



# 2026 - 2030 STRATEGIC PLAN



[www.mwapata.mw](http://www.mwapata.mw)



P.O. Box 30883, Lundu Street, Off Chayamba Road,  
Area 10/386, Lilongwe, Malawi



[info@mwapata.mw](mailto:info@mwapata.mw)



+265 (0) 887 403 004/005

Evidence for Transformation



# Table of Contents

FOREWORD .....	iv
EXECUTIVE SUMMARY.....	vi
1. INTRODUCTION .....	1
1.1. Background .....	1
2. MWAPATA'S OPERATING ENVIRONMENT .....	1
2.1. PESTELD Analysis .....	2
2.2. SWOT Analysis.....	3
2.3. Vision Statement.....	5
2.4. Mission Statement.....	5
2.5. Motto .....	5
2.6. Values.....	5
3. STRATEGIC PILLARS, OBJECTIVES, AND ACTIVITIES .....	6
3.1. Strategic Goal .....	6
3.2. Pillar One: Sustainable institutional growth and development.....	6
3.3. Pillar Two: Credible evidence generation .....	7
3.4. Pillar Three: Stakeholder engagement for policy support.....	8
5 INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS .....	8
5.1 MwAPATA Board of Directors.....	9
5.2 Secretariat of Institute .....	9
5.3 Advisory Board.....	10
6. MONITORING AND EVALUATION .....	10
7. RISK MANAGEMENT .....	10
8. RESULTS FRAMEWORK.....	10

## Acknowledgements

The 2026-2030 MwAPATA Institute Strategic Plan, a successor of the 2020-2025 Strategic Plan, was produced through a consultative and inclusive process. The Institute sincerely appreciates the collective effort, guidance, and support of individuals and institutions that contributed to the development of the Strategic Plan. The Institute would specifically like to thank all stakeholders (government, private sector, civil society, development partners, farmers, and farmer organizations) for the various contributions through consultations and stakeholder surveys that informed the development of the Strategic Plan. Their feedback formed the backbone of the strategic priorities of the current Plan. The quality and relevance of the Plan are a direct result of their valuable inputs.

The Institute acknowledges the dedication and professionalism of the MwAPATA Secretariat staff, whose technical inputs, institutional knowledge, and commitment were central to the preparation of this Strategic Plan. Their active participation in internal consultations and analysis ensured that the Plan is both ambitious and implementable.

The Institute would also like to express its most profound gratitude to the MwAPATA Board of Director and the Advisory Board for their insights, guidance and leadership towards making this Plan a reality. Now that the Plan has been formulated, the Institute would like to call for your untiring support to get it implemented for the success of the MwAPATA Institute.

Thank you all and may God bless you.

## FOREWORD

The MwAPATA Institute has completed the implementation of its first Strategic Plan, which runs from 2020 to 2025. This was an exciting and challenging journey as MwAPATA was set to establish itself as a centre of excellence in agricultural, natural resources, and rural development policy research in Malawi. Over the years, the Institute has worked to generate credible evidence, foster inclusive dialogue, and strengthen policy processes that advance agricultural transformation and sustainable economic growth. The findings of the Stakeholders' Perception Survey attested to this fact. However, MwAPATA faced a number of challenges, which include funding cuts and limited research scope.

Building on these successes and challenges and responding to new realities and opportunities in Malawi's development landscape, the Institute will embark on another five-year journey in this 2026-2030 Strategic Plan. The 2026-2030 Strategic Plan reflects extensive consultations with stakeholders, rigorous analysis of the operating environment, and alignment with national priorities such as Malawi 2063, the National Agricultural Policy, and regional and global development agendas. In this plan, the Institute aims *to become a sustainable, world-class, Malawian agricultural policy research think-tank*. Our mission is to generate credible evidence for policy engagement, formulation, and implementation support. At its core, the Plan is anchored on three strategic pillars:

- **Sustainable Institutional Growth and Development** – ensuring diversified financing, enhanced staff capacity, and institutional resilience.
- **Credible Evidence Generation** – expanding the availability, quality, and accessibility of policy-relevant research.
- **Stakeholder Engagement for Policy Support** – strengthening collaboration, visibility, and uptake of evidence across government, private sector, civil society, and development partners.

