



# **National Food Reserve Agency (NFRA) Strategic Plan 2023 -2030**

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**October, 2023**

**NATIONAL FOOD RESERVE AGENCY (NFRA)**  
**STRATEGIC PLAN**  
**(2023-2030)**

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## ABBREVIATIONS AND ACRONYMS

ADMARC	Agricultural Development and Marketing Corporation
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
CAADP	Comprehensive African Agriculture Development Programme
CEO	Chief Executive Officer
CSOs	Civil Society Organizations
FCDO	Foreign, Commonwealth & Development Office
GMO	Genetically Modified Organism
GoM	Government of Malawi
IFPRI	International Food Policy Research Institute
ICT	Information and Communication Technology
LUANAR	Lilongwe University of Agriculture and Natural Resources
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MGDS III	Third Malawi Growth and Development Strategy
MIP-1	Malawi 2063 First 10-Year Implementation Plan
MoA	Ministry of Agriculture
MoFEA	Ministry of Finance and Economic Affairs
MT	Metric Ton
NAIP	National Agriculture Investment Policy
NAP	National Agriculture Policy
NFRA	National Food Reserve Agency
NFRA-SP	National Food Reserve Agency Strategic Plan
NGO	Non-Governmental Organization
ORT	Other Recurrent Transaction
PESTEL	Political, Economic, Socio-Cultural, Technological, Ecological and Legal
PRO	Public Relations Officer
PPP	Public Private Partnerships
PSIP	Public Sector Investment Plan
SDGs	Sustainable Development Goals
SGR	Strategic Grain Reserves
SOE	State Owned Enterprises
SWOT	Strengths Weaknesses Opportunities and Threats
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WFP	World Food Programme

## FOREWORD

On behalf of the Board of Trustees, management and staff of the National Food Reserve Agency (NFRA), I am immensely proud to present the 2023-2030 Strategic Plan which has been developed after thorough consultations with our stakeholders. This Strategic Plan is a successor to the previous strategic plan which expired in December, 2022. It is the blue print set out to guide how NFRA will carry out its mandate in the next seven years.

This Strategic plan seeks to attain quality and efficiency in the management of Malawi's Strategic Grain Reserves in line with the Government's development agenda as detailed in the Malawi 2063 and its Implementation Plan (MIP-1). The NFRA-SP (2023-2030) is a medium-term plan for direction, improved decision-making, better performance, enhanced service delivery, excellent customer care, and optimal control of organizational resources to uphold the NFRA image and reputation. The aim is to: -

- Provide framework for resource mobilization and budgeting of initiatives, programmes and activities;
- Provide strategic direction to achieve the vision, outcomes and milestones outlined in the NFRA Trust Deed;
- Coordinate work plans and various stakeholders (internal and external) to achieve the NFRA mandate; and enhance communications at all levels.

The existence of this plan is testimony to the commitment of NFRA to fulfill its mandate of managing and maintaining the strategic food reserves to help reduce the impact of failure of the private sector to respond effectively to market signals and make adequate provisions to satisfy national food requirements. As the Trustee and Board Chairperson, I have full confidence in the Management and professional staff at NFRA that this Strategic Plan will be well managed for the benefit of the nation.

Mr. Denis Kalekeni

**CHAIRPERSON OF THE BOARD OF TRUSTEES**

## ACKNOWLEDGEMENTS

NFRA wishes to express its gratitude to the various organizations from Government Ministries, Departments and Agencies to local and international Non-Governmental Organizations (NGOs), and Development Partners and donors who contributed to the development of this strategic plan. The NFRA Strategic Plan (2023-2030) has been developed to provide the framework for managing the food reserve for national food security and price stabilization efficiently and efficiently. NFRA will seek to strengthen operational systems, infrastructure, financial management and human capital.

The strategic plan outlines the approach to capitalizing on the opportunities and navigating the challenges. The achievements and learnings from the implementation of the previous strategic plan forms a solid foundation for the strategic objectives of the NFRA Strategic Plan (2023-2030). Furthermore, this plan is informed by the comprehensive internal and external reviews of the environment in which NFRA implements its programmes, stakeholder consultations and a literature review. The level of multi-stakeholder engagement has been the foundation of the strategic planning process.

In this regard, I would like to express my profound gratitude to all who contributed to the completion of the NFRA Strategic Plan (2023-2030). Success will rely on the continued commitment of all stakeholders and users of the NFRA services. The NFRA Board of Trustees provided necessary guidance through Mr. Denis Kalekeni, Trustee and Board Chairperson, and all the trustees of the Board.

I would like to express my gratitude to the entire NFRA team for tirelessly working with the Consultant to produce this Strategic plan. NFRA is indebted to Mr. Christopher Mbukwa (Consultant) of Mzuzu University for facilitating the drafting of the 2023-2030 Strategic Plan a success.

Finally, I would like to thank various organizations who played critical roles in providing information for this plan. The passion, dedication and commitment to development by various organizations in Malawi and beyond is acknowledged. NFRA will continue to engage various stakeholders including development partners, government and the private sector to ensure excellent service delivery in the next seven years.

Mr. David Loga

**THE ACTING CHIEF EXECUTIVE OFFICER**

## EXECUTIVE SUMMARY

NFRA's 2023-2030 Strategic Plan serves as a roadmap in pursuance of achieving autonomy and excellent service delivery. The Agency commissioned a strategic planning process to develop a new five-year strategic plan following the conclusion of the 2018-2022 Strategic Plan. The 2018-2022 NFRA Strategic Plan registered achievements in some strategic objectives, while others were either partly achieved or not achieved. The 2023-2030 Strategic Plan sets out NFRA's ambitions and commitment to fulfilling its mandate in a reliable and sustainable manner while responding to the ever-changing operational environment.

The 2023-2030 Strategic Plan was developed through a consultative process involving various stakeholders, both internal and external. Every input by all stakeholders has been incorporated into the strategic plan to ensure that the strategy is responsive to stakeholders' issues of concern.

This Strategic Plan builds on successes and lessons of its predecessor, the 2018 -2022 strategic Plan. Several goals that were set out in the previous strategic plan have been achieved. These include rehabilitation of all metallic silos at Mzuzu, Mangochi and Luchenza, maintenance of 33 concrete usable silos at Kanengo Silos Complex. Furthermore, the plan registered success at maintaining Grain Losses in Silos within the acceptable international standard of 2 percent, maintaining silo equipment and supplies of pesticides for fumigation.

Despite the success registered, NFRA continues to face numerous challenges as it endeavors to execute its mandate of managing and maintaining the strategic food reserves. Inadequate and erratic funding remains the biggest challenge negatively affecting the operations of the institution. The agency has high vacancy rate estimated at 32 percent and some of the positions are filled in an acting capacity or the incumbent has no minimum qualification for the position. The Agency offers uncompetitive remuneration compared to other Public Institutions.

Over the years, NFRA has mainly been concentrating on storage of grain despite the Trust Deed giving room for diversification of activities. Some of NFRA's infrastructure is in dilapidated state and require extensive maintenance as well as new structures for NFRA to efficiently and effectively implement its activities. Besides, NFRA is mostly using manual systems and processes which compromises its effectiveness and efficiency. Communication between NFRA and its stakeholders is not very effective which results in issues such as duplication and confusion of roles.

The operations of NFRA are only guided by the Trust Deed of 1999 as opposed to an Act of Parliament. This has led to some inconsistencies towards the operations of NFRA such as the procurement of Maize for strategic reserve. Government decisions regarding the maize market have generally been unpredictable, maintaining uncertainty and risk among private sector operators.

The foregoing challenges, successes and attendant issues form the basis of the strategic pillars on which strategies for the 2023-2030 period are developed. The strategic pillars include;

1. Strategic Food Reserve and Infrastructural Development;
2. Financial Management and Resource Mobilization;
3. Human Capital Development; and
4. Governance, Stakeholder Engagement and Internal Processes

These strategic pillars will cascade down into goals and result areas that will be measured at specific time intervals during the course of the 2023 -2030 Strategic Plan. This Plan will be implemented at an estimated cost of MK 752 Billion.



## 1.0 INTRODUCTION

### 1.1 Historical Background

Malawi established Strategic Grain Reserve (SGR) in 1979 to cope with food emergencies. In the same year, the first concrete silos were constructed in Kanengo, Lilongwe. ADMARC Limited managed the SGR from 1979 to 1998. In this regard, the size of the SGR was designed in such a way that a lead time of three months would be required to organize and receive additional food supplies. Initially, the Agriculture Development and Marketing Corporation (ADMARC), a statutory grain marketing board, was responsible for the management and operation of the reserve. The Malawi Government has since maintained physical stocks of the SGR as one of the valuable mechanisms for improving access to and distribution of maize for emergency and nonemergency causes. This core objective of the SGR has been maintained since its establishment in 1979.

In the face of uncertain production, governments need to support local and regional food production strategies. A reserve can create a kind of guaranteed market that encourages investment in agricultural production and distribution systems. They can encourage innovation, including adaptation strategies in the face of climate change. Food security depends on a healthy mix of own production and trade; many of the poorest countries are far too dependent on uncertain imports to protect their people from hunger. Food reserves can be part of the solution.

### 1.2 The National Food Reserve Agency (NFRA)

In June 1999, the Government of Malawi established the National Food Reserve Agency (NFRA) under a Trust Deed to assume responsibility for the management and operation of the national SGR. In 2000, the Trust Deed was amended to include the stabilization of prices, the grain market, the grain importation and exportation on behalf of the Government. NFRA is an incorporated Trust. The main mandate of NFRA is the management and maintenance of the strategic grain reserves by holding ready resources in the form of physical grain stocks and funds necessary for use through normal marketing channels to help reduce the impact of the failure of the private sector to respond to market signals and/or make adequate provisions to satisfy national requirements of grain (NFRA, 2000). In principle, the Agency is therefore an important instrument for tackling food insecurity and emergency relief in the country.

The NFRA fulfils its mandate by procuring, storing and releasing the grain in line with drawn procedures and making stocks accessible at short notice for emergency relief and social safety net purposes. Some of the key functions of the NFRA include: (i) to purchase, store and release grain in line with the drawdown procedures, NFRA's operations manual and Board of Trustees' decisions; (ii) to efficiently manage the financial, physical and human resources and storage facilities entrusted to and/or acquired by the Agency; (iii) to make stock accessible at short

notice for emergency relief and social safety net purposes when initiated by sponsors; (iv) to the extent possible, contribute to private sector development in the grain market including training on quality control, dissemination of business and market information, adding value to agricultural products and market interventions; and (v) to advise the Government on matters of food security and grain market, including market stabilization, imports and export coordination.

### 1.3 Rationale of the Strategic Plan

The NFRA requires a Strategic Plan to carry out its mandate effectively and efficiently. This Strategic Plan is a successor to the previous Strategic Plan which expired in December 2022. It is a blueprint guiding how the NFRA will carry out its mandate during the period 2023-2030. This Strategic Plan seeks to attain quality and efficiency in the management of Malawi's Strategic Grain Reserves in line with the Government's development agenda as detailed in the Malawi 2063 and the Malawi Implementation Plan (MIP-1). It is a direct response to the Government of Malawi's desire to ensure that the country has adequate food reserves at all times. The development of this plan is testimony of the commitment by NFRA to fulfill its mandate of managing and maintaining the strategic food reserves to help reduce the impact of failure of the private sector to respond effectively to market signals and make adequate provisions to satisfy national food requirements.

Strategic planning is a process of looking into the future and identifying trends and issues to align organizational priorities. It is an ongoing process by which an organization sets its course by bringing all of its stakeholders together to examine current realities and define a vision for the future. The plan considers strengths, weaknesses, threats, resources, and opportunities. It envisions future industry trends and sets long-term and forward-looking goals for the Agency. After implementing the 2018-2022 Strategic Plan, the Agency now has developed the successor medium term Strategic Plan for the period 2023-2030.

The NFRA-SP (2023-2030) is a medium-term plan for direction, improved decision-making, better performance, enhanced service delivery, excellent customer care, and optimal control of organizational resources to uphold the NFRA image and reputation. The aim is to: -

- Provide a framework for resource mobilization and budgeting of initiatives, programmes and activities;
- Provide strategic direction to achieve the vision, outcomes and milestones outlined in the NFRA Trust Deed;
- Coordinate work plans and various stakeholders (internal and external) to achieve the NFRA mandate; and enhance communications at all levels.

## 2.0 REVIEW AND DEVELOPMENT OF THE STRATEGIC PLAN

### 2.1 Implementation and Key Achievements of the 2018-2022 SP

The strategies that were formulated in 2018-2022 Strategic Plan were consistent with the theme of the medium-term national development plan (MGDS III) which was to build a productive, competitive and resilient nation. The 2018-2022 NFRA Strategic Plan registered achievements in some strategic objectives, while others were either partly achieved or not achieved as outlined below. Non-achievement of targets for some objectives was attributed to a number of challenges including inadequate funding. From this experience, lessons were drawn and have been an important input into the 2023-2030 NFRA Strategic Plan. The achievements registered in the implementation of the 2018-2022 Strategic Plan are presented in Table 1.

