



MINISTRY OF MINING

STRATEGIC PLAN

2022 - 2027



MINISTRY OF MINING - STRATEGIC PLAN 2022 - 2027

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First Published in 2022

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Foreword and Acknowledgement

The Malawi Government has embarked on a path to restructure its economy in order to create wealth for its citizens in line with the Malawi Vision 2063 - a national long-term blue print for sustainable socio-economic growth and development. In this blue print, mining is featured highly under Pillar Number 2 as one of the key sectors which can bring about a paradigm shift in the country's creation of wealth through industrialization.

Meanwhile, in order to resonate with the country's industrialization drive at this early stage, the Ministry of Mining has developed a five-year Strategic Plan for the period, 2022-2027, accentuated by its passion and commitment to fulfil its vision, mission and mandate to the nation.

As alluded to earlier, the development of this Strategic Plan follows Government's interest for the mining sector to contribute to the sustainable socio-economic growth and development of the country. The aim of this Strategic Plan is, therefore, to promote growth and sustainable development of the mineral sector with a view to stimulating exports and contributing to import substitution. Obviously, the private sector, including major investors and artisanal and small-scale miners, will play a key role in fulfilling this initiative.

This Strategic Plan provides a new operational framework with a clear mission, vision and strategic objective along with clear performance indicators. Furthermore, it has taken into account various challenges that have taken place at both micro and macro levels. The Strategic Plan, therefore, responds to a greater extent to some key challenges that the sector has been facing all along.

In order to develop this Strategic Plan, an in-depth analysis of the entire mineral sector in the country was conducted using the Strength, Weakness, Opportunity and Threat (SWOT) and Political, Economic, Social, Technological, Environment and Legal (PESTEL) analytical tools. Thus, the results of the SWOT and PESTEL analyses have significantly informed the development of this Strategic Plan.

To this end, I would like to make an honest entreaty here that the successful implementation of this Strategic Plan will depend on the support and commitment of various stakeholders in the sector and other related sectors. With iron-strong stakeholder support and commitment,



the implementation of this Strategic Plan by this Ministry will contribute to sustained growth and increased competitiveness of the mineral sector locally, regionally and internationally.

Last but not least, I would like to acknowledge that the development of the Strategic Plan could not have been possible without the support and dedication of the various members of staff in the Ministry of Mining. Further, the Strategic Plan represents the concerted effort of the number of stakeholders whose valuable inputs have been incorporated in this document. Let me thank all of them. Permit me also to express my special thanks to the Secretary for Mining and the entire Policy and Planning Unit of this Ministry for the dynamic facilitation, good coordination work and dedication to ensure that this Strategic Plan is completed and adopted by the sector.

It is my sincere hope that this Strategic Plan, if implemented to the fullest, will effectively and efficiently enhance the Ministry's performance in the execution of its' programmes. As already indicated in the foregoing, it all depends on the strong stakeholder collaboration to fulfil the goals/milestones to which we all aspire to accomplish and be proud of.



Dr Albert Mbawala, MP

MINISTER OF MINING



Preface

This Strategic Plan is a culmination of collective effort, tenacity, commitment and honest participatory contributions by the Department of Mines, the Geological Survey Department and the Corporate office as well as various external stakeholders who patriotically took stock of the past successes and failures to determine our Ministry's vision and put forward strategies for sustainable growth and development of the mineral sector in the country. The Strategic Plan covers a period of five years from March, 2022 to April, 2027.

The Strategic Plan gives a view of this Ministry, its goals and objectives, key planned activities and initiatives for implementation, support and collaboration with our relevant stakeholders and above all, how we see ourselves contributing to the larger national economy for the next five years. To us, as Ministry, this Strategic Plan currently serves as a cradle for mineral sector renaissance, reformation and transformation within short to medium term.

While the Strategic Plan is not intended to be rigid, we believe that the Plan has set a framework for the Ministry to move forward in a strategic manner that contributes to improved governance and performance of the sector by giving a clear picture of what the Ministry desires to accomplish within the implementation period.

In developing this Plan, the strengths, weakness, threats and opportunities in the country's mineral sector were analysed and accordingly taken into consideration. Additionally, the political, economic, social, technological, environmental, and legal aspects, where the Ministry's mandate is executed, were also considered. Even so, other competing and equally important demands on the government's budget were also extensively considered.

The Strategic Plan is aligned to the First 10-Year Implementation Plan (MIP-1) for the Malawi Vision 2063 covering the period, 2021-2030, and has been developed to take into account challenges that are bound to result from the implementation of other Government initiatives under the Public Service Reform Program.

Succinctly, the planned activities in the Strategic Plan attest to our Ministry's commitment to achieving excellence through our core functions of providing up-to-date geoscientific data and ensuring that mining in the country is conducted in a manner which is economically viable, environmentally friendly and socially acceptable.



In view of the foregoing, the Ministry is committed to ensuring that the strategic outcomes and targets which are set out in this Strategic Plan are accomplished in order to make mining significantly contribute to the economy and improve the livelihoods of all Malawians. As Ministry, we are, thus, resolute to make mining better and we will never relent until the better becomes the best.



Dr Joseph C.N. Mkandawire

SECRETARY FOR MINING



Abbreviations

ASM	Artisanal and Small-Scale Mining
CSO	Civil Society Organisation
EITI	Extractive Industry Transparency Initiative
GoM	Government of Malawi
HRMD	Human Resources Management and Development Section
ICT	Information and Communication Technology Section
IIC	Internal Integrity Committee
IRD	Integrated Rural Development
KRA	Key Result Areas
MDP	Mineral Development and Planning
MGDS III	Malawi Growth and Development Strategy
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoM	Ministry of Mining
MoIT	Ministry of Industry and Trade
MIP-1	Malawi 10-Year Implementation Plan
MMA	Mines and Mineral Act (No 8 of 2019)
MMRA	Mines and Minerals Regulatory Authority
MNREM	Ministry of Natural Resources, Energy and Mining
MNRM	Ministry of Natural Resources and Mining
MRA	Malawi Revenue Authority
MW2063	Malawi Vision 2063
MWEITI	Malawi Extractive Industries Transparency Initiative
NGO	Non-Governmental Organization
NSO	National Statistical Office
PESTEL	Political, Economic, Social, Technological, Environment and Legal
PFMA	Public Finance Management Act
PDU	Procurement and Disposal Unit
PPU	Policy and Planning Unit
PS	Principal Secretary



PSR	Public Sector Reforms
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats



CHAPTER 1

1.1. INTRODUCTION

The functions pertaining to Mining Sector have been held under a number of Ministries in the past. Before March 2020, the functions were under the Ministry of Natural Resources, Energy and Mining (MNREM). From March 2020, the functions were performed under the Ministry of Natural Resources and Mining (MNRM). In July 2020, the functions were carved out and a fully-fledged Ministry of Mining (MoM) was established after realising the importance of the sector in the quest to restructure the economy, protect the environment, and promote sustainable principles of mining and social wellbeing of the people of Malawi.

The Government of Malawi (GoM) has prioritised mining as one of the economic growth sectors considering that Malawi has predominantly depended on agriculture focusing on tobacco, tea, coffee, maize and a few legumes. As part of restructuring its economy with a view to creating wealth, the mining sector has been identified as one sector worth diversifying into in order to achieve the Malawi Vision 2063. In view of the foregoing, the Ministry of Mining has developed this Strategic Plan to enable it create a clear and desired direction for the future state of the institution following Government re-organization of ministries and departments. The Strategic Plan for 2022-2027 sets out the strategic objectives, expected outcomes, outputs and specific strategies which the MoM intends to achieve over the next five years.

1.2. STRATEGIC OVERVIEW

The Ministry of Mining was established in 2020 to ensure the sustainable development and utilization of mineral and Petroleum resources for the socio-economic growth and development of Malawi.

This mandate is derived from the laws of Malawi and other legal instruments which include the following: Mines and Mineral Act (No 8 of 2019) and Petroleum (Exploration and Production) Act (1983).

1.2.1. Governance and Management Structure

The MoM is headed by the Principal Secretary (PS) who is responsible for providing strategic leadership and support to the operations of the Ministry. The PS reports to the Secretary to the President and Cabinet for any major policy decisions that may be made, while the



Minister provides political leadership. The Principal Secretary performs duties with the support of two directorates which are:

- (i) **Department of Mines**, which is responsible for promotion of sustainable development and exploitation of mineral and petroleum resources in the country; and
- (ii) **Department of Geological Survey**, which has the statutory role of generating and providing relevant and up-to-date geoscientific data necessary for economic development of the country. Essentially, the Department is mandated to collect, assess, disseminate and archive all geo-scientific data related to geology, geohazards and mineral resources of the country.

1.2.2. Mandate, Vision, Mission and Strategic Objectives

The MoM has the mandate, vision, mission, goals and strategies as highlighted below which will drive the economy to the desired level.

1.2.2.1. Mandate

The Ministry is mandated to ensure the sustainable development and utilization of minerals and petroleum resources for socioeconomic growth and development of the country.

1.2.2.2. Vision

A nation that sustainably utilizes and manages the mineral and Petroleum resources for socioeconomic growth and development.

1.2.2.3. Mission

To coordinate, facilitate, and promote participation of all stakeholders in the sustainable development, utilization and management of mineral and Petroleum resources for socioeconomic growth and development.

1.2.2.4. Strategic Objectives

- i. To ensure the sustainable management and utilization of mineral and Petroleum resources;
- ii. To monitor and assess geological hazards for proper planning and instituting possible mitigation measures;
- iii. To strengthen national, regional and international cooperation in mineral resources management and development;



- iv. To accelerate sustainable economic growth through mineral and Petroleum resources exploitation; and
- v. To strengthen institutional capacity.

1.2.2.5. **MDA Priority Programs and Agenda**

- i. Regulation and facilitation of exploration and sustainable development of minerals and petroleum resources;
- ii. Provision of geological and mining services for sustainable development;
- iii. Improvement of institutional governance structures and sector transparency and accountability; and
- iv. Growth and development of the small-scale based mining industry.

1.2.2.6. **Core Values**

The Ministry of Mining abides by the GoM code of ethics and the following are the core values:

- i. Patriotism;
- ii. Collective responsibility;
- iii. Professionalism;
- iv. Integrity; and
- v. Commitment

1.2.3. **Legislative and Other Mandates**

There are a number of legislative and other mandates that inform and guide the operations of public institutions including MoM. These include: The Constitution, legislative frameworks which are enshrined in the specific Acts of Parliament, policies and international and regional obligations.

Drawing from the various legal instruments that created departments that are under the Ministry, MoM's mandate is to ensure sustainable development, management and utilization of mineral and petroleum resources for the socio-economic growth and development of Malawi.

1.2.3.1. **Constitutional Mandate**

Section 93, Sub-section 1 – 3 of the Constitution of Malawi provides for the creation of government departments to be headed by Principal Secretaries. Hence, all the departments under the Ministry are legal entities as mandated by the Constitution.



1.2.3.2. Legislative Mandates

There are a number of Acts of Parliament from which the Ministry of Mining derives its powers to perform the functions contained therein. The key Acts include the following:

- Mines and Mineral Act (2019);
- Petroleum (Exploration and Production) Act (1983);
- Explosives Act (1968);
- Occupational Safety Health and Welfare Act (1997);
- Public Health Act (1948);
- The Environment Management Act (No.19 of 2017);
- Forestry Act;
- National Parks and Wildlife Act; and
- Water Resources Act.

1.2.4. Linkage with other Government Acts

The implementation of the above Acts of Parliament is linked to other broader Government Acts and policies which include:

1.2.4.1. The Public Finance Management Act, 2003

The Public Finance Management Act (PFMA) (Cap. 37:02) of 2003 was enacted in order to foster and enhance effective and responsible economic and financial management by Government, including adherence to policy objectives; to provide accountability arrangements and compliance to those arrangements; to obligate Government to produce statements of proposed budget policy, confirmation of adherence to fiscal discipline, economic and fiscal statements, including economic and fiscal forecast and updates, and performance information.

Government considers the PFMA as the basis for transforming public sector institutions to enhance financial prudence and accountability. MoM will therefore ensure that the provisions of the PFMA are adhered to.

1.2.4.2. The Public Procurement and Disposal of Assets Act, 2017

The Public Procurement and Disposal of Assets Act, of 2017 provides general procurement provisions, methods of procurement and their conditions for use, and main principles and



procedures for methods of procurement including their disposal. The Act also provides penalties for non-compliance by controlling officers. MoM and all other institutions in the country are required to comply with these provisions when procuring items for use.

1.2.4.3. The Corrupt Practices Act, 1996

The Corrupt Practices Act, 1996 established the Anti-Corruption Bureau and make comprehensive provision for the prevention of corruption. The functions of the Bureau include investigation and prosecution of corruption matters. Thus, the Bureau takes necessary measures for the prevention of corruption in the public and private sector by among other things:

- i. Examining the practices and procedures of public and private institutions in order to facilitate the discovery of corrupt practices and secure revision of methods of work or procedures which in the opinion of the Bureau may be prone or conducive to corrupt practices; and
- ii. Advising institutions on ways and means of preventing corrupt practices and on changes in methods of work or procedures.

Corruption, which is commonly defined as abuse of public or private office for private gains is viewed as a major constraint to socio-economic development in Malawi. It is also viewed as a key symptom of weak governance and it has debilitating effects on the economic, social and political environment in which it occurs. Thus, anti-corruption strategies need to be an integral part of a development strategy designed to help the country in eradicating poverty and stimulating socio-economic growth. In light of the above, MoM will ensure that corruption is seriously guarded against in its operations.

1.2.5. The Policy Mandates

MoM is guided by a number of policies in the implementation of its programs and there are also a number of policies that Government has developed to address either broad sectoral and/or specific issues. Some key MoM specific policies include the following:

1.2.5.1. The National Artisanal and Small-Scale Mining Policy

The National Artisanal and Small-Scale Mining Policy was developed in order to adequately administer, regulate and facilitate the growth of ASM Sub-Sector in Malawi. It has been developed based on the potential of the sub sector in contributing towards economic growth and poverty reduction, especially in the rural areas. The role of the State is to facilitate and



regulate the mineral exploration, mining, and mineral processing activities by investors and entrepreneurs, and initiate provision of infrastructure. Malawi Government has therefore, developed this policy in order to guide and regulate the activities of ASM operations. The Policy document also provides direction on appropriate frameworks for investment in the subsector, particularly the nature of investments in mining, the enhancement of institutional, administrative and operational capacity and governance issues in this field.

1.2.5.2. Mines and Minerals Policy

The policy goal is to enhance the contribution of mineral resources to the economy so that it moves from being agro-based to mineral-based economy. The policy is expected to stimulate and guide private mining investment by administering, regulating and facilitating the growth of the sector through a well-organised and efficient institutional framework.

1.2.5.3. National Trade Policy

The policy conveys the Government of Malawi's commitment to make trade a tool for sustainable socio-economic development and poverty reduction. The policy reflects the range of opportunities and challenges facing Malawi and recognises the critical issue of implementation – of both the trade agreements already in place and sectoral policies needed to harness trade for development.

The purpose of the policy is to address weak linkage between trade and overall development objective and binding constraints that have hindered Malawi's ability to take full advantage of existing and emerging market access opportunities. This policy is also necessary to provide direction and enhance domestic policy coherence and coordination.

1.2.5.4. Industry Policy

The National Industrial Policy provides policy direction on how Malawi can develop its productive economy and industrialize. The Government of Malawi recognizes that industrialization and the structural transformation of the economy are essential to maintain rapid long-term economic growth that is needed to raise per capita income, create sufficient rural and urban jobs, widen the tax base to finance Malawi's welfare requirements and address an unsustainable trade deficit. The industrial sector in this context refers to the manufacturing sector of the economy.



The policy goal is an altered GDP growth path resulting from ensuring the industrialization and structural transformation of the Malawian economy by coordinated policy efforts to address key constraints and increase the productive capacity of industry. The focus is on manufacturing.

1.2.5.5. National Export Strategy (NES II)

The NES II is informed and guided by Malawi's frontline National and Sectoral Strategies and Plans, including the perspectives of the new vision, Malawi 2063, MGDS III and more importantly, stakeholders' viewpoints.

The purpose of NES II is to consolidate, expand and diversify exports of goods and services from Malawi in both value and volume terms. The Strategy includes concrete proposals to respond to the needs identified by the stakeholders, in general, and that of the business community, in particular. It identifies products which have strong potential for export growth and markets (regional and international) which present the most promising opportunities. The strategy also identifies and addresses cross-cutting issues, with particular focus on policy, institutional, administrative, and funding preconditions, towards creating an enabling ecosystem conducive for the development and growth of exports from Malawi.

Other Overarching National Strategies and Policies include:

1.2.5.6. Malawi Vision 2063 (MW2063)

The Malawi 2063 (MW2063) expresses our Vision and aspirations as Malawians. It envisions a youth-centric inclusive wealth creating and self-reliant nation by 2063. By 2063, Malawi is principally aspired to be an industrialized upper middle-income country which primarily finances its own development needs. The Vision builds on that of our founding leaders to not only achieve political freedom, but attain economic independence and high quality of life for all.

The MW2063 recognizes mining as a key component of industrialization that will enhance and support local production and export of final products, thus moving away from exporting raw products.

1.2.5.7. Malawi 10 Year Implementation Plan 1 (MIP-1)

The MW2063 First 10-year Implementation Plan (MIP-1) was formulated under a highly consultative process which generated valuable input from various stakeholders, including state and non-state actors.



The Malawi 2063 First 10-year Implementation Plan (MIP-1) operationalizes the MW2063 from 2021 to 2030. This is the first MIP in a series of four 10- year plans that will be developed to drive the implementation and realization of MW2063.

MIP-1 builds on lessons learnt and success from the Malawi Growth and Development Strategy (MGDS) III which was the last operationalization plan of Vision 2020.

1.2.5.8. The Public Service Reforms Policy

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

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

1.2.5.9. The Public Service Management Policy

The Public Service Management Policy provides a framework for the management of the public service to effectively deliver public goods and services and facilitate development in line with the national development agenda. It includes Government’s policy commitments that will drive public service and strategies that it will use to improve public service management.

1.2.6. Regional and International Agreements

1.2.6.1. Agenda 2063

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

1.2.6.2. Sustainable Development Goals



The Sustainable Development Goals (SDGs) are a new universal set of goals, targets and indicators that UN member states are expected to use to frame their national development agendas/strategies over the next fifteen (15) years. The SDGs are a comprehensive and ambitious set of goals intended not only to spur growth but also ensure that such growth is equitably shared so as to leave no one behind. They are aimed at creating a just society where resources are sustainably utilized in such a way that the lives and well-being of all citizens are safeguarded.

The effective achievement of the SDGs at national level depends on the country having requisite capacity to domesticate and implement the 17 goals and targets in the relevant sectors of the economy. MoM as an institution will ensure that relevant goals, targets and indicators are identified and mainstreamed in its various programs.



CHAPTER 2

2.1. OVERVIEW OF THE IMPLEMENTATION OF MoM DEPARTMENTAL PROGRAMS BETWEEN 2018 – 2021

The implementation of the respective Departmental programs prior to the split from MNREM attest some achievements, challenges and lessons learnt in the process.

2.2.1. Achievements, Challenges and Lessons Learnt

Some of the notable achievements, challenges and lessons learnt are as outlined in **Table 1** below.

