



# **CAPABILITY STATEMENT**

### **1.0 THE FIRM'S FULL NAME, ADDRESS AND CONTACT DETAILS**

The Malawi Institute of Management  
P.O. Box 30801  
Lilongwe 3  
MALAWI  
Telephones : 01710866, 01710552  
Fax : 01710609  
Email : [mimexecutive@mim.co.mw](mailto:mimexecutive@mim.co.mw)  
Website : <https://www.mim.co.mw>

### **2.0 THE DATE OF THE FIRM'S ESTABLISHMENT**

By Act of Parliament No. 7 in April, 1989

### **3.0 A LIST OF THE FIRM'S DIRECTORS**

MIM is a parastatal organisation governed by a Board of Directors appointed by Government.

- |       |   |                         |
|-------|---|-------------------------|
| i)    | Mrs Rhoda Misomali  | - Chairman              |
| ii)   | Prof. Lewis Dzimbiri                                      | - Member                |
| iii)  | Prof. Kamwachale Khomba                                   | - Member                |
| iv)   | Dr. William Susuwele Banda                                | - Member                |
| v)    | Mr Patrick Kachimera                                      | - Member                |
| vi)   | Chief Secretary to Government                             | - Ex- Officio<br>Member |
| vii)  | Secretary for Human Resources Management<br>& Development | -Vice Chairman          |
| viii) | Secretary for Education, Science and<br>Technology        | - Ex- Officio<br>Member |
| ix)   | Comptroller of Statutory Corporations                     | - Ex- Officio<br>Member |

### **4.0 THE NAMES AND ADDRESSES OF THE FIRM'S BANKERS AND AUDITORS**

Bankers : National Bank of Malawi  
Capital City Branch  
P.O. Box 30317  
Lilongwe 3

Auditors : National Audit Office

### **5.0 CAPABILITY STATEMENT**

The Malawi Institute of Management (MIM) conducts training programmes and provides Consulting services for private organizations, government agencies, parastatal organizations and civil society organizations (CSOs). The consulting services aim at bringing the skills and knowledge of MIM's Management Development Consultants together with the needs and objectives of its clients. The product of this

relationship is that MIM's Clients are provided with services based on the most recent developments in professional management while the general programme is enriched by the lessons learned in real life applications.

## 5.1 LONG TERM PROGRAMMES

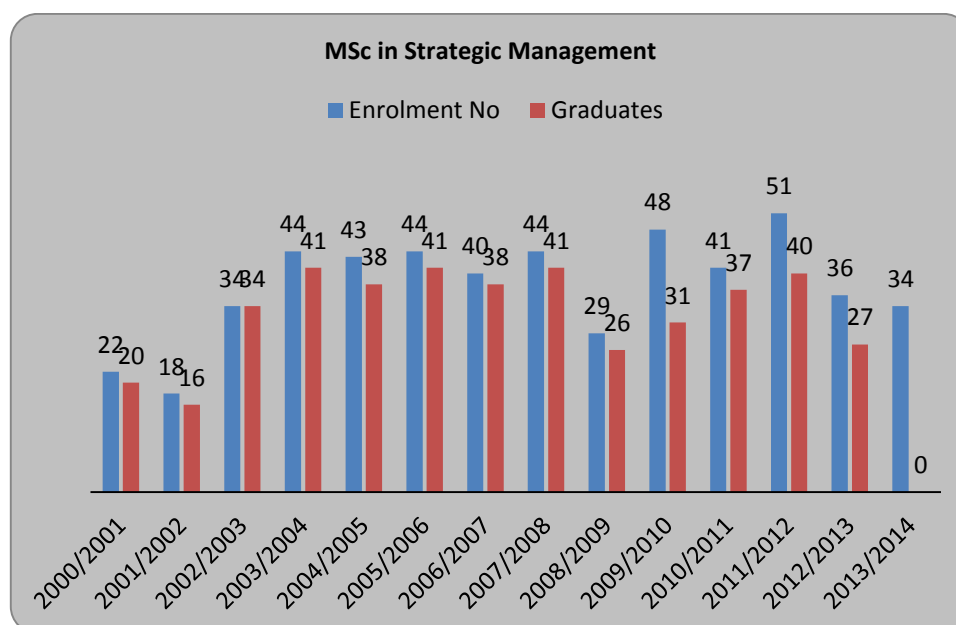
The Long Term Training Directorate at MIM offers both postgraduate and undergraduate programmes in partnership with institutions from abroad. The Long Term Training Directorate is also responsible for research for both faculty and students.

### 5.1.1 Post Graduate Programmes

MIM, in partnership with universities from the United Kingdom, offers long-term postgraduate training programmes that result into postgraduate qualifications. Currently these programmes include the following:

#### i) Master of Science in Strategic Management (University of Derby)

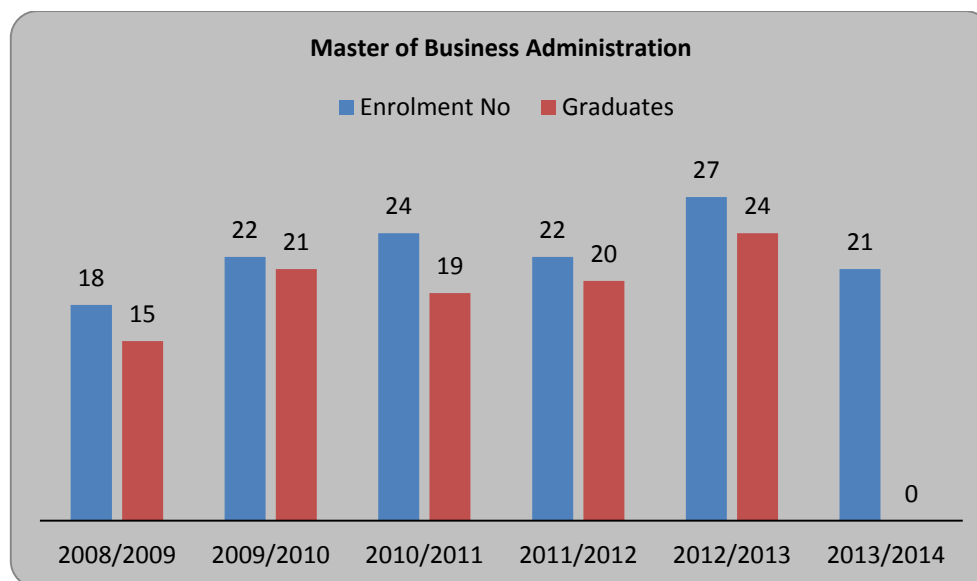
This programme began in the year 2000. Under this programme, MIM has enrolled a total of 528 students from 14 cohorts. From this group, 430 students have graduated (Cohort 14, with an enrolment of 34 is currently in session). The figure below shows the number of enrolled students and graduates per cohort.



#### ii) Master of Business Administration (University of Derby)

The Master of Business Administration (MBA) has been running since 2008. So far, 134 students have been enrolled and 99 students have

graduated. The MBA offered under this arrangement is a Top-up route for those who already have a qualification with the ACCA and CIMA. The figure below shows the numbers of enrolled students and graduates under this programme per cohort.



**iii) Master in Public Administration (University of Bolton)**

This programme started in August 2012 and has so far enrolled 23 students in the first cohort and 20 students in the second cohort. The first cohort has just completed their dissertations while the second cohort is still running. Under this programme, three modules are being offered on franchise basis with the entire module being handled by MIM faculty with close support from University of Bolton faculty. It is envisaged that in the near future, the proportion of franchised modules will be increased.