Through these pillars, MwAPATA reaffirms its commitment to advancing evidence-informed policymaking, supporting implementation, and building partnerships that drive transformation. The Plan is not only a roadmap for the Institute's growth, but

also a call to action for all stakeholders who share the vision of a profitable, inclusive, and sustainable agricultural sector in Malawi.

We look forward to working together to realize this vision, and we are confident that with credible evidence, strong partnerships, and institutional sustainability, MwAPATA will continue to make a meaningful contribution to Malawi's development journey.

**Prof. Richard M. Mkandawire**

**Chairperson, MwAPATA Institute Board of Directors**



## EXECUTIVE SUMMARY

The MwAPATA Institute 2026–2030 Strategic Plan provides a strategic framework to guide the Institute’s operations, growth, and policy engagement over the next five years. The Plan is anchored in MwAPATA’s mandate as a centre of excellence in agricultural, natural resources, and rural development policy research, with a focus on generating credible evidence and supporting evidence-informed policy processes in Malawi.

The Strategic Plan builds on the implementation experience of the 2020–2025 Strategic Plan, including findings from the mid-term review, and a stakeholder perception survey that was conducted in 2025. The Plan aligns MwAPATA’s strategic direction with emerging national priorities such as Malawi 2063, the National Agricultural Policy, and broader regional and global development agendas.

The overarching strategic goal for the 2026–2030 period is to enhance the use of evidence in policy processes. To achieve this goal, the Plan is structured around three strategic pillars:

- 1) *Sustainable Institutional Growth and Development* - ensuring long-term sustainability through diversified and sufficient financing, enhanced staff capacity and retention, improved monitoring and evaluation systems, strengthened visibility, and the development of institutional infrastructure.
- 2) *Credible Evidence Generation* - focusing on expanding the availability, quality, and accessibility of policy-relevant research through robust methodologies, diversified research themes, strengthened data systems, and capacity building for policymakers and researchers.
- 3) *Stakeholder Engagement for Policy Support* - strengthening engagement, collaboration, coordination, and implementation support to improve policy uptake, visibility, and influence of research evidence across Government, development partners, the private sector, civil society, and the media.

The Plan outlines clear strategic objectives, strategies, and activities under each strategy, supported by an outcome-based results framework with defined

indicators for monitoring performance and impact. Institutional arrangements, governance structures, monitoring and evaluation mechanisms, and risk management approaches are clearly articulated to support effective implementation.

# 1. INTRODUCTION

## 1.1. Background

The MwAPATA Institute (the “Institute” or “MwAPATA”) is a centre of excellence in agricultural, natural resources, and rural development policy research, which provides constructive policy guidance and implementation support for agricultural transformation in Malawi. The Institute was established in 2019 through a partnership between Michigan State University (MSU), the National Planning Commission (NPC), and Lilongwe University of Agriculture and Natural Resources (LUANAR), with funding from the Agricultural Transformation Initiative (ATI). To guide its operations, a Strategic Plan was developed in 2020 to cover five years, up to 2025. A mid-term review of the strategic plan was conducted in 2023, and it revealed that the Institute successfully delivered on most of its strategic outcomes, with higher levels of execution for the strategic pillar on institutional establishment and development, but lower level on policy research and implementation support, largely due to re-focused priorities in line to stakeholders’ interests and the emerging realities like COVID-19 and other operating environmental influences.

At the end of the 2025-2030 Strategic Plan, MwAPATA developed a successor Strategic Plan that spans from 2026 to 2030. The new plan has been developed through an extensive consultation process involving staff and external stakeholders. External stakeholders were largely consulted through a stakeholder satisfaction survey, while the internal consultations were conducted through a structured questionnaire. The consultations assisted in assessing the operating environment for the MwAPATA Institute through a Political, Economic, Social, Technological, Environmental, Legal, and Demographic (PESTELD) Analysis and the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.

