



**MALAWI ENGINEERING INSTITUTION**

# **STRATEGIC PLAN**

FOR THE PERIOD

**2024 - 2030**



**Accelerating Innovation**





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FOR THE PERIOD

**2024 - 2030**







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# TABLE OF CONTENTS

<b>LIST OF FIGURES</b> .....	<b>VII</b>
<b>LIST OF TABLES</b> .....	<b>VII</b>
<b>APPENDICES</b> .....	<b>VII</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>VIII</b>
<b>FOREWORD</b> .....	<b>IX</b>
<b>PREFACE</b> .....	<b>XI</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>XIII</b>
<b>1.0 INTRODUCTION AND BACKGROUND</b> .....	<b>1</b>
1.1 Introduction .....	1
1.2 Background .....	2
<b>2.0 STRATEGIC OVERVIEW</b> .....	<b>6</b>
2.1 MEI's Governance and Management Structure .....	6
2.1.1 MEI Board .....	6
2.1.2 The Registrar/CEO and Management Team ...	6
2.2 Vision, Mission and Core Values .....	8
2.2.1 Vision .....	8
2.2.2 Mission .....	8
2.2.3 Core Values .....	8
2.3 Legislative and Other Mandates .....	8
2.3.1 Malawi Engineering Institution Act 2019 .....	8
2.3.2 National Construction Industry Council (NCIC) Act 1996 .....	9
2.4 Linkage with Development Policies and Strategies ...	10
2.4.1 Malawi 2063 .....	10
2.4.2 The Malawi 2063 First 10-Year Implementation Plan (MIP-1) .....	12
<b>3.0 STRATEGIC ANALYSIS</b> .....	<b>14</b>
3.1 Achievements, Challenges and Lessons .....	14
3.2 Regulation of the Engineering Profession in Malawi ..	15
3.2 Key Result Areas (KRAs) .....	17
3.2.1 Engineering Promotion and Development .....	17
3.2.2 Registration of Engineering Practitioners .....	18

3.2.3	Training and Development .....	18
3.2.4	Compliance and Incident Management .....	19
3.2.5	Institutional Governance and Sustainability ....	19
3.3	Analysis of Internal and External Environment: SWOT Analysis .....	20
3.4	Environmental Scan: PESTEL Analysis .....	24
<b>4.0</b>	<b>STRATEGIC DIRECTION .....</b>	<b>26</b>
4.1	KRAs, Objectives, Outcome Targets and Outputs ....	26
4.2	The Results-Based Logical Framework .....	34
<b>5.0</b>	<b>CRITICAL SUCCESS FACTORS .....</b>	<b>40</b>
5.1	Strong Leadership and Governance .....	40
5.2.	Financial Management and Sustainability .....	40
5.3.	Efficient and Effective Processes .....	40
5.4.	Effective Collaboration and Partnerships .....	41
5.5.	Public Awareness Campaigns .....	41
5.6.	Innovation and Adaptability .....	41
5.7.	Inclusive and Comprehensive Stakeholder Engagement .....	42
5.8.	Effective Monitoring and Evaluation Framework .....	42
5.9.	Legal and Regulatory Compliance .....	42
5.10.	Enhanced Professional Development and Training ...	43
5.11	Risk Management .....	43
5.12	Quality Management .....	43
<b>6.0</b>	<b>IMPLEMENTATION, MONITORING AND EVALUATION .....</b>	<b>45</b>
6.1	Strategic Plan Implementation Arrangements .....	45
6.2	Monitoring and Evaluation .....	45
<b>7.0</b>	<b>REVIEW OF THE STRATEGIC PLAN .....</b>	<b>47</b>
<b>APPENDICES .....</b>		<b>48</b>
<b>Appendix 1 : Implementation Plan .....</b>		<b>49</b>
<b>Appendix 2 : Stakeholder Analysis .....</b>		<b>57</b>
<b>Appendix 3 : List of Stakeholders Consulted .....</b>		<b>60</b>
<b>Appendix 4 : Strategic Planning Team .....</b>		<b>61</b>
<b>Appendix 5 : Resource Requirements for Implementing the Strategic Plan .....</b>		<b>62</b>

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## LIST OF FIGURES

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**Figure 1 :** MEI Organizational Structure

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## LIST OF TABLES

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

**Table 2:** SWOT Analysis

**Table 3:** PESTEL Analysis

**Table 4:** Key Result Areas, Objectives, Outcomes, Targets and related Outputs

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

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## APPENDICES

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**Appendix 1** : Implementation Plan

**Appendix 2** : Stakeholder Analysis

**Appendix 3** : List of Stakeholders Consulted

**Appendix 4** : Strategic Planning Team

**Appendix 5** : Resource Requirements for Implementing the Strategic Plan

## **ABBREVIATIONS AND ACRONYMS**

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<b>CPD</b>	:	Continuous Professional Development
<b>CSF</b>	:	Critical Success Factors
<b>DHRMD</b>	:	Department of Human Resource Management and Development
<b>ERC</b>	:	Engineering Registration Council
<b>ICT</b>	:	Information and Communication Technology
<b>KRA</b>	:	Key Result Area
<b>M&amp;E</b>	:	Monitoring and Evaluation
<b>MDA</b>	:	Ministry, Department, or Agency
<b>MEI</b>	:	Malawi Engineering Institution
<b>MIP-1</b>	:	Malawi 2063 First 10-Year Implementation Plan
<b>MW2063</b>	:	Malawi 2063
<b>NCIC</b>	:	National Construction Industry Council
<b>PPDA</b>	:	Public Procurement and Disposal of Assets
<b>RBM</b>	:	Results-Based Management
<b>SDGs</b>	:	Sustainable Development Goals
<b>SPIC</b>	:	Strategic Plan Implementation Committee
<b>SWOT</b>	:	Strengths, Weaknesses, Opportunities, and Threats

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## FOREWORD

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I am pleased to present the 2024-2030 Strategic Plan which will be implemented under a theme 'Accelerating Innovation'. The formulation of this strategic plan for the Malawi Engineering Institution (MEI) represents an important milestone in the vision of enhancing the engineering profession and allied disciplines in Malawi. This plan is a blue print to guide our efforts over the next strategic period, aligning our activities with the mandates outlined in the MEI Act; the national aspirations captured in the Malawi 2063; and in response to the valuable feedback received from stakeholders through consultations, internal assessments, and external analyses.

Since its operationalization in 2021, MEI has been playing a very important role in preserving the advancement of the engineering profession in Malawi. Recognizing the evolving landscape and the dynamic challenges facing the engineering profession, it is important to have an institution that builds upon past achievements and addresses emerging needs and opportunities. Notwithstanding the significant strides we have made, there are some notable areas in which improvements are possible including emerging professional issues.

I note with satisfaction that the development of this strategic plan involved drawing upon insights gathered from thorough research, consultations with stakeholders across the country, and a review of the MEI Act as well as the MIP-1. These instruments provided a proper foundation for preparation of the strategic outcomes, objectives, and outputs, ensuring that our efforts are well aligned not only with the aspirations of our profession but also the nation's development agenda.

As we roll out this strategic plan, I would like to extend my

sincere appreciation to all those who generously contributed their time, expertise, and perspectives towards the preparation of this plan. The collaborative spirit and collective wisdom demonstrated throughout the process underscore the commitment of our stakeholders to the advancement of the engineering profession in Malawi. It is my utmost hope that the same spirit continues during the implementation of this plan.

I am confident that with concerted efforts and unwavering dedication, we will realize the outcomes outlined in this strategic plan, furthering our mission to regulate and promote the engineering profession in Malawi for national economic growth.

**Ronald Gundamtengo, Pr.Eng. (Mw.EI).**

PRESIDENT AND BOARD CHAIRPERSON

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## **PREFACE**

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This strategic plan is a product of institutional knowledge; thorough review of relevant legislation, policies, and similar plans; as well as extensive consultation with engineering professionals in the Northern, Central, and Southern regions of Malawi. Their valuable insights have shaped this plan, ensuring alignment with national development goals and the aspirations of the engineering profession in Malawi.

Our strategic focus revolves around five (5) Key Result Areas (KRAs). Firstly, in Engineering Promotion and Development, we aim to promote the value and importance of engineering in driving socio-economic development and innovation. Secondly, in Registration of Engineering Practitioners, we strive to enhance the registration process, ensuring only qualified and competent practitioners are certified and are eligible to practice. Thirdly, in Training and Development, we aim to facilitate continuous professional development programs that enhance the skills and knowledge of the engineering practitioners. Additionally, in Compliance and Incident Management, the goal is to ensure strict adherence to professional standards and effective management of engineering-related incidents. Lastly, in Institutional Governance and Sustainability, we seek to strengthen MEI's governance structures and ensure long-term financial sustainability of the institution.

The MEI Act empowers the institution to exercise disciplinary control over the engineering profession, employ staff for efficient administration, raise funds through various means, manage and deal with property, enter arrangements with engineering bodies outside Malawi, prescribe fees and



regulations, inspect engineering firms for compliance, and do or perform any act necessary to or directed towards the furtherance of its objects. This strategic plan is one of several avenues that seek to lay out a roadmap that will allow MEI to operationalize the Act.

MEI is committed to implementing this strategic plan diligently, with a focus on achieving tangible outcomes that benefit our members, stakeholders, and the nation at large. We look forward to continued support and collaboration with all stakeholders in this exciting journey as we strive to become a beacon of ethical and professional engineering in Malawi.

**Arthur Wengawenga, Pr. Eng (Mw.EI).**

REGISTRAR & CHIEF EXECUTIVE OFFICER

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## EXECUTIVE SUMMARY

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The Malawi Engineering Institution (MEI) presents its inaugural Strategic Plan for the period 2024-2030. This strategic plan serves as a comprehensive roadmap to enhance the engineering profession and contribute to national development goals. This strategic plan aligns MEI's activities with the mandates outlined in the MEI Act and the Malawi 2063 (MW2063). It is the result of extensive consultations with stakeholders, thorough research, and an analysis of both internal and external environments to ensure well-informed and impactful planning and decision-making.

### Vision, Mission, and Core Values

MEI envisions becoming a beacon of ethical and professional engineering in Malawi and beyond. Its mission is to regulate and promote the engineering profession through registration, licensing, compliance enforcement, discipline, and continuous professional development, contributing to an inclusively wealthy and self-reliant nation. This strategic plan is guided by MEI's core values of Transparency, Accountability, Integrity, Honesty, Teamwork, Innovation, Collaboration, and Excellence, ensuring a commitment to ethical and professional standards in all its endeavors. The core values guiding MEI are encapsulated in the acronym "**THRIVE**":

- T** - Transparency
- H** - Honesty
- R** - Responsibility
- I** - Integrity
- V** - Vibrancy
- E** - Excellence

**The strategic plan focuses on five Key Result Areas (KRAs):**

- 1. Engineering Promotion and Development:** Promoting and advocating the value and importance of engineering in driving socio-economic development and innovation.
- 2. Registration of Engineering Practitioners:** Enhancing the registration process to ensure only qualified and competent practitioners are certified.
- 3. Training and Development:** Facilitating continuous professional development programs to enhance the skills and knowledge of engineering practitioners.
- 4. Compliance and Incident Management:** Ensuring strict adherence to professional standards and effective management of engineering-related incidents.
- 5. Institutional Governance and Sustainability:** Strengthening MEI's governance structures and ensuring long-term financial sustainability.

**Strategic Analysis and Environmental Scan**

The strategic analysis included a detailed SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis to understand the critical factors influencing MEI's performance so far. These analyses identified MEI's strong legal mandate, capable workforce, and opportunities arising from technological advancements and growing demand for engineers. However, challenges such as financial constraints, limited human capacity, and inadequate public awareness were also highlighted.

**Implementation, Monitoring, and Evaluation**

The strategic plan's implementation will be overseen by a Strategic Plan Implementation Committee (SPIC) with clear

Terms of Reference (ToRs). Monitoring and evaluation (M&E) will be a continuous process, providing regular feedback to ensure progress towards strategic outcomes and targets. Annual reviews, a mid-term review in 2026/2027, and a full review in 2030 will assess the plan's effectiveness and incorporate new developments.

### **Critical Success Factors**

The successful implementation of the strategic plan hinges on several critical success factors:

1. Strong leadership and governance
2. Comprehensive public awareness campaigns
3. Streamlined and efficient processes
4. Financial management and sustainability
5. Effective collaboration and partnerships
6. Enhanced professional development and training
7. Inclusive stakeholder engagement
8. An effective monitoring and evaluation framework
9. Legal and regulatory compliance
10. Innovation and adaptability

### **Conclusion**

The MEI Strategic Plan 2024-2030 is a strategic blueprint designed to elevate the engineering profession in Malawi and contribute significantly to national development goals. This plan reflects the collective wisdom and commitment of stakeholders and sets the stage for a transformative period in Malawi's engineering landscape.

## **1.0 INTRODUCTION AND BACKGROUND**

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### **1.1 Introduction**

The Malawi Engineering Institution (MEI) was established under section 3 of the Malawi Engineering Institution Act No. 13 of 2019 as the sole authority for regulation of engineering, the engineering profession, and allied disciplines in Malawi. The goal is to ensure availability of well qualified engineering practitioners.

