustainable yields by 30 per cent.

The challenge is how to increase supply of fuelwood in the short term and reduce dependency on fuelwood in the long term. Other forms of energy such as coal, biogas, and solar are relatively under-developed. The challenge is therefore to develop these forms of energy in meeting the overall national energy demands.

5.2.9.2 Strategic Options

The strategic options for the attainment of the above challenge include:

- i. developing commercial forests and encouraging the use of other forms of energy
- ii. investing in exploitation and technologies of other forms of energy; and
- iii. encouraging public awareness campaigns for increased use of these forms of energy.

5.2.10 Improving Communications

5.2.10.1 Strategic Challenge

Communications suffer from inefficiency; monopolistic operations; lack of investment and long-term planning; and inadequate access leading to poor services.

The challenge is to have an efficient communications sector.

5.2.10.2 Strategic Options

The strategic options required for the development of an efficient communications' sector include:

- i. the de-linking of postal services from telecommunications;
- ii. deregulating the industry; and
- iii. reviewing legislation governing operations of telecommunications, broadcasting and radio communication.

5.2.11 Increasing Access to Water

5.2.11.1 Strategic Challenge

Currently water services are characterized by unreliable sources, limited access, inadequate institutional arrangements and investments.

The challenge is to increase access to potable water by all Malawians.

5.2.11.2 Strategic Options

In order to increase access to potable water by all Malawians, the strategic options available include:

- i. reviewing and strengthening institutional arrangements;
- ii. implementing and reviewing the newly enacted legislation;
- iii. increasing investment in water supply infrastructure
- iv. protecting catchment areas; and
- v. encouraging harvesting of rainwater.

5.2.12 Improving Sanitation Services

5.2.12.1 Strategic Challenge

The problems relating to sanitation services include lack of investment; inadequate institutional arrangements; and lack of policy in the sector.

The challenge is how to provide efficient sanitation services.

5.2.12.2 Strategic Options

The strategic options available include:

- i. increasing investment in the construction of appropriate facilities and research;
- ii. reducing waste generation;

- iii. reviewing legislation governing disposal of waste including industrial hazardous waste;
- iv. developing standard designs for sanitation disposal v) systems to be used by developers.

5.2.13 Improving the Construction Industry

5.2.13.1 Strategic Challenge

The major problems in the construction industry are poor participation by indigenous Malawians, inefficiency and high pricing.

The challenge is how to have an efficient industry with increased local participation.

5.2.13.2 Strategic Options

The strategic options for the development of an efficient construction industry with increased local participation include:

- i. formulating a construction policy;
- ii. providing indigenous people access to capital, informing and technology; and
- iii. developing local building materials.

CHAPTER 6

FOOD SECURITY AND NUTRITION

6 FOOD SECURITY AND NUTRITION

6.1 ASPIRATION FOR FOOD SECURITY AND NUTRITION

Malawians aspire for all members of all households to have access to adequate and safe food at all times of the year to meet their nutritional requirements.

To achieve this aspiration, the following strategic issues will have to be addressed: increasing food production; developing irrigation; developing the livestock sub-sector; improving efficiency of markets; reducing post harvest losses; improving disaster management; improving land utilization and management; economically empowering vulnerable groups; promoting non-farm income generating activities; and improving nutrition status of the people.

6.2 STRATEGIC CHALLENGES AND OPTIONS

6.2.1 Increasing Food Crop Production

6.2.1.1 Strategic Challenge

The main problem is that there is emphasis on maize as the staple food. Consequently, 75% of smallholder land has been allocated to maize production. In addition, yields are low owing partly to the fact that a small proportion of farmers use fertilizer. There has been lack of enterprise diversification due to dependence on maize. Research and extension has not been effective in generating the technology to maintain food security and in encouraging diversification of agricultural production.

The challenge to increasing food production is to ensure that average yields are increased and crop and enterprise diversification are enhanced to reduce dependence on maize.

6.2.1.2 Strategic Options

Strategic options to address the issue of increasing food crop production and productivity include:

- i. improving agricultural technology generation and transfer through increasing level of investment in agricultural research;
- ii. improving effectiveness of extension delivery and coverage; encouraging research scientists and extension staff to conduct surveys together with farmers to identify the socioeconomic circumstance in order to set priorities with farmers;
- iii. promoting enterprise diversification in order to reduce dependence on maize;
- iv. promoting intercropping grain legumes with other crops to reduce the risk of total crop failure;
- v. promoting civic education to intensify productivity per unit area;
- vi. promoting mixed cropping to reduce the risk of total crop failure and improve soil fertility;

- vii. encouraging political leaders and community leaders to collaborate in the promotion of crop diversification, mixed cropping and crops that do not use purchased inputs;
- viii. encouraging community leaders to visit research stations and extension staff to learn about new technologies;
- ix. promoting area specific fertilizer recommendations as opposed to blanket recommendations; and
- x. promoting crops in areas, which are suitable for growing such crops.

6.2.2 Developing the Livestock Sub-Sector

6.2.2.1 Strategic Challenge

There is low Per Capita consumption of animal protein in Malawi with negative nutrition consequences. For example, in 1990 per capita consumption of animal protein was estimated at 6.3kg, which is less than 12.5 kg average for Africa. The livestock sub-sector has not received adequate attention in the past despite the fact that it has enormous potential for contributing to food security, nutrition and incomes.

The challenge is to develop the livestock sub-sector so that it makes the nation self-sufficient in animal products and export profitably any surplus that may arise.

6.2.2.2 Strategic Options

Strategic options to developing the livestock sub-sector include:

- i. developing small scale dairy production by promoting farmer cooperatives and introducing improved animals;
- ii. promoting beef production through development of feedlots;
- iii. promoting farmer groups and cooperatives to curb cattle theft;
- iv. imposing strict penalties on culprits and intensifying animal permits;
- v. commercializing the poultry industry; and
- vi. developing the animal feed industry and encouraging livestock keeping that increases animal manure for crop production.

6.2.3 Irrigation Development

6.2.3.1 Strategic Challenge

Agricultural production and productivity can be increased through use of irrigation. Irrigation has received low priority in the past despite the fact that irrigation can significantly contribute to the development of this country by stabilizing production in times of drought, and promoting diversification into high value crops.

The challenge is to extend and improve irrigation so as to stabilize production in times of drought, promoting diversification into high value crops and facilitate crop intensification so as to increase agricultural productivity.

6.2.3.2 Strategic Options

Strategic options to address the issue of developing irrigation include:

- i. developing potential areas with best chance of success taking into account social factors, cost effectiveness and financial viability;
- ii. developing irrigation schemes which are owned, operated and maintained by the farmers;
- iii. developing various types of irrigation using pump and gravity based systems that use both surface and ground water sources;
- iv. enhancing national capacities for developing irrigation;
- v. providing support to smallholders;
- vi. encouraging the development of irrigation both by groups of smallholders, individual smallholder farmers and estates; encouraging private sector development of irrigated agriculture;
- vii. encouraging farmers to use rain harvesting techniques and encouraging construction of dams;
- viii. promoting involvement of women in community organizations and irrigation developments; and
- ix. encouraging indigenous irrigation methods.

6.2.4 Improving the Efficiency of Markets

6.2.4.1 Strategic Challenge

The country's market information system is under-developed. There is also lack of packaging technology, which could improve product presentation, inefficient use of land, and underdeveloped financial markets to serve the majority of farmers.

The challenge is how to develop an efficient agricultural market system where farmers and traders make informed decisions based on market signals.

6.2.4.2 Strategic options

The strategic options to address the issue of efficiency of markets include:

- i. ensuring that credit is made available to the majority of farmers;
- ii. encouraging financial institutions to mobilize rural savings;
- iii. creating an enabling environment for reducing credit risks;
- iv. establishing community based credit revolving funds;
- v. encouraging producers and traders to organize themselves into groups to enjoy economies of scale;
- vi. making inputs and produce readily available at various points of distribution, supported by proper handling and packaging;
- vii. establishing a land market;
- viii. improving the market information system; and
- ix. improving agricultural policy analysis in collaboration with NGOs and the private sector.

6.2.5 Improving Land Utilization and Management

6.2.5.1 Strategic Challenge

Increasing pressure on land due to population increases and poor soil conservation has contributed to degradation of a large proportion of land.

The challenge is to ensure that degraded land is rehabilitated in order to restore its productivity.

6.2.5.2 Strategic Options

Strategic options include:

- i. reviewing and enforcing Land Acts in order to safeguard the productivity of land resources;
- ii. integrating land use planning into farming systems;
- iii. encouraging the use of organic manure;
- iv. encouraging communal catchment conservation, and soil conservation measures such as appropriate grasses and terraces;
- v. encouraging mixed cropping;
- vi. encouraging growing crops in suitable areas; and
- vii. developing and implementing a comprehensive land rehabilitation programme.

CHAPTER 7 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

7 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT (SOCIAL SECTOR DEVELOPMENT)

7.1 ASPIRATIONS IN HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

Malawians, aspire to have adequate and good quality social services especially education and health; and efficient and effective utilization of human resources in both the public and private sectors.