Table 1: Achievements, Challenges and Lessons Learnt

Achievements	Challenges	Lessons Learnt
<ul style="list-style-type: none"> • 40 Geological maps and explanation sheets/bulletin produced • 1 Mineral potential map produced • 90% of the data at GSD is in soft copy making it easy to archive, update and disseminate. • 100% of the requested Geological services by clients provided • 1 Documentation Centre constructed • 75% of Web installation work done • 3 Geo-hazard maps and reports produced • Geo-hazards monitoring and assessment reports produced • 2 out of 3 Sensitization meetings on Geo-hazards conducted • 7 out of 10 seismic stations maintained • 90% of Construction work for Department of Mines headquarters office done 	<ul style="list-style-type: none"> • Inadequate exploration, laboratory and monitoring equipment • Vandalism of seismic monitoring stations. • Inadequate technical personnel, office infrastructure, equipment and field vehicles. • Inadequate funding and delayed payments • Accumulated unpaid annual subscriptions threatening fulfilment of obligations and relationships with international bodies. • Covid-19 pandemic • Continued negative perception towards oil and gas sector perpetuated by poor reporting by the media and CSOs. This in turn prevent potential investors from coming into the country 	<ul style="list-style-type: none"> • The practice of strategic planning, apart from creating a clear and focused direction for an institution’s desired future state, when seriously institutionalized is a tool that is utilized to fast-track organizational performance. • Performance monitoring and evaluation is very critical for effective implementation of planned activities • Government commitment enhances contribution of mining sector to the economy through implementation of planned activities • Stakeholder engagement is critical in achieving implementation of planned activities in the mining sector • Designing programmes/projects that adapt to



<ul style="list-style-type: none"> • 100% Computer-based cadastre system in place and operationalised • 2 out 4 targeted labs rehabilitated • 1 out of 4 targeted labs had equipment procured and installed • Nationwide geological mapping conducted and report produced • 30% of targeted officers trained • 30% of Mining and value addition equipment procured • 12 out of 20 targeted groups of ASMs trained in value addition • 3 Mineral production sites identified • Regulations reviewed and awaiting to be gazetted • 40% of technical officers trained on risk assessment • 85% of mining sites inspected • 250 Licenses were issued (For different categories) • Revised and gazetted mineral title fees • Revised fees for explosives regulation and awaiting gazetting • Established Structured Gold market • 16 ASM cooperatives formalised • Revised ASM policy and it awaits for finalisation • Finalised Petroleum (Exploration and Production) Policy awaiting Cabinet approval • Produced draft Petroleum (Exploration and Production) Bill • Produced draft model Production Sharing Agreement (PSA) • Acquisition of oil and gas geological data 	<ul style="list-style-type: none"> • Relinquishment of licences for oil and gas • Inadequate support from relevant government stakeholders 	<p>emerging issues e.g., Covid-19 and Climate Change</p>
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<ul style="list-style-type: none"> • 31 community sensitisation and engagement meetings in oil and gas in Karonga, Nkhatabay, Nkhotakota, Zomba, Machinga, Dedza, & Salima districts • 2 officers attended oil and gas short term international trainings • 29 government officers and interns trained in fundamentals of oil and gas course. • Resumption of technical assistance from Commonwealth Secretariat in oil and gas • Facilitated introduction of oil and gas courses at Malawi University of Science and Technology • Commenced review of the Explosives Act of 1968 and its regulations • Improved inspection activities for handling of explosives and monitoring of compliance 		
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CHAPTER 3

3.1. THE STRATEGIC ANALYSIS

The African Mining Vision, SADC Industrialisation Agenda, and the Malawi Vision 2063, MIP-1, National Export Strategy (NES), provide a solid direction which guide the mining sector. The process of developing 2022 – 2027 Strategic Plan involved an assessment of its current internal and external operating environment. The assessment was conducted in order to have an understanding of the Ministry's strengths and weaknesses and for identifying both the opportunities that are open for it to capitalize on, and minimize threats or challenges that it is facing. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis Technique as well as the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis, were therefore used as tools during the examination that was based on the Ministry's Key Result Areas (KRAs).

3.2. KEY RESULT AREAS (KRAS)

The strategic analysis commenced with the identification of the Ministry's Key Result Areas (KRAs) based on its mandate on which the SWOT analysis was conducted. The KRAs that are reflected below are basically the primary responsibilities of MoM that no other institution can perform.

In pursuit of achieving its mandate, the Ministry has identified two Key Result Areas (KRAs) which form the basis for the determination of its strategic direction. These are as follows:

3.2.1 Provision of Geological and Mining Services

Government of Malawi recognizes that the mineral sector has the potential to contribute towards rapid economic growth and development of the country. Currently, the sector is underdeveloped despite having a number of known mineral potential areas.

Against this background, MoM has put in place measures to improve provision of geological and mining services to stimulate investment in the sector. The Ministry has the Mines and Mineral Act (No.8 of 2019), Mines and Mineral Policy (2013), Artisanal and Small-Scale Mining Policy (2018) and National Petroleum (Exploration and Exploitation) policy as instruments for the provision of guidance and direction of the industry. However, the Mines and Mineral Policy (2013) and Artisanal and Small-Scale Mining Policy (2018) are due for review.



As one way of participating in global and regional initiatives that address mineral sector issues, including practice, governance and other emerging realities, MoM subscribes to Extractive Industry Transparency Initiative (EITI). Locally, MoM subscribes to MWEITI whose Secretariat is the Secretary to the Treasury.

It is Government's conviction that if the mineral and petroleum resources are fully exploited, the contribution of mining to the GDP will significantly increase in the next 15 years. As one way of resuscitating rural economies and transforming them into potential drivers of economic growth and development, Government adopted the Integrated Rural Development (IRD) in 2017. This compelled Government to shift its attention by empowering local communities to engage themselves in socio-economic activities and improve quality standards for small and medium enterprises. To that effect, Government approved the Artisanal and Small-Scale Mining Policy with an aim of promoting entrepreneurship, job creation and environmentally sustainable mining practices.

3.2.2. Provision of Corporate Services

The objective of the administration and management services (corporate services) in the institution is to ensure the overall administration and governance of MoM is in line with the applicable laws, regulations, policies, rules, and procedures and shared institutional arrangements. The corporate services work stream is the focal point for all the Ministry's key priority areas.

This Key Result Area provides policy guidance and administrative support services to the Ministry by:

- i. Improving organizational, managerial and administrative services;
- ii. Enhancing management of organizational performance through planning, monitoring and evaluation;
- iii. Strengthening financial processes in accordance with policies and regulatory requirements;
- iv. Provision of oversight on the management of human resources;
- v. Improving information management services; and



- vi. Mainstreaming cross-cutting issues (HIV & AIDS, environment, gender, nutrition and disability) in all programs and policies.



3.3. SWOT ANALYSIS

The SWOT Analysis considered the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that have significant impact on the effective delivery of MoM services and its contribution to the nation’s socio-economic development agenda. Specifically, the strategic analysis centred on issues that impact on the identified KRAs. The SWOT Analysis for each KRA is set out in **Table 2** below:

Table 2: SWOT Analysis

SWOT ANALYSIS FOR THE MINISTRY OF MINING 2022-2027 STRATEGIC PLAN				
KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Provision of Mining and Geological Services	<ul style="list-style-type: none"> Existing national and sectoral strategies such as the Malawi Vision 2063, MIP-1, National Export Strategy (NES) Availability of policy and legal mandates (Mines and Minerals Act, Mines and Mineral Policy, Petroleum Exploration Act, Explosives Act, artisanal and small-scale mining policy) 	<ul style="list-style-type: none"> inadequate dissemination of information on mining issues to the general public Gaps in some skilled personnel at all levels as well as lack of staff establishment in districts and border posts Insufficient training opportunities Inadequate mineral exploration, laboratory 	<ul style="list-style-type: none"> Availability of economic minerals There is political will in supporting mining sector interventions Increase in demand for commodities and products produced for both local and international markets. Support from various stakeholders (development partners, CSOs, the private sector) 	<ul style="list-style-type: none"> Information gap among various stakeholders in the sector. Pandemic/natural disasters Unstable macroeconomic conditions, Fluctuation of the Malawi Kwacha against foreign currencies Limited access to finance and credit facilities to ASMs Outdated legal



	<ul style="list-style-type: none"> • Availability of some qualified and experienced staff • Availability of updated geo-scientific data • Availability of a computerised mineral rights management system (mining cadastre) • Availability of some advanced laboratory equipment e.g., XRF, XRD • Subscription to international mineral sector governance institution e.g., EITI 	<p>and monitoring equipment</p> <ul style="list-style-type: none"> • Lack of laboratory services in some areas e.g., the Northern region • Inadequate capacity in oil and gas exploration • Inadequate capacity in contract negotiations 	<p>and the communities)</p> <ul style="list-style-type: none"> • Increased Public-Private Partnerships linkages. • Possibility of Value addition techniques • Availability of national and regional training institutions • Growing demand for information from the public 	<p>frameworks and tools in some cases</p> <ul style="list-style-type: none"> • International mineral pricing mechanism • Dominance by foreign investors in capital projects • Inadequate funding and delays in processing payments • Donor aid dependency in implementing public projects • Inadequate supply of power to support major mining projects • Poor transport infrastructure to mining sites • High staff turnover • Political interference in mining
Provision of Corporate Services	<ul style="list-style-type: none"> • Availability of some expertise at the Corporate Office 	<ul style="list-style-type: none"> • Weak coordination between corporate office and departments 	<ul style="list-style-type: none"> • Interest by developing partners 	<ul style="list-style-type: none"> • High staff turnover • Frequent merger and split of the ministry



	<ul style="list-style-type: none"> • Availability of some requisite facilities and equipment • Availability of rules, regulations and procedures 	<ul style="list-style-type: none"> • Inadequate office space and physical assets • Insufficient training opportunities 	<ul style="list-style-type: none"> • Availability of expertise in the public service to fill the existing staffing gaps • Platform for stakeholder engagement 	<ul style="list-style-type: none"> • Inadequate funding and delays in processing payments
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3.4. PESTEL ANALYSIS

Table 3: PESTEL Analysis

PESTEL ANALYSIS FOR THE MINISTRY OF MINING 2022-2027 STRATEGIC PLAN				
No.	CATEGORY	RISK	IMPACT	MITIGATION
1	Political	<ul style="list-style-type: none"> • Political interference 	<ul style="list-style-type: none"> • Poor Service Delivery 	<ul style="list-style-type: none"> • Strict adherence to laws and regulations
		<ul style="list-style-type: none"> • Change of Government 	<ul style="list-style-type: none"> • Discontinuity of projects and programs 	<ul style="list-style-type: none"> • Enhance the role of NPC on project implementation to ensure that projects/programs are not discontinued
		<ul style="list-style-type: none"> • Merging and splitting of the Ministry 	<ul style="list-style-type: none"> • Poor Service Delivery 	<ul style="list-style-type: none"> • Lobbying to maintain the stand-alone Ministry
2	Economic	<ul style="list-style-type: none"> • High inflation and Interest rates 	<ul style="list-style-type: none"> • High costs of doing business 	<ul style="list-style-type: none"> • Ensure stable macroeconomic conditions
		<ul style="list-style-type: none"> • Lack of access to finance 	<ul style="list-style-type: none"> • Stunted growth of the sector 	<ul style="list-style-type: none"> • Initiating PPPs • Linkages with financial institutions



		<ul style="list-style-type: none"> • unpredictable tax rates 	<ul style="list-style-type: none"> • High costs of doing business 	<ul style="list-style-type: none"> • Progressive tax regimes
		<ul style="list-style-type: none"> • Unstable international prices 	<ul style="list-style-type: none"> • Scaling down production 	
		<ul style="list-style-type: none"> • Transfer pricing 	<ul style="list-style-type: none"> • Loss of revenue 	<ul style="list-style-type: none"> • Strict monitoring • Strict adherence to laws and regulations
3	Social	<ul style="list-style-type: none"> • Social unrest 	<ul style="list-style-type: none"> • Negatively affects mining operations 	<ul style="list-style-type: none"> • Social dialogue
		<ul style="list-style-type: none"> • Low literacy levels 	<ul style="list-style-type: none"> • Unavailability of semi-skilled and skilled labour 	<ul style="list-style-type: none"> • Undertake formal and informal education initiatives
		<ul style="list-style-type: none"> • Cultural norms and heritage sites 	<ul style="list-style-type: none"> • Negatively affects mining operations 	<ul style="list-style-type: none"> • Social dialogue • Awareness campaigns
		<ul style="list-style-type: none"> • Undue influence from CSOs 	<ul style="list-style-type: none"> • Negatively affects mining operations 	<ul style="list-style-type: none"> • Social dialogue
		<ul style="list-style-type: none"> • High unemployment rate 	<ul style="list-style-type: none"> • Social unrest leading to disruption of mining operations 	<ul style="list-style-type: none"> • Creation of job opportunities
4	Technological	<ul style="list-style-type: none"> • Low Rate of technology adoption 	<ul style="list-style-type: none"> • Poor service delivery • Low productivity 	<ul style="list-style-type: none"> • Invest in research and development
5	Environmental	<ul style="list-style-type: none"> • Pollution 	<ul style="list-style-type: none"> • Community and workforce health and safety are compromised • Environmental degradation 	<ul style="list-style-type: none"> • Enforce environmental and social protection laws • Frequent inspections of mining sites • Encourage environmentally friendly mining practices
		<ul style="list-style-type: none"> • Climate change issues 	<ul style="list-style-type: none"> • Drought • Mine flooding and ground instability 	<ul style="list-style-type: none"> • Adopt water conservation technologies • Proper mine designs and mine site plans
		<ul style="list-style-type: none"> • Deforestation 	<ul style="list-style-type: none"> • Climate change issues 	<ul style="list-style-type: none"> • Afforestation



6	Legislative	<ul style="list-style-type: none"> • Policies to be adopted 	<ul style="list-style-type: none"> • Rate of change of policies by government 	<ul style="list-style-type: none"> • Law enforcement • Employment laws • Safe regulations • Competition regulations
		<ul style="list-style-type: none"> • Weak enforcement of laws and regulations 	<ul style="list-style-type: none"> • Loss of revenue and forex • Fuelling illegal mining and other corrupt practices • Safety of workers is compromised 	<ul style="list-style-type: none"> • Strict enforcement of laws and regulations
		<ul style="list-style-type: none"> • Corruption 	<ul style="list-style-type: none"> • Paralyzes enforcement of laws and regulations • Loss of revenue and forex • Stunted growth of the sector 	<ul style="list-style-type: none"> • Empowering the Institutional Integrity Committee (IIC) • Strict enforcement of laws and regulations



CHAPTER 4

4.1. KEY RESULT AREAS, STRATEGIC OUTCOMES AND OUTCOME TARGETS

This section gives a detailed roadmap for the MoM options which will drive the strategic direction of the Ministry towards the realization of the desired results. It highlights MoM Key Result Areas (KRAs) which form the basis for the determination of strategic outcomes and targets as tangible reflections of its Vision which is expected to be achieved by 2027. These strategic outcomes are aligned to the KRAs and constitute the strategic direction that it will take between 2022 and 2027.

The determination of MoM 2022 – 2027 Strategic direction was highly participatory and was informed by the Constitution, the relevant Acts of Parliament that created the Departments comprising the Ministry including the MIP-1 and the MW2063, the Ministry’s specific policies and other government sectoral policies. The strategic direction has thus been defined to set the pace for a more focused approach to achieve the MoM intended results. Details of the KRAs, strategic outcomes and outcome targets are shown in **Table 4** below.

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

Key Result Area	Strategic Outcome	Outcome Target
KRA 1: PROVISION OF GEOLOGICAL AND MINING SERVICES	1.0 Increased Investment in the mining and petroleum sector	1.1 Reconfiguration of the web-based Mining Cadastre System completed by 2023
		1.2 Assessment process of mineral tenement applications enhanced by 2025
		1.3 Testing and certification of mineral resources enhanced by 2027
		1.4 Capacities for artisanal and small-scale miners enhanced by 2025
		1.5 Mines and Minerals regulatory framework revised by 2024
		1.6 Explosives Regulatory framework revised by 2026
		1.7 Mineral marketing systems institutionalized by 2024
		1.8 Updated petroleum exploration data produced by 2027



		1.9 Petroleum regulatory framework reviewed by 2025
		1.10 Enhanced transparency of mining and petroleum issues amongst the public by 2025
		1.11 Occupational Safety, Health and Environment in the mining and petroleum sectors by 2025
		1.12 Enhanced compliance on handling explosives
		1.13 Development of major mining projects
		1.14 Updated Energy and Agro-Mineral resources database developed by 2027
		1.15 Targeted geophysical, geological, and geochemical mapping completed by 2027
		1.16 Online Geo-data Management Centre operationalized by 2023
		1.17 Advanced Geological Research Equipment procured and installed by 2027
		1.18 Geo-Hazards and Environmental Geology information produced by 2027
		1.19 Enhanced regulation of the mining sector
		1.20 Increased investment in mining through Public Private Partnerships (PPPs)
KRA 2: PROVISION OF CORPORATE SERVICES	2.0 Improved Management and Administrative Services	2.1 80% of administrative office services and supplies provided by 2023
		2.2 100% Ministry activities planned, monitored and evaluated by 2027
		2.3 Human resource capacity improved by 80% by 2027
		2.4 Financial management and audit services improved to 100% by 2027
		2.5 Information management services improved to 100% by 2027
		2.6 Cross cutting issues (HIV/AIDS, Environment, Gender, Disability, Human Rights) mainstreamed in all programs and policies by 2027

4.2. OUTPUTS AND ANNUAL OUTPUT TARGETS

In order to achieve the outcome targets highlighted in **Table 4** above, MoM has come up with outputs on each outcome target. Outputs are goods and services that the Ministry will produce in order to achieve each outcome and outcome target – i.e., the tangible deliverables that will result in the achievement of the outcomes. MoM will focus on producing those



outputs that will have the greatest impact on achieving its desired outcome targets and realizing the mandate.

The achievement of the outputs has further been spread across the period of implementing the Strategic Plan as annual output targets. **Table 5** below is an outline of outputs and annual output targets under each outcome target.



Table 5: Outputs and Annual Output Targets

Strategic Outcome 1		Increased Investment in the mining and petroleum sector				
Outcome Target 1.1		Reconfiguration of the web-based Mining Cadastre System completed by 2023				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Output 1	Reconfiguration of the web-based cadastre system completed	Web-based cadastre system 100% reconfigured and operational	Web-based cadastre system 100% updated and maintained	Web-based cadastre system 100% fully updated and maintained	Web-based cadastre system 100% updated and maintained	Web-based cadastre system 100% updated and maintained
Output 2	Specialized training for cadastre officers conducted	50% targeted officers trained	100% targeted officers trained	100% of new officers trained	Refresher training on operations of the cadastre system	100% of new officers trained
Output 3	Data in the Cadastre system updated	50% of the databases cleaned	100% of the databases cleaned	100% databases cleaned quarterly	100% databases cleaned quarterly	100% databases cleaned quarterly
Outcome Target 1.2		Assessment process of mineral tenement applications enhanced by 2025				
Output 1	TORs and Score Cards for assessment by Mineral Resources Committee produced and utilised	100% TORs and Score Cards developed	100% TORs and Score Cards reviewed and endorsed by MRC			
Output 2	Training of MRC members on TORs, Score Cards, and Functions of the Committee conducted	50% of members trained	100% of members trained	100% of new members trained	1 refresher workshop on MRC functions conducted	
Output 3	Scheduling and conduction of MRC meetings enhanced	Scheduling of MRC meetings done according to the MMA	Scheduling of MRC meetings done according to the MMA	Scheduling of MRC meetings done according to the MMA	Scheduling of MRC meetings done according to the MMA	Scheduling of MRC meetings done according to the MMA