Among other functions, the Institution was established to:

- a) Promote the general advancement of engineering, technology, science and allied disciplines in Malawi;
- b) Facilitate the continuing acquisition of knowledge by members of the engineering profession;
- c) Maintain a register of mentors deemed by the Institution to be qualified to supervise the post-graduate training of graduate engineers in Malawi;
- d) Facilitate the professional development of members of the Institution as may be determined by the Institution; and
- e) Investigate and monitor national emergencies or disasters or any other matter of public concern caused by, or likely to be caused by, an engineering product or service and recommend appropriate preventive, rehabilitative or other measures.

Members of MEI Board including the President and the Vice, are appointed at an Annual General meeting of the Institution and hold office for a period of three (3) years. The Act empowers MEI to establish branches and divisions of the

Institution to play specific roles in line with the functions of the institution.

The development of this strategic plan is a critical milestone as part of continuous efforts to enable MEI to contribute significantly to national development. MEI is committed to actively promote the growth of the engineering profession and allied disciplines by registering its footprint in the country through specific objectives and interventions elaborated in this strategic plan. To achieve the desired future state for MEI, a thorough understanding of the engineering industry and stakeholder perspectives is indispensable. All consultations conducted to enhance this strategic plan represent a proactive step towards strengthening MEI's role as a pillar for engineering excellence in Malawi.

## **1.2 Background**

The development of the Malawi Engineering Institution (MEI) Strategic Plan was initiated through a structured and inclusive process to ensure comprehensive input and alignment with national goals and international best practices. This process began with a series of meetings between MEI and consultants from the Department of Human Resource Management and Development (DHRMD) to outline the tasks involved and clarify the strategic planning process.

### **Inception Meeting / Initial Workshop with Management Team**

The initial phase of the strategic plan development included an inception meeting where MEI's management team and consultants detailed the tasks and objectives of the strategic plan. This meeting was essential for setting the foundation and providing greater clarity on the overall process.

### **Stakeholder Consultations**

Stakeholder consultations formed a vital part of the strategic planning process. These consultations aimed at gathering constructive ideas and feedback from key stakeholders. Listening to stakeholder concerns and feedback was crucial for improving and enhancing the strategic plan, ensuring it reflects the needs and expectations of those involved with the engineering profession in Malawi.

### **Strategic Planning Workshops**

The strategic planning phase involved a series of workshops and priority setting meetings. During these sessions, MEI and the facilitators developed a detailed monitoring and evaluation framework through annual output targets, implementation plan, and logical framework. The structured format for the strategic plan is based on the Results- Based Management (RBM) Framework, which is recommended by Government. These workshops also addressed the costing of the strategic plan, providing cost estimates for each target and output under the Key Result Areas (KRAs).

### **Methodology**

A comprehensive methodology was employed, combining questionnaires, workshops, focus group discussions, and regional meetings to facilitate meaningful engagement. This methodology ensured that both internal and external stakeholders were actively involved in the strategic planning process.

Recognizing the geographical diversity of stakeholders, MEI organized consultations across Malawi's Northern, Central, and Southern regions. This inclusivity ensured that the unique challenges and opportunities specific to each region were considered in formulating strategic initiatives.

The internal consultation process began with an inception meeting on 18th October 2023, which set the foundation for the strategic planning initiative. Key highlights included strategic alignment with national frameworks like Malawi 2063 (MW 2063) and the 10-year implementation plan (MIP-1), and compliance with the MEI Act to ensure all strategic endeavors fell within the legal mandate of MEI and national aspirations.

Following the inception meeting, an envisioning workshop was conducted on 23rd November 2023 involving MEI staff. This workshop utilized surveys and discussions to gather internal perspectives, focusing on organizational strengths, weaknesses, and aspirations. The RBM framework guided the envisioning process, ensuring measurable outcomes and systematic planning.

MEI conducted regional consultations to gather insights from various stakeholders. In the Northern Region, a consultation was held on 22nd January 2024 at the Sunbird Hotel in Mzuzu. The activities included presentations on the strategic planning process by DHRMD, group discussions, and workshops. In the Central Region, a similar consultation took place on 24th January 2024 at the Sunbird Hotel in Lilongwe. In the Southern Region, the consultation occurred on 26th January 2024 at the Amaryllis Hotel in Blantyre. Stakeholders engaged through workshops, briefings, presentations on the strategic planning process, and group discussions.

Following these regional consultations, the team focused on developing a Monitoring and Evaluation (M&E) framework from 24th April to 27th April 2024. Reflecting on the insights gathered during the consultations, they revisited annual output targets and developed an implementation plan and logical framework to monitor progress on the strategic plan. The structured and inclusive process of developing the



MEI Strategic Plan ensured that it was aligned with national goals and legislative mandates. The extensive stakeholder consultations and workshops facilitated the gathering of valuable insights, leading to a comprehensive and effective strategic plan that addresses the needs and aspirations of the engineering profession and allied disciplines in Malawi.



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## **2.0 STRATEGIC OVERVIEW**

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This part of the strategic plan outlines the strategic profile of MEI in terms of establishment, its status, and its corporate structure including the Board, and the outlook for the coming six (6) years in terms of its vision, mission and core values. This part also considers all relevant legislation, policies, and other mandates that are applicable to MEI's operating environment.

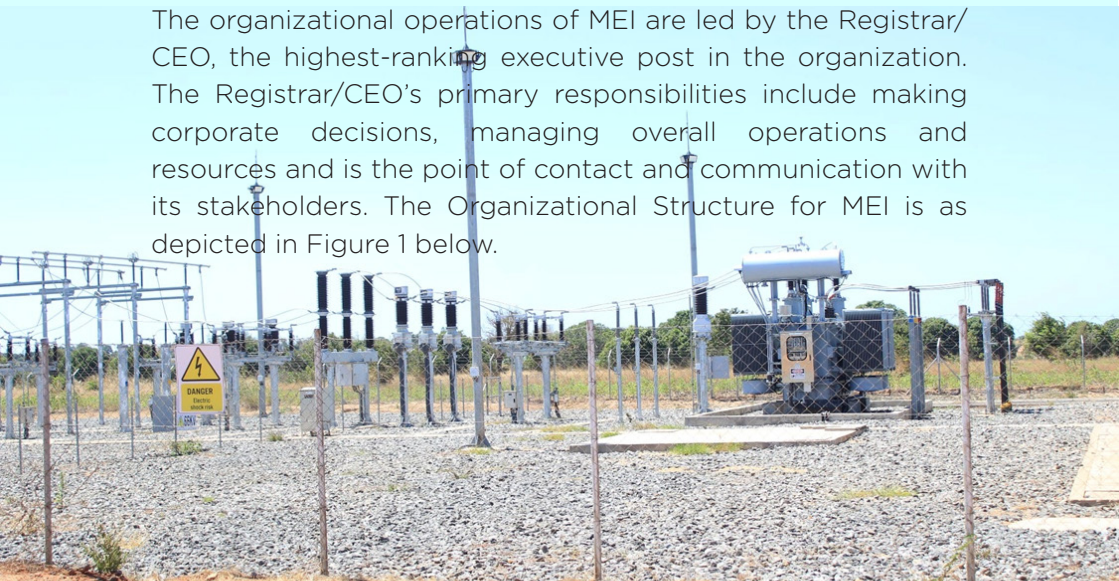
### **2.1 MEI's Governance and Management Structure**

#### **2.1.1 MEI Board**

MEI operations are governed by the Board that has the overall responsibility over its strategic leadership, control and performance management. The Board plays an oversight role by ensuring that the institution maintains effective, efficient and transparent systems in managing its financial, material and human resources as expected by the public.

#### **2.1.2 The Registrar/CEO and Management Team**

The organizational operations of MEI are led by the Registrar/CEO, the highest-ranking executive post in the organization. The Registrar/CEO's primary responsibilities include making corporate decisions, managing overall operations and resources and is the point of contact and communication with its stakeholders. The Organizational Structure for MEI is as depicted in Figure 1 below.



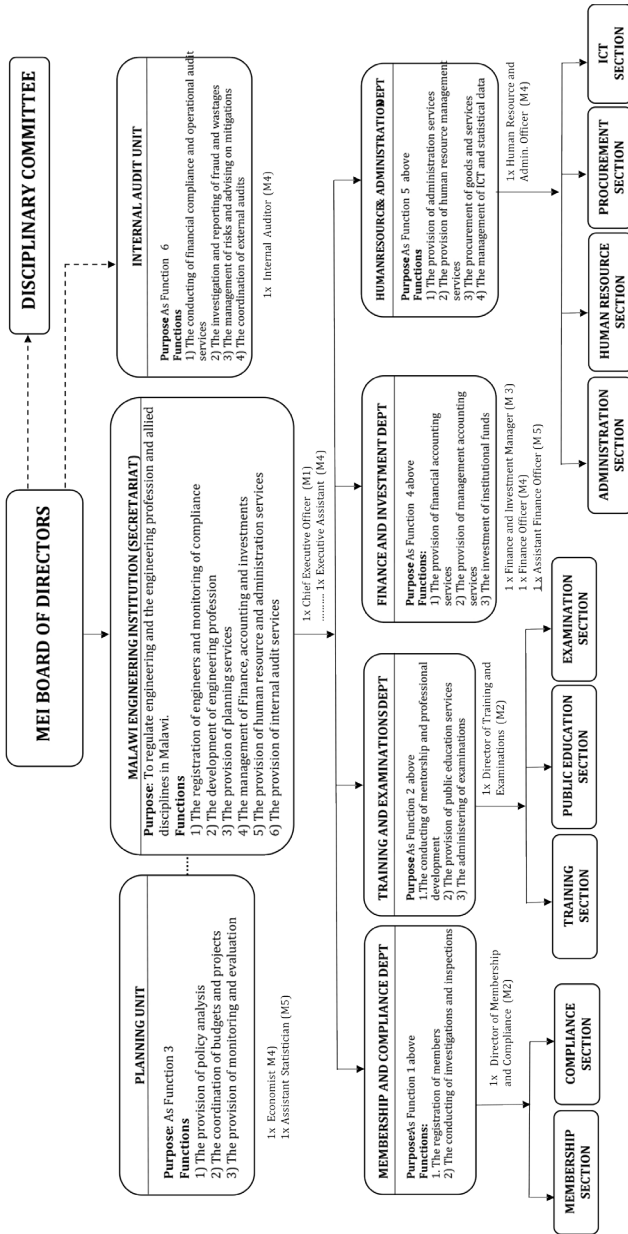


Figure 1: MEI Organisational Structure

## **2.2 Vision, Mission and Core Values**

### **2.2.1 Vision**

The vision for MEI is;

***“A beacon of ethical and professional engineering in Malawi and beyond”***

### **2.2.2 Mission**

The mission for MEI is;

***“To Regulate and promote the engineering profession in Malawi for national economic growth.”***

### **2.2.3 Core Values**

In achieving its vision and fulfilling its mission, MEI will be guided by core values, which will set the ideal behavioral standards for its employees. This strategic plan is guided by MEI’s core values of Transparency, Accountability, Integrity, Honesty, Teamwork, Innovation, Collaboration, and Excellence, ensuring a commitment to ethical and professional standards in all its endeavors. These are encapsulated in the acronym “THRIVE”:-

2.2.3.1 **T** - Transparency

2.2.3.2 **H** - Honesty

2.2.3.3 **R** - Responsibility

2.2.3.4 **I** - Integrity

2.2.3.5 **V** - Vibrancy

2.2.3.6 **E** - Excellence

## **2.3 Legislative and Other Mandates**

### **2.3.1 Malawi Engineering Institution Act 2019**

The MEI Act No. 13 of 2019 empowers the MEI to effectively regulate and promote the engineering profession in Malawi. One of its primary responsibilities is to exercise disciplinary

control over the engineering profession and allied disciplines. This ensures that ethical standards are maintained within the industry.

MEI is also tasked with fostering professional development and international collaboration. It can enter partnerships with engineering qualifying bodies outside Malawi to align qualifying standards and facilitate the reciprocal acceptance of qualifications. Additionally, MEI can prescribe fees for examinations and establish regulations concerning the qualifications of persons for registration, ensuring that the standards for entering the profession remain rigorous and consistent.

Finally, the Act grants MEI the authority to inspect engineering firms to ensure compliance with the Act. This oversight is crucial for maintaining the integrity and quality of engineering practices in Malawi. Overall, the MEI Act provides a framework for the Institution to support and advance the engineering profession through comprehensive regulatory, administrative, and developmental powers.

### **2.3.2 National Construction Industry Council (NCIC) Act 1996**

The National Construction Industry Council (NCIC) Act of 1996 is a cornerstone legislative mandate designed to regulate and promote the construction industry in Malawi. The Act empowers the NCIC to classify, register, and enforce regulations across all individuals and firms engaged in the construction sector. MEI and this regulatory framework have a common goal of ensuring that only qualified and experienced professionals participate in the industry, thereby maintaining high standards of practice and ensuring the safety and integrity of construction projects.