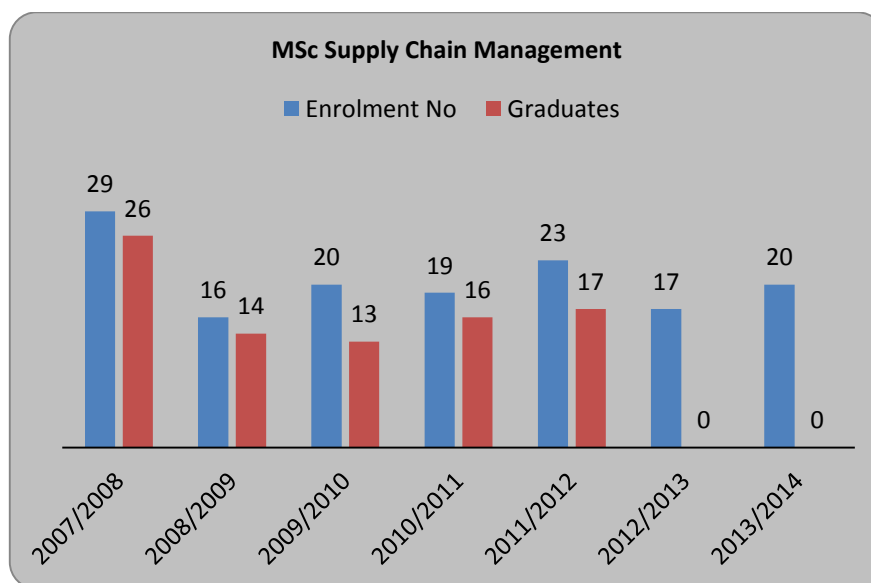
**iv) Master in Project Management (University of Bolton)**

This programme started in August 2012 and has so far enrolled 35 students in the first cohort and 28 students in the second cohort. The first cohort has just completed their dissertations while the second cohort is still running. Under this programme, three modules are being offered on franchise basis with the entire module being handled by MIM faculty with close support from University of Bolton faculty. It is envisaged that in the near future, the proportion of franchised modules will be increased.

**v) Master of Science in Supply Chain Management (University of Bolton)**

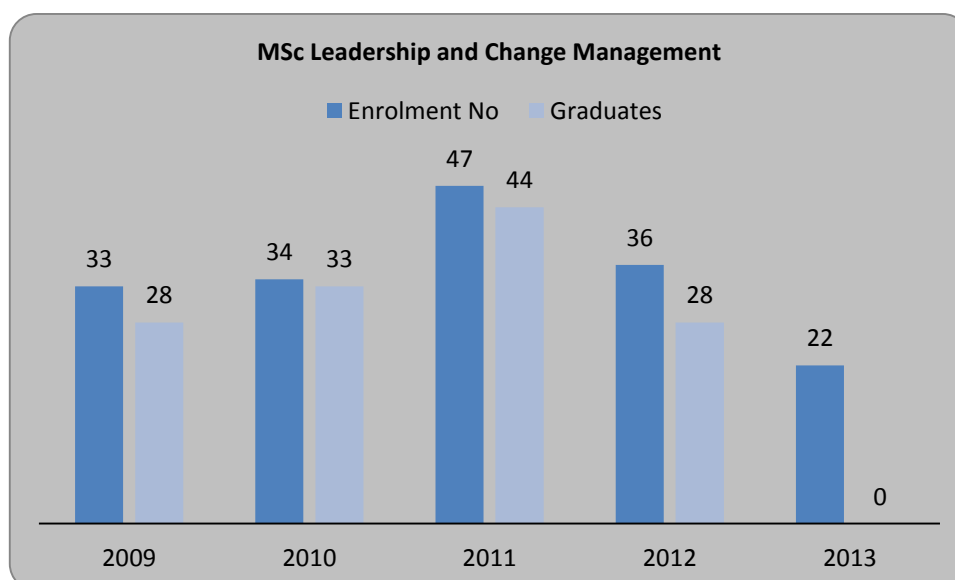
The programme started in 2007 and has so far enrolled 144 students and 86 have graduated. Cohort 6 has completed their dissertations while

cohort 7 is still running. Under this programme, three modules are also offered on franchise basis. The figure below indicates the number of enrolled and graduated students per cohort.



**vi) Master of Science in Leadership and Change (Leeds Metropolitan University)**

Previously known as the Master of Science in Leadership and Change Management, the programme started in 2009. So far, 150 students have been enrolled on this programme and 133 have graduated. Cohort 5 students have completed their dissertations and Cohort 6 is still in progress. The figure below shows the details of enrolled and graduated students per year.



### vii) PhD (University of Bolton)

The PhD programme with the University of Bolton started in April 2010. So far, two cohorts are running and the recruitment for the third cohort is in process. The first cohort comprises of 16 students and the second cohort comprises of 13 students.

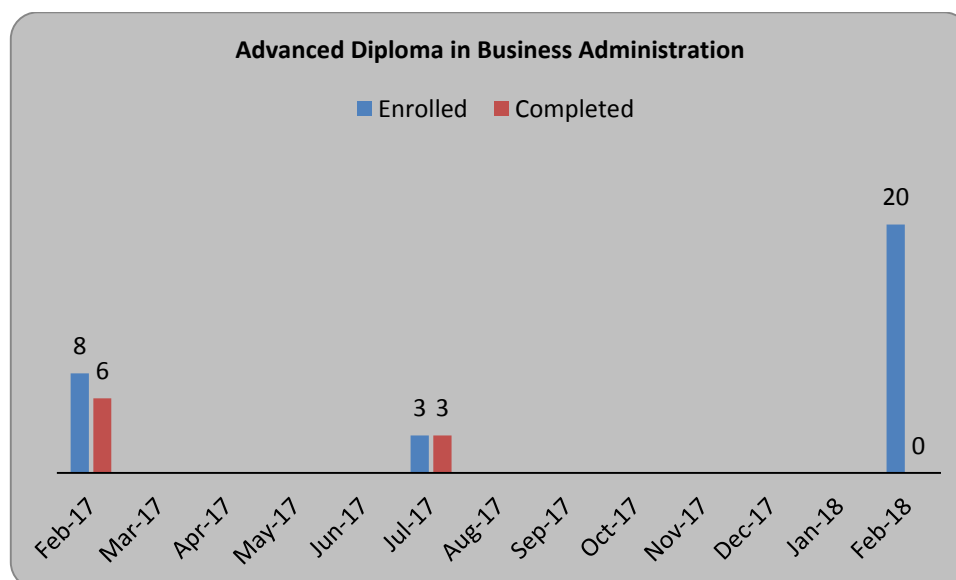
### 5.1.2 Undergraduate Programmes

MIM has recently collaborated with the Cyprus Institute of Marketing (CIM) on full franchise basis to serve as a tuition institution and an examination centre for CIM's undergraduate programmes.

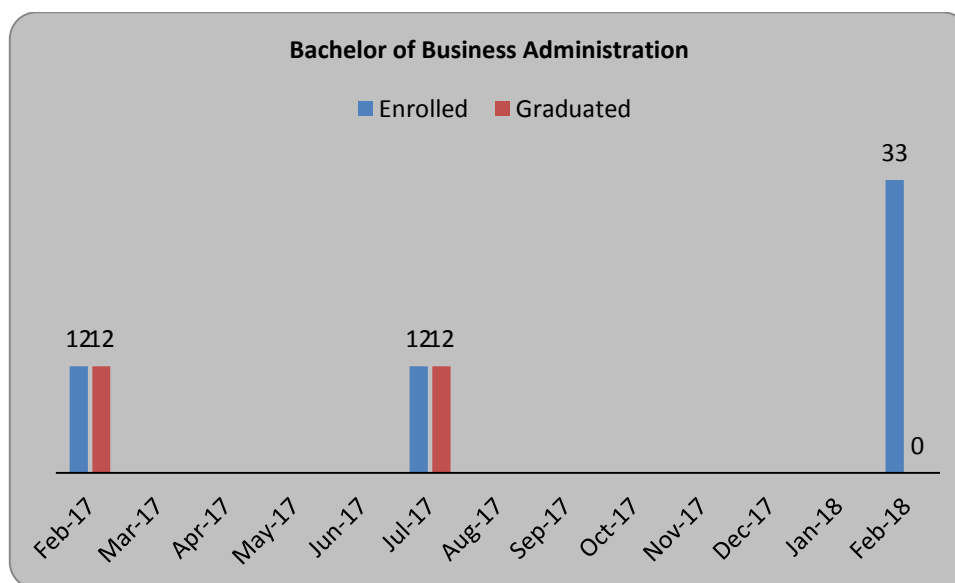
With CIM, students are registered according to their levels, beginning with Diploma level, Advanced diploma level and then Bachelor's level. So far, there have been three intakes: February 2013, July 2013 and February 2014. The following are details of those programmes:

#### i) Bachelor of Business Administration (Cyprus Institute of Marketing)

With this programme, there have been two levels only: Advanced Diploma and Bachelor's Degree. Below are the details of the students that enrolled and those that completed the Advanced Diploma level.