Outcome Target 1.3		Testing and certification of mineral resources enhanced by 2027				
Output 1	Laboratory equipment procured and installed	Specifications for remaining equipment 100% identified	30% of targeted equipment procured and installed	50% of targeted equipment procured and installed	80% of targeted equipment procured and installed	100% of targeted equipment procured and installed
Output 2	Specialized training of laboratory personnel conducted	50% targeted officers trained	100% targeted officers trained	100% of new officers trained	Refresher course on operation of machines	100% of new officers trained
Output 3	Improved quality and credibility of analytical results	100% safety standards for laboratory personnel developed	100% adherence to laboratory operations, rules and regulations	A mineral analysis database produced for reference	Registration and Accreditation process of laboratory facility fully commenced	Laboratory facility accredited and fully functional
Outcome Target 1.4		Capacities for artisanal and small-scale miners enhanced by 2025				
Output 1	Potential mineral deposits for sustainable exploitation identified and marketed	A nationwide mineral assessment fully conducted	A potential mineral deposits report produced		A reassessment of mineral deposits for sustainable exploitation fully conducted	A revised potential mineral deposits report produced
Output 2	Mining and value addition equipment procured	A situation analysis and needs assessment conducted	10 sets of mining and value addition equipment procured and installed	20 sets of mining and value addition equipment procured and installed	10 sets of mining and value addition equipment procured and installed	
Output 3	ASMs trained in mining and value addition	A survey for ASMs for training conducted	4 training sessions for ASMs conducted	4 training sessions for ASMs conducted	4 training sessions for ASMs conducted	4 training sessions for ASMs conducted
Output 4	Targeted ASMs trained and formalized into recognized cooperatives	A situation analysis and survey for targeted ASMs conducted	All targeted ASMs trained and registered into recognized cooperatives	All targeted ASMs trained and registered into recognized cooperatives	All targeted ASMs trained and registered into recognized cooperatives	All targeted ASMs trained and registered into recognized cooperatives
Output 5	Extension services provided to ASMs	A Situation analysis and needs assessment conducted	All targeted demarcation and verification exercises of	All inspections and dispute resolutions conducted	All targeted demarcation and verification exercises of boundaries	All inspections and dispute resolutions conducted



			boundaries conducted		conducted	
Output 6	Model mining centres commissioned	Sites selection conducted	1 st model mining centre designed	1 st model mining centre commissioned	2 nd model mining centre designed	2 nd model mining centre commissioned
Output 7	Mineral processing facility constructed	A mineral processing site identified and land acquisition completed	A model mineral processing facility fully designed	A model mineral processing facility fully constructed		
Outcome Target 1.5		Mines and Minerals regulatory framework revised by 2024				
Output 1	ASM Policy finalized and launched	A draft ASM Policy reviewed	An ASM Policy submitted to Cabinet	An ASM Policy approved and launched		
Output 2	Mines and Minerals Policy reviewed and launched	A Mines and Minerals Policy reviewed	A reviewed Mines and Minerals Policy submitted to Cabinet	A reviewed Mines and Minerals Policy approved and launched		
Output 3	Mines and Minerals Regulations submitted for gazetting	All targeted Mines and Minerals Regulations reviewed	All targeted regulations approved and gazetted			
Outcome Target 1.6		Explosives Regulatory framework revised by 2026				
Output 1	Explosives Act reviewed	Review Explosives Act	Review Explosives Act	Explosives Act submitted to Cabinet	Explosives Act gazetted and enforced	Explosives Act enforced
Outcome Target 1.7		Mineral marketing systems institutionalized by 2024				
Output 1	Mineral marketing centres established	3 market sites identified and land acquisition completed	3 marketing centres fully designed	3 marketing centres fully constructed	3marketing centres fully operational	



Output 2	Partnerships with financial institutions and auctioneers on marketing of precious stones established	A situation analysis and needs assessment fully conducted	A draft MOU with interested partners produced	All Authorized agents for marketing of mineral products licensed	Marketing of gemstones and precious stones fully commenced	
Outcome Target 1.8		Updated petroleum exploration data produced by 2027				
Output 1	Availability of Petroleum exploration ¹ data	Petroleum exploration data monthly updated in the Geo-data Centre	Petroleum exploration data monthly updated in the Geo-data Centre	Petroleum exploration data monthly updated in the Geo-data Centre	Petroleum exploration data monthly updated in the Geo-data Centre	Petroleum exploration data monthly updated in the Geo-data Centre
Output 2	Petroleum blocks re-demarcated		Petroleum blocks demarcated	All available petroleum blocks publicized	All qualified petroleum investors licensed	
Outcome Target 1.9		Petroleum regulatory framework reviewed by 2025				
Output 1	Model Petroleum Sharing Agreement (PSA) finalized	A Model Petroleum Sharing Agreement fully reviewed	A Model Petroleum Sharing Agreement approved by the Cabinet	A Model Petroleum Sharing Agreement fully enforced	A Model Petroleum Sharing Agreement fully enforced	A Model Petroleum Sharing Agreement fully enforced
Output 2	Petroleum Exploration and Production policy developed	Petroleum Exploration and Production Policy fully reviewed	A revised Petroleum Exploration and Production Policy approved by the Cabinet	A revised Petroleum Exploration and Production Policy fully implemented	A new Petroleum Exploration and Production Policy fully implemented	A new Petroleum Exploration and Production Policy fully implemented
Output 3	Petroleum Exploration and Production Act (PEPA) reviewed	Petroleum Exploration and Production Act fully reviewed	Petroleum Exploration and Production Act submitted to Cabinet	A revised Petroleum Exploration and Production Act approved and enacted	A new Petroleum Exploration and Production Act enforced	A new Petroleum Exploration and Production Act enforced
Outcome Target 1.10		Enhanced transparency of mining and petroleum issues amongst the public by 2025				



Output 1	Communication strategy developed	A situation analysis and assessment of information gap conducted	All planned stakeholder consultation meetings conducted	A draft communication strategy developed in line with ATI	A draft communication strategy finalized	Draft communication strategy implemented
Output 2	Civic education on mining and petroleum issues conducted	A situation analysis and assessment of information gap conducted	All planned stakeholder consultation meetings on information dissemination/sharing conducted	Information dissemination/sharing platforms fully identified	All targeted information disseminated	All targeted information disseminated
Output 3	Public awareness conducted	All targeted information/message developed	All planned regional roadshows/public meetings conducted	All planned radio and TV programs developed and aired	All targeted media for public awareness utilized	All targeted media for public awareness utilized
Output 4	Ministerial Newsletter Developed and Published	Newsletter published Quarterly	Newsletter published Quarterly	Newsletter published Quarterly	Newsletter published Quarterly	Newsletter published Quarterly
Outcome Target 1.11		Occupational Safety, Health and Environment in the mining and petroleum sectors by 2025				
Output 1	Compliance to laws and regulations by mine operators improved	All planned inspections of workplaces/operations conducted and penalties for defaulters fully enforced	All planned inspections conducted and penalties for defaulters fully enforced	All planned inspections conducted and penalties for defaulters fully enforced	All planned inspections conducted and new penalties for defaulters fully enforced	All planned inspections conducted and new penalties for defaulters fully enforced
				Revision of fees and penalties conducted		
Output 2	Working conditions of the workers improved	All planned sensitization exercised on safety issues in workplaces conducted	All planned sensitization exercised on safety issues in workplaces conducted	All planned sensitization exercised on safety issues in workplaces conducted	All planned sensitization exercised on safety issues in workplaces conducted	All planned sensitization exercised on safety issues in workplaces conducted
		All planned trainings on Occupation, Safety and Health (OSH) conducted	All planned trainings on OSH conducted	All planned trainings on OSH conducted	All planned trainings on OSH conducted	All planned trainings on OSH conducted



Output 3	Protection of the surrounding environment improved	All planned inspection on implementation of the environmental management plan (ESMP)	All planned inspection on implementation of ESMP	All planned inspection on implementation of ESMP	All planned inspection on implementation of ESMP	All planned inspection on implementation of ESMP
		All planned trainings on environmental management conducted	All planned trainings on environmental management conducted	All planned trainings on environmental management conducted	All planned trainings on environmental management conducted	All planned trainings on environmental management conducted
Target Outcome 1.12		Enhanced compliance on handling explosives				
Output 1	Compliance to laws and regulations on explosives by mine operators improved	All planned inspections of storage operations and explosives handling conducted and penalties for defaulters enforced	All planned inspections conducted and penalties for defaulters enforced	All planned inspections conducted and penalties for defaulters enforced	All planned inspections conducted and new penalties for defaulters enforced	All planned inspections conducted and new penalties for defaulters enforced
				Revision of fees and penalties conducted		
Outcome Target 1.13		Development of major mining projects				
Output 1	Mining Development Agreements Facilitated and signed	Mining development agreements for Kanyika Niobium Mine project, re-commissioning of Kayelekera Uranium mine and Phalombe rare earth project signed	Mining development agreements for Malingunde graphite project and Kasiya Rutile Project signed			



Outcome Target 1.14		Updated Energy, Industrial and Agro-Mineral resources database developed by 2027				
Output 1	Updated industrial minerals locality maps produced	All targeted industrial minerals locality maps produced	All targeted industrial minerals locality maps produced	All targeted industrial minerals locality maps produced	All targeted industrial minerals locality maps produced	All targeted industrial minerals locality maps produced
Output 2	Coal resources maps produced	3 Coal Resource maps produced	3 Coal Resource maps produced	3 Coal Resource maps produced	3 Coal Resource maps produced	3 Coal Resource maps produced
Output 3	Updated database of agro- mineral resources for Malawi	1 Agro-mineral resource map produced	1 Agro-mineral resource map produced	1 Agro-mineral resource map produced	1 Agro-mineral resource map produced	1 Agro-mineral resource map produced
Output7	Geothermal exploration conducted	1 Map of geothermal occurrences produced	2 geophysical maps of geothermal occurrences produced	1 Geochemical report on geothermal occurrences produced	2 geophysical maps of geothermal occurrences produced	1 Report on geothermal potential of Malawi produced
Output 8	Petroleum resources potential investigation conducted	1 map of potential Petroleum resources sites and report produced	1 map of potential Petroleum resources sites and report produced	1 map of potential Petroleum resources sites and report produced	1 map of potential Petroleum resources sites and report produced	1 map of potential Petroleum resources sites and report produced
Outcome Target 1.15		Targeted geophysical, geological and geochemical mapping conducted and completed by 2027				
Output 1	Geophysical infill data acquisition completed for Nsanje and Chikwawa Districts	15% of Nsanje and Chikwawa infill data completed	20% of Nsanje and Chikwawa infill data completed	20% of Nsanje and Chikwawa infill data completed	20% of Nsanje and Chikwawa infill data completed	20% of Nsanje and Chikwawa infill data completed
Output 2	High Resolution Geophysical Interpretation Maps for selected mineral potential areas produced	1 geophysical interpretation map produced	1 geophysical interpretation map produced	1 geophysical interpretation map produced	1 geophysical interpretation map produced	1 geophysical interpretation map produced
Output 3	Mineral resource maps updated	1 mineral resource map for Mzimba produced	1 mineral resource map for Kasungu produced	1 mineral resource map for Ntcheu produced	1 mineral resource map of Nsanje produced	1 mineral resource map for Mangochi produced



Output 4	1:50 000 scale geological maps for selected mineral potential areas produced	1 geological map produced	1 geological map produced	1 geological map produced	1 geological map produced	1 geological map produced
Output 5	Geochemical database for Malawi updated	20% geochemical data inventory for Malawi completed	20% geochemical data inventory for Malawi completed	20% geochemical data inventory for Malawi completed	20% geochemical data inventory for Malawi completed	20% geochemical data inventory for Malawi completed and 1 GIS managed geochemical database established
Output 6	Geochemical reports and Geochemical maps produced	2 geochemical report and 2 geochemical maps at 1: 1:250,000	2 geochemical report and 2 geochemical maps at 1: 1:250,000	2 geochemical report and 2 geochemical maps at 1: 1:250,000	2 geochemical report and 2 geochemical maps at 1: 1:250,000	2 geochemical report and 2 geochemical maps at 1: 1:250,000
Outcome Target 1.16		Online Geo-data Management Centre Operationalized by 2023				
Output 1	Web-based geological database developed and operationalized (online)	A database developed and commissioned	Data monthly uploaded and maintained	Data monthly uploaded and maintained	System upgraded	Data monthly uploaded and maintained
Outcome Target 1.17		Advanced Geological Research Equipment procured and installed by 2027				
Output 1	Establishment and Refurbishment of GSD laboratories	A refurbishment of Zomba chemical analytical lab and industrial minerals lab conducted	A refurbishment of Kanengo Coal Laboratory conducted	A refurbishment of Linthipe Industrial Laboratory conducted	A rehabilitation and upgrading of Bangula Core laboratory conducted	A functional review for establishment of Mzuzu laboratory conducted
Outcome Target 1.18		Geo-Hazards and Environmental Geology information produced by 2027				
Output 1	1:50,000 scale maps showing geo-hazard (Earthquakes and landslides) prone areas produced	2 geo-hazard maps at 1:50,000 scale and report produced	2 geo-hazard maps at 1:50,000 scale and reports produced	2 geo-hazard maps at 1:50,000 scale and reports produced	2 geo-hazard maps at 1:50,000 scale and reports produced	2 geo-hazard maps at 1:50,000 scale and reports produced



Output 2	Geo-hazards monitoring (earthquakes), and assessment reports produced	Data collected and 12 reports compiled	Data collected and 12 reports produced	Data collected and 12 reports produced	Data collected and 12 reports produced	Data collected and 12 reports produced
Output 3	Mapped town geology for urban structure planning and waste management facilities	Mapping and waste management facility for Lilongwe City	Mapping and waste management facility for Blantyre City	Mapping and waste management facility for Zomba City	Mapping and waste management facility for Mzuzu City	Mapping and waste management facility for Mangochi & Kasungu Municipalities
Output 4	Geo-hazards Sensitization meeting conducted	3 Sensitization meetings conducted	3 Sensitization meetings conducted	3 Sensitization meetings conducted	3 Sensitization meetings conducted	3 Sensitization meetings conducted
Output 5	Routine maintenance of seismic stations conducted	6 seismic stations maintained	6 seismic stations maintained	6 seismic stations maintained	6 seismic stations maintained	6 seismic stations maintained
Output 6	Seismographs procured	2 Seismograph procured	2 Seismograph procured	2 Seismograph procured	2 Seismograph procured	2 Seismograph procured
Output 7	Mass movement monitoring equipment procured	1 Mass movement monitoring equipment procured	1 Mass movement monitoring equipment procured	1 Mass movement monitoring equipment procured	1 Mass movement monitoring equipment procured	1 Mass movement monitoring equipment procured
Output 8	Seismic Micro-zonation conducted in major cities and developing urban centres	1 seismic ambient noise investigation in Mzuzu city and report produced	1 seismic ambient noise investigation in Lilongwe city and report produced	1 seismic ambient noise investigation in Blantyre city and report produced	1 seismic ambient noise investigation in Salima and report produced	1 seismic ambient noise investigation in Mangochi and report produced
Outcome Target 1.19		Enhanced Regulation of the Mining Sector				
Output 1	Mines and Minerals Regulatory Authority (MMRA) established	All planned consultative meetings for MMRA undertaken	Mines and Minerals Regulatory Authority operationalized			
Outcome Target 1.20		Increased investment in mining through Public Private Partnerships (PPPs)				



Output 1	National Mining Investment and Development Corporation (NMIDC) Established		National Mining Investment and Development Corporation (NMIDC) operationalized			
Strategic Outcome 2		Improved Management and Administrative Services				
Outcome Target 2.1		80% of Administrative office services and supplies provided by 2027				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Output 1	Office infrastructure maintained		Corporate office painted		Corporate office fully tiled	
Output 2	Office equipment and supplies procured and improved and Asset Register Updated	Procurement Plan developed and Asset Register annually updated	Procurement Plan annually developed and Asset Register annually updated	Procurement Plan annually developed and Asset Register annually updated	Procurement Plan annually developed and Asset Register annually updated	Procurement Plan annually developed and Asset Register annually updated
Output 3	Conducive office working environment provided and enhanced	Corporate office additional space fully identified	Targeted officers/sections moved to new complex and office furniture supplied	Targeted officers/sections moved to new complex and office furniture supplied	Targeted officers/sections moved to new complex and office furniture supplied	
Output 4	Vehicle fleet managed and Accessible	100% motor vehicles insured and maintained	100% motor vehicles insured and maintained	100% motor vehicles insured and maintained	100% motor vehicles insured and maintained	100% motor vehicles insured and maintained
Output 5	Office Security Enhanced	A situation analysis conducted	Security system procured (CCTV) and fully installed			
Outcome Target 2.2		100% Ministry activities planned, monitored and evaluated by 2027				
Output 1	Annual Work plans for the Ministry in place	An annual work plan for the Ministry developed and strictly implemented	An annual work plan for the Ministry developed and strictly implemented	An annual work plan for the Ministry developed and strictly implemented	An annual work plan for the Ministry developed and strictly implemented	An annual work plan for the Ministry developed and strictly implemented



Output 2	Budget preparation conducted	Annual budget estimates for the Ministry in place	Annual budget estimates for the Ministry in place	Annual budget estimates for the Ministry in place	Annual budget estimates for the Ministry in place	Annual budget estimates for the Ministry in place
Output 3	Budget implementation reviews conducted	Quarterly budget Implementation review reports produced	Quarterly budget Implementation review reports produced	Quarterly budget Implementation review reports produced	Quarterly budget Implementation review reports produced	Quarterly budget Implementation review reports produced
Output 4	Enhanced capacity of planning section on program policy analysis	40 % of staff trained in policy analysis	60% of staff trained in policy analysis	80% of staff trained in policy analysis	100% of staff trained in policy analysis	
Output 5	Programmes and project monitoring and evaluation conducted	Mid-term and annual progress reports produced	Mid-term and annual progress reports produced	Mid-term and annual progress reports produced	Mid-term and annual progress reports produced	Mid-term and annual progress reports produced
Output 6	Routine and periodic surveys conducted for production of high mining sector quality statistics	Quarterly surveys conducted	Quarterly surveys conducted	Quarterly surveys conducted	Quarterly surveys conducted	Quarterly surveys conducted
Output 7	Ministry's Statistical Database in Place	Statistical database development commenced	A statistical database in place			
Outcome Target 2.3		Human resource capacity improved by 80% by 2027				
Output 1	Vacant positions filled	40% of the vacant posts filled	40% of the vacant posts filled	40% of the vacant posts filled	40% of the vacant posts filled	40% of the vacant posts filled
Output 2	Staff performance appraised	Annual Staff Performance appraisal conducted	Annual Staff Performance appraisal conducted	Annual Staff Performance appraisal conducted	Annual Staff Performance appraisal conducted	Annual Staff Performance appraisal conducted



Output 3	Payroll and Salaries Management	Monthly payroll management conducted	Monthly payroll management conducted	Monthly payroll management conducted	Monthly payroll management conducted	Monthly payroll management conducted
Output 4	Staff trained on job-related skills	65% of Staff trained on job-related skills	65% of Staff trained on job-related skills	65% of Staff trained on job-related skills	65% of Staff trained on job-related skills	65% of Staff trained on job-related skills
Output 5	Human Resource Management Services provided	All Terms and Conditions of Service implemented	All Terms and Conditions of Service implemented	All Terms and Conditions of Service implemented	All Terms and Conditions of Service implemented	All Terms and Conditions of Service implemented
Output 6	Training Needs Analysis conducted	A training Needs Analysis conducted and report produced	Training Needs Assessment Report produced	Training Needs Assessment analysis	Training Needs Assessment Report Reviewed	Training Needs Assessment revised Report.
Output 7	Annual Recruitment and Promotion Plan Developed and Implemented	Annual recruitment and promotion plan developed and implemented	Annual recruitment and promotion plan developed and implemented	Annual recruitment and promotion plan developed and implemented	Annual recruitment and promotion plan developed and implemented	Annual recruitment and promotion plan developed and implemented
Output 8	Ministry Establishment reviewed	A gap analysis in the Ministry's establishment conducted	Ministry's establishment reviewed	A new establishment implemented	A new establishment implemented	A new establishment implemented
Output 9	Internal Integrity Committee (IIC) established and functional in all six cost centres	Internal Integrity Committees established in all 6 cost centres	All 6 IICs functional	All 6 IICs functional	All 6 IICs functional	All 6 IICs functional
Output 10	Ministry staff and stakeholders sensitized on corruption prevention	Quarterly sensitization workshops/seminars on corruption prevention conducted	Quarterly sensitization workshops/seminars on corruption prevention conducted	Quarterly sensitization workshops/seminars on corruption prevention conducted	Quarterly sensitization workshops/seminars on corruption prevention conducted	Quarterly sensitization workshops/seminars on corruption prevention conducted
Outcome Target 2.4		Financial management and audit services improved to 100% by 2027				
Output 1	Cost centers audited	All 6 cost centres annually audited	All 6 cost centres annually audited	All 6 cost centres annually audited	All 6 cost centres annually audited	All 6 cost centres annually audited



Output 2	Registered mining companies audited	80 % of all registered mining companies and cooperatives audited to ensure that they pay royalties, ground rates and other forms of revenue to government	80 % of all registered mining companies and cooperatives audited to ensure that they pay royalties, ground rates and other forms of revenue to government	80 % of all registered mining companies and cooperatives audited to ensure that they pay royalties, ground rates and other forms of revenue to government	80 % of all registered mining companies and cooperatives audited to ensure that they pay royalties, ground rates and other forms of revenue to government	80 % of all registered mining companies and cooperatives audited to ensure that they pay royalties, ground rates and other forms of revenue to government
Output 3	Financial Management Systems strengthened	50% of accounts staff trained in specialized financial management courses	70% of accounts staff trained in specialized financial management courses	80% of accounts staff trained in specialized financial management courses	100% of accounts staff trained in specialized financial management courses	100% of accounts staff trained in specialized financial management courses
Output 4	Effective Budget/ Resource use	Budget strictly implemented as approved by the Parliament i.e. planned versus actual expenditure.	Budget strictly implemented as approved by the Parliament i.e. planned versus actual expenditure.	Budget strictly implemented as approved by the Parliament i.e. planned versus actual expenditure.	Budget strictly implemented as approved by the Parliament i.e. planned versus actual expenditure.	Budget strictly implemented as approved by the Parliament i.e. planned versus actual expenditure.
		Monthly financial reports for Monitoring and Expenditure prepared	Monthly financial reports for Monitoring and Expenditure prepared	Monthly financial reports for Monitoring and Expenditure prepared	Monthly financial reports for Monitoring and Expenditure prepared	Monthly financial reports for Monitoring and Expenditure prepared
Output 5	Revenue Collection Targets	100% of targeted revenue collected	100% of targeted revenue collected	100% of targeted revenue collected	100% of targeted revenue collected	100% of targeted revenue collected
Outcome Target 2.5		Information Management Services Improved to 100% by 2027				
Output 1	Ministerial Website updated and maintained	Ministry's website developed	Ministry's website fully maintained	Ministry's website fully maintained	Ministry's website fully maintained	Ministry's website fully maintained



