



VISION 2020

THE NATIONAL LONG-TERM
DEVELOPMENT PERSPECTIVE
FOR MALAWI

A summary

National Economic Council
Lilongwe, Malawi
2000

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FOREWORD

by His Excellency DR BAKILI MULUZI

President of the Republic of Malawi

Development planning since Malawi's independence in 1964 has been guided by short to medium-terms plans based on 10-year 'Statement of Development Policies'. This approach has achieved limited social and economic progress while poverty has become widespread, social services have become inadequate and food insecurity has increased.

The situation has been aggravated by a high prevalence of HIV/Aids while macro-economic variables such as government budget deficits and the balance of payments have been unsatisfactory.

Malawi risks losing some of the progress made if prevailing trends are not changed. It will be very difficult to make meaningful progress without a long-term, shared Vision.

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

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



PREFACE

by the Right Honourable
JUSTIN C. MALEWEZI

Vice-President of the Republic of Malawi and Minister of Finance

Malawi Vision 2020 is the culmination of a national exercise which began in January 1996 and is meant to serve as a basis for short and medium-term plans to achieve the Vision that Malawians see for the year 2020. Vision 2020 defines national goals, policies and strategies and will improve development management and provides the government with a wealth of information about what Malawians would like to achieve.

A natural Vision provides a framework within which the country can formulate, implement and evaluate short and medium-term plans. It provides detailed background information and justification for the aspirations of the population and strategies recommended to achieve those aspirations.

It will help government departments and private organisations to prepare detailed projects and activities that encapsulate the multi-sectoral nature of development which comprises social, cultural and political changes.

The National Long-term Perspective Studies (NLTPS) approach formulated by the African Futures Group in Abidjan has been adapted to create the conceptual framework to develop the Vision. The NLTPS methodology is a tool for development management and emphasises strategic long-term thinking, shared vision and visionary leadership, citizen participation, scenario planning, strategic management and national learning.

STATEMENT FROM THE OPPOSITION PARTIES

by the Honourable
GWANDA CHAKUAMBA, MP
President, Malawi Congress Party, and Leader of the Opposition

The development of our beautiful country, Malawi, is the responsibility of all those 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, one which should embrace transparency, accountability, fairness and clean politics, devoid of corruption, regionalism and nepotism.

Malawians also want their country to be developed economically in all sectors, including agriculture, manufacturing and mining. Malawians would like to see security within the country improved so that our economy can progress. It is also pleasing to note that the people seek environmental conservation.

Among their other aspirations, Malawians crave 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 Vision 2020, therefore, presents a challenge to the present government and all future governments. Indeed, Vision 2020 is a challenge to all religious organisations, non-governmental organisations, public officers, chiefs, businessmen, industrialists, farmers and all other citizens.

It would be remiss of me if I did not thank the United Nations Development Programme for funding the Vision 2020 project and I congratulate the core team, the working group and all those involved in completing this task.

It is my humble duty to call on all Malawians, regardless of their religious or political affiliations, to work hard to achieve our aspirations by 2020.





OVERVIEW

THE NEED FOR A VISION

THE Malawi government has, since the country's political independence in 1964, addressed various development issues. During the 1960s and 1970s, the approach to development planning was orientated towards state intervention yet allowed private enterprise to thrive.

However, 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 shown by government price control and various administrative and legal controls. Emphasis was on agriculture while manufacturing was not actively promoted.

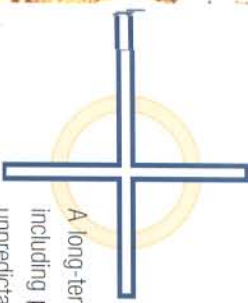
Development management was approached through 10-year plans. The first *Statement of Development Policies (DEVPOL)* covered 1971-1980, the second 1987-1996. In addition, the government used the five-year rolling Public Sector Investment Programme (PSIP), the Sectoral Policy Framework Papers (PPFs) and the newly introduced Medium Term Expenditure Frameworks (MTEFs) as complementary development management tools.

The economy performed well during the 1960s and early 1980s with an average annual growth rate of 6%. However, the economy's growth eventually faltered because of external shocks - the oil crisis, drought and political instability in the region.

To counter these shocks, Malawi has, since the 1980s, implemented Structural Adjustment Programmes (SAPs) in which the Policy Framework Paper (PFP) - a three-year rolling policy programme - was the key document for implementing medium-term economic policies. In addition, there have been specific sectoral programmes on policy changes and investment covering periods of three to five years.

There is growing concern that, despite economic growth rates that compared favourably with other sub-Saharan countries, progress towards basic long-term development goals has been slow and disjointed. There has been no significant social or human development and this, along with the unpredictable global economy, has required long-term strategic thinking. The Vision framework provides one such long-term strategic approach to development management.





A long-term approach is appropriate because most of the development problems, including policy prescriptions, will take a long time to implement and resolve. The unpredictability of economies, finance, politics and many other facets of human life have made strategic planning and management essential.

The Vision is also based on a long-term, multi-sectoral approach to development as the previous economics-based approach contributed to the country's inability to achieve long-term development goals.

Development involves social, political, technological and economic changes, all of which interweave and influence one another - as emphasised in the new Malawian Constitution.

A vision provides a foundation on which a country can formulate, implement and evaluate short and medium-term plans for both the public and private sectors. It provides detailed background information and justification for the population's aspirations and strategies recommended to achieve those aspirations. However, a vision does not provide the required details of projects and activities: this responsibility lies with government departments and private organisations.

Development used to rely on natural economic comparative advantages but the visioning process will help the country to create the economic advantages that can lead to significant economic growth and improved material well-being for its people.

The conceptual framework for developing the Vision

As mentioned previously, the conceptual framework for developing the Vision was adapted from the National Long-Term Perspective Studies (NLTPS) approach created in Abidjan by the African Futures Group as a tool to set priorities for development and development management. It emphasises long-term strategic thinking, shared vision and visionary leadership, participation by the population, scenario planning, strategic management and national learning.

Technocrats and scholars from very early times have underscored the need for long-term planning. A miscellaneous group of projects without a master plan for the development of the economy as a whole will take a country nowhere except, possibly, to chaos. Despite this, the concept of long-term strategic thinking has been absent from development management efforts in countries such as Malawi. Typical African

development plans covered four or five-year periods while Structural Adjustment Programmes (SAPs) were even shorter. The importance of longer development periods has now been recognised and explains the economic successes of Korea, Malaysia and other Asian nations.

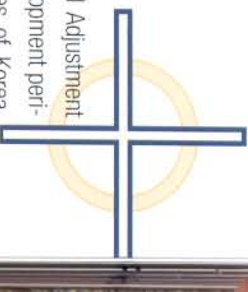
Malawi must no longer rely only on her "natural" comparative advantages but instead examine factors strategically to determine what and where her national competitive advantages will be.

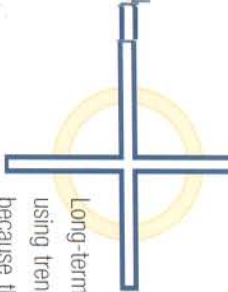
Long-term strategic thinking should also incorporate a shared vision of where a country needs to go - and how to get there. Corporate strategic management regards a shared vision as important when staff require motivation towards corporate goals. A worthwhile and achievable vision for a nation's development must be widely shared to become a force that will motivate everyone towards greater achievements for the benefit of the country. The competitiveness of a nation depends on its ability to mobilise domestic resources in accordance with a shared, appropriate and sustained strategy to achieve it.

So, a shared vision to guide a country's development requires, *inter alia*, forward-looking and visionary leadership that is creative and strategic in its thoughts and actions.

A country cannot achieve high productivity without general debate over national development policies and their implementation. Citizens should be encouraged to participate not only in forging a shared national vision but also in the implementation, monitoring and evaluation of the development process. The NLTPS process helps to create awareness of development issues and needs in the government and among the population. It is meant to enlist and sustain the people's input, support and interest in the vision that is created. The people must realise their responsibility to make the vision work.

Meanwhile, to avoid creating an aspirational wish-list for which the government will be regarded as responsible, the technocrats must explain which aspirations are feasible given the limits of public, private and community resources. This approach is important because there will never be sufficient resources to fulfil everybody's hopes. If the people participate in decision-making, setting of priorities and the allocation of public resources, the technocrats will be certain that their plans reflect the legitimate aspirations of the people and the final plans are more likely to succeed.





Long-term strategic thinking requires long-term forecasts but such forecasts, even using trend analysis and other conventional statistical tools, are usually inadequate because they cannot foretell global disruptions such as the oil crisis of 1973-74. Similarly, innovations in biotechnology can cause a precipitous fall in demand for high-value agricultural products produced by developing countries. Instead, the use of scenarios to forecast the future has been found to be more appropriate.

Scenario planning is a forecasting technique that uses strategic intelligence from economic, political, environmental, cultural and technological sources. It can also take into account past trends, future events, the roles of the main people involved and critical uncertainties of the social system.

Scenarios are hypothetical stories of the future that focus on causal processes and decision points. It is often argued that unexpected changes outside Africa were partly responsible for the non-implementation of development plans for this continent. Such problems must be anticipated and alternative scenarios drawn depending on the various possible outcomes of the external events.

Strategic management is one way to realise shared visions. It requires the determination of the basic long-term goals of an enterprise, the adoption of courses of action to achieve these goals and the allocation of suitable resources while treating planning and implementation as complementary activities. All those involved must learn from previous mistakes and steer a course in line with the Vision.

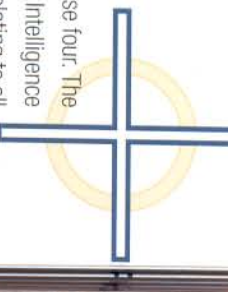
Phases in developing the Vision

The process of Visioning can be divided into five interactive phases.

The first identifies the hopes and aspirations of the people and groups them into themes and issues that may need detailed understanding and action.

The second provides the knowledge to design and implement a national development strategy.

It is necessary to emphasise that the studies are meant to identify factors that will help to determine alternative scenarios and strategies that will realise those preferred while avoiding those that are unfavourable. The studies must cover the economic, social, political, environmental, cultural, and technological domains to provide



a solid base for an effective development strategy to be designed in phase four. The information collected under the various domains constitutes a Strategic Intelligence Matrix (SIM) - a systematic investigation and compilation of information relating to all the domains mentioned above. This second phase uses existing studies and knowledge as far as possible and focuses on themes, issues and sectors which have a significant bearing on the realisation of national aspirations.

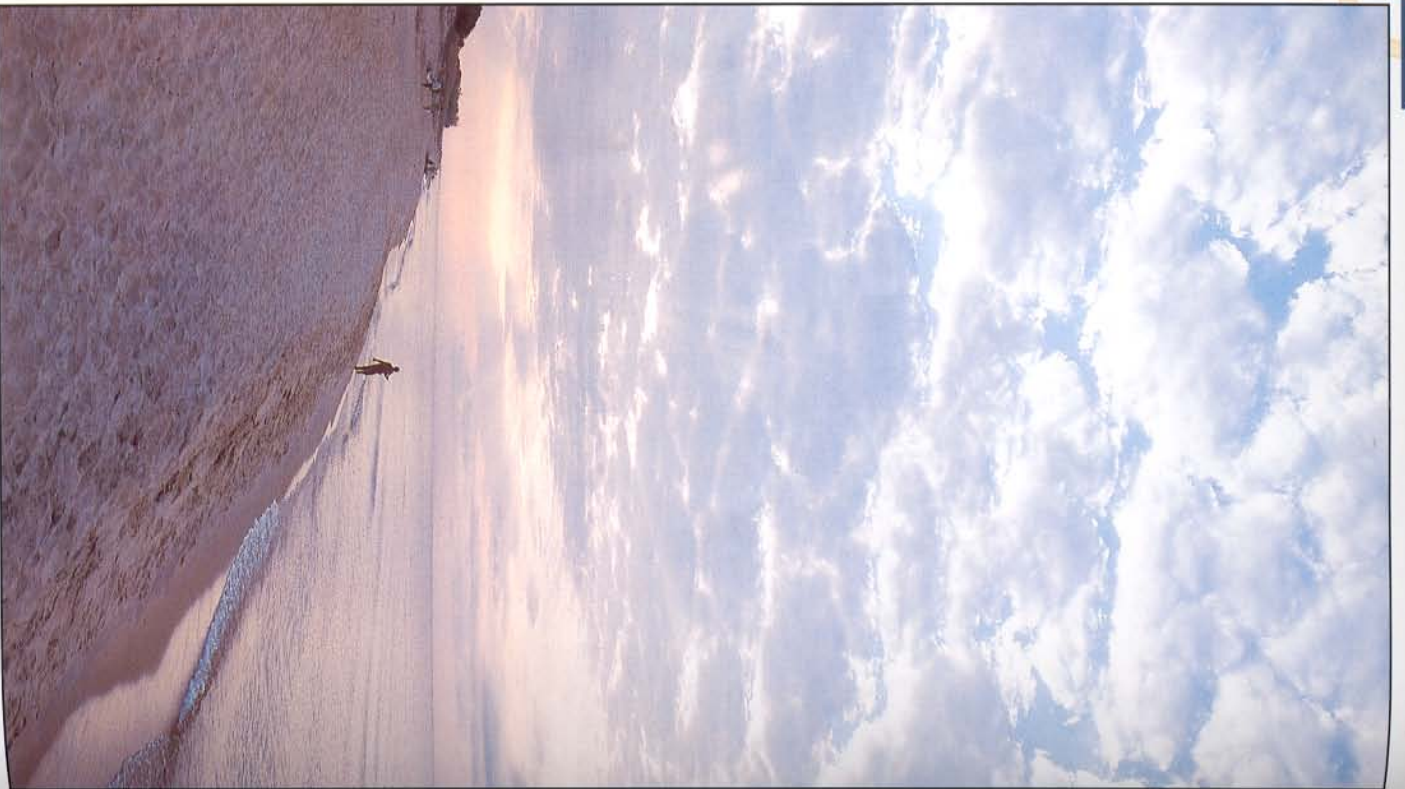
The country's internal and external environments need to be analysed to identify the strengths, weaknesses, opportunities and threats (a SWOT analysis) confronting the nation in her endeavours to realise aspirations.

As part of the SIM, the country's historical and present situations are analysed to identify relevant trends and other factors, including personalities whose roles are important for future development and the design of development strategies.

The third involves the construction of future scenarios to be explored.

The fourth concerns the formulation of strategies that will take into account what the citizens want (phase one), what can be done (phase two) and the identity of long-term goals or visions (phase three).

The fifth is the development, implementation and evaluation of short, medium and long-term plans to achieve the Vision.



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 set out on a development path that has arisen from consensus from the NLTIPS process. The Vision provides a framework for national development goals and the policies and strategies required for them.

The results of Malawi's Visioning process are:

- A consensus between the government and the people, through a participatory National Long-Term Perspective Study process, regarding the long-term development direction of the country.*
- A successfully completed, nationally conducted and systematic study of Malawi's past, present and future options for social and human development.*
- A long-term framework for the government to prepare its short and medium-term plans.*
- A national participatory system for preparing and updating long-term perspective studies on development.*
- An integrated database on development issues affecting Malawi.*
- A civil society made aware of the need for and the process of strategic development management.*

To create the Vision, the government set up a national core team (NCT) of ten people from the private sector, the government and the University of Malawi to manage the process. This team was helped by a working group of more than sixty people chosen from a cross-section of Malawian society: chiefs, trade unionists, civil servants, representatives from the private sector, interest groups, members of parliament, women's groups, people with disabilities, political parties, the police, the army and the media.



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

- Training of the NCT in the methodology for developing the Vision (January 1996).
- Conducting the first Vision (NLTPS) workshop at the Kwacha Conference Centre (February 19 to March 8 1996) from which came a draft Vision.
- Nation-wide consultations with Malawians to solicit their aspirations and perspective of how to attain them (July to September, 1996).
- Implementing information, education and communication activities to increase the people's awareness of the Vision process.
- Conducting networks of Malawian experts on various strategic issues and actions identified during the first Vision workshop, on the ideas from the nation-wide consultations and on all other documentation on the Vision.
- Conducting the second Vision (NLTPS) workshop (January 1997) in Mangochi.
- Conducting a national conference (November 1997) in Blantyre.
- Launching the Vision by the State President, His Excellency Dr Bakili Muluzi, on March 31, 1998.