7.2 STRATEGIC CHALLENGES AND OPTIONS

7.2.1 Improving Health

7.2.1.1 Strategic Challenge

The following are among the most serious problems facing the health sector in Malawi: many people have no access to health services; there are weak management systems at all levels of the health delivery system; there is inadequate financing of health services; there are poor linkages with traditional medicine; there is high infant mortality and maternal mortality; there is widespread malnutrition among children; there is poor quality of health services at all levels of the health delivery system; and there is a high incidence of the HIV/AIDS, pandemic which has resulted in serious social, economic and health problems.

The strategic challenge to achieving better health in Malawi includes provision of adequate social services, and improving the availability, accessibility, and quality of health services.

7.2.1.2 Strategic Options

The options to achieving better health in Malawi include:

- i. improving programmes on preventive health; providing essential clinical services,
- ii. strengthening health technical support services, improving human resource management, strengthening and rationalizing health financing; improving quality and coverage of health services; strengthening links with traditional medicine; and improving the management of health services;
- iii. improving primary health care particularly public health and essential clinical services;
- iv. strengthening Health Technical Support Programmes through improved management and ensuring availability of pharmaceuticals and drugs; building more and appropriately designed and equipped hospitals and health centres;
- v. improving human resource management by providing adequate supply of trained personnel at all levels of the health delivery systems; providing training opportunities for all cadres of health personnel; providing better remuneration packages; improving supervision; and proper deployment of staff;
- vi. improving quality and coverage of health service by types of services at each level of the health delivery system; improving management; encouraging more private sector and non-governmental organizations to enter the health sector; improving customer oriented services; protecting the rights of both patients and health workers; and improving communication between police and hospitals;
- vii. improving management of health services by decentralizing; promoting intersectoral
- viii. relationships; ensuring greater community involvement in health delivery; and strengthening coordination between health providers;

- ix. improving and rationalizing health financing by increasing budgetary allocation to the health sector; improving budgetary allocation to priority areas within the health sector; increasing allocation of the health budget to rural and peri-urban areas; expanding and strengthening the system of private patients wards in hospitals; introducing Information Education and Communication (I.E.C.) programmes in cost sharing; introducing drug revolving funds and expanding the coverage of health insurance and; contracting out some services; and
- x. strengthening links with traditional medicine through provision of research and development (R and D) in traditional medicine, promoting interaction between traditional and clinical practitioners.

7.2.2 Improving Education

7.2.2.1 Strategic Challenge

Due to low incomes in the country, most people are unable to meet the cost of education. The situation is made worse by long distances to schools, inadequate facilities and teachers, and cultural barriers.

The challenge to improving education is improving access, quality and equity in primary, secondary and tertiary education; increasing uptake of science and commercial subjects; increasing skilled people in technical and vocational education and training; improving special education; improving access to and the quality of tertiary education; improving performance of support institutions in the education system; and developing effective and efficient management in education system.

7.2.2.2 Strategic Options

Strategic options are concerned with the problem of access, quality and equity at the various levels of the education system and include:

- i. improving Access, Quality and Equity in Education through: (a) continuing with the policy of free primary education; (b) making primary education compulsory; (c) construction of additional units by both the public and private sectors; (d) introducing free and compulsory secondary education; (e) increasing the numbers of teachers and college tutors; (f) providing more and better school facilities; (g) providing adequate learning materials; (h) introducing entrepreneurial subjects in curricula; (i) increasing budgetary allocations to primary education; (j) encouraging preventive maintenance for buildings and equipment, (k) rehabilitation of buildings; (l) establishing and enforcing minimum standards for secondary schools; (m) reviewing the selection process to secondary education to ensure that it is fair and contributes to quality sustenance; (n) providing students with adequate appropriate instructional materials; (o) establishing a textbook fund for replacement and maintenance of instructional materials; (p) providing library facilities to all secondary schools; and increasing collaboration with communities, NGOs and the general public in the provision of secondary school education; (q) introducing compulsory free primary and secondary education and changing attitudes towards education; (r) making curricula sensitive to gender issues; (s) ensuring appropriate designs to cater for people with disabilities; (t) strengthening the guidance

- and counseling services in order to address the academic, psychological and socio-cultural needs of pupils; (u) increasing the number of well trained teachers and reducing teacher - pupil ratios; (w) and improving the production and distribution of learning materials;
- ii. improving Technical and Vocational Education and Training (TVET) through: (a) introducing technical education in communities, primary schools, secondary schools, the university and other post-secondary institutions; (b) introducing science and technology subjects; (c) and increasing the number of technical and vocational training institutions;
 - iii. improving Special Education by: (a) offering equal education opportunities to people with disabilities; (b) increasing the number of institutions offering special education; and (c) increasing the number of special education teachers;
 - iv. improving Tertiary Education by: (a) increasing access in the University by reviewing conditions for admission to allow more of those that can afford to pay and providing scholarships to those in need; (b) encouraging individuals and organizations to establish private universities and tailor their courses to acceptable standards; (c) improving quality by diversifying university programmes to serve clearly identified areas of human resources needs; (d) introducing more postgraduate programmes; (e) improving equity by paying special attention to the enrolment of women and students with special needs; (f) decentralizing the management of the University; (g) reviewing the University Act; (h) improving the financial performance of the University; (i) increasing financing for university research and increasing the number of faculties covering pharmacology, engineering architecture; (j) increasing the number of Teachers Training College (TTC) tutors; (k) upgrading tutors to degree level; (l) training unqualified tutors; (m) providing management skills to all heads of colleges; (n) increasing the number of TTCs; (o) increasing financial resources to TTCs; and (p) encouraging private sector involvement in TTCs;
 - v. improving Support Institutions in the Education Sector by: (a) strengthening the management of examinations and of examination bodies; (b) reviewing assessment procedures; (c) enhancing security of examinations; (d) ensuring fairness and transparency in the selection process; (e) ensuring that suitable textbooks and other materials are available in libraries; (f) promoting the local publishing industry; and (g) improving management at the ministry level; and
 - vi. improving Management in the Education System by: (a) improving human resource management by better remuneration packages and better housing for teachers; (b) more promotion opportunities, and better supervision; (c) finding a better or workable mechanism of inspecting and supervising private and public schools before issuing licenses; (d) improving inter-sectoral coordination, particularly between the Ministry of Education and other ministries involved in training matters; (e) reviewing the Education Act especially in areas of discipline, and harassment of female students; (f) selection of students on merit; (g) improving conduct and management of examinations, and (h) training specialized teachers for students with disabilities.

7.2.3 Reducing Population Growth

7.2.3.1 Strategic Challenge

The strategic challenge to population growth is slowing down the rate of population growth

(reducing the total fertility rate as well as the high mortality rate), and raising the literacy and economic status of women.

7.2.3.2 Strategic Options

The strategic options to reducing population growth include:

- i. enhancing family planning and reproductive health services;
- ii. improving IEC on population issues;
- iii. promoting safe motherhood;
- iv. improving the status of women through increased access to income generating activities (IGAs);
- v. improving population planning;
- vi. increasing awareness about critical population issues; and
- vii. introducing a civil registration system, which will act as a support mechanism to the proposed strategies.

7.2.4 Human Resource Management and Development

7.2.4.1 Strategic Challenge

The strategic challenge is to ensure optimal deployment and utilization of human resources in the public and private sectors, ensuring that there are adequate numbers of skilled personnel. The public sector may have adequate public servants but if they are wrongly deployed and they are underutilized. Professionals in several sectors - doctors, scientists, researchers, engineers, administrators and managers - are often deployed in routine administrative work or in areas not attune to/with their expertise. A second problem in the public sector has been the poor prospects for career development and the gaps in middle management due to a freeze on recruitment. Thirdly, there is a high exodus of public officers to the private sector. Finally, the advent of AIDS has led to the loss of highly productive officers.

Problems affecting the private sector include: poorly qualified and skilled staff, inadequate numbers of skilled personnel; over-reliance on expatriate managers and low productivity and high attrition.

The strategic challenge in human resource management is to identify measures, which will ensure that human resources in both the public and private sectors are appropriately trained, deployed and utilized; and that they are in adequate numbers.

7.2.4.2 Strategic Options

The strategic options for better human resource management in the public sector include:

- i. creating more training opportunities for public officials;
- ii. instituting a proper reward system;
- iii. establishing optimum staffing levels;
- iv. depoliticizing the public service;
- v. establishing rewards for good performances, giving promotions based on merit; and
- vi. enhancing career counseling and guidance in school.

CHAPTER 8

ACHIEVING SCIENCE AND TECHNOLOGY-LED DEVELOPMENT

8 ACHIEVING SCIENCE AND TECHNOLOGY-LED DEVELOPMENT

8.1 ASPIRATIONS FOR SCIENCE AND TECHNOLOGY-LED DEVELOPMENT

Malawians aspire to have a science and technology-driven economy. This will be characterized by improved science and technology education, training and culture; increased commercialization of research and development (R&D); adaptation and promotion of new and emerging technologies; promotion of environmentally-sound technologies; existence of effective science and technology (S&T); and increased implementation and use of information technology (IT).

8.2 STRATEGIC CHALLENGES AND OPTIONS

8.2.1 Improving Science and Technology Education, Training and Culture

8.2.1.1 Strategic Challenge

The capacity of education and training institutions to meet the requirements of the country's technological development is currently low.

