



NATIONAL REGISTRATION BUREAU

DRAFT

**STRATEGIC PLAN**

**2019 – 2024**

**May, 2019**

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## FOREWORD

The National Registration Bureau (NRB) Strategic Plan defines how the bureau shall implement its mandate of implementing, coordinating, managing and maintaining the National Registration and Identification System (NRIS) in the next 5-year period (2019 - 2024) as stipulated in the National Registration Act of 2010.

As a Malawi Government department under the Ministry of Homeland Security, NRB operationalized the National Registration Act of 2010 and its Regulations on 1<sup>st</sup> August, 2015. Since then, NRB has rolled out Civil Registration and Civil Identification systems in various registration points across the country. These processes have led into the production and issuance of legal identification documents which are Certificate of Birth, Certificate of Death, National Identity Card and Resident Foreigner Identity Card respectively.

In civil identification system, NRB implemented a national identity card mass registration exercise where more than 9.1 million Malawian citizens of 16 years and above have been registered and issued with a chip-based contact biometric smartcard. Going forward, the Bureau embarked on a continuous registration exercise targeting mainly citizens that have either just turned 16 years of age or missed during the mass registration exercise. Resident foreigners have also been registered in the same period of continuous registration.

With regard to Civil Registration, the Bureau rolled out compulsory and universal birth registration in all health facilities in the country. On the other hand compulsory death registration has not yet been rolled out countrywide except in four pilot districts.

However, there still remains a huge task lying ahead in areas of infrastructure development, capacity building, institutionalizing and stabilizing the already established systems. There is also need to introduce universal and compulsory registration of marriages, death and community birth registration as part of the Bureau's mandate.

This Strategic Plan, developed through multi-stakeholder consultation, has therefore been devised to guide the Government of Malawi, Development Partners, stakeholders and NRB in particular on what activities to implement and achieve in the next 5 years.

NRB has exciting aspirations as it moves into a new era of implementation. This Strategic Plan, therefore, captures five Key Priority Areas that will enhance NRB's service delivery, its reputation and position the institution as one of the most important service institutions in its quest to improve the country's security and social economic development through the production of vital statistics.

In order to achieve this feat, NRB requires substantial amounts of technical, financial and material resources and as such, the Government, Development Partners and all stakeholders play a crucial and pivotal role in ensuring that this Strategic Plan successfully implements the desired milestones.

Sam Madula  
**SECRETARY FOR HOMELAND SECURITY**

## **PREFACE**

The 2019 – 2024 Strategic Plan is the second five-year Plan that the National Registration Bureau has developed since the operationalization of the National Registration Act of 2010 on 1<sup>st</sup> August, 2015. The plan presents the strategic direction for the Bureau in the next five years and shall guide the implementation of activities in the process. The objective of developing the Strategic Plan is to provide a clear direction for the Bureau to achieve optimal performance in fulfilling its mandate, roles and responsibilities..

The process of developing this Strategic Plan commenced with a review of the predecessor plan and the ultimate determination of NRB's desired future state in this successor plan. A situation analysis was conducted aimed at assessing and establishing NRB's capabilities and efficiencies in responding to its mandate mainly focusing on the establishment and management of the NRIS as reflected at section 4.0. The process was further enriched through the review of background documents which among others include the Malawi Growth and Development Strategy III (MGDS III) plus the Sustainable Development Goals (SDGs) which have implications on the implementation of the NRIS in as far as planning for the country's socio-economic development is concerned; and the National Registration Act, 2010 which spells out NRB's mandate. The process culminated into the holding of a series of Strategic Planning workshop where NRB's key stakeholders were invited to make their contributions.

The Strategic Plan is anchored on five (5) strategic outcomes which have been determined based on its key result areas (KRAs) as reflected at 4.1. These are: Management of the National Registration and Identification System; Registration of Births, Deaths and Marriages; Registration of Adults, Resident Foreigners and Issuance of IDs; Public Awareness and Civic Education on the NRIS; and NRB Human Resource and Institutional Capacity Strengthening. Therefore, the content of this Strategic Plan is thus a reflection of the consensus that was reached on the key result areas and key strategic issues.

It is my sincere hope that the implementation of this Strategic Plan will translate into action for the strengthening of the national registration and identification system for the benefit of the country as well as improvement of service delivery at local level. The implementation of the Plan will therefore require commitment and support from all stakeholders including development partners for its success. Let us therefore join hands in the implementation of this Strategic Plan .

Harry Kanjewe  
**CHIEF DIRECTOR**

## ABBREVIATIONS AND ACRONYMS

CD	: Chief Director
CRVS	: Civil Registration and Vital Statistics
DHRMD	: Department of Human Resource Management and Development
DROs	: District Registration Office
GWAN	: Government Wide Area Network
ICT	: Information and Communication Technology
KPA	: Key Priority Area
KRAs	: Key Result Areas
MDA	: Ministry, Department and Agencies
MGDS	: Malawi Growth and Development Strategy
NRB	: National Registration Bureau
NRIS	: National Registration and Identification System
NSO	: National Statistical Office
OPC	: Office of the President and Cabinet
PAA	: Public Audit Act
PFMA	: Public Finance Management Act
PPDAA	: Public Procurement and Disposal of Assets Act
SADC	: Southern Africa Development Community
SDGs	: Sustainable Development Goals
SP	: Strategic Plan
UNDP	: United Nations Development Program
UNICEF	: United Nations Children’s Fund



## **1.0 INTRODUCTION AND BACKGROUND**

This Strategic Plan for the National Registration Bureau (NRB) has been developed to provide a clear and focused direction in the implementation of the National Registration and Identification System (NRIS) and other operations for the period 2019 – 2024. The development of the Plan is one of the key deliverables of the 2013 – 2018 Strategic Plan Implementation Assessment which was conducted with the aim of establishing the performance of NRB following the operationalisation of the NRIS.

The development of this Strategic Plan is an outcome of a highly consultative and participatory process involving members of staff and key stakeholders. The Plan articulates NRB's strategic focus in the next five years to 2024. Specifically, the Plan outlines the strategic context within which NRB operates, highlighting changes it has undergone following the implementation of the 2013 – 2018 Strategic Plan which expired in June, 2018. The Strategic Plan by its nature will serve as a decision making framework for NRB's top management in the next five years.

## **2.0 STRATEGIC OVERVIEW**

### **2.1 Establishment of the National Registration Bureau**

The National Registration Bureau (NRB) was established by the National Registration Act No. 13 of 2010 (as amended) to implement, coordinate, manage and maintain the National Registration and Identification System (NRIS) to address problems associated with lack of universal and compulsory registration that existed in the country.

The implementation of NRB's 2013 – 2018 Strategic Plan operationalized the NRIS by among other things, providing the production of mandatory national identity cards, and universal birth, marriage registration and death certificates. In turn this has promoted the recognition of the rights associated with legally and internationally accepted proof of birth, marriage and death, particularly in relation to the promotion of human rights and validation of Malawian citizenship. The NRIS will also assist Government in providing evidence-based information for socio-economic development planning.

### **2.2 NRB Governance and Management Structure**

#### **2.2.1 The Minister of Homeland Security**

NRB is a Department under the Ministry of Homeland Security whose political head is the Minister of Homeland Security and technically headed by the Principal Secretary.



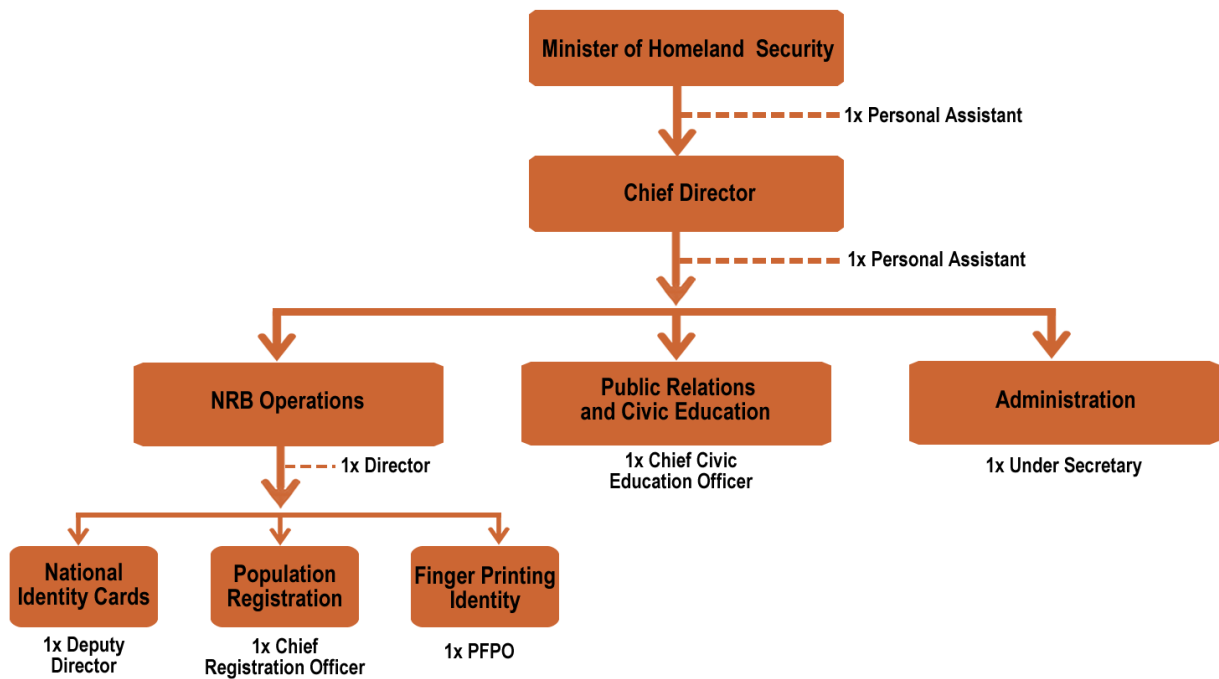
NRB is headed by the chief director who reports to the Principal Secretary in the Ministry.

### **2.2.2 The Chief Director**

The Chief Director is responsible for overseeing the day to day operations of the Department. The Chief Director further ensures that the institution effectively performs all its functions as per the provisions of the National Registration Act, 2010.

The office of the Chief Director performs its functions with support of the Director, Deputy Director and the Under Secretary as senior managers who are responsible for the management of the NRIS and all registration operations, and the provision of corporate services as shown in Figure 1 below:

**Figure 1: NRB Functional Organizational Structure**



## 2.3 Vision, Mission and Core Values

### 2.3.1 Vision

A quality hub in civil registration and identification

### 2.3.2 Mission

To provide up-to-date civil and identification bio-data for all Malawians and resident foreigners through an efficient National Registration and Identification System to achieve sustainable development

### 2.3.3 Core Values

The core values or guiding principles that are going to shape behavior standards and be followed by everybody in NRB are as follows:

### **2.3.3.1 Confidentiality**

NRB embraces a balanced approach to disclosing information without compromising national interest

### **2.3.3.2 Transparency and Accountability**

NRB members of staff shall at all times take collective and professional responsibility for their actions and promote transparency in decision-making while consistently maintaining high level of performance

### **2.3.3.3 Client Focused**

NRB puts the needs of its clients as a priority by caring and delivering demand-driven services that guarantees their satisfaction

### **2.3.3.4 Professionalism**

NRB seeks to discharge its duties following ethical and standard procedures using highly qualified, competent and skilled staff

### **2.3.3.5 Responsiveness**

NRB seeks to provide services that are responsive to the needs of its clients and changes to its operating environment, and endeavor to focus on the achievement of results.