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

During the first national workshop, Vision participants (members of the core team and the working group) went through the first four phases of the NLTPS process. Major aspirations identified during the workshop were grouped under the themes of: good governance, competitive economy, fair and equitable distribution of income and wealth, food security, human resource development, vibrant culture, socio-economic 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".

The workshop thoroughly examined the country and its environment using the Strategic Intelligence Matrix (SIM). This was the beginning of phase two (basic studies) of the NLTPS methodology. Based on this analysis, several scenarios for the future were developed. These scenarios, together with information from phase one (issues identification), were used to formulate the draft national Vision.

The basic studies phase (three) was made up of four major activities besides the SIM from the first workshop: preparation of working documents on each of the strategic issues, nation-wide consultations, networking and further refinement of SIM.

Members of the core team wrote background papers (working drafts) on each strategic issue to provide further insight on the strategic issues. Time constraints meant the papers were produced solely on desk research but their substance was complemented by information collected during nationwide consultations.

All districts in Malawi were visited. Consultations were conducted with various groups: students at primary and secondary schools, ordinary people in urban and rural areas, specific interest groups such as the judiciary, police, trade unions, financial institutions, people with disabilities, women's groups, youth groups, District Development Committees (DDCs), District Executive Committees (DECs) and political parties.



The consultations took the Visioning process to the people and there emerged new aspirations and strategies 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 (IEC) activities were carried out to solicit more views and ideas from Malawians. These activities took the form of radio announcements, advertisements and programmes. Other IEC activities involved newspaper articles and commentary and the publication of some papers on Vision 2020 for the general public.

During the networking stage, experts on 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 consultations and correspondence from Malawians in and outside the country. The main output of the networking exercise was used to enrich chapters on each strategic issue.

One objective of the second NLTIPS Vision workshop was to review the chapters and related action plans. Other objectives were to review or revise the initial concept of the Vision statement, to discuss the institutional framework for the implementation of the Vision and to formulate the national development strategy.

The chapters were revised after the second workshop, based on observations made by workshop participants. The revised chapters were further discussed in consultation meetings with the Cabinet and officials from all government ministries and parastatal organisations.

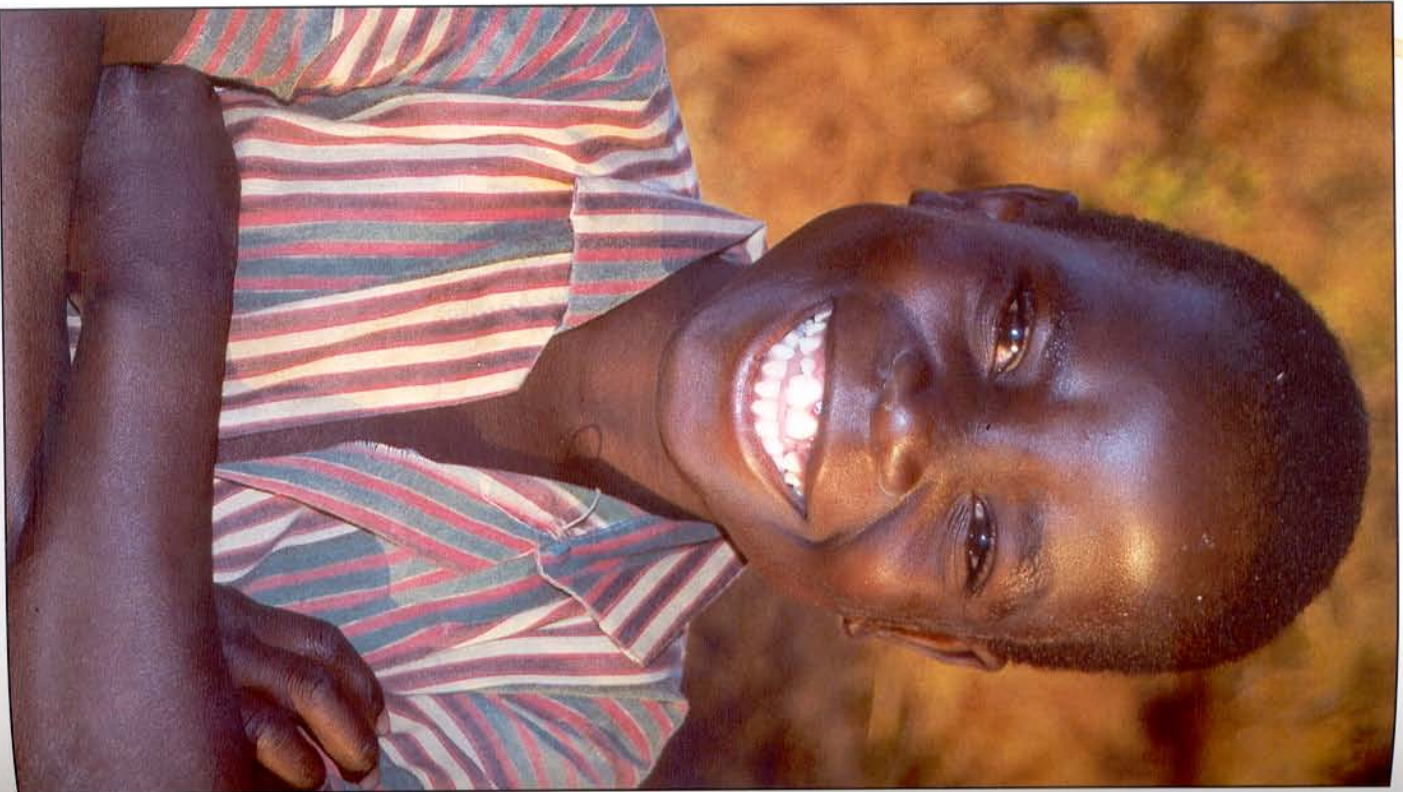
A final draft Vision document, Draft National Development Strategy 1997 - 2020, was tabled during a national conference at which a broader range of Malawians, including representatives of those living abroad, participated. The output of this major consultation constituted a final Vision 2020 document. The State President, Dr Bakili Muluzi, launched the Malawi Vision 2020 on March 31, 1998 as the framework for developing Malawi for the next 22 years.

During the final stages of the Vision process a computer model was built and a team of experts in the National Economic Council (NEC) set up to work with the core team to

develop measurable indicators of the themes and sub-themes in the Vision. These indicators and other data were used to modify the model called Threshold 21 Model for application to the Malawi situation. The model will help with strategic planning, implementation and monitoring and with evaluating the achievement of Vision goals.

The national development strategy discussed in subsequent chapters was a result of this long process of consultation culminating in the national conference and the launch ceremony.

The strategy, as discussed in subsequent chapters, was founded on the aspirations of Malawians collected through nation-wide consultation and synthesised by the NCT, networkers and the national working group.



THE VISION 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 a technologically driven
middle-income economy.*

THE STRATEGIC CHALLENGES FOR MALAWI

Malawians have a series of goals to reach before they can claim to have achieved their national Vision for 2020. Most have already been mentioned on previous pages but, to sum up, they are:

Good governance, sustainable economic growth and development, a vibrant culture, a well-developed economic infrastructure, food security and nutrition, science and technology-led development, social sector development, a fair and equitable distribution of income and wealth and, lastly, sustainable environmental management. The scope of these issues was defined to include the following related sub-issues, each under one of the sections:

Good governance

How to enhance national unity, improve the role and performance of the public sector, improve the role and performance of the private sector, make Malawians aware of their rights and responsibilities, enhance and sustain the rule of law and respect for human rights and how to enhance the separation of powers and checks and balances; enhance and sustain political participation by the general population, attain transparency, accountability and a corruption-free society, nurture and elect foresighted leadership, improve internal security, promote political and strategic studies and how to promote national service and self-help.

Sustainable economic growth and development

How to develop the manufacturing sector, increase savings and investment, develop the financial sector, develop tourism, make Malawi an export-orientated economy, develop agriculture, develop mining and how to develop an entrepreneurial culture and skills.

Vibrant culture

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

Economic infrastructure

How to maintain existing infrastructure and to further expand the development of infrastructure.





Social sector development

How to reduce illiteracy and improve the quality of education, develop, deploy and effectively use human resources, improve the education system and how to improve the availability, accessibility and quality of health services.

Science and technology-led development

How to improve science and technology (S&T), education, training and culture, promote science and technology research and development (including its commercialisation), adapt and promote the transfer of new and emerging technologies, promote environmentally sound technologies, achieve effective science and technology and how to promote the implementation and use of information technology.

Fair and equitable distribution of income and wealth

How to reduce unemployment, promote enterprise development, reduce poverty, raise agricultural incomes (including the improvement of tenancy arrangements), improve access to land, increase social services, control population growth, reduce gender inequalities, address disability issues, improve the marketing system and further develop infrastructure.

Food security and nutrition

How to increase food production, develop the livestock sector, develop irrigation, improve the efficiency of markets, improve land utilisation and management, reduce post harvest losses, improve the nutritional status of Malawians, promote non-farm income generating activities, attain effective disaster management, economically empower the poor in Malawi and improve policy analysis.

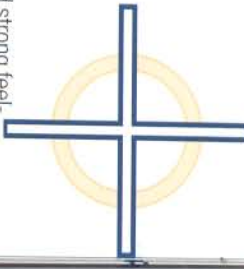
Sustainable natural resource and environmental management

How to prevent and control land degradation, attain sustainable utilisation of forests, promote effective and sound water resources management, reduce the threat to biological diversity, develop the human habitat, control high population growth, prevent and control air pollution and climate change, control noise pollution, prevent improper management of industrial and hazardous wastes and enhance political advocacy for natural resources and the environment.

The above challenges and the strategies to tackle them are presented in this Summary and in Volume II. While this volume is a summary of the Vision and its strategies, Volume II is a more detailed technical presentation of the challenges and strategies.



GOOD GOVERNANCE



Consultations during the Vision 2020 survey showed that Malawians had strong feelings and forthright views about good governance, starting with aspirations to be united, secure and democratically mature with socio-economic development in all parts of the country.

They believed the government, in turn, should operate transparently and with accountability and the rule of law in place and its three branches - the executive, the legislature and the judiciary - clearly separated. Every citizen should participate in governing through the ballot box and only merit should count when people are chosen for public appointments.

Malawians understand that good governance extends to the private sector and to the ordinary population and all should be fully aware of their civil and human rights - which are protected to internationally accepted standards - as well as their responsibilities and obligations to society.

Various challenges need to be met to achieve all this. National unity must be improved and the people made aware of their civic and human rights and responsibilities; the rule of law and respect for human rights must be improved and sustained and the role and performance of the public sector enhanced.

Private enterprise must be encouraged and the three branches of government resolutely separated and controlled while political participation by the people is extended and leaders with foresight are appointed under a constitution that reflects the wishes, values and needs of the population. There must also be better internal security and more capacity for political and strategic studies.

Enhancing national unity and wider political participation

Ways must also be found to counter the perception that Malawi, partly because of regional disparities in development, is divided along regional and tribal lines. There must be regional balance in development and there are a number of ways to improve national unity and social cohesion. The most important is to take civic education and awareness campaigns to families, households, villages, districts and the nation as a whole.





At the same time, national symbols and a national identity must be defined and promoted and patriotism strengthened through civic awareness and youth training programmes. Cultural and tribal interaction should be encouraged through exchange visits, national days and cultural shows and imbalances in development reduced through regional planning.

Political parties should formulate identifiable ideologies to allow the electorate to vote on the basis of issue rather than region and the people must be encouraged to vote. However, illiteracy, poverty and other social factors are generating apathy among voters and reducing general political participation. This situation has been exacerbated by the legacy of an oppressive political regime during the first three decades of Malawi's independence.

The challenge is to make people aware that they can take part in the political process and there are various options available to achieve this, starting with the development of mass-membership political parties and the creation of mass movements for children and teenagers to encourage their political socialisation. People in local communities need to form groups and forums to express their opinions on public issues and to exert pressure on decision-makers, the constitution should be reviewed to remove unproductive political leaders and the youth and others involved should be consulted before policies are formulated.

The political environment should encourage women to participate more in politics, functions should be decentralised and devolved to local communities with chiefs included in policy-making and governance.

Improving internal security

Malawi's crime rate is growing, with a consequent feeling of insecurity among the population and a constraint of democratic rights, while foreign and local investors are being scared away. However, the security institutions are ineffective and inadequately resourced and, in some cases, the law is either lenient toward offenders or interpreted and applied leniently. The challenge is to keep people and their property safe.

How? Start by reviewing and enforcing laws, toughening criminal penalties and intensifying policing with community involvement. There should be proper screening to prevent the entry of illegal arms and criminals, asylum-seekers and other aliens



by staff who have benefited from better human resources and management training and by security staff encouraged with regular incentives.

Better equipment must be provided to security institutions, there must be more vigilance in the legal and security institutions, bail applications should be carefully scrutinised and more jobs must be created.

Increasing awareness of human rights and civic responsibilities

Malawians are generally unaware of the rights provided for in the constitution and have generally interpreted the democratic system as giving them the right not to respect laws, rules and traditions and avoid responsibilities and obligations to society.

To the contrary, they must understand and appreciate the constitution and the rights and responsibilities it contains; the country must improve reporting systems and prosecute cases where others' rights have been infringed or not respected.

Options to increase the public's awareness of human rights and civic responsibilities include promoting the independence and responsibility of the mass media so that they can report on law-breaking, intensifying civic education and school curricula on rights, responsibilities and respect for the law, increasing access to legal aid, undertaking legal reforms to enhance the protection of rights, respecting customary and traditional laws and reintroducing traditional courts at chieftainship levels.

Enhancing and sustaining the rule of law and respect for human rights

The rule of law and respect for human rights are the foundations of Malawi's democratic system but there is widespread misunderstanding of democracy and human rights. How can the population be assured that laws and human rights are respected by all and provide the basis for democratic behaviour?

The challenge also lies in increasing resources for legal aid to make legal advice available to all and to help paralegal NGOs provide civic education. This can be achieved by enhancing civic education about women and the law, providing law texts in schools and colleges, training lay magistrates in law and human rights, strengthening institutions that deal with law and human rights, accelerating legal reform and strategies to implement such reform, stepping up the training of lawyers in case work and reorganising the Ministry of Justice and reconciling customary law with written law.



Separating powers and creating checks and balances

The maturing of the democratic process depends largely on the separation of powers and checks and balances on the three branches of government - executive, legislative and judicial - which sometimes interfere in each other's roles. Options include making leaders in all three branches aware of the respective roles, instituting transparent and merit-based criteria for recruitment, the removal and evaluation of personnel in the judiciary and providing more resources and training to increase the professional and administrative capacities of judicial personnel.

Attaining accountability and a society free of corruption

Corruption is understood to be rampant in both private and public offices and leaders are not accountable for the use of resources and in decision-making. Corruption must be eradicated and the populace made aware of the advantages of accountability and disadvantages of corruption and offenders must be exposed and punished. Better budgetary procedures and intensified internal audits and methods of monitoring the use of resources will help, along with tighter rules of operation for the Auditor-General, the Treasury, the Anti-Corruption Bureau, the Office of the Ombudsman and the Public Accounts Committee.

Personnel must be appointed on merit, people must be sensitised to the cost of corruption and an anti-corruption culture created. Instituting tight and transparent procurement procedures for materials and equipment and protecting and rewarding those who expose corruption.

Improving the role and performance of the public sector

Malawi's public service is generally weak, inefficient and lacking in client orientation and service delivery. It also lacks transparency and is slow to facilitate private sector development. Public administration is generally poor and this is exacerbated by a dysfunctional political influence on the civil service.

The Public Service must be made strong, efficient, pro-active, impartial and non-partisan, starting with the rationalisation of the service to remove, among other things, overlaps in departmental and ministerial functions and "ghost workers". Some public functions must be privatised, other activities decentralised and modern management skills invoked to improve decision-making.