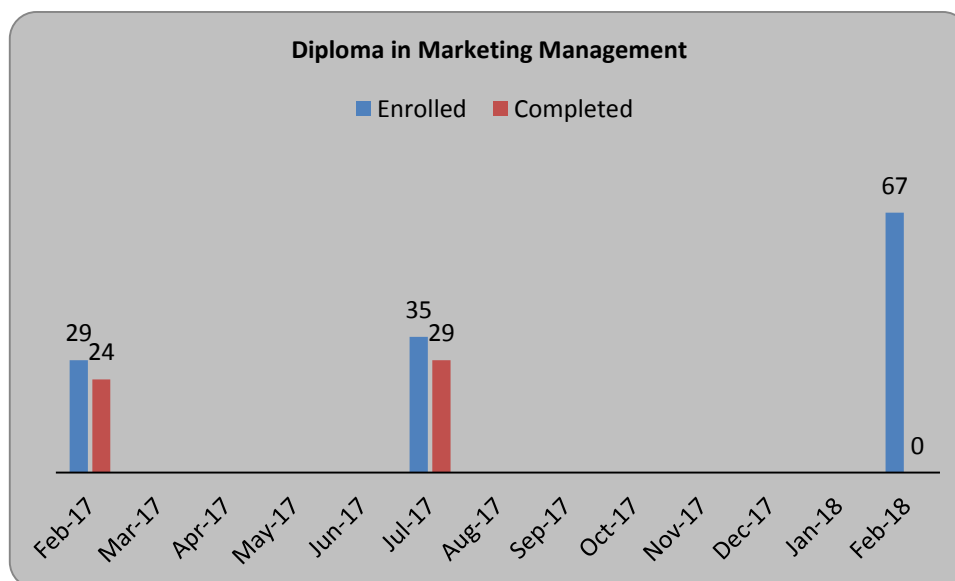
A total of 9 students have completed the Advanced Diploma level in Business Administration programme from two cohorts, the third cohort is still in progress and has enrolled 20 students.



Twenty-four students from two cohorts have graduated with a Bachelor’s Degree in Business Administration. The third cohort is in progress with an enrolment of 33 students.

**ii) Bachelor of Science in Marketing Management (Cyprus Institute of Marketing)**

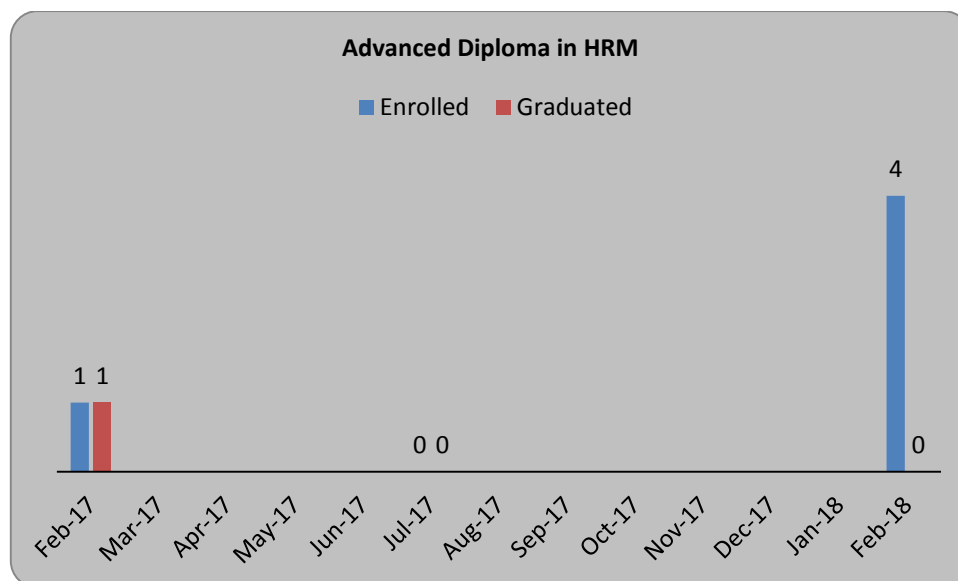
Under this programme, two levels have been operating: Diploma and Advanced Diploma. So far, 53 out of 64 students have obtained their Diploma in Marketing Management.



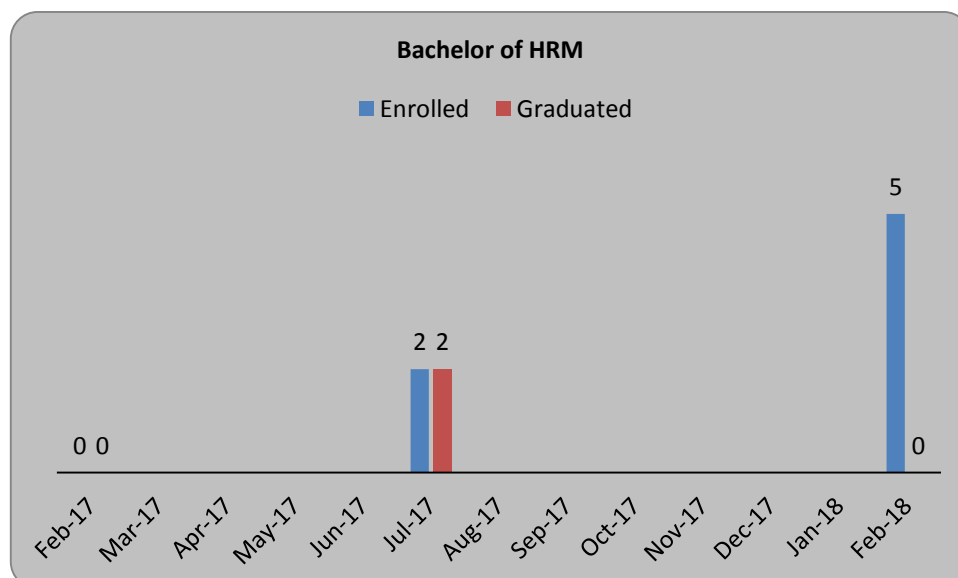
The Advanced Diploma in Marketing Management enrolled three students in the July 2013 intake and one completed the level. In the July 2014 intake, which is still in progress, 5 students have been enrolled.

**iii) Bachelor of Arts in Human Resource Management (Cyprus Institute of Marketing)**

This programme has so far enrolled students at two levels: Advanced Diploma in HRM and Bachelor of HRM.



The Advanced Diploma in HRM has so far enrolled two cohorts: February 2013 and February 2014. One student who registered in the first cohort has completed the Advanced Diploma level and the second cohort is still in progress.





The two students who were registered for the first cohort in Bachelors of HRM have graduated. Five students are currently pursuing their Bachelor's degree which is currently in progress.

### **5.1.3 Research**

MIM faculty and postgraduate students are involved in conducting research in various thematic areas related to leadership and management. For the postgraduate students, their research is mainly oriented towards the programme that they are undertaking or their current jobs. This has included research in supply chain, public administration and policy, project management, leadership and change management, and strategic management.

MIM faculty are also involved in publishing the research that they conduct as well as disseminating their research results at conferences, seminars and workshops.

MIM holds its own research dissemination events, such as the PhD Students conference, Leadership and management seminars and Professional Seminars. The PhD students conference provides the PhD students with an opportunity to disseminate their research results to a wider audience and also to get feedback before completion of their thesis.

The Leadership and Management seminars are a forum for disseminating research information as well as providing a platform for practitioners, academia, policy makers and managers in the public and private sector to debate on topical issues of national relevance, in order to contribute to the achievement of the Malawi Growth and Development Strategy.

Professional Seminars on the other hand are also an avenue for engaging with various professions in the country and abroad to deliberate on issues specific to a profession, and relevant to both the public and private sector.

### **5.2 MIM CONSULTANTS' EXPERTISE**

MIM consultants have expertise in areas including:

- Human Resource Management;
- General Management;
- Accounting and Financial Management;
- Business Management;
- Organizational Audit;
- Public Relations;
- Marketing;
- SME Development;

- Management Information Systems;
- Environmental Impact Assessment;
- Project Management, Monitoring and Evaluation;
- Rural Development;
- Policy Analysis; and
- Knowledge Management.

Based on MIM's contact with over 10,000 Malawian managers in the generic training programme, MIM's involvement in over 600 consulting projects conducted in the past nine years, MIM's consultants have developed a unique knowledge of management concerns in all sectors of the economy in Malawi. This background knowledge along with MIM's expertise in diverse areas of management and operations enables MIM to provide relevant high quality consulting services to its clients. Some of MIM's professional services using this expertise are enumerated below. Detailed curriculum vitae for MIM staff are also attached.