### **2.3.3.6 Gender Equity and Equality**

The Bureau seeks to uphold fundamental principles of the Republican Constitution which respect and identifies all individuals as equals. It will offer quality services to all without any discrimination

### **2.3.3.7 Stakeholder Collaboration**

NRB seeks to work collaboratively with its key stakeholders within Malawi and beyond the borders to ensure effective implementation of the NRIS and other services.

## **2.4 CONSTITUTIONAL, LEGISLATIVE AND OTHER MANDATES**

There are a number of legislative and other mandates that inform and guide the operations of public institutions including NRB. These include Constitutional mandates, legislative mandates which are enshrined in the specific Acts of Parliament, policies and international and regional obligations. Apart from drawing its mandate from instruments that established it, is also obligated to comply with other government acts and policies.

### **2.4.1 The Constitutional Mandate**

The Constitution of the Republic of Malawi of 1994, as amended, is the supreme law of the land. The Constitution forms the legal foundation of a democratic Malawi and sets

out the rights and duties of its citizens. It also defines the structure of Government within which there are several institutions serving in different sectors. Section 93 of the Constitution establishes government ministries and departments and it is in this constitutional context that the broad parameters of the roles and responsibilities of the ministries, departments and agencies including the National Registration Bureau are so established and defined.

## **2.4.2 LEGISLATIVE MANDATE**

### **2.4.2.1 The National Registration Act No. 13 of 2010**

NRB specifically derives its mandate from the National Registration Act No 13 of 2010. The Act mandates NRB to implement, coordinate, manage and maintain the National Registration and Identification System (NRIS). Details of other duties and responsibilities of the office are contained in Part II, III and IV of the Act.

### **2.4.3 Linkages with Other Acts and Policies**

#### **2.4.3.1 The Public Service Act of 1994**

The Public Service Act of 1994 makes provision for the administration and management of the public Service. It calls for a public service that will deliver services to the public in an efficient and effective manner; that will be an instrument for generating and maintaining public confidence in government; that will be impartial, independent and permanent to continue uninterrupted services regardless of the party which is in power and; that will be guided by public interest and welfare of the public in the delivery of services and design and implementation of policies and programs. The Public Service Act also calls for a public service that will achieve and maintain high levels of integrity and professional conduct of all public servants.

NRB will ensure that the implementation of its Strategic Plan and other programs are aligned to the provisions in the Public Service Act.

#### **2.4.3.2 The Public Finance Management Act of 2003**

The Public Finance Management Act (PFMA) (Cap. 37:02) of 2003 was enacted in order to foster and enhance effective and responsible economic and financial management by Government, including adherence to policy objectives; to provide accountability arrangements and compliance to those arrangements; to obligate Government to produce statements of proposed budget policy, confirmation of adherence to fiscal discipline, economic and fiscal statements, including economic and fiscal forecast and updates, and performance information. NRB considers the PFMA as the basis for transforming public sector institutions to enhance financial prudence and accountability. NRB will thus adhere to the provisions of this Act.

#### **2.4.3.3 The Public Audit Act of 2003**

The Public Audit Act of 2003 provides for the strengthening of audit practices in the public service, among other things. It also provides for the establishment of the National Audit Office (NAO) as a Supreme Audit institution. The Purpose of the Public Audit Act is to give effect to the principle of accountability of Government to the public through the National Assembly. The National registration Bureau considers the PAA as the basis for transforming public sector institutions to reduce fraud and enhance financial prudence and accountability. It will therefore uphold this principle and the provisions of the Act in the implementation of its Strategic Plan .

#### **2.4.3.4 The Public Procurement and Disposal of Assets Act of 2017**

The Public Procurement and Disposal of Assets Act (PPDAA) of 2017 replaced the public Procurement Act of 2003 and was enacted to provide for the establishment of the Public Procurement and Disposal of Assets Authority which regulates, monitors and provides oversight over public procurement and disposal of public assets. The PPDAA also aims to “maximize economy and efficiency in public procurement and disposal of public assets to improve value for money.” The Act, therefore, is instrumental in preventing loss of public resources through unsystematic and unregulated procurement, poor decision-making, fraud and corruption by public servants. NRB recognizes the PPA as an essential instrument for enhancing public sector governance and utilization of public assets. It will therefore ensure that the provisions of this Act are adhered to.

#### **2.4.3.5 The Malawi Growth and Development Strategy III (MGDS III)**

The Malawi Growth and Development Strategy III (MGDS III) is the medium term development framework for achieving the aspirations in the national vision 2020. The public service is the main driver for the design and implementation of the MGDS III and its efficiency and effectiveness is critical for the realization of the outcomes sought in the MGDS III. The MGDS III aims at achieving development outcomes that will contribute to the building of a productive, competitive and resilient nation. The MGDS III, therefore, calls for an efficient and effective public service that will spearhead implementation of policies and programs that will contribute to the realization of the sought development outcomes.

NRB Strategic Plan subscribes and is aligned to Key Priority Area 6.6 of the MGDS III which is Population and Health. The focus is mainly on population where population size, structure and distribution have strong linkages with socio-economic development. By producing data and vital statistics, NRB will be contributing to government’s efforts in ensuring proper population planning and management to improve provision and access to quality basic services. The Government goal under this KPA is “to improve health and

quality of the population for sustainable socio-economic development and the envisaged desired outcome that government would like to see attained by 2023 which is also relevant to NRB is “Effective population and development planning at all level. This would be achieved by strengthening national vital statistics registration systems.

#### **2.4.3.6 The Public Service Management Policy of 2018**

The Public Service Management Policy of 2018 guides the governance and management of the Public Service to become a result oriented, efficient, dynamic and high performing institution that will deliver quality public services and facilitate achievement of strategic national development outcomes and aspirations outlined in the MGDS and national vision, respectively. It will spell out the guiding principles, the values and practices that will need to be inculcated and institutionalized for the desired Public Service to be established.

The public service includes all institutions that fall within the three branches of Government: the Executive, the Legislature and the Judiciary. These include ministries, departments (NRB) inclusive) and other government agencies that are created by relevant Acts of Parliament. NRB will ensure that relevant areas of the Public Service Management Policy are effectively domesticated in its programs and are adhered to.

#### **2.4.3.7 The Public Sector Reforms Policy of 2018**

The Public Sector Reforms Policy provides and outlines an agenda on public sector reforms, the institutionalization of the reforms as well as the management, monitoring and evaluation of the reforms.

The policy covers issues in the public sector that need to be addressed through reforms and are consequently taken as key priority areas in the reform process that will be pursued in the short to medium term. The PSR Policy is a living document, which will be subject to review every 5 years in tandem with the changes in the medium term development strategies (MGDS III) and global trends in public administration and development generally.

One of the key priority reform areas covered in the PSR which is relevant to NRB is to introduce National Identity Cards which will significantly facilitate the economic transformation agenda.. Among other things, through this Policy Government would like to build on previous successes including those in health and population. NRB will thus ensure compliance with the guiding principles provided by this policy when coordinating the implementation of the NRIS.

#### **2.4.4 Regional and International Agreements**

#### 2.4.4.1 Agenda 2063

Malawi is a signatory to the Agenda 2063, “The Africa We Want” which aims at building upon the achievements and draw lessons from earlier Strategic Planning efforts at regional and sub-regional level, including the Lagos Plan of Action, the Abuja Treaty and the NEPAD, to address new and emerging issues in the continent over the short, medium and long-term period. NRB will ensure that relevant thematic areas of the Agenda 2063 are adequately domesticated.

#### 2.4.4.2 Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a new universal set of goals, targets and indicators that UN member states are expected to use to frame their national development agendas/strategies over the next fifteen (15) years. The SDGs follow and expand on the Millennium Development Goals (MDGs) which were agreed by governments in 2001 and expired at the end of 2015.

The SDGs are a comprehensive and ambitious set of goals intended not only to spur growth but also ensure that such growth is equitably shared so as to leave no one behind. They are aimed at creating a just society where resources are sustainably utilized in such a way that the lives and well-being of all citizens are safeguarded. Unlike the MDGs where environment was represented by a single goal, the SDGs have taken environment as a core element with at least one target in each of the 17 goals and close to half of the 169 targets relate to the environment. It is therefore unlikely that the SDGs can be achieved without environmental sustainability. The SDGs bind all nations in a pact that ensures upward movement of all countries at the bottom of the ladder through partnerships among themselves and with other first world countries in the development process.

The effective achievement of the SDGs at national level depends on the country having requisite capacity to domesticate and implement the 17 goals and targets in the relevant sectors of the economy. NRB as an institution will ensure that relevant goals, targets and indicators are identified and mainstreamed in its various programs. Specifically NRB will strive to achieve **SDG 16** which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

### **3.0 OVERVIEW OF THE IMPLEMENTATION OF THE 2013 – 2018 STRATEGIC PLAN**

The development of this Strategic Plan was informed by the desire to build on the positive achievements that were registered during the implementation of the 2013 – 2018 Strategic Plan and draw some lessons for enhancing the successor Strategic Plan. There were also challenges that were encountered in the implementation of the previous plan and these were also noted and strategies for mitigating them put in place. Table 1 below gives an outline of achievements, challenges encountered and lessons learned.

#### **3.1 Achievements, Challenges Encountered and Lessons Learned**

The review of the implementation of the 2013 – 2018 Strategic Plan focused on the following specific Key Result Areas which anchored the expired Strategic Plan and are goal based. The KRAs were deduced from NRB's mandate:

- (i) Registration of births, adults, marriages, deaths and resident foreigners
- (ii) Production and issuance of IDs and certificates
- (iii) Civic education on NRIS
- (iv) Development and maintenance of NRIS Data base
- (v) Capacity building

The successful implementation of the Plan was underscored by continuous monitoring and assessment of its planned programs; use of available modern equipment and



technologies for the NRIS, building of requisite HR capacity necessary for the implementation and management of the NRIS.