Output 2	Computer based system applications updated and maintained	Computer based system applications fully updated and maintained	Computer based system applications fully updated and maintained	Computer based system applications fully updated and maintained	Computer based system applications fully updated and maintained	Computer based system applications fully updated and maintained
Output3	HRMIS and Mining Cadastre equipment maintained and functional	The HRMIS and Mining Cadastre equipment fully maintained and functional	The HRMIS and Mining Cadastre equipment fully maintained and functional	The HRMIS and Mining Cadastre equipment fully maintained and functional	The HRMIS and Mining Cadastre equipment fully maintained and functional	The HRMIS and Mining Cadastre equipment fully maintained and functional
Outcome Target 2.6		Cross cutting issues (HIV/AIDS, Environment, Gender, Disability, Human Rights) mainstreamed in all programs and policies by 2027				
Output 1	Guidelines for mainstreaming crosscutting issues disseminated	All planned guidelines developed	All planned orientation sessions conducted	Guidelines fully implemented	Guidelines fully implemented	Guidelines fully implemented
Output 2	Crosscutting issues mainstreamed (Internal and external) in plans, policies and strategies	All crosscutting issues to be mainstreamed in the Ministry's Policies, Plans and Strategies identified	All crosscutting issues mainstreamed in the Ministry's Policies, Plans and Strategies	All crosscutting issues mainstreamed in the Ministry's Policies, Plans and Strategies	All crosscutting issues mainstreamed in the Ministry's Policies, Plans and Strategies	All crosscutting issues mainstreamed in the Ministry's Policies, Plans and Strategies
Output 3	HIV & AIDS Committees established in all Cost Centres	HIV & AIDS Committees in all 6 cost centers established	All HIV & AIDS Committees fully operational	All HIV & AIDS Committees fully operational	All HIV & AIDS Committees fully operational	All HIV & AIDS Committees fully operational
Output 4	Ministry Staff sensitized on HIV & AIDS & Gender issues	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized
Output 5	Condoms procured and distributed in strategic places	All targeted number of condoms procured and distributed	All targeted number of condoms procured and distributed	All targeted number of condoms procured and distributed	All targeted number of condoms procured and distributed	All targeted number of condoms procured and distributed



Output 6	Nutritional food supplements procured and distributed to beneficiaries	All planned amount of nutrition food stuff procured and distributed	All planned amount of nutrition food stuff procured and distributed	All planned amount of nutrition food stuff procured and distributed	All planned amount of nutrition food stuff procured and distributed	All planned amount of nutrition food stuff procured and distributed
Output 7	Ministry Staff sensitized on environmental protection	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized
Output 8	Ministry staff involved in clean-up exercises	All planned clean-up exercises conducted	All planned clean-up exercises conducted	All planned clean-up exercises conducted	All planned clean-up exercises conducted	All planned clean-up exercises conducted
Output 9	Ministry Staff sensitized on corruption prevention and reporting	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized	All Staff members sensitized
Output 10	Crosscutting issues monitored	Quarterly Monitoring Reports produced	Quarterly Monitoring Reports produced	Quarterly Monitoring Reports produced	Quarterly Monitoring Reports produced	Quarterly Monitoring Reports produced



CHAPTER 5

5.1. THE RESULTS-BASED LOGICAL FRAMEWORK

The Logical Framework presented below gives a snapshot of the key indicators under each outcome that has been determined under KRAs where MoM will focus on and the expected results or desired outcomes on each one of them. The framework will be used as a quick tool for monitoring and evaluating the achievement of the results through the given indicators and their means of verification.

Table 6: Logical Framework

KEY RESULT AREA 1	PROVISION OF GEOLOGICAL AND MINING SERVICES				
	Expected Results/Outcome	Performance Indicators		Sources and Means of verification	Risks/Mitigation Measures
Objectively verifiable indicators		Baseline 2022	Targets 2027		
Increased investment in the mining sector	Number of ASMs trained in licensing procedures, mineral value addition and environmental protection issues	180	900	Management Reports	Inadequate funding
	Number of ASM cooperatives formed	17	30	Management Reports	Inadequate funding
	Number of National Mining Investment and Development Corporation operationalized	0	1	Management Reports	Inadequate funding
	Number of Mines and Minerals Regulatory Authority's operationalized	0	1	Management Reports	Inadequate funding
	Number of Mineral Processing flow-sheets developed	1	10	Management Reports	Unavailability of equipment and inadequate personnel



	Number of MDAs for medium and large scale mining operators finalized	0	5	Management Reports	Political interference and international commodity prices
	Number of model petroleum production sharing agreements produced	0	1	model petroleum production sharing agreement	Inadequate funding and expertise
	Number of Geological, Geophysical, Geochemical and Geothermal maps updated	64	15	Management Reports	Inadequate funding and equipment
	Number of research trials on geological materials conducted	1	9	Management Reports	Unavailability of equipment
	Number of EITI reports produced and validated	5	5	EITI reports	Lack of commitment to provide data by investors
	Number of market centres for Minerals established	1	3	Management Reports	Inadequate funding
	Number of mineral testing laboratories constructed	5	1	Management Reports	Inadequate funding
	Number of mineral testing laboratories rehabilitated	1	4	Management Reports	Inadequate funding
	Number of Cadastre systems reconfigured	0	1	Management Reports	Inadequate funding
	Number of Web-based geological database operationalized	0	1	Management Reports	Inadequate funding
Key Result Area 2	PROVISION OF CORPORATE SERVICES				



Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks/Mitigation Measures
	Objectively verifiable indicators	Baseline 2022	Targets 2027		
Improved Management and Administrative Services	Number of Financial reports produced (since 2020/2021 FY)	2	5	Financial Reports	Non-compliance
	Number of procurement plans in place (since 2020/2021 FY)	1	5	Procurement plans	Non-compliance
	Number of audit reports produced (since 2020/2021 FY)	5	30	Audit reports	Management commitment
	Number of policies in place	2	3	Policies	Inadequate funding
	Number of Acts enacted	3	3	Acts	Inadequate funding and commitment from other stakeholders
	Number of regulations in place	3	12	Regulations	Inadequate funding and commitment from other stakeholders
	Number of annual M & E Reports produced (since 2020/2021 FY)	1	5	Annual M & E reports	Inadequate funding



CHAPTER 6

6.1. STRATEGIC PLAN IMPLEMENTATION

6.1.1. Critical Success Factors

In determining strategic outcomes and targets, outputs and annual output targets to be achieved, MoM is aware that there are certain critical elements that must be made available for the outcomes to be successfully attained and sustained. These are important assumptions which must be considered, put in place and observed in order to successfully realize the intended results from implementing the Strategic Plan.

Critical Success Factors (CSF) may change overtime, hence the need for MoM to regularly observe them and make necessary adjustments to the set targets in relation to the CSFs depending upon the circumstances. Some CSFs that are assumed to be in place for MoM to achieve the targets reflected in **Table 4** and **Table 5** in Chapter 4 are Strategic Leadership, Human Resource, Financial Resources, Political Environment, and Supportive and Collaborative Stakeholders.

6.1.1.1. Strategic Leadership

Leadership is the driving force for the accomplishment of any organization's goals and objectives. It is therefore imperative that MoM leadership is proactive, visionary, inspiring and accommodative of other people's views and be able to delegate responsibilities. This includes commitment to see the implementation processes through.

6.1.1.2. Human Resource

Human resource is the most critical resource for any organization as it relates to the implementation of all activities through people. MoM leadership shall therefore ensure that adequate professional human resource is recruited, retained and trained to acquire core competencies to enable efficient and effective service delivery.

6.1.1.3. Financial Resources

Almost all the activities of MoM will require financial resources for implementation. It is therefore assumed that MoM will be able to mobilise adequate financial resources to match with the requirements of the planned output targets and the sustainability of its operations in general.

6.1.1.4. Political Environment

It is assumed that the political environment in the country will remain stable for the entire Strategic Plan implementation period and beyond. It is also assumed that the political leadership will support the activities of MoM more especially in enacting and enforcing the mining and supporting policies in the extractive industries.



6.1.1.5. Supportive and Collaborative Stakeholders

It is assumed that MoM will receive adequate support from key stakeholders including development partners, NGOs, CSOs and the entire citizenry.

6.1.2. Risks and Mitigation Measures

There are several risks to the implementation of this Strategic Plan that may affect the realization of planned output targets, strategic outcomes and ultimately its mandate. The matrix below provides a list of possible risks and suggested mitigation measures.

Table 7: Risks and Mitigation Measures Matrix

Strategic Outcome	Risk	Risk Rating	Mitigation Measure
Increased investment in the mining and petroleum Sector	Inadequate financial resources	High	Lobby for other sources of funding
	Limited laboratory services	Moderate	i. Rehabilitation of laboratory building and procurement of equipment. ii. Recruitment and training of laboratory personnel
	Intermittent power supply	Moderate	i. Use of alternative energy sources ii. Connection to the regional power pool
	Poor transport infrastructure	Moderate	i. Construction and upgrading of the road network ii. Exploring alternative means of transportation including extension of the rail network across the country
	Inadequate expertise in the mining sector	Moderate	Working with institutions of higher learning to introduce mining related programs
Improved Management and Administrative Services	Inadequate financial resources	High	Lobby for other sources of funding
	Inadequate personnel in the Ministry	Moderate	Recruit, train and retain staff
	Change in government priorities	High	Align projects and programs to MW2063
	Delayed feedback from key stakeholders	Moderate	Increase engagement with key stakeholders



CHAPTER 7

7.1. MONITORING AND EVALUATION

7.1.1. Monitoring

Monitoring implementation of the Strategic Plan will constitute systematic tracking of activities and actions to assess progress. Progress will be measured by the achievement of specific outputs against expected or planned output targets. This will help the Principal Secretary and the Management team to remain alert on any shortfalls or deviations on planned activities and take early corrective action. Effective monitoring will help the Ministry to identify challenges and problem areas, and to take immediate remedial action thereby ensuring that the relevant expected targets are achieved.

7.1.2. Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In this fast-changing environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the programs and achievement of the set outcome targets and outputs. It is therefore, in the course of evaluation, that MoM will determine the effect of such changes and ensure that appropriate corrective actions are taken.

7.2. REVIEW OF THE STRATEGIC PLAN

The review of the Strategic Plan will be threefold. Firstly, in terms of checking progress in the implementation and achievement of planned annual output targets. The Plan will be reviewed at the end of each financial year basing on the achievement of the annual output targets which constitute the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year. Output targets that have not been achieved in the previous year but are still relevant may be carried forward. Secondly, a mid-term review of the Plan will be undertaken in 2024/2025 FY to establish progress made and whether having reached this far, the Ministry is moving in the right direction. The mid-term review may also entail incorporating new developments and emerging issues requiring immediate attention. Finally, a full review of the Plan will be conducted at the end of the implementation period in 2027 when the Plan expires.

7.3. FINANCIAL RESOURCES MOBILIZATION

The successful implementation of this Strategic Plan will depend not only on the quality and commitment of staff, but also largely on the availability and efficient utilization of financial and other resources. The various possible sources of funding include the following:



- i. Funding from the Ministry of Finance (MoF) through the Program Based Budget covering both Recurrent and Development Expenditure;
- ii. Appropriations-In-Aid (AIA) which include application fees for various services provided by the Ministry such as mining fees, royalties and miscellaneous income; and
- iii. Funding provided by development partners.



ANNEXES

ANNEX 1: IMPLEMENTATION PLAN

KEY RESULT AREA 1	PROVISION OF GEOLOGICAL AND MINING SERVICES				
STRATEGIC OUTCOME	Increased Investment in the Mining and Petroleum Sector				
OUTCOME TARGET 1.1	Reconfiguration of the web-based Mining Cadastre System completed by 2025				
OUTPUT 1	Reconfiguration of the web-based cadastre system completed				
TARGET - 2024	Web-based cadastre system reconfigured and operationalized by 2024				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Gap analysis of Cadastre System	Mineral Development and Planning (MDP)/ Information and Communications Technology Section (ICT)	Gap analysis report	April 2023- September 2023	6 months	
Procurement of Consultant	MDP/ ICT/ Procurement and Disposal Unit (PDU)	Procurement report	April 2023- September 2023	6 months	Inadequate funding
Reconfiguration of Cadastre System	MDP/ ICT/ Consultant	Cadastre System reconfiguration report	October 2023- March 2024	6 months	Inadequate funding
Procurement of additional ICT equipment	MDP/ ICT/ Consultant/ PDU	ICT equipment procurement Report	April 2023- March 2024	1 year	Inadequate funding
Testing and operationalization of Cadastre System	MDP/ ICT/ Consultant	Cadastre System operationalization report	January 2024- March 2024	3 months	Inadequate funding
OUTPUT 2	Specialized training for cadastre officers conducted				



TARGET - 2023	100% of officers attending specialized training for cadastre system				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Training needs assessment	MDP/ ICT/ Consultant	Training needs assessment report	October- December	Ongoing	
Conduct specialized training of officers	MDP/ ICT/ Consultant	Training Reports	January - March	Ongoing	Inadequate funding and posting of staff to other MDAs
Scheduling of a Cadastre user refresher course	MDP/ ICT	Refresher training report	February - March	Ongoing	Inadequate funding
OUTPUT 3	Data in the Cadastre system updated				
TARGET - 2027	Data in the Cadastre system updated Quarterly				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Gap analysis of the Cadastre System database	MDP	Gap analysis reports	Quarterly	Ongoing	Inadequate funding
Update licensee information	MDP	Progress reports on updates	Quarterly	Ongoing	
Uploading of documents i.e., reports and monthly returns	MDP	Production data and exploration reports	Quarterly	Ongoing	
Completing licencing process	MDP	Licencing progress reports	Quarterly	Ongoing	Inadequate funding
OUTCOME TARGET 1.2	Assessment process of mineral tenement applications enhanced by 2025				



OUTPUT 1	TORs and Score Cards for assessment by Mineral Resources Committee produced and utilized				
TARGET - 2024	TORs and Score Cards developed and utilized				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Analyze provisions for MRC in the Mines and Minerals Act (No. 8 of 2019)	Mineral Development and Planning (MDP)/ Inspectorate	Requirements analysis report	October 2022 - December 2022	3 months	
TORs and Score Cards developed	Mineral Development and Planning (MDP)/ Inspectorate	Draft TORs and Score Cards	January 2023- March 2023	3 months	Inadequate funding
TORs and Score Cards reviewed	Mineral Development and Planning (MDP)/ Inspectorate	Draft TORs and Score Cards	April 2023 - June 2023	3 months	Inadequate funding
TORs and Score Cards endorsed	Mineral Development and Planning (MDP)/ Inspectorate	Final TORs and Score Cards	July 2023- July 2023	1 months	Inadequate funding
OUTPUT 2	Training of MRC members on TORs, Score Cards and Functions conducted				
TARGET - 2025	Increased credibility of outcomes by MRC and 100% MRC members trained				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Training Needs Assessment	MDP/ Inspectorate	Training needs assessment report	August 2023 - October 2023	3 months	Inadequate funding
Conduct training of MRC members	MDP/ Inspectorate	Training Report	November 2023 - December 2023	1 month	Inadequate funding
Identification of new MRC members and scheduling of a training course	MDP/ Inspectorate	Training Report	Quarterly	Ongoing	Inadequate funding



Scheduling of a refresher course for MRC members (Regular and New)	MDP/ Inspectorate	Refresher training report	Quarterly	Ongoing	Inadequate funding
OUTPUT 3	Scheduling and conduction of MRC meetings enhanced				
TARGET – 2025	MRC meetings conducted once every two months				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Receiving and checking of application documents for MRC meeting	MDP	MRC Meeting Agenda	Ongoing	Ongoing	
Convene Technical Committee meeting and Pre-assessment of application documents for completeness	MDP / MRC Technical Committee	Draft Resolutions for Recommendation by MRC	Once every 2 months	Ongoing	Inadequate funding
Preparation and dispatch of invitation notices for MRC meeting	MDP	Invitation Letters	Once every 2 months	Ongoing	Inadequate funding
Facilitation of MRC meeting as Secretariat	MDP / MRC	MRC Meeting Minutes	Once every 2 months	Ongoing	Inadequate funding
Review of MRC meeting as Secretariat	MDP / MRC Technical Committee	MRC Meeting Review Report	Quarterly	Ongoing	Inadequate funding
OUTCOME TARGET 1.3	Testing and certification of mineral resources enhanced by 2027				
OUTPUT 1	Laboratory equipment procured and installed				
TARGET – 2027	100 % laboratory equipment procured and installed				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Conduct Laboratory equipment needs assessment	Analytical Laboratory Services	Needs assessment report			
Procurement of supplier of laboratory equipment	PDU	Laboratory equipment procurement report	January, 2023-2024	Ongoing	Inadequate funding
Installation of laboratory equipment	Analytical Laboratory Services/PDU/Supplier	Laboratory equipment installation progress reports	April, 2024-2025	Ongoing	Inadequate funding
Commissioning of laboratory equipment	Minister/PS	Laboratory commissioning reports	April, 2025-2026	Ongoing	
OUTPUT 2	Specialized training of laboratory personnel conducted				
TARGET – 2027	All laboratory personnel trained by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Training Needs Assessment	Analytical Laboratory Services/Human Resources Management and Development (HRMD)	Needs assessment report	Annually	Ongoing	
Undertake Specialized training of officers	Analytical Laboratory Services/ Supplier/ Manufacturer	Training Report	Annually	Ongoing	Inadequate funding
Scheduling of a refresher course for lab equipment users	Analytical Laboratory Services/ Supplier/ Manufacturer	Training Report	Quarterly	Ongoing	Inadequate funding
OUTPUT 3	Improved quality and credibility of analytical results				
TARGET – 2027	100% improvement in quality and credibility of analytical results by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Gap analysis of laboratory procedures and results	Analytical Laboratory Services	Gap analysis reports	Annually	Ongoing	



Undertake continuous improvement of laboratory procedures	Analytical Laboratory Services/ MoM	Laboratory improvement procedures progress reports	Quarterly	Ongoing	Inadequate funding
Undertake regular maintenance of laboratory equipment	Analytical Laboratory Services/ MoM	Laboratory equipment maintenance reports	Monthly	Ongoing	Inadequate funding
Engagement with accreditation bodies	Analytical Laboratory Services/ MoM	Minutes of the meetings	April 2026-March 2027	1 Year	Inadequate funding
OUTCOME TARGET 1.4	Capacities for artisanal and small-scale miners enhanced by 2027				
OUTPUT 1	Potential mineral deposits for sustainable exploitation identified and marketed				
TARGET – 2027	400 investors licensed for targeted minerals				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Identification of target minerals for exploitation	MDP/ GSD	Mineral exploration reports	April 2022 - September 2022	6 months	Availability of data
Identification of target districts with mineral deposits	MDP	Targeted districts identification report	April 2022 - September 2022	6 months	Inadequate funding
Assessment of quantity and quality of potential mineral deposits	MDP/ GSD/ Analytical Laboratory Services	Mineral deposits assessment reports	September 2022 - March 2023	6 months	Inadequate funding
Identification of potential markets for mineral products	MoM	Market identification report	Annually	Ongoing	Inadequate funding
OUTPUT 2	Mining and value addition equipment procured				
TARGET – 2025	40 sets of mining and value addition equipment procured and installed				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Mining and value addition equipment needs assessment	MDP	Needs assessment report	April 2022 - September 2022	6 months	