The NCIC Act outlines specific functions such as the development and maintenance of a classification system for contractors and consultants, the establishment of clear and transparent registration criteria, and the enforcement of compliance with construction standards which serve as a relevant benchmark for this strategic plan. The Act also addresses the challenges of lengthy registration processes and unclear registration criteria, which have historically hindered efficiency in the sector. By promoting the growth of small and medium-scale contractors and ensuring that only properly registered service providers are allowed to tender for public projects, the NCIC Act aims to enhance the local construction industry's capacity and competitiveness.

The Malawi Engineering Institution's (MEI) Strategic Plan for 2024-2030 aligns closely with the mandates of the NCIC Act to foster regulation in the engineering sector that complements the construction industry. MEI's strategic objectives resonate with the NCIC's goal of enhancing standards, ensuring compliance, and promoting the professional development of practitioners within the industry.

## **2.4 Linkage with Development Policies and Strategies**

### **2.4.1 Malawi 2063**

The MW2063 was designed to help Malawi attain her long-term aspirations. Its purpose is to serve as a single reference document for policy makers and stakeholders in government, the private sector, non-governmental organizations and cooperating partners on government's socio-economic growth and development priorities. The vision aims to transform Malawi into an inclusively wealthy and self-reliant industrialized 'upper middle-income country

by the year 2063. MW2063 is anchored on three key pillars, namely: Agriculture Productivity and Commercialization; Industrialization; and Urbanization. The attainment of these three (3) Pillars will be catalyzed by seven (7) Enablers, namely: Mindset Change; Effective Governance Systems; Public Sector Performance; Private Sector Dynamism; Human Capital Development; Economic Infrastructure, and Environmental Sustainability.

MW 2063 emphasizes the importance of human capital development, with a particular focus on Science, Technology, and Engineering. The MEI supports this by ensuring that engineering practitioners are well qualified and adhere to ethical standards, thus contributing to the competitive advantage of the country.

MEI's regulatory role also extends to various infrastructure projects highlighted in MW 2063. These include constructing educational and health facilities, modern hospitals, piped water supply systems, sports villages, high-capacity power plants, large-scale irrigation schemes, and housing projects—all of which are prioritized interventions. By ensuring that only certified engineers are working on these projects, MEI ensures that they are built to high standards, promoting safety, efficiency, and sustainability. This involvement not only supports national development but also ensures that the infrastructure meets the needs of the population.

Another key intervention of MW2063 is to create incubation spaces and hubs to encourage youth innovation and invention. MEI contributes to this intervention by fostering an environment where engineering professionals can innovate and commercialize their ideas, thereby supporting startups and new ventures in engineering, thus driving job creation and economic growth.



MEI considers itself as an integral partner to the successful realization of Malawi 2063's vision. As such, MEI has been proactive in its approach in developing this strategic plan which includes a comprehensive Monitoring and Evaluation (M&E) framework to ensure that progress is systematically tracked and adjusted accordingly.

#### **2.4.2 The Malawi 2063 First 10-Year Implementation Plan (MIP-1)**

The Government of Malawi is operationalizing the MW2063 through the Malawi 2063 First 10-Year Implementation Plan (MIP-1) for the period starting 2021-2030 to ease the drive for its implementation of collective dreams in the take-off years.

The MEI strategic plan has several points of alignment to the MIP-1. The Institution's KRAs, namely: i) Engineering Promotion and Development, ii) Registration of Engineering Practitioners, iii) Training and Development, iv) Compliance and Incident Management, and v) Institutional Governance and Sustainability all have direct links to MIP-1's pillars and enablers. These alignments ensure that MEI objectives are not only fostering professional excellence but also contributing to broader national agenda through Industrialization, Human Capital Development, Economic Infrastructure, and Effective Governance Systems and Institutions.

MEI's efforts to promote and develop the engineering profession are crucial for advancing human capital development which will result in eligible engineers participating in development and maintenance of economic infrastructure. Through enhancement of engineering awareness and education, MEI will help in building a skilled workforce that is globally competitive. Additionally, the emphasis on industrial institutions in the MIP- 1 underscores



the critical role engineering plays in various economic sectors such as energy, ICT, mining, transport, agriculture, water and urban development.

Registration and regulation of engineering practitioners is done to ensure governance systems are strengthened and standards are maintained, contributing to MIP-1's goals of effective service delivery. MEI's strategic plan also highlights the importance of a strong legislative framework, supporting sustainable urbanization and green technologies which are vital for national development aspirations. By ensuring that only qualified professionals are registered, MEI upholds the accountability of engineering practices across the country so that engineering projects are implemented professionally. Finally, the training and development outcomes in this strategic plan have been factored in to ensure that engineering practitioners are well-equipped with the latest skills, knowledge, and technical capacities essential for improving quality of engineering products and services.

Furthermore, there are several other legal and policy frameworks that apply to MEI's undertakings and influence how engineering, the engineering profession and allied disciplines are managed in Malawi. These include:-

1. National Transport Policy
2. National Building Policy
3. National Climate Change Policy
4. Energy Policy
5. National Irrigation Policy
6. Malawi ICT Policy
7. Water Resources Act; and
8. Mines and Minerals Policy.

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## **3.0 STRATEGIC ANALYSIS**

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The strategic analysis involved conducting a detailed examination of the environment in which MEI operates while fulfilling its mandate and achieve its strategic goals. It aimed at understanding the critical factors that have high implications on the institution's performance so that they should be adequately addressed by interventions in this strategic plan. In this regard, a situation analysis on MEI's performance was conducted to isolate past success factors and challenges experienced and to broadly assess the institutional capacity to adequately implement its mandate. In addition, the process identified Key Result Areas (KRAs) and their corresponding strategic aspirations that will enhance performance of the institution and effectively contribute to achievement of its goals. The identified KRAs were the basis on which a scrutiny of the internal and external environments of MEI was conducted through the SWOT analysis.

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

Besides being the first strategic plan for MEI following its operationalization in 2021, there have been some key achievements made, challenges encountered, as well as valuable lessons learnt over the past three (3) years as summarised in Table 1 below:

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

Key Achievements	Challenges	Lessons
<ul style="list-style-type: none"> <li>Operationalization of MEI</li> <li>Stakeholder engagement</li> <li>Capacity building initiatives</li> <li>MEI awareness campaigns</li> <li>Establishment of student chapters</li> <li>Development of regulatory documents</li> <li>Digitization of registration process</li> <li>Conducting compliance inspection visits</li> <li>Response to natural disasters</li> <li>Student awards rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Financial constraints</li> <li>Insufficient human resource in the secretariat</li> <li>Limited awareness and visibility</li> <li>Low level of compliance</li> <li>Insufficient mentors for some engineering fields</li> <li>Technological integration</li> <li>Delays to complete registration processes</li> <li>Gaps in legal framework</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder collaboration</li> <li>Need for financial diversification</li> <li>Need for continuous Awareness Efforts</li> <li>Proactive compliance measures</li> <li>Adaptability to technological change</li> <li>Digitization of registration process to be finalized</li> </ul>

### 3.2 Regulation of the Engineering Profession in Malawi

Malawi Engineering Institution is the sole authority for regulation of engineering, the engineering profession and allied disciplines in Malawi as mandated by Section 7 of the Malawi Engineering Institution Act, 2019.

Section 19 of the Act established the Engineering Registration Council (ERC) as an arm of the Institution responsible for the registration and regulation of the qualifications of classes of membership of the Institution. Council members consist of Fellows or Professional Engineers appointed by the Board from various engineering disciplines.

ERC among other things establishes educational standards and qualifications for the engineering profession and allied disciplines in Malawi; and recommends to the National Council for Higher Education as established under the National Council for Higher Education Act, universities, colleges and

institutions, programmes to be accredited for the award of a qualification in engineering or an allied discipline. In line with the above functions, ERC developed Guidelines for Accreditation of Engineering Programmes in Malawi. The Guidelines do not only establish educational standards but also stipulate the accreditation policy, procedure, criteria and minimum engineering content for selected engineering disciplines.

Section 25 (1) of the Malawi Engineering Institution Act, 2019 requires that all people who engage in the practice of engineering in Malawi and those who hold themselves out to be entitled to do so must register as a member of the Institution. Available classes of membership include Fellow, Professional Engineer, Graduate Engineer, Technician Engineer, Engineering Technician, Craftsperson and Student Engineer, for both local and foreign engineering practitioners. All registered members are required to subscribe annually with the Institution.

Fellows and professional engineers are responsible for design and supervision of engineering works, and all other classes of membership are required to work under their supervision. Registration into the professional engineer class requires a graduate engineer to undergo a graduate engineer mentorship programme, which takes not less than three (3) years and then sit for professional engineering qualifying examinations. The Council also registers professional engineer applicants who have registered with internationally recognized engineering institutions which are recognized by the Council.

Ethical conduct of members of the Institution is overseen by the Disciplinary Committee which was established by Section

47 of the Malawi Engineering Institution Act, 2019. The Committee is empowered to inquire into the conduct of any member of the Institution in accordance with the provisions of the Act.

MEI collaborates with other engineering institutions in the SADC region. On the global scene, MEI is a member of the World Federation of Engineering Organizations (WFEO); on the continent, MEI is a member of the Federation of African Engineering Organizations (FAEO); and regionally, MEI is a member of the Southern African Federation of Engineering Organizations (SAFEEO).

Prior to the establishment of MEI, the engineering profession in Malawi was regulated by the Malawi Board of Engineers in a very similar manner. The institution was dissolved in 2019 following repeal of the Engineers Act of 1972, paving the way for a more effective successor regulator of the engineering profession, the Malawi Engineering Institution.

## **3.2 Key Result Areas (KRAs)**

MEI in its quest to determine a more focused and clear direction in the implementation of its mandate, identified five (5) KRAs that have formed the basis for the development of the 2024-2030 Strategic Plan. The KRAs are basically MEI's primary roles and responsibilities that are derived from MEI Act. These KRAs are; -

### **3.2.1 Engineering Promotion and Development**

Engineering Promotion and Development is a fundamental KRA for MEI which is firmly rooted in its legal mandate as outlined in the MEI Act. The Act empowers MEI to advance and advocate engineering practices in Malawi, emphasizing the institution's role in promoting and advising on the general

advancement of engineering, science and technology. This KRA aligns with the institution's objectives to foster continuous professional development and ensure that the engineering profession contributes effectively to national development. By focusing on promoting and developing the engineering profession, MEI aims to enhance the visibility and prestige of engineering roles, ensuring that the profession remains attractive to young talents and capable of meeting the demands of modern infrastructure, technological advancements and international standards.

### **3.2.2 Registration of Engineering Practitioners**

Registration of Engineering Practitioners underscores MEI's mandate to register engineering practitioners, ensuring that only certified individuals practice engineering in Malawi. This regulatory function is essential for maintaining high standards of competence, ethics, and professionalism within the engineering sector. By implementing an efficient registration process, MEI safeguards public safety, enhance the credibility, and prevents unqualified individuals from undertaking engineering tasks that could pose risks to society.

### **3.2.3 Training and Development**

Training and Development of Registered Members is a pivotal KRA for MEI. It ensures continuous professional growth and upholding high standards within the engineering profession. The MEI Act mandates the institution to facilitate the ongoing acquisition of knowledge and skills among its members. By providing structured training programs, MEI aims to bridge the gap between academic education and professional practice, ensuring that engineers remain abreast of the latest technological advancements and industry best practices. This commitment to continuous professional development, is crucial for maintaining the integrity and competence of the engineering profession in Malawi.

### **3.2.4 Compliance and Incident Management**

Compliance and Incident management demonstrates MEI's mandate to uphold ethical standards and ensure the safety and reliability of engineering practices. The MEI Act grants the Institution the authority to exercise disciplinary control over the engineering profession, which includes compliance monitoring in line with the Act and subsequently address any breach of conduct.

Effective compliance management ensures that all engineering activities in Malawi adhere to legal, ethical, and professional guidelines, thereby protecting the public interest and maintaining the credibility of the engineering profession. This focus on compliance is essential for fostering a culture of integrity and accountability among engineers.

Furthermore, incident management practices are vital for the prompt and effective investigation of engineering failures or accidents. By establishing clear protocols for incident reporting and investigation, MEI identifies the root causes of engineering incidents and recommend preventive and rehabilitative measures to mitigate future risks.

### **3.2.5 Institutional Governance and Sustainability**

This KRA aligns with the mandate to ensure effective administration and long-term sustainability. The MEI Act empowers the institution to employ administrative staff, determine and levy fees, and manage financial resources, all of which are essential for institutional governance. Effective governance structures enable MEI to function transparently and efficiently, fostering trust among stakeholders and ensuring that the institution effectively carries out its regulatory and developmental roles. The focus on governance

is pertinent for maintaining operational integrity and sustainability and achieving strategic outcomes.

Financial sustainability is equally crucial, as it ensures that MEI remains a going concern. This involves managing current resources efficiently and identifying and tapping into new revenue streams. This commitment to sustainability, ensures that MEI adapts to an evolving environment and continue to serve as a beacon of excellence in the engineering sector.

### **3.3 Analysis of Internal and External Environment: SWOT Analysis**

MEI conducted a situation analysis of the internal environment (strengths and weaknesses) and external environment (opportunities and threats) to establish the factors that have significant impact on the efficient and effective delivery of its mandate. This was done using the SWOT Analysis tool.