*Table 1: Achievements, Challenges encountered and Lessons Learned*

Achievements	Challenges Encountered	Lessons Learned
<ul style="list-style-type: none"> <li>• Operationalized the national registration system</li> <li>• Strengthened NRB institutional capacity in terms recruitment of new staff and procurement of requisite IT hardware equipment for the NRIS</li> <li>• Developed regulations to the National Registration Act</li> <li>• Developed and implemented the National ID system</li> <li>• Set-up the Electronic Birth and death Registration Systems</li> <li>• Over 80% of Malawians aged 16 years and above have been registered and issued with IDs</li> <li>• Established NRIS linkages with institutions such as MEC where National IDs have facilitated the registration of voters</li> <li>• 11 DROs offices representing 40% have been renovated</li> <li>• Improved the identification of bonafide Malawians</li> <li>• Established district birth registers in all 28 districts</li> <li>• 22 vehicles have been procured and</li> </ul>	<ul style="list-style-type: none"> <li>• Over reliance of NRB on consultants/technical support in the implementation of systems</li> <li>• Lack of enabling guiding policy, the Registration Policy</li> <li>• Incomplete data submitted</li> <li>• Lack of control over network connectivity</li> <li>• Inadequate financial resources</li> <li>• Delays in issuing authority to recruit by DHRMD</li> <li>• Inadequate ID printing capacity</li> <li>• Ebrs and edrs software malfunctions</li> </ul>	<ul style="list-style-type: none"> <li>• Civic educating the populace is critical to increase demand for NRB's products and services</li> <li>• Coordination and collaboration with other stakeholders is critical to effective implementation of the NRIS</li> <li>• gaps in technical knowledge among DRO staff affect service delivery</li> <li>• High speed of operations during mass registration affected the quality of data collected as reflected by a lot errors on IDs</li> <li>• The interface system is vital for efficient and effective service delivery</li> <li>• Well established help desks are very important in reporting and tracking issues faced and acting as focal points</li> <li>• centralized printing of IDs and certificates increased the backlog at central level</li> <li>• Implementation of community Birth Registration in Balaka and Ntcheu has provided a platform for rolling out community registration in other districts</li> <li>• Joint annual reviews are important</li> </ul>

<p>deployed to HQs and DROs</p> <ul style="list-style-type: none"><li>• Implemented the communication strategy</li><li>• Increased revenue collection from the provision of NRB products and service</li></ul>		<p>for checking progress in the implementation of NRB programs</p>
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## **4.0 STRATEGIC ANALYSIS**

As a starting point in the Strategic Plan review and development process, and the ultimate determination of NRB's desired future state, a situation analysis was conducted aimed at assessing and establishing the institution's capabilities and efficiencies in responding to its mandate mainly focusing on the establishment and management of the NRIS. The review covered the identification of its key result areas and interrogating them using the SWOT Analysis assessment tool; and conducting stakeholder analysis and consultations to get firsthand information on NRB's roles and responsibilities and how it fared in the implementation the 2013 – 2018 Strategic Plan . The identification of KRAs enabled NRB to chart a clear and more focused direction for achieving its desired future state.

### **4.1 NRB's Key Result Areas (KRAs)**

NRB, in its quest to determine a more focused and clear direction in the implementation of its mandate, identified five key result areas (KRAs) that have formed the basis for the development of this Strategic Plan . The KRAs that have been identified are basically NRB's primary roles and responsibilities that are derived or deduced from the mandate for which the NRB is held accountable. These are an improvement on the previous Strategic Plan which have been refined to reflect the actual NRB roles. These are as follows:

4.1.1 Management of the National Registration and Identification System

4.1.2 Registration of Births, Deaths and Marriages

4.1.3 Registration of Adults, Resident Foreigners and Issuance of IDs

4.1.4 Public Awareness and Civic Education on the NRIS

4.1.5 NRB HR and Institutional Capacity Strengthening

### **4.2 SWOT Analysis**

As part of reviewing the 2013 – 2018 Strategic Plan and enhancing its successor plan for the period 2019 – 2024, a SWOT Analysis was done focusing on each individual key result area separately. A rapid assessment of CR and CI systems was conducted to review the implementation of the previous Strategic Plan . This assessment generated a large amount of information. SWOT analysis was therefore used to filter this information to a manageable number of key issues and inform the formulation of strategies for the successor plan. The analysis has further helped Strategic Plan developers frame means of

building upon internal strength, removing the weaknesses, exploiting opportunities and guarding against threats in the system.

The *SWOT* Analysis appended below is a distillation of key issues on each of the key result areas.

*Table 2: Strengths, Weaknesses, Opportunities and Threats*

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>A. Management of the National Registration and Identification System</b>	<ul style="list-style-type: none"> <li>• Availability of an enabling legal framework</li> <li>• Availability of a vibrant Management Team in place</li> <li>• Availability of experienced professional staff</li> <li>• Availability of a functional system (database of over 9 million Malawians)</li> <li>• CRVS and ID systems are (partially) linked</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate technical staff</li> <li>• Inadequate IT capacity (HR and System)</li> <li>• Some NRB system functionalities are not accessible at district level</li> <li>• Inability to generate basic reports at district level</li> <li>• Unsatisfactory numbers for under 16s registered for birth</li> <li>• Incomplete population register</li> <li>• Poor linkages with other government institutional systems</li> <li>• Lack of National Registration Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of national security</li> <li>• Formulation of appropriate policies</li> <li>• Growing demand for NRB products and service</li> </ul>	<ul style="list-style-type: none"> <li>• Erratic connectivity</li> <li>• Donor driven technologies</li> <li>• Manipulation of the system</li> <li>• Inadequacies in service provision by external technical service providers (e.g. e-government and BHT)</li> </ul>

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Donor driven technologies</li> <li>• NR Act deficient in some aspects requiring review</li> </ul>		
<b>B. Registration of Births, Deaths and Marriages</b>	<ul style="list-style-type: none"> <li>• Birth and death registration systems are in place</li> <li>• Ability to produce/print certificates</li> <li>• Resources available (Human resource, equipment, office infrastructure etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Connectivity issues – In most cases the down time of the network is high (threat)</li> <li>• Delays in production and distribution of certificates</li> <li>• Lack of vehicles in most DROs</li> <li>• In adequate office space (non-customized office)</li> <li>• Death registration is still on demand</li> <li>• Inadequate civic education</li> <li>• Over-reliance on donor support</li> </ul>	<ul style="list-style-type: none"> <li>• Donor support</li> <li>• Political will</li> <li>• Demand for products</li> </ul>	<ul style="list-style-type: none"> <li>• Donor fatigue</li> <li>• Non- retention of technical staff</li> <li>• Funding constraints</li> <li>• Illiteracy levels of some Malawians more especially the rural masses</li> </ul>
<b>C. Registration of</b>	<ul style="list-style-type: none"> <li>• Decentralized structure</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate equipment hindering production</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of adults to</li> </ul>	<ul style="list-style-type: none"> <li>• Fraud (e.g. forgery of the National ID and</li> </ul>

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Adults, Resident Foreigners and Issuance of IDs</b>	<ul style="list-style-type: none"> <li>• Construction of new production center</li> <li>• Recognition of national ID holders by different sectors</li> <li>• The national registration act empowering NRB to compulsory register all adults</li> </ul>	<ul style="list-style-type: none"> <li>• capacity</li> <li>• Lack of ICT personnel in DRO</li> <li>• No logistical arrangements in place</li> <li>• Weak vetting system in place to detect whether one is a minor</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• register</li> <li>• There is a pool of potential registrants e.g. those just turning 16, passing of dual citizenship law</li> <li>• Availability of potential supporting partners that are willing to provide financial and technical support</li> <li>• Recognition of national ID as primary identification document by different sectors</li> </ul>	<ul style="list-style-type: none"> <li>• citizenship documents)</li> <li>• Registration of minors posing as adults</li> </ul>
<b>D. Public Awareness and Civic Education on the NRIS</b>	<ul style="list-style-type: none"> <li>• Existence of public Relations and Civic Education section at NRB HQ</li> <li>• Institutionalization of Civic Education Task force on NRIS at National &amp; District level</li> <li>• Existence of Communication Strategy on NRI</li> <li>• Availability of IEC</li> </ul>	<ul style="list-style-type: none"> <li>• Vacant posts within the Public Relations &amp; Civic Education Section at NRB HQ</li> <li>• Lack of Public Awareness equipment e.g. PA system &amp; Vans</li> <li>• Inadequate funding</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of community radios</li> <li>• Operationalization of Memorandum of Understanding with other partners</li> <li>• Increased No. of staff in the Public Relations &amp; Civic Education</li> <li>• increased Knowledge of NRIS to the Public</li> </ul>	<ul style="list-style-type: none"> <li>• High illiteracy level</li> <li>• Donor Conditional ties (donor demand for hiring of consultant)</li> <li>• Inadequate demand for NRIS products</li> </ul>



KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<p>materials on NRIS program</p> <ul style="list-style-type: none"> <li>• Availability of establishment warrant</li> </ul>			
<b>E. NRB HR and Institutional Capacity Strengthening</b>	<ul style="list-style-type: none"> <li>• Availability of establishment warrant</li> <li>• Availability of technical staff in DROs and HQ</li> <li>• There are systems in place (for ID, Birth, death)</li> <li>• Each DRO has at least some office space, and recently furnished too</li> <li>• Alignment to SDGs and MGDS</li> <li>• Availability of guiding legal documents: Act, Guidelines, SOPs</li> <li>• Availability of adequate transport in some DROs (19 out of 28 have vehicles and all have motorcycles)</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate technical staff</li> <li>• Unstable connectivity</li> <li>• inadequate office space</li> <li>• No policy in place to link NRB with the MGDs</li> <li>• Unavailability of planning unit</li> <li>• Inadequate equipment for CRVS</li> <li>• Unavailability of NRB vote</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of fibre optical back bone to enhance connectivity</li> <li>• Availability of post offices</li> <li>• Political will</li> <li>• Existence of DHRM and Civil Service Commission</li> <li>• Donor and stakeholder interest</li> <li>• Availability of linkages with other MDAs</li> </ul> <p>Availability of Technical Advisors</p> <ul style="list-style-type: none"> <li>• Devolution of operation funds for the District Offices</li> </ul>	<ul style="list-style-type: none"> <li>• Donor conditionality's</li> <li>• unstable micro economic conditions</li> <li>• Inadequate budget funding to keep operations afloat</li> </ul>

## **5.0 NRB's STRATEGIC DIRECTION**

### **5.1 KRAs, Strategic Objectives, Strategic Outcomes, Outcome Targets and Related Outputs**

The development of this medium-term Strategic Plan is based on five (5) KRA's that anchored the previous Strategic Plan but have been refined to reflect the true picture of the primary role of NRB on the ground. These were identified from its mandate as outlined in 4.2. Under each KRA a strategic objective has been determined which states the intentions of NRB regarding what it would like to achieve and this resulted into the determination of high level outcomes which are desired results that the institution would like to achieve by 2024 and sustained thereafter. The strategic outcomes which NRB has determined are the actual or intended changes in development conditions as a result of the interventions it has put in place to support their achievement.

This part of the report highlights the five KRA's and aligns them to the strategic objectives and outcomes. The outcomes entail the options that will drive the strategic direction of NRB from 2019 to 2024. Each of the outcomes is then further unpacked in terms of outcome targets as milestones that will indicate how far NRB has gone with the implementation of the Strategic Plan and to check whether the intended results are being achieved. Further, the related outputs that will assist the achievement of the outcome targets and ultimately the outcomes have been determined for each outcome target. The achievement of the outputs has been spread across into annual targets up to 2024.

The five Strategic Outcomes are as follows:

- (i) Improved management of the population and national registration system,
- (ii) Improved civil registration,
- (iii) Improved positive identification of Malawians and resident foreigners
- (iv) Increased public awareness on National Registration and Identification System (NRIS)
- (v) Improved service delivery

Table 4 sets out the details on how the KRA's are aligned to the strategic objectives, outcomes, outcome targets and related outputs.

