MALAWI BUREAU OF STANDARDS

Promoting Standardization and Quality Assurance in Malawi

2023-2028
Strategic Plan

Contents

ACKNOWLEDGEMENTS

This Strategic Plan would not have been possible if it were not for the concerted and untiring contributions from Management and Staff of the Malawi Bureau of Standards (MBS) and other key stakeholders too numerous to mention. We would like to convey our heartfelt gratitude to you all.

The accomplishment of this Strategic Plan rests heavily on all key stakeholders. We take great pleasure in the eye-opening consultations and interviews with implementing partners, Government officials, public and private sector players.

Last but not least, we wish to sincerely thank the Malawi School of Government for facilitating the development of this Strategic Plan.

STRATEGIC PLAN FRAMEWORK: OVERVIEW

VISION

Internationally recognized standardization, quality assurance and metrology services provider

MISSION

To promote standardization, quality assurance and metrology services towards the strengthening of the economy of Malawi and enhancing the quality of life of its entire people

CORE VALUES

- Customer Focus
- Inclusiveness
- Accountability
- Integrity
- Professionalism
- Impartiality
- Transparency

STRATEGIC PILLAR I:
Institutional Strengthening and Capacity Building

STRATEGIC PILLAR II:
Consumer Protection and Trade Facilitation

STRATEGIC PILLAR III:
Financial Growth and Sustainability

STRATEGIC PILLAR IV:
Robust Quality Culture

MESSAGE FROM THE BOARD CHAIRPERSON

I present to you the 2023-2028 Strategic Plan for the Malawi Bureau of Standards (MBS). The Strategic Plan presents a 5-year trajectory for the Bureau. As a successor plan to 2017-2022 Strategic Plan, the strategic framework puts a premium on building efforts realized from implementation of the predecessor Plan. The 2023-2028 Strategic Plan prioritizes strengthening institutional capabilities of the Bureau as a backbone that supports a robust quality culture in Malawi, while safeguarding consumers and facilitating export-led trade. We are mindful that survival of the MBS also depends on financial growth and sustainability in line with Government reform agenda. Strategy must always dovetail emerging issues in the external environment. We have ensured strategy alignment to the Malawi 2063 (MW2063) and its First 10-Year Implementation Plan (MIP-1), the National Research Agenda of 2023, and related national policies and global trends.

Further, we ascertain our concerted commitment to our mandate. We promote metrology, standardization and quality assurance of commodities and of the manufacture, production, processing or treatment thereof, and further to provide for matters incidental to, or connected with the foregoing. The MBS is also mandated to enforce physical measurement standards through the Metrology Act No. 10 of 2016. Further, MBS' mandate was provided as means of advancing the national economy; benefiting the health , safety and welfare of the public; assisting and protecting consumers; facilitating domestic and international trade; and furthering international cooperation in the field of standardization.

We stand resolute to our vision as an internationally recognized standardization, quality assurance and metrology service provider. This echoes our reason for existence as promoter of standardization, quality assurance and metrology services to strengthening the economy of Malawi and enhancing the quality of life of its entire people.

In this journey, we have benefited from the support of our key stakeholders who have given invaluable input to the strategy formulation process. I thank you all. As we implement the Strategic Plan, I continue to ask for your support. It is said that one hand washes the other. The whole is better than the sum parts of it hence your continued support is hereto sought.

Davlin M D Chokazinga

MESSAGE FROM THE DIRECTOR GENERAL

The Strategic Plan 2023-2028 for the MBS advances the MBS' vision, mission, core values, strategic outcomes and targets and key strategic activities based on a Results-based Framework. Through this strategy blueprint, the MBS advances monitoring, evaluation, accountability and learning (MEAL) model, supported with an operational matrix that has results-based SMART metrics.

Pursuant to our mandate, we seek to build institutional capabilities of the Bureau in all areas of operation that will ensure enhancement of a robust quality culture in Malawi, while safeguarding consumers and facilitating export-led trade. Further, the MBS seeks to ensure financial growth and sustainability. In particular, the Strategic Plan 2023-2028 rests on four strategic pillars as follows: 1) Institutional Strengthening and Capacity Building; 2) Consumer Protection and Trade Facilitation; 3) Financial Growth, Sustainability and Accountability; and 4) Robust Quality Culture.

The process of coming up with the strategic plan was participatory and consultative. We could not have come up with this document if it were not for the support of our stakeholders. For this, we are thankful.

Bernard Thole, PhD

ACRONYMS

AfCFTA	African Continental Free Trade Area
ASYCUDA	Automated System for Customs Data
CAB	Conformity Assessment Body
CFTC	Competition and Fair Trading Commission
DG	Director General
DoF	Director of Finance
DHRA	Director of Human Resource and Administration
DMS	Director of Metrology Services
DSD	Director of Standards Development
DTS	Director of Testing Services
DQAS	Director of Quality Assurance Services
EGENCO	Electricity Generation Company
ESCOM	Electricity Supply Corporation of Malawi
HoD	Head of Department
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
ISO	International Organization for Standardization
KAP	Knowledge, Attitude, Practices
KRA	Key Result Area
LIMS	Laboratory Information Management System
MBS	Malawi Bureau of Standards
MDAs	Ministries, Departments and Agencies
MERA	Malawi Energy Regulatory Authority
MEPA	Malawi Environment Protection Authority

M&E	Monitoring and Evaluation
MGDS	Malawi Growth and Development Strategy
MITC	Malawi Investment and Trade Center
MOU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NASME	National Association for Small and Medium Enterprises
NCIC	National Construction Industry Council
NES	National Export Strategy
NQI	National Quality Infrastructure
NQP	National Quality Policy
NIP	National Industrial Policy
NTP	National Trade Policy
OIML	International Organization of Legal Metrology
SCOT	Strengths, Challenges, Opportunities, Threats
SDGs	Sustainable Development Goals
SQAM	Standardization, Quality Assurance, Accreditation and Metrology
SOP	Standard Operating Procedure
TEVETA	Technical Entrepreneurial and Vocational Education Authority
TSD	Testing Services Department
QASD	Quality Assurance Services Development

EXECUTIVE SUMMARY

The MBS is a statutory organization established in 1972 by an Act of Parliament (Cap 51:02) with a mandate to promote metrology, standardization and quality assurance of commodities and of the manufacture, production, processing or treatment thereof, and further to provide for matters incidental to, or connected with, the foregoing. The Bureau is also mandated to enforce physical measurement standards through the Metrology Act No. 10 of 2016. Further, MBS' mandate was provided as means of advancing the national economy; benefiting the health, safety and welfare of the public; assisting and protecting consumers; facilitating domestic and international trade; and furthering international cooperation in the field of standardization. The Malawi Bureau of Standards (MBS) Strategic Plan (2023-28) provides a 5-year roadmap for the Bureau, succeeding the 2017-2022 Plan.

The process of developing this Strategic Plan was both participatory and consultative. An entry meeting was held to get preliminary strategic issues from MBS Management in April 2022. This was followed by an Inception Meeting with stakeholders which was held on in May 2022 in Blantyre where the study team presented an Inception Report and solicited seminal input to the key areas of strategic focus. Input from the Validation Workshop held in June 2023 also helped to strengthen stakeholder participation, broaden buy-in and ownership of the Strategic Plan. Being a qualitative study design with an interpretivism philosophy, data was collected through an unstructured questionnaire and analyzed using the content analysis technique. A review of relevant documents such as sector policies and Mid-term Review Report of the 2017-2022 MBS Strategic Plan was undertaken. In particular, internal interviews and focus group discussions (diagnostic workshops) were conducted. These largely involved Management and Staff of MBS at Head Office in Blantyre, regional offices in Lilongwe and Mzuzu, border offices in Mchinji, Mulanje (Muloza) and Karonga (Songwe). Stakeholder consultations in the form of key informant interviews, were done with selected ministries, departments and agencies (MDAs) and private industry players in all three regions of the country to complement secondary data.