Table 1: Key Achievements of the 2018-2022 NFRA Strategic Plan

Strategic Pillar	Key Interventions	Progress/Achievement	Rating
<b>1. Infrastructure</b>	Rehabilitate all metallic silos at Mzuzu, Mangochi and Luchenza and make them usable by December 2022	Accomplished a year later in December 2023. They will be stocked with grain in the 2023/2024 FY contrary to the initial plan	Achieved
	Maintain the 33 concrete usable silos at Kanengo Silos Complex annually	Maintenance was carried out on a regular basis	Achieved
	Maintain the 13 warehouses by December 2019	Not accomplished during the period under review. Tenders were floated in 2018 and after submission it was noted that the cost for the maintenance works was too high.	Not achieved
<b>2. Operations</b>	Upgrade all Operations Equipment and Systems by December 2018	Involved the automation of metallic silos. Only the hardware part was done, remaining with the installation of the software.	Partially achieved
	Maintain Grain Losses in Silos within the Acceptable International Standard of 2%	Grain losses ranged from 0.12% to 0.49% during the period under review	Achieved

Strategic Pillar	Key Interventions	Progress/Achievement	Rating
	Maintain Silo Equipment to Ensure Minimum Disruption of Services in Depots at all Times	Silo equipment were serviced regularly, consequently, there were no major breakdowns faced during the period under review.	Achieved
	Maintain Supplies of Pesticides for Fumigation to Ensure that they Never Run out in Depots	Pesticides were available at all times and when required	Achieved
<b>3. Systems and Staff Performance</b>	Upgrade the Stock Management System in the 15 Metallic Silos in Mzuzu, Mangochi and Luchenza by 2020	Only the physical equipment was installed. The software component was not yet installed by July 2023.	Partially achieved
	Build Capacity to Communicate Effectively with the Public for Improved Public Perception by December 2019	Limited number of press conferences and briefings have been done mainly through the Board Chairperson and the CEO who acts as a PRO.	Partially achieved
	Upgrade Technical, Professional and Management Competencies Annually through trainings	On job trainings were done more especially in the Directorates of Finance and HR. However, there remains significant skills gaps in the Operations Department.	Partially achieved
	Improve the Quality of Life and Well-Being of NFRA Staff and their Immediate Families	Partially accomplished through provision of medical schemes, lunch and transport services to staff members	Partial achieved
<b>4. Resource Mobilization</b>	Build Internal Capacity for Resource Mobilization by June 2019	The main sources of own generated revenue remain rentals and short-term cash investments	Partially achieved
	Mobilize financial resources for the rehabilitation and maintenance of warehouses by June 2022	Not accomplished within the planned period due to the tendering irregularities.	Not achieved



## 2.2 Key Challenges

The following are some of the challenges the Agency faced during the implementation of the 2018-2022 Strategic Plan:

### **1. Inadequate and Erratic Funding**

This is probably the biggest challenge faced by the Agency during the period under review. Being a subvented organization, the NFRA mainly depends on Government subventions to finance its operations contributing to at least 70 percent of its operations expenses. During the past five years, the Agency was affected by erratic and inadequate funding from Government. This negatively affected the operations of the institution. As a result, most of the interventions planned to be implemented during the past five years were either not achieved or were partially achieved. In addition, funding for replenishing the Strategic Grain Reserves remained static at K12 billion over the past 5 years. This has resulted in failure to replenish the SGRs in the face of rising grain prices. For instance, while the K12 billion was enough to purchase 60,000 MT of maize in 2018, the same amount was only enough to purchase 21,000 MT by 2022.

### **2. Inadequate Human Capacity**

The implementation of the previous Strategic Plan was affected by inadequate human capacity in terms of numbers and skills. The Agency has a high vacancy rate estimated at 32 percent. In addition, most of the positions in the Operations Department have either been vacant for a long period or filled in an acting capacity or the incumbent has no minimum qualification for the position. This requires recruitment to fill the vacant positions with qualified staff and massive capacity building through short-term and long-term trainings for eligible staff members. Further, in some departments of the Agency, the structure has no middle management level while in others, the middle management level positions have not been filled for a long period of time. This created a huge capacity gap between Executive Management and Supervisors. This calls for reforms in the structure of the Agency to include middle management with better skills.

### **3. Uncompetitive Remuneration**

The Agency offers uncompetitive remuneration compared to other Public Institutions/Parastatals. This was evidenced by the turning down of offers by candidates who vied for positions of Procurement Officer and Internal Auditor. An extreme case was when four prospective employees for the same position in the Agency turned down offers. This implies that the Agency cannot attract the best prospective employees and results in a lack of morale among existing employees.

### **4. Tilting of Silos at Kanengo Silos Complex**

Eight silos at Kanengo Silos Complex are tilted and are not in a usable state. Meanwhile, there are no immediate efforts to fix the problem until expert guidance is provided and likely from the

contractor who built the silos. This has reduced the storage capacity of the silos by 40,000MT resulting in effective available capacity of less than 140,000 MT.

## **5. Inconsistencies in the Procurement of Grain for SGR**

While the NFRA is entrusted with the mandate of replenishing the SGRs, during the past decade ADMARC has regularly been assigned to purchase maize for the SGR instead of allowing the NFRA to purchase from the spot markets or inviting private traders to deliver the maize at NFRA depots. This has been justified by the fact that ADMARC has a large network of depots and storage facilities which can be used for either temporal storage after purchase or storage of the grain until such a time that government decides about how such maize should be distributed. Once the maize has been purchased by ADMARC, it must be moved to NFRA warehouses and silos. This has, however, not always been the case sometimes and it ends up creating a wide range of conflicts between the two parastatals. It is recommended that a detailed review of the legal and regulatory framework to clarify their roles.

### **2.3 Lessons Learnt**

The following lessons were learnt during the implementation of the previous Strategic Plan:

1. Human resource is critical for successful implementation of the Strategic Plan. Capacity gap needs to be recognized at an earlier stage. A road map of short-term and long-term trainings and filling of vacant positions must be developed and implemented;
2. Over-reliance on Government subvention compromises the autonomy and sustainability of the Agency.
3. Sustainable resource mobilization strategies can enhance the sustainability and autonomy of the Agency;
4. Annual reviews to provide further learning for the effective implementation of the strategic plan;
5. A functional review to clarify rationalize the various positions and corresponding capacities required to effectively implement the programmes.

### **2.4 Development of the Successor 2023-2030 Strategic Plan**

The development of this Strategic Plan involved two processes: a desk-based review of relevant documents and stakeholder consultations. The main method used in data collection were document review, key informant interviews and consultative workshops.

At the outset of this assignment, an extensive review of relevant literature comprising national and international documents. It also included a review of various government policy documents to understand the national priorities that the NFRA will need to contribute to during the strategy implementation period. The documentation reviewed included NFRA documents and reports, annual reports, international commitments and national and sectoral strategic policies. The following documents, among others were reviewed; The Malawi 2063, the MIP-1, the SGDs, the Malawi Growth and Development Strategy III, previous NFRA Strategic Plan (2018-2022), the



NFRA's Trustee Deed, and various NFRA Annual Reports including Performance Management Plans and Budgets.

Consultations were conducted to assess the current situation, performance and environment in which the NFRA operates. A situational analysis was undertaken to confirm the relevant external and internal factors that impact NFRA's operations and performance. Furthermore, the process sought agreement on key challenges presented by an environmental scan which the strategy will have to address. The external and internal environmental analyses conducted informed the formulation of the strategic thrust through the Vision, Mission, Core Values and identification of Key Result Areas that the NFRA's programming will focus on the 2023-2030 period. The defined areas will help the NFRA and its stakeholders to effectively coordinate operations and programmes for effective service delivery. Furthermore, the consultative process enabled the identification of strategic objectives, strategies and activities. Through these consultations, the internal stakeholders comprising the NFRA Board of Trustees, NFRA staff at all levels, and external stakeholders agreed on the vision, roles and responsibilities for effective implementation of the strategic plan.

## 3.0 STRATEGIC ANALYSIS

### 3.1 Humanitarian Needs and Food Security Situations

Food insecurity continues to be a challenge in Malawi. Over the past five years, the population in need of humanitarian support has been rising and ranging from 1 million in 2019/2020 representing 7 percent of the population to 3.8 million in 2022/2023 representing 20 percent of the population. There has also been support to the affected population over the period. This is as shown in Table 7 below.

Table 2: Humanitarian Needs and Support

SN	Indicator	2018/19	2019/20	2020/21	2021/22	2022/23
1	Food Insecure Population	3,308,423	1,064,682	2,034,129	1,653,275	3,822,502
2	% of Total Population-Food Insecure	22%	7%	15%	9%	20%
3	Humanitarian Support-Maize (MT)	138,488	44,665	56,744	35,296	132,640
4	Humanitarian Support-Cash Equivalent (K'000)	23,542,880	9,674,126	14,184,039	7,940,000	46,423,981
5	SGR Drawdowns (MT)	153,726.87	29,327.40	22,498.56	29,332.26	73,438.60

Source: MVAC and DODMA Reports (2018-2023)

Key drivers of the recent food insecurity include climatic shocks, the COVID-19 pandemic, geopolitical conflicts and macroeconomic instability. In recent years, the country has been affected by climate related shocks such as late onset and early cessation of rainfall coupled with localized dry spells, floods, and cyclones<sup>1</sup> particularly in the southern region districts. These have always resulted in low crop production due to wilting and destruction of crop fields and livestock. In addition, during the last half of the previous Strategic Plan, food insecurity was worsened by the impact of the COVID-19 restrictions such as lockdowns, closure of borders that disrupted global supply chains, and restrictions on gathering. This resulted in loss of livelihood for the majority of low-income urban population thereby reducing food access and increasing food insecurity. This was exacerbated by the Russia-Ukraine war which started in February 2022 that disrupted supply of essential commodities such as fuel, fertilizers, cooking oil and wheat products thereby exerting upward pressures on their prices and increasing the cost of agricultural production. Further, the 25 percent devaluation of the Malawi Kwacha against the United States Dollar in May 2022 triggered massive increases in the prices of basic commodities leading to the erosion

<sup>1</sup> The Southern Region has been affected by Cyclone Gombe, Cyclone Ana, Cyclone Idai and Cyclone Freddy in the past three years

of the purchasing power of the Kwacha. As a result, headline inflation increased from 9.3% in 2021 to 20.9% in 2022 thereby reducing food access for the urban populations who depend on purchases. Finally, the high cost of agricultural inputs e.g., fertilizers resulted in the general increase in grain prices in 2021 and 2022. This was exacerbated by a growing maize demand from neighboring countries such as Tanzania, Zambia and Kenya. The increase in food insecurity population increased the demand for SGR drawdowns as shown in figure 1.

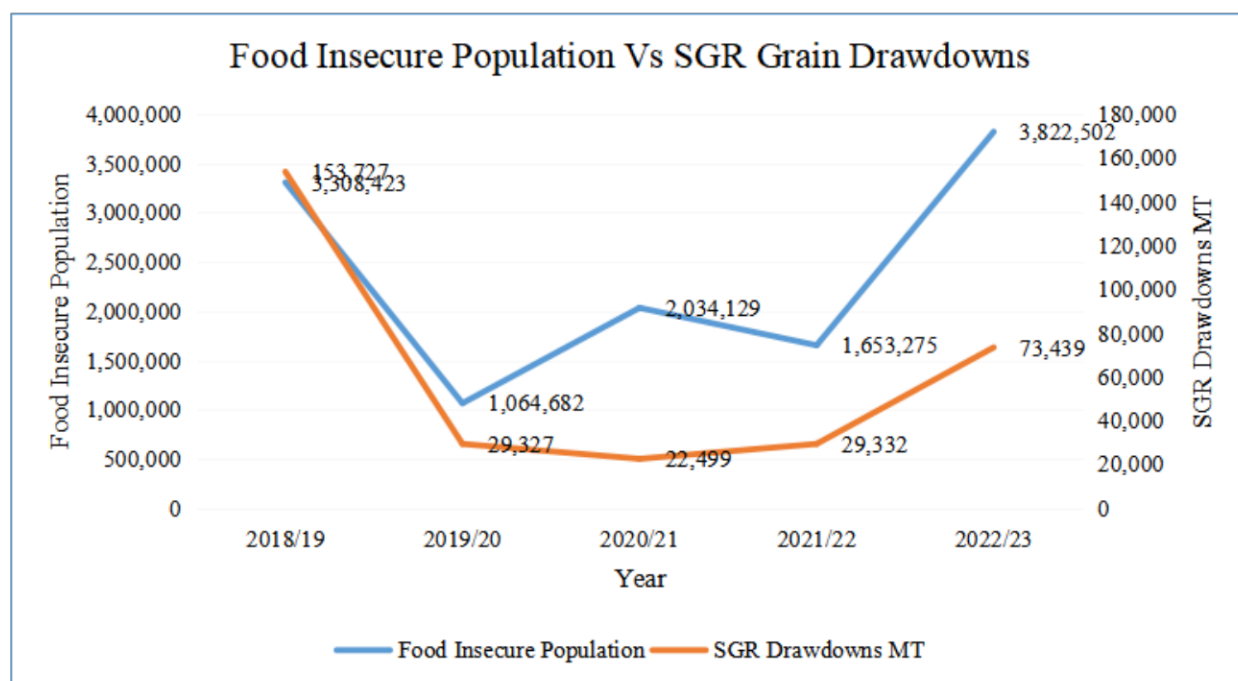


Figure 1: Food Insecure Population and SGR Drawdowns (2018/19-2022/23)

The Figure shows that the SGR grain drawdowns have been increasing in tandem with the food insecure population. This implies a positive correlation between the food insecure population and the demand for the SGR grain. With the frequent occurrence of climatic and economic shocks, the food insecurity situation is expected to persist in the short to medium term implying high future SGR demands.

### 3.2 Financial Performance

The NFRA financial performance for the past five years shows that the Agency has been registering a net deficit during the past three years with an increasing trend from MK317 million to MK763 million and MK1.6 billion for 2019/2020, 2020/2021 and 2021/2022 FYs, respectively as shown in Table 7. In the first two years of the previous Strategic Plan implementation, 2017/2018 and 2018/2019 FYs, the Agency made net surpluses mainly on account of the maize donations of MK8 billion and K482 million, respectively which the Agency received from development partners.