Table 4: Key Result Areas, Strategic objectives, Strategic Outcomes, Outcome Targets and Related Outputs

KEY RESULT AREA 1		MANAGEMENT OF THE NATIONAL REGISTRATION AND IDENTIFICATION SYSTEM						
Strategic Objective		To improve management of the population and national registration system						
No.	Strategic Outcome	Outcome Target	Related Output	Annual Output Targets				
				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
1.0	Improved management of the population and national registration system	1.1 Civil registration and national identification systems integrated by 2022	1.1.1 4 systems of eBRS, eDRS, marriage and NID systems integrated	Systems reviewed and integration designed	Integration design developed	Integration of the 4 systems completed		
		1.2 Access to registration points increased by 96 by 2024	1.2.1 96 registration points established and connected	65 registration points setup, connected	10 registration points setup, connected	10 registration points setup, connected	11 registration points setup, connected	
			1.2.2 10 registration points established in Embassies and Missions	Ground work for establishing registration points in Embassies and Missions conducted	4 registration points established in Embassies and Missions	3 registration points established in Embassies and Missions	2 registration points established in Embassies and Missions	1 registration point established in Embassies and Missions
		1.3 Turnaround time reduced from 6 months to 10 days by 2024	1.3.1 Printing of NRIS products decentralized	Printing of birth and death certificates rolled out to 29 DROs	Printing of ID cards in 3 regional offices rolled out	Printing of ID cards in 10 DROs rolled out	Printing of ID cards in 8 DROs rolled out	Printing of ID cards in 8 DROs rolled out
		1.4 System linkages with stakeholders increased from 8 to 50 by 2024	1.4.1 50 MOUs on interface with stakeholders signed	20 Stakeholders identified, and MOUs signed	10 Stakeholders identified, and MOUs signed	10 Stakeholders identified, and MOUs signed	5 Stakeholders identified, and MOUs signed	5 Stakeholders identified, and MOUs signed
			1.4.2 4 Application Programming	2 APIs developed, managed and	2 APIs developed, managed and	APIs managed and users on-	APIs managed and users on-	APIs managed and users on-

			Interface (API) end points developed and managed	users on-boarded	users on-boarded	boarded	boarded	boarded
<b>KEY RESULT AREA 2</b>		<b>REGISTRATION OF BIRTH, DEATH AND MARRIAGE</b>						
<b>Strategic Objective</b>		<b>To improve generation of vital statistics</b>						
<b>No.</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Targets</b>				
				<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
2.0	Improved civil registration	2.0 Generation of vital statistics improved from 0% to 25% by 2024	2.1.1 2,500,000 newly born babies in health facilities registered and issued with birth certificates	500,000 babies registered and issued with certificates	500,000 babies registered and issued with certificates	500,000 babies registered and issued with certificates	500,000 babies registered and issued with certificates	500,000 babies registered and issued with certificates
			2.1.2. 9,500,000 unregistered children aged below 16 at community level registered and issued with birth certificates	8,800,000 unregistered children aged below 16 registered	400,000 registered (community births + left overs)	100,000 community births	100,000 community births	100,000 community births
			2.1.3 401,800 deaths occurring in health facilities registered and issued with death certificates	9,800 hospital deaths registered	98,000 hospital deaths registered	98,000 hospital deaths registered	98,000 hospital deaths registered	98,000 hospital deaths registered
			2.1.4 116,880 community deaths registered and issued with death certificates	6,000 community deaths registered	8,000 community deaths registered	16,000 community deaths registered	42,000 community deaths registered	42,000 community deaths registered
			2.1.5 Registration of celebrated marriages rolled out to 28 districts		4 Districts	4 Districts	10 Districts	10 Districts

KEY RESULT AREA 3		REGISTRATION OF ADULTS, RESIDENT FOREIGNERS AND ISSUANCE OF ID CARDS						
Strategic Objective		To improve positive identification of Malawians and resident foreigners						
No.	Strategic Outcome	Outcome Target	Related Outputs	Annual Output Targets				
				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
3.0	Improved positive identification of Malawians and resident foreigners	3.1 2,500,000 unregistered Malawians aged 16 and above registered by 2024	3.1.1 2,500,000 Malawians turning 16 registered through outreach programs	500,000 registered	500,000 registered	500,000 registered	500,000 registered	500,000 registered
			3.1.2 2,500,000 National Identity Cards printed	500,000 cards printed	500,000 cards printed	500,000 cards printed	500,000 cards printed	500,000 cards printed
			3.1.3 2,500,000 National Identity Cards distributed/dispatched to DRO	500,000 cards distributed	500,000 cards distributed	500,000 cards distributed	500,000 cards distributed	500,000 cards distributed
			3.1.4 2,500,000 National Identity Cards issued to clients	500,000 cards issued	500,000 cards issued	500,000 cards issued	500,000 cards issued	500,000 cards issued
			3.1.5 35 Local Council registration forms orientation conducted	35 DEC and Full councils orientation conducted	35 Local Council structures orientation conducted			
			3.1.6 9,600,000 Registration forms distributed to local registrars	1,920,000 forms distributed	1,920,000 forms distributed	1,920,000 forms distributed	1,920,000 forms distributed	1,920,000 forms distributed
			3.1.7 1680 Outreach registration centres	336 centres established	336 centres established	336 centres established	336 centres established	336 centres established

			established					
			3.1.8 96 Registration in post offices operationalized	65 offices operationalized	10 offices operationalized	10 offices operationalized	11 offices operationalized	
			3.1.9 Connectivity between Headquarters, Post offices and District registration offices established	65 Post Offices connected	10 Post Offices connected	10 Post Offices connected	11 Post Offices connected	
		3.2 28 districts registers established and operationalized by 2021	3.2.1 District registers designed and produced	28 registers designed and produced	28 registers updated and maintained	28 registers updated and maintained	28 registers updated and maintained	28 registers updated and maintained
		3.3 95% of unregistered resident foreigners aged 16 and above registered and issued by 2024	3.3.1 12000 Resident foreigners registered. Registration of resident foreigners	2400 registered	2400 registered	2400 registered	2400 registered	2400 registered
			3.3.2 84 Stakeholder orientation on registration forms conducted	20 Stakeholder orientation conducted	20 Stakeholder orientation conducted	20 Stakeholder orientation conducted	20 Stakeholder orientation conducted	4 Stakeholder orientation conducted
			3.3.3 12000 Foreigner Identity Cards printed	2,400 cards printed	2,400 cards printed	2,400 cards printed	2,400 cards printed	2,400 cards printed

			3.3.4 12000 Foreigner Identity Cards distributed/ dispatched to DRO	2400 distributed	2400 distributed	2400 distributed	2400 distributed	2400 distributed
			3.3.5 12000 Foreigner Identity Cards issued to clients	2400 cards issued	2400 cards issued	2400 cards issued	2400 cards issued	2400 cards issued
<b>KEY RESULT AREA 4</b>		<b>PUBLIC AWARENESS &amp; CIVIC EDUCATION ON NRIS</b>						
<b>Strategic Objective</b>		<b>To increase public awareness on National Registration and Identification System (NRIS)</b>						
<b>No.</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Targets</b>				
				<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>4.0</b>	Increased public awareness on National Registration and Identification System (NRIS)	4.1 Public awareness on NRIS increased from 50% to 80% by 2024	4.1.1 Communication strategy reviewed and implemented	Communication Strategy Reviewed	Communication strategy implemented	Communication strategy implemented	Communication strategy implemented	Communication strategy implemented
			4.1.2. 5 Annual NRIS Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published
			4.1.3 Information Education and Communication (IEC) materials developed and distributed	IEC Materials developed and distributed	IEC Materials developed and distributed	IEC Materials developed and distributed	IEC Materials developed and distributed	IEC Materials developed and distributed
			4.1.4 Radio/TV jingles produced & aired	Radio/TV jingles produced & aired	Radio/TV jingles produced & aired	Radio/TV jingles produced & aired	Radio/TV jingles produced & aired	Radio/TV jingles produced & aired
			4.1.5 NRIS billboards erected	11 billboards developed and erected	11 billboards developed and erected	11 billboards developed and erected	11 billboards developed and erected	12 billboards developed and erected
			4.1.6 75 Road shows & Market	15 road shows conducted	15 roadshows conducted	15 roadshows conducted	15 roadshows conducted	15 roadshows conducted



			day campaigns on NRIS conducted					
			4.1.7 Radio/TV Special programs produced and aired	4 Radio/TV Phone In programs produced and disseminated	4 Radio/TV Phone In programs produced and disseminated	4 Radio/TV Phone In programs produced and disseminated	4 Radio/TV Phone In programs produced and disseminated	4 Radio/TV Phone In programs produced and disseminated
			4.1.8 Website and facebook regularly updated	Website and facebook regularly updated	Website and facebook regularly updated	Website and facebook regularly updated	Website and facebook regularly updated	Website and facebook regularly updated
		4.2 100% Linkages with stakeholders on Civic Education strengthened by 2021	4.2.1 Task force/Technical Working Groups on NRIS revamped	TWG revamped	TWG conducted	TWG conducted	TWG conducted	TWG conducted
			4.2.2 MOU with Civic Education stakeholders strengthened	MOUs developed and signed	MOUs developed and signed			
		4.3 Demand for NRB products and services (NID, BC & DC) increased from 20% to 50% by 2024	4.3.1 20 engagement meetings with stakeholders conducted	-Stakeholders analysis conducted - 4 quarterly engagement meetings with stakeholders conducted	4 engagement meetings with stakeholders conducted	4 engagement meetings with stakeholders conducted	4 engagement meetings with stakeholders conducted	4 engagement meetings with stakeholders conducted
			4.3.2 10 Advocacy meetings with decision makers conducted	2 Advocacy meetings with decision makers conducted	2 Advocacy meetings with decision makers conducted	2 Advocacy meetings with decision makers conducted	2 Advocacy meetings with decision makers conducted	2 Advocacy meetings with decision makers conducted
			4.3.3 10 Exhibitions conducted	2 Annual Exhibitions conducted	2 Annual Exhibitions conducted	2 Annual Exhibitions conducted	2 Annual Exhibitions conducted	2 Annual Exhibitions conducted
			4.3.4 1400 School talks conducted	280 School talks conducted	280 School talks conducted	280 School talks conducted	280 School talks conducted	280 School talks conducted
<b>4.0</b>	Increased public	4.1 Public	4.1.1	Communication	Communication	Communication	Communication	Communication

	awareness on National Registration and Identification System (NRIS)	awareness on NRIS increased from 50% to 80% by 2024	Communication strategy reviewed and implemented	Strategy Reviewed	strategy implemented	strategy implemented	strategy implemented	strategy implemented
			4.1.2. 5 Annual NRIS Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published	1 Newsletter published

KEY RESULT AREA 5		NRB CAPACITY STRENGTHENING						
Strategic Objective		To improve service delivery						
No.	Strategic Outcome	Outcome Target	Related Output	Annual Output Targets				
				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
5.0	Improved service delivery	5.1 NRB infrastructure improved by 70% by 2024	5.1.1 10 offices for DRO constructed	2 DRO offices constructed	2 DRO offices constructed	2 DRO offices constructed	2 DRO offices constructed	2 DRO offices constructed
			5.1.2 28 DRO LANs maintained	10 DRO LANs maintained	9 DRO LANs maintained	9 DRO LANs maintained		
			5.1.3 28 DROs backup network established		14 district backups established	14 district backups established		
			5.1.4 31 birth and death registration equipment sets procured (a set has 6 EBNs)	186 EBNs procured				
			5.1.5 13 motor vehicles for DROs procured	5 vehicles procured	3 vehicles procured	3 vehicles procured	2 vehicles procured	
		5.2 Registration points set up improved by 2024	5.2.1 Biometric Registration Kits (BRK) replaced by fixed equipment	5 sets of fixed equipment installed in 5 Post Offices	29 sets of fixed equipment installed in 28 DROs	30 sets of fixed equipment installed in 30 Post Offices	30 sets of fixed equipment installed in 30 Post Offices	30 sets of fixed equipment installed in 30 Post Offices