Encouraging the spirit of national service and self-help

The major obstacles here include the people's misperception of national service and self-help as enslavement, problems created by poor education and political leaders promising providence.

Local government is weak, as is community participation in programme formulation and implementation, because of a general apathy and a lack of motivation by Malawians to take charge of their individual and collective destinies. There is over-centralisation of government functions, high illiteracy, low civic awareness and a dependence on the state for the provision of goods and services.

Malawians must appreciate the need and importance of national service and self-help and be made to act in ways that promote these values through encouraging those with special skills - lecturers, engineers and others - to reserve a few days a month for national service. Programmes must be created to encourage Malawians living abroad to come home and contribute to the country's development while the youth must be engaged in national service at colleges and secondary schools through programmes such as Boy and Girl Scouts and summer camps.

Voluntary social service associations and organisations must be promoted.

Creating capacity in political and strategic studies

Strategic planning and management of a country's socio-economic development are essential for progress. Malawi lacks the capacity to conduct political and strategic studies. Many decision-makers are not making full use of available expert knowledge for policy formulation and implementation. Furthermore, Malawi's foreign policies and relations with older states and in the international arena should be a result of strategic studies and strategic thinking about what is in the country's best interests. The major challenges are limited resources, a poor appreciation of the need for strategic studies and a lack of facilities. To counter this, institutions to conduct such studies must be created and those already in existence enhanced, awareness must be created and clear encouragement given to organisations and institutions to adopt strategic thinking and planning in their daily operations.

The government must rely on centres for strategic studies to monitor, evaluate and spur the implementation of Vision 2020.



Nurturing and choosing foresighted leaders

Any society must have foresighted and committed leaders at all levels. The challenge is to identify, recruit and support them and to provide civic education to improve the capability of the electorate to choose them wisely.

Strategic options include appointing or electing visionary and charismatic foresighted leaders, appointing leaders on qualifications and merit and, where necessary, subjecting them to public scrutiny before they take office, respecting opposition views to avoid a "brain drain" of dissenters and training future leaders well in strategic studies.

Civic education should be intensified to promote the election of competent leaders.



ACHIEVING SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT

Economic growth and development is every nation's target to maintain a contented population and Malawi is no different, with an aspiration to become a middle-income country with a per capita income of US\$1000 by 2020. However, surveys show this can only be achieved if and when the negative attitudes of Malawians are reversed.

Developing the Manufacturing Sector

Industrialisation in Malawi poses a great challenge, but the rewards will be great because it will provide the dynamism for increasing growth and productivity for all other sectors of the economy. At present, the manufacturing sector 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 links. The target for the manufacturing sector is to account for at least 25% of GDP by 2020 with greater industrial diversification.

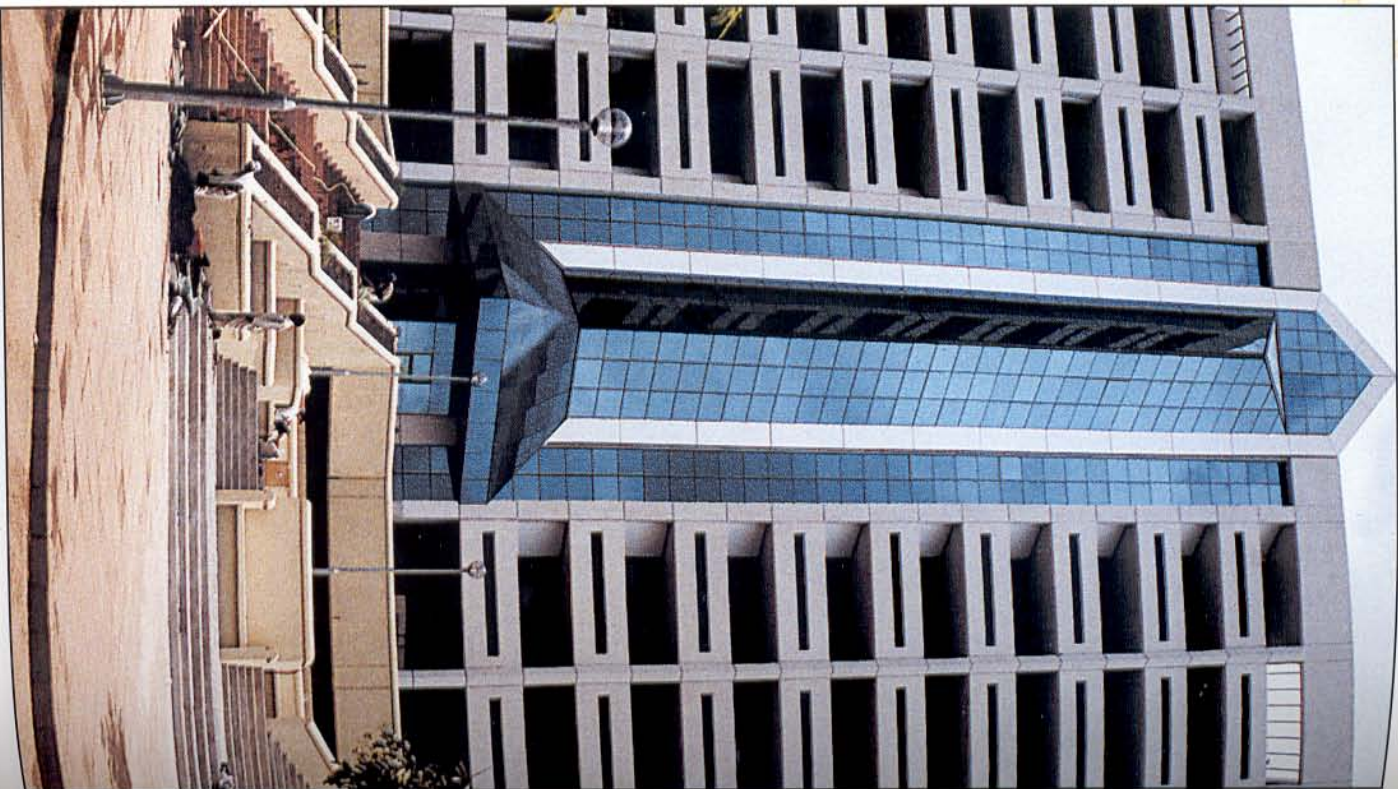
The strategic challenges to be addressed to develop manufacturing include pursuing dynamic comparative advantage, promoting resource-based industry, ensuring conformity of products to international standards, improving marketing, creating an environment for the growth of small and medium scale enterprises (SMEs), invoking World Trade Organisation (WTO) provisions relating to damage to domestic industry from import liberalisation and maintaining an appropriate macro-economic environment.

Available options to address these challenges include the human resource development to establish creativity and design in schools at all levels, training exporters in international marketing management, strengthening the Malawi Export Promotion Council to enable it to provide production and marketing advisory services at enterprise level and the creation of an autonomous industrial research centre.

Further, Malawi needs to attract foreign capital and to promote and encourage infrastructure investment in export industries, provide information on products that can be made from local natural resources, provide special incentives to industries locating in rural areas and to establish export targets for key industries with a network of commercial representation in critical foreign markets. The necessary government support services are also required.

Developing the Mining Sector

The mining sector is also very small contributing only 3% to GDP. The few working mines are small or medium-sized and links with the manufacturing sector are weak. So, the challenge lies in prospecting and encouraging small-scale mining.



There is also a need to enhance the role of catalytic institutions, to build capacity, to ensure easy access to mineral rights, to stop illegal mineral exports and to promote research and development.

To succeed, adequate resources for basic mapping and survey work and a special package of incentives must be provided. There must also be more exploratory work to identify mineral deposits with economic potential, an increase in investment promotion and mining information, a stronger institutional set up and development of human resources.

Along with the necessary infrastructure, the Mines and Minerals Act must be made more investor friendly and adequate funding provided for research in mining activities.

Developing Agriculture

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

To reverse this situation, farming requires a multi-dimensional strategy to use existing resources and technologies efficiently. Strategic challenges to be addressed include making more land available for smallholders, easier access to credit and farm inputs, improving agricultural technology, preventing land degradation and deforestation, improving agricultural marketing, promoting agricultural diversification, improving agricultural extension and farming and enhancing irrigation.

Once again, the options are manifold: land reform is needed, the current moratorium on converting smallholders' land to estates must be monitored and enforced, sustainable farming systems for marginal land must be developed and land rents must be raised to create incentives for the better use of land.

Finance is also important: an agricultural credit guarantee scheme and a land bank are needed to provide agricultural credit and a window of credit provided by financial institutions to all agricultural stakeholders for production, marketing and agro-processing should be widened while farmers should be empowered through production and marketing co-operatives.

Further requirements are improved technology generation and transfer, intercropping, extended and improved irrigation, the use of more organic fertiliser and communal catchment conservation techniques, increased horticultural production, appropriate incentives and finance for research and development, export market information and the expansion of livestock farming and the growing of high-value crops.

Increasing Savings and Investment

Malawi's national savings rate of only 2-3% of GDP is too small to meet the investment needs of the country. A very important strategic challenge for Vision 2020 is to increase national savings while also encouraging local and foreign direct investment and developing an efficient financial market.

Among the strategic choices to generate funds are the diversification of financial institutions and investments and enhancement of the role of the private sector by removing structural and institutional constraints.

These include public education campaigns to encourage thrift and promote savings, the formation of savings and credit associations, clubs and co-operatives, the creation of a mutual fund and provision of adequate serviced land to private investors. Further options include providing factory shells, industrial parks and industrial estates, efficient transport, telecommunications, energy and water infrastructure and influencing the donor community - especially multilateral development banks - to try to shift their role towards direct financing of the private sector.

Developing the Financial Sector


Unfortunately the financial sector in Malawi is under-developed, the number of financial institutions and their instruments is limited and access to credit and financial services is also difficult. The challenges in developing the financial sector include increasing the supply of medium and long-term loans, strengthening links between the formal and informal sectors, increasing the supply of finance for sectors important to accelerating the country's economic growth, ensuring consumer protection and enhancing competition.

Surveys show the answers lie in encouraging the establishment of more deposit-taking institutions with a broader composition of their deposit base and a wider range of financial instruments and establishing credit guarantee and deposit insurance schemes.

Developing Domestic and International Tourism

Tourism in Malawi is still in its infancy and the infrastructure needed for its development is inadequate but the sector can make a substantial contribution to foreign exchange earnings, employment and economic growth if community participation encourages the development of international tourism.

This requires more Malawians at the country's tourist attractions and facilities, strengthening and co-ordinating planning efforts in the public and private sectors and ensuring that tourism development is environmentally friendly.



Ways to do this include encouraging local and foreign investment in tourism and providing technical and management assistance to local entrepreneurs, marketing the country as a tourist destination, creating human resources development programmes in the industry and promoting a high standard of customer service.

Domestic tourism can be promoted through community participation and better treatment for local tourists by the hospitality industry, by providing and maintaining tourism-related infrastructure, creating other tourist products such as sports and culture, establishing an autonomous tourist board and a tourist fund and protecting tourist attractions and the nation's cultural heritage.

Developing a Business Culture

Most Malawians want to be business people but lack the education and skills needed to achieve this. They also have little access to institutional credit. The major challenges to be met, therefore, include the inculcation of entrepreneurial and business skills in Malawians and easier access to credit.

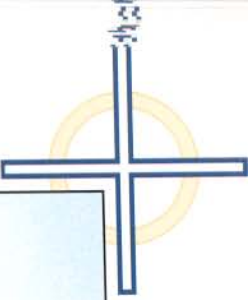
This can be done by introducing entrepreneur training at primary, secondary and tertiary education levels, strengthening and increasing vocational training institutions and technical colleges and setting up financial institutions to provide business development and credit.

Developing an Export-oriented Economy

Exports are important to a country's development and Malawi needs to become a more export-orientated economy by providing business and technical advisory services, diversifying the export-base and markets, producing competitive Malawian products and providing government support services.

There is a long list of options to help Malawi make this financial dream come true, including encouragement to export processed products, the modernisation of agriculture, tax holidays for export manufacturing firms, industrial production centres and export production groups as well as co-operatives with common production facilities to cut costs. The government needs to establish a national productivity centre, make the tax regime more export-friendly, review export incentives regularly and introduce an export development fund for small and medium-scale enterprises.





ACHIEVING A VIBRANT CULTURE

Malawians, the same as people in most other nations, want vibrant cultural values that support socio-economic development but before such a state can be reached the following issues must be addressed.

- A positive work ethic must be created.
- Self-reliance and community participation in local development programmes must be strengthened.
- Self-confidence and pride in being Malawian must be restored.
- Gender inequality must be reduced.
- Spiritualism and religion, providing an ethical and moral base for a vibrant culture, must be developed.
- The economic disparities between population groups must shrink.

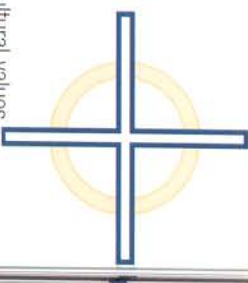
Developing a Positive Work Ethic


Research has shown that many Malawians are lax in their moral and ethical conduct and that this has led to a sense of hopelessness, apathy towards work and to corruption - all combining to reduce productivity. There is also a negative and intolerant attitude towards one another. So, the challenge is to develop a positive work ethic that emphasises quality service and client care and can nurture an efficient economic system.

To change all this there must be more respect for authority and the rule of law, civic education must promote the need for a positive work ethic, poor performers must be penalised while honest and hard-working people are rewarded, schools must emphasise the need for hard work and the people must seek to follow the traits of hard work, thrift and entrepreneurship.

Strengthening Self-reliance and Community Participation

Government aid, given with the help of donors, in the form of goods and services may have contributed to killing Malawians' self-help and hard-working spirit and political statements which promise help from the government have aggravated this situation. The challenge, therefore, is to instill a spirit of self-reliance at national and local levels.





To do this, government borrowing and donor aid must be rationalised, decentralisation should encourage local participation in development, training should be given in participatory development planning and implementation techniques and communal work and a "help your neighbour" spirit needs to be encouraged.

At the same time, gender-balanced community participation must be developed through mass education (particularly of local leaders) and district associations formed in towns so that people remember their roots.

Restoring Self-Confidence and Pride in being Malawian

Malawians have low self-esteem and little confidence in local products and in their culture. The challenge is to restore self-confidence and pride in being a Malawian, to be able to identify 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 and all this can be done through developing a national cultural policy that advocates and facilitates the promotion of national unity by instilling common values and goals.

Artefacts, crafts, arts and sports of sufficient quality to engender pride in being Malawian must be defined and promoted, along with quality control to maintain those standards. Standards boards must also maintain the quality of local goods while artefacts and craft products can be distributed at and through institutions and events such as library schools, community centres, festivals and at national monuments.

The behaviour of political, religious and social leaders must be exemplary to inspire people of all ages to take pride in being Malawian.

Reducing Gender Inequality

The country's long history of practices such as giving preference to boys' education and encouraging girls to marry early has entrenched gender inequality in socio-economic development. Therefore moral values that accord equal opportunities to and respect for men and women and boys and girls at work, at school and in society must be promoted.

The use of affirmative action is one direction that could be taken to change the circumstances, perhaps by developing appropriate gender-responsive management systems through better staff training and sensitisation to gender needs at traditional





institutions and in family and community life. Men could be appointed to at least 50% of gender-related portfolios.

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

The general laxity in moral and ethical conduct and lack of a code of conduct for public leaders has, according to some, led to the acceptance of such behaviour as normal. Countering this immoral and unethical situation requires the promotion of spiritualism and religion by reviewing the constitution to define clearly "freedom of worship" as "freedom of conscience". The spread of these social evils that threaten the survival of the nation can be reversed by advancing civic education by religious leaders and promoting religious education in all government and private educational institutions, increasing the role of religious institutions in promoting morality and ethical behaviour and promoting religious tolerance.

Reducing Disparities between Population Groups

Some sections of the population enjoy greater benefits from the development process because of their race, gender or religion so policies and programmes are needed to reduce these disparities, perhaps with forms of affirmative action. Health care, particularly, is limited in rural areas where traditional practices provide the base for decision-making; traditional practices that promote good health must be encouraged and integrated with modern medicine, those that hinder good health, such as taboos, discouraged.