The challenges to be addressed in improving science and technology education, training and culture include: reviewing school curricula; promoting and encouraging skills training and development; and developing science and technology culture.

8.2.1.2 Strategic Options

In order to meet the above challenges, the strategic options include:

- i. strengthening S&T education;
- ii. introducing specialization in the teaching of science subjects;
- iii. formalizing science curriculum in primary schools as a building block and prerequisite for secondary school science; redesigning curriculum so that physics, chemistry, and biology are taught separately;
- iv. introducing and promoting computer studies;
- v. strengthening the teaching of technical subjects and emphasizing applied science;
- vi. setting up scholarships for graduate studies in Malawi in priority areas;
- vii. addressing the problem of brain drain from other sectors; and
- viii. introducing S&T achievement awards.

8.2.2 Promotion and Commercialization of Research and Development

8.2.2.1 Strategic Challenge

The current number of R&D personnel is unacceptably low. In addition, investment in R&D is also low.

The challenge is to promote R&D both by the public and the private sectors.

In order to promote the transfer of new and emerging technologies, the strategic challenges to be addressed include: attracting foreign direct investment and promoting technology transfer; establishing monitoring mechanisms for technology transfer; building capacity to assimilate technology; and protecting intellectual property-rights.

8.2.2.2 Strategic Options

The strategic options to deal with the above challenges include:

- i. increasing private sector membership in National Research Council of Malawi (NRCM);
- ii. reviewing the institutional framework for S&T;
- iii. promoting and accelerating R&D dissemination and commercialization;
- iv. increasing R&D funding to reach at least 1 percent of GDP;
- v. introducing an R&D levy on industry;
- vi. according incentives for R&D activities;

- vii. promoting deliberate import material substitution; and
- viii. building and strengthening S&T institutional infrastructure.

8.2.3. Promoting the Transfer and Adaptation of New and Emerging Technologies

8.2.3.1 Strategic Challenge

The technologies developed outside the country are mostly not suited to the country's circumstances. In addition, the country has little capacity to choose and adapt foreign technologies

8.2.3.2 Strategic Options

To meet the above strategic challenges, the options include:

- i. identifying technologies that promote export-led industrialization;
- ii. setting-up a framework for deliberate transfer of technology;
- iii. improving collaboration in technology transfer;
- iv. creating a mechanism for monitoring inflows of new and emerging technologies;
- v. establishing a science and technology intelligence unit;
- vi. creating a data-base for technology transfer and use;
- vii. reviewing the current intellectual property-rights laws and patent laws to safeguard inventions.

8.2.4. Promoting Environmentally-Sound Technologies

8.2.4.1 Strategic Challenge

Most technologies have not been designed to take into account environmental concerns, and their indiscriminate use in Malawi could have disastrous environmental consequences.

The strategic challenges to be met include the following: making information available; reviewing available regulation and enforcement; developing monitoring systems and programmes; introducing training programmes; and enhancing selection of environmentally-sound technologies.

8.2.4.2 Strategic Options

The strategic options available for meeting the above challenges include:

- i. building and strengthening information networks at the national, sub-regional, and international levels;
- ii. publicizing the existing Environmental Management Act (EMA) and other legal instruments;
- iii. developing standards for environmentally-sound technologies;
- iv. establishing an environmental monitoring programme;
- v. introducing environmental elements in the education curricula at all levels; and
- vi. building capacity for the assessment of environmentally-sound technologies.

8.2.5 Achieving Effective Science and Technology

8.2.5.1 Strategic Challenge

To be effective, science and technology need to be assimilated, diffused and used efficiently. Malawi lacks the necessary conditions for S&T assimilation and diffusion which include: well functioning information networks; availability of workers with the skills to assimilate technologies; adequate resources for the introduction of new products and services; conducive cultural practices; and existence of a comprehensive national S&T policy.

The strategic challenges to achieving effective S&T includes increasing the number of scientists and technologists; promoting effective transfer of technology; periodically evaluating the performance of S&T institutions; addressing gender issues in S&T; and developing a comprehensive national S&T Policy.

8.2.5.2 Strategic Options

To meet the above challenges, the strategic options include:

- i. reducing the rate of attrition of S&T human resources;
- ii. enhancing gender balance in science and technology-led development;
- iii. expanding and encouraging education and training in science and engineering;
- iv. increasing training of S&T educators at all levels;
- v. encouraging the establishment of private S&T oriented training institutions;
- vi. reviewing the current S&T policy and developing a more comprehensive national S&T policy;
- vii. establishing capabilities for technology negotiation; and
- viii. periodically evaluating performance of S&T institutions.

8.2.6 Promoting Use of Information Technology

8.2.6.1 Strategic Challenge

A developing country such as Malawi needs information technology to achieve development in all spheres of human endeavour. However, Malawi's use of information technology is too low to meet this objective. The strategic challenge is to promote the use of IT.

8.2.6.2 Strategic Options

In order to address the strategic challenges facing Malawi in the area of IT, the options include:

- i. reviewing the Telecommunications Act to create an independent licensing body;
- ii. improving investment opportunities in IT,
- iii. removing monopolistic tendencies within IT industry;
- iv. reducing tariffs on imported computers and parts to reduce costs;
- v. improving access to national and international information;
- vi. introducing computers at early stages of education; and
- vii. according duty-free importation of information technology equipment for use in private and public schools and colleges.

CHAPTER 9: FAIR AND EQUITABLE DISTRIBUTION OF INCOME

9 FAIR AND EQUITABLE DISTRIBUTION OF INCOME

9.1 ASPIRATIONS FOR A FAIR AND EQUITABLE DISTRIBUTION OF INCOME

Malawians aspire to have a fair and equitable distribution of income and wealth. To this effect, they endeavour to reduce disparities in access to land, education, employment and business opportunities between urban and rural people, men and women, people with and without disabilities.

9.2 Strategic Challenges and Options

Incomes in Malawi are very low and unevenly distributed in comparison to other African countries. Trends in income indicate a worsening of income distribution in the country. The Gini coefficient, a measure of income inequality, has deteriorated from 0.45 in 1968 to 0.62 in 1995.

Strategic challenges for a fair and equitable distribution of income include: reducing unemployment; promoting enterprise development; improving productivity of smallholder farmers; addressing tenancy issues; continuing with the liberalization of markets of agricultural

produce; improving access to land by the landless; reducing gender inequality; addressing disability issues; and allocating social expenditures equitably between rural and urban areas.

9.2.1 Reducing Unemployment

9.2.1.1 Strategic Challenge

According to the National Statistical Office only 12 percent of the labour force were in formal employment in 1995. These figures include employment in agricultural estates. Thus the majority of Malawians are employed in the smallholder agriculture sector. Low returns in this sector have led to underemployment.

The challenge is for the economy to generate jobs to absorb the unemployed.

9.2.1.2 Strategic Options

Strategic options for reducing unemployment include:

- i. creating a conducive climate to attract private investment in labour intensive technology industries;
- ii. encouraging increased commercial farming to enhance employment in agriculture;
- iii. encouraging growth of small-scale enterprises such as food processing;
- iv. promoting cooperatives and business training; and
- v. creating a data bank on strategic industries, which have a broader multiplier effect in employment.

9.2.2 Accelerating Enterprise Development

Entrepreneurial training facilities are inadequate and demand for credit far outstrips supply. This leads to the marginalisation of certain sections or groups in society

9.2.2.1 Strategic Challenge

The strategic challenge for enterprise development is to promote micro, small and medium-scale enterprises (MSMEs) to boost economic growth and create employment.

9.2.2.2 Strategic Options

Strategic options to enterprise development include:

- i. strengthening existing training institutions and creating more where necessary;
- ii. encouraging lending institutions to have fair and transparent criteria for issuing loans.

9.2.3 Improving Tenancy Arrangements

9.2.3.1 Strategic Challenge

Most estates especially those growing tobacco use the (visiting) tenant system. Remuneration to tenants is generally low and their returns do fluctuate from year to year. Also in the event of crop failure or fall in prices, the uncompensated cost incurred during production is usually borne by the tenant.

The challenge is to ensure fair returns to those involved in production and marketing of tobacco.

9.3.2 Strategic options

Strategic options for addressing the tenancy issue include:

- i. fixing prices to an agreed proportion of auction floor prices;
- ii. formalizing tenancy agreements through district commissioners;
- iii. encouraging tenants to form trade unions and associations;
- iv. increasing access to information regarding estates' financial position;
- v. replacing tenancy system with a full share cropping system;
- vi. exploring and promoting more job creation programmes in order to abolish the tenancy arrangement.

9.2.4 Improving Smallholder Agriculture

9.2.4.1 Strategic Challenge

Over 80 percent of the total active population in the rural areas are smallholder farmers with very low levels of production. Most farmers are too poor to afford inputs such as hybrid seeds and fertilizer, and lack collateral as security for credit. There is also lack of sufficient extension advice extended to these farmers. These services tend to concentrate on modern farmers.

Given that 90 percent of the population resides in the rural areas, the challenge is how to raise incomes of smallholder farmers.

9.2.4.2 Strategic Options

Strategic options for improving smallholder agriculture include:

- i. improving the supply and delivery of inputs, credit, technology and extension services by targeting poor farmers;
- ii. improving the link between researchers, extension workers and farmers with emphasis on the poor farmers;
- iii. encouraging and promoting mechanization of agriculture;
- iv. increasing extension worker morale through higher wages, better living conditions and training;
- v. empowering Chiefs to punish those who do not follow sound soil management practices; and
- vi. promoting the use of organic manure.