			5.2.2 NRB DRO Service Charters developed and implemented	Service Charter for 96 Post offices printed, displayed and implemented	Service Charters implemented	Service Charters implemented	Service Charters implemented	Service Charters implemented
		5.3 NRB human resource capacity strengthened from 50% to 80% by 2021	5.3.1. 30% of vacant posts filled	30% posts filled				
			5.3.2 100 % NRB staff trained on work processes	Annual training plan developed and implemented	Annual training plan developed and implemented	Annual training plan developed and implemented	Annual training plan developed and implemented	Annual training plan developed and implemented
			5.3.3 Revenue collection mechanisms reviewed		Revenue collection mechanisms reviewed and implemented	Revenue collection mechanisms implemented	Revenue collection mechanisms implemented	Revenue collection mechanisms implemented
		5.4 NRIS monitoring and evaluation (M&E) system developed by 2022	5.4.1 M&E plan and framework developed	1 M&E plan developed				
			5.4.2 M&E data base developed		1 database developed			
			5.4.3 M &E system rolled out		1 M&E system rolled out			
		5.5 National Registration legal frameworks enhanced by 2021	5.5.1 National Registration Act reviewed	National Registration Act reviewed				
			5.5.2 National Registration policy developed	National Registration Policy developed				

### 5.3 The Results-Based logical Framework

This 2019 – 2024 SP focuses on results rather than processes that NRB aims to achieve during the plan’s implementation period and hopefully sustained beyond 2024. The desired results, herein called strategic outcomes, are summarized in Table 5 which acts as a quick monitoring and evaluation framework reflecting higher level outcome indicators, baselines and targets to be achieved.

The Results-Based Logical Framework presented below gives an outline of the KRA’s that NRB will focus on, the expected desired outcomes on each KRA and the high level performance indicators that will be used to check progress in the implementation of the SP. The framework will basically be used for monitoring and evaluating the achievement of the results through the given outcome indicators and their means of verification.

**Table 5: The Results-Based Logical Framework**

Key Result Area 1	MANAGEMENT OF THE NATIONAL REGISTRATION AND IDENTIFICATION SYSTEM					
Strategic Objective	To improve management of the population and national registration system					
Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks	Mitigation Measures
	Objectively verifiable indicators	Baseline 2019	Targets 2024			
Improved management of the population and national registration system	# of systems integrated	2	4	Systems Integration Reports	Systems incompatibility	Thorough systems analysis
	# of registration points established and connected	29	96	Reports	Inadequate funding	lobby for funds from government and donors
	# of registration points established in embassies and mission	0	10	Establishment reports	Inadequate funding	lobby for funds from government and donors
	# of decentralized printing points operationalized	2	29	Installation Reports	Delayed management	/Constant reminders

					decision making	
	# of MOUs signed	8	50	MOU filed copies	Stakeholders not interested	/Good market strategy
	# of API end points developed and managed	1	4	# of clients on-boarded	Failure to develop API	/ Thorough analysis of request
<b>Key Result Area 2</b>	<b>REGISTRATION OF BIRTH, DEATH AND MARRIAGE</b>					
<b>Strategic objective</b>	<b>To improve generation of vital statistics</b>					
<b>Improved civil registration</b>	# of hospital births registered	600,000	2,500,000	Birth Registration reports; no. of birth certificates printed and issued	-Intermittent connectivity -unsatisfactory collaboration with health workers - Funding Constraints	-Establish back up networks -joint supervision between MoHP and NRB - donor engagement -lobby for % retention of revenue
	# of community births registered	400,000	9,500,000	Birth Registration reports; no. of birth certificates printed and issued	-Intermittent connectivity -unsatisfactory collaboration with stakeholders -inadequate awareness - Funding	-Establish back up networks -joint supervision between MoHP and NRB -donor engagement - lobby for % retention of revenue

					Constraints	
	# of Hospital deaths registered	6,000	401,800	Death Registration reports; no. of death certificates printed and issued	<ul style="list-style-type: none"> <li>-Intermittent connectivity</li> <li>-unsatisfactory collaboration with health workers</li> <li>- Funding Constraints</li> </ul>	<ul style="list-style-type: none"> <li>-Establish back up networks</li> <li>-joint supervision between MoHP and NRB</li> <li>-donor engagement</li> <li>lobby for % retention of revenue</li> </ul>
	# of community deaths registered	2,000	116,880	Death Registration reports; no. of death certificates printed and issued	<ul style="list-style-type: none"> <li>-Intermittent connectivity</li> <li>-unsatisfactory collaboration with stakeholders</li> <li>- Funding Constraints</li> </ul>	<ul style="list-style-type: none"> <li>-Establish back up networks</li> <li>-joint supervision between MoHP and NRB</li> <li>-donor engagement</li> <li>-lobby for % retention of revenue</li> </ul>

	# of Districts Marriage registration rolled out	0	28	Marriage registration reports	-delayed marriage registration system development	-expedite system development
<b>Key Result Area 3</b>	<b>REGISTRATION OF ADULTS, RESIDENT FOREIGNERS AND ISSUANCE OF ID CARDS</b>					
<b>Strategic Objective</b>	<b>To improve positive identification of Malawians and resident foreigners</b>					
<b>Improved positive identification of Malawians and resident foreigners</b>	Number of Malawians registered	9,800,000	12,300,000	National and district registers	Low turn up.	Civic education and public awareness
	Number of District stakeholders/Organizations oriented on the registration forms	0	35	Orientation meeting reports	Low turn up.	Improve on collaboration
	Number of registration forms distributed to local registrars	0	9,600,000	Delivery notes	Mobility challenges.	Distribute forms during council meetings
	Number of resident foreigners registered	1,200	12,000	National and district registers	Low turn up.	Inappropriate documentation. Civic education and public awareness
	Number of NR2 forms reviewed	1	1	Review meeting reports	Systems not reflecting reviewed forms.	Software developers to incorporate changes into systems
	Number of national identity cards printed	9,200,000	12,300,000	National identity card printing reports	Network challenges.	Upgraded network system
	Number of national IDs dispatched to DROs	9,200,000	12,300,000	ID distribution manifests	Misplaced IDs.	Robust system in identifying place of registration

	Number of NIDs issued to clients	9,200,000	12,300,000	ID issuance manifests	Misplaced IDs.	Robust system in identifying place of registration
	Number of identity cards for resident foreigners printed	1,200	12,000	identity card printing reports	Network challenges.	Upgraded network system
	Number of IDs for resident foreigners dispatched to DROs	1,200	12,000	ID distribution manifests	Misplaced IDs.	Robust system in identifying place of registration
	Number of IDs for resident foreigners issued to clients	1,200	12,000	ID issuance manifests	Misplaced IDs.	Robust system in identifying place of registration
	Number of outreach registration centers established	0	1680	Outreach registration report	Inadequate resources	Lobby for funds from government and partners
	Registration in post offices operationalized	0	96	Last mile connectivity report	Inadequate staff  Connectivity challenges	Lobby for recruitment of more officers  Establish redundant link
<b>Key Result Area 4</b>	<b>PUBLIC AWARENESS &amp; CIVIC EDUCATION ON NRIS</b>					
<b>Strategic Objective</b>	<b>To increase public awareness on National Registration and Identification System (NRIS)</b>					
	% of level of awareness on NRIS achieved	50%	80%	report	Literacy levels,	-use of illustrations



<b>Increased public awareness on National Registration and Identification System (NRIS)</b>	Number of copies of newsletters published	0	5	Copies of newsletters published	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of IEC materials developed & distributed	5,000	84,900	Copies IEC materials	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of Radio/TV jingles produced & aired	200	600	Copies of jingles	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of billboards erected	10	56	Reports	Vandalism	-sensitizations
	Number of market road shows conducted	5	75	Reports	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of special programs aired	6	20	Reports	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of updates done	10	60	Updates	Internet challenges	Provision of dongles to content managers
	Number of TWG meetings conducted	0	20	Reports	Funding constraints	-donor engagement -lobby for % retention of revenue
	Number of MOUs signed	1	10	MoU documents signed	Lack of commitment to	-lobbying

					adhere to agreements	
	Number of engagement meetings conducted	0	10	Meetings minutes	Unwillingness by partners to cooperate	-lobbying
	Number of advocacy meetings conducted	2	10	Meeting minutes	Political will	-lobbying
	Number of exhibitions conducted	1	10	Exhibition reports	Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of school talks conducted	0	1400	School talks report	Funding Constraints	Donor engagement -lobby for % retention of revenue
<b>Key Result Area 5</b>	<b>NRB CAPACITY STRENGTHENING</b>					
<b>Strategic Objective</b>	<b>To improve service delivery</b>					
<b>Improved service delivery</b>	Number of DRO offices constructed	5	15	Construction reports	Erratic funding	Donor engagement -lobby for % retention of revenue
	Number of LANs maintained	0	28	LAN maintenance reports	Power interruptions Unstable GWAN	/establish backup power /establish back up network

	Number of EBNs procured	155	341	Procurement report	Donor conditionality	lobby for increased Government funding -lobby for % retention of revenue
	Number of motor vehicles procured	33	46	Procurement report	Failure to obtain waiver	Donor engagement
	percentage of vacant posts filled	50	80	Staff returns	Staff turnover	staff motivation
	percentage of NRB staff trained on work processes	48	100	Training reports	- Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of M&E Plan and frameworks	0	1	M&E reports	- Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of M&E database developed	0	1	M&E reports	- Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of M&E systems rolled out	0	1	M&E reports	- Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of NR Acts reviewed	1	1	Revised NR Act	Funding Constraints	Donor engagement -lobby for % retention of revenue
	Number of NR policies developed	0	1	NR Policy	Funding Constraints	Donor engagement -lobby for % retention of revenue

## **6.0 CRITICAL SUCCESS FACTORS**

In determining strategic outcomes, outcome targets and related outputs to be achieved NRB was aware that there are certain critical elements as enabling factors that must be made available for the desired results to be successfully attained and sustained. Basically, NRB considers these as *important assumptions* which must be put in place and observed in order to successfully realize the intended results from implementing the Strategic Plan.

CSFs may change overtime, hence the need for NRB to regularly observe them and make necessary adjustments to the set targets in relation to the CSFs depending upon the circumstances. The following CSFs will be assumed to be put in place in order to successfully implement the Strategic Plan and achieve the desired outcomes:

### **6.1 Leadership Support**

For NRB to effectively implement its Strategic Plan, it needs more than an adaptable Management Team which is supportive and not retrogressive in its perceptions. It is therefore assumed that NRB will have a *transformative leadership* at all levels in place which is visionary, inspiring, open, flexible, adaptable, and results-oriented.

### **6.2 Adequate and Skilled Human Resource**

It is assumed that NRB will have adequate number of personnel with sufficient requisite knowledge, skills and competences to effectively implement and manage the NRIS and other programs.