### **5.3 STRATEGIC PLANNING STUDIES**

In a strategic planning, our consultants will analyze all facets of a client's business from a financial, manufacturing, marketing, personnel and organizational viewpoint. This comprehensive analysis will be performed in a way that crystallizes the key strategic issues and choices facing the client and propose realistic recommendations. Our experience has proved strategic planning to be rewarding work because it addresses the very essence, direction, and purpose of a client's enterprise, which in turn, influences the future careers of its employees and the financial prospects of its owners. From our viewpoint, the aim of strategic planning assignments is threefold:

- to clarify environmental opportunities and constraints facing the client organization;
- to march these environmental factors against the internal strengths and weaknesses of the client company; and
- to determine appropriate future objectives and implement steps required to attain them.

### **5.4 MARKETING ASSIGNMENTS**

Clients can design great products, but if they cannot reach their customers, or if potential buyers remain unconvinced to buy, then all is for naught. Marketing is an essential business discipline that tests the company's product or service against the customers' willingness to buy at a price that is not only acceptable to them but also generates profit to the company.

Too many clients do not understand that marketing is a sophisticated, complex and multifaceted business discipline. Effective marketing goes

beyond mere selling techniques to include advertising, marketing planning, consumer research, product safety, purchasing, distribution, pricing and customer service.

Marketing assignments MIM can undertake are of the General diagnostic type where we provide an overview of the client's total marketing programme to identify hidden problems and to chart a new set of marketing goals backed by an integrated marketing plan. Where need be, we draw on adjunct faculty as specialist consultants to implement specific solutions in narrowly defined areas.

## 5.5 ORGANIZATION AND SYSTEMS STUDIES

Organization structure is the concrete means through which people are assigned to tasks, the designation of authority for making decisions, and the placement of accountability for results. Clients make numerous mistakes in these decisions as they form the wrong groups to accomplish tasks that are beyond their control or they assign authority to the wrong levels for making key decision.

Many new structures exist for helping managers and employees cope with growing variations in technological and market characteristics. As consultants, our job is to design an appropriate organization structure and recommend systems that enhance rather than block employees' performance. To do so requires a careful diagnosis of the work flow for turning out a product, a thorough knowledge of the market place, an understanding of the client's strategic goals and a keen sensitivity to power relationships among managers. All these forces are considered and woven together into a new organization fabric that is more effective and workable for the client.

Our services in this area will deal with an organization or systems problem directly with the following characteristics.

1. **Decentralization** - i.e. how can the organization be made more responsive at lower levels? The problem here is to push decision making down to lower levels, to remove the needless levels in between, and to streamline the systems for faster decision making.
2. **Centralization** - where an organization has become too diffuse at its lower levels and senior management has lost control over key decisions. The objective here is to place lower-level units under tighter control so that resources and capital can be deployed more effectively.
3. **Regrouping** - where an organization structure has experienced ad hoc growth, with new departments added to supply additional

expertise. At some point, these appendages need to be re-evaluated and combined with other units to achieve a more efficient use of human resources as well as to improve coordination.

4. **Job analysis** - where a proliferation of redundant jobs or too many people performing minute tasks is common. The job here is to make a careful analysis of the work Flow and then to draw boundaries around where each job should begin and end. Such a systematic analysis can eliminate redundancy and may even make the work more interesting for employees who are given greater responsibility.
5. **Information, measurement and control** - i.e. who should receive what information, in what format, and by what date?

## 5.6 HUMAN RESOURCE AND COMPENSATION STUDIES

Our work in this area focuses on how people within client organizations relate to the organization and its objectives, to each other and mutual objectives and to themselves in their work. Emphasis is placed on improving how the organization mobilizes itself to recruit, motivate, evaluate, reward and develop its employees.

Most clients today use consultants in this area because of three major forces that are new to executives:

- (i) intense competition and declining productivity;
- (ii) a proliferation of laws to better protect the employees; and
- (iii) changing values among the work forces with regard to the ways in which various employees want to be treated and involved in their jobs.

These 'new' issues are causing companies to re-evaluate their standard practices toward compensation, management training, and career development and performance appraisal.

Our services under this area will include issues to deal with:

- (i) the compensation system;
- (ii) performance appraisal;
- (iii) career development;
- (iv) executive assessment; and
- (v) organization development.

## 5.7 FINANCIAL MANAGEMENT

By its very nature finance enters into every realm of business. It is a means for procuring resources to carry out business operations and it measures business performance and results. Because of its all-pervading nature finance enters into many management consultations. Our work in this area can be looked at in the following groupings:

- enterprise development - including feasibility studies and financial appraisal;
- capital management - relating to sourcing of the best use of funds;
- least-cost operational alternatives; and
- design and development of accounting systems.

## 6.0 MIM CONSULTING EXPERIENCE

The Malawi Institute of Management has been in business for over ten years offering consultancy services to all sectors of the economy. Below is a summary of a sample of the major assignments undertaken by MIM since its inception:

- 1. Assessment of the functionality of the Existing District Data Bank System (DDBS) and develop recommendations to improve the functionality and Use of the system – UNICEF.**  
The project assessed the District Data Bank System functionality and established a set of options and recommendations on how the District Data Bank System (DDBS) can be improved and used for evidence-based making for women and children at district and national levels.
- 2. Provision of Consultancy Services for the design and development of Leadership Development materials for Uongozi Institute – Uongozi Institute (Tanzania).**  
This entailed undertaking stakeholder consultations, preparation of training materials including module objectives, handout notes, exercises and assignment and teaching guidelines for a management course on results based management, review the overall training materials on Results Based Management before final submission.
- 3. Mid-Term Evaluation of Plan Malawi Learn Without Fear Project – Plan Malawi**  
To undertake a mid-term evaluation of a three year Learn Without Fear Project. The project aims to facilitate communities and schools in Chitipa, Karonga, Mangochi, Balaka, Mwanza and Blantyre as safe places for children to develop their full potential in life. The project works with children, teachers, and school management committees and other school authorities, community leaders and their members, community child protection workers and government institutions in undertaking various project activities to achieve its set objectives. The project is implemented by Centre for Human Rights and Rehabilitation

(CHRR) in Chitipa and Karonga; Youthnet and Counselling (YONECO) in Mangochi and Balaka; Eye of the Child in Blantyre; and Restored Hope for Rural Development (REFORD) in Mwanza.

**4. Comprehensive Impact Assessment of Salima Local Rights Programme and Kabunduli Local Rights Programme – Action Aid**

The purpose of the exercise was to comprehensively assess the impact of the Local Rights Programme (LRP)s' poverty eradication programmes on the lives of the poor and excluded people in Salima and Kabunduli (Nkhatabay) after 20 years of implementation by Actionaid International in Malawi. The two programmes (Salima and Kabunduli) had disaster-risk reduction components including small-scale irrigation, winter cropping, the use of drought-tolerant crops and afforestation, among others.

**5. Action for Social Change Research and Documentation Project – ADRA Malawi**

As a follow-up to a mid-term evaluation of ADRA Malawi's Action for Social Change (ASC) Programme, this study was commissioned to explore in what way the ASC programme's operationalisation of communication for social change (CFSC) has affected community participation in development processes and to what degree target groups use CFSC tools to address these issues. The study was conducted in Mzimba, Lilongwe, Machinga and Mulanje where the ASC Programme is being implemented.

**6. Development of a Performance-Based Grant System for Local Councils in Malawi - The Local Development Fund - Technical Support Team (LDF-TST)**

The objective of the study was to develop a performance-based grant system that would provide guidance in rewarding good performing local councils and determine appropriate penalties to be instituted on poor performing local council in Malawi based on annual local council performance assessment results.

**7. Aptitude Test for Customs Officers - Malawi Revenue Authority (MRA)**

Following Malawi Revenue Authority's receipt of an overwhelming number of applications to the advertised position of customs officers, MRA commissioned MIM to set, administer and mark the aptitude test set so as to facilitate shortlisting of applicants to the post. MIM set the aptitude test based on MRA law and functions, testing numerical competency and verbal reasoning. Test administration was done in three centres in Blantyre, Lilongwe and Mzuzu. Two runs with two different sets of aptitude tests were

conducted at two different times on 22<sup>nd</sup> February 2013 and on 11 March 2013. The first test run conducted in Blantyre had greater numbers of applicants and two centres were created in Blantyre to accommodate the numbers. The results of both test runs were submitted to MRA within the stipulated time scale.