Table 3: Financial Information (2018/19-2021/22)

	<b>Financial Performance</b>	<b>2017/18 Audited (MK'000)</b>	<b>2018/19 Audited (MK'000)</b>	<b>2019/20 Audited (MK'000)</b>	<b>2020/21 Audited (MK'000)</b>	<b>2021/22 Audited (MK'000)</b>
	<b>Total Revenue</b>	<b>9,259,414</b>	<b>2,238,322</b>	<b>2,285,797</b>	<b>1,946,186</b>	<b>967,332</b>
	<i>Total Subventions</i>	<i>625,984</i>	<i>1,101,689</i>	<i>1,685,508</i>	<i>1,141,666</i>	<i>540,000</i>
	<i>Maize Donations</i>	<i>8,041,574</i>	<i>482,407</i>	<i>0</i>	<i>150,000</i>	<i>0</i>
	<i>Own Generated Income</i>	<i>591,856</i>	<i>654,226</i>	<i>600,289</i>	<i>654,520</i>	<i>427,332</i>
	<b>Total Expenditure</b>	<b>2,923,663</b>	<b>2,007,503</b>	<b>2,603,649</b>	<b>2,710,000</b>	<b>2,581,288</b>
	<b>Surplus/Deficit</b>	<b>6,335,751</b>	<b>230,819</b>	<b>(317,852)</b>	<b>(763,814)</b>	<b>(1,613,956)</b>

Government subvention remained the major source of revenue for the Agency accounting for over 50 percent of total revenue. The other source of revenue is own generated income. Among the sources of own generated income, warehouse and silos rentals are the major sources accounting for about 70 percent of own generated income, followed by bank interest (22%) and weighbridge fees (4%). Maize donations are windfalls and hence, erratic and unpredictable. The expenditures of the Agency are divided into operating expenses and non-operating expenses. Operating expenses include salaries and wages, administrative costs, depot running costs, audit and finance charges, and corporate governance. Non-operating expenses include stock gain/loss, depreciation, capital grant release and profit/loss on sale of assets. The major expenditure lines are depot running costs and salaries and wages which accounted for 31 percent and 29 percent of total costs, respectively, during the past five years.

### 3.3 Human Resources Information

The Agency has a vacancy rate of 32.5% which is quite high. Almost all the departments and sections have on average vacancy rates of about 30%. This is critical considering that strategic role of championing the mandate of the Agency which requires availability of trained and skilled personnel. The quest to fulfil the mandate of the Agency may remain a far-fetched goal considering that the Agency is short of the` human resource both in numbers and skills required.

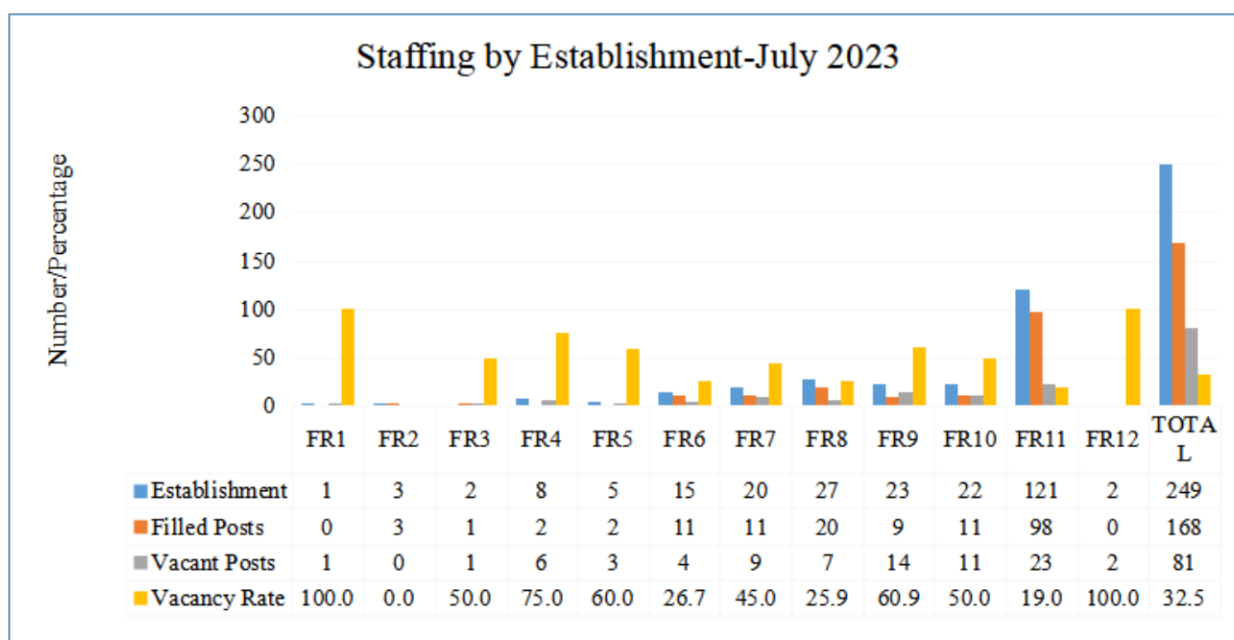


Figure 2: Vacancy Rate at the Agency as of July 2023

### 3.4 SWOT Analysis

A scan of NFRA operations and programming revealed existing strengths, weaknesses, opportunities, and threats through a SWOT analysis that was undertaken. The analysis was undertaken to evaluate internal and external factors in terms of positive and negative synergies related to food reserve dynamics. The analysis guided the development of a strategic framework of NFRA in terms of identification of key pillars, besides directing the goal settings and formulation of detailed strategies on each set goal. The SWOT analysis details are captured in Table 3 on internal factors and Table 4 on external factors.

Table 4: SWOT Analysis – Internal Environmental Factors

	STRENGTH	WEAKNESS
INTERNAL	<ul style="list-style-type: none"> <li>Government support on continued funding</li> <li>Infrastructure for revenue generation (strategically allocated silos and warehouses)</li> <li>Some skilled, dedicated and hardworking staff mainly at top management level</li> <li>Systems, processes and procedures in place</li> <li>Transparency and accountability of resource utilization</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance in remittance of statutory obligations</li> <li>Poor information management system (IMS)</li> <li>Ineffective interdepartmental and external coordination.</li> <li>Some skills gap mostly at the lower management levels</li> <li>Inadequate and erratic funding-due to overreliance on Government for funding and accumulation of huge liabilities</li> <li>Limited involvement with grain price stabilization and development of the private</li> </ul>

	STRENGTH	WEAKNESS
	<ul style="list-style-type: none"> <li>Compliance-Timely presentation of Audited financial and other statutory reports to authorities</li> <li>Institution of strategic importance in responding to national food insecurity</li> <li>Functional governance structures in place (e.g. Independent Board)</li> <li>Availability of policies guiding NFRA operations</li> <li>Growing trust from Government and Development Partners on NFRA</li> </ul>	<ul style="list-style-type: none"> <li>sector market</li> <li>Poor marketing and public relations strategies</li> <li>High turnover of Executive Management</li> <li>Poor condition of some storage facilities</li> <li>Lack of security and safety systems</li> <li>Perceived corruption activities</li> <li>Inadequate buffers in times of emergencies</li> <li>Lack of operation frameworks between NFRA and ADMARC</li> <li>Gaps in the Trustee Deed-silent on how Trustees are appointed</li> <li>Policy Gaps-unavailability of key internal policies such as welfare policy</li> <li>Limited maintenance of the warehouses leading to inefficiencies and losses</li> </ul>

Table 5: SWOT Analysis-External Environmental Factors

	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> <li>Good relationships with donors</li> <li>Government and Development Partners support</li> <li>Favorable environment for growth and innovation through reforms and Malawi 2063 (Industrialization, expansion of food storage capacity)</li> <li>High demand for NFRA services through the increased population</li> <li>Supportive Government policy like Mega Farms.</li> <li>Trust Deed mandate on export of grain and price stabilization</li> <li>Availability of warehouse space for grain management and also rented out for revenue generation.</li> <li>Availability of robust Early Warning System for proper planning and implementation of humanitarian support</li> <li>Availability of Development Partners</li> </ul>	<ul style="list-style-type: none"> <li>Private sector dynamism</li> <li>Policy inconsistencies around funding for SGR-whether fund NFRA or ADMARC</li> <li>Political interference (e.g. recruitment of staff especially those at top management level and on maize drawdown to DODMA for emergency relief)</li> <li>Climate change</li> <li>Lack of Board Charter to separate roles and responsibilities</li> <li>Low agricultural productivity that affects the volume of the reserves</li> <li>Poor infrastructure in terms of technology to be used in keeping in the stocks to avoid waste and losses</li> </ul>



### 3.5 PESTEL Analysis

Several dimensions define the macro environment within which NFRA operates and PESTEL analysis which outlines the Political, Economic, Socio-Cultural, Technological, Ecological and Legal/Regulatory dynamics was used to gain insights.

Table 6: PESTEL Analysis

SN	External/Internal Issues	Risks	Mitigation measures in place
<b>A</b>	<b>Political Factors</b>		
1	Policy inconsistencies on SGR procurement	Public perception conflating the mandates of NFRA and ADMARC, Current Operation model on the purpose causing conflict between NFRA and ADMARC	Develop a communication strategy Institute a detailed functional review of NFRA and ADMARC to develop an operational framework
2	Political will on Industrialization	Promotion of Industrialization and food storage capacity in Malawi 2063. Malawi's Agricultural Policy primarily focused on maize sufficiency Inconsistent policies to support value addition	Other sources of funding Adopt Private-Public Partnership (PPPs) for more business opportunities
3	Geopolitical Conflicts (e.g. The Russia Ukraine War)	Disruption of the supply chains hence shortage of fuel and farm inputs such as fertilizer Increases hunger, food and income insecurity	Alternatives to chemical fertilizer input Develop Commercial Strategic Grain Reserve through PPPs
	Market liberalization	Not beneficial to smallholder farmers	Strengthen farmers based organizations
<b>B</b>	<b>Economic Factors</b>		
1	Inflation	Rising cost of inputs (e.g. fertilizer) and materials Increase in commodity prices inducing need for salary increase.	Raising unrestricted funds
2	Fuel shortages	Affects delivery of grain	Establish back up strategies
3	Inadequate funding	Reduced volumes of grain procured over the years. Inability to recruit skilled	Lobby for increased funding from Treasury. Mobilize other sources of

SN	External/Internal Issues	Risks	Mitigation measures in place
		staff and conduct capacity building	funding Adopt PPPs
4	Devaluation	Reduced the value of the budget estimates	Lobby for increased funding from Treasury. Mobilize other sources of funding Adopt PPPs
<b>C</b>	<b>Social Factors</b>		
1	Poor public relations and stakeholder engagements	Misunderstanding and little knowledge of NFRA's mandate	Develop communication strategy Strengthen or establish active coordination structures Institute a functional review to include office of communication and public relations.
2	High population growth	Demand for NFRA activities increasing and capacity weakening as population increases.	Promote adoption of positive behaviors on management of environmental resources Promote contract farming with cooperatives. Adopt PPPs
3	Encroachment of NFRA land	NFRA losing some of its land to the community. Bureaucracy in releasing the Title Deeds for NFRA structures.	Sensitization meetings with communities around NFRA land. Strengthen coordination structures Securing the land through construction of peripheral fences and make extra efforts to obtain title deeds for the Agency land.
<b>D</b>	<b>Technological Factors</b>		
1	Manual and disintegrated processes	NFRA risk-prone and susceptible to error.	Harness enabling power of technology to improve efficiency. Establish an automated and digitalized system
2	Underutilization of the website and other emerging technological channels	Limited profiling work through website development and publicity Limited capacity in ICT and journalistic skills	Create a dynamic and interactive website Build capacity of ICT section
<b>E</b>	<b>Environmental Factors</b>		
1	Climate change	Agriculture production	Adopting climate change

SN	External/Internal Issues	Risks	Mitigation measures in place
		affected through extreme weather conditions (floods, dry spells, cyclones) Increased demand for humanitarian food response.	tolerant crops (climate smart and sustainable agriculture production technologies) Implement livelihood programmes Adopt PPPs to improve food security. Rehabilitate existing infrastructure Construct additional storage facilities across the country
2	Shocks (e.g. Covid Pandemic, Cholera Outbreaks, cyclones etc.	NFRA activities negatively affected through its stakeholders	Develop coping mechanism strategy Strengthen the linkages with MVAC and other early warning systems
<b>F</b>	<b>Legal Factors</b>		
1	Gaps in the Trust Deed	NFRA has a lot of policy gaps and existing policies require review. More focused on maize as it is in the Agricultural Policy Unclear on the qualifications of the Board Members Replenishment not protected by the law.	Improve the Governance and Policy Framework. Conduct Policy Gap analysis  Review the Trust Deed  Develop and Enact the Act of Parliament

### 3.6 Stakeholder Analysis

The active participation of all major stakeholders in food reserve activities is crucial for the successful attainment of the established goals. The key stakeholders encompass government ministries, state-owned enterprises, private sector entities, non-governmental organizations, civil society organizations, and development partners. The stakeholders listed in Table 6 are significant to NFRA due to their diverse expertise, influence, and impact on national food reserves. They were consulted during the development of the strategic plan to ensure their valuable insights, perspectives, and collaborative efforts are incorporated. This fostered a comprehensive and inclusive approach that aligns with the Agency's objectives and promotes effective implementation of the plan.