### **6.3 Adequate Financial and other Resources**

It is assumed that NRB will have adequate financial resources to match the requirements for implementing the Strategic Plan and requisite equipment for supporting the electronic NRIS.

### **6.4 Adequate Infrastructure**

It is assumed that NRB will have purpose-built office accommodation in all districts.

### **6.5 Effective NRIS and other Systems**

It is assumed that NRB will have in place a secure NRIS and other systems in support of population registration and production of the national IDs and certificates. It is further assumed that the department of e-Government will put in place mechanisms that will ensure that connectivity is available all the time.

### **6.6 Sustained strong political leadership**

It is assumed that NRB will continue to enjoy political support in the implementation of the NRIS. It is further assumed that necessary legal frameworks such as Data Protection Act, National Registration Policy and an encompassing NR Act will be put in place.

#### **6.7 Sustained Donor and Stakeholder Interest and Support for the NRIS**

It is assumed that development partners and other stakeholders will continue to accord NRB continued technical, material and financial support for effective implementation of the NRIS.

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## 7.0 RISKS AND MITIGATION MEASURES

*Table 6: Risks and Mitigation Strategy*

OPERATIONAL RISKS			
NO.	RISK	CONSEQUENCES	MITIGATION MEASURES
1.	Outdated NRIS equipment	Low production of IDs and certificates	Source funds, procure and install modern equipment for implementing the NRIS
2.	Unreliable GWAN connectivity	Delays and disruptions in production processes	Have redundant network backup
4.	Staff turnover	Loss of production Loss of skills and competences	Implement staff motivation strategies like in-service training Implement employee satisfaction strategies
5.	Inadequate Staff skills and competences	Poor quality of work Low production levels	Conduct Training Needs Assessment and train staff Conduct periodic staff appraisals and orientation
6.	Weak Internal Controls and support systems	Increased fraud and corruption	Enforcement of guiding principles, regulations and standard operating procedures
7.	Systems incompatibility	Poor service provision	Conduct thorough systems analysis
9.	Unsatisfactory collaboration with stakeholders	Uncoordinated efforts resulting in poor service delivery	Continuous stakeholder engagement
10.	Unauthorized access into NRIS	Compromised data integrity	Conduct periodic penetration test
11.	Data loss due to theft and disasters like fire, floods	Loss of service delivery and property	Real time data backup Install fire alarm and fire suppression

			system. Install anti-theft systems
12.	Delayed rolling out of NRIS modules like marriage, death.	Denied human rights Loss of revenue	Full implementation of the NRB Strategic Plan
	Lack of knowledge on importance of NRIS products and services	Low demand of the NRIS products and services	Intensified public awareness
	Limited access to NRIS services and products	Low registration Low NRIS products collection rate	Implement electronic notification of events Establish mobile registration points Introduce postal codes on NRIS products
	Low political will	Slow system development Delay in implementing NRIS activities	Political engagement
<b>FINANCIAL RISKS</b>			
<b>NO.</b>	<b>RISK</b>	<b>CONSEQUENCES</b>	<b>MITIGATION MEASURES</b>
1.	Inconsistent funding	Failure to implement work plans	Lobbying treasury for retention of collected revenue from NRIS products Prioritize activity implementation
2.	Unstable local currency	Spending above budget allocations Non – implementation of some activities	Prioritize activity implementation
3.	Unbudgeted mandates – National programs	None – implementation of some activities	Fiscal discipline Prioritize activity implementation

4.	Weak internal controls	Failure to implement work plans	Fiscal discipline Capacity building
<b>COMPLIANCE RISKS</b>			
<b>NO.</b>	<b>RISK</b>	<b>CONSEQUENCES</b>	<b>MITIGATION MEASURES</b>
1.	Absence of National Registration Policy	Incoherent implementation of work plans Haphazard implementation of Action plans	Policy development
2.	Inconsistent and inadequate legal provisions e.g. Data protection law	Infringes on human rights Reduced donor support and interest Hinges on privacy rights	Review of the NR Act.
3.	Non-adherence to service charter	Customer dissatisfaction	Set realistic commitments in the charter Improve NRIS operation
4.	Weak enforcement of the NR Act	Unregistered groups in the population	Enforcement of provision in the act



## **8.0 IMPLEMENTATION, MONITORING AND EVALUATION**

### **8.1 Strategic Plan Implementation Arrangements**

The National Registration Bureau is a Government funded institution and as with all other departments of this nature, the implementation of this Strategic Plan will largely be financed by Treasury through monthly ORT as is currently the funding practice. It is recognized that donors and other development partners have played a very big role in ensuring the establishment of the NRIS like the UNDP. It is thus envisaged that other sources of funding will come from NRB's development partners. However, the resources that it may get may not match all the needs of the organization and as such prioritization of key interventions will be defined by Management and promoted.

For successful implementation of this Strategic Plan, the following institutional arrangements will be instituted for efficient and effective tracking and evaluation on implementation progress. NRB Management will put in place the following:

- Constitute the Strategic Plan Implementation Committee (SPIC)
- Setup clear TORs for the SPIC to be chaired by the Under Secretary who will be reporting to Management;
- Appoint members of the Strategic Plan Implementation Committee; and
- The SPIC will appoint an appropriate officer to act as its secretariat with clearly stipulated TORs and to report on progress made.

In order to facilitate implementation of the Strategic Plan, a number of activities will be undertaken to raise its visibility. The activities will include the following:

- Launch this SP involving key government ministries and departments, development partners and other key stakeholders of NRB;
- Popularize the Plan through banners, brochures, calendars, website, Facebook, twitter, WhatsApp and diaries;
- Plan and rollout civic education programs about the NRIS;

### **8.2 Monitoring and Evaluation**

Monitoring and Evaluation (M&E) is a management tool that will ensure that NRB policies, programs and project results are achieved by measuring performance against plans and drawing lessons to inform future implementation efforts and effectiveness. NRB's results-based Strategic Plan underscores the importance of monitoring and evaluation as a tool for tracking implementation of programs that are directed at enhancing service delivery in the implementation of the NRIS.

### **8.2.1 Monitoring**

Monitoring is the mechanism NRB will use to assess if it is achieving the strategic outcomes and targets set in this plan. Monitoring is a process that will provide regular feedback and early indications of whether interventions are making progress or not towards the intended objectives. The process will track actual performance against the planned strategic outcomes and targets and this will entail collecting reports on implementation, analyzing the reports against the planned outputs that will achieve the outcome targets.

### **8.2.2 Evaluation**

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In the fast changing civil registration and identification environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the set outcome targets and the outputs that will achieve them. It is therefore in the course of evaluation that NRB will determine the impact of such changes and appropriate corrective actions taken.

A mid-term evaluation of the plan will be undertaken in the fiscal year 2020/2021 while an end term evaluation in the fiscal year 2023/2024. The mid-term evaluation will aim to quantify progress made in implementation and provide information to guide review of activities and strategies where necessary. Whilst the end-term evaluation will assess whether set outcomes and targets were achieved and document the effectiveness, impact and sustainability of NRB's programs. This will eventually inform the development of the next Strategic Plan.

The M&E function is effective if it has the requisite capacity in terms of resources and equipment. NRB will therefore ensure that all programs have a dedicated budget to facilitate M&E operations and capacity building. In line with principles of results based management, NRB will foster partnerships and collaboration with other relevant stakeholders to ensure effective transformation process. NRB will also develop and implement an Information, Education and Communication Strategy (IEC) to facilitate feedback and sharing of information on programs being implemented.

## **8.3 Data Collection, Analysis and Reporting**

A credible M&E system ought to be supported by accurate and reliable data on the variables that are being measured. Data will therefore be collected using appropriate data collection tools and survey methods. The data collected, for its diversified businesses reported at each level will be subjected to quality checks and validation to ensure completeness, consistency, accuracy and reliability before releasing to the management

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for decision making. Hence, NRB will ensure that there is adequate capacity to generate quality data.

#### **8.4 Key Performance Indicators**

The implementation of this Strategic Plan will be monitored based on selected high level outcome indicators which are reflected in the Results-Based Logical Framework as shown in Table 5 above.

#### **8.5 Review of the Strategic Plan**

The review of the Strategic Plan will be done at the end of each financial year basing on the achievement of the output targets which constitute input into the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year. A full review of the Plan will be conducted at the end of the implementation period in 2024 when the plan will expire. However, a mid-term review will be conducted to incorporate new developments and emerging issues needing immediate attention.

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## APPENDICES

### Appendix 1: Costed Outputs Indicating Estimated Cost of Implementing the Strategic Plan

Key Result Area	Management of the National Registration and Identification System					Total Estimated Cost (TEC)	Source of Funding				
Strategic Outcome 1	Improved management of the population and national registration system						Currency MK	GoM	Dev. Partner	Other	Remarks
Outcome Target 1.1	Civil registration and national identification systems integrated by 2022										
Related Outputs	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Currency MK	GoM	Dev. Partner	Other	Remarks	
1.1.1 4 systems of eBRS, eDRS, marriage and NID systems integrated	42,750,000	96,167,500	49,296,000	-	-	188,213,500	ORT/Development Budget Part II	CDC/ UNDP/ UNICEF/ Community of Saint Egidio			
Outcome Target 1.2	Access to registration points increased to 96 by 2024										
1.2.1. 96 registration points established and connected	832,295,000	140,833,000	156,636,000	1,975,838,900	-	3,102,602,900	ORT/Development Budget Part II	UNDP			
1.2.2. 10 registration points established in Embassies and Missions	1,080,000	59,823,500	51,256,500	30,345,250	16,339,750	158,845,000	ORT/Development Budget Part II	UNDP			
Outcome Target 1.3	Turnaround time reduced from 6 months to 10 days by 2024										
1.3.1. Printing of NRIS products	75,580,000	805,938,000	148,380,000	140,484,000	144,732,000	285,216,000	ORT/Development Budget	CDC/ UNDP/ UNICEF/			

decentralized							Part II	Communi ty of Saint Egidio		
<b>Outcome Target 1.4</b>	<b>System linkages with stakeholders increased from to 50 by 2024</b>									
1.4.1. 50 MOUs on interface with stakeholders signed	10,296,000	-	-	-	-	10,296,000	ORT/Deve lopment Budget Part II			
1.4.2 Application Programming Interface (API) end points developed and managed	24,260,000	-	-	-	-	24,260,000	ORT/Deve lopment Budget Part II	CDC/ UNDP/ UNICEF/ Communi ty of Saint Egidio		
<b>KEY RESULT AREA 2</b>	<b>Registration of Birth, Death and Marriage</b>									
<b>Strategic Outcome 2</b>	<b>Improved civil registration</b>									
<b>Outcome Target 2.1</b>	<b>Generation of vital statistics improved from 0% to 25% by 2024</b>									
2.1.1 2.5 Million newly born babies in health facilities registered and issued with birth certificates	501,382,000	550,079,200	588,752,120	647,627,332	712,390,065	3,000,230,717	ORT	UNICEF/ UNDP/ CDC/ BRAVO/ PLAN		
2.1.2. 9.5 Million unregistered children aged below 16 at	11,207,410,000	665,118,432	629,990,275	692,989,303	762,288,233	13,957,796,243	ORT	UNICEF/ UNDP/ CDC/ BRAVO/ PLAN		