9.2.5 improving Marketing Systems

9.2.5.1 Strategic Challenges

Selling prices of most crops produced by smallholder farmers are very low. Although there have been some steps to liberalize the marketing system of agricultural produce, there remain some distortions in pricing and marketing of commodities such as maize and tobacco.

The strategic challenge is maintaining commodity prices in line with input prices and ensuring increased and evenly distributed private sector participation.

9.2.5.2 Strategic Options

Strategic options for improving marketing systems include:

- i. improving the marketing of agricultural produce;
- ii. encouraging smallholder farmers to diversify to high value crops and livestock;
- iii. encouraging competition in the buying and selling of goods and services to discourage exploitation through monopoly practices;
- iv. encouraging farmers to form sellers cooperatives;
- v. encouraging export promotion institutions to be more aggressive in identifying overseas markets.

9.2.6 improving Access to Land

9.2.6.1 Strategic Challenges

The results of the 1992/93 National Sample Survey of Agriculture (NSSA) show that the poorest and the most vulnerable households in Malawi are the landless who hold less than 0.5 hectare of land. The production levels of these poor households are extremely low.

The challenge is to improve access to land by the landless and to shift the landless from the high to the low population density areas.

9.2.6.2 Strategic Options

Strategic options for improving access to land include:

- i. reviewing land rent to reflect real opportunity cost of land;
- ii. developing a land monitoring system to ensure maximum utilization of land;
- iii. redistributing unutilized land.

9.2.7 Reducing Gender Inequality

9.2.7.1 Strategic Challenges

In Malawi, gender inequalities are apparent in all spheres. Women have limited access and control to means of production such as land, credit and technology, and limited rights and control on their reproductive health.

There is a tendency to favour men over women in the provision of credit and extension services despite the fact that in Malawi women are key producers of food.

The challenge for reducing gender inequality is to mainstream gender issues in all aspects of development.

9.2.7.2 Strategic Options

Strategic options for reducing gender inequality include:

- i. increasing women's access and control of land;
- ii. creating women farmers' clubs to facilitate access to inputs and credit;
- iii. removing any laws and customary practices that discriminate on the basis of gender;
- iv. increasing access to quality education and health services and expanding micro-credit schemes with more targeting on women and their groups;
- v. facilitating women's access to employment and self employed income earning opportunities; and
- vi. encouraging women's participation in politics and decision-making.

9.2.8 Addressing Disability Issues

9.2.8.1 Strategic Challenge

People with disabilities represent about 2.9 per cent of the total Malawi population. Of these 93 percent live in rural areas where their problems are further aggravated by lack of appropriate infrastructure to enable them access various social services in health, education and training.

The strategic challenge is to formulate a coherent national policy that clearly addresses issues concerning people with disabilities.

9.2.8.2 Strategic Options

The strategic options for addressing disability issues include:

- i. reviewing the institutional framework in order to meaningfully plan, coordinate and advocate issues affecting people with disabilities;
- ii. enacting a law that enshrines a Disabled Persons Equality Act (Services and Assistance to Disabled Persons) to ensure that people with disabilities have equal status and where necessary provide for affirmative action;
- iii. formulating a policy for the socioeconomic and political empowerment of people with disabilities; and
- iv. inculcating a sense of confidence and spirit of responsibility among people with disabilities.

9.2.9 Increasing Social Services

9.2.9.1 Strategic Challenge

Social services are sparsely situated and are of poor quality especially in rural areas. Over half of Malawian households live 5 kilometers or more from a health centre. In education, although enrolment rates have improved significantly following the introduction of free primary school in 1994, other education Indicators are poor.

The strategic challenge for increasing social services is ensuring that health and education services are equitably distributed both in urban as well as in rural areas.

9.2.9.2 Strategic Options

The strategic options for increasing social services include:

- i. increasing investments in health education and water;
- ii. allocating more resources to the rural areas;
- iii. promoting decentralization; and
- iv. controlling population growth.

9.2.10 Improving Rural Water Supply

9.2.10.1 Strategic Challenge

The challenge is to increase the quantity and quality of water, transport and housing infrastructure in rural areas.

9.2.10.2 Strategic Options

The following strategic options will increase the quantity and quality of water;

- i. augmenting, rehabilitating and expanding of gravity-fed schemes;
- ii. rehabilitating boreholes and shallow wells, as well as the addition of new ones;
- iii. providing more water kiosks in urban slums;
- iv. constructing additional dams and reservoirs;
- v. developing smallscale irrigation schemes;
- vi. establishing rural water fund to be directly financed by communities and non-governmental organizations.

9.2.11 Improving Rural Transport

9.2.11.1 Strategic Challenge

The challenge to be addressed in providing rural transport is promoting efficient and affordable rural transport.

9.2.11.2 Strategic Options

The strategic options to improving rural transport include:

- i. constructing all-weather roads in rural areas;
- ii. expanding the labour intensive district roads improvement programme;
- iii. providing fiscal incentives to small and medium scale t transporters to operate in rural areas;
- iv. finding ways for lowering transport costs to enhance competitiveness, efficiency, and growth of the economy.

9.2.12 Improving Housing

9.2.12.1 Strategic Challenge

The strategic challenge to improving housing is how to promote better and affordable housing for low-income segments of the population.

9.2.12.2 Strategic Options

The strategic options to improving housing for low-income people include:

- i. embarking on a study of the housing sector, with a view to identifying constraints to the adequate provision of urban and rural housing;
- ii. examining ways to increase the scope for private participation in the sector;
- iii. supporting the community-based initiatives in waste removal and sanitation;
- iv. reviewing mortgage rates charged by financial institutions;
- v. providing easy access to loans for building low cost houses;
- vi. reducing cost of building materials;
- vii. encouraging research in technologies that will use locally available building materials.

CHAPTER 10

NATURAL RESOURCE AND ENVIRONMENTAL MANAGEMENT

10 NATURAL RESOURCE AND ENVIRONMENTAL MANAGEMENT

10.1 ASPIRATIONS TO NATURAL RESOURCES AND ENVIRONMENTAL MANAGEMENT

Malawians aspire to have sustainably managed natural resources and the environment. This will be achieved through: ensuring well conserved and managed land; zero percent deforestation; availability of adequate and clean water resources; restored and well conserved biodiversity and ecosystems; low population growth; preventing air and noise pollution from becoming serious problems; contributing to global efforts to managing climate change and other global environmental issues; incorporating environmental considerations at all stages, and enhancing the participation of the public in the planning and implementation of natural resource and environmental programmes.

10.2 STRATEGIC CHALLENGES AND OPTIONS

10.2.1 Controlling Land Degradation

10.2.1.1 Strategic Challenge

Soil erosion is a serious problem facing agriculture in Malawi. In 1994 soil erosion in Malawi was estimated to range from 13mt/ha./year to 29 mt/ha./year, averaging 20 mt/ha./year. This results in yield loss of between 4 and 11 percent per year equivalent to annual income losses per hectare of between K10 and K29. The cost associated with soil erosion has been estimated at K1,155 million per year which correspond to about 8 per cent of the country's GDP of 1994. This

cost is largely that of replacing the lost nutrients (nitrogen and phosphorus) and does not include the cost of replacing the lost organic carbon and other 'offsite' costs.

The strategic challenges to controlling land degradation are: preventing soil erosion, arresting deforestation, stopping expansion of cultivation to marginal areas, ending bad agricultural practices, controlling overgrazing, and reducing over-reliance on agriculture with low productivity; preventing excess accumulation of algae (eutrophication); and encouraging properly planned infrastructure and settlements.

10.2.1.2 Strategic Options

Strategic options to controlling land degradation include:

- i. reviewing land policy: undertaking land reform; and harmonizing sectoral policies to facilitate the implementation of a comprehensive soil conservation program;
- ii. rehabilitating degraded land;
- iii. intensifying afforestation and agroforestry programmes;
- iv. preventing livestock overstocking;
- v. implementing programs that widen employment opportunities for rural people to reduce dependence on agriculture; and
- vi. enforcing land conservation aspects of infrastructural project.

10.2.2 Arresting Deforestation

10.2.2.1 Strategic Challenge

Forests are disappearing at the rate of 1.4 per cent per annum due to dependence on subsistence agriculture; excessive selling of wood to generate income; high population growth; and dependence on wood energy.

The challenge to halting deforestation is reducing over-dependence on wood- energy and dependence on wood selling to generate income; preventing uncontrolled bush fires; discouraging customs and beliefs that do not value forestry resources; encouraging long-term perspectives in managing forestry resources; and enhancing enforcement of forestry regulations and laws.

10.2.2.2 Strategic Options

The options for arresting deforestation include:

- i. developing consistent policies and laws to guide and enforce forest conservation;
- ii. administering stiff penalties to offenders;
- iii. intensifying the rural electrification program and making electricity affordable;
- iv. finding other forms of energy;
- v. enhancing the effectiveness of tree planting programs;
- vi. promoting agroforestry, commercial forest ownership, and forestry industries;
- vii. using sustainable methods of harvesting of trees for fuelwood;
- viii. encouraging intensive and commercial agriculture; and diversifying out Of agriculture; and

- ix. promoting community participation in natural resource and environmental management.