Procurement of supplier of mining and value addition equipment	PDU	Value addition equipment procurement report	September 2022 - August 2025	3 years	Inadequate funding
Distribution and installation of mining and value addition equipment to targeted ASM groups	MDP/ PDU / Supplier	Installation progress reports	September 2023 - December 2025	27 months	Inadequate funding
OUTPUT 3	ASMs trained in mining and value addition				
TARGET – 2025	20 ASMs trained in mining and value addition by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Training Needs Assessment	MDP	Training needs assessment report	April 2022 - September 2022	6 months	
Identification of ASM groups and planning of training program	MDP	ASM groups identification report and training program	April 2022 - September 2022	6 months	Inadequate funding
Targeted training of ASMs in sustainable mining practices	MDP/ Inspectorate	Training report	Annually	Ongoing	Inadequate funding
Targeted training of ASMs in mineral value addition	MDP	Training report	Annually	Ongoing	Inadequate funding
OUTPUT 4	Targeted ASMs trained and formalized into recognized cooperatives				
TARGET – 2027	20 ASM cooperatives formed by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Training needs assessment of the targeted ASMs	MDP	Training needs assessment report	April 2022 - September 2022	6 months	Inadequate funding
Identification of ASMs groups and planning of training program	MDP / Ministry of Industry and Trade (MoTI)	ASMs Identification report, training program	Annually	Ongoing	Inadequate funding
Registration of ASM groups into cooperatives	MDP / MoTI	ASM formalization reports	Annually	Ongoing	Inadequate funding
Targeted training of ASM cooperatives in governance mechanisms	MDP / MoTI	Training reports	Annually	Ongoing	Inadequate funding



Targeted training of ASM cooperatives in mineral licencing procedures	MDP	Training reports	Annually	Ongoing	Inadequate funding
Licencing of ASM cooperatives	MDP	ASM licencing reports	Annually	Ongoing	Inadequate funding
OUTPUT 5	Extension services provided to ASMs				
TARGET - 2027	400 ASMs provided with extension services by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Gap analysis in ASM subsector	MDP	Gap analysis reports	Annually	Ongoing	Inadequate funding
Identification of ASMs and planning of outreach programs	MDP	Identification reports and outreach programs	Annually	Ongoing	Inadequate funding
Targeted provision of extension services	MDP	Extension service reports	Annually	Ongoing	Inadequate funding
OUTPUT 6	Model mining centres commissioned				
TARGET – 2025	2 model mining centres commissioned by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Identification and formalization of model mining centres	Inspectorate/ MDP	Model mining centre site identification reports	April 2022 - September 2022	6 months	Inadequate funding
Provision of PPE to workers	Inspectorate/ MDP/ PDU	PPE procurement reports	September 2022 - March 2023	6 months	Inadequate funding
Training of mine workers in sustainable mining practices	Inspectorate/ MDP	Training Minutes	April 2023 - September 2023	6 months	Inadequate funding
Training of mine workers in Occupational Safety and Health issues	Inspectorate/ MDP	Training Minutes	October 2023 - March 2024	6 months	Inadequate funding
Training of mine workers in mineral processing techniques	Inspectorate/ MDP	Training Minutes	April 2024 - September 2024	6 months	Inadequate funding



Training of mine workers in mineral value addition	Inspectorate/ MDP	Training Minutes	October 2024 - December 2024	3 months	Inadequate funding
Commissioning of mining centre 1	Minister/PS	Mining centres commissioning report	Dec-24	1 month	
Commissioning of mining centre 2	Minister/PS	Mining centres commissioning report	Feb-25	1 month	
OUTPUT 7	Mineral processing facility constructed				
TARGET – 2025	1 mineral processing facility constructed and commissioned by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Identification of target minerals to process	MDP/ Analytical Laboratory Services	Targeted minerals identification report	April 2022 - September 2022	6 months	
Identification of equipment needs	MDP/ Analytical Laboratory Services	Equipment needs report	April 2022 - September 2022	6 months	
Identification of facility installation site	MDP/ Analytical Laboratory Services	Site identification report	April 2022 - September 2022	6 months	
Analysis of production data - quantity and quality	MDP/ Analytical Laboratory Services	Analysis report	September 2022 - March 2023	6 months	Inadequate funding
Collection of standard specifications of equipment	MDP/ Analytical Laboratory Services	Equipment Specifications report	September 2022 - March 2023	6 months	Inadequate funding
Designing of mineral processing facility	Analytical Laboratory Services/ Buildings Dept.	Designs and progress reports	September 2022 - August 2023	1 year	Inadequate funding
Procurement of mineral processing equipment	PDU/ Buildings Dept.	Mineral processing procurement report	September 2023 - December 2023	5 months	Inadequate funding
Procurement of Contractor	PDU/ Buildings Dept.	Contractor procurement report	September 2023 - December 2023	5 months	Inadequate funding
Commencement of installation of mineral processing plant	Contractor	Installation progress reports	January 2024 - December 2024	1 year	Inadequate funding
Commissioning of mineral processing facility	Minister/PS	Mineral processing facility commissioning report	January 2025 - February 2025	1 month	



OUTCOME TARGET 1.5					
OUTCOME TARGET 1.5		Mines and Minerals regulatory framework revised by 2024			
OUTPUT 1		ASM Policy finalized and launched			
TARGET - 2024		ASM Policy finalized and launched by 2024			
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Drafting of ASM Policy document	MDP/ Inspectorate/GSD/Policy and Planning Unit (PPU)	ASM policy progress reports	April 2022 - September 2022	6 months	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	October 2022 - December 2022	3 months	Inadequate funding
Incorporation of comments into the draft ASM Policy	MDP/ Inspectorate/PPU	ASM policy progress reports	January 2023 - March 2023	3 months	Inadequate funding
ASM Policy submitted for Cabinet approval	MoM	ASM policy progress reports	April 2023 - September 2023	6 months	Inadequate funding
ASM Policy finalized and launched	MoM	ASM policy launch report	October 2023 - December 2023	3 months	Inadequate funding
OUTPUT 2		Mines and Minerals Policy reviewed and launched			
TARGET - 2024		Mines and Minerals Policy reviewed by launched by 2024			
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Drafting of Mines and Minerals Policy document	MDP/ Inspectorate/GSD/PPU	Mines and Minerals Policy progress reports	April 2022 - September 2022	6 months	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	September 2022 - March 2023	6 months	Inadequate funding
Incorporation of comments into the draft Mines and Minerals Policy	MDP/ Inspectorate/PPU	Mines and Minerals Policy progress reports	October 2023 - March 2024	6 months	Inadequate funding



Mines and Minerals Policy submitted for Cabinet approval	MoM	Mines and Minerals Policy progress reports	April 2024 - September 2024	6 months	Inadequate funding
Mines and Minerals Policy finalized and launched	MoM	Mines and Minerals Policy launch report	October 2024 - December 2024	3 months	Inadequate funding
OUTPUT 3	Mines and Minerals Regulations submitted for gazetting				
TARGET - 2024	10 Mines and Minerals Regulations gazetted by 2024				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Drafting of Mines and Minerals Regulations	MDP/ Inspectorate/GSD/PPU	Mines and Minerals Regulations progress reports	April 2022 - September 2022	6 months	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	September 2022 - March 2023	6 months	Inadequate funding
Incorporation of comments into the draft Mines and Minerals Regulations	MDP/ Inspectorate/PPU	Mines and Minerals Regulations progress reports	October 2023 - March 2024	6 months	Inadequate funding
Mines and Minerals Regulations submitted to Ministry of Justice for vetting	MoM	Mines and Minerals Regulations progress reports	April 2024 - September 2024	6 months	Inadequate funding
Mines and Minerals Regulations presented to Cabinet	MoM	Mines and Minerals Regulations progress reports	October 2024 - November 2024	1 month	Inadequate funding
Mines and Minerals Regulations laid in Parliament	MoM	Mines and Minerals Regulations progress reports	November 2024 - December 2024	1 month	Inadequate funding
Mines and Minerals Regulations gazetted	MoM	Revised regulations	November 2024 - December 2024	1 month	Inadequate funding
OUTCOME TARGET 1.6	Explosives Regulatory framework revised by 2026				



OUTPUT 1	Explosives Act reviewed				
TARGET - 2024	Explosives Act reviewed and gazetted by 2026				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Drafting of Explosives Act	MDP/ Inspectorate/GSD/PPU	Explosives Act progress reports	April 2022 - August 2023	17 months	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	September 2023 - February 2024	6 months	Inadequate funding
Incorporation of comments into the draft	MDP/ Inspectorate/PPU	Explosives Act progress reports	March 2024 - May 2024	3 months	Inadequate funding
Draft Explosives Act submitted to Ministry of Justice for vetting	MoM	Explosives Act progress reports	June 2024 - May 2025	1 year	Inadequate funding
Explosives Act presented to Cabinet	MoM	Explosives Act progress reports	June 2025 - August 2025	3 months	Inadequate funding
Explosives Act presented in Parliament	MoM	Explosives Act progress reports	September 2025 - February 2026	6 months	Inadequate funding
Explosives Act gazetted	MoM	Revised Explosives Act	March 2026-April 2026	1 month	Inadequate funding
OUTCOME TARGET 1.7	Mineral marketing systems institutionalized by 2024				
OUTPUT 1	Mineral marketing centres established				
TARGET - 2024	3 mineral marketing centres established				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Identification of sites for marketing centres	Inspectorate/ MDP	Sites identification report	April 2022 - September 2022	6 months	Inadequate funding



Market analysis for mineral products	Inspectorate/ MDP	Market analysis report	April 2022 - September 2022	6 months	Inadequate funding
Establishment of marketing centres	Inspectorate/ MDP	Market centre establishment report	October 2022 - March 2023	6 months	Inadequate funding
Commissioning of marketing centres	Minister/PS	Market centres commissioning report	October 2024- December 2024	3 months	
OUTPUT 2	Partnerships with financial institutions and auctioneers on marketing of precious stones established				
TARGET - 2024	3 partnerships on marketing of precious stones established by 2024				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Identification of financial institutions	MDP	Financial institutions identification report	April 2022 - September 2022	6 months	
Identification of auctioneers	MDP	Auctioneers identification report	April 2022 - September 2022	6 months	
Market analysis for mineral products	MDP	Market analysis reports	Annually	Ongoing	Inadequate funding
Stakeholder consultation	MoM	Minutes of the meetings	October 2022 - March 2023	6 months	Inadequate funding
Drafting of MOUs with interested partners	MoM	MOU progress reports	April 2023 - September 2023	6 months	Inadequate funding
Licencing of agents for marketing of mineral products	MoM	List of licenced agents	October 2023 - March 2024	6 months	Inadequate funding
Commencement of marketing of gemstones and precious stones	MoM	Marketing progress reports	April 2024 - May 2024	1 month	
OUTCOME TARGET 1.8	Updated petroleum exploration geological data produced by 2027				
OUTPUT 1	Availability of Petroleum exploration data				



TARGET - 2027	20% of petroleum exploration data updated by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Petroleum exploration	GSD/ Inspectorate	Petroleum exploration reports	Annually	Ongoing	Inadequate funding
Petroleum data uploaded into the Geo-data management system	GSD/ Inspectorate	Data upload reports	Annually	Ongoing	Inadequate funding
OUTPUT 2	Petroleum blocks re-demarcated				
TARGET - 2025	100% of petroleum blocks re-demarcated by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Re-demarcation of petroleum blocks	Inspectorate	Petroleum re-demarcation reports	September 2022 - September 2025	3 years	Inadequate funding
Advertisement of petroleum blocks	MoM	Advertisement posts in newspapers, Facebook page and Ministry's website	Annually	Ongoing	Inadequate funding
Licensing of petroleum blocks	MoM	Petroleum licensing reports	Annually	Ongoing	Inadequate funding
OUTCOME TARGET 1.9	Petroleum regulatory framework reviewed by 2025				
OUTPUT 1	Model Petroleum Sharing Agreement (PSA) finalized				
TARGET - 2025	One (1) Model Petroleum Sharing Agreement (PSA) finalized and launched by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Review of Model Petroleum Sharing Agreement (PSA)	MDP/ Inspectorate/ PPU	PSA progress reports	April 2022 - March 2023	1 year	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	April 2023 - September 2023	6 months	Inadequate funding
Incorporation of comments into the draft model PSA	MDP/ Inspectorate/PPU	PSA progress reports	October 2023 - December 2023	3 months	Inadequate funding
Draft model PSA submitted for Cabinet approval	MoM	PSA progress reports	January 2024 - March 2024	3 months	Inadequate funding
Model PSA finalized and launched	MoM	Model PSA launch report	April 2024 - May 2024	1 month	Inadequate funding
OUTPUT 2	Petroleum Exploration and Production policy developed				
TARGET - 2024	Petroleum Exploration and Production policy reviewed and launched by 2024				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Review of Petroleum Exploration and Production Policy (PEPP)	MDP/ Inspectorate/ PPU	PEPP progress reports	April 2022 - March 2023	1 year	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	April 2023 - September 2023	6 months	Inadequate funding
Incorporation of comments into the draft Petroleum Exploration and Production Policy	MDP/ Inspectorate/PPU	PEPP progress reports	October 2023 - December 2023	3 months	Inadequate funding
Draft Petroleum Exploration and Production Policy submitted for Cabinet approval	MoM	PEPP progress reports	January 2024 - March 2024	3 months	Inadequate funding
Petroleum Exploration and Production Policy launched	MoM	PEPP launch report	April 2024 - May 2024	1 month	Inadequate funding
OUTPUT 3	Petroleum Exploration and Production Act (PEPA) reviewed				
TARGET - 2025	Petroleum Exploration and Production Act (PEPA) reviewed and gazetted by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Drafting of Petroleum Exploration and Production Act (PEPA)	MDP/ Inspectorate/GSD/PPU	PEPA progress reports	April 2022 - March 2023	1 year	Inadequate funding
Consultation workshops with stakeholders	MDP/ Inspectorate/ PPU	Minutes of the meetings	April 2023 - September 2023	6 months	Inadequate funding
Incorporation of comments into PEPA	MDP/ Inspectorate/PPU	PEPA progress reports	October 2023 - December 2023	3 months	Inadequate funding
PEPA submitted to Ministry of Justice for vetting	MoM	PEPA progress reports	January 2024 - December 2024	1 year	Inadequate funding
PEPA presented to Cabinet	MoM	PEPA progress reports	January 2025 - March 2025	3 months	Inadequate funding
PEPA presented in Parliament	MoM	PEPA progress reports	April 2025 - September 2025	6 months	Inadequate funding
PEPA gazetting	MoM	Revised PEPA	October 2025 - November 2025	1 month	Inadequate funding
OUTCOME TARGET 1.10	Enhanced transparency of mining and petroleum issues amongst the public by 2025				
OUTPUT 1	Communication strategy developed				
TARGET - 2025	Communication Strategy developed and launched by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Situation analysis and assessment of information gap	MoM/Public Relations Officer (PRO)	Situation analysis report	April 2022 - September 2022	6 months	Inadequate funding
Drafting of Communication Strategy in line with ATI	MoM/PRO	Communication Strategy progress report	October 2022 -March 2023	6 months	Inadequate funding
Stakeholder consultation meetings	MoM/PRO	Meeting minutes	April 2023 - June 2023	3 months	Inadequate funding
Incorporation of comments into draft Communication Strategy	MoM/PRO	Communication strategy progress report	July 2023 -September 2023	3 months	Inadequate funding



Approval process	MoM/PRO	Communication strategy progress report	October 2023 - December 2023	4 months	Inadequate funding
Communication strategy launched	MoM/PRO	Communication strategy launch report	January 2024 - February 2024	1 month	Inadequate funding
OUTPUT 2	Civic education on mining and petroleum issues conducted				
TARGET - 2027	20 civic education exercises on mining and petroleum issues conducted by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Situation analysis of civic education on mining and petroleum issues	MoM/PRO	Situation analysis report	April 2022 - September 2022	6 months	Inadequate funding
Development of information package on mining and petroleum issues	MoM/PRO	Information package on mining and petroleum issues	October 2022 - March 2023	6 months	Inadequate funding
Stakeholder consultation meetings on information dissemination/sharing	MoM/PRO	Minutes of the meetings	April 2023 - June 2023	3 months	Inadequate funding
Identification of information dissemination/sharing platforms	MoM/PRO	Information sharing platform identification report	July 2023 - September 2023	3 months	Inadequate funding
Conduct of civic education on mining and petroleum issues	MoM/PRO	Civic education activity reports	Quarterly	Ongoing	Inadequate funding
OUTPUT 3	Public awareness conducted				
TARGET - 2027	34 public awareness exercises conducted by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conducting regional roadshows/public meetings	MoM/PRO	Meeting minutes, Road shows reports	Annually	Ongoing	Inadequate funding
Developing Radio and TV programs	MoM/PRO	Developed radio programs, progress reports	Annually	Ongoing	Inadequate funding



OUTPUT 4	Ministerial Newsletter Developed and Published				
TARGET - 2027	17 published by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Establish Newsletter taskforce team	MoM/PRO	Established taskforce	Sep-22	1 month	
Conducting news interviews	MoM/PRO	Newsletter progress reports	Quarterly	Ongoing	Inadequate funding
Drafting, editing and graphics design of news stories	MoM/PRO	Newsletter progress reports	Quarterly	Ongoing	Inadequate funding
Publishing of Newsletter	MoM/PRO	Published newsletter	Quarterly	Ongoing	Inadequate funding
OUTCOME TARGET 1.11	Occupational Safety, Health and Environment in the mining and petroleum sectors by 2027				
OUTPUT 1	Compliance to laws and regulations by mine operators improved				
TARGET - 2027	All mine operators in compliance with laws and regulations				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct regular inspections of workplaces/operations	Inspectorate	Inspection reports	Annually	Ongoing	Inadequate funding
Administering penalties for defaulters	Inspectorate/Courts	Administered penalties, administered Stop orders	Annually	Ongoing	Inadequate funding
Revision of fees and penalties conducted	Inspectorate/Ministry of Justice (MoJ)	Progress reports, Minutes of the Meetings	April 2022-March 2023	Ongoing	Inadequate funding
OUTPUT 2	Working conditions of the workers improved				



TARGET - 2027	All mine operators in compliance with labour laws				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Sensitization on safety issues in workplaces	Inspectorate	Minutes of the Meetings, sensitization workshop reports	Annually	Ongoing	Inadequate funding
Regular trainings on OSH	Inspectorate	Training Reports	Annually	Ongoing	Inadequate funding
Advising on best practices to workers	Inspectorate	Session minutes	Annually	Ongoing	Inadequate funding
OUTPUT 3	Protection of the surrounding environment improved				
TARGET - 2027	All mine operators in compliance with good environmental management practices				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Regular monitoring on implementation of the environmental management plan (ESMP)	Inspectorate	Inspection reports	Annually	Ongoing	Inadequate funding
Regular trainings on environmental management	Inspectorate	Training Reports	Annually	Ongoing	Inadequate funding
Advise on best practices to operators	Inspectorate	Session minutes	Annually	Ongoing	Inadequate funding
OUTCOME TARGET 1.12	Enhanced compliance on handling explosives				
OUTPUT 1	Compliance to laws and regulations on explosives by mine operators improved				
TARGET - 2027	All mine operators in compliance with laws and regulations				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Conduct regular inspections of workplaces/operations	Inspectorate	Inspection reports	Annually	Ongoing	Inadequate funding
Administering penalties for defaulters	Inspectorate/Courts	Administered penalties, administered Stop orders	Annually	Ongoing	Inadequate funding
Revision of fees and penalties conducted	Inspectorate/Ministry of Justice (MoJ)	Progress reports, Minutes of the Meetings	April 2022-March 2023	1 year	Inadequate funding

OUTCOME TARGET 1.13	Development of major mining projects				
OUTPUT 1	Mining Development Agreements Facilitated and signed				
TARGET - 2025	5 MDA's signed by 2025				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Operationalize Kanyika Niobium Mining	DoM/ PPU/ Min. of Finance	Signed MDA	April 2022-March 2025	35 months	
Re-commission Kayelekera Uranium with properly negotiated agreements	DoM/ PPU/ Min. of Finance	Signed MDA	April 2022-April 2024	23 months	
Facilitate development of Malingunde Graphite and Kasiya Rutile Project	DoM/ PPU/ Min. of Finance	Signed MDA	April 2022-April 2024	23 months	
Facilitate development of mining of rare earth minerals in Phalombe (Songwe Hills)	DoM/ PPU/ Min. of Finance	Signed MDA	April 2022-April 2024	23 months	
OUTCOME TARGET 1.14	Updated Energy, Industrial and Agro-Mineral resources database developed by 2027				
OUTPUT 1	Updated industrial minerals locality maps produced				
TARGET - 2027	Five Industrial minerals locality maps updated and produced by 2027				



TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Industrial Minerals/Director	Literature review Reports	April-May	Ongoing	
Carry out field work	Industrial Minerals/Director	Field work Reports	June-October	Ongoing	Inadequate funding
Sample preparation and analysis	Industrial Minerals/Director	Sample Analysis reports	October-December	Ongoing	Inadequate funding and lack of equipment
Exhibitions	Industrial Minerals/Director	Exhibition reports	January-February	Ongoing	Inadequate funding
OUTPUT 2	Coal resources maps produced				
TARGET - 2027	15 Coal resources maps produced by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Mineral Exploration/Director	Literature review Reports	April-May	Ongoing	
Carry out field work/drilling	Mineral Exploration/Director	Field work Reports	June-October	Ongoing	Inadequate funding
Sample preparation and analysis	Mineral Exploration/Director	Sample Analysis reports	October-December	Ongoing	Inadequate funding and lack of equipment
OUTPUT 3	Updated database of agro- mineral resources for Malawi				
TARGET - 2027	1 Database of agro- mineral resources updated by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Literature review	Industrial Minerals/Director	Literature review Reports	April-September	6 Months, Yearly	
Creation of agro-mineral database and uploading of existing data	Industrial Minerals/Director	Agro-mineral database progress reports	May- July	3 Months, yearly	Inadequate funding
Updating and maintenance of the agro-mineral database	Industrial Minerals/Director	Agro-mineral database maintenance reports	June, September, December, March	4 Months, Yearly	Inadequate funding
OUTPUT 4	Geothermal exploration conducted				
TARGET - 2027	5 geothermal maps and 2 reports produced by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Mineral Exploration	Literature review Reports	April-May	Ongoing	
Carry out field work	Mineral Exploration	Field work reports	June-August	Ongoing	Inadequate funding
Sample preparation and analysis	Mineral Exploration	Sample Analysis reports	September-November	Ongoing	Inadequate funding and lack of equipment
Production of reports and maps	Mineral Exploration	Maps and reports	December-January	Ongoing	Inadequate funding
OUTPUT 5	Petroleum resources potential investigation conducted				
TARGET - 2027	5 Petroleum resources maps and reports produced				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Mineral Exploration	Literature review Reports	April-May	Ongoing	
Carry out field work	Mineral Exploration	Field work reports	June-August	Ongoing	Inadequate funding
Sample preparation and analysis	Mineral Exploration	Sample Analysis reports	September-November	Ongoing	Inadequate funding and lack



					of equipment
Production of reports and maps	Mineral Exploration	Produced Maps and reports	December-January	Ongoing	Inadequate funding
OUTCOME TARGET 1.15	Targeted geophysical, geological and geochemical mapping conducted and completed by 2027				
OUTPUT 1	Geophysical infill data acquisition completed for Nsanje and Chikwawa Districts				
TARGET - 2027	100% of Geophysical infill data acquisition for Nsanje and Chikwawa Districts by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Desk work (literature review and survey plan)	Geophysics/Director	Inception Report	April	Ongoing	Lack of software and equipment
Field work (data acquisition)	Geophysics/Director	Field work Reports	May and September	Ongoing	Inadequate funding
Data processing and interpretation	Geophysics/Director	Data processing and interpretation reports	June-December	Ongoing	Lack of equipment and software
OUTPUT 2	High Resolution Geophysical Interpretation Maps for selected mineral potential areas produced				
TARGET - 2027	Five (5) High Resolution Geophysical Interpretation Maps for selected mineral potential areas produced by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Desk work (literature review and survey plan)	Geophysics/Director	Inception Report	April 2023 onwards	Ongoing	Lack of software and equipment
Ground truthing	Geophysics/Director	Ground truthing Report	July	Ongoing	Inadequate funding
Produce maps after Data processing and interpretation	Geophysics/Director	Produced Maps and reports	August-November	Ongoing	Lack of equipment and



					software
OUTPUT 3	Mineral resource maps updated				
TARGET - 2027	5 mineral resource maps updated by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Mineral Exploration/Director	Literature review Reports	April	Ongoing	
Carry out fieldwork	Mineral Exploration/Director	Fieldwork Reports	May	Ongoing	Inadequate funding
Updating mineral resources database	Mineral Exploration/Director	Database update Reports	September-October	Ongoing	Inadequate funding
Report writing and publication	Mineral Exploration/Director	Produced publications and reports	November-December	Ongoing	Inadequate funding
OUTPUT 4	1:50 000 scale geological maps for selected mineral potential areas produced				
TARGET - 2027	Five (5) 1:50 000 scale geological maps for selected mineral potential areas produced by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Mineral Exploration/Director	Literature review Reports	April	Ongoing	
Site identification and base maps	Mineral Exploration/Director	Site identification and basemaps report	May	Ongoing	Inadequate funding
Carry out fieldwork	Mineral Exploration/Director	Fieldwork Reports	September-October	Ongoing	Inadequate funding
Data processing, analysis and interpretation	Mineral Exploration/Director	Analysis reports	November-December	Ongoing	Inadequate funding and lack of software
Report writing and publication	Mineral Exploration/Director	Produced publications and reports	January	Ongoing	Inadequate funding



OUTPUT 5	Geochemical database for Malawi updated				
TARGET - 2027	One (1) Updated high-resolution geochemical database established by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Geochemical Section/ Director	Literature review Reports	April-September	Ongoing	
Creation of geochemical database and uploading of existing data	Geochemical Section/ Director	Geochemical database progress reports	May- July	Ongoing	Inadequate funding and lack of software
Updating and maintenance of the geochemical database	Geochemical Section/ Director	geochemical database maintenance reports	Quarterly	Ongoing	Inadequate funding and lack of software
OUTPUT 6	Geochemical reports and Geochemical maps produced				
TARGET - 2027	10 geochemical reports and geochemical maps at 1:250,000 produced by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review and creation of base maps	Geochemical Section/ Director	Literature review reports and base maps	April-July, August-November, December-March	Ongoing	
Procurement of software and field equipment	Geochemical Section/PDU Director	Procurement report	April-July, August-November, December-March	Ongoing	Inadequate funding and delays in procurement process
Carry out Fieldwork	Geochemical Section/ Director	Fieldwork Reports	April-July, August-November, December-February	Ongoing	Inadequate funding



Sample preparation and analysis	Geochemical Section	Sample analysis Reports	April-July, August-November, December-March	Ongoing	Inadequate funding and lack of software
Production of geochemical maps and reports	Geochemical Section	Produced geochemical maps and reports	April-July, August-November, December-March	Ongoing	Inadequate funding and lack of software
OUTCOME TARGET 1.16					
Online Geo-data Management Centre					
OUTPUT 1					
Web-based geological database developed and operationalized (online)					
TARGET 2027					
100% of web-based geological database developed and maintained					
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Desk work	ICT, GSD	Preparatory reports	July	1 month per year	
Testing Web catalogue	ICT, GSD	Web catalog testing reports	August	2 weeks per year	Power outages,
Training of System Administrators	ICT, GSD	Training reports	August	2 weeks per year	Inadequate funding, power outages,
Bidding documents for webhosting	PDU	Procurement reports	September 2022	1 month	Inadequate funding, Procurement process delays
Evaluation of bidding documents	PDU	Procurement reports	October 2022	1 month	
Award of contract	Internal Procurement Committee (IPC)	Procurement reports	November 2022	1 month	Inadequate funding



System operationalized (online)	ICT	System operation progress reports	December 2022	1 month	Inadequate funding
System maintenance	ICT	System maintenance reports	Quarterly	Ongoing	Inadequate funding
Procure GDMIS power back up	PDU	Procurement reports	October -November 2022	2 Months	Inadequate funding
OUTCOME TARGET 1.17					
Updated Geological Research Equipment and services					
OUTPUT 1					
Establishment and Refurbishment of GSD laboratories					
TARGET 2027					
5 GSD laboratories Constructed/refurbished in Bangula, Zomba, Linthipe, Mponela & Mzuzu by 2027					
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Refurbishment of Bangula Station	GSD, PDU, PPU	Works progress reports	April, 2022-March, 2024	2 Years	Inadequate funding
Refurbishment of Linthipe laboratory	GSD, PDU, PPU	Works progress reports	April, 2023- March, 2026	3 years	Inadequate funding
Refurbishment of Kanengo coal laboratory	GSD, PDU, PPU	Works progress reports	April, 2022- March, 2025	3 Years	Inadequate funding
OUTCOME TARGET 1.18					
Geo-hazards and Environmental Geology					
OUTPUT 1					
1:50,000 scale maps showing geo-hazard (earthquakes and landslides) prone areas produced					
TARGET 2027					
10 maps at 1:50,000 scale showing geo-hazard prone areas produced by 2027					
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Literature review	Geo-hazards Section/Director	Literature review Reports	April	1 month per year	
Site identification and base maps	Geo-hazards Section/Director	Site identification and base maps Report	May	1 month per year	Inadequate funding
Procurement of drones and landslide monitoring equipment plus accessories	Geo-hazards Section/Director/PDU	Procurement report	May-June	2 months per year	Inadequate funding and delayed procurement process
Training of personnel	Geo-hazards Section/Director	Training Reports	July-August	2 months per year	Inadequate funding
Carry out fieldwork	Geo-hazards Section/Director	Fieldwork Reports	September-October	2 months per year	Inadequate funding and lack of equipment
Data processing, analysis and interpretation	Geo-hazards Section/Director	Analysis Reports	November-December	2 months per year	Inadequate funding and lack of software
Report writing and Data publication	Geo-hazards Section/Director	Produced publications and reports	January	1 month per year	Inadequate funding
OUTPUT 2	Geo-hazards monitoring (earthquakes), and assessment reports produced				
TARGET 2027	60 geo-hazards monitoring (earthquakes), and assessment reports produced				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Preparation/Appraisal complete	Geo-hazards Section/Director	Appraisal Reports	April onwards	1 week per year	
Seismic and geodetic data collected	Geo-hazards Section/Director	Data collection reports	April onwards	Monthly per year	Inadequate funding
Data processing and analysis	Geo-hazards Section/Director	Analysis reports	April onwards	monthly per year	Inadequate funding and lack of software
Data archived/updated in GDMIS, IRIS-DMC and UNAVCO in USA	Geo-hazards Section/Director	Uploaded and archived seismic data	April onwards	monthly per year	Inadequate funding and



					power outage
Seismicity Maps produced	Geo-hazards Section/Director	Produced maps	April, July, October, January	Quarterly per year	Inadequate funding
OUTPUT 3	Town geological mapping for urban structure planning and waste management facilities				
TARGET 2027	6 town geology maps for urban structure planning and waste management facilities produced				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review	Geo-hazards Section/Director	Literature review Reports	May	Ongoing	
Project briefs, Site verification, identification and base maps	Geo-hazards Section/Director	Project site reports	June-July	Ongoing	Inadequate funding
Carry out fieldwork	Geo-hazards Section/Director	Field work reports	August-October	Ongoing	Inadequate funding
Data processing, analysis, interpretation and publication	Geo-hazards Section/Director	Analysis reports and produced publications	November-January	Ongoing	Inadequate funding and lack of software
OUTPUT 4	Geo-hazards Sensitization meetings conducted				
TARGET 2027	15 Geo-hazards Sensitization meetings conducted				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Desk work	Geo-hazards Section/Director	Literature review Reports	May, August, December (annually)	1 month per year	
Sensitization materials sourced	Geo-hazards Section/Director	Procurement report	July (annually)	1 month per year	Inadequate funding and procurement process delays



Procurement of Public Address System Services	Geo-hazards Section/Director/PDU	Procurement report	May, August, December (annually)	I week per year	Inadequate funding and procurement process delays
Earthquake Drills conducted	Geo-hazards Section/Director	Earthquake Drills Reports	May, August, December (annually)	1 week per year	Inadequate funding
OUTPUT 5	Routine maintenance of seismic stations conducted				
TARGET 2027	100% of Seismic stations maintained by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Preparation / Appraisal Complete	Geo-hazards Section/Director	Appraisal Reports	May	2 weeks per year	
Functional and State-of-Health Tests	Geo-hazards Section/Director	Analysis Reports	June, September, December, March (annually)	Quarterly	Inadequate funding
Procurement of Batteries and accessories	Geo-hazards Section/Director/PDU	Procurement report	April-May (annually)	2 months per year	Inadequate funding and procurement process delays
Procurement of Communication equipment	Geo-hazards Section/Director/PDU	Procurement report	April-May (annually)	2 months per year	Inadequate funding and procurement process delays
Procurement of spares	Geo-hazards Section/Director/PDU	Procurement report	August-September (annually)	2 months per year	Inadequate funding and procurement process delays
Repair of equipment	Geo-hazards Section/Director	Maintenance reports	November (annually)	1 month per year	Inadequate funding



Equipment maintained/working	Geo-hazards Section/Director	Maintenance reports	December (annually)	1 week per year	Inadequate funding
Training of personnel	Geo-hazards Section/Director	Training Minutes	January (annually)	2 weeks per year	Inadequate funding
OUTPUT 6	Seismographs Procured				
TARGET 2027	10 Seismographs procured				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Preparation / Appraisal Complete	Geo-hazards Section/Director	Appraisal Reports	Apr-24	1 month	Inadequate funding
Procurement Notice/Bidding	PDU	Procurement reports	May/June 2024	2 months	Inadequate funding
Award of Contract	IPC	Procurement reports	August 2023- November 2025	27 months	Inadequate funding, Procurement process delays
Works Begin (Construction of Vaults and installation)	Geo-hazards Section/Director	Works progress reports	December 2025- February 2026	12 months	Inadequate funding, Procurement process challenges
Commissioning of seismographs	Minister/PS	Commissioning report	Feb-27	2 weeks	Inadequate funding
OUTPUT 7	Mass movement monitoring equipment procured				
TARGET 2027	5 Mass movement monitoring equipment procured				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Preparation / Appraisal Complete	Geo-hazards Section/Director	Appraisal Reports	May	Ongoing	



Procurement Notice and Bidding	PDU	Procurement reports	June/July	Ongoing	Inadequate funding
Award of Contract	IPC	Procurement reports	August	Ongoing	Inadequate funding, Procurement process challenges
Works Begin (Construction of Vaults and installation)	Geo-hazards Section/Director	Works progress report	December-February	Ongoing	Inadequate funding, Procurement process challenges
Commissioning of equipment	Minister/PS	Commissioning Reports	March	Ongoing	Inadequate funding
OUTPUT 8	Seismic Micro-zonation in major cities and developing urban centres conducted				
TARGET 2027	5 Seismic Micro-zonation conducted in major cities and developing urban centres				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Literature review and base maps	Geo-hazards Section/Director	Literature review and base map Reports	May	Ongoing	
Sourcing software (open source)	Geo-hazards Section/Director/PDU	Procurement Reports	June	Ongoing	Inadequate funding, Procurement process delays
Carry out Fieldwork	Geo-hazards Section/Director	Fieldwork Reports	August	Ongoing	Inadequate funding
Ambient noise data processing, analysis and interpretation	Geo-hazards Section/Director	Analysis report	September-November	Ongoing	Inadequate funding
Production of maps and reports (resonance, depth-to-bedrock, amplification factor)	Geo-hazards Section/Director	Produced maps, final report and data	December-March	Ongoing	Inadequate funding



OUTCOME TARGET 1.19	Enhanced Regulation of the Mining Sector				
OUTPUT 1	Mines and Minerals Regulatory Authority (MRA) Established				
TARGET 2023	Mines and Minerals Regulatory Authority (MRA) operationalized by 2023				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Consultation workshops with stakeholders on MMRA's draft Bill	PPU	Minutes of the meeting	July-September 2022	3 Months	Inadequate funding
Incorporation of comments into draft Bill	PPU	Bill progress reports	Sep-22	1 Month	
Bill undergoing vetting process by Ministry of Justice	PPU	Bill progress reports	October-December 2022	3 Months	Understaffing at Ministry of Justice
Bill presented in Parliament	PPU	Bill progress reports	February-March 2023	2 Months	
Bill gazetting	PPU	MRA Act	Mar-23	1 Month	
Officers seconded to begin operations	HRMD	MRA progress reports	Jun-23	1 Month	Inadequate funding
Recruitment of key staff members	HRMD	Recruitment reports	July-September 2023	3 Months	Inadequate funding
OUTCOME TARGET 1.20	Increased investment in mining through Public Private Partnerships (PPPs)				
OUTPUT 1	National Mining Investment and Development Corporation (NMIDC) Established				



TARGET 2023	National Mining Investment and Development Corporation (NMIDC) operationalized by 2023				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Lobby for funding	DoM	Minutes of the Meetings	November 2022-January 2023	3 Months	Inadequate funding
Officers seconded to begin operations	HRMD	NMIDC progress reports	May-23	1 Month	Inadequate funding
Recruitment of key staff members	HRMD	Recruitment reports	July-September 2023	3 Months	Inadequate funding
KEY RESULT AREA 2	PROVISION OF CORPORATE SERVICES				
STRATEGIC OUTCOME	Improved Management and Administrative Services				
OUTCOME TARGET 2.1	80% of administrative office services and supplies provided by 2027				
OUTPUT 1	Office infrastructure maintained				
TARGET - 2027	90% of Office infrastructure maintained				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Carry out routine maintenance works	Administration	Number of Offices painted, Proof of Payment	Annually	Ongoing	Inadequate Funding
OUTPUT 2	Office equipment and supplies procured and improved and Asset register updated				



TARGET - 2027	100% of Office equipment and supplies procured and improved by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Produce Annual Procurement Plan	Procurement and Disposal Unit (PDU)	Procurement plan	Annually	Ongoing	Availability of approved budget and information for viament
Conduct IPDC meeting	PDU	Minutes of the Meetings	Monthly	ongoing	
Solicitation of quotations and issue LPO	PDU	Bidding document/signed LPO	Monthly	ongoing	Counter offer on terms of LPO
Procure and distribute office items	PDU	stores Ledger, Invoices and Delivery Notes	Monthly	ongoing	Inadequate Funding
produce procurement reports	PDU	Procurement Reports	Quarterly	ongoing	
OUTPUT 3	Conducive office working environment provided and enhanced				
TARGET - 2027	All staff members in Corporate office provided with proper office space by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Corporate office additional space identified	Administration	Office space identification report	April 2022 - March 2023	One Year	Inadequate Funding
Some offices moved to new complex and office furniture supplied	Administration/ PDU	Furniture Procurement report	April 2023- March 2027	Four Years	Inadequate Funding
OUTPUT 4	Vehicle fleet managed and Accessible				
TARGET - 2027	100% of vehicle fleet managed and accessible				



TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
100% motor vehicles insured and maintained	PDU /Administration	Maintenance reports	Annually	Ongoing	Inadequate Funding and Delay in Payments to Suppliers
OUTPUT 5	Office Security Enhanced				
TARGET - 2027	100% of Office installed with security system (CCTV)				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Procurement of Security system (CCTV)	PDU / Administration	Security system procurement report	April 2024- March 2025	One Year	Inadequate Funding
Installation of Security system (CCTV)	PDU / Administration	Installation progress reports	April 2025- March 2026	One Year	Inadequate Funding
OUTCOME TARGET 2.2	100% ministry activities planned, monitored and evaluated by 2027				
OUTPUT 1	Annual Work plans for the Ministry in place				
TARGET - 2027	Work plans for the Ministry developed annually				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Develop and submit Sections/Departments work plans to PPU	All sections and departments	Work plans for Departments/Sections	Jan	Ongoing	
Consolidate the work plans for the Ministry	PPU	Consolidated Work plan for the Ministry	Feb-Mar	Ongoing	



OUTPUT 2	Budget preparation conducted				
TARGET - 2027	Ministry's budget prepared annually				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Coordinate budget estimates strategic issues hearing with Treasury	PPU	Budget Estimates	Nov-Jan	Ongoing	
Develop and submit Cost Centres budgets to PPU	All Cost Centres	Budget estimates for Cost Centres	Jan -Feb	Ongoing	
Consolidate the budget for the Ministry	PPU	Consolidated Budget for the Ministry	Feb	Ongoing	
Ministry's budget submitted to Treasury	PPU	Consolidated Budget for the Ministry	Mar	Ongoing	
OUTPUT 3	Budget implementation reviewed				
TARGET - 2027	Budget implementation reviews conducted quarterly				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Prepare and submit quarterly budget implementation reports to PPU	All Cost Centres	Budget Implementation Reports for Cost Centres	Quarterly	Ongoing	Inadequate funding
Consolidate quarterly budget implementation reports for the Ministry	PPU	Consolidated budget Implementation Reports for the Ministry	Quarterly	Ongoing	Inadequate funding
OUTPUT 4	Enhanced capacity of planning section on program policy analysis				
TARGET - 2027	100% of officers in PPU trained in policy analysis by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Undertake policy analysis Trainings	HRMD and PPU	Training Reports	Annually	Ongoing	Inadequate Funding