community level registered and issued with birth certificates										
2.1.3 401,800 deaths occurring in health facilities registered and issued with death certificates	325,803,000	361,110,200	397,221,220	436,943,342	480,637,676	2,001,715,438	ORT	UNICEF/ UNDP/ CDC/ BRAVO/ PLAN		
2.1.4 116,880 community deaths registered and issued with death certificates	74,651,000	82,116,100	90,372,710	99,360,481	109,296,529	455,796,820	ORT	UNICEF/ UNDP/ CDC/ BRAVO/ PLAN		
2.1.5 Registration of celebrated marriages rolled out to 28 districts	-	16,408,000	-	-		16,408,000	ORT			
<b>Key Result Area 3</b>	<b>Registration of Adults, Resident Foreigners and Issuance of ID Cards</b>									
<b>Strategic Outcome 3</b>	<b>Improved positive identification of Malawians and resident foreigners</b>									
<b>Outcome Target 3.1</b>	<b>95% of unregistered Malawians aged 16 and above registered by 2024</b>									
3.1.1 Mass registration of Malawians conducted	538,500,000	592,350,000	646,200,000	700,050,000	753,900,000	3,231,000,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.2 National Identity Cards	2,292,330,000	2,477,227,500	2,884,200,000	3,038,475,000	3,341,250,000	14,033,482,500	ORT/Deve lopment	UNDP		

printed							Budget Part II			
3.1.3 National Identity Cards distributed/disp atched to DRO	13,480,000	14,828,000	6,096,000	3,848,000	1,904,000	40,156,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.4 National Identity Cards issued to clients	3,372,000	3,709,200	4,046,400	4,383,600	4,720,800	20,232,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.5 Stakeholder orientation on registration forms conducted	35,712,600	66,323,400	0	0	0	102,036,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.6 Registration forms distributed to local registrars	56,896,000	62,585,600	68,275,200	73,964,800	79,654,400	341,376,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.7 1680 Outreach registration centres established	57,960,000	63,756,000	69,552,000	75,348,000	81,144,000	347,760,000	ORT/Deve lopment Budget Part II	UNDP		
3.1.8 96 Post offices operationalized for Registration	-	-	-	-	-	-	-	-	-	-
<b>Outcome Target 3.2</b>	<b>28 districts registers established and operationalized by 2021</b>									
3.2.1 Connectivity	-	-	-	-	-	-	-	-	-	-

between Headquarters, DROs and Post offices established										
3.2.2 District registers designed and produced	26,240,000	4,048,000	4,416,000	4,784,000	5,152,000	44,640,000	ORT/Development Budget Part II	CDC/UNDP/UNICEF/Community of Saint Egidio		
<b>Outcome Target 3.3</b>	<b>95% of unregistered resident foreigners aged 16 and above registered by 2024</b>									
3.3.1 Registration of resident foreigners	2,100,000	2,310,000	2,520,000	2,730,000	2,940,000	12,600,000	ORT/Development Budget Part II			
<b>Outcome Target 3.4</b>	<b>95% of resident foreigners aged 16 and above issued with National Identity by 2024</b>									
3.4.1 Foreigner Identity cards printed	42,330,000	2,227,500	162,000,000	43,875,000	47,250,000	297,682,500	ORT/Development Budget Part II			
3.4.2 National Identity Cards distributed/ dispatched to DRO	2,960,000	3,256,000	3,552,000	3,848,000	4,144,000	17,760,000	ORT/Development Budget Part II			
3.4.3 National Identity Cards issued to clients	168,000	184,800	201,600	218,400	235,200	1,008,000	ORT/Development Budget Part II			
<b>Key Result Area 4</b>	<b>Public Awareness &amp; Civic Education on NRIS</b>									



<b>Strategic Outcome 4</b>	<b>Increased public awareness on National Registration and Identification System (NRIS)</b>									
<b>Outcome Target 4.1</b>	<b>Public awareness on NRIS increased from 50% to 80% by 2024</b>									
4.1.1 Communication strategy reviewed and implemented	14,462,400	-	-	-	-	14,462,400	ORT	UNDP/ UNICEF/ CDC		
4.1.2. 5 Annual NRIS Newsletter published	2,550,400	2,805,440	3,085,984	3,394,582	3,734,041	15,570,447	ORT	UNDP/ UNICEF/ CDC		
4.1.3 Information Education and Communication (IEC) materials developed and distributed	58,522,400	19,536,440	21,490,084	23,639,092	26,003,002	149,191,018	ORT	UNDP/ UNICEF/ CDC		Funds for 2019-2020 include mass registration for children
4.1.4 Radio/TV jingles produced	92,040,400	45,804,440	50,384,884	55,423,372	60,965,710	304,618,806	ORT	UNDP/ UNICEF/ CDC		Funds for 2019-2020 include mass registration for children
4.1.5 NRIS billboards erected	35,090,000	38,599,000	42,458,900	46,704,790	51,375,269	214,227,959	ORT	UNDP/ UNICEF/ CDC		
4.1.6 Road shows & Market day campaigns on NRIS conducted	86,452,000	29,092,800	32,002,080	35,202,288	38,722,516.80	221,471,684.80	ORT	UNDP/ UNICEF/ CDC		Funds for 2019-2020 include mass

										registratio n for children
4.1.7 Radio/TV Phone In programs produced and aired	39,437,800	18,480,880	20,328,968	22,361,865	24,598,051	125,207,564	ORT	UNDP/ UNICEF/ CDC		Funds for 2019- 2020 include mass registratio n for children
4.1.8 Website and Facebook regularly updated	2,040,400	2,244,440	2,468,884	2,715,772	2,987,350	12,456,846	ORT	UNDP/ UNICEF/ CDC		
<b>Outcome Target 4.2</b>	<b>100% Linkages with stakeholders on Civic Education strengthened by 2021</b>									
4.2.1 Task force/Technical Working Groups on NRIS revamped	18,000,000	19,800,000	21,780,000	23,958,000	26,353,800	109,891,800	ORT	UNDP/ UNICEF/ CDC		
4.2.2 MOU with Civic Education stakeholders strengthened	990,000	1,089,000	1,197,900	1,317,690	1,449,459	6,044,049	ORT	UNDP/ UNICEF/ CDC		
<b>Outcome Target 4.3</b>	<b>Demand for NRB products and services (NID, BC &amp; DC) increased from 20% to 50% by 2024</b>									
4.3.1 20 engagement meetings with stakeholders conducted	304,212,400	28,512,000	31,363,200	34,499,520	37,949,472	436,536,592	ORT	UNDP/ UNICEF/ CDC		Funds for 2019- 2020 include mass registratio n for children

4.3.2 Advocacy meetings with decision makers conducted	20,260,000	22,286,000	24,514,600	26,966,060	29,662,666	123,689,326	ORT	UNDP/ UNICEF/ CDC		
4.3.3 10 Exhibitions conducted	22,972,000	25,269,200	27,796,120	30,575,732	33,633,305	140,246,357	ORT	UNDP/ UNICEF/ CDC		
4.3.4 1400 School talks conducted	18,480,000	20,328,000	22,360,800	24,596,880	27,056,568	112,822,248	ORT	UNDP/ UNICEF/ CDC		
<b>Key Result Area 5</b>	<b>NRB Capacity Strengthening</b>									
<b>Strategic Outcome</b>	<b>Improved service delivery</b>									
<b>Outcome Target 5.1</b>	<b>NRB infrastructure improved by 70% by 2024</b>									
5.1.1 10 offices for DRO constructed	201,310,000	221,441,000	243,585,100	267,943,610	294,737,971	1,229,017,681	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.1.2 28 DRO LANs maintained	10,310,000	12,441,000	15,053,610	-	-	37,804,610	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.1.3 28 DROs backup network established	-	6,160,000	6,776,000	-	-	12,936,000	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.1.4 31 birth and death registration equipment sets procured (a set has 6 EBNs)	279,000,000	-	-	-	-	279,000,000	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		

5.1.5 13 motor vehicles for DROs procured	166,310,000	182,941,000	201,235,100	367,768,610	-	918,254,710	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
<b>Outcome Target 5.2</b>	<b>Registration points set up improved by 2024</b>									
5.2.1 Biometric Registration Kits (BRK) replaced by fixed equipment	146,310,000	160,941,000	177,035,100	194,738,610	214,212,471	893,237,181	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.2.2 NRB DRO Service Charters developed and implemented	129,286,000	39,022,500	42,924,750	47,217,225	51,938,948	310,389,423	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
<b>Outcome Target 5.3</b>	<b>NRB human resource capacity strengthened from 50% to 80% by 2021</b>									
5.3.1. 30% of vacant posts filled	30,534,000	58,189,080	0	0	0	88,723,080	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.3.2 100 % NRB staff trained on work processes	35,196,460	63,735,852	0	0	0	98,932,312	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.3.3 Revenue collection mechanisms reviewed	-	-	-	-	-	-		Desk work		
<b>Outcome</b>	<b>NRIS monitoring and evaluation (M&amp;E) system developed by 2022</b>									

<b>Target 5.4</b>										
5.4.1 M&E plan and framework developed	15,926,000					15,926,000	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.4.2 M&E data base developed		14,641,000				14,641,000	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.4.3 M &E system rolled out			13,573,780	14,931,158	16,424,274	44,893,212	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
<b>Outcome Target 5.5 National Registration legal frameworks enhanced by 2021</b>										
5.5.1 National Registration Act reviewed	17,432,000	19,175,200				36,607,200	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
5.5.2 National Registration policy developed & reviewed	43,361,000					43,361,000	ORT	UNICEF/U NDP/ CDC/ BRAVO/ PLAN/ WHO		
<b>TOTAL ESTIMATED COST FOR IMPLEMENTING THE STRATEGIC PLAN</b>						<b>47,701,274,124</b>				

*Appendix 2. Costed Work Plan 2019 – 2020*

<b>KEY RESULT AREA 1: Management Of The National Registration And Identification System</b>									
<b>STRATEGIC OUTCOME 1: Civil registration and national identification systems integrated by 2022</b>									
<b>Outcome Target 1.1: Civil registration and national identification systems integrated by 2022</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
4 Systems reviewed and integration designed	Number of systems integrated	4 Systems reviewed	20,688	4 Systems reviewed	20,688	4 Systems Integration designed	20,688	4 Systems Integration designed	20,688
<b>Outcome Target 1.2: Access to registration points increased by 96 by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)			Target	Funding (MK'000)
65 registration points setup, connected	Number of registration points established and connected	45 registration points setup, connected	576,204			15 registration points setup, connected	192,068	5 registration points setup, connected	64,023
Ground work for establishing registration points in Embassies	Number of embassies assessed	2 Embassies assessed	216	2 Embassies assessed	216	2 Embassies assessed	216	4 Embassies assessed	432

and Missions conducted									
<b>Outcome Target 1.3: Turnaround time reduced from 6 months to 10 days by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)			Target	Funding (MK'000)
Printing of birth and death certificates rolled out to 29 DROs	Number of decentralized printing points operationalized	20 Districts with decentralized printing points	52, 124	9 Districts with decentralized printing points	23,454				
<b>Outcome Target 1.4: System linkages with stakeholders increased from 8 to 50 by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)			Target	Funding (MK'000)
20 Stakeholders identified, and MOUs signed	Number of MoUs signed	5 Stakeholders identified, and MOUs signed	2, 574	5 Stakeholders identified, and MOUs signed	2, 574	5 Stakeholders identified, and MOUs signed	2, 574	5 Stakeholders identified, and MOUs signed	2, 574
APIs developed, managed and users on-boarded	Number of API end points developed and managed			1 APIs developed, managed and users on-boarded	12,130			1 APIs developed, managed and users on-boarded	12,130
<b>KEY RESULT AREA 2: REGISTRATION OF BIRTH, DEATH AND MARRIAGE</b>									
<b>STRATEGIC OUTCOME 2: Improved Civil Registration</b>									