**8. Recruitment of CEO for the Smallholder Farmers Fertiliser Revolving Fund of Malawi (SFFRFM) - SFFRFM**

The project entailed the development of the job advert, advertising the position in local newspapers and receipt of applications from candidates. Using computer applications all applying candidates were given a unique identification number (UID). In order to establish objective and confidential assessment, candidate UID, each candidate's credentials, qualifications and experience were entered in the computer application and short listing was conducted based on the criteria developed from the advert defined qualifications and qualities. Of the 150 candidates, eight were short listed to attend the assessment. Three assessors were recruited and trained to assess candidates. Following the two days assessment exercises the assessors narrowed down the candidates to the best three. The recommendations were sent to the board for their further consideration and appointment.

**9. UN Capacity Assessment – United Nations Development Programme**

MIM undertook a UN Capacity Assessment. The objective of the assignment was to undertake an internal assessment of the capacity of the UN System in Malawi to achieve the objectives of the delivering as one, in particular the development results contained in the new UNDAF 2012 – 2016. The specific objectives of this assessment were:

- i) 'Snapshot' of current capacity – to understand the capacities deployed by the UN system for work in the country at present.
- ii) 'Description of capacity needs' – to identify the capacities required to deliver the new UNDAF, for back-office functions under One UN House plans and for implementing the rest of Delivering as One as outlined in the Transformation Plan
- iii) Action Plans – to support the UNCT in developing actions to address gaps.

The assignment completed in February 2012.

**10. Institutional Development - Local Development Fund**

The overall objective of this consultancy is to determine and realise consensus within Government on the institutional and

strategic mandate of the LDF-TST that will confer upon it the necessary legitimacy (authority) and competency to execute LDF activities with due diligence and performance quality. To build a performance management culture, which requires a mission and vision articulation exercise first, in order to formulate an Institutional and Management 'corporate' Framework and shared understanding on which to base the concept of 'Performance' and 'Performance Management' beyond 'Performance Appraisal' The assignment was completed on 31<sup>st</sup> May 2012.

**11. Study on Millennium Village Concept Scale-up strategy for Malawi – United Nations Development Programme – UNDP**

The assignment entailed the critical analysis and evaluation of the Millennium Village Project (MVP) on the achievements and costs of the project, documenting of best practices in Integrated Rural Development (IRD), and assess the resource needs for scaling up of the approaches in Malawi.

**12. Facilitation of Strategic Planning Process for ESCOM's 2013-2016 Integrated Strategic Plan - ESCOM**

The objective of this consultancy was to facilitate a strategic planning and priority setting workshop and to synthesize the proceedings into a four year strategic plan for ESCOM Limited.

**13. Training Needs Assessment (TNA) -**

One of the areas in which MIM has expertise is in the design and delivery of customized management development courses to meet unique needs of our Clients' organizations. In designing an in-house course MIM holds discussions with the client as to the training needs of the organization, the content of the programme and its duration. In this way, the course being delivered will be relevant to the organization's needs. We undertake TNA on these courses as a matter of routine.

In designing generic courses we also undertake training needs assessments.

Every three years MIM reviews its programme by first conducting TNA on existing and potential clients. The purpose of these studies is to determine which courses need to be revamped, dropped from the programme, remain or be introduced. All professional staff participate in TNA and MIM has become an expert in reviewing training activities.

**14. Capacity Building Assessment in Malawi - World Bank**

The purpose of the study was to identify the most common observable deficits in human and institutional capacity. The main task was therefore to identify strategic capacity needs in areas



critical for development. The areas covered included Basic Education, University Education, Public Sector, Judiciary, NGOs, Private Sector, Accounting and Audit Profession, and Management Training Institutions.

**15. Management of Public Service Reform in Malawi - Sponsored by European Centre for Development Policy Management (ECDPM) and International Institute of Administrative Science (IIAS)**

The study involved the content of reform including socio-economic and political background, the environment of reform, nature and scope of reform programme, goals and objectives, critical appraisal of experience to date and future prospects.

**16. Review of Local Government Staff Recruitment and Personnel Management Systems - Ministry of Local Government and Rural Development**

The purpose of the study was to review the HRM systems in the local authorities and to develop appropriate HRM systems that would facilitate effective and efficient operations of the local authorities. The areas covered included human resource planning, staff recruitment, job grading structures, career paths, performance appraisal, salary and wage administration, industrial relations and grievance management, human resource information systems, and terms and conditions of service.

**17. University of Malawi Reform Study - University of Malawi**

The purpose of the study was to seek measures that would introduce cost saving and income generating activities, decentralize some activities to the colleges, determine appropriate staff/student ratios, amalgamate some activities in order to eliminate duplication of effort, and change University structure in order to enhance efficiency and effectiveness.

**18. Review of Personnel Policies Systems and Practices - Malawi Red Cross Society**

The aim of the study was to review Malawi Red Cross Society's existing personnel policies, practices, terms and conditions of service specifically examining remuneration and benefits, employment procedures and employees' responsibilities to the organization.

**19. Restructuring of Blantyre Water Board (BWB) – Blantyre Water Board**

The objectives of the study were to provide Blantyre Water Board with an organization structure that is consistent with principles of efficiency and economy; to have a highly productive and motivated work force that is appropriately rewarded for their

labour; and to eliminate areas of wastage. More specifically, the aims and objectives of the restructuring exercise were as follows:-

- a) rationalize BWB's organization structure
- b) streamline BWB's establishment;
- c) identify and eliminate uneconomic work practices;
- d) explore possible areas of automation; and
- e) review expenditure patterns in order to curb wastage.

**20. Restructuring and Reorganization of COMESA - COMESA**

The objective of the exercise was to put in place mechanisms to ensure that the Secretariat is suitably structured to efficiently discharge its duties. Among other things, the study involved the design of a management and reporting structure that would enable the Secretariat to have adequate monitoring and implementation mechanisms of programmes.

**11. Salary Restructuring Exercise - Malawi Red Cross Society**

The terms of reference for the study were to: identify anomalies in the existing salary structure and systems and recommend remedial action, review implications of conditions of service on proposed salary structure; develop new salary structure, develop a new salary administration system; and develop mechanisms to harmonize the salary structure and performance appraisal scheme.

**12. Management and Functional Review of the Management Unit and Zone Offices - Malawi Social Action Fund (MASAF).**

The main activities of this study were to review the organization structure; identify principal constraints on effective performance and recommend measures to overcome them; review job description for all posts; examine the administrative process and practices; review the divisional and zone functions; assess effectiveness and eliminate overlapping and lines of reporting; identify functions which may best be performed externally but without jeopardizing efficiency and compromising MASAF principles; and to design an appropriate instrument to assist the project develop a strategic plan.

**13. Job Evaluation and Salary Restructuring - Air Malawi Limited**

The overall aim of the assignment was to provide a rational basis for salary administration. Specifically, the terms of reference were to: Identify and determine the various job categories in Air Malawi Limited; identify and determine factors against which the duties and responsibilities of a post can be assessed; help Air Malawi identify anomalies in the current pay and grading structure; provide guidelines on job assessment procedures for use during the exercise and thereafter, train key personnel in the

management of the grading scheme; and develop an appropriate salary structure.

**14. Job Evaluation and Grading - Malawi Railways Limited**

The objectives of the consultancy were to review the current job classification; evaluate current jobs with a view to classifying them; recommend an appropriate job grading system; provide guidelines on job assessment procedures for use during the exercise and thereafter; and train key personnel in the management of job grading scheme.

**15. Micro-enterprise Finance in Southern Africa: The Malawi Case - Open Society Initiative for Southern Africa, South Africa**

The Study was aimed at analyzing status of micro-enterprise finance in Malawi. The analysis was to focus on micro-finance institutions; associational activities; and the role of enterprise/economic education in the promotion of micro enterprises. The analysis indicated the dominant or typical trends in the situation, but also indicated the interesting exceptions in diversifying funding for the development of small and micro-enterprises.

**16. Salary Restructuring and Terms and Conditions of Service - Telekom Networks Malawi Limited**

The overall aim of the exercise was to review the existing salary structure and terms and conditions of service and coming up with a simple and better salary grading structure and accompanying terms and conditions of service in order to achieve the organization's vision and mandate.