10.2.3 Preventing Degradation and Depletion of Water Resources

10.2.3.1 Strategic Challenge

The chemical contamination of stream water in urban and peri-urban areas is becoming a common problem due to improper disposal of wastes. The absence of proper biological and physical conservation in farmers' fields has led to pollution of the aquatic environment by agrochemicals such as nitrous compounds through run-off water.

Due to inadequate sanitation facilities and other sources of organic pollution, the bacteriological quality of major rivers is poor throughout the year. Three quarters of the rivers show faecal coliform counts in excess of 500 per 100 ml in the dry season, which is significantly above World Health Organization guidelines. About 50 per cent of all illnesses in Malawi are attributed to water borne diseases.

Although Malawi faces no serious problems of excessive abstraction of water resources, there are threats of depletion due to deforestation, drought conditions, and poor management of water supply systems. Replenishment of surface water resources is totally dependent on rainfall, which is seasonal, and varies from year to year. Consequently, most of the rivers and lakes display seasonal flow patterns and dry up to a large extent in July through October every year.

The strategic challenge is to prevent pollution of water, conserve catchment areas and improve water supply systems.

10.2.3.2 Strategic Options

Strategic options to control depletion and degradation of water resources include:

- i. designing proper waste disposal systems;
- ii. dredging and rehabilitating existing dams;
- iii. constructing multipurpose dams;
- iv. proper management of catchment areas and river banks;
- v. constructing silt traps; and
- vi. using new water harvesting techniques.

10.2.4 Developing Fisheries

10.2.4.1 Strategic Challenge

The challenge to managing and developing fisheries include preventing environmental degradation, increasing support capacity within government and support to the social sector; finding alternative income generating activities; increasing access to capital markets, improving stability of annual fish availability; and controlling rapid human population growth.

10.2.4.2 Strategic Options

Strategic options to managing and developing fisheries include:

- i. declaring river mouths as protected areas;
- ii. restocking the lake;
- iii. redefining fisheries rights in order to limit access;
- iv. controlling harvesting by introducing quotas;
- v. improving fish breeding using artificial methods;
- vi. human resource development;
- vii. environmental education;
- viii. conducting Environmental Impact Assessment of all projects that might affect promoting fisheries; and
- ix. promoting fisheries related industries.

10.2.5 Developing the Wildlife Sector

10.2.5.1 Strategic Challenge

The strategic challenge to be addressed in order to develop the wildlife sector is controlling poaching, restocking depleted areas, developing ecotourism and using more participatory wildlife management approaches.

10.2.5.2 Strategic Options

In order to meet the challenge, the following are strategic options:

- i. mobilizing financial resources for capturing and translocating of wildlife from threatened areas;
- ii. securing protected areas to maintain diversity;
- iii. recruiting and training additional human resources to rejuvenate the activities of the wildlife sector;
- iv. carrying out ecological and socioeconomic surveys to determine harvestable resources which can be utilized by communities;
- v. broadening wildlife based income generating activities in order to yield more revenue that
- vi. can be shared with adjacent communities;
- vii. eliminating poaching by intensifying patrols and joint operation along international borders;
- viii. occasional use of Police (Task Force) on border antipoaching patrols;
- ix. use of helicopters for poaching surveillance;
- x. involving communities and non-governmental organizations in managing protected areas;
- xi. intensifying conservation awareness and education to increase local community appreciation of the resource.

10.2.6 Restoring and Conserving Biodiversity

10.2.6.1 Strategic Challenge

Factors that threaten Malawi's biological diversity include the following:- over-exploitation of biological resources; habitat degradation and pollution; introduction of invasive exotic species; selective pressures arising directly and indirectly from human activities and climatic change. These factors threaten biodiversity by causing among other things: loss of entire assemblages of

species; loss of individual species within communities; and loss of genetic variability within a species.

The challenge to managing threats to biodiversity comprises how to control deforestation, pollution, siltation, invasive species, overgrazing, population growth, and bush fires and prevent illegal access to biological resources and the loss of indigenous knowledge.

10.2.6.2 Strategic Options

The strategic options to preserving and managing biodiversity include:

- i. reviewing and enforcing policies and legislation;
- ii. strengthening institutional and technical capacity for a more complete biodiversity database;
- iii. undertaking research into species conservation technology;
- iv. monitoring the export and import of biological materials;
- v. promoting community participation in and public awareness of biodiversity; and
- vi. conserving endangered species and habitats.

10.2.7 Developing Human Settlements

10.2.7.1 Strategic Challenge

According to the Housing and Population census in 1987, 84 percent of all houses were grass thatched; 53 per cent had mud walls; and 89 per cent had mud floors. The situation has not changed much since then. It is estimated that 50 per cent of existing rural houses are not fit for human habitation. Most of these houses are constructed using technology that makes them not durable.

The migration of people from rural to urban areas in search of income earning opportunities has exacerbated the development of unplanned settlements and squatters. Most of these settlements lack basic services such as potable (safe) water and proper sanitation services. Poverty has worsened the situation further as people inhabit shelters of unacceptable standards.

The strategic challenge to developing and upgrading human settlements is to plan physical development; eliminate squatting in urban areas; control unhygienic behaviour; regulate street vending and provide good housing and water.

10.2.7.2 Strategic Options

Strategic options include:

- i. introducing physical planning to cover all settlements;
- ii. enforcing building codes;
- iii. enabling the building of permanent houses;
- iv. reviewing and enforcing policies and ordinances on settlement patterns.

10.2.8 Controlling Air Pollution and Managing Climate Change Issues

10.2.8.1 Strategic Challenge

Air pollution and climate change issues are currently relatively small environmental concerns. However, these can easily become serious problems if they go unchecked.

The strategic challenge to preventing air pollution and managing climate change issues include: monitoring emissions of hydrocarbons nitrogen oxides and carbon monoxides; proper management of hazardous substances and wastes; use of ozone friendly technology; establishing regulations and enacting legislation on air pollution; and promoting education on climate change issues.

10.2.8.2 Strategic Options

Strategic options to controlling air pollution and managing climate change issues include:

- i. establishing units to monitor air and noise pollution through establishing standards;
- ii. initiating supportive legislation and fiscal incentives;
- iii. conducting awareness campaigns on air and noise pollution and climate change;
- iv. enhancing capacity for disaster preparedness through improving monitoring and information systems; and
- v. phasing out or controlling air polluting and ozone unfriendly or green House Gases emitting technology.

10.2.9 Preventing Noise Pollution

10.2.9.1 Strategic Challenge

The challenge to preventing noise from becoming a serious problem is to deploy human resources to conduct baseline studies and initiate a program of noise prevention; providing equipment, instruments, and resources to measure noise and implement programs; conducting extensive sectoral coordination; increasing awareness of noise problems, and improving the monitoring of noise standards regulations on imported equipment/technology.

10.2.9.2 Strategic Options

The activities that can lead to reduced noise include:

- i. establishing and strengthening institutions dealing with noise pollution;
- ii. reviewing legislation to make noise reduction effective, creating awareness;
- iii. adopting a regional approach to solving some of the international problems; and
- iv. conducting baseline and periodic surveys to determine the nature and control measures for noise.

10.2.10 Managing Hazardous Substances and Wastes

10.2.10.1 Strategic Challenge

The strategic challenge to proper management of hazardous substances and wastes is improving laws and regulations, the institutional set-up, and infrastructure and technologies for dealing with hazardous substances and wastes.

10.2.10.2 Strategic Options

The strategic options include:

- i. formulating and enforcing laws, and regulations on management of hazardous substances and wastes;
- ii. increasing financial support and human resources in institutions, and
- iii. improving infrastructure and technologies for dealing with hazardous materials.

10.2.11 Eradicating Poverty and Controlling Population Growth

10.2.11.1 Strategic Challenge

Malawi has a fertility rate of 6.7. This is very high especially when combined with the problem of limited acceptability of family planning messages and techniques. As a result, Malawi has a very high population growth rate. Most women have a longer period of child-bearing because they marry early and do not use birth control. This happens because they spend a shorter period at school and marry immediately after school believing that they will be supported by their husbands.

The high incidence of poverty and the belief that more children are a source of prestige and security in old age lead to large families. This increases pressure on natural resources.

The strategic challenge is to reduce population growth rate and incidence of poverty.

10.2.11.2 Strategic Options

1. increasing employment opportunities for the rural and urban population in order to reduce pressure on land, and reduce rural to urban migration.
2. Making primary education compulsory to reduce illiteracy levels and discouraging early marriages.
3. promoting effective family planning programmes; and
4. Implementing programme.

10.2.12 Political Advocacy for Proper Management of Natural Resources and the Environment

10.2.12.1 Strategic Challenge

The strategic challenge to political advocacy for proper management of natural resources and the environment is increasing political will, and discouraging politicians from having economic interests in natural resources, and increasing environmental awareness that makes it possible for politicians to get tough on proper management of natural resources.