## 2. MwAPATA’S OPERATING ENVIRONMENT

The operating environment for the MwAPATA was assessed through the PESTELD Analysis, and SWOT Analysis.



## 2.1. PESTELD Analysis

The PESTELD analysis is a systematic collection and evaluation of past and present political, economic, social, technological, environmental, legal, and demographic data aimed at identifying internal and external forces that may influence an organisation's performance and choice of strategies. Information that was gathered from internal and external stakeholders was used to conduct the PESTELD Analysis for the MwAPATA Institute. The results of the PESTELD Analysis are presented in Table 1 below.

*Table 1: Results of the PESTELD Analysis*

<b>Political</b> <ul style="list-style-type: none"><li>• A new government has been elected, which brings leadership change and changes in priorities at different levels of government</li><li>• A significant proportion of members of parliament are new entrants to the national assembly, which may create a hunger for evidence</li><li>• There is continued interest from the general public in why some policies are not being implemented.</li><li>• Frequent leadership changes in ministry platforms</li><li>• Malawi is a peaceful country that creates a conducive environment for evidence generation and policy implementation support.</li></ul>
<b>Economic</b> <ul style="list-style-type: none"><li>• Change in priorities of major funders and change in global politics that affect the funding landscape</li><li>• Exchange rate volatility that affects planning</li><li>• High inflation affecting planning</li></ul>
<b>Social</b> <ul style="list-style-type: none"><li>• High youth unemployment, which creates the need to identify solutions</li><li>• Low literacy levels across Malawi, which affect the level of understanding of policy issues</li><li>• Stakeholder fatigue in both surveys and engagement activities that require innovativeness</li><li>• Low civic awareness of the need for evidence-based policies</li></ul>

**Technological**

- Developments in social media which provide opportunities to engage with stakeholders more frequently
- Emerging new analytic tools such as data science, machine learning, and Artificial Intelligence that would enable the institute to generate reliable evidence
- Advanced communication technology, such as virtual platforms that provide for virtual engagement opportunities

**Natural Resource and Physical Environment**

- Climate change is an opportunity for more research and funding
- There is more room for natural resource management research
- The continental agenda on soil health and fertilizer provides an opportunity for the institute

**Legal review**

- Malawi2063, MIP1 and National Agricultural Policy
- Pensions Act 2011
- Taxation Act
- Companies Act
- Investment and Export Act
- Control of Goods Act
- Land Act
- Science and Technology Act
- Statistics Act
- Employment Act
- TEVET Act

**Demographic**

- A growing population creates a “youth bulge” which requires policy responses

## 2.2.SWOT Analysis

A SWOT analysis assessed the Institute's current and future strengths, weaknesses, opportunities, and threats. The findings of the SWOT Analysis are presented in Table 2.

*Table 2: Results of the SWOT Analysis for the MwAPATA Institute*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Good track record on policy research and engagement</li> <li>• Good visibility to stakeholders</li> <li>• Credible and relevant research outputs</li> <li>• Good working relationship with Government MDAs</li> <li>• Highly qualified and experienced staff</li> <li>• Strategic partnerships with different stakeholders and development partners</li> <li>• Independent and local policy think-tank</li> <li>• Institutionalization of MAPCC</li> <li>• Membership to regional policy research network</li> <li>• Conducive work environment</li> <li>• Strong governance structures</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of diversified long-term funding</li> <li>• Lack of own office premise</li> <li>• Limited staff development and retention</li> <li>• Narrow research focus</li> <li>• Limited visibility to some sectors</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increasing demand for evidence to inform policy decisions</li> <li>• Opportunity to support policy implementation and coordination</li> <li>• Large pool of partners/stakeholders that are willing to work with MwAPATA Institute</li> <li>• Membership to the regional research network presents opportunities for capacity development, joint research work, and funding</li> <li>• Non-existence of one one-stop agricultural data sharing platform</li> <li>• Opportunity for capacity building in data and policy analysis</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Balancing independence and political sensitivity</li> <li>• Shifting of donor priorities</li> <li>• Low uptake of policy research</li> <li>• Political shifts affecting government priorities</li> </ul>

## VISION, MISSION, AND VALUE STATEMENTS

The MwAPATA Institute is a centre of excellence in agricultural, natural resources, and rural development policy research, which provides constructive policy guidance and implementation support for agricultural transformation in Malawi. To effectively execute its mandate, the institute will be guided by a set of vision, mission, and value statements.