The MEI SWOT analysis highlighted several key themes crucial for shaping the institution's strategic plan. MEI possesses strong legal mandates and a capable workforce, which are pivotal for promoting engineering, registering practitioners, and ensuring compliance and discipline. However, the institution faces significant challenges, such as insufficient financial resources and limited human capacity as well as inadequate public awareness. These challenges hinder the institution's ability to fully leverage its strengths. The need for improved visibility and enforcement mechanisms were recurring themes during the series of stakeholder consultations, emphasizing the necessity for improved approaches.

Externally, the growing demand for engineers and the emergence of new technologies present substantial opportunities for MEI to expand its influence and impact. Stakeholders consistently emphasized the importance of



fostering partnerships and collaborations, both locally and internationally, to enhance capacity building and professional development. The SWOT analysis also underscored the critical role of continuous professional development (CPD) and the need to address economic and technological changes that affect the engineering sector. These insights highlight the potential for MEI to play a significant role in driving innovation and ensuring that Malawian engineers remain competitive in a rapidly evolving global landscape.

The results which are based on the identified KRAs outlined at 3.3 are summarized in Table 2. MEI will resolve to minimize the effect of its Weaknesses and Threats while at the same time enhancing the Strengths and exploiting the Opportunities.

**Table 2: SWOT Analysis**

Key Result Area	Strengths	Weaknesses	Opportunities	Threats
<b>1. Engineering Promotion and Development</b>	<ul style="list-style-type: none"> <li>Legal mandate</li> <li>Availability of human capacity to promote and develop engineering</li> <li>Access to experts in the community</li> </ul>	<p>Limited outreach of MEI and its functions</p> <p>Limited financial capacity to promote engineering.</p> <p>Limited collaboration with allied trades</p>	<ul style="list-style-type: none"> <li>Growing demand for engineering practitioners in all sectors of the economy</li> <li>Emerging technologies and innovations</li> <li>International collaboration and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Competition from other professions</li> <li>High cost of engineering programs</li> <li>Gaps in remuneration packages</li> <li>Lack of motivation due to lack of employment opportunities</li> <li>Public scepticism</li> </ul>
<b>2. Registration of Engineering Practitioners</b>	<ul style="list-style-type: none"> <li>Capacity to register engineers</li> <li>Legal mandate</li> <li>Available up-to-date database for registered engineers and engineering professionals</li> <li>Knowledge of the engineering industry</li> </ul>	<p>Delays in completing registration processes.</p> <p>Inadequate public awareness of engineering registration requirement</p>	<ul style="list-style-type: none"> <li>Implementation of various engineering projects</li> <li>Voluntary registration compliance by some stakeholders</li> <li>Collaboration from other stakeholders</li> <li>A pool of non-registered engineering practitioners</li> <li>Existence of student chapters</li> <li>Cyclical membership</li> </ul>	<ul style="list-style-type: none"> <li>Slow absorption of graduate engineers into the industry</li> <li>Reluctance to comply with registration requirement</li> </ul>
<b>3. Training and Development</b>	<ul style="list-style-type: none"> <li>Capacity to train and mentor fresh graduate engineers</li> <li>Knowledge transfer through experienced engineers</li> <li>Legal mandate to provide capacity building activities to engineering practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of mentors for some engineering disciplines</li> <li>Absence of mentors for emerging engineering disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Availability of members to be trained.</li> <li>Demand for CPDs</li> </ul>	<ul style="list-style-type: none"> <li>Competition for delivery of short courses from other institutions (e.g., NCIC, MUBAS, and MUST)</li> <li>Increasing costs of training programmes</li> <li>Rapid technological changes</li> <li>Declining interest of mentors to train graduate engineers</li> </ul>

Key Result Area	Strengths	Weaknesses	Opportunities	Threats
<b>4. Compliance and Incident Management</b>	<ul style="list-style-type: none"> <li>• Legal mandate</li> <li>• Availability of human capacity</li> <li>• Access to information about incidents in the engineering sector</li> </ul>	<ul style="list-style-type: none"> <li>• Resource limitations</li> <li>• Inadequate political will to enforce legal provisions on non-compliance.</li> <li>• Inadequate coverage of the institution (centrally located)</li> <li>• Need for more robust regulations for certification and licencing</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness by some industry players to comply</li> <li>• Availability of information relating to non-compliance</li> <li>• Existence of partnerships and collaborations</li> <li>• Availability of rule of law</li> <li>• Technology integration</li> <li>• Public support</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicts of interest</li> <li>• Fear of legal consequences</li> <li>• Indiscipline in society (unethical behaviour)</li> <li>• Corruption</li> <li>• Lowest bidder law</li> </ul>
<b>5. Institutional Governance and Sustainability</b>	<ul style="list-style-type: none"> <li>• Legal mandate to collect membership and subscription fees</li> <li>• Government support</li> <li>• Existence of Board and its committees</li> <li>• Ability to diversify sources of income</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate enforcement of registration and subscription requirements</li> <li>• Inadequate publicity of the institution</li> <li>• High vacancy rate</li> <li>• Reliance on rented office space</li> </ul>	<ul style="list-style-type: none"> <li>• Large membership base</li> <li>• Availability of political will</li> <li>• Availability of donors or sponsors</li> </ul>	<ul style="list-style-type: none"> <li>• Declining membership base</li> <li>• Change of Government policies</li> <li>• Inflation</li> <li>• General non-compliance</li> <li>• Fraud</li> </ul>

### 3.4 Environmental Scan: PESTEL Analysis

An external environmental scan was done using PESTEL Analysis to determine factors that may impact implementation of MEI programmes and require consideration during the plan period. Table 3 summarizes some of the identified factors that are likely to affect the performance of MEI.

**Table 3:** PESTEL Analysis

No.	Factor	Influence	Mitigation Strategy
1	Political	Political interference overriding MEI actions and decisions e.g. registration of foreign engineering practitioners	<ul style="list-style-type: none"> <li>Inclusive and continuous stakeholder engagement</li> <li>Develop methodology for engaging foreign engineers</li> </ul>
		Political instability e.g. demonstrations	
		Foreign influence e.g., donor influence on grant aided projects	<ul style="list-style-type: none"> <li>Negotiations</li> </ul>
2	Economic	Devaluation/ Inflation	<ul style="list-style-type: none"> <li>Encourage members to invest in production</li> <li>Bulk payments of materials</li> <li>Advance payments</li> </ul>
		Scarcity of Forex	<ul style="list-style-type: none"> <li>Encourage members to invest in production</li> </ul>
		Unemployment	<ul style="list-style-type: none"> <li>Encourage entrepreneurship</li> </ul>
		Inconsistent and delayed funding by Government	<ul style="list-style-type: none"> <li>Playing mediation role with relevant authorities</li> </ul>
		Slow economic growth	<ul style="list-style-type: none"> <li>Increase revenue streams</li> <li>Diverse investments</li> </ul>
		Delayed funding in engineering projects e.g., infrastructure	
3	Social	High poverty affecting remuneration, benefits, and registration	<ul style="list-style-type: none"> <li>Regulation of fees for engineering practitioners</li> </ul>
		Ethnic interpersonal relationship (Culture)	<ul style="list-style-type: none"> <li>Mindset change</li> </ul>
		Lifestyles (Vandalism, negative publicity)	<ul style="list-style-type: none"> <li>Mindset change</li> </ul>
		Educational gaps	<ul style="list-style-type: none"> <li>Investment in basic and higher education</li> </ul>
		Negative perception of engineering	<ul style="list-style-type: none"> <li>Intensify engineering literacy programs at primary and secondary schools</li> <li>Public awareness and advocacy</li> </ul>
		Conflict of interest	<ul style="list-style-type: none"> <li>Disclosure of conflict</li> </ul>

No.	Factor	Influence	Mitigation Strategy
4	Technological	Advancement in technology	<ul style="list-style-type: none"> <li>• Relevant and regular CPDs</li> <li>• Placement of a technological transformation program</li> </ul>
		Limited industrial productivity	<ul style="list-style-type: none"> <li>• Lobby for tax waivers on engineering technologies</li> <li>• Encourage innovation and research</li> </ul>
		Underutilization of research in STEM	<ul style="list-style-type: none"> <li>• Implementation of relevant research recommendations and technology</li> </ul>
5	Environmental	Climate vulnerability	<ul style="list-style-type: none"> <li>• Develop a business continuity plan</li> <li>• Develop emergency response plan</li> <li>• Resilient infrastructure capable of withstanding natural disasters</li> </ul>
		Pandemics	<ul style="list-style-type: none"> <li>• Develop emergency responses</li> </ul>
		Pollution e.g., air, noise, etc.	<ul style="list-style-type: none"> <li>• CPDs on occupational health and safety</li> <li>• Enforcement of Occupational, Health, Safety and Welfare Act</li> </ul>
		Unplanned settlements	<ul style="list-style-type: none"> <li>• Engagement with physical planners, Ministry of Lands, and Local Councils</li> </ul>
6	Legal	Policy gaps	<ul style="list-style-type: none"> <li>• Develop and implement policies in line with existing legislation</li> <li>• collaborate with local universities</li> </ul>
		Litigation	<ul style="list-style-type: none"> <li>• Ensure compliance with legal and policy frameworks</li> </ul>
		Conflicting legislation	<ul style="list-style-type: none"> <li>• Engage responsible Ministry</li> <li>• Lowest Bid law must be addressed with PPDA</li> <li>• Propose Engineers estimate</li> </ul>
		Increased public awareness of human rights (use of member information)	<ul style="list-style-type: none"> <li>• Firewalls</li> <li>• Confidentiality oath</li> </ul>

## 4.0 STRATEGIC DIRECTION

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### 4.1 KRAs, Objectives, Outcome Targets and Outputs

This strategic plan is anchored on five (5) KRAs that have been identified based on the institution's mandate. Under each KRA, a strategic objective has been determined which outlines the intentions of MEI regarding what it would like to achieve by 2030.

This part of the strategic plan highlights the five (5) KRAs and aligns them to the strategic objectives and outcomes. Each of the outcomes is further unpacked in terms of outcome targets as milestones that will indicate how far MEI has gone with implementation and whether the intended results are achieved or not. The related outputs will assist in achieving the outcome targets and ultimately the outcomes. The achievement of the outputs has been spread across into annual targets for a period of six (6) years from 2024 to 2030.

The five (5) Strategic Outcomes are as follows:

- i) Enhanced recognition and value of the engineering profession;
- ii) Improved identification and monitoring of engineering practitioners;
- iii) Improved quality of engineering products and services;
- iv) Enhanced compliance and professional discipline; and
- v) Improved organizational performance.

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

**Table 4: Key Result Areas, Objectives, Outcomes, Targets and related Outputs**

KEY RESULT AREA 1: ENGINEERING PROMOTION AND DEVELOPMENT									
Foster growth and prestige of the engineering profession in Malawi									
Strategic Objective		Annual Output Targets							
Strategic Outcome	Outcome Target	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		
1.0 Enhanced recognition and value of the engineering profession	1.1 Engineering education standards aligned to Washington Accord by 2030	1.1.1 Guidelines for Accreditation of Engineering programs developed and implemented	1.1.2 Strategic Partnerships with Mentor organizations established	Approved accreditation guidelines implemented by ERC	Approved accreditation guidelines implemented	Approved accreditation guidelines implemented	Approved accreditation guidelines aligned to Washington Accords		
	1.2 Conditions of practice of engineering in industry addressed by 2028	1.2.1 Conditions of practice and remuneration for engineers harmonized	1.2.2 Strategic Partnerships with Mentor organizations established	Schedule for professional fees for engineering works established	Schedule of remuneration for engineering practitioners established	Implementation of action plan on best practices	Extend collaboration with other mentor institutions		
	1.3 Learning and growth of the engineering profession promoted by 2030	1.3.1 Promotional activities implemented in secondary schools	1.3.2 University Student awards conducted	1.3.3 Engineer Awards Conducted	1.3.4 World Engineering week Observed	Quarterly career talks in secondary school clusters conducted	Quarterly career talks in secondary school clusters conducted	Quarterly career talks in secondary school clusters conducted	Quarterly career talks in secondary school clusters conducted
		Inaugural awards conducted targeting 30 students	Inaugural awards conducted targeting 30 professional Engineers	30 students awarded	30 students awarded	30 students awarded	30 students awarded	30 students awarded	30 students awarded
		3 engineers awarded	3 engineers awarded	3 engineers awarded	3 engineers awarded	3 engineers awarded	3 engineers awarded	3 engineers awarded	3 engineers awarded
		Commemoration function conducted	Commemoration function conducted	Commemoration function conducted	Commemoration function conducted	Commemoration function conducted	Commemoration function conducted	Commemoration function conducted	Commemoration function conducted

KEY RESULT AREA 2: REGISTRATION OF ENGINEERING PRACTITIONERS										
Strategic Objective		Regularize and standardize the engineering profession								
Strategic Outcome	Outcome Target	Related Outputs		Annual Output Targets						
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30			
2.0 Improved identification and monitoring of Engineering practitioners	2.1 Integrated registration and identification system developed by 2026	2.1.1 Database for all classes of registration customized	-Development of Member Management System -Introduction of online registration and payment system	System implemented	Annual KYC conducted	Annual KYC conducted	Annual KYC conducted	Annual KYC conducted	Annual KYC conducted	Annual KYC conducted
	2.2 Registration process streamlined by 2026	2.2.1 Registration process upgraded	2.1.2 Registration campaigns in engineering establishments conducted	2.1.3 Mentors for programs and disciplines without mentors registered	2.2.1 Registration process of machines for card printing	2 Mentors per discipline registered <sup>1</sup>	5 mentors per discipline registered	5 mentors per discipline registered	5 mentors per discipline registered	5 mentors per discipline registered
					2.2.1 Registration process streamlined by 2026					

<sup>1</sup> Mentor categories in fields such as Biomedical, Metallurgy, Geological, Mining, Materials, Mechatronics, Environmental, Textile, Automobile Engineering etc.