OUTPUT 5	Programmes and project monitoring and evaluation conducted				
TARGET - 2027	12 Monitoring and Evaluation (M&E) conducted each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Undertake monitoring and supervisory visits	Policy and Planning Unit (PPU)	M & E Reports	Monthly	Ongoing	Inadequate Funding
Developing monitoring and evaluation framework	PPU	M & E framework, Progress Reports	Quarterly	Ongoing	Inadequate Funding
OUTPUT 6	Routine and periodic surveys conducted for production of high-quality mining sector statistics				
TARGET - 2027	Quarterly Surveys to collect mining sector statistics conducted each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Review of the data collection tools	PPU	Reviewed questionnaire, progress reports	April	Ongoing	Inadequate Funding
Undertake data collection	PPU	Data collection Reports	Quarterly	Ongoing	Inadequate Funding
OUTPUT 7	Ministry's Statistical Database in Place				
TARGET - 2027	Ministry's statistical database developed by 2024				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Facilitate review of the available statistics in the Mining Sector	PPU	Statistical reports	January	One Month	Availability of IT experts
Engage e-government for IT experts	PPU/e-Government	Engagement reports	February	One Month	Availability of IT experts
Conduct meetings to determine the database software	PPU/e-Government	Minutes	March	One Month	



Conduct Software testing	PPU/e-Government	Testing report	April	Two Months	
Conduct data entry and cleaning exercise	PPU/e-Government	Statistical reports	May	One Month	Inadequate Funding
Conduct user training	PPU/e-Government	Training reports	June	One Month	Inadequate Funding
Update and maintain the database	PPU	Statistical reports	July	Ongoing	Inadequate Funding
OUTCOME TARGET 2.3	Human resource capacity improved by 80% by 2027				
OUTPUT 1	Vacant positions filled				
TARGET - 2027	50 of Vacant positions filled				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct Vacancy Analysis	HRMD	Vacancy analysis report	Annually	Ongoing	Inadequate Funding
Fill 80% vacant posts	HRMD	Recruitment reports	Annually	Ongoing	External delays on feedback
OUTPUT 2	Staff performance appraised				
TARGET - 2027	5 of staff performance appraisals conducted				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Conduct orientation on performance appraisals	HRMD/ALL SECTIONAL HEADS	Performance appraisal orientation reports	Dec 2022 - March 2023	4 Months	Inadequate Funding
Conduct annual performance appraisals	HRMD/ALL SECTIONAL HEADS	Performance appraisal reports	Annually	Ongoing	Inadequate Funding
OUTPUT 3	Payroll and Salaries Managed				
TARGET - 2027	Payroll and salaries managed monthly				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct monthly payroll management	HRMD	Monthly documentation of GP5A and muster roll reports	Monthly	Ongoing	Inadequate Funding
OUTPUT 4	Staff trained on job-related skills				
TARGET - 2027	100% of staff trained on job related skills each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Train 60% of staff on capacity building	HRMD	Staff Training Reports	Annually	Ongoing	Inadequate Funding
Train 20% of staff on induction courses	HRMD	Staff Training Reports	Annually	Ongoing	Inadequate Funding
Train 20% of staff on refresher courses	HRMD	Staff Training Reports	Annually	Ongoing	Inadequate Funding
OUTPUT 5	Human Resource Management Services provided				
TARGET - 2027	100% of Human Resources Management services provided				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK



Implement terms and conditions of services	HRMD/ALL SECTIONAL HEADS	Report on implementation of Malawi Public Sector Regulations (MPSR) conditions of services and orientations	Annually	Ongoing	Inadequate Funding
OUTPUT 6	Training Needs Analysis conducted				
TARGET - 2023	One (1) Training Needs analysis conducted each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Develop Training Needs Assessment report	HRMD/ ALL SECTIONAL HEADS	Training needs assessment report	Annually	Ongoing	Inadequate Funding
OUTPUT 7	Annual Recruitment and Promotion Plan Developed and Implemented				
TARGET - 2027	Recruitment and Promotion plan developed and implemented yearly				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Implement recruitment and promotion plan	HRMD	Recruitment and promotion plan progress reports	Annually	Ongoing	Inadequate Funding
OUTPUT 8	Ministry Establishment reviewed				
TARGET - 2027	One (1) Functional review conducted				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Develop Gap Analysis in the establishment	HRMD/ADMIN	Gap analysis reports	Annually	Ongoing	Inadequate Funding
Conduct consultation with DHRMD on the functions	Department of Human Resource Management and Development /	Functional Review, Reports	April 2023 to March 2024	1 year	Inadequate Funding



	ADMIN				
OUTPUT 9	Internal Integrity Committee established in all cost centres				
TARGET - 2027	6 Internal Integrity Committees established by 2023				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Establish IIC Committees in all cost centres	HRMD/ADMIN	Established committees	April 2022 to July 2023	1 year	
OUTPUT 10	Ministry Staff and Stakeholders sensitized on corruption prevention				
TARGET - 2027	(i) All staff members in the Ministry sensitized on corruption prevention every year; and (ii) 1 stakeholder workshops on corruption prevention conducted every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct corruption prevention workshops with Ministry Staff and Stakeholders	HRMD/ADMIN/ALL	Minutes of the meetings	Annually	Ongoing	Inadequate Funding
OUTCOME TARGET 2.4	Financial management and audit services improved to 100% by 2027				
OUTPUT 1	Cost centers audited				
TARGET - 2027	All 6 cost centers audited annually				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct audit of revenues collected by cost centers	Internal audit	Revenue enhancement reports	Quarterly	Ongoing	Inadequate funding



Conduct operational, compliance, financial expenditure, consulting and advisory audits	Internal audit	Internal audit reports	Quarterly	Ongoing	Inadequate funding
OUTPUT 2	Registered mining companies and cooperatives audited				
TARGET - 2027	80% of registered mining companies and cooperatives audited by 2027				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Conduct compliance audits in mining companies and cooperatives pertaining to operations, safety and health, licenses, payment of royalties and other fees and all relevant laws	Internal Audit	Compliance audit reports	Quarterly	Ongoing	Inadequate funding
OUTPUT 3	Financial Management Systems strengthened				
TARGET – 2027	100% accounts staff trained in specialized financial management courses every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Conduct training in specialized financial management courses	Accounts Section	Training reports	Quarterly	ongoing	Inadequate Funding
OUTPUT 4	Effective Budget/ Resource use				
TARGET – 2027	100% of Budget/Resources used effectively				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATIO N	RISK
Produce Expenditure Returns	Accounts Section	Expenditure returns and reports	Monthly	ongoing	Inadequate Funding
Produce Cash Controls	Accounts Section	Cash controls reports	Monthly	ongoing	Inadequate Funding
OUTPUT 5	Revenue Collection Targets				



TARGET - 2027	100% of all revenue targets met each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Undertake revenue enhancement exercises	Accounts Section	Revenue enhancement reports	Annually	ongoing	Inadequate Funding
OUTCOME TARGET 2.5	Information management services improved to 100% by 2027				
OUTPUT 1	Ministerial Website updated and maintained				
TARGET - 2027	100% of the Ministerial website updated and maintained each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
User training	ICT	Training reports	Annually	Ongoing	Inadequate funding
Maintenance and Upgrading	ICT	Maintenance and upgrading Reports	Annually	Ongoing	Inadequate funding
OUTPUT 2	Computer based system applications updated and maintained				
TARGET - 2027	100% of computed based systems and applications updated and maintained each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Software Installation	ICT	Software installation Reports	Annually	Ongoing	Inadequate funding
Updating and Monitoring	ICT	Maintenance Reports	Annually	Ongoing	Inadequate funding
Provide support to system application users	ICT	User support Reports	Annually	Ongoing	Inadequate funding



OUTPUT 3	HRMIS and Mining Cadastre equipment maintained and functional				
TARGET - 2027	100% of HRMIS and Mining Cadastre equipment maintained and functional each year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Support and maintain the Payroll System and data base	ICT	HRMIS maintenance reports	Annually	Ongoing	Unreliable network
Support and maintain the Mining Cadastre equipment	ICT	Cadastre maintenance reports	Annually	Ongoing	Unreliable network
OUTCOME TARGET 2.6	Cross cutting issues (HIV/AIDS, Gender, Disability, Human Rights and Environment) mainstreamed in all programs and policies by 2027				
OUTPUT 1	Guidelines for mainstreaming crosscutting issues disseminated				
TARGET - 2027	100% of guidelines for mainstreaming crosscutting issues disseminated every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct internal awareness workshops	HRMD	Awareness workshop Reports	Annually	Ongoing	Inadequate funding
Conduct external awareness workshops	HRMD	Awareness workshop Reports	Annually	Ongoing	Inadequate funding
OUTPUT 2	Crosscutting issues mainstreamed (Internal and external) in plans, policies and strategies				
TARGET - 2027	100% of crosscutting issues mainstreamed (Internal and external) in plans, policies and strategies every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Mainstream crosscutting issues in plans, policies and strategies	PPU	Mainstreaming reports	22-Nov	Ongoing	Inadequate funding



OUTPUT 3	HIV & AIDS Committees established in all Cost Centres				
TARGET – 2023	6 HIV & AIDS Committees established by 2023				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Establish HIV & AIDS Committees	PS	Established Committees	22-Apr	Ongoing	
OUTPUT 4	Ministry Staff sensitized on HIV & AIDS & Gender issues				
TARGET – 2027	All staff members sensitized on HIV & AIDS and gender issues every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct HIV sensitization workshops	HRMD	Sensitization workshop reports	22-Jul	Ongoing	Inadequate funding
OUTPUT 5	Condoms collected and distributed in strategic places				
TARGET -	100% of condoms collected and distributed in strategic places every year				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Collect and distribute Condoms in strategic places	Admin and HRMD	Distribution report	22-Jul	Ongoing	Inadequate funding
OUTPUT 6	Nutritional food supplements procured and distributed to beneficiaries				
TARGET – 2027	100% of nutritional food supplements procured and distributed to beneficiaries monthly				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Procure nutritional food supplements	PDU	Procurement reports	Monthly	Ongoing	Inadequate funding



Distribute nutritional food supplements to beneficiaries	Admin and HRMD	Distribution reports	Monthly	Ongoing	Inadequate funding
OUTPUT 7	Ministry Staff sensitized on environmental protection				
TARGET – 2027	All staff members sensitized on environmental protection				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct environmental protection sensitization workshops	HRMD	Sensitization workshop reports	Annually	Ongoing	Inadequate funding
OUTPUT 8	Ministry staff involved in clean-up exercises				
TARGET – 2027	All staff members involved in clean-up exercises				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Procure cleaning equipment	PDU	Procurement reports	22-Jul	Ongoing	Inadequate funding
Conduct clean-up exercises	Administration	Clean-up exercise reports	Monthly	Ongoing	Inadequate funding
OUTPUT 9	Ministry Staff sensitized on corruption prevention and reporting				
TARGET – 2027	All staff members sensitized on corruption prevention and reporting				
TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct corruption prevention and reporting workshops	HRMD	Workshop Reports	22-Apr	Ongoing	Inadequate funding
OUTPUT 10	Crosscutting issues monitored				
TARGET – 2027	All crosscutting issues monitored				



TASK	RESPONSIBILITY	MEANS OF VERIFICATION	BEGIN/END DATE	DURATION	RISK
Conduct monitoring exercises	PPU	M&E reports	22-Aug	Ongoing	Inadequate funding



ANNEX 2: MONITORING AND EVALUATION PLAN

KRA: PROVISION OF MINING AND GEOLOGICAL SERVICES											
Strategic Outcome: Increased Investment in the mining and petroleum sector											
Target Outcome	Output	Performance Indicator	Description/Purpose of the indicator	Baseline (2021/2022)	Targets					Means of Verification	Risks and Assumptions
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
Reconfiguration of the web-based Mining Cadastre System completed by 2025	Reconfiguration of the web-based Mining Cadastre System completed	Number of web-based cadastre system reconfigured	To measure progress of web-based modules reconfigured	0		1				Cadastre System reconfiguration report and maintenance reports	Inadequate funding
	Specialized training for cadastre officers conducted	Percentage of targeted officers attending specialized training for cadastre system	To measure percentage of targeted officers given specialized training for cadastre system	50%		100%				Training Reports	Inadequate funding and posting of staff to other MDAs
	Data in the Cadastre system updated	Percentage of data updated in the cadastre system	To measure percentage of data cleaned and updated in the cadastre system	80%	100%	100%	100%	100%	100%	Statistical reports	Inadequate funding



Assessment process of mineral tenement applications enhanced by 2025	TORs and Score Cards for assessment by Mineral Resources Committee produced and utilised	Percentage of TORs and Score Cards developed	To measure the progress of systemic application assessment	0%	20%	100%				TORs and Score Cards	Inadequate funding
	Training of MRC members on TORs, Score Cards, and Functions of the Committee conducted	"Percentage of MRC members trained "	To measure the progress of knowledge sharing	50%	80%	100%	100%	100%	100%	Training Reports	Inadequate funding and posting of members to other MDAs
	Scheduling and conduction of MRC meetings enhanced	"Number of MRC meetings conducted "	To measure the number of MRC meetings conducted	3	0	6	6	6	6	MRC meeting minutes	Inadequate funding and availability of MRC members
Testing and certification of mineral resources enhanced by 2027	Laboratory equipment procured and installed	Percentage of laboratory equipment procured and installed	Measures the percentage of laboratory equipment procured and installed	40%		60%		20%	20%	Procurement, installation and commissioning reports	Inadequate funding
	Specialized training of laboratory personnel conducted	Percentage of laboratory personnel attending specialized training.	Measures the percentage of laboratory personnel attending specialized training	0%	50%	50%	50%	50%	50%	Training Reports	Inadequate funding



	Improved quality and credibility of analytical results	Percentage of quality and credibility of analytical results improved	To measure the percentage of improved quality and credibility of analytical results	40%			50%	70%	100%	Laboratory analytical reports	Inadequate funding
Capacities for artisanal and small-scale miners enhanced by 2025	Potential mineral deposits for sustainable exploitation identified and marketed	Number of ASMs licensed for targeted minerals	To measure the progress of targeted mineral production	322	7	10	20	20	20	License issuance reports	Inadequate funding
	Mining and value addition equipment procured	Sets of mining and value addition equipment procured and installed	To measure the number of mining and value addition equipment in place for use by ASMs	3		10	20	10		Procurement reports	Inadequate funding
	ASMs trained in mining and value addition	Number of ASMs trained in mining and value addition	To measure the progress of propagating the skills of mining and value addition	8		10	10	5	5	Training reports	Inadequate funding



Targeted ASMs trained and formalized into recognized cooperatives	Number of ASM cooperatives formed	To measure number of people involved in orderly mineral production	11	2	5	5	5	5	Training reports	Inadequate funding
Extension services provided to ASMs	Number of ASMs cooperatives provided with extension services	To measure the number of people involved in sustainable mining practices	7	13	18	23	28	33	Extension service reports	Inadequate funding
Model mining centres commissioned	Number of model mining centres commissioned	To measure the propagation of sustainable mining practices to Artisanal and Small-scale miners (ASMs)	0			2			Mining centres commissioning report	Inadequate funding
Mineral processing facility constructed	Number of mineral processing facility constructed and commissioned	To measure the propagation of value addition to ASMs	2			1			Mineral processing facility commissioning report	Inadequate funding



Mines and Minerals regulatory framework revised by 2024	ASM Policy finalized and launched	Number of ASM Policy finalized and launched	To measure the number of ASM policies reviewed	0		1				ASM policy launch report	Inadequate funding
	Mines and Minerals Policy reviewed	Number of Mines and Minerals Policy reviewed and launched	To measure the number of policies reviewed	0		1				Mines and Minerals Policy launch report	Inadequate funding
	Mines and Minerals Regulations submitted for gazetting	Number of mines and Minerals Regulations gazetted	To measure the number of Mines and Minerals regulations reviewed	0			10			Revised regulations	Inadequate funding
Explosives Regulatory framework revised by 2026	Explosives Act reviewed	Number of Explosives Act reviewed	To measure the number of Explosive Acts reviewed	0				1		Revised Explosives Act	Inadequate funding
Mineral marketing systems institutionalized by 2024	Mineral marketing centres established	Number of mineral marketing centres established	To measure the accessibility of minerals and mineral products	0			3			Market centres commissioning report	Inadequate funding



	Partnerships with financial institutions and auctioneers on marketing of precious stones established	Number of partnerships with financial institutions and auctioneers on marketing of precious stones established	To measure the willingness of private sector in mineral sector funding	0		1	1	1		Marketing progress reports	Inadequate funding
Updated petroleum exploration geological data produced by 2027	Petroleum blocks re-demarcated	Percentage of petroleum blocks re-demarcated	To measure percentage of petroleum blocks re-demarcated	0%				100%		Petroleum re-demarcation reports	Inadequate funding
	Availability of Petroleum exploration data	Percentage of Petroleum exploration data updated		55%	0	5%	5%	5%	5%	Data upload reports	Inadequate funding
Petroleum regulatory framework reviewed by 2025	Model Petroleum Sharing Agreement (PSA) finalized	Number of Model Petroleum Sharing Agreement (PSA) finalized		0			1			Model PSA launch report	Inadequate funding



	Petroleum Exploration and Production policy developed	Number of Petroleum Exploration and Production policy developed		0	1					PEPP launch report	Inadequate funding
	Petroleum Exploration and Production Act (PEPA) reviewed	Number of Petroleum Exploration and Production Act (PEPA) reviewed		0				1		Revised PEPA	Inadequate funding
Enhanced transparency of mining and petroleum issues amongst the public by 2025	Communication strategy developed	Number of Communication strategy developed	To measure the progress of communication strategy development	0	1					Communication strategy launch report	Inadequate funding
	Civic education on mining and petroleum issues conducted	Number of civic education exercises on mining and petroleum issues conducted	To measure the extent of engagement of general public with mining and petroleum issues	0	3	5	6	6		Civic education activity reports	Inadequate funding
	Public awareness conducted	Number of regional roadshows/public meetings conducted	To measure the number of roadshows/public meetings conducted	0	1	4	4	4	4		Published information reports



		Number of radio and TV programs conducted	To measure the number of radio and TV programmes conducted	0	1	4	4	4	4	Radio/TV programmes reports	Inadequate funding
	Ministerial Newsletter Developed and Published	Number of Newsletters published	Measures the number of Newsletters published	0	1	4	4	4	4	Published Newsletters	Inadequate funding
Occupational Safety, Health and Environment in the mining and petroleum sectors by 2025	Compliance to laws and regulations by mine operators improved	Percentage of mine operators in compliance with laws and regulations	To measure the percentage of regulation compliance by mine operators	40%	45%	50%	60%	80%	100%	Progress reports, Minutes of the Meetings	Inadequate funding
	Working conditions of the workers improved	Percentage of mine operators in compliance with labour laws	To measure the percentage of labour laws compliance by mine operators	30%	50%	60%	70%	90%	100%	Session minutes	Inadequate funding
	Protection of the surrounding environment improved	Percentage of mine operators in compliance with good environmental management practices	To measure the percentage of environmental protection compliance	30%	40%	60%	80%	100%	100%	Session minutes	Inadequate funding



Enhanced compliance on handling explosives	Compliance to laws and regulations on explosives by mine operators improved	Percentage of mine operators in compliance with laws and regulations	To measure the percentage of regulation compliance by mine operators	40%	45%	50%	60%	80%	100%	Published information reports	Inadequate funding
Development of major mining projects	Mining Development Agreements (MDA's) Facilitated and signed	Number of MDA's signed	To measure the number of MDA's signed		3	2				Signed MDA's	
Target Outcome	Output	Performance Indicator	Description/Purpose of the indicator	Baseline (2021/2022)	Targets					Source of Verification	Risks and Assumptions
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
Updated Industrial and Strategic mineral resources database Malawi developed by 2027	Updated industrial minerals locality maps produced	Number of updated industrial minerals locality maps produced	To measure number of updated industrial minerals locality maps produced	0	1	1	1	1	1	Exhibition reports; maps and annual reports	Inadequate funding
	Coal resources maps produced	Number of coal resources maps produced	To measure number of coal resources maps produced	0	3	3	3	3	3	Maps and Sample Analysis reports	Inadequate funding and lack of equipment