In line with these provisions and developments, the Bureau affirms her strategic direction for the period 2023-2028 through the following four (4) key Strategic Pillars:

1) Institutional Strengthening and Capacity Building
2) Consumer Protection and Trade Facilitation
3) Financial Growth, Sustainability and Accountability
4) Robust Quality Culture

SECTION ONE: INTRODUCTION

1.1 Preamble

"Promoting Standardization and Quality Assurance in Malawi" is the overarching motto for the Malawi Bureau of Standards (MBS) Strategic Plan (2023-2028). In defining the future for MBS, attention has been given to strengthen efforts realized from implementation of the predecessor 2017 – 2022 Strategic Plan. **"Promoting Standardization and Quality Assurance in Malawi"** entails strengthening institutional capabilities of the Bureau in all areas of operation that will ensure enhancement of a robust quality culture in Malawi, supporting local economic empowerment, safeguarding consumers, and facilitating export-led trade. Further, the MBS seeks to ensure financial growth and sustainability in line with Malawi Government reform agenda. Complementing this strategic intent is the Bureau's objective to manage emerging economic, climate and environmental trends just to name a few.

This strategy is aligned to the Malawi 2063 (MW2063) and its First 10-Year Implementation Plan (MIP-1), the National Research Agenda, and related national policies and global trends. In addition, the Strategic Plan promotes, in a coherent fashion the vision, mission, core values, strategic outcomes, targets and key strategic activities of the MBS based on a Results-based Framework. Through this strategy blueprint, the MBS places a premium on monitoring, evaluation, accountability and learning (MEAL) supported with an operational matrix that has results-based SMART metrics (Annex I).

1.2 Our Mandate

MBS was established with a mandate to promote metrology, standardization and quality assurance of commodities and of the manufacture, production, processing or treatment thereof, and further to provide for matters incidental to, or connected with, the foregoing (Act of Parliament (Cap 51:02)). The Bureau is also mandated to enforce physical measurement standards through the Metrology Act No. 10 of 2016. Further, MBS' mandate was provided as means of advancing the national economy; benefiting the health, safety and welfare of the public; assisting and protecting consumers; facilitating domestic and international trade; and furthering international cooperation in the field of standardization.

1.3 Philosophical Foundations and Rationale

The MBS Strategic Plan for 2023-2028 is underpinned by the philosophical foundations of 'thinking globally and acting locally', empowerment of local communities, and transformation of women, men, youth into drivers of the export-led economic paradigm. Tenets of this world view include intensifying mobilization of indigenous Malawians to become frontline drivers of the economic agenda, transformation of local communities to become active participants in development, and re-engineering societies to become hubs for locally driven industrialization, domestic economic productivity and clusters for export-led processes.

Furthermore, the philosophy recognizes MBS' role as a catalyst for locally driven economic transformation where vulnerable and marginalized sectors of population are provided priority access to MBS services. Central to this philosophy is the principle of equity where MBS balances provision of services to big businesses and large private sector corporate clients while giving adequate attention to SMEs driven by individual entrepreneurs, local communities, women, men and youth groups. The Strategic Plan recognizes MBS as a platform for transformative development through linkages between local economic empowerment and access to regional and global markets.

This philosophy is fortified by the rationale to contribute towards implementation of the Sustainable Development Goals (SDGs) which have remained in full force since the 2017-2022 MBS Strategic Plan was developed. The principle of local economic empowerment has remained relevant, despite shifts in the national development agenda from Vision 2020 to MW2063, operationalized by its First 10-year Implementation Plan (MIP-1). The MBS has therefore aligned its 2023 – 2028 strategy to this national vision towards transforming Malawi to become an inclusively wealthy and self-reliant industrialized upper middle income country.

Further, MW2063 calls for supporting and enabling private sector dynamism to facilitate industrialization, agricultural productivity and commercialization in Malawi. This is central to growing a vibrant economy and has potential positive multiplier effects such as export-led trade. MBS is a key player to assist Malawi in the industrialization drive for export-led economy. At the heart of operationalizing the philosophy of MW2063 is the National Research Agenda expected to use research pathways for unveiling hidden potential and knew knowledge embedded in the realms of standardization and quality assurance. The strategic outcomes have therefore been aligned to the enablers of effective governance systems and institutions, mindset change, enhanced public sector performance and human capital development with an industrialization drive in mind.

1.4 The Process

The process of developing this Strategic Plan was both participatory and consultative. An entry meeting was held to get preliminary strategic issues from MBS Management in April 2022. This was followed by an Inception Meeting with stakeholders which was held in May 2022 in Blantyre where the Study Team presented an Inception Report and solicited seminal input to the key areas of strategic focus. Being a qualitative study design with an interpretivism philosophy, data was collected through an unstructured questionnaire and analyzed using the content analysis technique.

A review of relevant documents such as sector policies and the Mid-term Review Report of the 2017-2022 MBS Strategic Plan was undertaken. In particular, internal interviews and focus group discussions (diagnostic workshops) were undertaken. These involved Management and staff of the MBS at Head Office in Blantyre, regional offices in Lilongwe and Mzuzu and border offices in Mchinji, Muloza (Mulanje) and Songwe (Karonga).

Stakeholder consultations in the form of key informant interviews were done with selected ministries, departments and agencies (MDAs) and private industry players in all the three regions of the country to complement secondary data.

1.5 Overview of the 2017-2022 Strategic Plan

In the last five years, the MBS implemented the 2017-2022 Strategic Plan which depicted a paradigm shift in the sense that the Bureau had aligned itself with the change in government policy of moving Malawi away from being predominantly a consuming nation to an export led economy by assisting industries to improve productivity and supply quality goods and services which were competitive on the global market. The deliberate shift was meant to spur socio-economic growth and development. One such policy document designed to increase exports was the National Export Strategy (NES) I (2013-2018).

The NES II (2021-2025) provides a clearly prioritized roadmap for building Malawi's productive base to generate sufficient exports to match the upward pressure from imports. The aim of the NES II is to maximize the direct contribution of exports to socio-economic development. For this to happen, there is a need for an improvement in productivity and competitiveness of Malawian products on the global market. Thus, the MBS, through this Strategic Plan, envisaged among other things, to build the requisite institutional capacity that would support it to achieve accreditation as a Conformity Assessment Body (CAB). The MBS Strategic Plan was anchored on the following five pillars as Key Result Areas (KRA):

a) Institutional strengthening and capacity building
b) Institutional restructuring and governance reforms
c) Robust quality culture
d) Consumer protection and trade facilitation, and
e) Financial growth and sustainability

MBS undertook a mid-term review of the Strategic Plan's implementation in 2021 to assess the progress and performance in the implementation of the 2017-2022 Strategic Plan.

In particular, the review sought to establish the Plan's relevance, effectiveness, efficiency, sustainability and impact. Lessons learnt from this review have informed development of this Strategic Plan. Based on this review and subsequent consultations and interviews with both internal and external stakeholders, the 2023-2028 Strategic Plan aims at bringing incremental progress based on the successes attained and lessons learnt in the previous planning period while addressing emerging trends.

1.6 Policies Linkages and Strategic Alignment

The 2023-2028 MBS Strategic Plan has been aligned to the following national development plans and related sectoral policies and regulatory frameworks:

a) Malawi 2063

The Malawi 2063 (MW2063) was launched in January 2021 as an overarching vision to guide Malawi's long term developmental agenda. It is operationalized by the first MW2063 first 10-year Implementation Plan (MIP-1) or MIP-1 designed to translate the vision into implementable results. MW2063 is anchored by three Pillars namely: Agricultural Productivity and Commercialization; Industrialization (including mining); and Urbanization (including tourism).

These Pillars are supported by seven Enablers namely: Mindset Change; Effective Governance Systems and Institutions; Enhanced Public Sector Performance; Economic Infrastructure; Human Capital Development; Private Sector Dynamism; and Environmental Sustainability. MBS mandate in advancing standardization and quality assurance is specifically linked to the themes of manufacturing, industrialization, trade facilitation and promotion of SMEs.

MBS is strategically positioned to contribute to the aspiration of turning Malawi into an inclusively wealthy and self-reliant industrialized upper-middle-income country by the year

2063. Some of the pillars of the MW2063 provide policy continuation with the MGDS III key priority areas on promoting sustainable economic growth through supporting an enabling environment for private sector growth, supporting export-led growth, and strengthening the economic empowerment drive. MBS is central to the realization of these goals.

b) National Research Agenda (NRA)

The National Research Agenda was unveiled in early 2023 to inform evidence based development processes. NRA was formulated primarily to support operationalization of MW2063 First 10-year Implementation Plan (MIP-1). NRA is anchored on ten research pillars that are fashioned around the three pillars and seven enablers of MW2063. In essence, NRA is the research engine room for realizing the aspirations of MW2063.