Promoting Cultural Practices which enhance Health

The involvement of traditional herbalists and traditional midwives and their associations in health care is needed while full advantage must be taken of health programmes for both sexes - and of the role of both sexes in providing health care.

Links between traditional and western medical practitioners must be explored to reduce suspicion and increase collaboration between them and parents must become more involved in youngsters' health and sex education, particularly about HIV/AIDS.

Promoting Cultural Values supportive of Good Management of Natural Resources and the Environment

The moral and physical well-being of the human population is not, however, the only facet that needs attention. Good cultural values should also promote the worth and

preservation of natural resources and the environment. Both have been exploited and abused; for instance, bush fires occur because people burn it to hunt mice and rabbits.

Better sanitary practices, tougher policing and civic education, the maintenance of indigenous knowledge of biodiversity, the promotion of community participation and gender roles in managing natural resources and the land and more involvement by city and town council health departments all have important roles to play.

DEVELOPING ECONOMIC INFRASTRUCTURE

Malawians want to see the nation develop a good economic infrastructure. This will mean major investment to create and maintain roads, railways, water and air transport, energy supply in all its forms, water and sanitation services, communications, an efficient construction industry and an appropriate planning framework.

Improving Physical Planning

So far, it would seem that the effectiveness of physical planning has been hampered by not having a co-ordinated national physical development plan, by inadequate resources and by institutional weaknesses. The country's physical development plan must be made comprehensive right through to 2020 and balanced between urban and rural requirements with more decentralised control.

Development of Road Transport

Getting all this moving will require roads that are no longer inadequate, poorly designed, poorly managed and poorly maintained through the lack of a national policy. Malawi needs an effective road development and management system and a national road authority that includes among its functions the provision of new roads and better road safety.

Rail and Water Transport Development

Better rail transport is also vital. At present, it is inefficient, with limited track and old rolling stock, and desperately needs updated technology, better management and more training for staff.

Two-thirds of Malawi's length is along the lake shore but water transport is characterised by a limited number of operators and a lack of integrated transport in many shore areas. Major rivers are impassable.

To get transport afloat, more private operators with the freedom to set their own economic parameters are needed, with the government providing safety regulations. Possibilities should be explored for dragging the Shire to make it navigable. Joint ventures in shipping services could also be developed.

Air Transport Development

Air transport within the country is of modest capacity, with poorly maintained and numerically limited airports and operators. Inadequate institutional arrangements and lack of supporting commercial activities further hamper already limited inland air





travel facilities. The challenge is to develop this sector so that it can support other sectors, notably tourism and exports.

Improvement options include building airports and helipads, especially near national parks and tourist attractions to encourage tourism, encouraging the privatisation of some of Air Malawi's aviation-related services, modernising and maintaining existing airports to improve safety and quality and to cater for new environmental concerns and reviewing legislation to permit reform.

Rural Transport

Rural transport, on which most of the population depends, has inadequate infrastructure, insufficient transport services, poor access and weak institutional planning capacity. Strategic options to change this include increasing investment in transport infrastructure and equipment, integrating planning approaches and encouraging private and community participation.

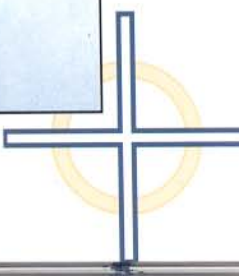
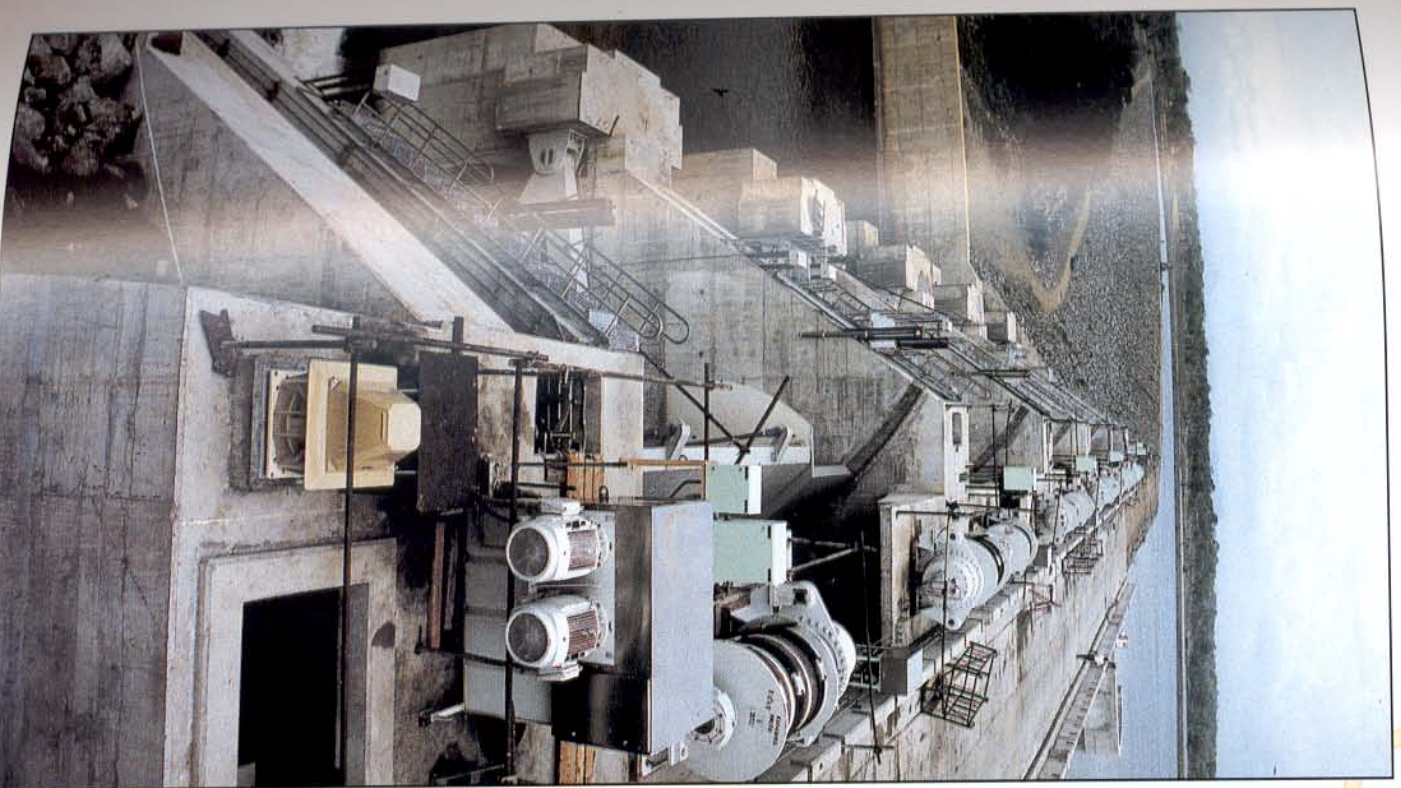
Provision of Efficient Energy Supplies

The provision of electrical power is at present inadequate, too expensive for most people, unreliable and inaccessible due to monopolistic structures, underdeveloped services, siltation resulting from deforestation, poor management, lack of competition and cultural inertia.

An efficient supply of electricity needs a constant supply of water through conserved catchment areas, connections to power lines in neighbouring countries, industry liberalisation and privatisation of some functions of the electricity supply commission, encouragement for the widespread use of electricity through inexpensive electrical reticulation and wiring design and the installation of pre-pay meters. Also, more civic education about electricity is needed.

Better, cheaper, guaranteed supplies of petroleum products are needed by Malawi, something so far thwarted by high costs, insufficient reserves and dependency on imports. To meet the demand requires more efficiency in procurement, transportation and storage facilities, reduce costs and investment in exploration as well as oil pipelines and storage facilities.

A better supply of electricity and liquid fuels would help Malawi reduce its dependence on wood as a fuel, which exceeds sustainable yields from indigenous forests. More wood is needed in the short-term until other forms of energy are more readily available.



coal, and biogas are underdeveloped as fuels as solar energy resources. Meeting this need will require the development of commercial forests while the population learns about alternative fuels and alternative technologies.

Improving Communications

The spread of information requires a top-quality communications infrastructure. Unfortunately, communications in Malawi suffer from inefficiency, monopolistic operations, lack of investment and long-term planning and inadequate access leading to poor services.

Ways to improve the situation include de-linking postal services and telecommunications, deregulating the industry and reviewing legislation governing operations of telecommunications, broadcasting and radio communication.

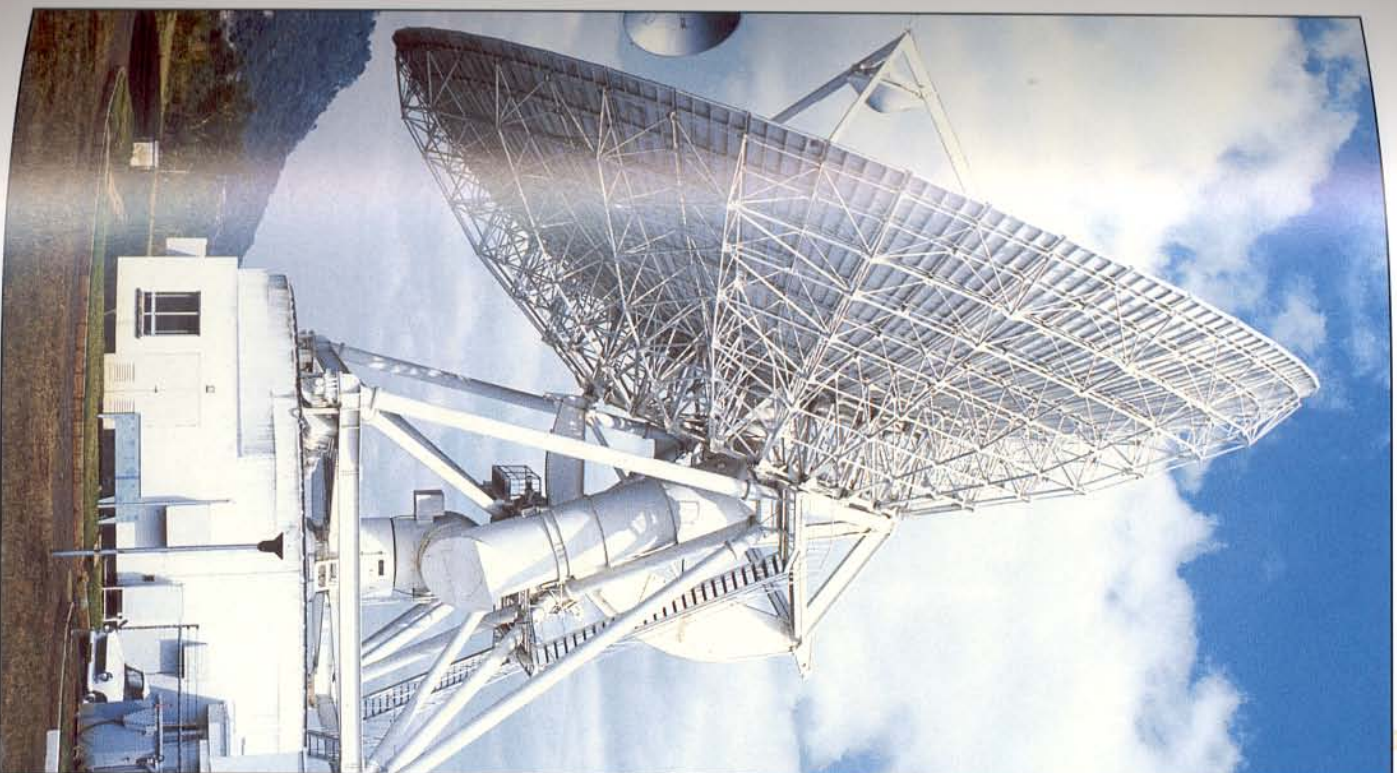
Increasing Access to Water

Many more Malawians require access to clean drinking water to carry them towards 2020. At present, water supplies are characterised by unreliable sources, limited access and inadequate institutional arrangements and investments. To change this will require a review and strengthening of institutional arrangements, the implementation and review of new legislation, and spending more money on water supply infrastructure, protecting catchment areas and encouraging the collection of rainwater.

Along with clean drinking water should come improved sanitation, but once again progress has been hampered by a shortage of investment, inadequate institutional arrangements and a lack of policy. Strategic options include more investment in building appropriate facilities and in research, reducing waste generation, reviewing legislation governing waste disposal (including hazardous industrial waste), developing standard designs for sanitation disposal to be used by developers.

Improving the Construction Industry

The general construction industry also needs an overhaul to counter major problems, including poor participation by indigenous Malawians, inefficiency and high pricing. The answers would seem to lie in formulating a construction policy, providing indigenous people with access to capital, information and technology and developing local building materials.



FOOD SECURITY AND NUTRITION

Perhaps the most important task lying ahead for Malawi and its people in their march towards the year 2020 is making provision for access to adequate and year-round supplies of food that is nutritious and safe to eat.

It is one of the greatest aspirations for all households but there are many stumbling blocks strewn along the path, with increased food production the biggest and enhanced irrigation a very close second. After those come the livestock sub-sector and produce markets which require improvement, post-harvest losses, disaster management and land use and management.

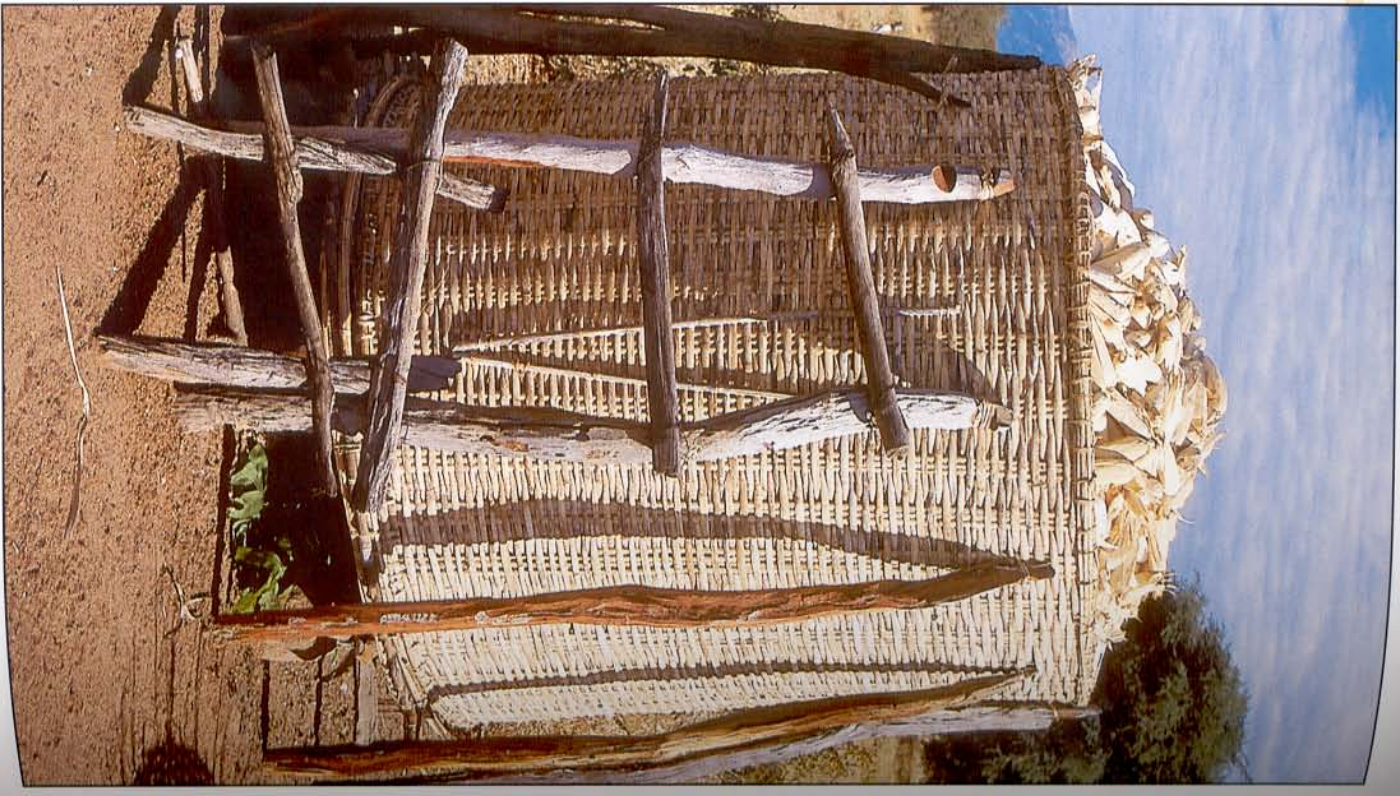
Vulnerable groups must be economically empowered, non-farm income generating activities promoted and, finally, the nutrition status of the people improved.