			Exam for each discipline standardized	Standardized exams implemented	Standardized exams implemented	Standardized exams implemented	Standardized exams implemented	Standardized exams implemented
2.2.2 Professional Engineering qualifying exam Standardized	2.2.3 Registration of Corporate members introduced and maintained	2.2.3 Registration of Corporate members registered	Corporate member registration initiative	20 Corporate members registered	30 Corporate members registered	40 Corporate members registered	50 Corporate members registered	60 Corporate members registered
2.3 Registration of foreign engineering practitioners streamlined	2.3.1 Provisional registration and temporary registration introduced	2.3.1 Provisional registration and discipline regulations to include a provision for temporary registration of foreign engineering practitioners	Review of MEI registration and discipline regulations	Mandatory Registration of foreign engineers enforced	Mandatory Registration of foreign engineers enforced	Mandatory Registration of foreign engineers enforced	Mandatory Registration of foreign engineers enforced	Mandatory Registration of foreign engineers enforced
<b>KEY RESULT AREA 3: TRAINING AND DEVELOPMENT</b>								
<b>Strategic Objective</b>								
<b>Build capacity of registered members for current and future capability requirements</b>								
<b>Strategic Outcome</b>								
<b>Related Output</b>								
<b>Annual Output Targets</b>								
<b>2024/25</b>								
<b>2025/26</b>								
<b>2026/27</b>								
<b>2027/28</b>								
<b>2028/29</b>								
<b>2029/30</b>								
3.0 Improved quality of engineering products and services	3.1 Technical and soft skills of registered members consistently improved	3.1.1 CPD activities, forums and workshops for all categories of members conducted	2 CPD activities per discipline coordinated	2 CPD activities per discipline coordinated	2 CPD activities per discipline coordinated	2 CPD activities per discipline coordinated	2 CPD activities per discipline coordinated	2 CPD activities per discipline coordinated
		3.1.2 Mentorship program capacity building established	Induction of new mentors and examiners and refresher course for existing members	Induction of new mentors and examiners and refresher course for existing members	Induction of new mentors and examiners and refresher course for existing members	Induction of new mentors and examiners and refresher course for existing members	Induction of new mentors and examiners and refresher course for existing members	Induction of new mentors and examiners and refresher course for existing members
3.2 Research and Development introduced by 2030	3.2.1 Twelve (12) Engineering publications produced	2 Engineering Publications produced	2 Engineering Publications produced	2 Engineering Publications produced	2 Engineering Publications produced	2 Engineering Publications produced	2 Engineering Publications produced	2 Engineering Publications produced

KEY RESULT AREA 4: COMPLIANCE AND INCIDENT MANAGEMENT									
Impart and safeguard professional ethics and code of conduct									
Strategic Objective		Annual Output Targets							
Strategic Outcome	Outcome Target	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		
4.0 Enhanced compliance and professional discipline	4.1 Professional practice standards clearly defined by 2028	4.1.1 Legal and Policy framework aligned with best practices	MEI guidelines enforced	MEI guidelines enforced	MEI guidelines enforced	MEI guidelines enforced	MEI guidelines enforced	MEI guidelines enforced	
	4.1.2 Quality driven professional practice standards established	Code of practice developed and adopted	100% of new disciplinary cases concluded within 3 months	100% of new disciplinary cases concluded within 3 months	100% of new disciplinary cases concluded within 3 months	100% of new disciplinary cases concluded within 3 months	100% of new disciplinary cases concluded within 3 months	100% of new disciplinary cases concluded within 3 months	
	4.2 Enforcement mechanisms for professional standards strengthened by 2030	4.2.1 Practice of Engineering restricted to authorized and regulated practitioners	Quarterly compliance enforcement exercise conducted	Quarterly compliance enforcement exercise conducted	Quarterly compliance enforcement exercise conducted	Quarterly compliance enforcement exercise conducted	Quarterly compliance enforcement exercise conducted	Quarterly compliance enforcement exercise conducted	
	4.2.2 Joint inspection of engineering projects with relevant stakeholders	Quarterly inspections conducted	Quarterly inspections conducted	Quarterly inspections conducted	Quarterly inspections conducted	Quarterly inspections conducted	Quarterly inspections conducted	Quarterly inspections conducted	
	4.2.3 Division for Management and Adjudication established	Expert witness Pro-gram established	Training for members and board conducted	Training for members and board conducted	Training for members and board conducted	Training for members and board conducted	Training for members and board conducted	Training for members and board conducted	
	4.2.4 Engineering emergencies, disasters or matters of public concern monitored consistently	40% reported cases investigated	50% reported cases investigated	60% reported cases investigated	70% reported cases investigated	80% reported cases investigated	90% reported cases investigated		
KEY RESULT AREA 5: INSTITUTIONAL GOVERNANCE AND SUSTAINABILITY									

Strategic Objective		Attain a high-performing organization								
		Strategic Outcome	Outcome Target	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
5.0 Improved organizational performance	5.1 Financial independence, operational efficiency and effectiveness achieved by 2030	5.1.1 Revenue collected annually increased from 300million to 1572 billion by 2029	Revenue increased by 20%	Revenue increased by 30%	Revenue increased by 40%	Revenue increased 50%	Revenue increased 60%			
		5.1.2 Increased diversification of revenue streams	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	
		5.2 Organizational systems and methods improved	5.2.1 Best practices from similar engineering institutions adopted	5.2.2 Organizational cohesion enhanced	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted

Strategic Objective		Attain a high-performing organization								
		Strategic Outcome	Outcome Target	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
5.0 Improved organizational performance	5.1 Financial independence, operational efficiency and effectiveness achieved by 2030	5.1.1 Revenue collected annually increased from 300million to 1572 billion by 2029	Revenue increased by 20%	Revenue increased by 30%	Revenue increased by 40%	Revenue increased 50%	Revenue increased 60%			
		5.1.2 Increased diversification of revenue streams	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	-3 Funding proposals submitted CEO's Cocktail -Masterclasses conducted -Corporate cocktails -Tailor-made CPDs (workshops) conducted -Sell of Corporate materials/Branded Merchandise	
		5.2 Best practices from similar engineering institutions adopted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted
	5.2 Organizational cohesion enhanced	5.2.1 Organizational cohesion enhanced	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	Team building exercises conducted	

5.2.3 Office assets and equipment procured/ developed	1 Vehicle purchased	1 Vehicle purchased	1 Vehicle purchased	Land for MEI office complex procured	Office architectural and engineering designs produced and approved	Mobilization of funds for the office complex	Mobilization of funds for the office complex	Commence construction
5.2.4 Human resource capacity increased	Implementation of new organizational structure following functional review	Training and capacity building of newly recruited employees	Training and capacity building of newly recruited employees	Training and capacity building of employees	Training and capacity building of employees	Training and capacity building of employees	Training and capacity building of employees	Training and capacity building of employees
5.2.5 Modern and efficient technology tools deployed	Accounting package procured	HR management system procured	HR management system procured	HR management system procured				
5.2.6 Policies that align with best practices in good corporate governance developed	-Conditions of Service Developed -Recruitment policy developed -Staff welfare policy developed -Staff Training and Development Policy developed Performance Management Policy developed	Develop and implement performance management system  Loans and Advances policy developed  Resource Mobilization Strategy Developed	Develop and implement performance management system  Loans and Advances policy developed  Resource Mobilization Strategy Developed	Fleet management policy developed  Procurement policy developed  Asset disposal policy				

## 4.2 The Results-Based Logical Framework

The strategic plan focuses on results rather than processes that MEI aims to achieve during the plan's implementation period and sustained beyond 2030. The desired results 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 gives an outline of the KRAs that MEI will focus on; desired outcomes on each KRA; and high-level performance indicators that will be used to check progress in the implementation of the strategic plan. The framework will essentially be used for monitoring and evaluating the achievement of the results through the given outcome indicators and their means of verification.



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

ENGINEERING PROMOTION AND DEVELOPMENT						
Foster growth and prestige of the engineering profession in Malawi						
Strategic Objective	Performance Indicators		Sources and means of verification		Risks	Mitigation measures
	Objectively verifiable indicators	Baseline 2024	Targets 2030			
Expected Results/Outcome						
Engineering education standards aligned to Washington Accord by 2030	Number of Guidelines for Accreditation of Engineering programs	0	1	Accreditation guidelines that align to Washington Accord	-Limited access to information -Universities' reluctance to adopt new guidelines.	-Consultations -Partnerships with similar institutions
Engineering education standards aligned to Washington Accord by 2030	Number of strategic Partnerships with Mentor organizations	0	3	Reports/MOUs	-Financial constraints -Unwillingness by mentor institutions	-Early planning -Utilize diplomatic channels
Learning and Growth of the engineering profession promoted by 2030	Number of promotional activities implemented in secondary schools	0	24	Career talk reports	-Low turnout -Human and financial resource constraints	-Timely communications
Learning and Growth of the engineering profession promoted by 2030	Number of university student awards	0	180	Register of awardee	-Financial resource constraints	-Sponsorships
Learning and Growth of the engineering profession promoted by 2030	Number of Commemoration function conducted	0	5	Reports	-Lack of sponsors -Buy in from stakeholders	
Learning and Growth of the engineering profession promoted by 2030	Number of Annual conferences for Women	0	5	Reports	-Lack of sponsors -Buy in from stakeholders -Inadequate publicity	

REGISTRATION OF ENGINEERING PRACTITIONERS							
Regularize and standardize the engineering profession							
Strategic Objective	Expected Results/Outcome	Performance Indicators		Sources and means of verification	Risks	Mitigation measures	
		Objectively verifiable indicators	Targets 2026				
	Integrated registration and identification system developed by 2026	Professional database for all classes of registration customized	0	1	Fully functioning Member Management Information System	Malfunctions Lack of familiarity with system Omission of other important features	Comprehensive ToRs Training and help desk
	Integrated registration and identification system developed by 2026	Registration of Mentors for programs and disciplines without mentors	0	70	Training reports	Graduate engineer overload	
	Registration process streamlined by 2026	Professional Engineering qualifying exam Standardized	0	30	Guidelines for exam standardization	Unavailability of examiners Examiners' resistance to adopt new guidelines.	Increase in mentors and examiners Introduction of incentives
	Integrated registration and identification system developed by 2026	Registration of Corporate members introduced and maintained	0	200	Register of registered corporate members	Uncooperative	Sensitization
	Registration of foreign engineering practitioners streamlined	Provisional and temporary registration introduced	0	1	Reviewed regulations include temporary registration of foreign engineers	Delays to gazette regulations	Timely submission
	Registration of foreign engineering practitioners streamlined	MEL engaged before Immigration Department issues an employment permit for a foreign engineering practitioner	30	500	Registers include foreign engineers	Uncooperative Government Policies	Sensitization
	Registration of foreign engineering practitioners streamlined		0	470	Letter of engagement	Uncooperative Government Policies Corruption	Sensitization



TRAINING AND DEVELOPMENT							
KEY RESULT AREA 3	Build capacity of registered members for current and future capability requirements						
Strategic Objective	Performance Indicators	Objectively verifiable indicators	Baseline 2024	Targets 2030	Sources and means of verification	Risks	
Expected Results/Outcome	Technical and soft skills of registered members consistently improved	CPD activities, forums and workshops for all categories of members conducted	0	360 CPD's activities	Training reports	Low participation Availability of CPD providers Competing CPD providers	Mitigation measures Enforcement Sensitization Quality content
	Technical and soft skills of registered members consistently improved	Mentorship program capacity building established	0	4 Workshops	Workshop report	Competing demands	

COMPLIANCE AND INCIDENT MANAGEMENT						
KEY RESULT AREA 4	Impart and safeguard professional ethics and code of conduct					
	Strategic Objective	Performance Indicators		Sources and means of verification	Risks	Mitigation measures
Expected Results/Outcome	Objectively verifiable indicators	Baseline 2024	Targets 2028			
Professional practice standards clearly defined by 2028	Legal and Policy framework aligned with best practices	0	1 enforcement guidelines	Approved Enforcement guidelines		
		40% engineering practitioners complied	90% engineering practitioners complied	Compliance enforcement reports	Non-compliance Human and Financial resource constraints	Increased enforcement Sensitization Collaboration and Partnerships
Enforcement mechanisms for professional standards strengthened by 2030	Engineering emergencies, disasters or matters of public concern monitored consistently	30% reported cases investigated	90% reported cases investigated	Close out report	Conflict of interest Financial and Human resource constraint Political interference Corruption	Collaboration and partnerships Independent oversight