The mandate of MBS is linked and supported by the NRA from various facets. Specifically, MBS is linked to NRA pillar 1 on Agricultural Productivity and Commercialization; NRA pillar 2 on Industrialization (including Mining); NRA pillar 7 on Private Sector Dynamism; NRA pillar 9 on Economic Infrastructure; and NRA pillar 10 on Environmental Sustainability.

The National Commission for Science and Technology (NCST) explicitly recognizes MBS among the key stakeholders for implementation of the NRA. For example, MBS is listed as a potential stakeholder under the theme of Structured Markets where the priority action involves Agro-processing, Value Addition, Quality Assurance, Storage, Preservation, and Marketing.

Similarly, MBS is a potential stakeholder under the theme of Small and Medium Enterprises Development where the priority action involves development and improvement of Malawian products and increasing their competitiveness.

c) National Environmental Policy (NEP)

The mandate of NEP is grounded in the Constitution of Malawi for safeguarding national wealth and protecting the rights associated with the environment. The NEP therefore is designed to promote environmental standards that are commensurate with fundamental rights of all people while protecting sustainable livelihoods. The MBS contributes to this by developing relevant environmental standards.

d) National Trade Policy (2016)

The National Trade Policy (NTP, 2016) seeks to build a robust productive base, generating enough output for the domestic market, regional and global markets. The goal is to create a globally competitive export-oriented economy, generating higher and sustainable livelihoods through trade that recognises the role of MSMEs and the vulnerable groups. Further, NTP promises high level political commitment to ensure consistent, credible, transparent and sustainable implementation and prioritisation in ways that avoid the duplication of existing initiatives.

NTP conveys the Government of Malawi's commitment to make trade a tool for sustainable socio-economic development and poverty reduction as espoused in the MW2063. The policy reflects the range of opportunities and challenges facing Malawi. It recognizes the critical issue of coordination among implementation partners. MBS is a key stakeholder in trade policy necessitating linkages with the MBS Strategic Plan to achieve quality and high standards of export products.

e) National Industrial Policy (2016)

National Industrial Policy (NIP) supports target product clusters, especially the leather and leather products, pharmaceuticals and textiles and clothing, all of which have high potential to drive import substitution, generate significant spill-overs and structurally transform the economy. In addition, NIP supports infrastructure development and other important services and ambitiously prioritizes the promotion of value chain approaches in order to increase exports.

NIP recognizes that industrialization and the structural transformation of the economy are essential to maintaining the rapid long-term economic growth that is needed to raise per capita income, widen the tax base, and address an unsustainable trade deficit. The National Industrial Policy considers manufacturing as a priority sector and therefore provides policy direction on how Malawi can become an industrialized nation pursuant to MW2063. MBS is central to certification and ensuring quality standards of manufactured products for national consumption and supporting an export-led economy.

f) National Agriculture Policy (2016)

National Agriculture Policy (NAP) is focused on the transformation of the agriculture sector by moving subsistence farmers into commercial farming. This is in line with MW2063 for increased sustainable production and commercialization where agriculture is a central pillar for wealth creation. Specifically, MBS has among other roles the responsibility to facilitate development of standards in the agricultural sector, to check quality of inputs (e.g. fertilizer) and outputs/products (e.g. levels of aflatoxins in legumes) and certification of products from agro-processing.

MBS is key to supporting farm-led agricultural transformation that entails treating farming as a business. This, therefore, requires strengthening coordination with the MBS as a key stakeholder in implementation of the NAP for achieving optimal levels in agro-exports.

g) National Health Policy (2018) and WASH

Government of Malawi launched the National Health Policy in 2018 to provide policy direction on key issues that are central to the development and functioning of the health system in Malawi. The Policy has been aligned to Section 13 (c) of the Constitution of the Republic of Malawi, which stipulates that the State is obliged "to provide adequate health care, commensurate with the health needs of Malawian society and international standards of health care".

In this respect, the Constitution guarantees all Malawians the highest quality healthcare services within the limited resources available. MBS has the mandate to ensure standardization and quality assurance in all aspects of the national health system. This includes ensuring acceptable standards in health infrastructure, quality assurance in drugs and medicine, and equipment used in health facilities.

To deliver on this mandate, MBS will strengthen operational linkages with the Central Medical Stores Trust (CMST) and the Pharmacy, Pharmacy and Medicines Regulatory Authority (PMRA) established through Act No.9 of 2019 to regulate Medicines, allied substances and the exercise of the pharmaceutical profession in Malawi.

The mandate of MBS also touches on water, sanitation and hygiene (WASH). Provision of clean and safe water requires MBS to ensure standardization in potable water, used for domestic and household purposes. The MBS will therefore increase its cooperation with the National Water Resource Authority (NWRA).

h) Public Accountability Legal Frameworks

The main laws that Government uses to guide public sector accountability are Public Finance Management Act (2022), Public Audit Act (2014), and Public Procurement and Disposal of Assets Act (2017). The MBS is a public institution that is accountable under all relevant laws apart from the constitutive MBS Act. The MBS Strategic Plan is grounded on core values that include accountability, integrity, transparency, professionalism, impartiality, inclusiveness and customer focus. These core values are attainable contingent on adherence to applicable legal frameworks.

The mandate of MBS is also linked with Malawi's anti-corruption efforts. Efficiency in delivery of MBS services may be compromised if corruption is institutionalized. Therefore, the MBS Strategic Plan is aligned with the National Anti-Corruption Strategy II (2019 – 2024). MBS will therefore work closely with the Anti-Corruption Bureau (ACB) and other stakeholders in the democratic governance sub-sectors of transparency and accountability.

i) Linkages with Regional, Continental and Global Policies

The role of MBS is embedded in domestic policies that are linked with international processes and commitment to which Malawi is a State Party. The MBS has the responsibility to promote the adoption and use of international standards to support trade and industrialization policies that are aligned to global markets. Malawi is a member of regional economic communities such as Southern Africa Development Community (SADC) and Common Market for Southern and Eastern Africa (COMESA). These blocks are increasingly making efforts for member states to align trade and industrialization policies towards a harmonized approach that secures multiple gains for Malawi and other countries. The drive towards policy harmonization entails strengthening the role of MBS in ensuring that standards are in line with SADC and COMESA expectations more especially with regards to industrialization and trade facilitation.

Similarly, Malawi is party to a number of trade agreements and protocols under the African Union (AU). AU Agenda 2063 is linked to MW2063. Recently, AU member states ratified the African Continental Free Trade Agreement (AfCFTA) designed to facilitate economic integration through accelerated trade on the continent. MBS has a critical role to ensuring that Malawi benefits from the AfCFTA through trade in quality exports that meet standards and market specifications.

At the global level, Malawi is party to a number of United Nations (UN) conventions that aim at accelerating development, deepen trade and industrialization, and achieve equitable as well as inclusive global prosperity. The frameworks include the 2030 UN Sustainable Development Goals (SDGs) where the role of MBS is specifically linked to Goal 3 (Good health and wellbeing), Goal 9 (Industry, innovation, and infrastructure), Goal 12 (Sustainable consumption and production), and Goal 17 (Partnership for the Goals).

Malawi is also a member of the World Trade Organization (WTO) where the MBS has the specific mandate to meet certain obligations under the Technical Barriers to Trade (TBT) and Sanitary and Phyto-sanitary (SPS) Agreements.

SECTION TWO: SCOT ANALYSIS, KEY STRATEGIC ISSUES

2.1 Strengths, Challenges, Opportunities, Threats (SCOT)

In Table 1, we present the strengths, challenges, opportunities and threats (SCOT Analysis) of the MBS.

Table 1: Strengths, Challenges, Opportunities, Threats (SCOT Analysis)

Strengths	Challenges
a) Updated MBS and Metrology Acts - regulations give us mandate b) Strategically positioned – in all regions and borders c) Competent and youthful staff for continuity d) Strong and committed leadership e) A good standing of infrastructure on which to build capacity f) Existing collaborations and partnerships with local, regional and international institutions such as Standards Bodies and MSMEs among others g) International accreditation in some scopes h) Strong competence in SQAM	a) Narrow financial base for financial sustainability b) Inadequate staffing c) Delays in renewal of certificates d) Weak Information, Education and Communication (IEC) and marketing strategies e) Inadequate laboratory and office infrastructure f) Gender imbalance g) Inadequate ICT infrastructure h) Lack of accreditation in most services offered i) Delayed feedback in communicating conformity assessment results to client j) Weak mechanisms to track imports destinations k) Negligence in tracking product shelf lifespan l) Centralized conformity assessment facilities affecting access and efficiency m) Weak collaboration with some strategic stakeholders
Opportunities	**Threats**
a) Local service gaps in local industry that MBS can exploit. b) Donor support.	a) Corruption and abuse of resources b) External interference. c) Rising competition from testing

c) Trade protocols between Malawi and other bilateral and multilateral partners. d) Political will by Government to support MBS. e) Demand for quality products and services by the public. f) Increase in the number of MSMEs. g) Expansion of conformity assessment scopes for export market.	centers. d) Unstable power supply. e) Economic instability. f) Pandemics.