<b>Outcome Target 2.1: Generation of vital statistics improved from 0% to 25% by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
500,000 babies registered and issued with certificates	Number of hospital births registered	150,000 births registered	125,346	150,000 births registered	125,346	150,000 births registered	125,346	150,000 births registered	125,346
8,800,000 unregistered children aged below 16 registered	Number of community births registered	-	-	-	-	8,800,000 community births registered	11,207	-	-
9,800 hospital deaths registered	Number of Hospital deaths registered	2,450 Hospital deaths registered	81,451	2,450 Hospital deaths registered	81,451	2,450 Hospital deaths registered	81,451	2,450 Hospital deaths registered	81,451
6,000 community deaths registered	Number of community deaths registered	1,500 community deaths registered	18,663	1,500 community deaths registered	18,663	1,500 community deaths registered	18,663	1,500 community deaths registered	18,663
<b>KEY RESULT AREA 3: REGISTRATION OF ADULTS, RESIDENT FOREIGNERS AND ISSUANCE OF ID CARDS</b>									
<b>STRATEGIC OUTCOME 3.0 : Improved positive identification of Malawians and resident foreigners</b>									
<b>Outcome Target 3.1: 2,500,000 unregistered Malawians aged 16 and above registered by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)



500,000 registered	Number of Malawians registered	125,000 people registered	134,652	125,000 people registered	134,652	125,000 people registered	134,652	125,000 people registered	134,652
500,000 Printed	Number of IDs printed	125,000 IDs printed	574,833	125,000 IDs printed	574,833	125,000 IDs printed	574,833	125,000 IDs printed	574,833
500,000 distributed	Number of IDs dispatched to DROs	125,000 IDs dispatched	3,370	125,000 IDs dispatched	3,370	125,000 IDs dispatched	3,370	125,000 IDs dispatched	3,370
500,000 issued	Number of IDs issued	125,000 IDs issued	843	125,000 IDs issued	843	125,000 IDs issued	843	125,000 IDs issued	843
35 DEC and Full Councils orientations conducted	Number of DEC and Full Councils orientations conducted	9 DEC and Full Councils orientations	9,183	9 DEC and Full Councils orientations	9,183	9 DEC and Full Councils orientations	9,183	8 DEC and Full Councils orientations	8,163
1,920,000 forms distributed	Number of forms distributed to local registrars	480,000 forms distributed	14,224	480,000 forms distributed	14,224	480,000 forms distributed	14,224	480,000 forms distributed	14,224
336 outreach registration centres established	Number of outreach registration centers established	84 outreach registration centers established	14,490	84 outreach registration centers established	14,490	84 outreach registration centers established	14,490	84 outreach registration centers established	14,490
65 Post Offices operationalized	Number of post offices operationalized	45 Post offices operationalized				15 Post offices operationalized		5 Post offices operationalized	
65 Post Offices connected	Number of post offices connected	45 Post offices connected				15 Post offices connected		5 Post offices connected	

<b>Outcome Target 3.2: 28 District Registers established and operationalized by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
28 Registers designed and produced	Number of registers designed and produced	28 Registers designed and produced	26,240						
<b>Outcome Target 3.3: 95 % of the unregistered resident foreigners aged 16 and above registered by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
2400 resident foreigners registered	Number of resident foreigners registered	600 resident foreigners registered	525	600 resident foreigners registered	525	600 resident foreigners registered	525	600 resident foreigners registered	525
2400 cards printed	Number of cards printed	600 IDs printed	10,582.5	600 IDs printed	10,582.5	600 IDs printed	10,582.5	600 IDs printed	10,582.5
2400 distributed to DRO	Number of cards dispatched to DROs	600 cards dispatched to DROs	740	600 cards dispatched to DROs	740	600 cards dispatched to DROs	740	600 cards dispatched to DROs	740
2400 cards issued to clients	Number of cards issued	600 cards issued to clients	42	600 cards issued to clients	42	600 cards issued to clients	42	600 cards issued to clients	42
<b>KEY RESULT AREA 4: Public Awareness &amp; Civic Education on NRIS</b>									
<b>STRATEGIC OUTCOME 4.0: Increased public awareness on National Registration and Identification System (NRIS)</b>									

<b>Outcome Target 4.1: Public awareness on NRIS increased from 50% to 80% by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
Communication Strategy Reviewed	% of level of awareness on NRIS achieved	Procurement of Consulting Service	10,612	Stakeholder Consultation	2,000	Printing & dissemination	1,850.4		
1 Newsletter published	# of copies of newsletter published			Design of Newsletter	500	Publishing & Dissemination	2,050.4		
IEC materials developed & distributed	# of IEC materials developed & distributed	Message Development & Pretesting	1,210	Printing & Distribution	8,275.2	Printing & Distribution – Mass Registration	40,762	Printing & Distribution	8,275.2
Radio/TV Jingles Produced & Aired	# of Radio/TV jingles produced & aired	Message Development & Pretesting	1,090	Production & Airing	20,275.2	Production & Airing – Mass Registration	50,400	Production & Airing	20,275.2
11 NRIS Billboards erected	# of billboards erected	Message Development & Pretesting	1,090	Printing & Erecting	12,000	Printing & Erecting	11,000	Printing & Erecting	11,000
15 Road Shows & Market day Campaigns on NRIS Conducted	# of market road shows conducted	Market Road Shows	8,816	Market Road Shows	8,816	Market Road Shows – Mass Registration	60,004	Market Road Shows	8,816
Radio/TV Programs Produced & Aired	# of Special Program aired	Radio/TV Special Program	5,600.3	Radio/TV Special Program	5,600.3	Radio/TV Special Program Mass Registration	10,879	Radio/TV Special Program	5,600.3
Website & Facebook regularly updated	# of updates done	Content Review & updates	510.1	Content Review & updates	510.1	Content Review & updates	510.1	Content Review & updates	510.1

TWG meetings revamped & conducted	# of TWG meetings conducted	TWG meetings revamped	4,500	TWG meetings conducted	4,500	TWG meetings conducted	4,500	TWG meetings conducted	4,500
MOU with Civic Education Stakeholders Strengthened	# of MOUs signed	MOU Drafting, Review & Signing	247.5	MOU Drafting, Review & Signing	247.5	MOU Drafting, Review & Signing	247.5	MOU Drafting, Review & Signing	247.5
4 Engagement meetings with Stakeholders Conducted	# of engagement meetings conducted	Stakeholder Analysis & Quarterly meeting	8,640	Quarterly meeting	8,640	Mass Registration Stakeholder meetings	278,292	Quarterly meeting	8,640
2 Advocacy meetings with decision makers conducted	# of advocacy meetings conducted			Advocacy meetings	10,130	Advocacy meetings	10,130		
2 Exhibitions Conducted	# of exhibitions conducted	Exhibition	11,486					Exhibition	11,486
280 School Talks Conducted	# of school talks conducted	School Talks	4,620	School Talks	4,620	School Talks	4,620	School Talks	4,620

**KEY RESULT AREA 5: NRB Capacity Strengthening**

**STRATEGIC OUTCOME 5: Improved service delivery**

**Outcome Target 5.1: NRB infrastructure improved by 70% by 2024**

Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
2 offices for DRO constructed	Number of DRO offices constructed	2 offices constructed	201,310						
10 DRO LANs maintained	Number of LANs maintained	3 LANs maintained	3,093	2 LANs maintained	2,062	2 LANs maintained	2,062	3 LANs maintained	3,093
186 EBNs procured	Number of EBNs procured	50 EBNs procured	75,000	50 EBNs procured	75,000	50 EBNs procured	75,000	36 EBNs procured	54,000

5 vehicles procured	Number of motor vehicles procured			5 vehicles procured	275,000				
<b>Outcome Target 5.2: Registration points set up improved by 2024</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
5 sets of fixed equipment installed in 5 Post Offices	Number of sets of fixed equipment installed in Post Offices	2 sets of fixed equipment installed in Post Offices	58,524	1 set of fixed equipment installed in Post Offices	29,262	1 set of fixed equipment installed in Post Offices	29,262	1 set of fixed equipment installed in Post Offices	29,262
Service Charter for 96 Post offices printed, displayed and implemented	Number of service charters for post offices printed and displayed	Service charters for 96 post offices developed	15,000	Service charters for 96 post offices printed and displayed	114,286				129,286,000
<b>Outcome Target 5.3: NRB human resource capacity strengthened from 50% to 80% by 2021</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
30% posts filled	% of vacant posts filled	Authority to fill vacant posts sought	0	Recruitment and selection done	20,000	30% posts filled	10,534		
100 % NRB staff trained on work processes	% of NRB staff trained and work processes			30 % NRB staff trained on work processes	9,600	40 % NRB staff trained on work processes	12,798	40 % NRB staff trained on work processes	12,798
<b>Outcome Target 5.4: NRIS monitoring and evaluation (M&amp;E) system developed by 2022</b>									
Annual Output	Performance	Quarter 1		Quarter 2		Quarter 3		Quarter 4	

Target	Indicator	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
M&E plan and framework developed	Number of M&E plan framework developed	1 M& E framework	15,926						
<b>Outcome Target 5.5: National Registration legal frameworks enhanced by 2021</b>									
Annual Output Target	Performance Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)	Target	Funding (MK'000)
National Registration Act reviewed	Number of NR Acts reviewed			Consultation meetings conducted	10,000	NR Act reviewed by MoJ, Consensus building and submission to Cabinet	7,432	NR Act passed in Parliament	
5.5.2 National Registration policy developed	Number of National Registration policies developed			Stakeholder consultation meetings conducted	20,000	NR Policy developed, Consensus building and submission to Cabinet	23,361		

*Appendix 2: List of Members of Staff Who Attended the Consultative Workshop at BICC on 4th September, 2018*

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*Appendix 3: List of Members of Staff Who Attended the Consultative Workshop at BICC on 5th September, 2018*

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*Appendix 4: List of Stakeholders Who attended the Consultative Workshop on 7<sup>th</sup> August, 2018 at BICC*

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*Appendix 5: Reference materials consulted*

S/N	Documents consulted
1	The Constitution of the Republic of Malawi, 1994
2	The National Registration Act no 13 of 2010
3	The Public Service Act of 1994
4	The Public Finance Management Act No. 7 of 2003
5	The Laws of Malawi CAP 37:01
6	The Public Procurement and Disposal of Assets Act No. 8 of 2017
7	The Malawi Growth and Development Strategy III (MGDS III)
8	The Public Service Reforms Policy
6	The Public Service Management Policy ,
7	The Policy for A National Registration on Population in Malawi



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