INSTITUTIONAL GOVERNANCE AND SUSTAINABILITY						
Attain a high-performing organization						
KEY RESULT AREA 5 Strategic Objective	Expected Results/Outcome	Performance Indicators		Sources and means of verification	Risks	Mitigation measures
		Objectively verifiable indicators	Baseline 2024 Targets 2030			
Financial independence, operational efficiency and effectiveness achieved by 2030	Revenue increased by 60 %and financial risk minimized annually	MWK 300 million	MWK 1,572 million	Bank Statements	Non-compliance Low participation in financial generation activities Government policies Reduced economic activities Unemployment	Sensitization Collaborations and partnerships Increased publicity and visibility Diversification of revenue streams
	Increased diversification of revenue streams	3	7	Bank statements	Human resource constraints Delayed implementations	Capacitated secretariat Proactive leadership
	Best practices from similar engineering boards adopted	0	3	Benchmarking report	Financial constraint Unresponsiveness	Timely planning
Capacity Enhancement Initiative	Office assets and equipment procured/developed	2 vehicles	4 vehicles	4 vehicle registration certificates	Financial constraints	Increased revenue
		0 - Office site	1 - Office site	Title deed	Financial constraints Land availability	Increased revenue
Capacity Enhancement Initiative	Human resource capacity increased	7 Employees	32 Employees	Employment contracts	Financial constraints	Increased revenue
	Modern and efficient technology tools deployed	0	2	Running systems	Financial constraints Familiarity with systems	Increased revenue Training
Capacity Enhancement Initiative	Policies that align with best practices in good corporate governance developed	0	9	Policy	Financial constraints	Increased revenue

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## 5.0 CRITICAL SUCCESS FACTORS

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Critical Success Factors (CSFs) are important assumptions that must be considered, put in place and observed to successfully realize the intended results from implementing the strategic plan. CSFs may change overtime, hence the need for MEI to regularly observe them and make necessary adjustments to the set targets depending on the circumstances.

The following are CSFs that will be put in place for MEI to achieve the targets reflected in Table 4.

### 5.1 Strong Leadership and Governance

**Rationale:** Effective implementation of the strategic plan requires strong leadership and governance structures. This includes having a committed board of directors, a capable management team, and clear accountability mechanisms.

**Objective Alignment:** Transparent election of Board members and competitive recruitment of the management team.

### 5.2. Financial Management and Sustainability

**Rationale:** Financial sustainability is essential for MEI's long-term viability.

**Objective Alignment:** Financial sustainability through revenue diversification and sound financial management.

### 5.3. Efficient and Effective Processes

**Rationale:** Simplifying and streamlining registration, accreditation, and compliance processes will improve efficiency and stakeholder satisfaction.

**Objective Alignment:** Streamlined and efficient organizational processes such as registration processes, implementing an online registration system, and introducing membership cards and licenses.

#### **5.4. Effective Collaboration and Partnerships**

**Rationale:** Building strong collaborations and partnerships with stakeholders will enhance MEI's capacity and influence.

**Objective Alignment:** Establish and strengthen collaboration and partnerships with key stakeholders and institutions.

#### **5.5. Public Awareness Campaigns**

**Rationale:** Raising awareness about MEI, its roles, and the significance of engineering in national development.

**Objective Alignment:** Enhancement of visibility and understanding of MEI through various media channels.

#### **5.6. Innovation and Adaptability**

**Rationale:** Embracing innovation and being adaptable to changing circumstances will enable MEI to stay relevant and effective in a dynamic environment.

**Objective Alignment:** Promoting continuous improvement, adopting new technologies, and fostering a culture of innovation within MEI and the engineering profession.

By focusing on these critical success factors, MEI can effectively implement its strategic plan and achieve its vision of fostering engineering excellence in Malawi.

## **5.7. Inclusive and Comprehensive Stakeholder Engagement**

**Rationale:** Engaging a broad range of stakeholders, including underrepresented groups, ensures that the strategic plan reflects diverse perspectives and meets the needs of all members.

**Objective Alignment:** Addressing gender disparities in engineering, conducting regional consultations, and developing constructive feedback mechanisms with stakeholders.

## **5.8. Effective Monitoring and Evaluation Framework**

**Rationale:** Regular M&E is necessary to track progress, identify challenges, and make necessary adjustments to the strategic plan.

**Objective Alignment:** Developing an M&E framework to monitor progress through annual output targets and logical frameworks.

## **5.9. Legal and Regulatory Compliance**

**Rationale:** Compliance with the MEI Act and other relevant legislation is crucial for maintaining legitimacy and authority.

**Objective Alignment:** Ensuring compliance mechanisms with the MEI Act are enforced as well as collaborating with relevant authorities.

## 5.10. Enhanced Professional Development and Training

**Rationale:** Continuous professional development (CPD) activities are vital for maintaining high standards in the engineering profession and ensuring that members are current with industry advancements.

**Objective Alignment:** Enhancing CPD programs by establishing a clear calendar of CPD activities, and diversifying CPD modules.

## 5.11 Risk Management

**Rationale:** Effective risk management is essential for identifying, assessing, and mitigating potential risks that could impact the successful implementation of the strategic plan and the operations of MEI. By proactively managing risks, MEI can minimize disruptions, minimize unforeseen costs, and ensure its continuity.

**Objective Alignment:** Establish a comprehensive logical framework to systematically identify, analyze, and mitigate risks to MEI's strategic plan. This can further lead to the development of risk management policies.

## 5.12 Quality Management

**Rationale:** Ensuring the highest standards of quality in engineering practices and construction projects is vital for maintaining credibility and achieving long-term sustainability of MEI. Technical audits play a crucial role in verifying that all activities comply with established standards and best practices, thereby safeguarding the integrity and reliability of engineering outputs.

**Objective Alignment:** Implement quality management systems that includes regular technical audits to monitor and evaluate the quality of engineering projects and practices. This involves setting clear quality policies, practices and procedures. Thorough audits and quality controls, MEI can enhance its reputation for excellence and ensure that all projects meet or exceed the required standards.



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## **6.0 IMPLEMENTATION, MONITORING AND EVALUATION**

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### **6.1 Strategic Plan Implementation Arrangements**

The implementation of this Strategic Plan will largely be financed by MEI, and it is expected that some activities will be financed by key stakeholders. Nevertheless, it should be recognized that resources may not match all MEI'S needs, as such prioritization of key interventions will be defined by the Board and Management.

For successful implementation of this strategic plan, the following institutional arrangements must be instituted for efficient and effective tracking and evaluation on implementation progress:

- Strategic Plan Implementation Committee (SPIC) with clear Terms of Reference (ToRs), to be chaired by an assigned member of the management team who will be reporting to the Management.
- SPIC appoints an appropriate senior officer to act as its secretariat with clearly stipulated ToRs and to report on progress made.

### **6.2 Monitoring and Evaluation**

Monitoring and Evaluation (M&E) is an important tool for tracking performance of the strategic plan. M&E is an ongoing process that provides regular feedback and early indications of whether interventions are making progress or not towards their intended objectives. The process will track actual

performance against the planned strategic outcomes and targets.

The reporting system will require that each implementing unit in MEI monitors its activities as contained in its implementation plan, annual work plan, and budgets. Thereafter they will prepare monthly performance reports, which will be presented to the SPIC that will be constituted. The SPIC will discuss the consolidated performance reports on a quarterly basis, after which a comprehensive strategic performance report now called an Annual Report will be presented to the Management that will in turn report to the Board.

Performance evaluation is very important as it entails comparing the actual against expected results and the resultant impact. In a changing 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 be achieved. It is, therefore, during evaluation that MEI will determine the effect of such changes and appropriate corrective action to be taken.

## **7.0 REVIEW OF THE STRATEGIC PLAN**

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The review of the Strategic Plan will be done in three (3) phases. Firstly, at the end of each financial year, the plan is supposed to be reviewed to assess the level of achievement of planned annual output targets. These are used to develop annual work plans prior to the budget development process to reflect cost estimates for the impending fiscal year. Secondly, a mid-term review of the plan will be conducted in the fiscal year 2026/2027 to incorporate new developments and emerging issues needing immediate attention. A full review of the plan will be done at the end of the implementation period in 2030 when the strategic plan expires.





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# APPENDICES

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## Appendix 1 : Implementation Plan

1.1.1 Guidelines for Accreditation of Engineering programs developed					
TARGET - 2024/25	Conduct consultations and implementation of Accreditation guidelines with NCHE and Public Universities				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Draft Guidelines produced	ERC	Draft Guidelines	October 2023- December 2023	3 months	Limited access to information, Competing demands by responsible members
NCHE Engaged for inputs	Secretariat for MEI (Registrar)	Reviewed Draft Guidelines	February 2024 - April 2024	3 months	Delayed Responses
Stakeholder Consultations	Secretariat (Registrar)	Consultation Report	June 2024	One Month	Low stakeholder turnout
Validation Workshop	ERC	Validation Report	August 2024	One Month	Competing demands
ERC Approval	ERC	Approved document	September	One month	Delays in holding meeting

1.3.1 Promotional activities implemented in secondary schools					
TARGET - 2024/25	Quarterly career talks in secondary school clusters conducted				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Identification of clusters	Compliance and Training Department	Register of Clusters	June 2024	One week	Delayed response from Ministry of Education
Engagement of respective Educational Division Managers	Compliance and Training Department	Letters/ Minutes	Ongoing	Ongoing	Unresponsiveness Delayed responses
Identify and engage partners	Compliance and Training Department	Register of partners	June 2024	One month	Non-responsiveness
Cluster engineering career talks	Compliance and Training Department	Career talk reports	Ongoing	Ongoing	Human and financial resource constraints Lack on incentives Cooperation from schools

1.3.2 University Student awards implemented					
OUTPUT 5	30 students awarded				
TARGET - 2024/25	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Engagement of universities for beneficiary programs	Registration and Examinations	List of beneficiary programs	April 2024	One week	Delayed response from universities
Receiving candidate awardees from beneficiary universities	Registration and Examinations	Register of candidate awardees from universities	April 2024	One week	Delayed responses from universities
Stakeholder engagement	Registration and Examinations	Register of partners	May 2024	One week	Non-responsiveness
Publicity of awards	Administration	Social media flyer	May	One week	Availability of invited guests
Award ceremony	CEO	Media coverage (photos)	May	One day	Awardees Suitable venue
2.1.3 Registration of Mentors for new programs and disciplines					
OUTPUT 3	2 Mentors per discipline registered for each for Biomedical, Metallurgy, Geological Engineers, Mining, Materials, Mechatronics, environmental Textile and Automobile				
TARGET - 2024/25	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Identification of professionals in the new programs and disciplines in Malawi	ERC	List of Professional Engineers	July 2024	One Month	Lack of response from institutions
Register professionals accordingly	ERC	Register of Professional Engineers	August 2024 to October 2024	Three months	Reluctance of professionals to be registered ERC registration procedures
Induction of professionals in line with their respective roles	ERC	Induction Report	November 2024	One day	Scheduling challenges
Assigning of graduate engineers	ERC	Training reports	January 2025	ongoing	Graduate engineer overload

2.2.2 Professional Engineering qualifying exam Standardized							
Exam for each discipline standardized							
OUTPUT 5	TARGET - 2024/25	TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
		Develop Guidelines for formulating exams	ERC	New standardized Guidelines	November 2024	One month	Competing demands of ERC members
		Consultation meeting with examiners and other relevant stakeholders	ERC	Consultation Report	December 2024	One day	Availability of stakeholders
		Rolling out of standardized exams	ERC	Examination Results	Ongoing	Ongoing	Monitoring by MEI
2.2.3 Registration of Corporate members introduced and maintained							
Registration of corporate members							
OUTPUT 6	TARGET - 2024/25	TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
		Stakeholder consultations	Registration and Examinations Department	Stakeholder engagement report	September 2024	One Month	Availability of stakeholders
		Drafting of registration form	Registration and Examinations Department	Availability of draft registration form	October 2024	One week	
		Seek ERC Approval	Registrar	Approved forms	October 2024	One week	Availability of council members
		Review of Registration and Discipline Regulations to incorporate approved form	MEI President	Reviewed regulations	January 2025	One month	Delays in approving regulations



2.1.1 Database for all classes of registration customized						
Development of Member Management System						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
Development of TORs	Secretariat	TORs	Completed prior to SP	Completed prior to SP	Omission of other important features	
Engagement of Consultant	Donor Secretariat	Minutes of meeting	By May, 2024	Six Months	Identification of virtual server hosting agent	
System Development	Consultant	Completed system software	By May, 2024	Six Months	Not meeting expectations	
Standard Bank Payment Gateway Integration	Secretariat Consultant	Functioning online payment system	February 2024-May 2024	Four months	Malfunctions	
System Deployment	Secretariat Hosting agent	Fully functioning Member Management Information System	May 2024	Two weeks	Malfunctions	
Training MEI team	Consultant	Training Report	June 2024	One week	Lack of familiarity with system	
Help desk established	Human Resource and Administration	Functioning helpline	June 2024	Ongoing	Unruly clients	
Migration of Data from offline database	Human Resource and Administration	Availability of data in Member Management Information System	June 2024 to August 2024	Two months	Mismatch of data structure in the system	