Increasing Food Crop Production

The main problem to be overcome is the national emphasis on maize as the staple food: about 75% of smallholdings are allocated to maize production but yields are low, partly because few farmers use fertiliser. The dependence on maize has also blocked enterprise diversification. Research has not generated the technology to maintain food security or encouraged diversification of agricultural production.

In a nutshell, yields must increase and farmers must grow a greater variety of crops by improving agricultural technology generation and transfer through increasing investment in agricultural research. They must also improve the effectiveness of extension delivery and coverage, encourage scientists to conduct surveys with farmers to identify socio-economic circumstances to set priorities, promote enterprise diversification to reduce dependence on maize, grow grain legumes with other crops to reduce the risk of total crop failure and promote civic education to intensify productivity.

Political and community leaders should collaborate to encourage crop diversification, mixed cropping and crops that do not use purchased inputs. Community leaders should also visit research stations to learn about new technologies and push for area-specific fertiliser and crop recommendations.



Developing the Livestock Sub-Sector

Nutrition in Malawi is affected by the low per-capita consumption of animal protein. In 1990, the figure was 6.3kg per annum, only half the 12.5kg average for Africa. Livestock farming has not received adequate attention, despite its enormous potential for contributing to food security, nutrition and incomes, and must be developed to make the nation self-sufficient in animal products and even to export profitably any surplus.

The answer seems to lie in developing small-scale dairy production by promoting farmer co-operatives - which will also cut down on theft - and introducing improved animals, promoting beef production through the development of feedlots, imposing strict penalties on thieves and intensifying animal permits.

The poultry industry should be commercialised, along with the animal feed industry, and manure-producing livestock encouraged to improve crop production.

Irrigation Development

All this, without better irrigation, will be of little value. Irrigation has been a low priority despite the fact that it can contribute significantly to the development of Malawi by stabilising production in times of drought and promoting diversification into high value crops.

Strategic options to improve irrigation include the development of areas with the best chance of success, taking into account social factors, cost effectiveness and financial viability, and these should be owned, operated and maintained by the farmers themselves.

Various schemes using pump and gravity systems fed by surface and groundwater should be developed to enhance the national capacity to support smallholdings and encourage their owners to develop irrigation. Groups of smallholders should unite in joint schemes, private-sector development of irrigated agriculture should follow and all farmers should collect and conserve rainwater and build dams and try indigenous irrigation methods.

Improving Market Efficiency

Once crops have been grown, they require a marketing network. Malawi's network requires a significant upgrade with better packaging technology to improve presen-

tation, more efficient use of land and finance for farmers and traders - who need to be able to make informed decisions based on market signals.

This will require credit for most farmers with financial institutions mobilising rural savings to reduce credit risks, community-based revolving credit, organised groups of producers and traders sharing expenses, proper handling and packaging of produce and better market and agricultural policy analysis in collaboration with NGOs and the private sector.

Improving Land Utilisation and Management

Years of poor soil conservation, exacerbated by a growing population, have degraded much of Malawi's agricultural land. These destroyed acres must be rehabilitated before farming productivity can improve and this will need a review of the Land Acts to safeguard the productivity of land resources.

To support this, land use planning will have to be integrated into farming systems along with the use of organic manure, communal water catchment and soil conservation measures such as grassing and terracing, mixed cropping with the correct crops for various areas and, of course, a comprehensive land rehabilitation programme.

Reducing Post-Harvest Loss

The problems do not stop once the crops have been grown. Post-harvest loss is a major factor that occurs during transportation, storage, processing and preservation. In the 1995/96 season, Malawi's post-harvest losses of major food crops (maize, rice, pulses, groundnuts and sweet potatoes) were estimated up to 25%.

Clear policy and programmes on post-harvest technology to reduce losses to less than five percent are needed. To do this requires research into cheap post-harvest technology using financial and human resources, a variety of crops, guidelines on storage, processing and preservation, community storage to reduce costs and training of personnel involved in post-harvest handling, processing, preservation and storage of crops.

Cottage industries involving food processing could provide employment, save food and make foods available at affordable prices.

Improving Disaster Management

The threat of a natural disaster is always present in Africa so that food supplies are always in danger. Yet Malawi has no national disaster plan and one is urgently needed



that will ensure adequate and appropriately located stores of staple foods in every district. Budget allocations are needed to pay for strategic reserves and local initiatives for disaster preparedness are needed.

However, even in normal times, the Malawian diet is bulky and monotonous. Meals consist of *nsima* made from maize or cassava flour taken with cooked vegetables. The result is a high level of chronic under-nutrition and micro-nutrient deficiencies. Most Malawians need energy proteins and micro-nutrients for an active and healthy life so changes to existing knowledge, attitudes and dietary practices of households in all socio-economic groups - urban and rural are needed. This requires diverse dietary guidelines, innovative nutrition education strategies, social marketing techniques and new communication strategies designed to improve current dietary patterns and lifestyles and to identify different ways of preserving and storing food.

Not every rural Malawian can be a farmer. Therefore, alternative food security must come from the ability to buy it - and that means people must earn the money to do so. But how?

Promoting Off-Farm Income Generating Activities

Raising people's incomes to levels at which they can always afford to buy food requires employment and options for Malawi include promoting off-farm income generation through, for example, increasing rural employment opportunities. This would mean more rural industrialisation and increasing opportunities for people to engage in business enterprises by widening access to entrepreneurship training and credit.

Economic Empowerment of Vulnerable Groups

Some smallholders, however, are more vulnerable than others to hardship: families headed by women, for example, do not benefit from existing aid programmes and require economic empowerment. The conventional top-down approach to the implementation of agricultural programmes often neglected sections of the community and failed to reach the targeted poor.

The challenge is to design programmes that will help most resource-poor households by identifying groups which need assistance, designing programmes to address their special needs, providing civic education, seeking ways to provide them with low-interest credit, instituting a voucher system and promoting local fund-raising programmes.



Improving Policy Analysis

Whatever policies are created or implemented should, of course, be carefully analysed to understand their implications. At macro level, they must be analysed in terms of their effect on food security and nutrition, agriculture and natural resources to determine whether goals and objectives are being achieved.

This will require adequate human resources to cultivate a respect for the professional analysis of agricultural issues. The personnel selected for the task will need training and incentives. Policymakers and politicians will need courses on sound policy analysis.

SOCIAL SECTOR DEVELOPMENT



Malawians aspire to have adequate and good quality social services - especially in the fields of education and health - and want human resources to be used efficiently and effectively in both public and private sectors.

Improving Health

The nation's medical and health-care services are in serious trouble. Many people have no access to health services, management is weak at all levels of the health delivery system and money is in short supply, traditional and Western medicine do not work together, the death rate among children and mothers is high. Infant malnutrition is widespread and there is a high incidence of HIV/Aids with consequent and serious social, economic and health problems.

Adequate social services are needed, along with health services that are available, accessible and of good quality. The realisation of this goal will require better preventive health programmes, essential clinical services, stronger technical health support services and improved human resource management. Finance services, general management and the quality and coverage of health services require improvement and links with traditional medicine should be improved.

Primary health care - particularly public health and essential clinical services - needs attention and technical support programmes must improve management and ensure the availability of pharmaceuticals and drugs. More appropriately designed and equipped hospitals and health centres must be built and trained personnel deployed throughout the health delivery system.

All personnel must have training opportunities, better pay and improved supervision and more private and non-governmental organisations (NGOs) must be encouraged to enter the health sector. Customer-orientated services must be improved, the rights of patients and health workers protected and communication between the police and hospitals streamlined.

Decentralisation will improve the management of health services; inter-sectoral relationships, community involvement in health delivery and co-ordination. The health sector needs more money, especially in rural and peri-urban areas, and more wards are needed for private patients in state hospitals. Information, education and

communication programmes covering cost sharing, revolving drug funds, expanded health insurance and contracted-out services are also needed.

Research and development into and of possible links with traditional medicine and promoting interaction between traditional and clinical practitioners must be encouraged.

Improving Education

Most Malawians are so poor that they cannot meet the cost of education. That aside, schools are far apart, their facilities and teachers are inadequate and they suffer from cultural barriers.

The challenges are obvious. The schools system, from primary through secondary and on to tertiary level, needs fundamental change that should start with better access. More pupils should be taught science and commercial subjects, teachers skilled in technical and vocational education and training are needed along with better special education and greater access to quality tertiary education.

As in many other fields, efficient management and better support institutions are needed.

Malawi's policy of free primary-school education, evidence shows, must continue and expand to include secondary education. Both must become compulsory.

More schools must be built by both the public and private sectors and the number of teachers and college tutors increased, along with more and better school facilities, adequate teaching materials and the introduction of entrepreneurial subjects.

More money must be spent on primary education but saved through encouraging preventive maintenance on buildings and equipment and rehabilitating buildings, establishing and enforcing minimum standards for secondary schools, reviewing the secondary school selection process to ensure fairness and quality, and providing students with adequate appropriate instructional materials.

Schools should establish textbook funds to replace and maintain instructional materials and all secondary schools should have libraries. Communities, NGOs and the public should work together to introduce free and compulsory primary and secondary-school education which would include curricula sensitive to gender issues, cater for





people with disabilities and address the academic, psychological and socio-cultural needs of pupils.

Teacher/pupil ratios should be improved, along with technical and vocational education and training which could be introduced through technical education in communities, primary schools, secondary schools, university and other post-secondary institutions. The number of technical and vocational training institutions must grow and special education improved by offering equal education opportunities to people with disabilities, increasing the number of institutions offering special education and increasing the number of special education teachers.

Access to tertiary education could be increased by reviewing admission rules to admit more paying students and by providing scholarships to those in need. Individuals and organisations should be allowed to establish private universities and to tailor their courses to acceptable standards while ordinary university programmes could be diversified to serve clearly identified areas of human resources needs.

Increased attendance could be achieved by introducing more postgraduate programmes, improving equality of opportunity by paying special attention to the enrolment of women and students with special needs, decentralising university management and improving its financial performance, reviewing the University Act, increasing financing for university research and having more faculties of pharmacology, engineering and architecture.

Malawi needs more teacher-training colleges with more tutors of degree level or willing to be trained. College heads require management skills and colleges need more financial resources with private-sector involvement.

Further, education sector support institutions need better management and security during examinations and improved management of examination bodies with a review of assessment procedures are needed. As at secondary schools, there must be fairness and transparency in the selection process, adequate and suitable textbooks and other teaching materials (preferably produced by the local publishing industry) and better management at the Ministry level.

Teachers throughout the education system need better pay and housing, more promotion opportunities and better supervision. Private and public schools need a better or

workable mechanism for inspection and supervision before licences are issued and inter-sectoral co-ordination, particularly between the Ministry of Education, Sports and Culture and other Ministries involved in training, requires improvement.

The Education Act, especially where it covers discipline and harassment of female students, needs review, students should be selected on merit and attention needs to be given to improving the conduct and management of examinations and the training of specialised teachers for students with disabilities.

Reducing Population Growth

Reducing its population growth through raising the literacy and economic status of women could alleviate many of Malawi's problems and several ways to do this have been identified - the main one being an enhanced family planning and reproductive health service.

Others include more information and education on population issues, the promotion of safe motherhood, improving the status of women through increased access to income-generating activities, improving population planning, increasing awareness about critical population issues and introducing a civil registration system that will act as a support mechanism for proposed strategies.

Developing and Managing Human Resources

Behind all the above proposals and schemes to improve the lot of the average Malawian lies a requirement to make the best use of the nation's public and private sector human resources - to make sure there are enough skilled personnel and that they are deployed and used to the best advantage.

This is human resource management and in this case is intended to ensure that, for instance, professionals - doctors, scientists, researchers, engineers, administrators and managers - are not deployed in routine administrative work or in areas not suited to their expertise.

Poor prospects for career development and gaps in middle management due to a freeze on recruitment in the public sector have also caused problems and there has been an exodus of public officers to the private sector. Finally, Aids has cost the public service a number of highly productive officers.

Problems affecting the private sector include poorly qualified and under-skilled staff,



inadequate numbers of skilled personnel, an over-reliance on expatriate managers, low productivity and high staff attrition.

The strategic challenge lies in identifying measures to ensure that sufficient employees, public and private, are appropriately trained, deployed and utilised.

This will involve creating more training opportunities for public officials, instituting a proper reward system, establishing optimum staffing levels, depoliticising the public service, establishing rewards for good performance, giving promotions based on merit and enhancing career counselling and guidance in schools.

ACHIEVING SCIENCE AND TECHNOLOGY-LED DEVELOPMENT



Malawians say they want their economy to be driven by science and technology (S&T), with better education in these subjects and a culture that leans towards them. They also want research and development to be commercialised and new and emerging technologies to be adopted and developed.

However, such technologies must be environmentally sound and there must be more implementation and use of information technology.

Improving Science and Technology Education, Training and Culture

The capacity of education and training institutions must be improved to meet these demands. This will present challenges in the fields of science and technology education, training and culture and include a review of school curricula, the promotion and encouragement of skills training and development and the introduction of a culture of science and technology.

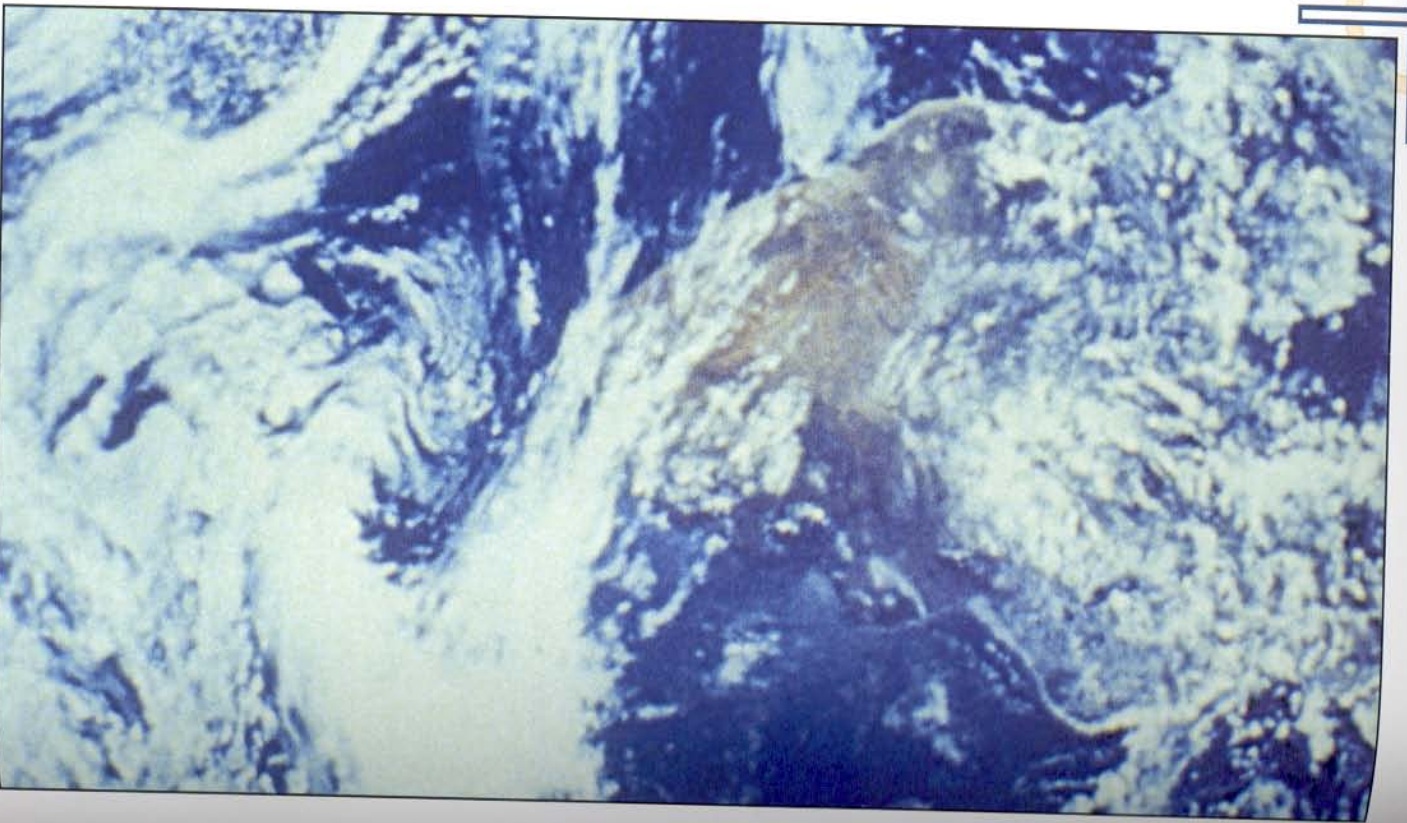
To meet them, teaching institutions must strengthen S&T education, specialise in science subjects, formalise science curricula in primary schools as a prerequisite for secondary-school science, redesign curricula so that physics, chemistry and biology are taught separately, introduce and promote computer studies, strengthen the teaching of technical subjects and emphasise applied science.