2.2 Key Strategic Issues

A situation analysis of MBS points out to eight key strategic issues addressed in this Strategic Plan as follows:

1) Testing and Metrology Infrastructure;
2) Increased Scope of Accreditation of MBS Services;
3) Financial Sustainability;
4) Collaboration in Quality Infrastructure(QI);
5) Public Awareness on SQAM;
6) Human Resource Capacity Development;
7) Digital Transformation of the MBS; and
8) Adoption of Better Regulatory Practices.

2.2.1 Key Strategic Issue #1: Testing and Metrology Infrastructure

Findings indicate inadequate laboratory infrastructure. While it is noted that MBS has a new laboratory and office complex at its Head Office in Blantyre, satellite offices lack adequate testing and metrology infrastructure. Further, MBS needs to capacitate testing and metrology facilities in the other regions in order to reach out to the public and industry players at all levels in the country. This will ensure access and patronage of conformity assessment services in Malawi.

2.2.2 Key Strategic Issue #2: Increased Scope of Accreditation of MBS Services

There is need to increase the scope of accreditation of MBS services to enable universal acceptance of Malawian products and services. This would support an export-led economy in response to the Malawi 2063 and NES II.

2.2.3 Key Strategic Issue #3: Financial Sustainability

MBS needs to focus on finding new income streams such as increasing availability of certified services and undertaking training in quality management, *inter alias*. This requires developing and implementing a robust resource mobilization strategy and strengthening the MBSs financial management control systems.

2.2.4 Key Strategic Issue #4: Collaboration in Quality Infrastructure(QI)

There is currently weak coordination among players in the National Quality Infrastructure (NQI). This is evidenced by fact that there are many players responsible for different areas of the QI, and there is inadequate coordination among the players to determine who does what and how they can effectively cooperate. MBS will champion cooperation through effective high level engagements with other NQI regulators in order to enhance collaboration.

2.2.5 Key Strategic Issue #5: Public Awareness on SQAM

The National Quality Policy observes that the country has an influx of substandard products both local and imports. There is generally low level of consumer awareness on quality and limited access to quality-related information amongst most Malawians. There is need to strengthen public and industry awareness of MBS services addressing SQAM issues in Malawi. MBS will effect Mindset Change amongst the general public and industry players through this Strategic Plan using robust information, education and communication program interventions. Linkages with Ministry of Education to integrate standardization and quality assurance in school and college curricula as avenues for public awareness. MBS will also work closely with Ministry of Civic Education and National Initiative for Civic Education (NICE) as official platforms for public awareness.

2.2.6 Key Strategic Issue #6: Human Resource Capacity Development

MBS needs to continuously develop its human resource capacity in order to provide quality SQAM services in areas that are in demand. These initiatives will seek to address issues related to service excellence and operational efficiency. The intended results include skilled and motivated staff, improved staff performance, improved service provision and improved organizational systems.

2.2.7 Key Strategic Issue #7: Digital Transformation of the MBS

MBS needs a digital transformation strategy that will guide MBS to transform client access to its services from physical interaction into the digital space. Digital transformation is also needed for improved work environment and internal communication which will in turn translate to enhanced service delivery.

2.2.8 Key strategic issue #8: Adoption of Better Regulatory Practices

MBS will through this plan adopt improved regulatory practices in its conformity assessment services. This calls for adopting a risk based approach towards conformity assessment to enable identification, monitoring and evaluation of priority products and services.

SECTION THREE: OUR STAKEHOLDERS

The MBS recognizes the critical role that our stakeholders play in the implementation of the Strategic Plan. In so doing, the MBS shall continue to step up efforts to strengthen engagement and networking with all stakeholders to mobilize and leverage resources for synergies in implementing the Strategic Plan. Stakeholder networking by engaging private sector through Public-Private Partnerships (PPPs) will be a front line strategy for MBS in line with MW2063 and National Research Agenda themes on increasing Private Sector Dynamism. Table 2 presents stakeholder analysis and corresponding strategies for the MBS.

Table 2: Stakeholder Analysis

Stakeholder	Interest	Power	Strategies
Government	HIGH • Proposition of policies for MBS • Export led economic growth through private sector and national development as a whole	HIGH • To consider and approve the recommendations and policy propositions of MBS • Institute policies that would support private sector development through export led economic growth • National development priorities and focus	• MBS will continue to dialogue and communicate with Government on all developments taking place especially on policy changes. It will continually lobby the Government for any required changes regarding its Act and mandate where appropriate
Development partners	HIGH Macroeconomic and political stability at global and national	HIGH Regulates global and national policies and development agenda	• In order to cultivate fruitful relations with development

Stakeholder	Interest	Power	Strategies
	levels which may affect national development	which may affect national development	partners, MBS will continue to engage the development partners through dialogue, sharing of information and strengthened mutual long-term networking
Public and private entities	**HIGH** • Financial viability and sustainability • Socio-economic development • Fair Trading • Accredited services	**HIGH** • Demand for quality service delivery • Hold MBS accountable • Mobilizes support and resources • Lobby for changes in the Act	• Engagement • Keep informed • MBS will continue its commitment to engage the public and private sectors through constant sharing of information, dialogue. In order to ensure that it serves the sectors better, it will strengthen its service delivery through exceptional value propositions for customer service as espoused in its Service Charter
Consumers	**HIGH** • Health and safety • Demand for quality products and services	**HIGH** • Influence what to buy or not • Demand accountability from	MBS will strengthen its information, education and communication (IEC) initiatives to create and sustain a quality

Stakeholder	Interest	Power	Strategies
	• Demand for quality service delivery	manufactures and service providers	culture amongst consumers. This in turn will empower the consumers to demand their rights for access healthy and safer products and services.
Parliament	**HIGH** Provision of mandate to the MBS through legislative instruments	**HIGH** • Legislative authority to influence changes in the MBS Act • Approve a National Budget and policies that is conducive for private sector development to support export economic growth • Provide oversight and hold Government accountable on implementation of policies that facilitate private sector and industry growth and development	MBS will continue to engage the National Assembly through strengthened information, education and communication initiatives that will enable championship of quality culture by legislatures. It will lobby through the national assemblage any constitutional and policy shift affecting its mandate and operating environment. to the
The MBS Board	**HIGH** • Financial viability and sustainability • Organizational development and growth • Capacity of Management to deliver best value for Government	**HIGH** • Determine the strategic direction of MBS • Employ and hold MBS Management accountable • Constitutional mandate and policy making powers	• MBS Management will continue to engage the Board through its performance reports as required in order to keep it satisfied and informed

Stakeholder	Interest	Power	Strategies
		• Governance and demand for quality service delivery by Management • Determine Conditions of Service for employees	
Management and Staff	**HIGH** • Financial viability and sustainability • Organizational and individual development and growth • Protection from exploitation • Conducive and enabling working environment • Job security • Fair and competitive remuneration	**MEDIUM-HIGH** • Demand fair treatment and remuneration and better working conditions • Power to sue and take industrial action against MBS • To leave employment • To hold staff accountable • To deliver the best services to other members of staff	• Manage closely • Engagement • Empowerment • Capacity development • Motivation • Keep satisfied

SECTION FOUR: STRATEGIC FRAMEWORK

4.1 Strategic Statements

This Strategic Plan will be guided by the Vision, Mission statements and Core Values of the MBS as follows:

4.1.1 Our Vision

Internationally recognized standardization, quality assurance and metrology service provider.

4.1.2 Our Mission

To promote standardization, quality assurance and metrology services to strengthening the economy of Malawi and enhancing the quality of life of its entire people.