Table 7: Key Stakeholder Analysis

SN	Stakeholder Name	Key Roles	Potential Issues	Strategy for Engaging Stakeholder
1	Ministry of Agriculture	Provide broad policy guidance on NFRA operations	By not fully providing policy guidance	Collaboration, consultation and direct engagements.
2	Ministry of Finance and Economic Affairs	Budget allocation and supervision	By not adequately and timely providing resources	Collaboration, consultation and direct engagements
3	Department of Statutory Corporations	Provide governance support and guidance	By not fully providing governance support and guidance	Collaboration, consultation and direct engagements
4	Malawi Parliament	Enacting relevant laws	Irrelevant and outdated laws	Collaboration, consultation and direct engagements
5	ADMARC	Selling maize from the SGR for price stabilization	Duplication of roles	Collaboration, consultation and direct engagements
6	DoDMA	Coordinator of humanitarian support	Drawdowns not equal to reserves	Collaboration, consultation and direct engagements
7	NPC	Supporting development of medium and long Term Policy frameworks	Resource allocation	Collaboration, consultation and direct engagements
8	AGRA	Supporting NFRA in assessing capacity of SGRs	Not providing technical support	Collaboration, consultation and direct engagements
9	Academia-LUANAR	R&D, Technical support	Lack of innovation	Collaboration, consultation and direct engagements
10	WFP	Providing technical support  In-kind support e.g. equipment	Limited resources	Collaboration, consultation and direct engagements
11	Grain Traders and Producers Association	Produce and provide grain for reserve and forward marketing after lean period	Low production of grain. Limited resources.	Collaboration, consultation and direct engagements

SN	Stakeholder Name	Key Roles	Potential Issues	Strategy for Engaging Stakeholder
12	Development Partners	Provide technical and financial support towards SGR processes and operations	Inadequate financial support	Collaboration, consultation and direct engagements
13	Farmers	Production and provision of grain for reserve. Buyers of grain and recipients in times of emergencies.	Low production of grain. Shocks which increases the demand for support from reserves	Collaboration, consultation and direct engagements

### 3.7 Strategic Issues and Constraints

NFRA faces several internal and external challenges and constraints that hamper the operations of the Agency. These challenges and constraints are grouped as follows:

#### 3.7.1 Monotonous Implementation of Activities

The National Food Reserve Agency was established for the management and operation of the Strategic Grain Reserves. In addition, the agency is responsible for price stabilization and external trade of the grain market. However, over the years, there has been limited involvement in grain price stabilization and development of the private sector grain market. Besides, NFRA has mainly been concentrating on grain reserves despite the Trust Deed giving room for diversification of activities.

#### 3.7.2 Dilapidated State and Unavailability of Some Critical Infrastructure

To efficiently and effectively implement its activities, NFRA needs infrastructure that is in good condition. The NFRA has a total effective storage capacity of 217,000 MT comprising storage facilities at seven locations namely Bangula, Kazomba, Lilongwe, Limbe, Luchenza, Mangochi and Mzuzu. However, some of these critical storage facilities are in dilapidated state and requires extensive maintenance and repairs. Furthermore, new structures are required if the agency is to strengthen the management of other commodities than maize alone and value addition as stipulated in the Trust Deed.

Currently, eight silos at Kanengo have tilted and therefore not in a usable state. Some silos are leaking reducing the effective available capacity. Most of the equipment in silos such as driers are non-functional limiting the Agency's ability to buy maize earlier. As a result, the Agency buys maize late, starting in August after the grain is dry to the recommended level. By this time, the vendors will have bought much of the grain and prices will have increased. Most of the warehouses are old especially those in Limbe, and some despite being relatively in good state have some leakages. In addition, NFRA does not have infrastructure in rural areas, hence temporal storage is a challenge and expensive. Hence, NFRA requires new storage structures and



equipment to accommodate the value addition intervention that will be pursued as guided by the current Strategic Plan.

### 3.7.3 Erratic and Inadequate Funding

NFRA is owned and mostly funded by Government on subvention. It does not receive Other Recurrent Transactions (ORT) funds. Funding for purchase of SGR Maize and operations of NFRA has been erratic and inadequate over the years. Most of the time, the funding is not in accordance with the approved budget and work plan. Government has been funding NFRA around MK12 billion for the procurement of grain over the past 5 years. This has resulted in reduction of volumes of grain procured over the years due to price changes. In addition, the Agency is unable to recruit and maintain skilled staff and conduct capacity building interventions due to limited resources.

### 3.7.4 Manual Systems and Processes

The other issue that is outstanding with NFRA is the use of manual systems and processes which compromises its effectiveness and efficiency. The grain management system which is key to the mandate of NFRA is mostly operated manually. For instance, the measurement of grain quantity is done manually. This is prone to error and may not give the right statistics for policy decisions. The safety and security systems and management information system also require to be upgraded and be technologically advanced for the protection of the grain reserve.

### 3.7.5 Inadequate Human Capacity

NFRA has inadequate human capacity in terms of numbers and skills. Currently, the Agency has a 32 percent vacancy rate. Mostly, the Agency has skilled staff at the top executive management level but with high turnover. There are skills gap at the lower management level as most of the managers are not duly qualified. For example, the available Depot Managers are on acting capacity without the right qualifications for the positions.

### 3.7.6 Lack of Robust Legal and Regulatory Framework Governing NFRA

NFRA is not governed by an Act of Parliament. Its operations are only guided by the Trust Deed of 1999 that was amended in 2000. This has led to some inconsistencies towards the operations of NFRA such as the procurement of Maize for strategic reserve. Government decisions regarding the maize market have generally been unpredictable, maintaining uncertainty and risk among private sector operators. In 2016 the SGR was revised to 217,000 MT, but such stocks have not been purchased and held in the country. Draw down has not always been followed by a replenishment the following year as stipulated by the policy guidelines. The unavailability of the Act of Parliament for NFRA has also resulted into confusion of NFRA mandate with that of ADMARC. Public perception appears to conflate the mandates of the two institutions. This affects policy decisions such as funding and results into inefficiencies.

Furthermore, there exist policy gaps, both internally and externally, leading to reduced efficiencies and effectiveness of NFRA. For instance, the agricultural policy framework and the Trust Deed have maintained a primary focus on maize self-sufficiency. Furthermore, the Trust



Deed does not quantify in terms of qualification of the Board Members. Internally, NFRA needs to review and develop such policies as Risk Management, Procurement, Security and Recruitment.

#### 3.7.7 Weak Stakeholder Coordination

Communication between NFRA and its stakeholders is not very effective which results in issues such as duplication and political interference of roles. During, the stakeholder consultations, it was noted that collaboration with the Academia such as LUANAR is not very strong. The academia is very important in terms of research and innovations which can help in strengthening NFRA operations and transforming the institutional image and visibility.

## 4.0 STRATEGIC DIRECTION

### 4.1 Mandate

To manage and maintain the Strategic Food Reserve by holding ready resources in the form of physical food stocks and funds for use through normal marketing channels to help reduce the impact of failure of the private sector to respond effectively to market signals and/or make adequate provisions to satisfy national requirements for food.

### 4.2 Vision

To be a reliable and sustainable Strategic Food Reserve for the nation.

### 4.3 Mission Statement

To manage strategic food reserves with the highest standards of quality and efficiency for the Malawi nation.

### 4.4 Motto

Adequate food reserve for Malawi.

### 4.5 Core Values

The NFRA subscribes to the Government of Malawi (GoM) code of ethics and the following are the core values:

1. **Integrity:** refers to adherence to a set of moral and ethical values at an organization;
2. **Teamwork:** refers to an ability to work with others and to help others attain their full potential and achieve the shared goals;
3. **Professionalism:** An individual's adherence to a set of standards, code of conduct or collection of qualities that characterized accepted practice within a particular area of activity;
4. **Transparency and accountability:** the ability to act visibly, predictably, understandably and being answerable to one's action; and
5. **Creativity and innovation:** ability to produce or use original or unusual ideas.

### 4.6 Strategic Objectives and Pillars

#### 4.6.1 Strategic Goal

The overall goal of the strategy is to provide a framework for managing the food reserve for national food security, price stabilization and humanitarian support effectively and efficiently from 2023 to 2030.

The NFRA Strategic Plan focuses on Strategic Pillars (SPs) and Strategic Interventions to achieve its objectives. The SPs represent the key areas of focus of the NFRA during the next five years (2023-2030). The pillars are:

1. Strategic Food Reserve and Infrastructural Development;
2. Financial Management and Resource Mobilization;
3. Human Capital Development; and
4. Governance, Stakeholder Engagement and Internal Processes.

Table 8: Strategic Objectives and Key Result Areas

S N	Strategic Pillars	Strategic Outcome	Primary Indicator	Baseline year and Value (2023)	Target (2028) Cumulative
1	Strategic Food Reserve and Infrastructure development	Adequate and good quality Strategic Food Reserve maintained	Optimal food stock maintained in the reserve	103,000 MT	635,000 MT
			Grain loss in silos is maintained within the acceptable international standard	Various	Moisture content (12.5%) Breakages (3%); Rotten (1%); Trash (1%); Shriveled (1%); Live insects (free), GMO (free)
			Automated Operations equipment and systems	30%	90%
		Infrastructure is maintained to the required maintenance standards	Silos and warehouses maintained to usable conditions	33	33 silos maintained are in good state of repair  The 13 warehouses are maintained and are in good state of repair
		New infrastructure developed	Value addition and Processing infrastructure developed	0	Value addition and Processing infrastructure developed (flour processing plant etc.
2	Financial Management and Resource Mobilization	Increased revenue growth to ensure quality delivery of NFRA programmes	Revenue growth	MK3 billion for operations	Revenue for quality delivery of NFRA programmes increased by 80%.

S N	Strategic Pillars	Strategic Outcome	Primary Indicator	Baseline year and Value (2023)	Target (2028) Cumulative
				MK12 billion for SGR	
		Diversified revenue sources	Number of revenue sources increased	2	>5
		Enhanced financial management	Financial processes in accordance with policies and regulatory requirements strengthened	70%	100% adherence to statutory requirements
			A system of commitment accounting adhered to	70%	100 adherence to commitment accounting
3	Human Capital Development	Improved human resources capacity	Personnel involved in NFRA at all levels are fully trained/oriented	30%	90 % age of employees with requisite skills to perform their job
			Employee engagement index increased	30%	100 % Employee engagement index
			Employee retention	86%	100% employee retention
			Improved Work Culture	-	Adherence to core values
			Reduced vacancy rate	32%	5-10%
4	Governance, Stakeholder Engagement and Internal Processes	Robust legal and regulatory framework for NFRA in place	Improved efficiency and effectiveness of NFRA operations	1	Trust Deed reviewed  Strengthened policy framework  NFRA Act of Parliament enacted

S N	Strategic Pillars	Strategic Outcome	Primary Indicator	Baseline year and Value (2023)	Target (2028) Cumulative
		Improved management and information sharing for effective and efficient programme implementation	Improved organizational, management and administrative services	1	Improved organizational, management and administrative services

#### 4.7 Alignment of the NFRA-SP with the National and International Instruments

Efforts have been made to align the NFRA-SP to international and domestic development and policy frameworks. At the international level, the NFRA-SP has been aligned to the Sustainable Development Goal (SDGs) and its Agenda 2030; and the continental framework known as the Comprehensive African Agriculture Development Programme (CAADP). On the domestic level, the strategic plan has been aligned to the Malawi 2063, the Malawi 10-year Implementation Plan (MIP-1), the National Agriculture Policy, the National Trade Policy and many other sectoral policies.

Figure 2 depicts how the NFRA-SP is aligned to the international and national development and policy frameworks.

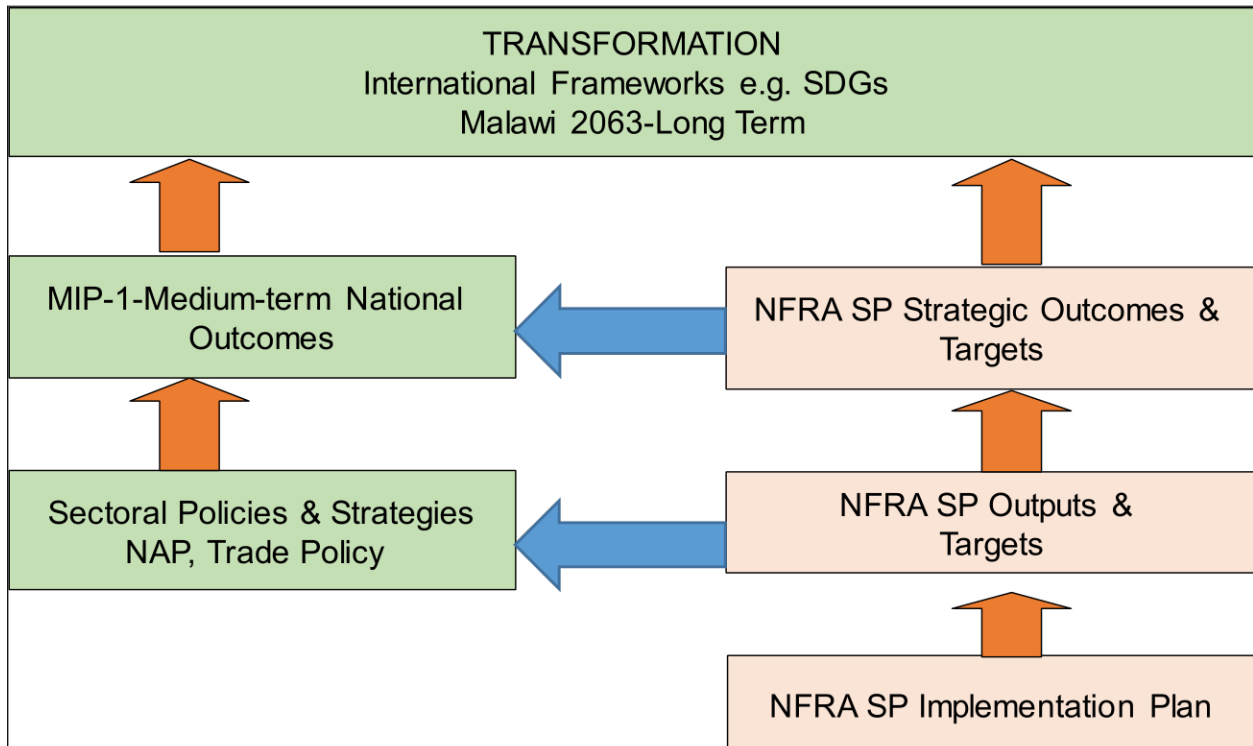




Figure 3: Linking NFRA Strategic Plan to National Policy Frameworks

#### 4.7.1 Sustainable Development Goals

NFRA recognizes that State Owned Enterprises (SOE) have a huge role in ensuring countries attain the 2030 SDGs. Therefore, deliberate efforts have been put in place for the NFRA-SP to contribute specifically to the SDGs more especially goal number 2 of attaining zero hunger. The SDG 2 aims to end all forms of hunger and malnutrition by 2030, making sure all people—especially children—have sufficient and nutritious food all year. The Agency will therefore satisfy the national requirements for food through its mandate of managing and maintaining the strategic food reserve.