2.3.1 Provisional and temporary registration introduced						
Review of MEI registration and discipline regulations to include a provision for temporary registration for foreign engineering practitioners						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
Draft required regulation	Registrar	Draft regulations	July 2024	Two weeks		
Seek ERC Approval	Registrar	Approved regulations	July 2024	Two weeks	Availability of council members	
Review of Registration and Discipline Regulations to incorporate new regulation	MEI President	Reviewed regulations	January 2025	One month	Delays in approving regulations	



<b>OUTPUT 8</b>	<b>2.3.2 MEI engaged before Immigration Department issues an employment permit for a foreign engineering practitioner</b>					
<b>TARGET - 2024/25</b>	<b>Immigration engaged on entry requirements for foreign engineers</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
Engage Ministry of Transport to facilitate meeting with Immigration Department	Registrar	Meeting Schedule	March 2024	One day	Delayed response from Ministry of Transport	
Meeting with Immigration Department	Registrar	Minutes	May 2024	One day	Availability of Ministry and Immigration Officials	
Continued liaison with Immigration Department	Registrar	Reports and minutes	Ongoing	Ongoing	Lack of compliance to new regulations	
<b>OUTPUT 1</b>	<b>3.1.1 CPD activities, forums and workshops for all categories of members conducted</b>					
<b>TARGET - 2024/25</b>	<b>8 CPD activities coordinated per year</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
Training needs assessment conducted	Compliance and Training Department	TNA Report	June 2024	One month	Delayed response industry	
Identification of CPD providers	Compliance and Training Department	Register of CPD providers	July 2024	One month	Availability CPD providers	
Advertise for participants	Compliance and Training Department	Adverts in various media	December 2024	Two months		
CPD training conducted	CPD Provider	Training Report	January 2025	One week	Low participation	
			January 2025		Not meeting expectations	
<b>OUTPUT 1</b>	<b>4.1.1 Legal and Policy framework aligned with best practices</b>					
<b>TARGET - 2024/25</b>	<b>Guidelines for enforcement of compliance developed</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
Draft Guidelines produced	Registration and Compliance Department	Draft Guidelines	December 2024	One Month		
Submission for Approval to ERC	Registrar	Approved Guidelines	January 2025	One month	Availability of council members	
Enforcement of Guidelines	Registration and Compliance Department	Reports	Ongoing	Ongoing	Non-Compliance	
<b>OUTPUT 4</b>	<b>4.2.3 Engineering emergencies, disasters or matters of public concern monitored consistently</b>					
<b>TARGET - 2024/25</b>	<b>4 reported cases investigated</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
Investigation of incidents	Compliance and Training Department	Progress report	Ongoing	Ongoing	Conflict of interest	
Report	Compliance and Training Department	Report	Ongoing	Ongoing	Financial and Human resource constraint	
Action	Disciplinary Committee	Close out report	Ongoing	Ongoing	Conflict of interest	

5.1.2 Increased diversification of revenue streams					
TARGET - 2024/25	Dinner and Dance				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Identify Venue	Human Resource and Administration Department	Invoice	October 2024	One week	Availability of suitable space
Identify Corporate Sponsor	Human Resource and Administration Department	Sponsorship agreement	November 2024	Three weeks	Lack of interest from sponsors
Publicity	Human Resource and Administration Department	Adverts	November 2024	One Month	
Host Corporate event	Human Resource and Administration Department	Media coverage	December 2024	Mid-month	Lack of participation

5.1.2 Increased diversification of revenue streams					
TARGET - 2024/25	Sell of Corporate materials/ Branded Merchandise				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Identify materials and products	Finance and Investment Department	List of materials and products	May, 2024	Ongoing	
Procure and brand materials and products	Human Resource and Administration Department	Delivery note	August, 2024	One Month	Delays in delivery Compromised quality of materials
Advertise	Human Resource and Administration Department	Social Media Coverage	August, 2024	Two Months	Low social media engagement
Sell and Stocktaking	Human Resource and Administration Department	Receipt book and stock inventory	September, 2024	Ongoing	Shortages

5.2.2 Organizational cohesion enhanced					
TARGET - 2024/25	Team building exercises conducted				
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
Performance review meeting	Human Resource and Administration Department	Meeting report	November, 2024	Two Days	Availability of resources

5.2.3 Office assets and equipment procured/developed						
1 Vehicle purchased						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
Budget meeting	Secretariat	Annual Budget	March, 2025	One Week	Inadequate revenue	
Procurement Plan	Finance and Investment Department	Procurement Plan	April, 2025	One week		
Disbursement Meeting	IPDC	IPDC Minutes	Monthly	One Day		
Vehicle Purchase	IPDC	Running Vehicle	October, 2024 - November, 2024	Two Months	Substandard Vehicle	
5.2.4 Human resource capacity increased						
Implementation of new organizational structure following functional review						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
Implement Approved Establishment	Human resource and Administration Department	Approved Staff establishment	July, 2024	Ongoing	Delays in approval	
Implement Salary Structure	Human resource and Administration Department	Approved Salary Structure	July, 2024	Ongoing	Delays in approval Economic fluctuations	
Placement	Placement Committee	Placement Committee recommendations report	August, 2024 - September, 2024	Two Months	Resistance to transition arrangements	
Recruitment	Human resource and Administration Department	Staff Return	Ongoing	Ongoing	Availability of human and financial resources	
5.2.6 Policies that align with best practices in good corporate governance developed						
Conditions of Service Developed						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
Benchmark draft conditions of service with similar institutions	HR/Consultants	Benchmarking report	Ongoing	Ongoing	Changes in legal and policy framework	
Review the draft conditions of service	HR/Admin	Revised Draft	Ongoing	Ongoing	Changes in legal and policy framework	
Presentation and Approval	CEO	Approved Conditions of Service	June, 2024	One Month	Changes in legal and policy framework	

5.2.6 Policies that align with best practices in good corporate governance developed						
OUTPUT 8	Staff Policies Developed and Approved					
TARGET - 2024/25	TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
	Recruitment policy developed	HR/Consultants	Approved Recruitment Policy	June, 2024 – August, 2024	Three Months	Delays in approval
	Staff welfare policy developed	HR/Consultants	Approved Staff welfare policy	June, 2024 – August, 2024	Three Months	Delays in approval
	Staff Training and Development Policy developed	HR/Consultants	Approved Staff training and Development policy	June, 2024 – August, 2024	Three Months	Delays in approval
	Performance Management Policy developed	HR/Consultants	Approved Performance management policy	September, 2024 – November, 2024	Three Months	Delays in approval

## Appendix 2 : Stakeholder Analysis

Stakeholder category	Name of stakeholder	Power	Interest	What is important to the stakeholder	How can stakeholder contribute to MEI	How can the stakeholder frustrate the interests of MEI	Strategy for engaging the stakeholder
Policy	Ministry of Transport	High	High	policy holder	<ul style="list-style-type: none"> <li>general policy direction</li> <li>technical and financial support</li> <li>lobbying</li> </ul>	<ul style="list-style-type: none"> <li>bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> <li>physical interface with authorities</li> </ul>
	Ministry of Labour	High	High	industrial relations (compliance to labour laws)	<ul style="list-style-type: none"> <li>dispute resolution</li> <li>interpretation of TEVET policies</li> </ul>	<ul style="list-style-type: none"> <li>bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Civil Service Commission	High	Low	enforcing registration for public sector engineering professionals	<ul style="list-style-type: none"> <li>enforce registration requirements of engineering professionals at recruitment</li> </ul>	<ul style="list-style-type: none"> <li>bureaucracy</li> <li>lack of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Department of Immigration and Citizenship Services	High	Low	control influx of foreign professionals	<ul style="list-style-type: none"> <li>optimize local engineering capacity</li> </ul>	<ul style="list-style-type: none"> <li>bureaucracy</li> <li>lack of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Parliament (Relevant Parliamentary Committees)	High	Low	enactment and gazetting of relevant laws	<ul style="list-style-type: none"> <li>making available enabling laws</li> </ul>	<ul style="list-style-type: none"> <li>political interference</li> <li>unrealistic targets and demands</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>
	Judiciary	High	Medium	rule of law	<ul style="list-style-type: none"> <li>technicalities on bills and contracts</li> </ul>	<ul style="list-style-type: none"> <li>delays in approvals (administrative and political processes)</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	National Planning Commission	High	High	alignment of programmes to mv2063 and mip1	<ul style="list-style-type: none"> <li>provision of strategic direction and guidance</li> </ul>	<ul style="list-style-type: none"> <li>unrealistic targets and demands</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Anti-Corruption Bureau	High	High	organizational integrity	<ul style="list-style-type: none"> <li>provision of integrity surveys</li> <li>institutionalization of institution integrity committee</li> </ul>	<ul style="list-style-type: none"> <li>delayed investigation and disposal of cases</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
Governance Institutions	National Audit Office	High	High	adherence to public service financial management achievement of goals and objectives in effective, economic and efficient manner	<ul style="list-style-type: none"> <li>performance audit</li> <li>financial audit</li> <li>systems audit</li> <li>compliance audit</li> </ul>	<ul style="list-style-type: none"> <li>delays in approving external auditors</li> <li>unrealistic and conflicting recommendations</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>

<b>Regulatory Category</b>	NCIC	High	High	adherence to laws, regulations and standards by contractors	<ul style="list-style-type: none"> <li>policy direction and guidance on construction procurements on supervisions and works services</li> </ul>	<ul style="list-style-type: none"> <li>unfavorable onsite examination reports</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>
	NCHE	High	High	accreditation and quality assurance	<ul style="list-style-type: none"> <li>guidance on development and approval of curriculum</li> </ul>	<ul style="list-style-type: none"> <li>delays in approvals</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Public Procurement and Disposal of Assets Authority	High	High	compliance to procurement and asset disposal laws and regulations	<ul style="list-style-type: none"> <li>trainings</li> <li>approvals of procurement thresholds</li> <li>provision of procurement waivers</li> </ul>	<ul style="list-style-type: none"> <li>delays in responding to submissions</li> <li>evolution of the PPDA modus operandi</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>
	Malawi Police Service	Medium	Medium	law and order	<ul style="list-style-type: none"> <li>provision of security</li> </ul>	<ul style="list-style-type: none"> <li>delays in concluding investigations</li> <li>incredibility of some police officers</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>
<b>Service Providers</b>	Banks	Low	High	payments (service charges etc.)			
	Min. Of Lands	High	Low	land registration			
	Min. Of Transport and Public Works	High	High	project management certification of works done	<ul style="list-style-type: none"> <li>provision of technical guidance</li> </ul>	<ul style="list-style-type: none"> <li>delays in approvals of certificates</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	Media Houses	High	High	coverage of projects	<ul style="list-style-type: none"> <li>positively influencing public image</li> </ul>	<ul style="list-style-type: none"> <li>negative publicity</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	NCIC	High	High	adherence to laws, regulations and standards by contractors	<ul style="list-style-type: none"> <li>policy direction and guidance on construction procurements on supervisions and works services</li> </ul>	<ul style="list-style-type: none"> <li>unfavorable onsite examination reports</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>lobbying</li> </ul>
	Ministry Of Energy	Medium	High	adherence to laws, regulations and standards by all energy players	<ul style="list-style-type: none"> <li>policy direction in energy sector</li> <li>provisions of energy experts</li> </ul>	<ul style="list-style-type: none"> <li>lack of corporation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
<b>Partners</b>	Min. Of local Govt. (VDC, ADC, Councils, Traditional Leaders)	High	High	quality of engineering projects	<ul style="list-style-type: none"> <li>enforcing registration for council's engineering professionals</li> <li>monitoring and reporting quality of engineering products and services</li> </ul>	<ul style="list-style-type: none"> <li>lack of corporation</li> <li>lack of technical knowledge in reporting</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>

	Malawi Revenue Authority	High	High	adherence to tax requirements	<ul style="list-style-type: none"> <li>policy direction in taxes</li> </ul>	<ul style="list-style-type: none"> <li>unfavorable tax policies</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	SAFE0	High	High	affiliation to international engineering organizations	<ul style="list-style-type: none"> <li>networking with other international engineering professional bodies</li> <li>lobbying</li> </ul>	<ul style="list-style-type: none"> <li>unfavorable policies</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> <li>conferences</li> <li>lobbying</li> </ul>
	FAEO			guidance on international engineering standards			
	WFEO			accreditation and quality assurance			
	Associations of contractors and consulting engineers	High	High	enforcement of registration	<ul style="list-style-type: none"> <li>enforcing registration to their members</li> </ul>	<ul style="list-style-type: none"> <li>lack of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	MEPA	Low	High	environmental protection policy	<ul style="list-style-type: none"> <li>environmental policy direction in engineering projects</li> </ul>	<ul style="list-style-type: none"> <li>lack of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
	ICAM	Low	Low	collaboration	<ul style="list-style-type: none"> <li>benchmarking</li> <li>collaboration</li> </ul>	<ul style="list-style-type: none"> <li>lack of collaboration</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
<b>Professional Bodies</b>							
	ESCOM, EGENCO, ILLOVO, Water Boards, Roads Authority	High	High	large membership base	<ul style="list-style-type: none"> <li>registration enforcement of their employees</li> <li>financial contributions through fees.</li> </ul>	<ul style="list-style-type: none"> <li>lack of cooperation</li> <li>bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>
<b>Universities and Colleges</b>	MUST, MUBAS, LUANAR, MZUZU UNIMA	High	High	production of quality engineers	<ul style="list-style-type: none"> <li>formulation of engineering courses curriculum</li> <li>formation and coordination of engineering student chapters</li> <li>research and technical investigations</li> <li>training of engineering professionals</li> <li>implementation of MEI recommendations in curriculum</li> </ul>	<ul style="list-style-type: none"> <li>production of incompetent engineers</li> <li>bureaucracy</li> <li>lack of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>consultative meetings</li> </ul>