4.1.3 Our Motto

"Promoting Standardization and Quality Assurance in Malawi"

4.1.4 Our Core Values

SN	Values	Ethos
1	Customer Focus	Listening and being responsive to internal and external customers to deliver quality services
2	Accountability	Being accountable and transparent in our business activities
3	Integrity	Being honest, trustworthy, respectful and ethical in our actions
4	Professionalism	Serving with excellence
5	Impartiality	All customers are equal and important
6	Inclusiveness	Embracing participatory approaches for the benefit of key stakeholders
7	Transparency	Cultivating a culture of openness

4.2 Strategic Pillars, Outcomes and Strategies

With strong emphasis on improving service delivery and providing timely quality services, MBS sets out to address four strategic outcomes in the next five years (2023-2028) in line with identified strategic pillars presented in this section. Target outcomes and key interventions have been specified under each strategic outcome. This narrative is supported by an implementation matrix (Annex 1).

4.2.1 Strategic Pillar 1: Institutional Strengthening and Capacity Building

The MW2063, among others, calls for effective governance systems and institutions, enhanced public sector performance and human capital development. Institutional strengthening and capacity building aims at developing competencies in all areas of MBS operations, systems, structure, skills and human resources, physical infrastructure and supporting technologies for MBS to perform better. Efforts will be focused to capacitate testing, metrology, standards development and quality assurance services in order to strengthen the Bureau's position as the champion of SQAM in Malawi. Institutional strengthening and capacity building will also help to position MBS as a competent player at the SADC, COMESA, AU and global level. In particular, Pillar 1, therefore, aims at filling gaps in accreditation, physical infrastructure, staff capacity, ICT and procurement, among others through the interventions presented below.

Strategic Outcome 1: **MBS strengthened as an institution that will champion quality**

SN.	Outcome targets	Strategies
1.1	Testing and calibration laboratories strengthened	a) Establishment of new testing and calibration laboratories b) Acquisition of new testing and calibration equipment
1.2	International recognition of MBS services enhanced	a) Accreditation of new scopes of MBS services b) Maintenance of existing accredited scopes
1.3	MBS service efficiency improved	a) Automation of key processes b) Strengthening procurement systems and procedures c) Increasing the access of MBS services
1.4	Human resources capacity strengthened	a) Recruitment of staff b) Training of staff c) Improving staff productivity
1.5	Working relationship with key stakeholders enhanced	a) Collaboration with stakeholders

4.2.2 Strategic Pillar 2: Consumer Protection and Trade Facilitation

The second Pillar seeks to protect consumers in line with policy objective 3.2.4 of the National Quality Policy (NQP). Furthermore, it aims to reaffirm the MBS' role in facilitating export-led trade in line with the National Export Strategy (NES II) towards making Malawi an export based economy. Specifically, consumer protection and trade facilitation will be achieved through introduction of new metrology services, increasing the number of certified products and supporting export-led trade, among others.

Strategic Outcome 2: **Consumers safeguarded and export-led trade facilitated**

SN	Outcome targets	Strategies
2.1	Level of consumer protection increased	a) Enhance and introduce new metrology inspection services b) Improve effective implementation and utilization of technical information contained in standards c) Increase the number of certified products and services
2.2	Access to export markets increased	a) Enhance exports quality certification scheme b) Align MBS conformity assessment regimes to the AfCFTA opportunities c) Accreditation of new scopes of MBS services

Strategic Pillar 3: Financial Growth, Sustainability and Accountability

This pillar aims at ensuring a financially sustainable MBS through increased revenue generation and sound financial management practices in line with the Public Finance Management Act (PFMA, 2022) and the Public Audit Act (2003). MBS will also foster anti-corruption, ethics and integrity through cooperation with relevant national integrity institutions. The pillar aims at diversifying revenue sources through resource mobilization strategies and to provide for the effective and responsible use of resources. The prudent use of resources will be achieved through adherence to policies and development of accountability mechanisms.

Strategic Outcome 3: A financially sustainable MBS

SN	Outcome targets	Strategies
3.1	The MBS financial sustainability enhanced	a) Develop and implement a marketing strategy of MBS services b) Develop and implement a financial sustainability plan for the MBS c) Promote sound financial management systems and reporting

4.2.3 Strategic Pillar 4: Robust Quality Culture

Under MW2063 Enabler 1: Mind Set Change, Malawi recognizes that the attainment of the nations' development aspirations requires the cultivation of a new way of thinking and doing things.

In this regard, MBS strives not only to be an exemplar of that positive change but also a key contributor by inculcating a quality conscious culture amongst all Malawians.

Strategic Outcome 4: A quality-conscious society in Malawi

SN	Outcome targets	Strategies
4.1	Quality culture in all sectors of Malawi promoted	a) Enhance quality awareness programs b) Develop and implement a communication strategy

SECTION FIVE: IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING

5.1 Introduction

Sound monitoring and evaluation (M&E) will offer the Executive Management of the MBS the tools and evidence to detect strategy implementation challenges, to adapt or adjust strategy implementation, as well as to communicate strategy results in a timely and accessible manner. It is envisaged that sound M&E advanced in this Plan will help improve planning and operational decision-making by providing evidence to measure performance, and help raise specific questions to identify implementation bottlenecks. Further, M&E will strengthen accountability and stakeholder awareness (information) in regard to the implementation of the strategies, as information regarding the utilization of resources is measured and made known to the Bureau's stakeholders.

5.2 Implementation Arrangements

a) The successful operationalization of this Strategic Plan calls for leadership and commitment from the MBS staff at all levels. In addition, the Strategic Plan will require full and involvement of all key actors and stakeholders.
b) Awareness and dissemination of the Strategic Plan before implementation is important for internal and external stakeholders of the MBS to familiarize themselves with the document.
c) Involvement of key stakeholders is critical to mobilizing goodwill, financial and human resources existing outside the MBS; and,
d) The MBS will further endeavor to address the capacity gaps highlighted in this Plan and mobilize the needed resources for proper implementation of the planned strategies.

5.3 Board and Management

a) Top management has the ultimate responsibility of implementing this Strategic Plan;
b) Heads of departments, under the overall coordination of the Director General, have the responsibility to implement the Strategic Plan in areas falling under their functions as indicated in the implementation matrix; and,
c) The Board through quarterly Board meetings will have an oversight role over Management in implementing the Strategic Plan.

Therefore, strategies proposed in this document should be implemented to capacitate the Board and Management to monitor and evaluate performance.

5.4 Risk Management of Strategic Plan Implementation

MBS recognizes that risks are occurrences that may affect the successful implementation of the Strategic Plan. Risk Management is a continuing process in institutions, it is not reactive or panic-driven but it has to be treated as more predictive and proactive. Risk management now assumes a more strategic role in organizations. It is increasingly being recognized as a guidance provider on the path ahead, mitigating critical risks and allowing companies to grow sustainably in the long-term.

Risk management processes aims at providing decision-makers and responsible parties with an enhanced understanding of risks that could affect the achievement of strategic objectives, as well as the adequacy and effectiveness of controls to be implemented. In this case, ideally, strategic risks are associated with the creation of the business strategy, setting of strategic objectives and also with new business strategy and strategic objectives. It is therefore important to identify, assess, treat, monitor and review risks so that in this case MBS can prevent risks from hindering the achievement of its strategic goals.

Risks in the case of MBS will be looked at in two categories; firstly, risks with negative impact and secondly, those with positive impact on the implementation of the strategies. The basis of these strategic risks (negative and positive risks) showcased below is the SWOC analysis that was conducted, particularly from the threats and opportunities. Table 3 presents an analysis of the risks, gives a perception of the level for each identified risk and proposes mitigation measures and strategies.

The major challenge that MBS is anticipated to face is the selection of those risks that can affect its business. Consequently, it is necessary to determine the perceived strategic impact and perceived probability of occurrence of each risk.

Apart from the achievement of the strategic goal, some impacts that risks might have on MBS are reputational, financial and compliant in nature. Thus, it will be very critical to know the impact level to the company's business if some risks events take place.

The review of strategic risks must be made periodically, as there may be changes in the organization's internal and external environments. Risks may be reviewed in the same manner as the strategic risk assessment process.