#### 4.7.2 Malawi 2063

The Malawi 2063 has a key strategic outcome of attaining food and nutrition security through improved management of post-harvest losses. This is planned to be achieved through promoting the use of sustainable storage facilities at household and national levels. This aligns with the functions of the NFRA of managing the national food reserves to address food shortages and for price stabilization. In this respect, the Malawi 2063 and the MIP-1 have set several strategies of managing food and nutrition security and price stabilization including expansion of storage capacity for grains and legumes at national level. Furthermore, the Malawi 2063 and MIP-1 aims to set up storage facilities for value addition. This, therefore, calls for the National Food Reserve Agency to align its programmes in order to achieve these country objectives.

#### 4.7.3 National Agricultural Policy (NAP)

The NFRA Strategic Plan for 2023-28 aligns well with the NAP which documents that the NFRA will keep strategic quantities of grains, as a means of managing national food insecurity risks using a transparent, rules-based market operations approach. This is said to be done by professionally maintaining the storage infrastructure and improve its efficiency in delivering food security risk management to the nation.

#### 4.7.4 National Trade Policy

The purpose of this policy is to address weak linkage between trade and overall development objective and binding constraints that have hindered Malawi's ability to take full advantage of existing and emerging market access opportunities. This policy is also necessary to provide direction and enhance domestic policy coherence and coordination. Through the multiple interventions highlighted in the Strategic Plan, NFRA will be able to attain all strategic objectives including diversifying and increasing market access of several commodities by local producers and to exploit exports markets on behalf of local producers.

## 4.8 Critical Success Factors

Successful implementation of the strategic plan will depend on the following key assumptions and enabling factors;

### 4.8.1 Stakeholder Collaboration and networking

NFRA will create and maintain viable and strong networks with partners and stakeholders. The Agency will collaborate closely with relevant ministries, national institutions and agencies in order to implement programmes and build capacity at all levels under each strategic outcome. Strong efforts will, therefore, be made to develop and manage partnerships to ensure that the work of NFRA is participatory and that all stakeholders have a sense of ownership towards plans that will be developed and coordinated by the Agency.

### 4.8.2 Continuous Staff Development

NFRA will retain and continuously develop its human resources. This will be done by requiring that NFRA Staff consciously and proactively do, track, document and reflect on activities that make them better at what they do.

### 4.8.3 Robust Regulatory Framework

NFRA will operate in an enabling regulatory environment. Currently, the Agency is being regulated through the Trust Deed as opposed to an Act of Parliament. There is need for a robust and comprehensive legal framework to effectively guide the operation of the Agency such as appointment of Board Members.

### 4.8.4 Robust Resource Mobilization Strategy

In order to attain organizational sustainability, the Agency will endeavor to implement various resource mobilization strategies. The Agency recognizes that without the diversified sources of revenues, many planned targets and milestones will remain unachieved. As such, resource mobilization is such a critical success factor.

### 4.8.5 Monitoring, Evaluation and Knowledge Management

NFRA will purposely create, store and retrieve data to enhance practices and processes for accountability. NFRA will continuously and systematically monitor and evaluate implementation of the strategic plan in a transparent and accountable manner.

There is therefore, need for NFRA to ensure that development and implementation of programmes will be supported by evidence generated through research, learning, monitoring and evaluation.

## 5.0 STRATEGIC PILLARS AND INTERVENTIONS

The Agency will seek to strengthen operational systems, infrastructure including equipment, financial management, and human capital thereby attaining efficiency, effectiveness and autonomy. Furthermore, NFRA will seek to strengthen stakeholder coordination. It is expected that interventions in these areas will result into effective and efficient service delivery.

### 5.1 Strategic Food Reserve and Infrastructural Development

#### Box 1: Key Targets on Strategic Food Reserve and Infrastructure Development

- Diversification of commodities for reserve
- Promote value addition of the reserved stock
- Construction of new storage facilities and procurement of equipment for value addition
- Targeted Cooperatives, Traders, Farmers access to well-functioning markets

NFRA traditionally manages maize for emergency relief, humanitarian response and price stabilization. Notwithstanding that maize is the national staple food, there is localized demand for other commodities such as rice, peas, pigeon peas, millet and sorghum and beans. Besides, there are times when distributing maize is of less utility as conditions may make it difficult for people affected by disasters to have maize milled into flour. Having NFRA that has value addition infrastructure and equipment is very important. As such, NFRA aims at diversifying what it manages to such other commodities and products to ensure that relief and

humanitarian responses are responsive to local requirements and go beyond just maize distribution.

NFRA currently sources grain for replenishing the SGR through unstructured markets based on ad-hoc policy direction such as buying from smallholder farmers. This presents a challenge as supply is not guaranteed since farmers have the option of side-selling and the grain is not necessarily grown to meet the quality specifications for long-term SGR storage. NFRA will focus on ensuring stable and predictable supply of SGR stocks as well as enhancing the quality of grain. NFRA will position itself as an off-taker by providing a market for grain to mega commercial farms and cooperatives through Contract Farming Arrangements, thus supporting Government's broader policy direction of enhancing Agricultural Productivity and Commercialization. Contract Farming will also strengthen SGR supply chain linkages thereby ensuring stability of grain supply and improved quality. In the same vein, NFRA will continue to transact with Private Traders who include small, medium and large traders.

NFRA's infrastructure has not received adequate attention to maintain or improve its condition. This has resulted into some critical storage facilities crumbling with extensive rehabilitation required. As such, NFRA will focus on rehabilitating most of its infrastructure including storage facilities. Rehabilitation of such warehouses will enhance revenue generation for the Agency and

improve the processes of transporting stocks since some warehouses are strategically positioned for transferring of relief items for humanitarian support.

Harnessing the enabling power of technology is critical as it would mitigate against obvious risks and improve efficiency. This is also emphasized in the Malawi 2063, Enabler 6. NFRA mainly operates with manual systems and processes that are risk prone and susceptible to error. NFRA will focus on modernizing its systems and processes through automation and digitalization.

### **Strategic Objective:**

To maintain adequate and good quality strategic food reserve.

### **Strategic Interventions:**

1. Develop and implement procurement contracts with Mega farms, Cooperatives and Traders;
2. Strengthen the operations, logistics and procurement capacity of NFRA for greater efficiency and effectiveness;
3. Advocate for the enactment of enabling legislation to control procurement of Grain- NFRA to be the first buyer before opening up the market to other traders;
4. Upgrade and maintain storage facilities through rehabilitation of dilapidated warehouses and silos; replacement of old equipment and construction of new offices;
5. Promote value addition activities through construction of new storage facilities and procurement of value addition equipment; and
6. Automate grain management processes.

## **5.2 Financial Management and Resource Mobilization**

In order to achieve desirable results, the Agency will aim to maximize flexible and predictable revenue and other resource inflows. This strategic pillar will therefore implement activities tailored towards mobilising resources to implement the various activities that have been prioritised.

The Agency is determined to develop a Partnerships Plan and a Resource Mobilization Strategy with clear and practical steps of how to engage development partners. The Agency will initiate collaboration with several partners: FCDO, UNDP, WFP, UNICEF, World Bank, AfDB, IFPRI and many others. NFRA is of the view that effective partnerships and stakeholder participation are important preconditions for the successful implementation of the strategic plan. NFRA, will endeavour to be more visible to development partners and other stakeholders. The strategy

#### **Box 2: Key Targets on Financing NFRA Programmes**

Financial resources for quality delivery of programs increase by 80%

Revenue sources diversified to at least 3

Strong links with development partners developed

Financing Proposals developed to DPs, PSIP etc.



intends to hold annual donor round table meetings, advocate to government for increased funding and increase private sector investment in programmes. The Strategic Pillar seeks also to strengthen financial management systems within the NFRA and its various establishments across the country.

### **Strategic Objective:**

To achieve financial sustainability by increasing revenue growth to ensure quality delivery of NFRA programmes.

### **Strategic Interventions:**

The following strategies will be implemented to address the current financial problems faced by the Agency:

1. Lobby for an increase in Government subvention through annual budget meetings, parliamentary committee meetings, and special meetings with the Ministry Finance and Economic Affairs and Ministry of Agriculture (as a policy holder);
2. Diversify income sources to increase own generated revenue e.g. through value addition by processing grain into flour; and increasing stakeholder engagement to increase donor funding;
3. Develop bankable projects for possible financing under PPP, PSIP or Development Partners;
4. Develop and implement a resource mobilization strategy;
5. Review the pricing of various services offered by NFRA; and
6. Strengthen public finance management services by NFRA (Auditing, IFIMS and financial and technical reporting)

## **5.3 Human Capital Development**

The Strategic Pillar aims at equipping NFRA staff and key stakeholders with knowledge and requisite skills to effectively and efficiently manage programmes and activities at all levels. Therefore, at the outset, a functional review will be conducted in order to review the scope of activities to be carried out, the organization and delivery channels, the delineation of responsibilities, and the capabilities the organization requires in the way ahead. The functional review will be done in line with the diversified operations such as value addition and processes.

#### **Box 3: Key Targets on Capacity Development**

Functional review Implemented

Staff performance increased to an average of 80%

Vacancy rate reduced to a range of 5 - 10%

work related policies and guidelines developed



In view of the high vacancy rate, staff recruitment will be a key task to ensure the effective implementation of activities. Recruitment will be followed by capacity building of the staff and provision of associated working tools. The capacity building will target all staff members and key partners. This will enable them to improve in programme planning, monitoring and evaluation for effective and efficient delivery of programmes.

### **Strategic Objective:**

To enhance the human capital performance through improving the capacity and competency of staff.

### **Strategic Interventions:**

The following strategies will be implemented to address the human resource problems faced by the Agency:

1. Facilitate a functional review to inform structures, reporting lines and levels that will support the strategic direction of the Agency;
2. Develop capacity of staff members through short-term and long-term trainings;
3. Enhance capacity of the NFRA through recruitment;
4. Implement Performance Management System;
5. Implement employee engagement through Union meetings, staff meetings and employee feedback system;
6. Develop enabling human resource policies and guidelines; and
7. Provide work equipment and enabling work environment.

## **5.4 Governance, Stakeholder Engagement and Internal Processes**

The successful implementation of this strategy hinges on the existence of a well-defined and strengthened coordination, governance and internal processes framework. NFRA will focus on filling in policy gaps and improving on existing policies for the policies to support NFRA's attainment of its goals. This is linked to the Malawi 2063 on Policy Reforms which is aimed at developing, reviewing and amending the outdated Acts and Policies, Regulations and Procedures.

### **Box 4: Key Targets on Coordination, Governance and Internal Processes**

- Enactment of an Act of Parliament for NFRA
- Robust and effective internal policies developed and implemented
- Improved organizational, management and administrative services.

Stakeholder engagement will primarily be concerned with fast-tracking synergy building, and unified collaboration in implementing activities with key stakeholders in the sector. Enhancing

stakeholder linkages is key to ensuring strong partnerships. NFRA will dwell on creating partnerships with stakeholders to enhance effective and efficient programme implementation.

The strategic pillar will also aim at inculcating results orientated culture or evidence-based planning through strengthening of Monitoring and Evaluation (M&E) capacities. Monitoring and Evaluation (M&E) will definitively aim at tracking results, systematic information management, and reporting systems, among others. An M&E system will be developed and implemented. This will, among other things, see the establishment of a Management Information System (MIS) to help capture data for decision making. Functional and coordinated MIS is critical to the ability of NFRA system to improve delivery of programmes.

**Strategic Objective:**

To strengthen legal framework, stakeholder engagement, knowledge management and learning for effective programme implementation.

**Strategic Interventions:**

1. Develop, enact and implement the NFRA Act of Parliament;
2. Develop and implement new internal Policies-Risk Management, Procurement and Recruitment, Internal Audits, and any relevant policies to be developed;
3. Promote timely submission of statutory reports;
4. Promote timely remittance and payments of statutory obligations;
5. Strengthen stakeholder coordination mechanism for effective partnerships;
6. Develop and Implement an NFRA Visibility, Communications and Engagement Strategy;
7. Strengthen monitoring and evaluation system and promote data management; and
8. Promote value for money, effective and efficient procurement systems.