10.2.12.2 Strategic Options

Strategic options for encouraging more political advocacy for proper management of natural resources and the environment include;

- i. requiring every political party to recognize and implement proper management of natural resources and the environment as embodied in the constitution of the Republic of Malawi Chapter 11/3d;
- ii. establishing an autonomous environmental management authority to act as a watchdog;
- iii. empowering local communities to manage natural resources and the environment.

ANNEXES

[Annex 1](#) - Vision 2020 Core Team

[Annex 2](#) - Working Group Members At The First National Workshop On Vision 2020 Held At Kwacha from 19 February to 8 March 1996

[Annex 3](#) - Cabinet Retreat Held In Mangochi From 12 to 13 April 1997

[Annex 4](#) - Participants At The National Conference Held In Blantyre From 24-25 November 1999

[Annex 6](#) - Launching Ceremony Of Vision 2020 Document Held At Chichiri Conference Centre Hall, Blantyre on 31 March 1998

ANNEX 1

VISION 2020 CORE TEAM

1. Director	Dr. Henry L. Ng'ombe
2. Team Leader	Dr. Anthony Mawaya
3. Member	Dr. Naomi Ngwira
4. Member	Dr. Maxwell Mkwezalamba
5. Member	Dr. Charles Chanthunya
6. Member	Mr. Zanga Chikhosi
7. Member	Mr. Ian Kumwenda
8. Member	Mr. Dan Kamwaza
9. Member	Mrs. Hendrine Givah
10. Member	Mrs. Mercy Kanyuka
11. Member	Late Mr. Josephat Chikadza

ANNEX 2

**WORKING GROUP MEMBERS AT THE FIRST NATIONAL WORKSHOP
ON VISION 2020 HELD AT KWACHA FROM 19TH FEBRUARY TO
8TH MARCH 1996**

- | | |
|---------------------------------|--|
| 1. Inkosi ya Makosi M'Mbelwa IV | Paramount Chief, Mzimba |
| 2. Chief Kanyenda | Nkhotakota |
| 3. Chief Nazombe | Mulanje |
| 4. Chief Bvumbwe | Thyolo |
| 5. Inkosi Mzikubola Jere | Mzimba |
| 6. Chief Kaomba | Kasungu |
| 7. Mr. Msowoya | Malawi Democratic Union (MDU) |
| 8. Mr. G. Sichali | UFMD Party Member |
| 9. Mr. Amunandife Mkumba | Malawi Democratic Party (MDP) |
| 10. Mr. H. Kuchonde | Malawi National Democratic Party (MNDP) |
| 11. Hon. F.S. Mphepo, M.P. | United Democratic Front (UDF) |
| 12. Hon. Sitsi Nkhoma, MP | Malawi Congress Party (MCP) |
| 13. Mr. J.B.L. Malange | Malawi Export Promotion Council |
| 14. Mr. E.B. Kadzako | Malawi Development Corporation |
| 15. Mr. M.A. Banda | Press Corporation |
| 16. Mr. C. Kamphinda Banda | Malawi Congress of Trade Unions |
| 17. Col. N.W. Banda | Malawi Army |
| 18. Mr. George Claver | Disabled Persons Association of Malawi |
| 19. Mr. Mussa Chiwaula | Disabled Persons Association of Malawi |
| 20. Mr. G. Katsemo | Disabled Persons Association of Malawi |
| 21. Mr. G. Mbekeani | Press Corporation |
| 22. Mr. E.P. Zitha | Exporters Association of Malawi |
| 23. Mr. N.S.S. Nyirenda | Malawi Investment Promotion Agency |
| 24. Mr. M. Tsoka | Centre for Social Research |
| 25. Dr. J. Maida | Ministry of Research and Environmental Affairs |
| 26. Mr. R. Chimsale | Council for Non-Governmental Organizations in |
| Malawi (CONGOMA) | |
| 27. Mr. C. Chuka | Reserve Bank of Malawi |
| 28. Mr. A. Phambala | National Association for Small and Medium |
| Enterprise | |
| 29. Ms. L. Semu | Chancellor College |
| 30. Mr. Mzee Makawa | |
| 31. Dr. E. Banda | National College of Nursing |
| 32. Mrs. R. Nyirongo | Ministry of Education |
| 33. Mr. S.S. Makwinja | National Hawkers' Business Association (NAHBA) |
| 34. Mr. A.F. Chikumbi | |
| 35. Mr. D. Chimbe | Malawi Council for the Handicapped |
| 36. Mr. A. Mkandawire | |
| 37. Mr. C. Guta | Malawi Industrial Research and Technology |
| Development Centre | |
| 38. Mr. Anthony | Malawi Chamber of Commerce and Industry |
| 39. Dr. A. Mtenje | Chancellor College |

40. Mrs Nyandovi Kerr	Women's World Banking
41. Dr. Lucy Binauli	Chancellor College
42. Mr. J.H. Sinkhala	Ministry of Youth, Sports and Culture
43. Mr. H.E.P. Solomon	University of Malawi Student Union
44. Mr. H.M.S. Chunga	Project Officers Entrepreneurial Training
45. Ms. F. Gomile-Chidyaonga	The Malawi Polytechnic
46. Dr. S. Khaira	Centre for Social Research
47. Mr. E.N.B. Chibwana	Ministry of Agriculture and Livestock Development
48. Mr. J. Alide	Muslim Association of Malawi
49. Mr. A. Chisiano	Malawi Police Force
50. Mr. G. Maseko	
51. Mr. P. Chimutu	Christian Service Committee
52. Pastor R.J.B. Mkandawire	Christian Council of Malawi
53. Mrs. E. Kazembe	ADMARC
54. Dr. B.S.M. Mwale	Medical Council of Malawi
55. Mr. Bob Martin	Economic Resources Limited
56. Mr. John Kapito	Consumers' Association of Malawi
57. Mr. E.N.B. Chibwana	Ministry of Agriculture and Livestock Development
58. Mrs. E. Kaliyati	Ministry of Economic Planning and Development
59. Ms. Colleen Zamba	Ministry of Economic Planning and Development
60. Mr. A. Kapachika	Boma Lathu
61. Ms. S. Mhura	Journalists Association of Malawi (JAMA)
62. Ms. Diana Nkulembe	Malawi News Agency
63. Mr. R. Khumbanyiwa	Mirror News Paper

ANNEX 3

CABINET RETREAT HELD IN MANGOCI-11 FROM 12TH TO 13TH APRIL 1997

Present

- | | |
|----------------------------------|--|
| 1. Rt. Hon. Justice C. Malewezi | Vice President |
| 2. Hon. Aleke K. Banda | Minister of Finance and Economic Planning and Development |
| 3. Hon. Harry I. Thomson, | Minister of Transport MP |
| 4. Hon. Brown J. Mpinganjira, MP | Minister of Information and Broadcasting |
| 5. Hon. Dr. Cassim Chilumpha, MP | Attorney General and Minister of Finance |
| 6. Hon. Dr. Mapopa Chipeta MP | Minister of Agriculture and Livestock Development |
| 7. Hon. Mrs Edda Chitalo, MP | Minister of Physical Planning |
| 8. Hon. Tim Mangwazu, MP | Minister of Housing |
| 9. Hon. Richard Sembereka, MP | Minister of National Heritage |
| 10. Hon. Mrs. Lilian Patel, MP | Minister of Women, Children Affairs Community Development and Social Welfare |
| 11. Hon. Melvin Moyo, MP | Minister of Natural Resources |
| 12. Hon. Mayinga Mkandawire, | MP Minister of Research and Environmental Affairs |
| 13. Hon. Mrs. Lizzie Lossa, MP | Deputy Minister of Finance and Economic Planning and Development |
| 14. Hon. F.G Nowa, MP | Deputy Minister of Local Government and Rural Development |
| 15. Hon. D. Chamaere, MP | Deputy Minister of Works and Supplies |
| 16. Hon. P. Katsanga, MP | Deputy Minister of Agriculture and Livestock Development |
| 17. Hon. R. Makuwira, MP | Deputy Minister of Education |

18. Hon. E. Phiri, MP Deputy Minister of Natural Resources
19. Hon. Prof Donton Mkandawire (MP) Ambassador - at - Large

ANNEX 4

PARTICIPANTS AT THE NATIONAL CONFERENCE HELD IN BLANTYRE, FROM 24TH TO 25TH NOVEMBER, 1999

[Cabinet](#)

[Office of the President and Cabinet](#)

[Principal Secretaries](#)

[Chief Executives of Parastatals](#)

[Chiefs](#)

[Working Group Members](#)

[Youth Representatives](#)

[Journalists](#)

[Millenium Institute \(Washington DC, USA\)](#)

[Prominent Women](#)

[Religious Organizations/Churches](#)

[Donor Community](#)

[Non-Governmental Organizations](#)

[Prominent Business Persons](#)

[Other Participants](#)

[Malawians Abroad](#)

[Technicians](#)

[Nurses](#)

[Organizers](#)

[Protocol](#)

[Officials](#)

Cabinet

RIGHT HONOURABLE JUSTIN C. MALEWEZI, VICE PRESIDENT AND MINISTER OF
FINANCE

Hon Aleke K. Banda, Minister of Agriculture and Irrigation

Hon Sam Mpasu, MP, Minister of Information

Hon Mrs Edda Chitalo, MP, Minister of State in the President's Office

Hon Mayinga Mkandawire, MP Minister of Forestry, Fisheries and Environmental Affairs