Table 3 below gives the risk matrix for the MBS

TABLE 3: RISK ANALYSIS MATRIX FOR 2023-2028 MBS STRATEGIC PLAN

Risk factor	Perceived Level of Impact	Perceived Probability of Occurrence	Mitigating Action
PART A: Risks with Negative Impact			
Reduction in headcount – high staff turnover	Medium	Low	Motivation and hiring of staff
Inadequate funds for trainings	Medium	High	• Canvas for funds with government to train employees • Ensure capacity development projects have training components
Limited skills and competence of new recruits	High	Low	• Robust and competitive recruitment procedure • Customized training and orientation of new staff
Limited funds for new equipment	High	High	• Lobby for higher retention ratio of any surplus • Lobby for retention of cess levy on imports • Motivate Development Partners for continued support
Economic Instability leading to closure of companies	High	Medium	• Create new distinctive competencies and service portfolios to tap new areas. • Continuous strengthening of the MBS as an apex body for standards in Malawi.
Rising competition from other testing centers	High	Medium	• Create distinctive competencies and service portfolios

			• Aggressive and robust marketing strategy
Unstable supply of energy	Medium	High	Invest in and maintain in-house generation of energy or electricity
External interference	High	Medium	Proactively lobbying and engaging government on policies
Reduction in manufacturing	Medium	Low	• Explore new avenues for income generation. • Enhance and extend exports certification activities.
Low exports	Medium	Medium	Collaborate with appropriate export bodies on export information and disseminate the same to traders
Pandemics e.g. COVID-19, Leprosy, Polio, HIV and AIDS	Medium	Medium	Keep staff informed on any developments and take appropriate measures to prevent staff from getting affected.
PART B: Risks with Positive Impact			
Technological innovations utilization to improve work processes	Medium	Low	Process automation, and Increased accessibility and usability of available ICT infrastructure.
International and regional bodies membership	Low	High	• Proactive Public Relations and continuous information dissemination and communication. • Enhanced networking
Service gaps in local industry	High	Medium	• Develop distinctive competencies and service portfolios basing on industry and market demands

			• Continuous strengthening of the MBS as an apex body on certification, standardization and testing.
Access to International funding	High	Low	• Enhanced networking • Continuous lobbying for government support on new developments. • Increased accountability and transparency
Bilateral and Multilateral Trade protocols	Medium	Low	• Capacity building for technical competence to effectively support the protocols. • Enhanced networking • Continuous lobbying for government support on new developments. • Increased accountability and transparency
Political will to support MBS	High	Low	• Proactive Public Relations and continuous information dissemination and communication. • Continuous lobbying for government support on new developments. • Increased accountability and transparency
Quality culture improvement by the general public enabling	Medium	Low	• Customized training and orientation of key stakeholders • Enhanced networking

			• Orientation and training of change agents • Enhanced support to SMEs
SMEs growth	Medium	Low	• Customized training and orientation of SMES
Market Globalization	Low	High	• Monitoring developments in global markets • Enhance networking • Develop distinctive competencies and service portfolios basing on market demands
Export expansion	High	Low	• Monitoring developments in global markets • Enhance networking • Develop distinctive competencies and service portfolios basing on market demands
Technical support from international liaison organizations	Medium	Low	• Membership and participation in technical work of relevant international SQAM bodies • Increased accountability and transparency

After the implementation of the most appropriate actions to treat strategic risks and to achieve the strategic objectives set by the senior management, it is important to monitor strategic risks and review them periodically.

The preventive data monitoring associated with events of strategic risk allows the MBS to identify the existence of conditions that could lead to a risk event. In this way, at least one KRI for each strategic risk should be assigned. The following issues shall be considered:

a) The review of strategic risks must be made periodically, as there may be changes in the organization's internal and external environments.
b) Risks may be reviewed in the same manner as the strategic risk assessment process.
c) Proactive Public Relations and continuous information dissemination and communication.
d) Customized training and orientation of key stakeholders.
e) Increased accountability and transparency shall be ensured.
f) Enhanced networking.
g) Orientation and training of change agents.
h) Create distinctive competencies and service portfolios.
i) Continuous strengthening of the MBS as an apex body for standardization in Malawi.
j) Succession planning intervention.

5.5 Monitoring

Monitoring should be viewed as a tool that should provide critical evidence to foster performance improvement, facilitate greater cooperation between relevant stakeholders by not only eliminating ambiguity in measuring the progress in implementation of the strategies and achievement of outcomes or objectives, but also by making MBS key stakeholders more aware of the mutual benefit of monitoring exercises. Monitoring performance evidence in the implementation of this Strategic Plan can be used to pursue three main objectives:

a) To contribute to operational decision making, by providing evidence to measure performance and raising specific questions in order to identify implementation challenges and delays;
b) To strengthen accountability related to the use of resources, the efficiency of internal management processes, or the outputs of a given strategy implementation; and
c) To ensure transparency, providing key stakeholders with information on whether the efforts carried out by the MBS are producing the expected results.

For monitoring evidence to serve as a management tool, it must be embedded in a performance dialogue that is conducted regularly and frequently enough that it allows practitioners and decision-makers to identify implementation issues, determine resource constraints and adapt their efforts/ resources in order to solve them.

In order to support decision-making by MBS Management and serve as a communication tool to the Key stakeholders, data needs to be analyzed, tailored to the user, focused and relevant. This will enable MBS management to use monitoring as a tool that provides information to further improve on its performance at various levels and departments. For instance, the periodic monitoring reports should be well targeted to its audience by clearly differentiating monitoring methodologies according to their intended users for more fit-for-purpose information.

Communicating results to key stakeholders regarding the implementation of the strategic plan is very important. Keeping periodic monitoring report shared among employees and also key stakeholders and making data available on the MBS communication platforms is important to engage with employees and maintain public accountability. Besides these, the MBS shall develop communication tools in order to increase employee awareness and engagement in the Strategic Plan implementation, such as social media strategies and newsletters with focus on achievements of strategic plan implementation.

To have an effective impact, MBS should ensure the uptake of monitoring results in decision-making. A better impact of monitoring strategic plan implementation results will require the development of a performance narrative focused on addressing inconsistencies in implementation. Moreover, involving employees in the design of the monitoring set-up will increase the legitimacy of the resulting evidence and ultimately lead to greater impact in decision-making. Monitoring for better results implies creating feedback loops to institutionalize the use of monitoring results, either through the budget cycle, or through performance management system for example.

5.6 Evaluation

Evaluation culture at MBS requires a clear understanding of the purpose for and value of evaluation to the Bureau. Evaluation focuses on evidence-based learning, and accountability to examine what the MBS is doing to improve performance and achievement, and how this is done. Widespread and regular communications and dissemination of evaluation results, recommendations and examples of good practices are essential to building evidence for decision-making, while displaying the successes registered. MBS shall ensure that efforts to improve on evaluation findings are linked to the comprehensive approach to change management and performance management system as detailed within the context of the work plan.

MBS Management response and follow-up of evaluation recommendations is another way that will help reinforce positive evaluation culture and use of the results for continuous learning and improvement. It calls for reflection on evaluation results and how improvements can be integrated into the strategic plan evaluated. It shall also be a response to lessons learned and be included in broader institutional schemes. In addition, it will help enforce accountability to beneficiaries as well as to donors and government partners. Identifying ways of tracking recommendations and use is important to continue ensuring that learning from evaluation is taking place.

In particular, evaluation will help MBS gauge itself the extent to which it is contributing to Malawi Vision 2063 aspirations and specifically on how we are playing a significant role in First 10-year Implementation Plan.

5.7 Monitoring and Evaluation Framework Implementation

The success of this Strategic Plan will be a result of fervent monitoring and evaluation of its activities. The main goal of M&E in the implementation of this Strategic Plan is to provide relevant performance information for well informed decision making. An M&E framework based on the milestones presented in the implementation matrix of this document will provide feedback critical for tracking progress on implementation of this Strategic Plan, enabling the Board and Management make evidence-based and informed decisions. The MBS will monitor and evaluate this plan quarterly and annually. Quarterly and annual reports shall be provided as per requirements of Performance Contract to the Board, and this will be normalized through departmental reports during departmental meetings and escalated to senior management meetings for decision making and for eventual attention of the board.

Executive management of the Bureau has the ultimate responsibility for monitoring the implementation of this Strategic Plan. The Director General will exercise individual oversight to monitor the performance of this Plan in accordance to the activities indicated in the implementation matrix.

A Monitoring and Evaluation Committee for the Strategic Plan with representation from all directorates may be formed with the following key responsibilities:

a. Develop a reporting template and M&E tool for the Strategic Plan.
b. Receive, analyze, summarize and consolidate monitoring reports and promptly forward them to the Management every quarter.
c. Facilitate undertaking of mid-term and end-term evaluation of the Strategic Plan.
d. Report the Performance Contract

Members forming the M&E committee must have key proficiencies such as data analysis and research, human resource management, ICT, information and knowledge management, financial management, quality assurance etc. The Committee will be chaired by the Director General and or any nominee he/she sees fit. Responsibility for collecting, analyzing and reporting performance data for each indicator will be assigned based on the technical expertise. The responsibility for maintaining this data base will be assigned to an appointed member of the committee. The indicators, baselines and the targets will be derived from the outcomes of the strategic objectives and the outputs for the activities in the implementation matrix.