## 6.0 IMPLEMENTATION, MONITORING AND EVALUATION

### 6.1 Organization and Governance Structure

#### 6.1.1 The Board of Trustees

At the apex of decision making of the Agency is the Board of Trustees who act in line with the Trust Deed. The Board is responsible for ensuring that NFRA attracts the best of minds in their field, well-experienced and skilled staff members to work in the organization. The board meets quarterly and has three main sub committees namely Operations; Human Resources and Administration; and Finance, Audit and, Compliance. Depending on the nature of the task, the Board may establish ad-hoc Committee specific to the assignment.

#### 6.1.2 Directorates and Units

At management level, the National Food Reserve Agency is headed by the Chief Executive Officer who reports to the Board of Trustees. The following departments fall under the purview of Directors: (i) Finance, (ii) Operations, and (iii) Human Resource and Administration. The Finance Department has the following divisions: Financial and Accounting Services Division, and Marketing Division. The Operations Department comprises the Stock Management Division, Maintenance Division and the seven depots strategically spread across the country namely; Lilongwe Silos Complex, Mzuzu Silos Complex, Mangochi Silos Complex, Luchenza Silos Complex, Kazomba Warehouse, Limbe Warehouse and Bangula Warehouse. The Human Resources and Administration Department includes four divisions; Human Resources Division, Administration Division, ICT Division and Procurement Division. Apart from the three Departments, the NFRA has the Internal Audit Section which functionally reports direct to the Board of Trustees and administratively to the Chief Executive Officer.

#### 6.1.3 Human Resource

A strong and vibrant team is required in order for the Agency to focus on creating and implementing new innovative programs, and on building a strong and solid organization to maximize their impact and achieve lasting results. In view of this development, NFRA will prioritize the development and maintenance of a conducive work environment that promotes creativity, teamwork, result-orientation and excellence. NFRA will develop a human resource strategy that will allow it to:

1. Promote a high-performance culture;
2. Increase employees' skills and abilities through training and development;
3. Promote a positive attitude that results in an engaged and committed workforce;
4. Raise awareness of individual responsibilities and accountabilities.

The Agency will ensure that its staff members acquire new skills, including targeted results-oriented proposal development, persuasive knowledge presentation and communication skills, and develop a positive mind-set that will resonate with wealth creation and self-reliance agenda which should be at the heart of each and every employee of the NFRA. These skill needs, will have to be innovatively addressed by the Human Resources and Administration Department.

## 6.2 Implementation

Overall responsibility for ensuring the timely and high-quality implementation of the plan rests with the Chief Executive Officer. However, responsibilities for specific activities within the strategy have been divided between the relevant Directorates to facilitate shared ownership. The successful implementation of NFRA-SP 2023-2030 requires strong teamwork and interdepartmental collaboration.

The Management and the Board will use meetings to discuss progress in the implementation of the Strategic Plan. The CEO is responsible for convening Management meetings to facilitate the monitoring of programmes. The Board will use quarterly meetings to assess progress and share feedback with Management.

NFRA will cultivate close collaboration with government MDAs, development partners, CSOs and the private sector. In this regard, the Agency will promote a multi-stakeholder approach to programmes planning, implementation, monitoring and evaluation. The Agency will continue to promote centrality of evidence-based decision making and planning based on well-grounded research.

## 6.3 Knowledge Management, Monitoring and Evaluation

Knowledge management, monitoring and evaluation is key to enhance the learning, relevance, effectiveness, and efficiency of NFRA's operational and corporate processes, projects, and programs. Therefore, NFRA will ensure accountability with its partners. M&E is vital not only to obtain feedback on the work of NFRA in the development sector, but also (and more importantly) to enable timely improvement and adjustment of interventions. The Agency recognizes the need for transparency with regard to its internal processes and procedures, and to ensure equity in the allocation of resources. Therefore, NFRA will develop a coherent M&E strategy, and an evaluation plan that will underpin and support implementation of the new strategic plan, supporting organizational learning and accountability. To ensure that this M&E strategy is effective, NFRA will build on lessons learnt from past evaluations, needs assessment studies and field experiences. Through the functional review process, the NFRA will establish an office that will oversee the functions of planning, monitoring and evaluation of the Agency.

### 6.3.1 Documentation and Reporting

Documentation is an essential part of the monitoring and evaluation process. In this respect both the Management and the Board will have a role to play. At Management level, the Chief Executive Officer through the Directorates will be involved in the day-to-day monitoring of the strategic plan through tracking of progress of activities being implemented. In view of this, regard regular progress reports from Departments to the Chief Executive Officer will be important tools in assessing progress. At the Board level, the quarterly reports submitted by Management will be a useful tool for monitoring progress in the implementation of the strategic plan. The Board will then be able to give appropriate policy guidance to Management.

The Agency shall hold annual strategic plan reviews and these may involve other key stakeholders. Such annual reviews will provide further learning with an external input for the effective implementation of the strategic plan.

### 6.3.2 Baseline, Mid-Term and Endline Reviews

The plan has been structured in such a way that mechanisms to review the progress of implementation are embedded in it. Baseline information on key indicators will be established and it is also envisaged that mid-way through the duration of the strategic plan, the Board shall commission a more comprehensive review possibly with the help of a Consultant. This will be in the form of a mid-term evaluation of the strategic plan and would mostly focus on the strategic objectives and their impact and relevance over time. This could result in some major policy shifts if necessary. At the end of the strategic plan, another evaluation shall be undertaken to measure the overall performance of the Agency during the five years.

### 6.4 Annual Budgets

The cost estimates to facilitate implementation of planned strategic interventions have been developed. The Agency will, however on an annual basis develop cost estimates based on the prevailing prices and conditions. The annual budgets will serve two purposes: Operational plan for the strategic plan and Monitoring Tool for annual milestones.



## APPENDICES

### Appendix 1: Pillars, Key Strategies, Strategic Outcomes and Outputs

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
<b>PILLAR 1: STRATEGIC FOOD RESERVE AND INFRASTRUCTURE DEVELOPMENT</b>												
<b>OBJECTIVE:</b>			<b>To maintain adequate and good quality strategic food reserve.</b>									
<b>STRATEGIC OUTCOME 1:</b>			<b>Increased good quality strategic food reserve</b>									
Develop and implement procurement contracts with Mega farms, Traders and Cooperatives	Establish and keep adequate food reserves	Optimal Stock	103,000 MT	<a href="#">635,000 MT<sup>2</sup></a>	329,000 MT	329,000 MT	329,000 MT	329,000 MT	329,000 MT	329,000 MT	329,000 MT	Operations
	Maintain adequate and quality stock	Grain loss in silos is maintained within the acceptable international standard	0.20%	<a href="#">Acceptable grain quality<sup>3</sup></a>	Acceptable grain quality	Acceptable grain quality	Acceptable grain quality	Acceptable grain quality	Acceptable grain quality	Acceptable grain quality	Acceptable grain quality	Operations
	Establish contracts with Mega farms, Cooperatives and Traders	Percentage of contracts signed with Mega farms, Traders and Cooperatives	0%	<a href="#">60:40 %<sup>4</sup></a>	60:40 %	60:40 %	60:40 %	60:40 %	60:40 %	60:40 %	60:40 %	Operations

<sup>2</sup> This is an annual optimal stock target. Every year, the SFR must have a minimum of 635,000 MT to meet humanitarian needs.

<sup>3</sup> Standard grain quality includes; moisture content (<12.5%) Breakages (<3%); Rotten (<1%); Trash (<1%); Shriveled (<1%); Aflatoxin (3% ppm); Live insects (free) and GMO (free)

<sup>4</sup> 60:40 % refers to 60% contracts with Cooperatives or Mega farms and 40% contracts with Traders

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
Develop the operations, logistics and procurement capacity of NFRA for greater efficiency and effectiveness	Allocate adequate budgetary resources towards operations, logistics and procurement function	Food stocks mobilized and ferried in distribution centres	-	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Food stocks mobilized and ferried in distribution centres	Operations
Lobby for early release of funds for food procurement	Hold meetings with the Ministry of Agriculture and Treasury for the release of funds for food reserves procurement	Funds for food procurement made available	July	April	April	April	April	April	April	May	June	Operations
<b>STRATEGIC OUTCOME 2:</b>			<b>Improved and adequate NFRA infrastructure</b>									
Upgrade and maintain storage facilities through rehabilitation of dilapidated warehouses and silos; replacement of old equipment and construction of new offices	Renovate and maintain storage facilities, equipment and offices	Functional Storage facilities, equipment and offices	-	<a href="#">Functional facilities &amp; equipment<sup>5</sup></a>				<a href="#">Functional facilities &amp; equipment</a>				Operations
	Install back up power	Backup power installed (Generator & solar systems)	0	1	1				1			Operations
	Develop and furnish the workshops	Fully equipped Workshops	0	5	5							Operations

<sup>5</sup> These facilities include rehabilitation of 25 silos; 6 warehouses; procurement of driers (2), chain and belt conveyors; fences (4) weighiers (3) etc.

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
	Construct the extended dispatch and receiving bays at Mzuzu, Luchenza and Mangochi	Extended dispatch and receiving bays at Mzuzu, Luchenza and Mangochi	0	6	2		2		2			Operations
	Construct new Gantries	New gantries constructed	0	6	3		3					Operations
	Construct laboratories and equip them	Laboratories constructed and fully equipped	0	3		1	1	1				Operations
	Construct new offices	New offices constructed at Kanengo, Mzuzu, Mangochi and Luchenza	3	4	1		3					Operations
<b>STRATEGIC OUTCOME 2:</b>			<b>Enhanced diversification and value addition in strategic food reserve</b>									
Promote value addition activities through construction of new storage facilities and procurement of value addition equipment.	Construct new commercial storage facilities	New commercial storage facilities	0	3			1		1		1	Operations
	Procure and Install value addition plant	Operational value addition processes (maize & rice millers)	0	8	2		2		2		2	Operations
	Procure and Install packaging plant	Operational packaging processes (packaging machines & equipment)	0	9		3		3		3		Operations

[illegible]

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
Develop and implement Value Addition Programme to diversify revenues	Develop value addition program	Value addition programme developed	0	1			1					Finance/All Departments
Develop bankable projects for possible financing under PPP, PSIP or Development Partners	Develop funding proposals to development partners	Funding proposals to development partners developed	0	10	2	2	2	2	2			Finance/All Departments
	Develop funding proposals to PSIP	Funding proposals to PSIP developed	0	14	2	2	2	2	2	2	2	Finance/All Departments
Develop MOUs under PPPs to jointly implement Business/Revenue generating programmes	Develop Business ventures under PPP arrangement	Funding proposals to PPPs developed	0	14	2	2	2	2	2	2	2	Finance/All Departments
		MoUs with GPTA developed and implemented	0	7	1	1	1	1	1	1	1	Finance/All Departments
Develop and implement resource mobilization	Draft the Resource Mobilization Strategy	Resource mobilization strategy developed	0	1	1							Finance/All Departments



Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
strategy	Roll out the Resource Mobilization Strategy	Resource mobilization strategy implemented	0			1	1	1	1			Finance/All Departments
Review the pricing of various services offered by NFRA	Review the pricing of various services	Weighbridge fees and rentals increased	0%	50%	10%	0%	10%	0%	10%	10%	10%	Finance/All Departments
	Develop pricing guidelines	Pricing guidelines developed and implemented	0	1		1						Finance
Strengthen public finance management for NFRA (Auditing, IFIMS and financial and technical reporting)	Conduct financial audits	Financial audit conducted		7	1	1	1	1	1	1	1	Finance/All Departments
	Develop and implement budgets and work-plans	Annual budgets and work-plans prepared		7	1	1	1	1	1	1	1	Finance/All Departments
	Conduct M&E activities	Periodic reviews and Monitoring visits conducted		28	4	4	4	4	4	4	4	Finance/All Departments
	Conduct financial management training	Financial management training conducted		5	1	1	1	1	1	1	1	Finance/All Departments
PILLAR 3: HUMAN CAPITAL DEVELOPMENT												
OBJECTIVE:			To enhance the human capital performance through improving the capacity and competency of staff									
STRATEGIC OUTCOME 1:			Human resources capacity enhanced									

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
Develop human resource capacity	Conduct Short term capacity building intervention s/trainings	Short-term trainings in Operations, Administration, Human Resources and Finance conducted	8	70	10	10	10	10	10	10	10	HR & Admin/All Departments
	Conduct long term capacity building intervention s/trainings	Eligible staff trained in Bachelors and Masters Degrees	1	10	2	1	1	1	1	2	2	HR & Admin/All Departments
	Develop and implement Training plans	Training plans developed	0	7	1	1	1	1	1	1	1	HR & Admin/All Departments
	Implement the mentorship programme	Mentorship programme developed and implemented	1	14	2	2	2	2	2	2	2	HR & Admin/All Departments
	Link staff to professional bodies	100% of relevant staff affiliated to professional bodies	80%	100%	84%	88%	90%	93%	96%	98%	100%	HR & Admin/All Departments
Implement staff recruitment	Recruit Staff	Vacancy rate reduced to 10%	32	10%	28%	24%	20%	15%	10%	7%	5%	HR & Admin/All Departments
Implement performance management system	Develop and sign Performance	100% of performance agreements developed	0%	100%	50%	60%	70%	80%	90%	100%	100%	HR & Admin/All Departments