**17. Formulation of Strategy for the Development of the Micro, Small and Medium Enterprise Sector - Ministry of Commerce and Industry**

The study's objective was to identify critical/strategic areas requiring to be targeted to achieve rapid and sustained development of the MSME sector. Specifically, the terms of reference included the following:-

- i) review and synthesize current and past policies and legal and regulatory environment that have a bearing on MSMEs;
- ii) review and synthesize past and existing strategies and identify critical areas that need to be addressed in order to improve the operating environment for MSMEs;

- iii) propose new measures that could be taken in order to address the critical areas and issues that will have been identified.

**18. Mid Term Review of the Women in Development (ADB) Project - Ministry of Women, Youth and Community Services**

The purpose of the study was to appraise the implementation of the project and its impact on the socio-economic lives of the beneficiaries. In addition, the study drew lessons, conclusions and recommendations for the efficient and effective performance during the remaining period of the project.

**19. National Capacity Assessment for the Development of Small and Medium Enterprise (SME) Sector – Ministry of Commerce and Industry.**

The purpose of the study was to assess and determine the required capacity of the implementing institutions in the SME sector. The main task was, therefore to review the policy initiatives and identify selected institutions that could implement various aspects of the Small and Medium Enterprise Programme. The assessment covered corporate objectives, core programmes, human, physical (equipment and buildings) and financial resources; monitoring and evaluation systems, management information systems of the support organizations. Existing strategic development plans and staff development plans of the organizations were also reviewed.

**20. Planning and Organization of a Micro Finance Forum – Ministry of Commerce and Industry**

One of the areas in which MIM has expertise is in the planning and organization of technical workshops. In this particular assignment MIM was requested to assist the Ministry of Commerce and Industry (MCI) plan and offer the Micro Finance Forum. The aim of the forum was to develop a consensus on the factors that might be included and the need for a national microfinance policy. Specifically, MIM was the organizer and manager of the forum. It was further asked to assist government in the preparation of a paper representing a suggested approach encompassing its various programmes and experiences including the micro credit summit recommendations; and drafted a the National Forum report.

**21. Development of Strategic Plans for SME Support Institutions – Ministry of Commerce and Industry**

Considering the role played by the SME sector in economic development of the country and the service provided by the SME Support Institutions in Malawi the project was aimed at assisting

35 SME Support Institutions develop their strategic plans under the auspices of the SME Support Fund financed by the Government of Malawi and the World Bank.

22. **Study on Funding and Financing Mechanisms for the Assessment and Resource Centres – TEVETA**

The main objective of the assignment was to come up with a Sustainable and cost effective financing and funding mechanisms of the ARCs. Among other things the assignments entailed:

- a. analysis and proposing of a possible sourcing of income within the future core tasks of the centres;
- b. analysis and estimation of sustainable and cost effective implications of the future governance and management structure, vision and mission, overall objectives and tasks of the centres and their fixed assets;
- c. development of a concept for funding and financing mechanisms of the centres;
- d. liaising with stakeholders in the development process; and
- e. drafting recommendations pertaining to the implementation of the concept, including financial and anticipation of stakeholder concerns.

23. **Study on the Design and Development of a Sustainable and Cost effective Governance and Management Structure of the Assessment and Resource Centres - TEVETA**

The main objective of the assignment was to come up with a sustainable and cost effective governance and management structure of the assessment and resource centres. More specifically the assignment involved:

- i) The analysis of the mission, the vision and overall objectives and tasks of the centres in terms of establishing a cost-efficient, effective and sustainable governance and management structure;
- ii) The analysis and proposing of feasible methods of demarcating tasks to be carried out by the centre institutions and possibilities of subcontracting tasks in order to minimize initial costs and fixed recurrent expenditure;
- iii) The development of a proposed governance and management structure;

- iv) Liaising with stakeholders in the development process; and
- v) The development of recommendations.

**24. Perception Study of the Danish Development Cooperation with Malawi from 1996 to 2000 – Royal Danish Embassy**

The objective of the assignment was to provide an assessment of how DANIDA had performed during 1996-2000 in its interface with its Malawian cooperating partners with the aim of improving DANIDA performance in the next country strategy phase. Among other things the study was to:

- i) Assess the performance of DANIDA interface with its cooperating partners in order to improve DANIDA performance; and
- ii) Review current practices and their compliance with agreed principles of development cooperation.

**25. Design and Facilitation of a Workshop on Strategic Planning – New Capital Dairy (NCD)**

The objective of the assignment was to design and facilitate a strategic planning workshop that would help NCD address deficiencies in some areas, improve the spirit of team work which could eventually increase productivity.

**26. Client Feedback Survey – World Bank**

The aim of the survey was to enable the World Bank understand the failures and successes of its programmes including the factors for such.

**27. Development of a Strategic Plan – Centre for Human Rights and Rehabilitation (CHRR)**

The overall aim of the assignment was to assist CHRR develop its strategic plan that would chart and guide the Centre in its future direction. In doing this the exercise used past achievement and failures to come up with a realistic strategic plan.

**28. Development of a Strategic Plan – Danish Centre for Human Rights (DCHR)**

The aim of the assignment was to assist DCHR, through a process approach, develop a realistic and participatory Strategic Plan.

**29. Training Needs Assessment for Salima District Community Health and Partnership (CHAPS) – Save the Children Fund (UK)**

The aim of the assignment was to design and develop an integrated training capacity for District Health Delivery Services in Salima.

**30. Development of Management Information System for Staff and Students – Malawi College of Health Sciences (MCHS)**

The aim of the study was to analyze the existing records management systems of the College and the three campuses to enhance the flow of information into, out of and within campuses and the Central Office. Among other systems, the study was to design and deliver computer-based for students' applications, recruitment system, registration, and progress reporting of examinations.

**31. Design and Development of a Performance Management System for the Malawi Civil Service - Department of Human Resource Management and Development (DHRMD)**

The assignment studied the feasibility of introducing a performance management system for senior civil servants of S4/P4 grade and above. The study concluded that the performance related contract scheme is a bold and a way forward for government. The scheme should be backed up by a performance management system with an open performance appraisal scheme that everybody understands as opposed to the current 'closed confidential report system.'

**32. Design and Development of Sustainable Governance and Management Structure for Public Technical Colleges in Malawi – Ministry of Labour and Vocational Training**

The assignment's objective was to produce a sustainable and cost-effective governance and management structure for the public technical colleges as they strive to become autonomous.

**33. Assessment Study on the Impact of HIV/AIDS on Human Resources in the Malawi Civil Service – Department of Human Resource Management and Development (DHRMD)**

The assignment's objective was to assess the impact of HIV/AIDS on human resources in the Civil Service in Malawi. It was expected that the findings would assist the Department of Human Resource Management and Development to create a data base on the impact of HIV/AIDS covering ten years (1990-2000). The data base would form a basis for mainstreaming HIV/AIDS into all human resource policies and practices as well as for developing appropriate capacity building initiatives and HIV/AIDS action plans in the work place.

**34. Designing of a demand driven and cost sharing Training Fund and its Implementation Guidelines for the Public Sector – FIMTAP/Office of the President and Cabinet**

The assignment's objective was to design a training fund that would meet the needs of beneficiaries and not of training providers. One of the characteristics of the Fund was to attract beneficiary institutions in the sharing of the cost. It was also the requirement of the consultancy that the implementation guidelines accompany the report.

**35. Study to investigate the causes of Examinations Irregularities – Malawi National Examinations Board**

The objective of the investigation was to carry out a thorough departmental review of the key technical departments in terms of human resources and equipment capacity, operational effectiveness of the processes of the examinations administration system, communication systems, between the departments and general interpersonal relationships in order to make recommendation for improvement.

**36. Executive assessment and selection of Project Team for FIMTAP – Office of the President and Cabinet**

The assignment entailed developing and confirming the job description, advertisement, identifying interview panel, short-listing candidates, designing interview instrument, conducting interviews and writing the report. At the end of it all the following position holders were identified:

- Project Manager
- Project Accountant
- Procurement Officer
- Monitoring and Evaluation Officer

**35. Facilitation of the transfer of Road User Charges Collection Mechanism from the Road Traffic Directorate to the National Road Authority – National Road Authority**

The objective of the assignment was to assist the National Roads Authority to legally acquire the responsibility of managing the road user fees. The assignment therefore entailed drafting of legal documents, assessing the capacity of NRA and studying the collection systems that RTD used to collect the RUCs.