### 2.3. Vision Statement

To be a sustainable, world-class, Malawian agricultural policy research think-tank.

### 2.4. Mission Statement

To generate credible evidence for policy engagement, formulation, and implementation support.

### 2.5. Motto

Evidence for Transformation (E4T)

### 2.6. Values

MwAPATA is anchored on a set of core values, beliefs, and principles that guide the Institute's programs and staff actions. These values, which go by the acronym **P.R.I.M.E.S.**, are:

- **Professionalism** - we disclose our methods, resources, and processes and provide free access to our publications to all interested parties.
- **Relevance** - we provide information that is responsive to both immediate and long-term demands of the country's agricultural sector policymaking.
- **Independence** - we pride ourselves on rigorous research that is non-partisan and objective. We report findings and recommendations that are based on unbiased empirical inquiry.
- **Mutual Respect** - we are committed to a workplace that offers collegiality, collaboration, and inclusiveness.
- **Excellence** - we strive to produce high-quality research and information for policymakers. We seek to recruit and retain top talent.

- **Sustainability** - we dedicate ourselves to be a sustainable institution and also provide evidence towards sustainable solutions.

### 3. STRATEGIC PILLARS, OBJECTIVES, AND ACTIVITIES

#### 3.1. Strategic Goal

In the 2026-2030 Strategic Plan, the MwAPATA Institute will be addressing three strategic challenges: limited availability of credible evidence for policy processes; limited stakeholder engagement, collaboration, policy coordination, and implementation support; and lack of sufficient, diversified, and sustainable financing. Based on these strategic challenges, the MwAPATA Institute's strategic goal for the period 2026 -2030 is to ***enhance the use of credible evidence in policy processes***. This goal will be achieved if MwAPATA grows to a credible think-tank that has sufficient diversified funding, qualified and motivated staff who are implementing robust policy research and outreach programs. MwAPATA's results framework, which shows the set of objectives and activities that will ensure the attainment of this goal, is presented in Table 3 in the appendix.

#### 3.2. Pillar One: Sustainable institutional growth and development

Under this pillar, MwAPATA aims to attain sustainable institutional growth and development. We will strive to increase a funding base that ensures sustainability, develop staff policies that ensure improved staff satisfaction and low staff turnover, and build the capacity of staff to produce high-quality outputs. We will also ensure that MwAPATA's presence is visible.

*Strategic Objective 1: To generate sustainable, diversified, and sufficient funding for MwAPATA's operations.* MwAPATA strives to increase the volume of financial resources it attracts from donors and generates from other activities. Income from other sources will be generated through the business bureau that will run the business side of the institute. The institute will also increase the sources of funds so as to remain stable in case of shocks and changes in priorities of some funders. Additionally, the institute will strive to acquire offices. We will use the following strategies to achieve this goal:

- a) Implement the institute's sustainability plan;
- b) Strengthen relationship with government of Malawi and its agencies;
- c) Diversify funding base; and
- d) Expand and explore new strategic partnerships.

*Strategic Objective 2: To strengthen MwAPATA's institutional effectiveness as a credible policy think-tank.* This strategic objective aims at growing a vibrant organization that will have a great outreach program to contribute to Malawi's policy processes. MwAPATA will use all the available tools and technologies to enhance its capacity to generate credible evidence, increase its visibility, and enhance its policy influence. The specific strategies that will be employed to achieve this objective includes:

- a) Enhance the institutional monitoring and evaluation (M&E) framework;
- b) Develop and implement a staff development and retention plan;
- c) Develop an office infrastructure acquisition plan; and
- d) Implement visibility activities.