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
	agreements	Performance agreements signed by 100% of staff	0%	100%	60%	70%	80%	90%	100%	100%	100%	HR & Admin/All Departments
	Appraise staff	100% of staff appraised annually	0%	100%	60%	70%	80%	90%	100%	100%	100%	HR & Admin/All Departments
	Administer Performance rewards and sanctions	Performance rewards and sanctions administered to relevant employees	0	7	1	1	1	1	1	1	1	HR & Admin/All Departments
	Implement Team building activities	Sports and aerobics conducted	1	7	1	1	1	1	1	1	1	HR & Admin/All Departments
Implement employees' engagement	Employees engaged	Management and union meetings conducted	0	7	1	1	1	1	1	1	1	HR & Admin/All Departments
		Staff meetings conducted	0	5	1	1	1	1	1	1	1	HR & Admin/All Departments
Develop enabling human resource structures and policies	Review Terms and Conditions of Service	Terms and conditions of service revised	0	1		1						HR & Admin/All Departments
	Develop Feedback guidelines	Feedback guidelines developed and implemented										
	Conduct Functional review	Functional review report	0	1	1							HR & Admin/All Departments

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
	Develop Workplace policies and guidelines	Security Policy developed	0	1		1						HR & Admin/All Departments
	Develop Workplace policies and guidelines	Health and Safety Policy developed	0	1	1							HR & Admin/All Departments
	Develop Workplace policies and guidelines	Transport Policy developed	0	1		1						HR & Admin/All Departments
	Develop Workplace policies and guidelines	Training Policy developed	0	1		1						HR & Admin/All Departments
	Develop Workplace policies and guidelines	Grievance handling Policy developed	0	1			1					HR & Admin/All Departments
	Develop Workplace policies and guidelines	Administrative Manual developed	0	1			1					HR & Admin/All Departments
	Develop Workplace policies and guidelines	Human Resources Processes Manual Policy developed	0	1			1					HR & Admin/All Departments
	Develop Workplace policies and guidelines	Procurement manual developed	0	1		1						HR & Admin/All Departments
Develop enabling human resource structures and policies	Develop Workplace policies and guidelines	Recruitment Policy developed	0	1	1							HR & Admin/All Departments
	Develop Workplace policies and	Staff Welfare Policy developed	0	1	1							HR & Admin/All Departments

Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
	guidelines											
Provide work equipment to staff	Work related equipment provided to 100% of staff	Work related equipment purchased and provided	60%	100%	70%	80%	90%	100%	100%	100%	100%	HR & Admin/All Departments
<b>PILLAR 4: GOVERNANCE, STAKEHOLDER ENGAGEMENT AND INTERNAL PROCESSES</b>												
<b>OBJECTIVE:</b>			<b>Develop enabling human resource structures and policies</b>									
<b>STRATEGIC OUTCOME 1:</b>			<b>Improved efficiency and effectiveness of NFRA operations</b>									
Develop, enact and implement the NFRA Act of Parliament	Review the Trust Deed	Gap in the Deed identified	1	1	1							Operations/All Departments
	Develop the Act	NFRA Act of Parliament enacted	0	1		1						Operations/All Departments
<b>STRATEGIC OUTCOME 2</b>			<b>Improved efficiency in accessing NFRA information and services</b>									
Promote value for money , effective and efficient procurement systems	Draft and submit statutory reports	Statutory reports timely submitted	4	28	4	4	4	4	4	4	4	Finance/All Departments
Strengthen M&E system and promote data management	Develop and implement M&E	M&E Framework developed and implemented	0	1	1	1	1	1	1	1	1	HR & Admin/All Departments
	Automate systems	Automated Document Management System (HR-MIS, M&E MIS, E-procurement	0	3		1	1	1				HR & Admin/All Departments
Develop and implement an NFRA visibility,	Increased stakeholder engagement in NFRA	Communication platforms established and functional	0.5	1	1	1	1	1	1	1	1	HR & Admin/All Departments



Key Strategies	Strategic Activities	Outputs	Baseline (2022)	Total Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Responsible Department
communication and engagement strategy	activities	Enhanced corporate image	20%	100%	100%	100%	100%	100%	100%	100%	100%	HR & Admin/All Departments
	Establish engagement platforms	Engagement platforms established	0	4	1	1	1	1				HR & Admin/All Departments

## Appendix 2: Cost Estimates in Malawi Kwacha

Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
<b>PILLAR 1: STRATEGIC FOOD RESERVE AND INFRASTRUCTURE DEVELOPMENT</b>											
Lobby for early release of funds for food procurement	Hold meetings with Ministry of Agriculture and Treasury for the release of funds for food reserves procurement	Funds for food procurement made available	Lobby for funds to be released by April every year	10,000,000	10,000,000	12,000,000	12,000,000	14,000,000	14,000,000	14,000,000	<b>86,000,000</b>
Develop and implement procurement contracts with Mega farms, Traders and Cooperatives	Engaging, Inspection and Identification, MoUs and signing of Contracts	Contracts signed with mega farms and cooperatives and Procure the stock	60%	36,000,000	147,650,000,000	100,000,000,000	86,000,000	86,300,000	147,000,000,000	86,300,000	<b>394,944,600,000</b>



Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
Upgrade and maintain storage facilities through rehabilitation of dilapidated warehouses and silos; replacement of old equipment and construction of new offices;	Renovate and maintain storage facilities, equipment and offices	Functional Storage facilities, equipment and offices	Functional facilities & equipment	1,390,428,000	6,133,833,333	1,971,500,000	423,920,000		6,133,833,333		16,053,514,666
	Install back up power	Backup power installed (Generator & solar systems)	1	84,000,000	5,000,000	7,500,000	10,000,000	12,500,000	84,000,000		203,000,000
	Develop and furnish the workshops	Fully equipped Workshops	5	50,000,000							50,000,000
	Construct the extended dispatch and receiving bays at Mzuzu, Luchenza and Mangochi	Extended dispatch and receiving bays at Mzuzu, Luchenza and Mangochi	6	395,456,800	395,456,800	395,456,800			395,456,800		1,581,827,200
	Construct New gantries	New gantries constructed	6	236,040,000			236,040,000		236,040,000		708,120,000
	Construct laboratories and equip them	Laboratories constructed and fully equipped	3		395,456,800						395,456,800
	Construct new offices	New offices constructed at Kanengo, Mzuzu, Mangochi and	4	60,000,000	120,000,000		236,040,000				416,040,000

Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
		Luchenza									
Promote value addition activities through construction of new storage facilities and procurement of value addition equipment.	Construct new commercial storage facilities	New commercial storage facilities	3								0
	Procure and Install value addition plant	Operational value addition processes (maize & rice millers)	4		1,700,000,000						1,700,000,000
	Procure and Install packaging plant	Operational packaging processes (packaging machines & equipment)	9	39,000,000							39,000,000
Automate grain management processes	Establish an automated grain management system	Automated grain processes	1	300,000,000	120,000,000						420,000,000
		Functional automated batch weigh scales	10		1,700,000,000						1,700,000,000
<b>Sub Total</b>				<b>2,754,924,800</b>	<b>323,330,946,933</b>	<b>102,423,800,800</b>	<b>1,042,110,000</b>	<b>157,580,000</b>	<b>318,963,330,133</b>	<b>143,300,000</b>	<b>748,815,992,666</b>
<b>PILLAR 2: FINANCIAL MANAGEMENT AND RESOURCE MOBILIZATION</b>											
Lobbying with stakeholders such as MFEA, MoA and Parliament	Hold briefing meetings to lobby Parliamentarians on funding	Parliamentarians engaged on budget during cluster meetings	14	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	115,000,000

Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
for increased funding	Hold briefing meetings to lobby Ministry of Finance	Treasury engaged during pre-budget meetings to lobby for increased funding	14	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>
	Hold briefing meetings to lobby Ministry of Agriculture	Ministry of Agriculture engaged during strategic meetings to lobby for increased funding	14	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>
Develop and implement Value Addition Programme to diversify revenues	Develop value addition program	Value addition programme developed	1	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	<b>115,000,000</b>
Develop bankable projects for possible financing under PPP, PSIP or Development Partners	Develop funding proposals to development partners	Funding proposals to development partners developed	14	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	<b>115,000,000</b>
	Develop funding proposals to PSIP	Funding proposals to PSIP developed	14	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	<b>115,000,000</b>
Develop MOUs under PPPs to jointly	Develop Business ventures under PPP	Funding proposals to PPPs developed	14	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	<b>115,000,000</b>



Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
implement Business/Revenue generating programmes	arrangement	MoUs with GPTA developed and implemented	7	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	20,000,000	<b>115,000,000</b>
Develop and implement resource mobilization strategy	Draft the Resource Mobilization Strategy	Resource mobilization strategy developed	1	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	<b>140,000,000</b>
	Roll out the Resource Mobilization Strategy	Resource mobilization strategy implemented	1	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	55,000,000	55,000,000	<b>360,000,000</b>
Review the pricing of various services offered by NFRA	Review the pricing of various services	Weighbridge fees and rentals increased	30%	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>
	Develop pricing guidelines	Pricing guidelines developed and implemented	1		20000000						<b>20,000,000</b>
Strengthen public finance management for NFRA (Auditing, IFIMS and financial and technical reporting)	Conduct financial audits	Financial audit conducted	7	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>
	Develop and implement budgets and work plans	Annual budgets and work-plans prepared	7	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>
	Conduct M&E activities	Periodic reviews and Monitoring visits conducted	20	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	55,000,000	55,000,000	<b>360,000,000</b>
	Conduct financial management training	Financial management training conducted	5	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	5,000,000	5,000,000	<b>25,000,000</b>

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Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
	Conduct Performance assessments	100% of staff appraised annually	100%	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
	Implement Team building activities	Sports and aerobics conducted	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
	Administer Performance Rewards and Sanctions	Performance Rewards and Sanctions administered to relevant employees	5	500,000	0	500,000	500,000	1,000,000	1,000,000	1,000,000	4,500,000
Implement employees' engagement	Employees engaged	Management and Union meetings conducted	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,400,000	3,400,000	16,800,000
	Conduct Staff meetings	Staff meetings conducted	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,400,000	3,400,000	16,800,000
Develop enabling human resource structures and Policies	Develop Feedback guidelines	Feedback guidelines developed and implemented	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,400,000	3,400,000	16,800,000
	Review Terms and Conditions of Service	Terms and Conditions of Service revised		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,400,000	3,400,000	16,800,000
	Conduct functional review	Functional Review report	1	45,000,000	20,000,000						65,000,000
	Develop workplace policies and guidelines	Security Policy developed	1		10,000,000						10,000,000

Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
	Develop workplace policies and guidelines	Health and Safety Policy developed	1	10,000,000							10,000,000
	Develop workplace policies and guidelines	Transport Policy developed	1		10,000,000						10,000,000
	Develop workplace policies and guidelines	Training Policy developed	1		12,000,000						12,000,000
	Develop workplace policies and guidelines	Grievance handling Policy developed	1			12,000,000					12,000,000
	Develop workplace policies and guidelines	Administrative Manual Policy developed	1			12,000,000					12,000,000
	Develop workplace policies and guidelines	Human Resources processes Manual Policy developed	1			12,000,000					12,000,000
	Develop workplace policies and guidelines	Procurement manual developed	1		12,000,000						12,000,000
	Develop workplace policies and guidelines	Recruitment Policy developed	1				12,000,000				12,000,000

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Strategies	Activities	Outputs	Total Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TEC
nt	Automate systems	automated Document Management System (HR-MIS, M&E MIS, E-procurement)	3		80,000,000						80,000,000
Develop and Implement an NFRA Visibility, Communications and Engagement Strategy;	Increased stakeholder engagement in NFRA activities	Communication platforms established and functional	1	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	35,000,000
		Enhanced corporate image	100%		20,000,000						20,000,000
	Establish engagement platforms	Engagement platforms established	3	5,000,000	1,100,000	1,210,000	1,331,000	1,464,100			10,105,100
<b>Sub Total</b>				96,000,000	279,100,000	104,210,000	104,331,000	109,464,100	108,000,000	108,000,000	909,105,100
											0
<b>GRAND TOTAL</b>				3,271,074,800	324,061,196,933	102,935,210,800	1,541,861,000	639,206,100	319,514,092,133	694,062,000	752,656,703,766

### Appendix 3: Logical Framework

Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
<b>PILLAR 1: STRATEGIC FOOD RESERVE AND INFRASTRUCTURE DEVELOPMENT</b>						
Increased good quality strategic food reserve	Optimal Stock	103,000 MT	635,000 MT	Reports	Annually	Operations

Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
	Grain loss in silos is maintained within the acceptable international standard	0.20%	Acceptable grain quality <sup>6</sup>	Reports	Quarterly	Operations
	Percentage of contracts signed with Mega farms, Traders and Cooperatives	0%	60:40 % <sup>7</sup>	Progress Reports	Quarterly & Annually	Operations
	Funds for food procurement made available	July	April	Reports	Annually	Operations
Improved and adequate NFRA infrastructure	Functional Storage facilities, equipment and offices	0	Functional facilities & equipment <sup>8</sup>	Progress Reports	Quarterly & Annually	Operations
	Backup power installed (Generator & solar systems)	0	1	Progress Reports	Annually	Operations
	Fully equipped Workshops	0	5	Progress Reports	Annually	Operations
	Extended dispatch and receiving bays at Mzuzu, Luchenza and Mangochi	0	6	Reports	Quarterly & Annually	Operations
	New gantries constructed	0	6	Reports	Quarterly & Annually	Operations
	Laboratories constructed and fully equipped	0	3	Reports	Quarterly & Annually	Operations

<sup>6</sup> Standard grain quality includes; moisture content (<12.5%) Breakages (<3%); Rotten (<1%); Trash (<1%); Shriveled (<1%); Aflatoxin (3% ppm); Live insects (free) and GMO (free)

<sup>7</sup> 60:40 % refers to 60% contracts with Cooperatives or Mega farms and 40% contracts with Traders

<sup>8</sup> These facilities include rehabilitation of 25 silos; 6 warehouses; procurement of driers (2), chain and belt conveyors; fences (4) weighiers (3) etc.

Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
	New offices constructed at Kanengo, Mzuzu, Mangochi and Luchenza	3	4	Reports	Quarterly & Annually	Operations
Enhanced diversification and value addition in strategic food reserve	New commercial storage facilities	0	3	Reports	Quarterly & Annually	Operations
	Operational value addition processes (maize & rice millers)	0	4	Progress Reports	Quarterly & Annually	Operations
	Operational packaging processes (packaging machines & equipment)	0	9	Progress Reports	Quarterly & Annually	Operations
	Automated grain processes	0	1	Automated Stock Reports	Quarterly & Annually	Operations
	Functional automated batch weigh scales	0	10	Reports	Annually	Operations
<b>PILLAR 2: FINANCIAL MANAGEMENT AND RESOURCE MOBILIZATION</b>						
Government Subvention increased	Parliamentarians engaged on budget during cluster meetings	0	10	Reports	Annually	Finance/All Departments
	Treasury engaged during pre-budget meetings to lobby for increased funding	0	10	Reports	Annually	Finance/All Departments
	Ministry of Agriculture engaged during strategic meetings to lobby for increased funding	0	10	Reports	Annually	Finance/All Departments
Own financing increased	Value addition programme developed	0	1	Reports	Quarterly & Annually	Finance/All Departments
	Funding proposals to	0	10	Report	Annually	Finance/All

Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
	development partners developed					Departments
	Funding proposals to PSIP developed	0	10	Report	Annually	Finance/All Departments
	Funding proposals to PPPs developed	0	10	Report	Annually	Finance/All Departments
	MoUs with GPTA developed and implemented	0	5	MoUs & Progress Reports	Annually	Finance/All Departments
	Resource mobilization strategy developed	0	1	Progress Reports	Annually	Finance/All Departments
	Resource mobilization strategy implemented	0		Progress Reports	Annually	Finance/All Departments
	Weighbridge fees and rentals increased	0%	30%	Reports	Annually	Finance/All Departments
	Pricing guidelines developed and implemented	0	1	Reports	Annually	Finance
Own financing increased	Financial audit conducted		5	Audit Reports	Quarterly & Annually	Finance/All Departments
	Annual budgets and work-plans prepared		5	Progress Reports	Quarterly & Annually	Finance/All Departments
	Periodic reviews and Monitoring visits conducted		20	Progress Reports	Quarterly & Annually	Finance/All Departments
	Financial management training conducted		5	Training Report	Quarterly & Annually	Finance/All Departments
<b>PILLAR 3: HUMAN CAPITAL DEVELOPMENT</b>						
Human resources capacity enhanced	Short-term trainings in Operations, Administration, Human Resources and Finance	8	50	Training Reports	Annually	HR & Admin/All Departments

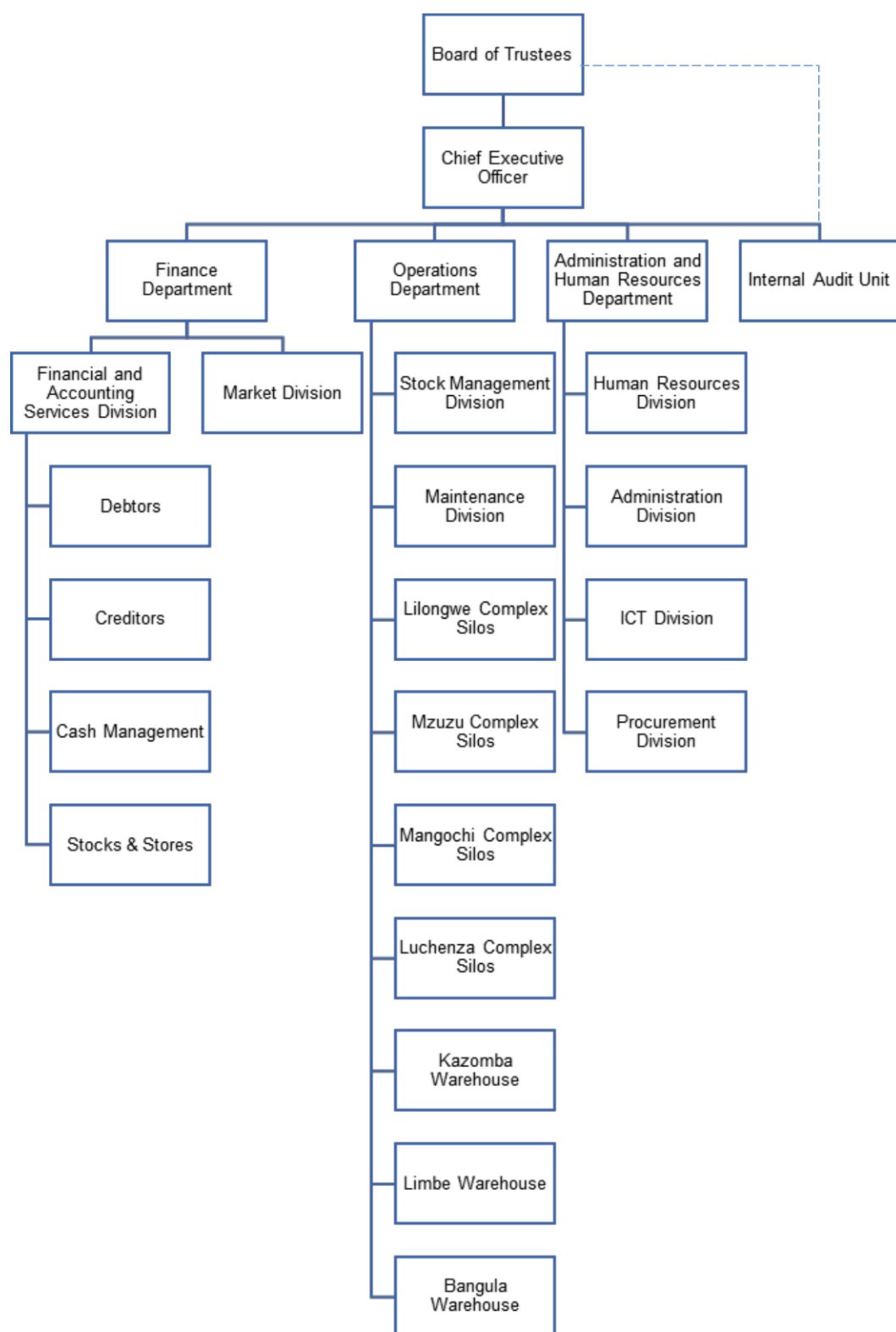
Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
	conducted					
	Eligible staff trained in Bachelors and Masters Degrees	1	6	Training Reports	Annually	HR & Admin/All Departments
	Training plans developed	0	5	Reports	Annually	HR & Admin/All Departments
	Mentorship programme developed and implemented	1	10	Reports	Annually	HR & Admin/All Departments
	100% of relevant staff affiliated to professional bodies	80%	100%	Reports	Annually	HR & Admin/All Departments
	Vacancy rate reduced to 10%	32	10%	Reports	Annually	HR & Admin/All Departments
	100% of performance agreements developed	0%	100%	Reports	Annually	HR & Admin/All Departments
	Performance agreements signed by 100% of staff	0%	100%	Reports	Annually	HR & Admin/All Departments
	100% of staff appraised annually	0%	100%	Reports	Annually	HR & Admin/All Departments
	Performance rewards and sanctions administered to relevant employees	0	5	Reports	Annually	HR & Admin/All Departments
	Sports and aerobics conducted	1	5	Reports	Quarterly & Annually	HR & Admin/All Departments
	Management and union meetings conducted	0	5	Meeting Reports	Quarterly & Annually	HR & Admin/All Departments
	Staff meetings conducted	0	5	Meeting Reports	Quarterly and Annually	HR & Admin/All Departments
	Terms and conditions of service revised	0	1	Report	Annually	HR & Admin/All Departments
	Feedback guidelines			Progress Reports	Quarterly and Annually	HR & Admin/All

Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
	developed and implemented					Departments
	Functional review report	0	1	Report	Annual	HR & Admin/All Departments
	Security Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Health and Safety Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Transport Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Training Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Grievance handling Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Administrative Manual developed	0	1	Report	Annual	HR & Admin/All Departments
	Human Resources Processes Manual Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Procurement manual developed	0	1	Report	Annual	HR & Admin/All Departments
Human resources capacity enhanced	Recruitment Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Staff Welfare Policy developed	0	1	Report	Annual	HR & Admin/All Departments
	Work related equipment purchased and provided	60%	100%	Progress Reports	Annually	HR & Admin/All Departments
<b>PILLAR 4: GOVERNANCE, STAKEHOLDER ENGAGEMENT AND INTERNAL PROCESSES</b>						
Improved efficiency and effectiveness of NFRA operations	Gap in the Deed identified	1	1	New version of Trust Deed	Annual	Operations/All Departments/MoJ/ MoA/ Statutory Corporations
	NFRA Act of Parliament enacted	1	1	NFRA Act of Parliament Document		Operations/All Departments/MoJ



Strategic Outcomes	Outputs	Baseline (2022)	Total Target	Source of Verification	Frequency	Responsible Department
Improved efficiency in accessing NFRA information and services	Statutory reports timely submitted	4	20	Statutory Reports	Quarterly and Annually	Finance/All Departments
Improved efficiency in accessing NFRA information and services	M&E Framework developed and implemented	0	1	Report	After 5 Years	HR & Admin/All Departments
	Automated Document Management System (HR-MIS, M&E MIS, E-procurement)	0	3	MIS Reports	Quarterly and Annually	HR & Admin/All Departments
	Communication platforms established and functional	0.5	1	Reports	Annually	HR & Admin/All Departments
	Enhanced corporate image	20%	100%	Reports	Annually	HR & Admin/All Departments
	Engagement platforms established	0	3	Reports	Annually	HR & Admin/All Departments

## Appendix 4: Organogram



### Appendix 5: Participants in the Strategic Consultations

<b>S N</b>	<b>Name</b>	<b>Position</b>	<b>Organisation</b>
1	Mr. Denis Kalekeni	Trustee & Board Chairperson	NFRA Board
2	Father Emmanuel Chikaya	Trustee	NFRA Board
3	Hon Joseph Njobvuyalema	Trustee	NFRA Board
4	Mr. Jibson P.C. Thole	Trustee	NFRA Board
5	Hon. Sameer Suleman	Parliamentary Committee on Agriculture- Chair	Malawi Parliament
6	Dr. Jerome Nkhoma-	Controller of Agriculture Services (Institutions)	Ministry of Agriculture
7	Mr. David Loga	Acting CEO	NFRA
8	Mr. Cosmas Pelekani	Operations Director	NFRA
9	Mr. Humphleys Gunchi	HR & Administration Director	NFRA
10	Mr. David Kamangira	Department of Agricultural Research (DARS- Chitedze)	Ministry of Agriculture
11	Dyce Kachingwe	Deputy Director	Ministry of Finance & Economic Affairs
12	Mr. Harry Munthali	Principal Accountant	Ministry of Finance & Economic Affairs
13	Mr. Penjani Kayira	Chief Economist	Department of Statutory Corporations
14	Mr. Orison Mapemba	WFP	World Food Programme (WFP)
15	Mr. Clement Lwanda	WFP	World Food Programme (WFP)
16	Mrs. Grace Mhango	Chairperson	Grain Traders and Processors Association (GTPA)
17	Annie Mapulanga	Principal Economist	Department of Disaster Management (DODMA)
18	Mr. Doshani Kadokera	Principal Economist	Ministry of Agriculture
19	Mr. Alexander Chikapula	GTPA	GTPA
20	Fyayupi Mwafongo	Deputy Director	Department of Disaster Management (DODMA)
17	Fisyani Kaluwa	MOFEA	Ministry of Finance
18	Samson Kazombo	Chief Economist	Ministry of Agriculture
19	Sipho Billiat	Development Planning Commission	National Planning Commission
20	Mrs. Sophie Lusungu	Country Manager	AGRA

<b>S N</b>	<b>Name</b>	<b>Position</b>	<b>Organisation</b>
	Chitedze-		
21	Mr. Peter Lungu	Operations Officer	NFRA
22	Mr. Roman Malumelo	Coordinator - DCAFS	Donor Committee in Agriculture and Food Security (DCAFS) and Trade, Industry and Private Sector Development Partners (TIPDeP) in Malawi
23	Mr. Samson Kazombo	Chief Economist	Ministry of Agriculture
24	Mr. Sipho Billiat	Development Planning Commission	National Planning Commission
25	Mr. MC Field Mwale	Acting Internal Auditor	NFRA
26	Mr. Golden Phiri	Maintenance Engineer	NFRA
27	Mercy Mndalasini	Accountant	NFRA
28	Mr. Robert Kaombe	ICT Officer	NFRA
29	Martha Kakhobwe	Human Resource Officer	NFRA
30	Mr. Harris Mongola	Assistant Accountant	NFRA
31	Mr. James Zoloka	Assistant Accountant	NFRA
32	Diana Lossa	Acting Depot Manager-Kanengo	NFRA
33	Bertha Shaba	Acting Procurement Officer	NFRA
34	Mr. Peter Lungu	Operations Officer	NFRA