**36. Participatory Institutional Assessment and Capacity Building of National Directorate for Rural Development (DNDR) – Mozambique Government and African Development Bank**

The study aimed at determining the implication of change in status of DNDR as a directorate in Ministry of Agriculture and Rural Development. The study was also to identify the requirements to improve the efficiency of the institution through



streamlining its administration, financial management and operations.

**37. Development of an Anti-Corruption Training Manual for Public Officers – Anti Corruption Bureau**

The objectives of the development of a Manual that would lead to the design and development of training materials for use by various training institutions, civic education organizations, and any public institutions that are entrusted with the task of:

- a. Bringing awareness to public officials of the evils of corruption in society;
- b. Sensitising and educating the society away from corrupt practices and bribery, thereby creating a corrupt-free society
- c. Assist in identifying methods and techniques for investigating corruption
- d. Assisting in 'bringing to book' or prosecuting offenders as a deterrent to corruption and bribery; and
- e. Generally, identifying loopholes that encourage corruption in the rules, regulations, procedures and systems with a view to plugging them.

**38. Review of Management Performance at the Natural Resources College – Danish International Development Agency (DANIDA)**

The objectives of the performance review of senior management were to:

- i) Undertake the review of performance stipulated in the letter of employment/contract of the senior management;
- ii) Provide the necessary basis of decisions of the future of senior management at NRC.
- iii) Specifically, the Review Team was required to assess whether the members of senior management, as individuals and as a team:
  - a. Have contributed to the necessary transformation in sufficient measure, and if not are they likely to do so in the near future, given their personal skills, motivation, experiences, work style and personal qualities;
  - b. Possess sufficiently broad insights and experiences in diverse fields of practical management, as well as management of a financially self-sustaining institution.

**39. Recruitment of the Director of the Public Enterprises Reform and Monitoring Unit – Ministry of Finance and Economic Planning**

The assignment entailed developing interview instruments including assessment tool, identifying interviewers, short-listing candidates, conducting the interview and writing of a report.

**40. Assessment of the potential of several Human Resources Development interventions in the Ministry of Health and Population in Malawi - JHPIEGO**

The aim of the project was to assess the potential of several Human Resource Development (HRD) interventions for which JHPIEGO was requested by the Ministry of Health and Population and USAID/Malawi to provide long term assistance. Specifically, the objective was to provide a systems approach that links deployment, performance appraisal and management, and training policy and plan, develop recommendation (including prioritization) for strengthening the contributions that these broad areas make to the overall HRD plan.

**41. Evaluation of DANIDA supported Capacity Development Institutions (NASFAM, INDEFUND, FINCA and MUSCCO) - DANIDA**

The objective of this assignment was to provide documentation on the training undertaken by the four supported institutions, its effect to date and identification of further training needs

**42. Evaluation of the Strengthening Reproductive Health Services Project – Reproductive Health Programme (UNFPA)**

The objective of the evaluation was to provide an in-depth assessment of the relevance, performance, efficiency and impact of the UNFPA supported component of the SRHS project. This was a terminal project evaluation and it was expected to provide a basis for a project completion report. The evaluation was further expected to assess the project effects (both expected and unexpected) in relation to the stated objectives, and its potential for sustainability.

**43. Job Evaluation and Organizational Study of Malawi AIDS Counselling and Resource Centre (MACRO) – Umoyo Networks**

The aim of this exercise was to establish appropriate job grades and pay levels that adequately match with the mandate and future requirements of MACRO.

Specifically, the objectives of the exercise were as follows:

- a. To establish a systematic and formal structure of jobs based on their worth to the organization
- b. To justify an existing pay structure or to develop one that provides for internal equity.

- 44. Development of a Strategic Plan for Malamulo Mission Hospital – Umoyo Networks**  
The aim of the assignment was to assist Malamulo Mission Hospital, through a process approach, develop a realistic and participatory Strategic Plan.
- 45. Evaluation of Tenders for Pre-shipment Inspection Services for Malawi Government – Ministry of Finance and Economic Planning**  
The assignment entailed developing evaluation instruments, evaluation of the tenders and the writing of the evaluation report.
- 46. Executive assessment and selection of the Chief Executive Officer for Blantyre Water Board – Blantyre Water Board**  
The objective of the assignment was to assist Blantyre Water Board in the identification of the best candidate for the position of Chief Executive Officer among a number of well qualified applicants. The assignment's major tasks were:
- a. Reviewing applications with the aim of short-listing suitable ones
  - b. Identifying interviewers.
  - c. Inviting candidates
  - d. Designing assessment instruments
  - e. Conducting the assessment
  - f. Writing a report
- 47. Executive Assessment and Selection of Senior Procurement Advisor – Government Contracting –Out Unit**  
The assignment entailed developing and confirming the job description, advertisement, identification of an assessment panel, short-listing candidates, designing assessment instrument and deciding on the best candidate for the position.
- 48. Facilitation of a Strategic Plan Development for Ekwendeni Mission Hospital – Umoyo Networks**  
The aim of the assignment was to assist Ekwendeni Mission Hospital, through a process approach, develop a realistic Strategic Plan.
- 49. Evaluation of Nordic Development Fund (NDF) Co-financed Transport Sector projects – FINNCONSULT of Finland**  
The objective of the evaluation was to provide an assessment of the relevance, performance, efficiency, impact and sustainability of the NDF supported components of the Transport Sector Projects. The components include the National Construction Industry Council (Small Scale Contractors Training), Rural Motorised Transport Project and National Roads Authority (Business Plan Development).

**50. National Perceptions of the Official Response to the HIV/AIDS Pandemic – Schneidman & Associates International, USA**

The assignment entailed the translation of a questionnaire from English to Tumbuka, Chichewa and Yao languages and then carrying out a survey thereafter coding the results in SPSS format. These results were then sent to Messrs Schneidman & Associates International for analysis and report writing.

**51. Desk Study on Migration of Health Workers in the African Region – World Health Organization**

The objective of the study was to identify the level of migration and the main categories of the migrants and their final destination.

**52. Facilitation of the development of Strategic Plan for hospitals under Synod of Livingstonia – Umoyo Networks**

The aim of the assignment was to assist the development of a realistic strategic plan for three hospitals under the Synod of Livingstonia.

**53. Development of a Staff Development Plan for the Anti-Corruption Bureau – Anti-Corruption Bureau**

The assignment entailed interviewing members of staff and management in all the three regional offices and at the headquarters. The information was then matched with the mission and objectives of the ACB. Based on this new staff development plan (2003-2008) was developed.

**54. Executive Assessment and Selection of the Chief Executive Officer for the Electricity Supply Corporation of Malawi - ESCOM**

The assignment entailed developing an advertisement, receiving applications, short-listing candidates, selecting assessment panel, conducting the assessment and writing the report.

**55. Mapping of Faith-based and Non-Governmental Organization Support for education – Department for International Development (DFID)**

The objective of the assignment was to identify the current support in education that is provided by faith-based and non-governmental organizations in Malawi. It further identified the type and areas of support including the education level.

**56. Follow up Study of Regional AIDS Training Network (RATN Alumni and their Supervisors - RATN**

The purpose of the Alumni follow up study was to find out the relevance of the RATN courses and whether the skills gained through training continue to strengthen the work of the alumni in

their work place and to address the gaps in training in order to meet the HIV/AIDS service delivery needs within the Eastern and Southern Africa Region. In addition, the study also aimed at assessing the need for training support to apply skills learned and influence change and build on evaluation processes within member institutions' training programmes. The study was carried out in ten (10) countries.

**57. An Evaluation of Performance of Mzuzu University Trust Fund – Mzuzu University**

The objective of the Evaluation was to assess the performance of Mzuzu University Trust Fund since its establishment in 1998 and make recommendations on the way forward.

**58. Review of the Salary Structure of the Malawi College of Health Sciences (MCHS) - MCHS**

The main aim of the assignment was to review the College's salary structure in line with staff's academic and professional qualification.

**59. Review of Malawi Human Rights Resource Centre (MHRRC) Strategic Plan – MHRRC**

Using a participatory approach the aim of the assignment was to review previous strategic plans and develop a new one for the period 2006 – 2009.