Scholarships for graduate studies in Malawi in priority areas are needed and the brain drain from other sectors must be addressed along with the introduction of S&T achievement awards.

Promotion and Commercialisation of Research and Development

The current numbers of commercial Research and Development (R&D) personnel and investment in R&D are both unacceptably low and need support from both the public and private sectors.

To change this, there must be more private-sector membership in the National Research Council of Malawi (NRCM), the institutional framework for S&T must be reviewed, R&D must be commercialised and disseminated more quickly and funding must amount to at least one percent of GDP.



There could be an R&D levy on industry, incentives for R&D activities, the promotion of substitutes for imported materials could be encouraged and the S&T institutional infrastructure could be built on and strengthened.

Promoting the Transfer and Adaptation of New and Emerging Technologies

Technologies developed outside Malawi are rarely suited to this country's circumstances. In addition, Malawi has little capacity to choose and adapt foreign technologies. To promote the transfer of new and emerging technologies, the country must attract direct foreign investment and promote technology transfers. There must also be monitoring mechanisms for technology transfer, a new capacity to assimilate technology and protection for intellectual property rights.

All the above will need to identify technologies that promote export-led industrialisation, set up a framework for the deliberate transfer of technology, improve collaboration in technology transfer and create a mechanism to monitor the inflow of new and emerging technologies.

There is also a need to establish a science and technology intelligence unit, to create a database for technology transfer and use, and to review laws governing intellectual property rights and patents.

Promoting Environmentally-Sound Technologies

Any swing towards a technology-based economy would also require the careful analysis of environmental concerns to avoid disastrous consequences for Malawi. All information would have to be made available with reviews of regulation and enforcement, monitoring systems and programmes developed, training programmes introduced and environmentally sound technologies chosen.

Doing this would require the building and strengthening of information networks at national, sub-regional and international levels, publicising of the Environmental Management Act (EMA) and other legal instruments, developing standards for environmentally sound technologies, establishing an environmental monitoring programme, introducing environmental elements to education curricula and building capacity to assess environmentally-sound technologies.



Achieving Effective Science and Technology

To be effective, science and technology need to be assimilated, diffused and used efficiently. Malawi lacks the conditions for S&T assimilation and diffusion which include good information networks, the availability of workers with the skills to assimilate technologies, adequate resources to introduce products and services, conducive cultural practices and the existence of a comprehensive national S&T policy. The strategic challenges to be overcome to achieve effective S&T include increasing the number of scientists and technologists, promoting the 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.

This would involve reducing the rate of attrition of S&T staff, enhancing gender balance in science and technology-led development, expanding and encouraging education and training in science and engineering and increasing training of S&T educators at all levels. The establishment of private S&T-orientated training institutions would be encouraged, S&T policy reviewed and a more comprehensive national S&T policy developed with capabilities for technology negotiation and periodic evaluation of S&T institutions' performances.

Promoting Use of Information Technology

A developing country such as Malawi also needs Information Technology (IT) to achieve development in all spheres of human endeavour. However, the country's use of information technology is too low to meet this objective

The strategic challenge is to promote the use of IT by reviewing the Telecommunications Act to create an independent licensing body, improving investment opportunities in IT, removing monopolistic tendencies in the IT industry, reviewing tariffs on imported computers and parts, improving access to national and international information, introducing computers early in education and examining the possibility of allowing duty-free importation of IT equipment for private and public schools and colleges.



FAIR AND EQUITABLE DISTRIBUTION OF INCOME

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

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

Reducing Unemployment

According to the National Statistical Office, only 12% of the labour force was formally employed in 1995 - and that figure includes employment on agricultural estates. Thus, most Malawians are employed on agricultural smallholdings where low returns have led to under-employment.

The economy must generate jobs to absorb the unemployed by creating a climate that will attract private investment in labour-intensive technology industries, encourage commercial farming and the growth of small-scale enterprises such as food processing, promote co-operatives and business training and create a database on strategic industries with a multiplier effect on employment.

Accelerating Enterprise Development

Entrepreneurial training facilities are inadequate and demand for credit far outstrips supply, causing the marginalisation of some sections or groups. The challenge for enterprise development is to promote micro, small and medium enterprises to boost economic growth and create jobs.

This means strengthening training institutions and creating more where necessary and encouraging lending institutions to have fair and transparent criteria for issuing loans.

Improving Tenancy Arrangements

Most estates, especially those growing tobacco, use the (wisting) tenant system. Remuneration to tenants is generally low and their returns fluctuate from year to year. Also, should crops fail or prices fall, the uncompensated cost incurred during production is usually borne by the tenant. The challenge is to ensure fair returns to those involved in growing and selling tobacco.

Strategic options for addressing the tenancy issue include fixing prices to an agreed proportion of auction floor prices, formalising tenancy agreements through district commissioners, encouraging tenants to form trade unions and associations, increasing access to information about estates' financial position, replacing the tenant system with a full share-cropping system and exploring and promoting more job creation programmes to abolish the tenancy arrangement.

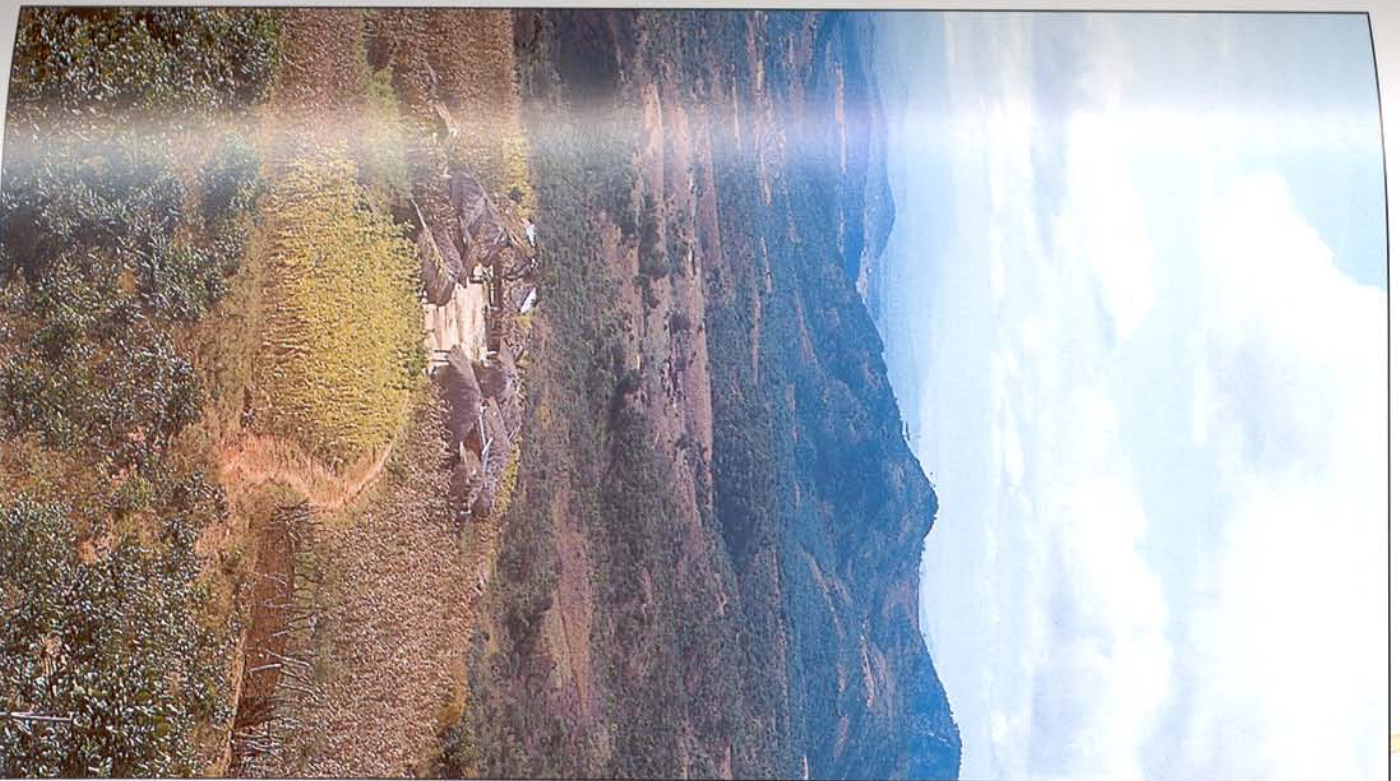
Improving Smallholder Agriculture

More than 80% of the total active population in Malawi's rural areas farm small-holdings with very low levels of production. Most are too poor to afford hybrid seeds and fertiliser and lack collateral for credit. There is also a lack of extension advice; such services tend to concentrate on modern farmers.

The challenge, given that 90% of the population lives in rural areas, is to raise small-holders' incomes. Ways include improving the supply and delivery of inputs, credit, technology and extension services by targeting poor farmers, by improving the link between researchers, extension workers and farmers (with the emphasis on the poor farmers) and encouraging and promoting agricultural mechanisation. Extension workers' morale could be improved through higher wages, better living conditions and training, empowering chiefs to punish those who do not follow sound soil management practices and promoting the use of organic manure.

Improving Marketing Systems

Prices paid for smallholders' crops remain very low. There have been attempts to liberalise the marketing system of agricultural produce but distortions in pricing and marketing of commodities such as maize and tobacco remain. The strategic challenge lies in keeping commodity prices in line with input prices and ensuring increased and evenly



distributed private-sector participation. This can be achieved by improving the marketing of agricultural produce, encouraging smallholders to diversify to high-value crops and livestock, encouraging competition in buying and selling goods and services to discourage exploitation through monopolies and encouraging farmers to form co-operatives, and export promotion institutions to be more aggressive in identifying overseas markets.

Improving Access to Land

Regarding land access, the results of a 1992/93 National Sample Survey of Agriculture (NSSA) show that the poorest and the most vulnerable households in Malawi are those which hold less than a half-hectare of land. The production levels of these poor households are extremely low.

Somehow, the landless must gain better access to land and be shifted from high to low population density areas. Suggestions on how to do this include reviewing land rent to reflect the real opportunity cost of land, developing a system to monitor the maximum utilisation of land and redistributing unused land.

Reducing Gender Inequality

Gender inequalities are apparent in all spheres of Malawian life. Women have limited access to and control of 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. Gender issues need to be brought to the fore in all aspects of development.

Strategic options for reducing gender inequality include increasing women's access to and control of land, creating women farmers' clubs to facilitate access to inputs and credit, removing laws and customary practices that discriminate on gender, increasing access to quality education and health services and expanding micro-credit schemes to women and their groups.

Women should be encouraged to participate in politics and decision-making and their access to employment and self-employed income earning opportunities made easier.

Addressing Issues Relating to People with Disabilities

People with disabilities represent about 2.9% of Malawi's population. Of these, 93% live in rural areas where their problems are aggravated by a lack of infrastructure

to enable them to access health, education and training services. There must be a coherent national policy that clearly addresses issues concerning people with disabilities. To achieve this, the institutional framework must be reviewed to plan, co-ordinate and advocate issues affecting people with disabilities, a law must be enacted to enshrine a Disabled Persons Equality Act (Services and Assistance to Disabled Persons) to ensure they have equal status and, where necessary, provide for affirmative action.

A policy for the socio-economic and political empowerment of people with disabilities must be created and a sense of confidence and spirit of responsibility inculcated among people with disabilities.

Increasing Social Services

General social services are sparse and of poor quality, especially in rural areas. More than half of Malawian families live five kilometres or more from a health centre. In education, although enrolment rates have improved significantly since the introduction of free primary schools in 1994, other education indicators are poor.

The strategic route to better social services depends on ensuring that health and education services are equitably distributed throughout urban and rural areas and this can be done by increasing investment in health education and water, allocating more resources to rural areas, decentralising and controlling population growth.

Improving Rural Water Supply

The quantity and quality of water supplies, transport and housing infrastructure in rural areas all need improvement.

Water supply can be improved by augmenting, rehabilitating and expanding gravity-fed schemes, rehabilitating boreholes and shallow wells and by digging new ones, providing more water kiosks in peri-urban areas, protecting catchment areas and building more dams and reservoirs, developing small irrigation schemes and by establishing a rural water fund to be directly financed by communities and NGOs.

Improving Rural Transport

Rural transport can be improved by building all-weather roads, expanding labour-intensive district roads improvement programmes, providing fiscal incentives to small

and medium carriers to operate in rural areas and finding ways to reduce transport costs to enhance competitiveness, efficiency and economic growth.

Improving Housing

Housing can be improved for low-income families by studying the housing sector to identify constraints, by examining ways to increase private sector participation, supporting community-based initiatives in waste removal and sanitation, reviewing bank mortgage rates, providing easy access to loans for building low cost houses, reducing the cost of building materials and encouraging research in technologies that will use locally available building materials.

NATURAL RESOURCE AND ENVIRONMENTAL MANAGEMENT

Malawians want their natural resources and environment to be sustainably managed by 2020 and believe this will be achieved by making sure that land is well conserved and managed, deforestation drops to zero, adequate clean water is available and biodiversity and eco-systems are restored.

Malawians need to consider the advantages of low population growth, managing air and noise pollution. They also need to assess global efforts to manage climate change and other environmental issues, incorporating environmental considerations at all stages and improving public participation in the planning and implementation of natural resource and environmental programmes.

Controlling Land Degradation

For instance, soil erosion is a serious problem facing agriculture in Malawi. In 1994, soil erosion in Malawi was estimated to range from 13 mt/ha a year to 29 mt/ha a year, averaging 20 mt/ha a year. This results in a yield loss of 4 - 11% a 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 corresponds to about eight percent of the country's GDP in 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 challenges to controlling land degradation are preventing soil erosion, arresting deforestation, stopping expansion of cultivation to marginal areas, ending bad agricultural practices, controlling over-grazing and reducing over-reliance on low-productivity agriculture, preventing excess accumulation of algae (eutrophication) and encouraging properly planned infrastructure and settlements.

Options for controlling land degradation include reviewing land policy, undertaking land reform and harmonising sectoral policies to facilitate the implementation of a comprehensive soil conservation programme.

There must also be comprehensive afforestation and agro-forestry programmes, an end to animal overstocking, programmes to widen employment opportunities for rural people to reduce their dependence on agriculture and enforcement of land conservation aspects of infrastructural projects.



Arresting Deforestation

Malawi's forests are disappearing at the rate of 1.4% a year due to the population's dependence on subsistence agriculture, excessive sale of wood to generate income, high population growth and dependence on wood energy.