5.7.1 Reporting

The M&E Committee will submit reports on a quarterly and annual basis to the relevant board committee through the Director General. The report will be on a structured format providing information on the performance of their departments, and it should explain any variation from expected performance, discuss challenges and constraints faced, highlight lessons learnt and draw the necessary recommendations on any facilitation required to improve on performance. The M&E Committee will analyze, summarize and consolidate the report for submission to the Board through the Director General. The annual report shall be presented to the MBS Board.

5.7.2 Evaluation

An external evaluator will conduct Mid-term and End-term evaluations on the implementation of this Strategic Plan. If for any reason, there is a significant deviation in performance in a very critical indicator in the Plan, an ad hoc evaluation may be conducted to inform decisions on possible interventions in such an area.

5.7.3 Financing

Monitoring and evaluation activities, and in particular annual surveys and evaluations will be financed through budgeted provisions of the MBS.

5.7.4 Management of the Strategic Plan

The MBS will use the extrapolations drawn from the monitoring and evaluation exercises to make informed decisions regarding the delivery of the Strategic Plan function, resource allocation, policy and issues of accountability. For successful management of the Strategic Plan, the following are critical:

5.7.5 Mechanisms for Data Management

Mechanisms for data collection and storage will be created and the information will be put on file. In addition, annual surveys on critical indicators like audience and/or stakeholder satisfaction and awareness surveys, work environment and employee satisfaction surveys will be conducted as suggested in this document. The following tools will be used to implement this Strategic Plan.

a) The Annual Performance Contract targets for Management and the MBS will be derived from this Strategic Plan;
b) Annual work plans will be derived from the implementation matrix in this Strategic Plan and the status of implementation of preceding year's targets;
c) Annual budgets for the MBS will be based on annual work plans drawn from the implementation matrix;
d) The Performance Management System will use the implementation matrix of the strategic plan in order to cascade performance contracts to individual members of staff in MBS basing on the led Strategic Plan aspirations and,
e) The Strategic Plan may be reviewed at any time based on changing realities.

5.8 Staff Capacity

The MBS shall continue to build the capacity of its staff as well as provide the right working environment for them as prerequisites for motivation and productivity.

This will be achieved through capacity assessments to determine capacity action plans for workload, quality of work environment. Education for MBS staff in form of refresher courses for continuous development shall be pursued. This is designed to achieve maximum staff satisfaction and motivation. Training needs analysis for the staff members will be implemented at every earliest opportunity. Full implementation of the recommendations from these studies will be undertaken. Management will ensure that staff are fully inducted on the Strategic Plan.

Where necessary, MBS will outsource certain functions to avoid overloading its staff and as a way of maximizing efficiency gains.

5.9 Resources

To implement this Strategic Plan, the Bureau will require to find resources for its execution. While there are other existing funding mechanisms, we will vigorously mobilize resources from revenue generating enterprises highlighted in this Strategic Plan.

Cost-reduction due to wastage control will also serve as a key intervention that will greatly contribute to resource mobilization and efficient use via resource direction to areas where they are most required. This will also be a key intervention that will substantially build resources for the MBS. We present below budget estimates for implementation of this Strategic Plan (Table 4):

Table 4: Budget Estimates

SN	Strategic Pillar	Cost (MK)
1	Institutional Strengthening and Capacity Building	39,201,000,000
2	Consumer Protection and Trade Facilitation	12,593,000,000
3	Financial Growth, Sustainability and Accountability; and	1,425,000,000
4	Robust Quality Culture	1,770,000,000
	TOTAL	**54,989,000,000**

Annex 1: Costed Implementation Matrix gives the detailed breakdown of the costs.

5.10 Improvements in Capacity

The MBS shall continue to strengthen its relationship with Government, private and public sectors players, civil society, development partners, regulatory institutions and the academia at large, and other key stakeholders that will continue to support its cause through goodwill, financial, material, and human resources. To reinforce this relationship, the MBS resolves to build the necessary capacity and put emphasis on improving the absorption capacity of stakeholder support, networking and enhancing accountability of own actions and transparency in planning, implementation, monitoring and accounting for resources provided. MBS will also expand its capacity to address the challenge of delays in service delivery for example, delays to renew certificates.

5.11 Improvements in Efficiency

The MBS shall ensure measures are put in place to maximize the use of available resources. First it will pursue and emphasize improved costing of our activities to avoid wastage and inefficiency in the use of resources. Second, the MBS shall ensure proper use and scheduled maintenance of facilities, equipment and mobile assets to reduce costs associated with idle capacity. MBS will also improve on timeliness in provision of services such as documentation and frequency of visits to business entities for regular monitoring. Lastly, it will leverage on ICT to reduce costs through adoption of direct internal and external paperless and communication. MBS will also progressively improve its communication strategy through upscaling the use of social media platforms such as Twitter and Threads.

ANNEX 1: COSTED IMPLEMENTATION MATRIX

STRATEGIC PILLAR # 1: INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING

STRATEGIC OUTCOME 1: MBS Strengthened as an institution that will champion quality

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
1.1	Testing and calibration laboratories strengthened	a) Establishment of new testing and calibration laboratories	Packaging material laboratory established	Baseline 0 Target 1						DTS	400,000
			Renewable energy technology laboratory established	Baseline 0 Target 1						DTS	300,000
			Pressure laboratory established	Baseline 0 Target 1						DMS	150,000
			Vehicle tanker and water meter testing facility established	Baseline 0 Target 1						DMS	6,000,000
		b) Acquisition of new testing and calibration equipment	Electrical and electronic laboratory equipment procured	Baseline 5 Target 20						DTS	500,000
			Textiles materials laboratory equipment procured	Baseline 2 Target 14						DTS	500,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
			Testing equipment to support the mining industry procured	Baseline 2 Target 8						DTS	200,000
			Construction material laboratory equipment procured	Baseline 12 Target 27						DTS	600,000
			Water meters testing equipment procured	Baseline 1 Target 2						DMS	120,000
			Temperature laboratory equipment procured	Baseline 3 Target 10						DMS	170,000
1.2	International recognition of MBS services enhanced	a) Maintenance of existing accredited scopes	Accredited scopes maintained	Baseline 5 Target 5						DMS/DQAS/ DTS	400,000
		b) Accreditation of new scopes of MBS services	Small volume laboratory accredited to ISO 17025	Baseline 0 Target 1						DMS	20,000
			Temperature laboratory accredited to ISO 17025	Baseline 0 Target 1						DMS	30,000
			Testing laboratory accredited to ISO 17025 for the testing of mycotoxins, pesticides residues, microbiological contaminants, veterinary drugs residues and heavy metals in cereals, pulses and legumes	Baseline 1 Target 100						DTS	200,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
			Testing laboratory accredited to ISO 17025 for the testing of mycotoxins, pesticides residues, microbiological contaminants, veterinary drugs residues and heavy metals for tea and coffee value chains testing	Baseline 0 Target 20						DTS	100,000
			Testing laboratory accredited to ISO 17025 for the testing of pesticides residues, microbiological contaminants, veterinary drugs residues and heavy metals for honey testing	Baseline 0 Target 20						DTS	100,000
			Food Safety Management System Certification scheme accredited to ISO 17021	Baseline 0 Target 1						DQAS	100,000
			Product Certification Scheme accredited to ISO 17065 for the and macadamia/groundnuts, tea/coffee honey value chain	Baseline 0 Target 3						DQAS	300,000
			Product inspection services accredited to ISO 17020	Baseline 0 Target 1						DQAS	100,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
			Certification of DGO, SDD, HRAD and FD activities to ISO 9001	Baseline 0 Target 1						DSD	30,000
1.3	MBS service efficiency improved	Automation of key processes	ICT environmental assessment conducted	Baseline 0 Target 1						DHRA	12,000
			Automation roadmap developed	Baseline 0 Target 1						DHRA	10,000
			Automation roadmap implemented	Baseline 0 Target 1						DHRA	500,000
			Laboratory Information Management System implemented in TSD	Baseline 0 Target 1						TSD	150,000
			Laboratory Information Management System implemented in MSD	Baseline 0 Target 1						DMS	200,000
			Project Information Management System in QASD and SDD	Baseline 0 Target 1						DQAS/DSD	100,000
			Digital system for identification of certification status of products implemented	Baseline 0 Target 1						DQAS	150,000
			Online systems for search and sale of standards implemented	Baseline 0 Target 1						DSD	100,000
			Procurement plan developed and implemented	Baseline 0 Target 5						DG	0