**60. Study of the social agriculture marketing functions of ADMARC – Civil Society Agriculture Network (CISANET)**

The main objective of the study was to review the social marketing functions of ADMARC in relation to food security in the wake of the commercialisation of ADMARC.

**61. Consultancy Service for the development of a Travel Policy – The Secretary to the Treasury**

The objective of the study was to come up with a travel policy in the Malawi Public Civil Service that will enhance transparency and accountability of travel by civil servants.

**62. Development of financial policies, accounts and procedures manual – MPICO**

The major objective of the assignment was to formulate financial policies and accounting procedures to become a reference point for day to day financial transactions.

**63. Provision of consultancy services on the collection of Information on STIs/HIV/AIDS Training Resources in the Eastern and Southern Africa Region - RATN**

The purpose of the consultancy is to collect highly credible and quality assured information on training resources related to

STIs/HIV/AIDS in the ESA region with the view of uploading into the TRIC system at RATN.

**64. Consultancy Services to conduct Micro-Assessments for Implementing Partners of EXCOM Agencies - UNDP**

The purpose of the consultancy is to perform micro-assessments of the Implementing Partners of the relevant agencies on Capacity development and Financial Management.

**65. Review of Grading and Salary Structure – Lilongwe Water Board**

The objective of the consultancy was to conduct a review of the Board's grading structure and salary scales.

**66. Development of Strategic Business Plan for the Malawi Microfinance Network (MAMN) – DMS Project**

The objective of the assignment was to help MAMN develop its new 5 year Strategic Business Plan and 5 years budget.

**67. Impact of HIV/AIDS on Climate Adaptation in Malawi: Challenges for Disaster Management Institutions – WORLD BANK**

The purpose of the consultancy was to identify the challenges faced by institutions dealing with climate variability and change in terms of human resource capacity, staff attrition and institutional memory.

**68. Executive Search for the Position of Chief Executive/General Manager – The Roads Fund Administration**

The assignment entailed developing an advertisement, advertisement, identification of an assessment panel, short-listing candidates, designing assessment instrument and deciding on the best candidate for the position and writing the report.

**69. Executive Search for the Post of Chief Executive and Director – Agricultural Research Extension Trust (ARET)**

The objective of the assignment was to fill, through interviews, the position of the Director and Chief Executive for ARET.

**70. Executive Search for Executive Positions in Education Development Unit (EDMU) Project – Ministry of Education, Science and Technology**

The objective of the assignment was to assess and shortlist applications and CVs already by the Ministry and to conduct interviews and recommend to the client the successful candidates, in order of merit, for the each position.

- 71. Technical Assistance to Enhance the RATN Training Programme Monitoring & Evaluation Systems - RATN**  
The purpose of the study was to undertake a detailed review and re-alignment of monitoring and evaluation tools and methods in order to enhance the M & E system for RATN training programme (RTMES).
- 72. Development of a Strategic Plan for the Ministry of Finance in Malawi (2006-2008) – Ministry of Finance**  
This was a European Union financed assignment that saw the development of a Strategic Plan for the Ministry of Finance.
- 73. End of Project Evaluation Study of the Poverty Reduction Project (ADB Loan No. F/MLW/POV.RED/99/370) -**  
The assignment involved undertaking the final evaluation of the Poverty Reduction Project for the Malawi Government- Ministry of Local Government and Rural Development in 2006.
- 74. Consultancy to Facilitate a workshop for Development of a Logical Framework and Development of a Project Document for Institutional Capacity Development for the National Audit Office of Malawi – National Audit Office.**  
The assignment involved facilitation of a workshop which developed a Logical Framework for implementation of the Strategic Plan for the National Audit Office of Malawi. From the Logframe came out the capacity development interventions that are required for the National Audit Office to implement its mandate.
- 75. Facilitation of the development of a Corporate Plan for Malawi Revenue Authority - MRA**  
This was a consultative process where senior members of staff provided input into the exercise for ownership.
- 76. Assessment of Staffing Levels and Job Evaluation of Southern Region Water Board - SRWB**  
The consultancy was undertaken in a consultative manner to enable senior members of staff of the Board to understand the process of doing the work.
- 77. Review of the Feasibility and Viability of Implementing a diploma course at Mwimba Farm Institute – ARET**  
The exercise included the review of comparator institutes that have recently introduced diploma programmes in Malawi. Issues of accreditation were also reviewed and recommendations made.
- 78. Executive search for the position of Director of Finance for ESCOM – Electricity Supply Corporation of Malawi**

The assignment involved the development of the advert, advertising, shortlisting, interview and report writing.

## **7.0 MIM Facilities**

The Institute has a number of supporting facilities to the core business of training, consulting and research. These include the following:

### **7.1 Conference Halls**

There are two conference halls as follows:

- One Conference Hall with a seating capacity of 200 people. Mode of seating can be changed to suit customer needs.
- One Conference Hall – theatre type. It has a seating capacity of 120 people.

Both conference rooms are air conditioned.

### **7.2 Seminar Rooms**

- Three seminar rooms with adaptable seating arrangement. Each has a seating capacity of up to 30 people.
- One Computer Room with 30 computer terminals.

All the seminar rooms and the computer laboratory are air conditioned.

### **7.3 Syndicate Rooms/Break-away Rooms**

There are in total ten (10) break-away rooms with a seating capacity of up to 15 people each. Four are adjoined to one of the conference rooms while the rest are attached to the Seminar Rooms. This arrangement facilitates the training, conference and workshop activities.

### **7.4 Lounge**

There is one lounge with a seating capacity of 35 people. In times of need this may be used as a seminar room. The lounge has air conditioning facilities.

### **7.5 Hostel**

MIM has a 64 bed self-contained single room hostel. A private company has been contracted to manage the hostels.

### **7.6 Cafeteria**

The MIM cafeteria has a capacity to seat 120 people at a time. A modern bar adjoins the cafeteria. A private firm has been contracted to run and manage the cafeteria.

### **7.7 Sports**

MIM Campus has the following sports facilities:

- Two – court Squash complex.
- Two Tennis courts.
- One volleyball pitch.



## **7.8 Learning Resource Centre**

The Learning Resources Center is made up of the library, documentation unit and production unit. .

### **7.8.1 The Library and Documentation Unit**

Has a rich collection of books in various aspects of management. The Library subscribes to about twenty periodicals as well as keeping corporate information and government publications. An Interlibrary loan system supplements the stock of the Library. CD-Rom facilities are available and the Institute is now connected to the Internet.

### **7.8.2 The Reprography Unit**

The Reprography Unit is responsible for the photocopying and binding of all MIM manuals and external client materials.

## **7.9 Audio Visual Unit**

MIM has the latest digital machines for audio, video filming and editing in its Audio Visual Unit. The Unit comprises of: Video Recording Studio, Studio Editing suite for mixing and editing films, documentaries, etc.

## **8.0 STAFFING**

The Malawi Institute of Management has an establishment of 16 Consultants plus a register of Adjunct Faculty. For more details, please visit the MIM website on <https://www.mim.co.mw>

## **9.0 MIM'S WORKING RELATIONSHIP WITH LOCAL AND INTERNATIONAL FIRMS**

The Malawi Institute of Management will take advantage of its membership in several associations and its working relationship with many firms/organisations to either solicit information or form a partnership on any work assignment to MIM. These organizations include the following:-

- Applied Research Associates (ARA), Canada;
- Trade Development Institute (TDI), Ireland;
- Civil Service College, United Kingdom;
- Texas International Education Consortium (TIEC), USA;
- European Centre for Development Policy Management (ECDPM), Netherlands;
- Henley School of Business, United Kingdom;
- International Institute of Administrative Sciences (IIAS);
- Commonwealth Association of Public Administration and Management (CAPAM);
- African Association of Public Administration and Management (AAPAM);
- Association of Management Organization in Africa (AMOA);
- Derby Business School, University of Derby (UK);

- University of Bolton, United Kingdom;
- Leeds Metropolitan University, United Kingdom;
- College of Business, Tennessee State University;
- The Cyprus Institute of Marketing;
- Africa University;
- Regional AIDS Training Network (RATN);
- African Management Development Institutes Network (AMDIN);
- Cambridge University; and
- Institute of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology.
- Association of Business Executives (ABE), United Kingdom

In addition, MIM has a register of adjunct faculty who can be called upon to assist on any assignment that requires their expertise. These are drawn from all sectors of the economy - private, public, parastatal and civil society sectors.