Several ways to halt deforestation exist, including reducing over-dependence on wood energy and selling wood 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 better enforcement of forestry regulations and laws.

These measures can be achieved by developing consistent policies and laws to guide and enforce forest conservation and administering stiff penalties to offenders, accelerating rural electrification and making electricity affordable, finding other forms of energy, enhancing the effectiveness of tree-planting programmes, promoting agro-forestry, commercial forest ownership and forestry industries and using sustainable methods of cutting trees for fuel.

In addition to all this, intensive and commercial agriculture should be encouraged, ways found to diversify the country's agriculture and community participation in natural resource and environmental management promoted.

Preventing Degradation and Depletion of Water Resources

The chemical contamination of streams in urban and peri-urban areas is becoming common due to the improper disposal of waste and the absence of proper biological and physical conservation measures in farmers' fields. This has led to pollution of the aquatic environment by agro-chemicals such as nitrogen compounds through run-off water.

Due to inadequate sanitation and other sources of organic pollution, the bacteriological quality of major rivers is poor throughout the year. Three-quarters of rivers show faecal coliform counts in excess of 500 per 100 ml in the dry season, which is significantly above World Health Organisation guidelines. About half of all illnesses in Malawi are waterborne.

Although Malawi faces no serious problems of excessive abstraction of water resources, there are threats of depletion due to deforestation, drought and poor

management of water supply systems. Replenishment of surface water depends totally on rainfall, which is seasonal and varies from year to year. Consequently, most rivers and lakes display seasonal flow patterns and dry up to a large extent from July to October every year.

The strategic challenges, then, are to prevent water pollution, conserve catchment areas and improve water supply systems. This means designing proper waste disposal systems, dredging and rehabilitating dams, building multipurpose dams, properly managing catchment areas and river banks, constructing silt traps and using new water collection techniques.

Developing Fisheries

Malawi's Fisheries obviously depend on clean water, full rivers and a healthy lake but the challenges to managing and developing fisheries include preventing environmental degradation, finding alternative income-generating activities, increasing access to capital markets, and improving the stability of annual fish availability.

Strategic alternatives include declaring river mouths protected areas, restocking the lake, redefining fisheries rights to limit access, introducing fishing quotas, improving fish breeding through artificial methods, developing human resources and environmental education, conducting an environmental impact assessment of all projects that might affect fisheries and promoting fisheries-related industries.

Developing the Wildlife Sector

Malawians believe that wildlife is an important national asset, particularly for eco-tourism, and must be well managed and developed. Poaching must be controlled, game-depleted areas restocked, eco-tourism encouraged and extra participatory wildlife management schemes created.

To do this, money must be raised to move wildlife from threatened areas. Protected areas must be created to maintain diversity. In addition more people must be recruited and trained to rejuvenate the wildlife sector and ecological and socio-economic surveys must determine wildlife resources so communities can generate income.

The poaching scourge must be eliminated by extra patrols - some using helicopters - joint operations on international borders and the involvement of local communities and

NGOs in managing protected areas. Local community appreciation of the wildlife resource must be increased through conservation awareness and education programmes.

Restoring and Conserving Bio-diversity

Malawi's bio-diversity is threatened by over-exploitation of biological resources, habitat degradation and pollution, invasive exotic species, selective pressures arising directly and indirectly from human activity and even climatic change. All threaten biodiversity by causing, among other things, the loss of entire species, the loss of individual species within communities and the loss of genetic variability within a species.

Managing threats to bio-diversity involves the control or prevention of deforestation, pollution, siltation, invasive species, overgrazing, population growth and bush fires and the prevention of illegal access to biological resources and the loss of indigenous knowledge.

The preservation and managing of bio-diversity requires review of legislation and the enforcement of policies and legislation, the institutional and technical capacity to create a comprehensive biodiversity database, research into species conservation technology, monitoring of the export and import of biological materials, the promotion of community participation in and public awareness of bio-diversity and the conservation of endangered species and habitats.

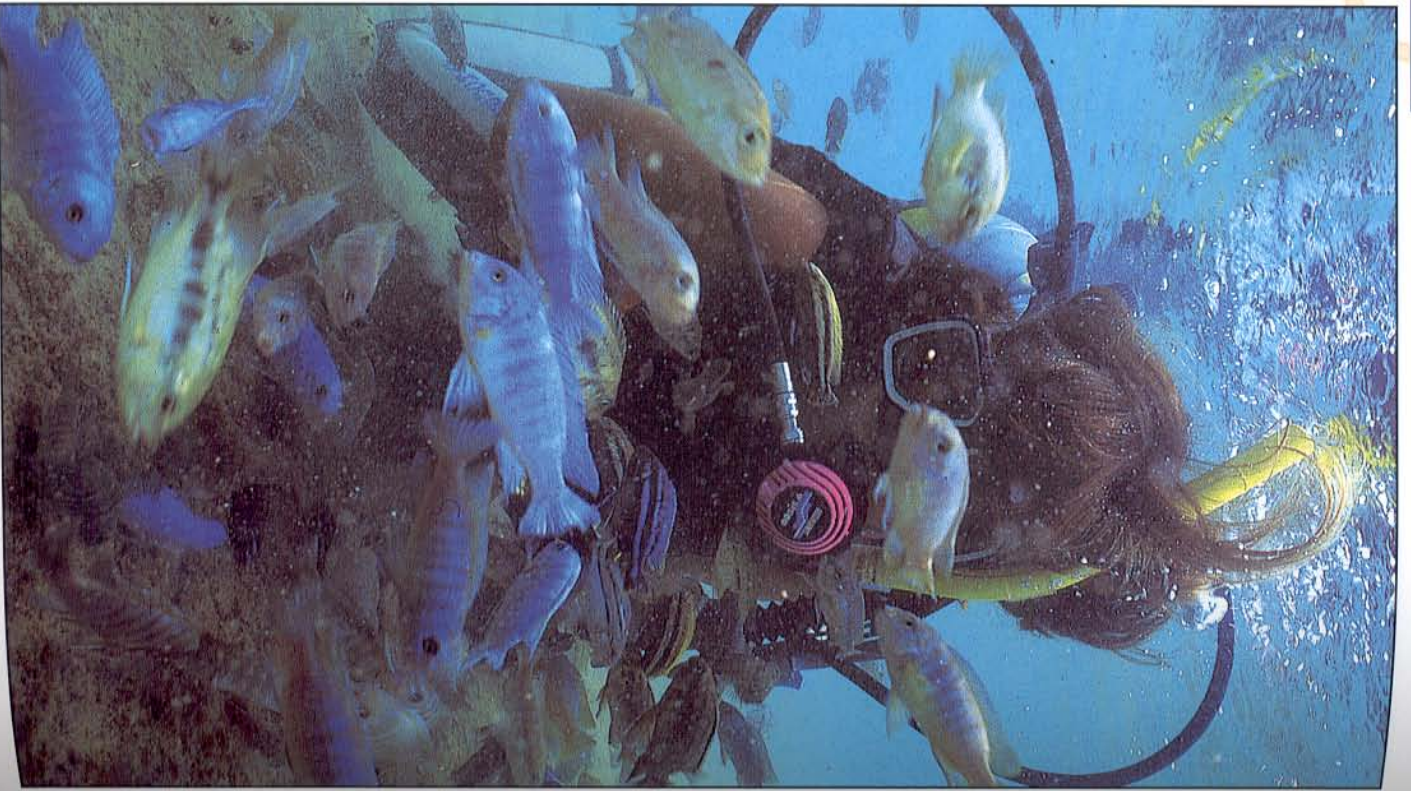
Developing Human Settlements

Malawi's housing and population census in 1987 reported that 84% of all houses were grass-thatched, 53% had mud walls and 89% had mud floors. The situation has not changed much since then: about half of all existing rural houses are unfit for human habitation and few are durable.

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

The strategic challenge to developing and upgrading human settlements is to plan physical development, eliminate urban squatting, control unhygienic behaviour, regulate street vending and provide good housing and water. This can be done by





introducing physical planning to cover all settlements, enforcing building codes, enabling the building of permanent houses and reviewing and enforcing policies and ordinances on settlement patterns.

The Climate and Pollution

Fortunately, air pollution and climate change issues are relatively small environmental concerns in Malawi. However, if unchecked, they could become serious. The prevention of air pollution and managing climate change issues require emissions of hydrocarbons, nitrogen oxides and carbon monoxide to be monitored, hazardous substances and wastes to be managed correctly, ozone-friendly technology to be used, regulations and legislation on air pollution enacted and education promoted about climate change issues.

Noise pollution must also be controlled and this can be done by deploying people to conduct baseline studies and initiate a programme of noise prevention, providing equipment, instruments and resources to measure noise and implement programmes, increasing the awareness of noise problems and improving monitoring.

Other alternatives include establishing and strengthening institutions dealing with noise pollution, reviewing legislation, adopting a regional approach to solving some of the international problems and conducting baseline and periodic surveys to determine the nature of and control measures for noise.

Waste Management

The strategic challenge to proper management of hazardous substances and wastes resides in improving laws and regulations, the institutional set-up and infrastructure and technologies designed to deal with hazardous substances and wastes.

Containing the problem involves formulating and enforcing the necessary laws and regulations, increasing financial support and human resources in institutions and improving infrastructure and technologies.

Poverty and Population

Malawi has a fertility rate of 6.7. This is very high, especially when combined with the problem of limited acceptability of family planning. As a result, Malawi has a very

high population growth rate and most women have a longer period of child-bearing because they marry early and do not practice birth control.

A girl marries early because she believes her husband will support her but 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 the pressure on natural resources.

The aim is to reduce the population growth rate and the incidence of poverty and the available options mean increasing job opportunities for the rural and urban population to reduce the pressure on land and to reduce rural-to-urban migration.

Primary School

Primary school education must be made compulsory to raise literacy levels and discourage early marriages; contraceptive programmes must be made effective and the poverty alleviation programme implemented.

Political Advocacy and Natural Resources

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

This can be done by having every political party recognise and implement proper management of natural resources and the environment as embodied in the Constitution of the Republic of Malawi Chapter 11/3d, establishing an autonomous environmental management authority as a watchdog and empowering local communities to manage natural resources and the environment.





Annexure 1

VISION 2020 CORE TEAM

Dr. Henry L. Ng'ombe, *Director*

Dr. Anthony Mawaya, *Team Leader*

Dr. Naomi Ngwira, *Member*

Dr. Maxwell Mkwizalamba, *Member*

Dr. Charles Chantunya, *Member*

Mr. Zanga Chikhosi, *Member*

Mr. Ian Kummwenda, *Member*

Mr. Dan Kamwaza, *Member*

Mrs. Hendrine Givah, *Member*

Mrs. Mercy Kanyuka, *Member*

Mr. Josephat Chikadza, *Member*

Annexure 2

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

- Mr. G. Katsano,
Disabled Persons Association of Malawi
- Mr. G. Mbekeani, *Press Corporation*
- Mr. E.P. Zitha,
Exporters' Association of Malawi
- Mr. N.S.S. Nyirenda,
Malawi Investment Promotion Agency
- Mr. M. Tsoka,
Centre for Social Research
- Dr. J. Maida, *Ministry of Research and
Environmental Affairs*
- Mr. R. Chimsale,
*Council for Non-Governmental
Organisations in Malawi (CONGOMA)*
- Mr. C. Chuka, *Reserve Bank of Malawi*
- Mr. A. Phantbala, *National Association of
Small and Medium Scale Enterprises*
- Ms. L. Sennu, *Chancellor College*
- Mr. Mzee Makawa
Dr. E. Banda,
National College of Nursing
- Mrs. R. Nyirongo, *Ministry of Education*
- Mr. S.S. Makwinja, *National Hawkers'
Business Association (NAHBA)*
- Mr. A.F. Chikumbi
Mr. D. Chimbe,
Malawi Council for the Handicapped
- Mr. A. Mkandawire
Mr. C. Guta, *Malawi Industrial Research
and Technology Development Centre*
- Mr. Anthony, *Malawi Chamber of
Commerce and Industry*
- Dr. A. Mtenje, *Chancellor College*
- Mrs Nandow Kerr, *Women's World Banking*
- Dr. Lucy Binauli, *Chancellor College*
- Mr. J.H. Sinkhala, *Ministry of Youth,
Sports and Culture*
- Mr. H.E.P. Solomon,
University of Malawi Students' Union
- Mr. H.M.S. Chunga, *Project Officer
Entrepreneurial Training*
- Ms. F. Gomile-Chidyanga,
The Malawi Polytechnic
- Dr. S. Kraira, *Centre for Social Research*
- Mr. E.N.B. Chibwana, *Ministry of
Agriculture and Livestock Development*
- Mr. J. Alide,
Muslim Association of Malawi
- Mr. A. Chisiano, *Malawi Police Force*
- Mr. G. Maseko
Mr. P. Chinutu,
Christian Service Committee
- Pastor R.J.B. Mkandawire,
Christian Council of Malawi
- Ms. E. Kazembe, *ADMARC*
- Dr. B.S.M. Mwale,
Medical Council of Malawi
- Mr. R.H. Martin,
Economic Resources Limited
- Mr. J. Kapito,
Consumers' Association of Malawi
- Mr. E.N.B. Chibwana *Ministry of
Agriculture and Livestock Development*
- Mrs. E. Kalyati, *Ministry of Economic
Planning and Development*
- Ms. C. Zamba, *Ministry of Economic
Planning and Development*
- Mr. A. Kapachika, *Boma Lathu*
- Ms. S. Mhura,
Journalists Association of Malawi (JAMA)
- Ms. Diana Nkulembe,
Malawi News Agency
- Mr. R. Khumbanyiva, *Mirror Newspaper*
- Inkosi ya Makhosi M'Mbelwa IV,
Paramount Chief, Mizimba
- Chief Kanyenda, *Nkhobotakota*
- Chief Nazombe, *Mulanje*
- Chief Bwumbwe, *Thyolo*
- Inkosi Mzikubola Jere, *Mzimba*
- Chief Kaomba, *Kasungu*
- Mr. S. Msowoya, *Malawi Democratic
Union (MDU)*
- Mr. G. Sicheali, *UFMD Party Member*
- Mr. Amunandife Mkumba,
Malawi Democratic Party (MDP)
- Mr. H. Kuchonde,
Malawi National Democratic Party (MNDP)
- Hon. F.S. Mphopo, M.P.
United Democratic Front (UDF)
- Hon. Situsi Nkhoma, M.P.
Malawi Congress Party (MCP)
- Mr. J.B.L. Malange,
Malawi Export Promotion Council
- Mr. E.B. Kadzako,
Malawi Development Corporation
- Mr. M.A. Banda, *Press Corporation*
- Mr. C. Kamphinda-Banda,
Malawi Congress of Trade Unions
- Col. N.W. Banda, *Malawi Army*
- Mr. George Claver,
Disabled Persons Association of Malawi
- Mr. Mussa Chiwaula,
Disabled Persons Association of Malawi

Annexure 3

CABINET RETREAT HELD IN MANGOCHI FROM 12TH TO 13TH APRIL, 1997

Hon. Mrs. Lilian Patel, MP, <i>Minister of Women, Children Affairs, Community Development and Social Welfare</i>	Hon. Melvin Moyo, MP, <i>Minister of Natural Resources</i>
Hon. Aleke K. Banda, <i>Minister of Finance and Economic Planning and Development</i>	Hon. Mavinga Mkwandawire, MP, <i>Minister of Research and Environmental Affairs</i>
Hon. Harry I. Thomson, MP, <i>Minister of Transport</i>	Hon. Mrs. Lizzie Lossa, MP, <i>Deputy Minister of Finance and Economic Planning and Development</i>
Hon. Brown J. Mpinganjira, MP, <i>Minister of Information and Broadcasting</i>	Hon. F.G. Nowa, MP, <i>Deputy Minister of Local Government and Rural Development</i>
Hon. Dr. Cassim Chilumpha, MP, <i>Attorney General and Minister of Finance</i>	Hon. D. Chamaere, MP, <i>Deputy Minister of Works and Supplies</i>
Hon. Dr. Mapopa Chipeta, MP, <i>Minister of Agriculture and Livestock Development</i>	Hon. P. Katsanga, MP, <i>Deputy Minister of Agriculture and Livestock Development</i>
Hon. Mrs Edda Chitalo, MP, <i>Minister of Physical Planning</i>	Hon. R. Makuwira, MP, <i>Deputy Minister of Education</i>
Hon. Tim Mangwazu, MP, <i>Minister of Housing</i>	Hon. E. Phiri, MP, <i>Deputy Minister of Natural Resources</i>
Hon. Richard Sembereka, MP, <i>Minister of National Heritage</i>	Hon. Prof Donton Mkwandawire, MP, <i>Ambassador - at - Large</i>