### **3.3. Pillar Two: Credible evidence generation**

Generation of credible evidence will be at the core of MwAPATA's activities. The institute will distinguish itself through the generation of high-quality research outputs that will use robust methods and provide practical recommendations. This will be achieved through the use of quality assurance protocols throughout the research process.

*Strategic Objective 3: To increase the availability of credible evidence for policy engagement, formulation, and implementation support.* MwAPATA recognises that the limited use of evidence in policy making is partly due to the limited availability credible evidence. As such, MwAPATA will fill this gap by increasing the availability of credible evidence for policy processes. This will be achieved through the following strategies:

- a) Build and strengthen the capacity of policymakers, researchers, and institutions in analytical and policy analysis;



- b) Broaden the scope of MwAPATA's research services;
- c) Diversify the research agenda to cover emerging and under-researched areas;
- d) Improve data quality and management of MwAPATA and other stakeholders; and
- e) Increase access to data by other stakeholders.

### **3.4. Pillar Three: Stakeholder engagement for policy support**

MwAPATA Institute has a comparative advantage in engaging stakeholders with various policy messages because of the strong partnership base it has developed with strategic organizations such as the Malawi Government and development partners. MwAPATA also recognises that a lot of evidence in Malawi is generated by other stakeholders, but they do not engage policy makers and other stakeholders with this information. MwAPATA would like to make a difference by engaging its stakeholders with policy research outputs and building the capacity of other researchers to do the same.

*Strategic Objective 4: To strengthen stakeholder engagement, collaboration, policy coordination, and implementation support.* MwAPATA will strengthen its stakeholder engagement, collaboration, coordination, and implementation support to improve its relevance. To attain this strategic objective, the following strategies will be employed:

- a) Increase visibility of policy research;
- b) Increase the uptake of policy research evidence;
- c) Increase capacity to translate evidence;
- d) Increase stakeholder engagement; and
- e) Improve coordination among stakeholders.

## **5 INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS**

The structure of the MwAPATA Institute is laid out in the Institute's Memorandum and Articles of Association. The Institute has five Guarantors, who constitute a Board of Directors plus any additional individuals added following procedures

described in the Articles. In addition, the Institute has a Secretariat that manages the daily affairs of the Institute and is accountable to the Board. The Institute also has a nine-member Advisory Board upon which the Board of Directors may draw to seek advisory guidance.

### **5.1 MwAPATA Board of Directors**

The Institute's Board of Directors is made up of six members from key stakeholders from the agricultural sector. The Board, being the highest authority of MwAPATA Institute, will be properly balanced in terms of skills, knowledge and experience. The Board of Directors provide strategic guidance and management oversight to the MwAPATA Secretariat, which manages and implements the day-to-day activities of the Institute.

### **5.2 Secretariat of Institute**

MwAPATA Institute is headed by an Executive Director who is supported by the Research Director and the Finance and Administration Manager. The Secretariat is an important part of the institutional arrangements and a crucial determinant of efficiency and effectiveness in the delivery of the Strategic Plan. The Executive Director is responsible for all the activities of the Institute, including coordinating mechanisms, planning and budgeting, financial management, procurement, provision of technical and implementation support, monitoring and evaluation, reporting, and finally communication and knowledge management.

Through the Executive Director, the Institute is responsible for mechanisms that facilitate interaction between program staff on the one hand and on the other hand beneficiaries, stakeholders and partners. Furthermore, the Institute is also responsible for exploring opportunities and innovations for implementing the Strategic Plan.

### 5.3 Advisory Board

The Advisory Board is constituted to provide guidance and support to the Board of Directors, and thus indirectly to the Secretariat. The Advisory Board meets twice a year. However, the Chairperson, in consultation with the Executive Director, may from time to time call for meetings outside the prescribed schedule, whenever the need arises.