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
		Strengthening procurement systems and procedures	Orientation for IPDC and Heads of departments done	Baseline 0 Target 2						DG	15,000
			Prequalification of suppliers done	Baseline 0 Target 5						DG	10,000
			Framework agreements entered into	Baseline 0 Target 15							10,000
			Online procurement platform with PPDA developed	Baseline 0 Target 1						DG	15,000
			Purchase orders and Purchase requisitions automated	Baseline 0 Target 1						DG	0
		Increasing the access of MBS services	Testing laboratories established in Lilongwe	Baseline 0 Target 1						DTS	5,000,000
			Testing laboratories established in Mzuzu	Baseline 0 Target 1						DTS	8,000,000
			The MBS website technically updated to handle online application for certification, consumer complaints registration, standardization project request, training application, testing and calibration request e.t.c.	Baseline 1 Target 6						DHRA	15,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
1.4	Human resources capacity strengthened	a) Recruitment of staff	Number of staff recruited	Baseline 271 Target 400						DHRA	13,000,000
		b) Training of staff to Bachelors level	Number of staff trained	Baseline 79 Target 98						DHRA	95,000
		c) Training of staff to Masters level	Number of staff trained	Baseline 21 Target 38						DHRA	119,000
		d) Training of staff to PhD level	Number of staff trained	Baseline 2 Target 5						DHRA	180,000
		e) Training of staff in specialized short courses	Number of staff trained	Baseline 30 Target 50						DHRA	750,000
		f) Improving staff productivity	Work study and process mapping of workflow undertaken	Baseline 0 Target 1						DHRA	15,000
			Workflow improvements implemented based on outcome of work study ad process mapping	Baseline 0 Target 1						DHRA	15,000
			Improved compliance to Service Charter	Baseline 44% Target 90%						DG	10,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
1.5	Working relationship with key stakeholders enhanced	a) Increase the number of MoU with relevant regulators	Number of MoUs with relevant regulators	Baseline 3 Target 12						DTS/DQAS	50,000
		b) Increase the number of MoU with National Standards Bodies (NSBs)	Number of MoUs with NSBs	Baseline 4 Target 7						DG	55,000
		c) Improve the level of engagement with the industry	Number of engagements with large enterprises through MCCCI	Baseline 1 Target 20						DG	60,000
			Number of engagements with MSMEs through NASME, SMEDI and others	Baseline 1 Target 20						DG	110,000
		d) Enhance knowledge of MoIT district officials to assist the public in accessing MBS services	Number of District Trade Officer engagements undertaken	Baseline 0 Target 6						DG	135,000
		e) Enhance the quality of inter-departmental engagements within the MBS	Number of formal inter-departmental engagements	Baseline 1 Target 60						DHRA	0
			Total Cost for Pillar 1								**39,201,000**

STRATERGIC PILLAR #2: CONSUMER PROTECTION AND TRADE FACILITATION

STRATEGIC OUTCOME 2: Consumers safeguarded and export-led trade facilitated

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
2.1	Level of consumer protection increased	a) Enhance and introduce new metrology inspection services	Enhanced IQMS on weighing instruments	Baseline 1 Target 1						DMS	0
			Prepackaged goods inspections scheme rolled out	Baseline 0 Target 1						DMS	10,000
			Type Approval of weighing and measuring instruments commenced	Baseline 0 Target 1						DMS	45,000
		b) Improve effective implementation and utilization of technical information contained in Standards	Number of standards based training courses conducted	Baseline 130 Target 290						DG	320,000
			Number of consultancies undertaken	Baseline 5 Target 10						DG	25,000
			Number of research activities undertaken	Baseline 3 Target 8						DG	25,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
			Number of new market relevant Malawi Standards developed	Baseline 1,500 Target 2,270						DSD	350,000
			Number of market relevant Malawi Standards reviewed	Baseline 400 Target 750						DSD	150,000
		c) Increase the number of certified products and services	Number of permit and designation certificates issued to MSMEs	Baseline 1,045 Target 3,025						DQAS	140,000
			Number of permit and designation certificates issued to Large Enterprises	Baseline 1,202 Target 4,825						DQAS	230,000
			Number of imports batch conformance certificate issued	Baseline 8,300 Target 37,500						DQAS	10,300,000
			Number of Management Systems certificates issued	Baseline 4 Target 14						DQAS	30,000
			Number of market surveillance activities undertaken	Baseline 393 Target 2,000						DQAS	500,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
2.2	Access to export markets increased	a) Improve the export quality certification scheme	Export quality certification regulations developed and published in the Gazette	Baseline 0 Target 1						DQAS	47,000
			Export quality certification regulations implemented	Baseline 0 Target 1						DQAS	14,000
			Number of exports batch conformance certificate issued	Baseline 15 Target 175						DQAS	10,000
		b) Align MBS conformity assessment regime to the AfCFTA opportunities	Number of harmonized African Regional Standards adopted	Baseline 62 Target 300						DSD	0
			Number of MOUs on mutual recognition with other CABs	Baseline 0 Target 3						DQAS	50,000
			Conformity assessment activities aligned to the ARSO Conformity Assessment System/ Annex 6 (Technical Barriers to Trade) to the AfCFTA Agreement	Baseline 0 Target 1						DQAS	115,000
			Clearance of goods automated through ASYCUDA world platform	Baseline 0 Target 1						DQAS	232,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
		c) Accreditation of new scopes of MBS services	Number of new scopes accredited (ref., 1.2)	Baseline 5 Target 148						DG	0
Total Cost for Pillar 2											12,593,000

STRATEGIC PILLAR #3: FINANCIAL GROWTH, SUSTAINABILITY AND ACCOUNTABILITY

STRATEGIC OUTCOME: MBS financial growth and sustainably attained through increased revenue base and sound financial management systems

SN	Outcome targets	Strategies	Performance Indicator	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost (K'000)
3.1	The MBS financial sustainability enhanced	a) Develop and implement a communication and marketing strategy of MBS services	A communication and Marketing strategy developed	Baseline 0 Target 1						DHRA	15,000
			A communication and Marketing strategy implemented	Baseline 0 Target 1						DHRA	50,000
		b) Develop and implement a financial sustainability plan for the MBS	Financial sustainability plan developed	Baseline 0 Target 1						DoF	0
			Financial sustainability plan implemented	Baseline 0 Target 1						DoF	1,100,000
		c) Promote sound financial management systems and reporting	Budget and performance management plans submitted annually	Baseline 1 Target 6						DoF	110.000
			Audited financial reports submitted annually	Baseline 1 Target 6						DoF	120,000
			Internal control guidelines reviewed and implemented	Baseline 4 Target 4						DoF	30,000
			Total Cost for Pillar 3								**1,425,000**

STRATERGIC PILLAR #4: ROBUST QUALITY CULTURE

STRATEGIC OUTCOME 4: A Quality culture-conscious Society in Malawi

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
	Quality culture in all sectors of Malawi promoted	a) Enhance quality awareness programs	Knowledge, Attitude and Perception Study (KAPs) conducted	Baseline 0 Target 2						DG	100,000
			National Quality awards conducted	Baseline 1 Target 6						DSD	120,000
			Quality topics introduced in syllabi	Baseline 0 Target 3						DG	50,000
			Awareness programs conducted (school awareness, radio jingles, press conferences etc)	Baseline 42 Target 300						DG	500,000
			Number of student essay competitions conducted	Baseline 3 Target 8						DSD	50,000
			Number of IEC materials developed and distributed	Baseline 19 Target 60						DG	750,000
			Number of synopses of key standards disseminated	Baseline 0 Target 120						DSD	0
			Commemoration of SQAM international days (world metrology day, world	Baseline 3 Target 15						DG	200,000

SN	Outcome targets	Strategies	Performance Indicators	Baseline/ Target	Y1	Y2	Y3	Y4	Y5	Responsible Officer	Cost K'000)
			standards day and world accreditation day)								
Total Cost for Pillar 4											1,770,000