## Appendix 3 : List of Stakeholders Consulted

No.	Name	Institution	Position	Email Address
	Vincent Mwale	Mzuzu University	Lecturer	<a href="mailto:mwale.v@mzuni.ac.mw">mwale.v@mzuni.ac.mw</a>
	Wanisanga Emmanuel Silungwe	Road Engineering	Managing Director	<a href="mailto:INF@RECC.MW">INF@RECC.MW</a>
	Francis Gondwe	MERA	Electricity Specialist	<a href="mailto:fgondwe@mera.mw">fgondwe@mera.mw</a>
	Eng. Stanford Msongole	Northern Region Water Board	Maintenance Manager	<a href="mailto:smsongole@nrwb.org.mw">smsongole@nrwb.org.mw</a>
	Clement Kagonegone	DHRMD	CHRMO	<a href="mailto:clementkagonegone@gmail.com">clementkagonegone@gmail.com</a>
	Gideon M'bangwa	DHRMD	DDHRM	<a href="mailto:gidembangwa@gmail.com">gidembangwa@gmail.com</a>
	Eng. Jeremiah Nkowani	NCIC	Sr Industry Liason officer	<a href="mailto:jeremiah.nkowani@ncic.mw">jeremiah.nkowani@ncic.mw</a>
	Derek Lipenga	NOCPA	Depot Manager - MZ	<a href="mailto:dlipenga@nocpa.mw">dlipenga@nocpa.mw</a>
	Osmond T. Fweta	ESCOM	Sr Eng. Operations	<a href="mailto:ofweta@escm.mw">ofweta@escm.mw</a>
	Eng. George Y. Kanyika	GYGX	Engineer	<a href="mailto:gvkanyika@gmail.com">gvkanyika@gmail.com</a>
	Titus Mashaka Mulenga	Mzuzu City Council	Roads Supervisor	<a href="mailto:titusmulenga@gmail.com">titusmulenga@gmail.com</a>
	Fred Chiweza	Board of Architects & Quantity Surveyor	Board Vice Chair	<a href="mailto:fredchiweza@gmail.com">fredchiweza@gmail.com</a>
	H. Kachala	Lilongwe Handling Company (LIHACO)	M& T Manager	<a href="mailto:hkachala@lihaco.net">hkachala@lihaco.net</a>
	Eng. Rowland Msiska	Sections + Profiles	Director	<a href="mailto:msiskarowland@gmail.com">msiskarowland@gmail.com</a>
	Eng. Tonney Nyasulu	NWRA	DWRM + D	<a href="mailto:thnyasulu@gmail.com">thnyasulu@gmail.com</a>
	Solomon Kalima		Chief Hydrologist	<a href="mailto:solomonkalima@gmail.com">solomonkalima@gmail.com</a>
	Yankho Nankwenya	Lilongwe Water Board	Zone Manager	<a href="mailto:ynankwenya@lwb.mw">ynankwenya@lwb.mw</a>
	Austin Theu	Ministry of Energy	Principal Energy	<a href="mailto:austintheu@hotmail.com">austintheu@hotmail.com</a>
	Eng. Geoffrey Magwede	MOTPW - Railways	Director	<a href="mailto:gmagwede@gmail.com">gmagwede@gmail.com</a>
	Umalu M. Yasidu	Ministry of Mining	Principal Mining Eng.	<a href="mailto:uyasidu09@gmail.com">uyasidu09@gmail.com</a>
	Tiyamike Chikabadwa	Mota - Engil	Commercial Manager	<a href="mailto:tiyamike.chikabadwa@mota-engil.mw">tiyamike.chikabadwa@mota-engil.mw</a>
	Eng. Dr. Patsani Kumambala	Luanar	DCD - NRC	<a href="mailto:pkumambala@luanar.ac.mw">pkumambala@luanar.ac.mw</a>
	Harry Sambo	Alliance One Tobbacco Malawi Ltd	HRS Controller	<a href="mailto:hsambo@aointl.com">hsambo@aointl.com</a>
	Eng. Dapper Chapalapata	DOK Enterprises	Managing Director	<a href="mailto:dchalapata@yahoo.com">dchalapata@yahoo.com</a>
	Sinthani Masache	Portland Cement	HSE Head	<a href="mailto:sinthanimasache@gmail.com">sinthanimasache@gmail.com</a>
	Eng. Stephen Gabriel Chakhwantha	Presscane Limited	Eng. Manager	<a href="mailto:schakhwantha@pressethanolmw.com">schakhwantha@pressethanolmw.com</a>
	Temwanani Mweso	MERA	RE - Specialist	<a href="mailto:tmweso@mera.mw">tmweso@mera.mw</a>
	Clement Chiwaya	Open Connect Limited	Head of Operations	<a href="mailto:clementchiwaya@ocl.mw">clementchiwaya@ocl.mw</a>
	Dr. Peter Mbewe	MUBAS	Head of Civil Engineering	<a href="mailto:pmbewe@mubas.ac.mw">pmbewe@mubas.ac.mw</a>
	Innocent Tumeo	Wisdom Construction Ltd	Managing Director	<a href="mailto:innocetumeo@gmail.com">innocetumeo@gmail.com</a>
	Lester Tandwe	ICT Networks Ltd	Managing Director	<a href="mailto:lester@ictnetworks.mw">lester@ictnetworks.mw</a>
	Eng. Andrew Thawe	Pladems	Managing Director	<a href="mailto:athawe@pladems.com">athawe@pladems.com</a>
	Benedicto Munthali	Bench Concrete Ltd	Director	<a href="mailto:benedicto.munthali@benchconcrete.mw">benedicto.munthali@benchconcrete.mw</a>
	Miriam Sangala	TNM	Ag. Manager - PMO	<a href="mailto:miriam.sangala@tnm.com">miriam.sangala@tnm.com</a>



## Appendix 4 : Strategic Planning Team

No.	Name	Designation	Organization
1	Eng. Arthur Wengawenga	CEO and Registrar	MEI
2	Gideon M'bangwa	Deputy Director	DHRMD
3	Clement Kagonegone	Chief HR Officer	DHRMD
4	Khalid Kampanje	Compliance Officer	MEI
5	Isaac Mvalo	Registration Officer	MEI
6	Madalo Bulla	Finance Officer	MEI
7	Eunice Mapemba	Administrative Assistant	MEI
8	Flora Ndalama	Registration Assistant	MEI
9	Meckson Kachinga	Intern	MEI
10	Batson Muyaba	Office Assistant	MEI

## Appendix 5 : Resource Requirements for Implementing the Strategic Plan

KEY RESULT AREA 1: ENGINEERING PROMOTION AND DEVELOPMENT			
Strategic Outcome		Enhanced recognition and value of the engineering profession	
No.	Activities	Total Cost (MK)	Source of Funding
1.1	Guidelines for Accreditation of Engineering programs developed		
1.1.1	Stakeholder Consultations		
	<b>SubTotal</b>	<b>3,050,000.00</b>	
1.1.2	Validation workshop		
	<b>SubTotal</b>	<b>3,050,000.00</b>	
1.2	Quarterly career talks in secondary school clusters conducted		
1.2.1	Identify and engage partners (Student awards and motivation talks)		
	<b>SubTotal</b>	<b>2,620,000.00</b>	
1.2.2	Cluster engineering career talks		
	<b>SubTotal</b>	<b>13,400,000.00</b>	
1.3	20 University engineering students awarded		
1.3.1	Award ceremony		
	<b>SubTotal</b>	<b>15,630,000.00</b>	

KEY RESULT AREA 2: REGISTRATION OF ENGINEERING PRACTITIONERS			
Strategic Outcome		Enhanced recognition and value of the engineering profession	
No.	Activities	Total Cost (MK)	Source of Funding
<b>2.1</b>	<b>Development of Member Management System (MMS)</b>		
2.1.1	Member Management System Deployment		
	<b>SubTotal</b>	<b>1,500,000.00</b>	
2.2	Review of Regulations		
2.2.1	Review of Regulations (Corporate registration, temporary registration etc.)		
	<b>SubTotal</b>	<b>2,500,000.00</b>	
2.2.2	Stakeholder consultations (Corporate registration and temporary registration)		
	<b>SubTotal</b>	<b>9,520,000.00</b>	
2.3	Meeting with Immigration Department		
2.3.1	Travel and Subsistence cost		
	<b>SubTotal</b>	<b>860,000.00</b>	

KEY RESULT AREA 3: TRAINING AND DEVELOPMENT			
Strategic Outcome		Improved quality of engineering products and services	
No.	Activities	Total Cost (MK)	Source of Funding
<b>3.1</b>	<b>8 CPD activities coordinated (2 per quarter)</b>		
3.1.1	Training needs assessment conducted (CPDs)		
	<b>SubTotal</b>	<b>1,060,000.00</b>	
3.1.2	Calendar of Events (All events for 2025-26 FY)		
	<b>SubTotal</b>	<b>200,000.00</b>	
3.1.3	Advertise for CPD participants		
	<b>SubTotal</b>	<b>9,600,000.00</b>	
<b>3.2</b>	<b>Induction of new mentors and examiners and refresher course for existing mentors</b>		
3.2.1	Mentors and Examiners induction event (South)		
	<b>SubTotal</b>	<b>4,200,000.00</b>	
3.2.1	Mentors and Examiners induction event (Central)		
	<b>SubTotal</b>	<b>3,180,000.00</b>	
3.2.1	Mentors and Examiners induction event (North)		
	<b>SubTotal</b>	<b>3,000,000.00</b>	

KEY RESULT AREA 4: COMPLIANCE AND INCIDENT MANAGEMENT			
Strategic Outcome		Enhanced compliance and professional discipline	
No.	Activities	Total Cost (MK)	Source of Funding
4.1	Quarterly Compliance visits conducted - All regions		
4.1.2	Inspection Visits		
	<b>SubTotal</b>	<b>18,240,000.00</b>	
4.2	4 of reported cases investigated		
4.2.1	Investigation of incidents		
	<b>SubTotal</b>	<b>64,800,000.00</b>	

KEY RESULT AREA 5: INSTITUTIONAL GOVERNANCE AND SUSTAINABILITY			
Strategic Outcome		Improved organizational performance	
No.	Activities	Total Cost (MK)	Source of Funding
5.1	Dinner and Dance		
5.1.1	Publicity		
	<b>SubTotal</b>	<b>2,200,000.00</b>	
5.1.2	Host Dinner and Dance		
	<b>SubTotal</b>	<b>4,300,000.00</b>	
5.2	Sell of Corporate materials/Branded Merchandise		
5.2.1	Procure and brand materials and products		
	<b>SubTotal</b>	<b>5,550,000.00</b>	
5.3	Team Building Exercise		
5.3.1	Team Building Exercise activity		
	<b>SubTotal</b>	<b>4,300,000.00</b>	
5.4	Purchase of office assets		
5.4.1	<b>Accounting Package</b>		
	Procurement		
	<b>SubTotal</b>	<b>8,000,000.00</b>	
	Hosting		
	<b>SubTotal</b>	<b>1,300,000.00</b>	
5.4.2	<b>Motor Vehicle Purchase</b>		

5.4.2.1	Advertisement		
	<b>SubTotal</b>	<b>1,200,000.00</b>	
5.4.2.2	IPDC Meeting		
	<b>SubTotal</b>	<b>4,550,000.00</b>	
5.4.2.3	Advertisement /Award of Contract		
	<b>SubTotal</b>	<b>1,200,000.00</b>	
5.4.2.4	Motor Vehicle Purchase		
	<b>SubTotal</b>	<b>150,000,000.00</b>	
5.4.3	Furniture and Fittings Purchase		
	<b>SubTotal</b>	<b>8,000,000.00</b>	
<b>5.4.4</b>	<b>ICT Equipment</b>		
5.4.4.1	Purchase of ICT Equipment (laptops, printers, projectors, hard drives)		
	<b>SubTotal</b>	<b>18,150,000.00</b>	
5.4.4.2	ICT Consultancy Services		
	<b>SubTotal</b>	<b>2,000,000.00</b>	
5.5	Implementation of new organizational structure following functional review		
5.5.1	Recruitment		
	<b>SubTotal</b>	<b>4,370,000.00</b>	
5.6	Policies		
5.6.1	Development of Policies		
	<b>SubTotal</b>	<b>9,400,000.00</b>	
	<b>Grand Total</b>	<b>387,710,000.00</b>	





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