## 6. MONITORING AND EVALUATION

The M&E function of the Strategic Plan will be played by the MwAPATA Board of Directors and the Secretariat. The Board will monitor the implementation of the Strategic Plan quarterly. The Secretariat will actively monitor the implementation of day-to-day activities and periodically evaluate the processes laid down for realising the strategic outputs and outcomes of the Strategic Plan and their overall quality. A comprehensive evaluation will be done both at mid-term and end of the lifespan of the Strategic Plan. The Secretariat will facilitate the M&E activity by formulating an outcome-based M&E framework at the onset of implementation. With support from the Advisory Board, the Secretariate will develop an implementation plan at the beginning of each calendar year.

## 7. RISK MANAGEMENT

Risk analysis is a management function. The Secretariat will conduct risk management functions regularly in order to take care of emerging and systemic risks to policy development and implementation.

## 8. RESULTS FRAMEWORK

The Results Framework connects the pillars, strategic objectives, and activities to an individual responsible for implementation. The MwAPATA Strategic Plan Results Framework has been provided in Table 3, below.

Table 3: MwAPATA Strategic Plan Results Framework

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
<b>Strategic Pillar 1:</b> Sustainable institutional growth and development	<b>Objective 1</b>	To generate sustainable, diversified, and sufficient funding	
	<b>Outcome 1</b>	Increased and sustainable funding for MwAPATA	
	<b>Outcome Indicators 1</b>	i. Number of grants ii. Volume of funding iii. Number of sources of funding	
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
	1. Implement the Institute's sustainability plan	1. Constitute the sustainability strategy implementation team	Sustainability strategy implementation team constituted
		2. Increase income sources beyond research	Volume of income generated from non-traditional sources
		3. Review the sustainability plan	Sustainability plan reviewed
		4. Operationalize the sustainability plan through a clear road map	A road map for the implementation of the sustainability plan developed
		5. Set up and operationalise the business development unit	Business development unit set up

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
	2. Strengthen the relationship with the government of Malawi and its agencies	1. Implement quarterly seminars	
	3. Diversify funding base	2. Identify, enhance, and broaden engagements with donors, including non-traditional donors	
		3. Conduct a needs assessment among the donors	Needs assessment conducted
	4. Expand and explore new strategic partnerships	1. Leverage collaborations with other policy research institutes	
		2. Align programs with emerging global development priorities	Annual reviews of the research agenda
	<b>Objective 2</b>	To strengthen MwAPATA's institutional effectiveness as a credible policy think-tank.	
	<b>Outcome 2</b>	Enhanced capacity, visibility, and influence of MwAPATA	
	<b>Outcome Indicator 2</b>	Number of policy decisions/influenced by MwAPATA research outputs (e.g., reports, briefs, papers)	
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
	1. Enhance the institutional M&E framework	1.Developing M&E framework	M&E framework developed
		2.Conduct internal seminars to familiarize staff with the M&E framework	Number of seminars
		3.Hire a data and M&E person	Personnel hired
	2. Develop and implement a staff development and retention plan	1.Develop and implement a staff development and retention plan	Staff development and retention plan developed
		2.Develop and implement a staff capacity development plan	Staff development and retention plan developed
			Number of staff trained
			Number of trainings attended by staff
		3.Review of the organogram	Organogram reviewed
	3. Develop an office infrastructure acquisition plan	1.To establish the office infrastructure committee	The infrastructure committee established
		2.Develop ToRs for the infrastructure committee.	ToRs for the infrastructure committee developed



<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
		3. Develop an office infrastructure development plan	Office infrastructure development plan developed
		4. Implement infrastructure development plan	The infrastructure development plan implemented
	4. Implement visibility activities	1. Post MwAPATA events on social media and other platforms	Number of social media posts and outreach
		2. Develop and distribute MwAPATA-branded materials	Number of branded materials (flyers, brochures, diaries, Golf shirts) distributed to stakeholders
		3. Post research articles in newspapers	Number of newspaper articles
		4. Develop and disseminate quarterly and annual newsletters	Number of newsletters disseminated
		5. Conduct roundtable discussions, policy seminars, ESS, breakfast meetings, research dissemination conferences, webinars, etc	Number and category of stakeholders participating in MwAPATA's events
		6. Feature in TV and radio programs	Number of TV and radio programs and features