Hon Richard Sembereka MP, Minister of National Heritage

Hon Kaliyoma Phumisa, MP, Minister of Labour and Vocational Training

Hon Bundaunda Phiri, MP, Minister of State in the President's Office

Hon Lilian Patel, MP Minister of Women, Youth and Community Services

Hon Melvyn Moyo, MP, Minister of Home Affairs

Hon Robson Makuwila MP, Minister of State in the President's Office

Office Of The President And Cabinet

Mr A.A. Upindi, Secretary to the President and Cabinet

Mr M.B. Kamphambe Nkhoma, Deputy Secretary to the President and Cabinet

Principal Secretaries

Mr DCW Kambauwa, Secretary for Forestry, Fisheries and Environmental Affairs

Mr R P Dzanjalimodzi, Principal Secretary (administration) Ministry of Finance

Mrs HG Kawalewale, Principal Secretary for Education

Mr E C Gondwe, Controller, Department of Office Equipment and Printing

Mr MM Mononga, Chief Immigration Officer

Mr BEK Munthali, Secretary for Information

Mr SDT Matenje, Solicitor General and Secretary for justice

Mr CD Nthenda, Principal Secretary (Finance) Office of the President and Cabinet

Mr BB Mawindo, Secretary to the Minister of State (Human Resource Management and Development)

Mr MVL Phiri, Principal Secretary to the Vice President

Mr EB Twea, Registrar of the High Court

Mr AC Gomani, Secretary for Commerce and Industry

Mr B Mbewe, Secretary for National Heritage

Mr LT Golosi, Commissioner for Census and Statistics

Mr JD Kalilangwe, Secretary for Defence

Mr MT Chiundira, Project Coordinator, Ministry of

Lands, Housing, Physical Planning and Surveys

Dr (Mrs) CN Mwiyeriwa, Principal Secretary, Ministry of Health and population

Mr TAV Chande, Principal Secretary, Ministry of Agriculture and Irrigation

Mr MM Matola, Secretary to the Minister of State (District Administration)

Mr F Mbilizi, Secretary for Tourism, Parks and Wildlife

Miss C Zamba, Comptroller of Statutory Corporations

Mr WJ Chawawa, Chief of Staff, State House, Zomba

Mr AM Mkozi, Secretary for Labour

Mr CL Mononga, Commissioner for Taxes

Mr TA Kalebe, Secretary to the National Economic Council

Mr MA Kam'malere, Secretary for Works

Chief Executives Of Parastatals

Prof M Chikaonda, Governor of the Reserve Bank of Malawi

Mr ER Limbe, General Manager, Malawi Railways

Mr OC Mandalasi, Chief Executive, Electricity Supply Commission of Malawi

Mr SD Gunde, Director General, Malawi Broadcasting Corporation

Mr M Katsonga Phiri, Executive Director, Malawi Chamber of Commerce and Industry

Dr Catherine Chimwenje, Malawi National Examinations Board

Mrs GW Chikoko, Electoral Commission

Captain AC Mkandawire, General Manager, Malawi Lake Services

Dr ME Palamuleni, Chief Executive, national Family Welfare Council of Malawi

Mrs J Makoza, Chief Executive and Registrar, Nurses and Midwives Council of Malawi

Mr J Chikowi, Council for Non-Governmental Organization of Malawi

Mr L Mhura, National Road Safety Council of Malawi

Mr FC Munthali, Tobacco Control Commission

Dr HP Bandawe, General Manager, Malawi Savings Bank

Mr PM Saidi, Chairman, Land Policy Reform Commission

Mr SM Kakhobwe, Executive Secretary, Malawi Social Action Fund

Chiefs

T.A. Chikulamayembe

T.A. Mwamlowe

T.A. Wasambo

T.A. Kyungu

T.A. Mwenemisuku

T.A. Mwaulambya

Inkosi Mabulabo

Inkosi Chindi

T.A. Mankhambira

T.A. Chulu

T.A. Lukwa

T.A. Mwadzama

T.A. Kanyenda

T.A. Kalumo

T.A. Kasakula

T.A. Kalonga

T.A. Khombedza

T.A. Msakambewa

T.A. Chiwere

T.A. Mlonyeni

T.A. Kabudula

T.A. Chiseka

T.A. Pemba

T.A. Kaphuka

T.A. Kasumbu

Inkosi ya Makosi Gomani

T.A. Kwataine

T.A. Somba

T.A. Mwambo

T.A. Kuntumanji

T.A. Nchema

T.A. Chitera

T.A. Nazombe

T.A. Mkanda

T.A. Chimaliro

T.A. Bvumbwe

T.A. Nthache

T.A. Dambe

T.A. Nyachikadza

T.A. Chimombo

T.A. Liwonde

T.A. Chapananga

T.A. Mgabu

T.A. Mponda

T.A. Makanjira

T.A. Chimwala

T.A. Namkumba

T.A. Stola

T.A. Nyirenda

Working Group Members

George M. Claver - Human Rights Forum for The Disabled

B.F. Kandoole (Dr) - Malawi Institute of Management (MIM)

Terence Jones - Resident Representative, United Nations Development Activities in Malawi

Brigadier M.B Chiziko - Army Headquarters

Inkosi Mzikubola Jere - Mzimba

Inkosi ya Makosi M'Mbelwa (IV) - Mzimba

Chief Fukamapiri - Nkhata-Bay

Chief Khongoni - Lilongwe

Chief Bvumbwe - Thyolo

Chief Kanyenda XII - Nkhota-Kota

Chief Chamba - Machinga

R.W.S. Nyirenda - Ministry of Forestry

G.K. Mangochi - General Manager, Malawi Export Promotion Council

Dr. W.C. Nkhoma - Ministry of Health and Population

Dr. S.W. Khaila - Director, Centre for Social Research

Y. Alide - Muslim Association

M.G. Tsoka - Centre for Social Research

F. Chidyaonga - Polytechnic

Shadreck Z. Maziya - Christian Service Committee

Elvis Thodi - Malawi Police Service

H.R. Kuchonde - Malawi Democratic Party

H.M.S. Chunga - Project Officers Entrepreneurial Training (POET)

J.C.K. Mhango - Ministry of Economic Planning and Development

Joel Kasanga - Ministry of Information

William W. Liabunya - Department of Energy and Mining

Esther Chioko - General Manager, Small Enterprise Development of Malawi

N.S.S. Nyirenda - Malawi Investment Promotion Agency

S.L. Mhura - Journalists Association of Malawi

D. Nkhulembe - Malawi News Agency

Mrs. R. Nyirongo - Likuni Girls Secondary School

E.B. Kadzako - General Manager, Malawi Development Corporation

Dr. H.H. N. Kabwazi - Chancellor College

Pastor R.J. B. Mkandawire - Christian Council of Malawi

Brigadier M.D. Chiziko - Army Headquarters

Christon Moyo - Ministry of Health and Population

S.S. Makwinja - National Hawkers' Business Association (NAHBA)

Mrs.M. Nyandovi- Kerr -Womens World Banking

Hon. S.J. Situsi Nkhoma, M.P. - Malawi Congress Party

F.S.O. Kakatera - United Nations Education Scientific Cultural Organization

Professor Seyani - National Herbarium Association of Malawi

B.F. Chikhadza - Ministry of Education

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Mr. Chiume (Chancellor College)

Keith Lipato (Malawi College of Nursing)

K.H. Mleme (Malawi College of Accountancy)

Journalists

Thengo Chirombo, Malawi Broadcasting Corporation

Don Mafuwa

Diana Nkhulembe, Malawi News Agency

George Thukuwa, Weekly News

Ramsey Khumbanyiwa, Mirror Newspaper

Felix Mponda, BBC, AFP, IPS,

Hazwell Kanjaye, UNDP Info. & Pub Affairs

Patricia Chipungu, Malawi Broadcasting Corporation

W.H.N. Kumwenda (Malawi Broadcasting Corporation)

Catherine Mwase Independent Newspaper

Charles Chikapa (Malawi Broadcasting Corporation)

Chipipiro Matiya

Makachi Chirwa (Malawi Broadcasting Corporation)

J. Kasanga, Information Department

Ms. Stella Mhura, journalists Association of Malawi

Millennium Institute (Washington DC, USA)

Gerald O. Barney - President

Lin Zixin

Mr. Douglas Symalla

Prominent Women

Mrs Eunice Chipangula, (Malawi Broadcasting Corporation)

Dr. Edrine Kayambazinthu

Mrs Margaret Khonje (UNICEF)

Dr. Kelita Kamoto (Malawi College of Medicine)

Mrs E. M'mangisa (Ministry of Research and Environmental Affairs)

Mrs Ann Kulemeka (Malawi Investment Promotion Agency)

Mrs Agnes Katsonga (Customs and Excise)

Alice Thomas Konyani (OILCOM)

Dr. Vera Chirwa (Human Rights Activist)

Justice Anastanzia Msosa (The Judiciary)

Mrs Mary Nkosi (Finance Company of Malawi)

Mrs Janet Karim (Independent Newspaper)

Joyce Ngoma (Malawi Broadcasting Corporation)

Kate Kainja (Malawi Congress Party)