	Updated database of agro- mineral resources for Malawi	Number of reports and mineral occurrence maps for agro- minerals produced	To measure the number of mineral occurrence maps for agro- minerals produced. Each occurrence map is accompanied by a report	0	1	2	1	1	1	Agro- mineral database maintenance reports	Inadequate funding, Shortage of personnel,
	Geothermal exploration conducted	Number of geothermal maps and reports produced	To measure the number of geothermal maps accompanied by reports produced.	0	1 map	2 maps	1 report	2 maps	1 report	Maps and reports	Funding challenges, shortage of equipment
	Petroleum resources potential investigation conducted	Number of petroleum resources potential investigation conducted, maps and reports produced	To measure the number of petroleum, resources potential maps accompanied by reports produced.	0	1	1	1	1	1	Maps of potential petroleum resources sites and a report produced	software, lack of equipment, funding challenges, lack of capacity



Targeted geophysical, geological, and geochemical mapping conducted and completed by 2027	Geophysical infill data acquisition for Nsanje and Chikwawa completed	% of geophysical infill data acquisition completed	To measure percentage of geophysical infill data acquired accompanied by reports produced.	5%	15%	20%	20%	20%	20%	Raw and Processed Data processing, interpretation reports and maps	Lack of maintenance/replacements, software and funds
	High resolution geophysical maps for selected mineral potential areas produced	Number of high resolution geophysical maps for selected mineral potential areas produced	To measure the number of high resolution geophysical maps for selected mineral potential areas produced	0	1	1	1	1	1	Produced Maps and annual reports	Inadequate funding
	Mineral resource maps updated	Number of updated mineral resource maps	To measure the number of updated mineral resource maps accompanied by reports produced.	0	1	1	1	1	1	Produced publications (Maps) and reports	Inadequate funding



	1:50 000 scale geological maps for selected mineral potential areas produced	Number of 1:50 000 scale geological maps for selected mineral potential areas produced	To measure number of 1:50 000 scale geological maps for selected mineral potential areas produced accompanied by a report.	0	1	1	1	1	1	Produced publications and reports	Inadequate funding
	Geochemical database for Malawi updated	% of high resolution data updated in the geochemical database	To measure % high resolution data updated in the geochemical database	15%	4%	4%	4%	4%	4%	Geochemical database update and maintenance reports	Lack of equipment and software
	Geochemical report and geochemical maps at 1:250,000 produced	Number of geochemical report and geochemical maps at 1:250,000 produced	To measure number of geochemical maps produced each map accompanied by a report	2	2	2	2	2	2	Produced geochemical maps and reports	Lack of equipment and software



Online Geo-data Management Centre	Web-based geological database developed and operationalized (online)	Number of web-based geological database operationalized (online)	To ensure that web-based geological database is online and accessible to public	0	1					System operation progress reports	funding and expertise challenges, power backup failure
Updated Geological Research Equipment and services	Establishment and Refurbishment of GSD laboratories	Number of GSD laboratories constructed	To measure number of GSD laboratories constructed	3					1	Progress Reports	Inadequate funding
		Number of GSD laboratories refurbished	To measure number of GSD laboratories refurbished	1				1	1	Progress Reports	Inadequate funding
Geo-hazards and Environmental Geology	1:50,000 scale maps showing geo-hazard (Earthquakes and landslides) prone areas produced	Number of maps at a 1:50,000 scale showing geo-hazard (Earthquakes and landslides) prone areas produced	To measure number of maps at a 1:50,000 scale showing geo-hazard (Earthquakes and landslides) prone areas and each map accompanied by a report	0	2	2	2	2	2	Produced maps, publications and reports	Inadequate funding, lack of expertise, lack of equipment



	Geo-hazards (earthquakes and landslides) monitoring and assessment reports produced	Number of geo-hazards (earthquakes and landslides) monitoring and assessment reports produced	To measure number of geo-hazards (earthquakes and landslides) monitoring and assessment reports produced	60	12	12	12	12	12	Archived data and Annual reports	Funding challenges, some machine not working
	Town geological mapping for urban structure planning and waste management facilities	Number of town geological maps for urban structure planning and waste management facilities produced	To measure number of town geological maps for urban structure planning and waste management facilities produced	2	1	1	1	1	2	Analysis reports and produced publications (Maps)	Inadequate funding and lack of software
	Geo-hazards Sensitization meeting conducted	Number of geo-hazards Sensitization meeting conducted	To measure number of geo-hazards Sensitization meeting conducted	4	3	3	3	3	3	Completed number of Earthquake awareness Reports	Funding challenges, lack of expertise.



	Routine maintenance of seismic stations conducted	Number of routine maintenances of seismic stations conducted	To measure number of routine maintenances of seismic stations conducted	12	12	12	12	12	12	Maintenance reports	Inadequate funding
	Seismographs procured	Number of seismographs procured	To measure number of seismographs procured	0	2	2	2	2	2	Procurement reports	Inadequate funding
	Mass movement monitoring equipment procured	Number of mass movement monitoring equipment procured	To measure number of mass movement monitoring equipment procured	0	1	1	1	1	1	Procurement reports	Inadequate funding
	Seismic Micro-zonation conducted in major cities and developing urban centres	Number of seismic Micro-zonation conducted in major cities and developing urban centres	Each seismic ambient noise investigation is accompanied by a report	0	1	1	1	1	1	Produced maps, final report and data	Inadequate funding



Enhanced Regulation of the Mining Sector	Mines and Minerals Regulatory Authority (MRA) Established	Number of Mines and Minerals Regulatory Authority (MRA) Established		0		1				Established MMRA	Inadequate funding
Increased investment in mining through Public Private Partnerships (PPPs)	National Mining Investment and Development Corporation (NMIDC) Established	Number of National Mining Investment and Development Corporation (NMIDC) Established		0		1				Established NMIDC	Inadequate funding

KRA: PROVISION OF CORPORATE SERVICES

Strategic Outcome: Enhanced and strengthened services through the provision of policy guidance and administrative support services

Target Outcome	Output	Performance Indicator	Description/Purpose of the indicator	Baseline (2021/2022)	Targets					Means of Verification	Risks and Assumptions
					Year 1	Year 2	Year 3	Year 4	Year 5		
80% of Administrative office services and supplies provided by 2027	Office infrastructure maintained	Number of offices maintained	To measure the number of offices maintained each year	0	1	1	1	1	1	Maintenance reports	Inadequate Funding
	Office equipment and supplies procured and improved and Asset Register	Percentage of equipment and supplies procured	Measures the percentage of equipment and supplies procured per	20%	40%	40%	40%	40%	40%	Procurement reports	Inadequate Funding



updated		year									
	Number of procurement plans produced		1	1	1	1	1	1	Procurement plans		
	Percentage of Asset register updated	Measures the percentage of the Ministry's Asset register updated per year	70%	100%	100%	100%	100%	100%	Procurement reports	Inadequate Funding	
	Conducive office working environment provided and enhanced	Percentage of staff members in Corporate Office provided with proper office space	To measure the percentage of staff members in Corporate office provided with proper office space	2%	10%	10%	10%	10%	10%	Procurement reports, Management Meeting Minutes	Inadequate Funding
	Vehicle fleet managed and Accessible	Percentage of motor vehicles insured	Measures the percentage of the Ministry's motor vehicles insured	2%	100%	100%	100%	100%	100%	Maintenance reports	Inadequate Funding
		Percentage of motor vehicles maintained	Measures the percentage of the motor vehicles maintained	2%	100%	100%	100%	100%	100%	Maintenance reports	Inadequate Funding



	Office Security Enhanced	Percentage of offices installed with security system (CCTV)	To measure the percentage of offices installed with security systems	0				100%		Procurement reports	Inadequate Funding
	Annual Work plans for the Ministry in place	Number of Annual Work Plans developed	To measure the number of work plans developed annually	1	1	1	1	1	1	Annual Work Plan	Inadequate Funding
100% of Ministry's activities planned, monitored and evaluated by 2027	Budget preparation conducted	Number of budget preparations conducted	It encompasses all activities involved in the budget preparation process	1	1	1	1	1	1	budget estimates, reports	Inadequate Funding
	Budget implementation reviews conducted	Number of budget implementation reviews conducted	Each review encompasses all activities involved in the budget implementation review process	0	4	4	4	4	4	budget implementation reports	Inadequate Funding



	Enhanced capacity of planning section on program policy analysis	Percentage of officers in PPU trained in policy analysis	Measures the percentage of officers in PPU trained in policy analysis per year	0%	20%	20%	20%	20%	20%	Training Reports	Inadequate Funding
	Programmes and project monitoring and evaluation conducted	Number of M & E visits	Measure the number of M & E visits conducted per year	4	12	12	12	12	12	M & E framework, M & E Reports	Inadequate Funding
	Routine and periodic surveys conducted for production of high quality mining sector statistics	Number of the surveys completed	To measure the number of surveys completed per year	1	4	4	4	4	4	Reviewed questionnaire, Data collection Reports	Inadequate Funding
	Ministry's Statistical Database in Place	Number of Statistical Database developed	To measure the number of database developed	0	0	1				Statistical reports	Inadequate Funding



Human resource capacity improved by 80% by 2027	Vacant positions filled	Number of vacant positions filled	Measures the number of vacant positions filled per year	226	33	20	30	35	40	Vacancy analysis report, Recruitment reports	Inadequate Funding
	Staff performance appraised	Number of Staff Performance appraisals conducted	Measures the number of Staff Performance appraisals conducted per year	0	1	1	1	1	1	Performance appraisal reports	Inadequate Funding
	Payroll and Salaries Management	Number of payroll and salaries managed	Measures the number of payroll salaries managed per year	9	12	12	12	12	12	Monthly documentation of GP5A and muster roll reports	Inadequate Funding
	Staff trained on job-related skills	Percentage of Staff trained on job-related skills	Measures the percentage of staff trained on job-related skills per year	10%	40%	50%	50%	60%	60%	Staff Training Reports	Inadequate Funding



Human Resource Management Services provided	Percentage of Terms and Conditions of Service implemented	Measures the percentage of Terms and Conditions of service implemented per year	100%	100%	100%	100%	100%	100%	Report on implementation of Malawi Public Sector Regulations (MPSR) conditions of services and orientations	Inadequate Funding
Training Needs Analysis conducted	Number of Training Needs Analyses conducted	Measures the number of training needs analyses conducted per year	0	1	1	1	1	1	Training needs assessment report	Inadequate Funding
Annual Recruitment and Promotion Plan Developed and Implemented	Number of recruitment and promotion plans developed and implemented	Measures the number of recruitment and promotion plans developed and implemented per year	1	1	1	1	1	1	Recruitment and promotion plan progress reports	Inadequate Funding
Ministry Establishment reviewed	Number of Functional reviews conducted	Measure the number of functional reviews conducted	0	1					Gap analysis reports, Functional Review, Reports	Inadequate Funding



	Internal Integrity Committee (IIC) established in all regions	Number of IIC's established	Measures the number of IIC's established	0	3	2				IIC Committee meeting minutes	
	Ministry Staff and Stakeholders sensitized on corruption prevention	Percentage of staff sensitized on corruption prevention	Measures the percentage of staff sensitized on corruption prevention per year	60%	100%	100%	100%	100%	100%	Minutes of the meetings	Inadequate Funding
		Number of stakeholder workshops on corruption prevention conducted	Measure the number of stakeholder workshops on corruption prevention conducted per year	0	1	1	1	1	1	Minutes of the meetings	Inadequate Funding
Financial management and audit services improved to 100% by	Cost centers audited	Number of Cost Centres audited	Measures the number of cost centres audited per year	3	6	6	6	6	6	Revenue enhancement reports, Internal audit reports	Inadequate Funding



2027	Registered mining companies audited	Percentage of Mining companies audited	Measures the percentage of mining companies audited on compliance with relevant regulations per year	0%	80%	80%	80%	80%	80%	Compliance audit reports	Inadequate Funding
	Financial Management Systems strengthened	Percentage of accounts staff trained in specialized financial management courses	Measures the percentage of staff trained in specialized financial management courses per year	75%	50%	70%	80%	100%	100%	Training reports	Inadequate Funding
	Effective Budget/ Resource use	Percentage of effective budget/resource use	Measures the percentage of budget/resources use effectively per year	80%	100%	100%	100%	100%	100%	Expenditure returns and reports, Cash controls reports	Inadequate Funding
	Revenue Collection Targets	Percentage of revenue targets collected	Measures the percentage of revenue targets collected per year	101%	100%	100%	100%	100%	100%	Revenue enhancement reports	Inadequate Funding



Information Management Services Improved to 100% by 2027	Ministerial Website updated and maintained	Percentage of websites updated and maintained	To measure the percentage of website information and features are updated	40%	100%	100%	100%	100%	100%	Ministerial website, maintenance reports	Inadequate Funding
	Computer based system applications updated and maintained	Percentage of computer based system applications updated and maintained	To measure the percentage Computer based system applications updated and maintained	65%	100%	100%	100%	100%	100%	Software installation Reports, Maintenance Reports	Inadequate Funding
	HRMIS and Mining Cadastre equipment maintained and functional	Percentage of Mining Cadastre equipment maintained and functional	To measure the percentage of Mining Cadastre equipment maintained and functional	60%	100%	100%	100%	100%	100%	Mining Cadastre maintenance reports	Inadequate Funding
		Percentage of HRMIS equipment maintained and functional	To measure the percentage of HRMIS equipment maintained and functional	80%	100%	100%	100%	100%	100%	HRMIS maintenance reports	Inadequate Funding
Cross cutting issues (HIV/AIDS, Gender, Disability, Human Rights and	Guidelines for mainstreaming crosscutting issues disseminated	Percentage of guidelines for mainstreaming crosscutting issues disseminated	To measure the percentage of guidelines disseminated	0%	100%	100%	100%	100%	100%	Dissemination reports	Inadequate Funding



Environment) mainstreamed in all programs and policies by 2027	Crosscutting issues mainstreamed (Internal and external) in plans, policies and strategies	Percentage of crosscutting issues mainstreamed (Internal and external) in plans, policies and strategies	Measures percentage of crosscutting issues mainstreamed	30%	100%	100%	100%	100%	100%	Plans, Policies and Strategies	Inadequate Funding
	HIV & AIDS Committees established in all cost centre	Number of HIV & AIDS committees established	Measures number of HIV & AIDS committees established	0	5					HIV & AIDS Committees meeting minutes	
	Ministry Staff sensitized on HIV & AIDS & Gender issues	Percentage of staff sensitized on HIV & AIDS & Gender issues	To measure percentage of staff sensitized	0%	100%	100%	100%	100%	100%	Sensitization workshop reports	Inadequate Funding
	Condoms collected and distributed in strategic places	Percentage of condoms collected and distributed in strategic places	Measures percentage of condoms collected and distributed	0%	100%	100%	100%	100%	100%	Procurement and Distribution reports	Inadequate Funding
	Nutritional food supplements procured and distributed to beneficiaries	Percentage of nutritional food supplements procured and distributed to beneficiaries	Measures percentage of nutritional food supplements procured and distributed	100%	100%	100%	100%	100%	100%	Procurement and Distribution reports	Inadequate Funding



Ministry Staff sensitized on environmental protection	Percentage of Ministry Staff sensitized on environmental protection	Measures percentage of Ministry Staff sensitized	0%	100%	100%	100%	100%	100%	Sensitization workshop reports	Inadequate Funding
Ministry staff involved in clean-up exercises	Percentage of staff involved in clean-up exercises	To measure percentage of staff involved in clean-up exercises	60%	100%	100%	100%	100%	100%	Clean-up exercise reports	Inadequate Funding
Ministry Staff sensitized on corruption prevention and reporting	Percentage of staff sensitized on corruption prevention and reporting	Measures percentage of staff sensitized	0	100%	100%	100%	100%	100%	Workshop Reports	Inadequate Funding
Crosscutting issues monitored	Percentage of crosscutting issues implemented on monitored	Measures percentage of crosscutting issues monitored	15%	100%	100%	100%	100%	100%	M&E reports	Inadequate Funding



ANNEX 3: NOTES

¹Four basic steps for petroleum exploration

Activity	Activity undertaken and type of data attained	% Rating for data attained
Initial interest	<ul style="list-style-type: none"> • Demarcation of blocks, characterization of land use. • Preliminary research and analysis such as stratigraphic analysis, geophysical techniques, review of geological maps, literature review, photo-geographical mapping, onsite examination of rock strata outcropping. • Leasing - award of mineral right. 	0-20 %
Geophysical survey	<p>More advanced phase of exploration:</p> <ul style="list-style-type: none"> • Reconnaissance: desk studies, FTG survey, geological and geophysical surveys. • 2-D Seismic exploration (acquiring subsurface structural information without drilling a well, measuring of depth of underground formations, pattern of rock formations such as faults, anticlines and folds where oil and gas deposits have a good chance of being found. • 3-D Seismic or related study to identify possible presence of petroleum resources. • ESIA studies. 	21-70%
Drilling	<ul style="list-style-type: none"> • Pre-drilling survey (locating where drilling will take place and routes). • Dry holes. 	71-90%
Well production	<ul style="list-style-type: none"> • Testing (drill stem test or well logging): decision on whether a well is productive or non-productive is made when drilling reaches the pre-calculated producing zones. • Appraisal: Whether a well is producing sufficient quantity to warrant operation. If the exploration yields a dry hole or if it yields considerable oil, the answer is clear as to whether or not the well will be operated. 	91-100%



ANNEX 4: TASK FORCE TEAM FOR THE DEVELOPMENT OF THE STRATEGIC PLAN

1. Coordinating Team

	NAME OF OFFICER	POSITION	DEPARTMENT/SECTION
1	Joseph. C. N. Mkandawire, PhD	Secretary for Mining	Ministry of Mining
2	Burnett Msika	Ag. Director of Mines	Department of Mines
3	Kondwani Dombola	Ag. Director Geological Survey	Geological Survey Department
4	Arnold Kondowe	Principal Economist	Policy and Planning Unit
5	Temwani Ndiako	Principal Economist	Policy and Planning Unit
6	Dikani Chibwe	Statistician	Policy and Planning Unit
7	James Mandambwe	Economist	Policy and Planning Unit
8	Mary Mtafya	Economist	Policy and Planning Unit
9	Derrick Milner	Economist-Intern	Policy and Planning Unit

2. Task Force Team

	NAME OF OFFICER	POSITION	DEPARTMENT/SECTION
1	Charlson Eliasi	Chief Geologist	Geological Survey Department
2	Hassan Mdala	Regional Geologist (North)	Geological Survey Department
3	Samuel Sakhuta	Regional Geologist (Centre)	Geological Survey Department
4	George Maneya	Regional Mining Engineer (North)	Department of Mines
5	Sagonja	Regional Mining Engineer (South)	Department of Mines
6	Mphatso Chikoti	Principal Mining Engineer	Department of Mines
7	Arnold Kondowe	Principal Economist	Policy and Planning Unit
8	Temwani Ndiako	Principal Economist	Policy and Planning Unit
9	Audrey Msokera	Principal Administration Officer	Administration Department
10	Joanna Kalilangwe	Principal Human Resource Management Officer	Department of Human Resources Management



11	Chimwemwe Chiumia	Principal Accountant	Accounts Section
12	David Liabunya	Principal Mining Engineer	Department of Mines
13	Chancy Sibanda	Principal Internal Auditor	Internal Audit Section
14	Victor Nyalugwe	Principal Geologist	Geological Survey Department
15	Agnes Chiwaya	Procurement Officer	Procurement and Disposal of Assets Unit
16	Alinafe Mashunga	Internal Auditor	Internal Audit Section
17	Yasidu Omari	Mining Engineer	Department of Mines
18	Dikani Chibwe	Statistician	Policy and Planning Unit
19	Peter Kavalo Phiri	Lab Technician	Department of Mines
20	Catherine Kalasa	Programmer	IT section
21	Christopher Banda	PRO	Public Relations
22	James Mandambwe	Economist	Policy and Planning Unit
23	Mary Mtafya	Economist	Policy and Planning Unit
24	Ruth Mumba Dassu	Geologist	Geological Survey Department
25	Derrick Milner	Economist-Intern	Policy and Planning Unit