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
		7.Publish MwAPATA's outputs on the website	Number of website visits and downloads
<b>Strategic Pillar 2:</b> Credible evidence generation	<b>Objective 3</b>	<b>To increase the availability of credible evidence for policy engagement, formulation, and implementation support</b>	
	<b>Outcome indicator</b>	Number of research outputs/knowledge products (journal articles, working papers, policy briefs, reports, presentations, policy perspectives) generated.	
	1. Build and strengthen the capacity of policymakers, researchers, and institutions in analytical and policy analysis.	1.Generate high-quality research outputs	Number of research outputs/knowledge products (journal articles, working papers, policy briefs, reports, presentations, policy perspectives) generated.
		2.Conduct trainings and workshops on evidence generation.	Number of trainings
		3.Conduct webinars and seminars on policy analysis in collaboration with other stakeholders	Number of interns hosted

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
		4. Provide mentorship and internship for students	Number of placements for exchange students
			Number of external researchers supported
	2. Broaden the scope of research services.	1. Facilitate district-level engagement and outreach activities	Number of district-level engagements and outreach activities
		2. Support policy implementation process at all levels (learning studies, documentation of success stories)	
	3. Diversify the research agenda to cover emerging and under-researched areas.	1. Engage stakeholders to identify priority research or policy gaps/areas of research	Number and type of stakeholders engaged
		2. Introduce and implement new research themes	
	4. Improve data quality and management.	1. Provide specialized training to MDAs and other institutions on data collection and quality control	Number of trainings conducted

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
		2. Provide support to MDAs and other institutions on data quality and management.	Number of institutions supported in data quality and management
	5. Increase access to data	1. Develop a national data repository system	National data repository system developed
		2. Implement an MoU with NSO	Number of activities jointly undertaken with NSO/research centers
		3. Develop and strengthen collaborations with research centres.	
		4. Hold annual data symposiums	Number of data symposiums conducted
<b>Strategic Pillar 3:</b> Stakeholder engagement for policy support	<b>Objective 4</b>	To strengthen stakeholder engagement, collaboration, policy coordination, and implementation support	
	<b>Outcome 4</b>	Strengthened partnerships for policy influence and implementation	
	<b>Outcome Indicator 4</b>	Number of policy engagement events (ESSs, roundtables, conferences, panel discussions, research seminars, press briefings, dissemination meetings, media breakfast meetings)	

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
	1. Increase visibility of policy research	2. Develop and implement a media and policy engagement strategy	media and policy engagement strategy developed
		3. Verification of MwAPATA social media platforms	MwAPATA Social media platforms verified
		4. Develop visibility materials for targeted stakeholders	
	2. Increase the uptake of policy research evidence	1. Conduct roundtable discussions, policy seminars, ESS, breakfast meetings, research dissemination conferences, webinars, etc	
		2. Closed-door meetings with policy makers	
	3. Increase capacity to translate evidence	1. media engagements/ dissemination conferences, media trainings, infographics	Number of media trainings conducted
	4. Increase stakeholder engagement	1. Support TWG convenings and other sectoral conferences, such	

<b>Strategic Goal</b>	<b>To enhance the use of credible evidence in policy processes</b>		
<b>Impact</b>	<b>Enhanced evidence-informed policy decision making</b>		
<b>Impact Indicator</b>	<b>The number of demonstrated policy evidence use (policy statements, policy documents, etc)</b>		
	<b>Strategies</b>	<b>Activities</b>	<b>Indicator</b>
		as the Agriculture Joint Sector Review	
	5. Improve coordination among stakeholders	1. Convene annual MAPCC; support other sectoral convenings	





# MwAPATA Institute

---

## 2026 - 2030

# STRATEGIC PLAN



[www.mwapata.mw](http://www.mwapata.mw)



P.O. Box 30883, Lundu Street, Off Chayamba Road,  
Area 10/386, Lilongwe, Malawi



[info@mwapata.mw](mailto:info@mwapata.mw)



+265 (0) 887 403 004/005

Evidence for Transformation