Annexure 4

PARTICIPANTS AT THE NATIONAL CONFERENCE HELD IN BLANTYRE, 24TH - 25TH NOVEMBER, 1997

CABINET The Right Honourable Justin C. Malewezi, <i>Vice President and Minister of Finance</i> Hon Aleke K. Banda, <i>Minister of Agriculture and Irrigation</i> Hon Sam Mpasu, MP, <i>Minister of Information</i> Hon Mrs Edda Chitalo, MP, <i>Minister of State in the President's Office</i> Hon Mavinga Mkwandawire, MP <i>Minister of Forestry, Fisheries and Environmental Affairs</i> Hon Richard Sembereka, MP, <i>Minister of National Heritage</i> Hon Kaliyoma Phumisa, MP, <i>Minister of Labour and Vocational Training</i> Hon Bundaunda Phiri, MP, <i>Minister of State in the President's Office</i> Hon Lilian Patel, MP <i>Minister of Women, Youth and Community Services</i> Hon Melvyn Moyo, MP, <i>Minister of Home Affairs</i> Hon Robson Makuwira, MP, <i>Minister of State in the President's Office</i>	PRINCIPAL SECRETARIES Mr DCW Kambauwa, <i>Secretary for Forestry, Fisheries and Environmental Affairs</i> Mr RP Dzanjalimodzi, <i>Principal Secretary (Administration), Ministry of Finance</i> Mrs HG Kawalewale, <i>Principal Secretary for Education</i> Mr EC Gondwe, <i>Controller, Department of Office Equipment and Printing</i> Mr MM Mononga, <i>Chief Immigration Officer</i> Mr BEK Murchall, <i>Secretary for Information</i> Mr SDT Materije, <i>Solicitor General and Secretary for Justice</i> Mr CD Nthenda, <i>Principal Secretary (Finance) Office of the President and Cabinet</i> Mr BB Mawindo, <i>Secretary to the Minister of State (Human Resource Management and Development)</i> Mr MWL Phiri, <i>Principal Secretary to the Vice President</i> Mr EB Twea, <i>Registrar of the High Court</i> Mr AC Gonnani, <i>Secretary for Commerce and Industry</i> Mr B Mbewe, <i>Secretary for National Heritage</i> Mr IT Golosi, <i>Commissioner for Census and Statistics</i> Mr JD Kallangwe, <i>Secretary for Defence</i> Mr MT Chiundira, <i>Project Coordinator, Ministry of Lands, Housing, Physical Planning and Surveys</i>
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OFFICE OF THE PRESIDENT AND CABINET

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

Dr (Mrs) CN Mwiyerwa,
Principal Secretary, Ministry of Health and Population

Dr ME Palamuleni, *Chief Executive, National Family Welfare Council of Malawi*

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

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

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

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

Mr F Mbilizi, *Secretary for Tourism, Parks and Wildlife*

Mr L Mhura, *National Road Safety Council of Malawi*

Miss C Zamba,

Mr FC Muntthali,
Tobacco Control Commission

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

Dr HP Bandaawe, *General Manager, Malawi Savings Bank*

Mr AM Mkoke, *Secretary for Labour Commissioner for Taxes*

Mr PM Saidi,
Chairman, Land Policy Reform Commission

Mr TA Kalebe, *Secretary to the National Economic Council*

Mr SM Kakhobwe,
Executive Director, Malawi Social Action Fund

Mr MA Kam'halere, *Secretary for Works*

CHIEF EXECUTIVES OF PARASTATALS

Prof M Chikaonda, *Governor of the Reserve Bank of Malawi*

T.A. Chikulamayembe

Mr ER Limbe,

T.A. Mwanlowe

General Manager, Malawi Railways

T.A. Wasambo

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

T.A. Kyungu

Mr SD Gunde, *Director General, Malawi Broadcasting Corporation*

T.A. Mweremisuku

Mr M Katsonga Piri, *Chairman, Malawi Chamber of Commerce and Industry*

Inkosi Chindi

Dr Catherine Chimwenje, *Executive Secretary, Malawi National Examinations Board*

T.A. Mankhambira

Mrs GW Chikoko, *Electoral Commission Captain AC Mkana, General Manager, Malawi Lake Services*

T.A. Chulu

T.A. Mwandzama

T.A. Lukwa

T.A. Kanyenda

T.A. Kalumo

T.A. Kasakula

T.A. Kalonga

T.A. Khombedza

T.A. Msakambwa

T.A. Chiwere

T.A. Mlonjeni

T.A. Kabudula

T.A. Chiseka

T.A. Pemba

T.A. Kapuka

T.A. Kasumbu

Inkosi ya Makhosi Gomani

T.A. Kwataine

T.A. Somba

T.A. Mwanbo

T.A. Kuntumani

T.A. Nchemba

T.A. Chitira

T.A. Nazombe

T.A. Mkanda

T.A. Chimaliro

T.A. Bwumbwe

T.A. Ntache

T.A. Dambwe

T.A. Mwachikadza

T.A. Chimombo

T.A. Liwonde

T.A. Chapananga

T.A. Mgabu

T.A. Mponda

T.A. Makenjira

T.A. Chimwala

T.A. Namkulumba

T.A. Stole

T.A. Nyirenda

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

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Inkosi ya Makhosi M'ndelwa (W), *Mzimba*

Chief Fukamapiri, *Mkhrata-Bay*

Chief Khongoni, *Liongwwe*

Chief Bwumbwe, *Thyolo*

Chief Kanyenda XII, *Mkhrata-Kota*

Chief Chamba, *Machinga*

R.W.S. Nyirenda, *Ministry of Forestry*

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Dr. W.C. Nkhoma,

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

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M.G. Tsoka, *Centre for Social Research*

F. Chidyaonga, *Polytechnic*

Shadreck Z. Maziye,

Christian Service Committee

Ewis Thodi, *Malawi Police Service*

H.R. Kuchonde, *Malawi Democratic Party*

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 D. Nkhulembe, *Malawi News Agency*
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 Pastor R.J. B. Mkandawire, *Christian Council of Malawi*
 Brigadier M.D. Chiziko, *Army Headquarters*
 Christon Moyo, *Ministry of Health and Population*
 S.S. Makwinda, *National Hawkers' Business Association (NAHBA)*
 Mrs. M. Nyandovi-Kerr, *Womens' World Banking*
 Hon. S.J. Sitisi Nkhoma, *M.P. Malawi Congress Party*
 F.S.O. Kakatera, *United Nations Educational Scientific Cultural Organisation*
 Professor Seyani, *National Herbarium*
 B.F. Chikhatda, *Ministry of Education*

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 Diana Nkhulembe, *Malawi News Agency*
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 Ramsey Khumbanywa, *Mirror Newspaper*
 Felix Mponda, *BBC, AFP, IPS*
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 Ms. Stella Mhura, *Journalists Association of Malawi*

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Gerald O. Barney - President
 Lin Zixin
 Douglas Symalla

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 Mrs Margaret Khonje, *UNICEF*
 Dr. Keilla Kamoto, *Malawi College of Medicine*

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 Keith Lipato, *Malawi College of Nursing*
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 Mrs Ann Kulemeka, *Malawi Investment Promotion Agency*
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 Mrs Alice Thomas Konyani, *OILCOM*
 Dr. Vera Chirwa, *Human Rights Activist*
 Justice Anastazia Msoa, *The Judiciary*
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 Mrs Janet Karim, *Independent Newspaper*
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 Kate Kanja, *Malawi Congress Party*

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 H.M.S. Chunga, *WWB*
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 Sam Kakhobwe, *MASAF*
 A.E. Phambala, *MASWE*
 N.F. Kamvabingu, *MASWE*
 Plan International
 Ms Phyllis Horea
 Mrs J.P. Mabangwe, *DIPAM*

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 Rev. Father Howard Nasolo, *Anglican Church*
 J.H. Kalumba, *Zambezi Evangelical Church*
 Rev S.E. Banda, *Assemblies of God*
 D.R. Widdowson, *Salvation Army*
 Rev. Nixon Chiwala, *Churches of Christ*
 Mr. Gaudy Maluza, *Tayamba General Dealers Ltd*
 Mrs Makawa, *Boatzulu Holiday Resort*
 Mrs Maina Mkandawire, *Barbino Private Schools*

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 Mr. Luke Banda, *Ministry of Relief and Rehabilitation*
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 Mr.M. Sibande, *Ministry of Finance*
 Mr. H.E. Solomon, *University of Malawi*
 Dr. C. Chilimampungwa, *Chancellor College*
 Mr. D.V. Kampani

Mrs. L.R. Kamtengeri, *Ministry of Women, Children and Social Welfare*
 Mr. G.D.G. Chimbamba
 Mr.F.B. Nzoma, *Disabled Persons in Malawi*
 Mrs Fanny Mhawa, *Ministry Economic Planning and Development*
 Mrs Rhoda Eliasi, *Ministry of Economic Planning and Development*
 Mr.Derick Zanera, *National Statistical Office*

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 John Lwanda, *United Kingdom*
 J. Mpanje, *United Kingdom*
 Dr. Lucy Maliwichi, *South Africa*

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S.T. Mwinba, *Reserve Bank of Malawi*
 F.B. Ndalawa, *Reserve Bank of Malawi*
 C.R. Kumsinda, *Reserve Bank of Malawi*

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 A.K. Mhango, *Queen Elizabeth Central Hospital*
 R.F. Kammwamba, *Queen Elizabeth Central Hospital*

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Mr. Y.E. Kamphale, *Ministry of Economic Planning and Development*
 Mr. F. Mbeya, *Ministry of Economic Planning and Development*
 Mr N. Chikungu, *Ministry of Economic Planning and Development*
 Mr. E. Chilima, *Ministry of Economic Planning and Development*
 Ms E. Kamwendo, *Ministry of Economic Planning and Development*

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 C. Hara, *Ministry of Foreign Affairs*
 Mrs Chikuta, *Ministry of Economic Planning and Development*
 Mrs Nwasikakata, *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. Mwachengeri, *Ministry of Economic Planning and Development*
 Mr. Kachikopa, *Ministry of Economic Planning and Development*
 Mr. Zimaitirana, *Ministry of Economic Planning and Development*
 Mr. G.S.Z. Jere, *Ministry of Economic Planning and Development*

Annexure 5

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

A.E. Phambala, <i>National Association for Small and Medium-Scale Enterprise (NASME)</i>	C.S.R. Chuka, <i>Reserve Bank of Malawi</i>
H.A. Juwa, <i>Principal Secretary, Ministry of Justice & Constitutional Affairs</i>	Charles Machingiri, <i>National Statistics Office</i>
Eta M'angisa, <i>United Nations Development Programme</i>	Chris Kamphinda-Banda, <i>Malawi Congress of Trade Unions</i>
Enock S. Kampini, <i>Malawi Congress of Trade Unions</i>	A.M. Kamazizwa, <i>Malawi Congress of Trade Unions</i>
G. Mkonduwa, <i>Principal Secretary, Department of Energy & Mining</i>	E.R. Chimwaza, <i>National Public Events Office</i>
Pastor R.J.B. Mkandawire, <i>Christian Council of Malawi</i>	S.S.L. Makwinja, <i>National Hawkers' Business Association (NAHBA)</i>
L.S.C. Sivande, <i>Ministry of Works</i>	Amunandife Mkunba, <i>Malawi Democratic Union (MDU)</i>
B.B. Mawindo, <i>Principal Secretary, Department of Human Resource Management and Development</i>	C.V. Kang'ombe, <i>Ministry of Women, Youth, Children and Social Welfare</i>
H.S.K. Mbetewa, <i>Principal Secretary, Ministry of Local Government and Rural Development</i>	Makachi Chimwa, <i>Malawi Broadcasting Corporation</i>
H.W. Haji Kunserema, <i>Principal Secretary, Ministry of Lands, Housing, Physical Planning and Surveys</i>	Dixes S.M. Kambauwa, <i>Press Corporation Limited</i>
H.E.P. Solomon, <i>University of Malawi</i>	Henry R. Kuchonde, <i>Malawi Democratic Party</i>
McPherson C.H. Jere, <i>Ministry of Education</i>	N.E. Kamvambingu, <i>National Association for Small and Medium-Scale Enterprise (NASME)</i>
Inkosi ya Makhosi M'mbelwa IV, <i>Mzimba</i>	P. Katemecha, <i>Deloitte & Touche</i>
V.C. Banda, <i>Anti-Corruption Bureau</i>	A. Chisano, <i>Commercial Bank of Malawi</i>
Hastings Yadidi, <i>Malawi Broadcasting Corporation</i>	M.G. Chilunga, <i>National Public Events</i>
	J.I. Kamjele, <i>Transport and General Workers Union</i>
	Chief Makanjira, <i>Mangochi</i>
	Chief Laston Njema, <i>Mulanje</i>
	Chief Nankumba, <i>Mangochi</i>
	Chief Kanyenda, <i>Mkhotakota</i>
	Chief Mwanlowe, <i>Mowe</i>
	Chief Fukamapiri VII, <i>Nkhata Bay</i>
	L.S.P. Banda, <i>Ministry of Relief and Rehabilitation</i>

Dr. Paulos B.T. Nyirenda,
Chancellor College

M.W. Matemba, *Principal Secretary, Ministry of Education*

F.S.D. Kakatera, *United Nations Educational Scientific Cultural Organisation*

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

R.L. Gondwe, *Parliament*

B.Z. Mwanu, *Domasi College of Education*

James E. Chipeta, *University of Malawi*

M.G. Tsoka, *Centre for Social Research*

Chief Somba, *Blantyre Broadcasting Corporation*

W.H.N. Kunnwenda, *Malawi Hassan Goba, Malawi Broadcasting Corporation*

Brian Mtonya, *Ministry of Commerce & Industry*

M.D. Chiziko, *Malawi Army*

Mrs. Fanny Mbwawa, *National Economic Council*

A.K. Mkwangana, *National Economic Council*

Edrimie Kayambazinthu, *University of Malawi*

Lucy S. Binauli, *University of Malawi*

Mrs. Maina J. Nkandawire, *Bambino Private Schools*

Mrs. M. Khonje, *Ministry of Education*

R.H. Chakhanje, *National Economic Council*

Bo Jensen, *Danish Embassy*

Ibrahim Jambo, *Muslim Youth*

S.J. Situsi Nkhoma, *MP, Malawi Congress Party*

Joseph C.K. Mhango, *National Economic Council*

G.S.Z. Jere, *National Economic Council*

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. Mkwandawire, *Judiciary*

Dr. Benson F. Kandoole, *Malawi Institute of Management*

G. Zimaitrana, *National Economic Council*

L. Kachikopa, *National Economic Council*

Francis Mbilizi, *Principal Secretary, Ministry of Tourism, Parks & Wildlife*

S.M. Kakhobwe, *Executive Director, Malawi Social Action Fund*

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Dr. Catherine Chimwenje, *Malawi National Examination Board*

L.F. Golosi, *National Statistical Office*

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

B.E.K. Murchall, *Principal Secretary, Ministry of Information*

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

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

J.D. Kallangwe, *Principal Secretary, Ministry of Defence*

M.B. Mbewe, *Principal Secretary, National Heritage*

Z.K. Medl, *Principal Secretary, Ministry of Foreign Affairs*

A.M. Mlako, *Principal Secretary, Ministry of Labour & Vocational Training*

H.B. Kalongonda, *Auditor General, National Audit Office*

M.A. Kammlare, *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. Kalyati, *United Nations Development Programme*