Religious Organisations/Churches

Rev. M.E. Kansilanga, BT SYNOD

Rev. Father Howard Nasolo Anglican

J.H. Kalumba Zambezi Evangelical

Rev S.E. Banda Assemblies of God

D.R. Widdowson, Salvation Army

Rev. Nixon Chiwala Churches of Christ

Donor Community

A. Bassene, UNICEF

A. Abate, WFP

T. Tamamoto, JICA

Jeronimo R.F. Chivari, Mozambican High Commission

Andrew Sisson, USAID

Bo Jensen, Danish Embassy

Terence Jones, UNDP

G.W.E.S Seate, South African Embassy

H.E. Col Haamaundu, Zambian High Commission

Non Governmental Organisations

David Nangoma, CURE

Mr. H.M.S. Chunga, WWB

FINCA, Mrs F. Kaufulu

MASAF, Sam Kakhobwe

NASME, A.E. Phambala

NASME, N.F. Kamvabingu

Plan International

Ms Phyllis Horea

Mrs J.P. Mabangwe, DIPAM

Prominent Business Persons

Mr. Gaudy Maluza, Tayamba General Dealers Ltd

Mrs Makawa, Boadzulu Holiday Resort

Mrs Maina Mkandawire, Bambino Private Schools

Other Participants

Mr. L. B. Mhango, Energy and Mining

Mr. P. Nyirenda, Chancellor College

Mrs. G. Sungitsa,

Mr. Luke Banda, Ministry of Relief and Rehabilitation

Mr. E.J. Namanja, Malawi Post and Telecommunications

Mr. M. Sibande, Ministry of Finance

Mr. H.E. Solomoni, University of Malawi

Dr. C'P. Chilimampungu, Chancellor College

Mr. D.V. Kampani

Mrs. L.R. Kamtengeni, Ministry of Women, Children and Social Welfare

Mr. G.D.G. Chimbamba

Mr F.B. Mzoma, Disabled Persons in Malawi

Mrs Fanny Mbawa, Ministry Economic Planning and Development

Mrs Rhoda Eliasi, Ministry of Economic Planning and Development

Mr Derick Zanera, National Statistical Office

Malawians Abroad

J. Msolomba, Mozambique

John Lwanda, United Kingdom

Mapanje, United Kingdom

Dr. Lucy Maliwichi, South Africa

Technicians

S.T.Mwimba, Reserve Bank of Malawi

F.B. Ndawala, Reserve Bank of Malawi

C.R. Kumsinda, Reserve Bank of Malawi

Nurses

L.S. Mwalola, Queen Elizabeth Central Hospital

A.K. Mhango, Queen Elizabeth Central Hospital

R.F. Kammwamba, Queen Elizabeth Central Hospital,

Organisers

Mr. F. Kadewere, Ministry of Economic Planning and Development

Mr. Y.E. Kampala, Ministry of Economic Planning and Development

Mr. F. Mbeya, Ministry of Economic Planning and Development

Mr N. Chikhungu, Ministry of Economic Planning and Development

Mr. E. Chilima, Ministry of Economic Planning and Development

Ms E. Kamwendo, Ministry of Economic Planning and Development

Protocol

H. Kambwembwe, Ministry of Foreign Affairs

C. Hara, Ministry of Foreign Affairs

Mrs Chikuta, Ministry of Economic Planning and Development

Mrs Mwasikakata, Ministry of Economic Planning and Development

Ms Kadokera, Ministry of Economic Planning and Development

Ms Kachigamba, Ministry of Economic Planning and Development

Officials

Mr. F.Y. Mwathengere, Ministry of Economic Planning and Development

Mr. Kachikopa, Ministry of Economic Planning and Development

Mr. Zimalirana, Ministry of Economic Planning and Development

Mr. G.S.Z. Jere, Ministry of Economic Planning and Development

ANNEX 6

LAUNCHING CEREMONY OF VISION 2020 DOCUMENT HELD AT CHICHIRI CONFERENCE CENTRE HALL, BLANTYRE ON 31ST MARCH, 1998

A.E. Phambala National Association for Small and Medium Enterprise (NASME)

H.A. Juwa, Principal Secretary, Ministry of Justice & Constitution Affairs

Etta M'mangisa United Nations Development Programme

Enock S. Kampini Malawi Congress of Trade Union

G. Mkondiwa, Principal Secretary, Department of Energy & Mining

Pastor R.J.B. Mkandawire Christian Council of Malawi

L.S.C. Siwande Ministry of Works

B.B. Mawindo, Principal Secretary, Department of Human Resource Management and Development

H.S.K. Mbetewa, Principal Secretary, Ministry of Local Government and Rural Development

H.W. Haji Kumserema Principal Secretary, Ministry of Lands, Housing & Physical planning and Surveys

H.E.P. Solomon University of Malawi

McPherson C.H. Jere Ministry of Education

Inkosi ya Makosi M'mbelwa IV Mzimba

V.C. Banda Anti-Corruption Bureau

Hastings Yadidi Malawi Broadcasting Corporation

C.S.R. Chuka Reserve Bank of Malawi

Charles Machinjili National Statistics Office

Chris Kamphinda-Banda Malawi Congress of Trade Unions

A.M. Kamazizwa Malawi Congress of Trade Unions

E.R. Chimwaza National Public Events Office

S.S.L. Makwinja National Hawkers' Business Association (NAHBA)

Amunandife Mkumba Malawi Democratic Union (MDU)

Dixies S.M. Kambauwa Press Corporation Limited

Henry R. Kuchonde Malawi Democratic Party

N.E. Kamvambingu National Association for Small and Medium Enterprise (NASME)

P. Katemecha Deloitte & Touche

A. Chisiano Commercial Bank of Malawi

M.G. Chilunga National Public Events

J.I. Channel Transport and General Workers Union

Chief Makanjira Mangochi

Chief Laston Njema Mulanje

Chief Nankumba Mangochi

Chief Kanyenda Nkhota-Kota

Chief Mwamlowe Mlowe

Chief Fukamapiri VII Nkhata-Bay

L.S.P. Banda Ministry of Relief and Rehabilitation

Dr. Paulos B.T. Nyirenda Chancellor College

M.W. Matemba Principal Secretary, Ministry of Education

F.S.D. Kakatera United Nations Education Scientific Cultural Organization

Dr. A.D. Mtenje University of Malawi Centre for Language Studies

R.L. Gondwe Parliament

B.Z. Mbano Domasi College of Education

James E. Chipeta University of Malawi

M.G. Tsoka Centre for Social Research

Chief Somba Blantyre

W.H.N. Kumwenda Malawi Broadcasting Corporation

Hassan Goba Malawi Broadcasting Corporation

Brian Mtonya Ministry of Commerce & Industry

M.D. Chiziko Malawi Army

Mrs. Fanny Mbawa National Economic Council

A.K. Mkangama National Economic Council

Edrinnie Kayambazinthu University of Malawi

Lucy S. Binauli University of Malawi

Mrs. Maina J. Mkandawire Bambino, Schools

Mrs. M. Khonje Ministry of Education

R.H. Chakhame National Economic Council

Bo Jensen Danish Embassy

Frank R. Mwambaghi Ministry of Health and Population

Fern Sadyalunda

Ms. C. Zamba Comptroller, Statutory Corporations

Andrew L. Banda Ministry of Commerce & Industry

D.M.H Zanera National Statistical Office

Bilson Itaye Lakeside Foods Industries

Mrs. M.D. Nowa-Phiri Principal Secretary, Ministry of Education

Mrs. Joan M.G. Makoza Nurses & Midwives Council of Malawi

M.C.C. Mkandawire Judiciary

Dr. Benson F. Kandoole Malawi Institute of Management

G. Zimalirana National Economic Council

L. Kachikopa National Economic Council

Francis Mbilizi Principal Secretary, Ministry of Tourism Parks & Wildlife

S.M. Kakhobwe Project Director, Malawi Social Action Fund

E.C.R. Gondwe Controller, Department of Office Equipment and Printing

Dr. J.H.A. Maida Principal Secretary, Ministry of Transport

Lewis B. Mhango Department of Energy & Mining

Dr. Catherine Chimwenje Malawi National Examination Board

L.F. Golosi National Statistical Office

D.C.W. Kambauwa Principal Secretary, Ministry of Forestry, Fisheries & Environmental Affairs

T.R. O'Dala Principal Secretary, National Economic Council

B.E.K. Munthali Principal Secretary, Ministry of Information

Mrs. M.G. Kawalewale Principal Secretary, National Research Council

Mr. M.V.L. Phiri Principal Secretary, Office of Vice President

J.D. Kalilangwe Principal Secretary, Ministry of Defence

M.B. Mbewe Principal Secretary, National Heritage

ZX Medi Principal Secretary, Ministry of Foreign Affairs

M.A. Kammalere Principal Secretary, Ministry of Lands,

Housing, Population & Surveys

Benard W. Zingano Principal Secretary, Ministry of Education (Mzuzu University)

M.M. Mononga Chief Immigration Officer, Immigration Department

C.L. Mononga Commissioner of Taxes, Income Tax Department

E.F. Malenga Principal Secretary, Office of the President and Cabinet

T.A. Kalebe Principal Secretary, National Economic Council

M.M. Matola Principal Secretary, Office of the President and Cabinet-District Administration

E.J. Kaliyati United Nations Development Programme