

**THE  
TOBACCO CONTROL COMMISSION**



**STRATEGIC PLAN (2018-2023)**

## **VISION**

Sustainable tobacco production and marketing

## **MISSION**

Mandated to provide regulatory services to promote compliant tobacco production and marketing systems in a transparent and environmentally friendly manner using modern technologies

## **CORE VALUES**

In the execution of our mandate, we shall uphold and espouse the following values:

### **STAKEHOLDER SATISFACTION**

We shall at all times dedicate ourselves to execute our work focussing on the tobacco industry stakeholders' mutual benefits and satisfaction

### **PROFESSIONALISM**

We shall professionally execute our mandate in an open and accountable manner

### **TEAMWORK**

Teamwork shall always form the backbone of our service

### **ENVIRONMENTAL CONSCIOUSNESS**

We shall at all times be conscious of the environment

## Table of Contents

2.1	RATIONALE AND JUSTIFICATION FOR THE STRATEGIC PLAN.....	3
2.2	ABOUT TCC .....	3
2.2.1	TCC GOVERNANCE STRUCTURE .....	3
2.2.2	OPERATIONAL MANAGEMENT.....	4
3	APPROACH AND METHODOLOGY.....	5
3.1	STRATEGIC PLANNING PROCESS.....	5
4	EMERGING STRATEGIC ISSUES .....	5
4.1	INTRODUCTION .....	5
4.2	THE KEY STRATEGIC ISSUES .....	6
5	STRATEGIC GOALS.....	7
6	GOALS AND OBJECTIVES.....	8
	OVERARCHING GOAL .....	8
	SUB-GOALS.....	8
	STRATEGIC OBJECTIVES.....	8
7	STRATEGIC GOALS AND OBJECTIVES.....	10
8	STRATEGIC INITIATIVES AND OUTCOMES.....	12
8.1	FINANCE .....	12
8.2	STAKEHOLDER RELATIONS AND SERVICE DELIVERY.....	12
8.3	INTERNAL BUSINESS PROCESS.....	14
8.4	LEARNING AND GROWTH .....	15
9	STRATEGIC INITIATIVES, KEY PERFORMANCE INDICATORS AND IMPLEMENTATION PLAN .....	16
9.1	FINANCE .....	16
9.2	STAKEHOLDER RELATIONS AND SERVICE DELIVERY.....	19
9.3	INTERNAL BUSINESS PROCESS.....	26
3.1	LEARNING AND GROWTH .....	31
10	KEY SUCCESS FACTORS.....	37

<b>11</b>	<b>IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS .....</b>	<b>38</b>
<b>11.1</b>	<b>INTRODUCTION .....</b>	<b>38</b>
<b>11.2</b>	<b>THE BOARD.....</b>	<b>38</b>
<b>11.3</b>	<b>STRATEGIC PLAN IMPLEMENTATION MONITORING AND EVALUATION TASK FORCE COMMITTEE .....</b>	<b>38</b>
	<b>APPENDIX 2: LIST OF STAKEHOLDERS CONSULTED .....</b>	<b>42</b>
	<b>APPENDIX 2: LIST OF DOCUMENTS REVIEWED.....</b>	<b>45</b>

## **ACRONYMS**

ARET	Agricultural Research and Extension Trust
BAT	British American Tobacco
CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
HIV and AIDS	Human Immune Virus and Acquired Immune Deficiency Syndrome
HRAM	Human Resources and Administration Manager
MIS	Management Information System
IPS	Integrated Production System
MDAs	Ministries Departments and Agencies
M & E	Monitoring and Evaluation
MoAIWD	Ministry of Agriculture, Irrigation and Water Development
MoFEPD	Ministry of Finance, Economic Planning and Development
MOU	Memorandum of Understanding
NTRM	Non-Tobacco Related Material
PM	Performance Management
SWOT	Strength Weakness Opportunity Threats
SP	Strategic Plan
PESTLE	Political Economic Social Technological Legal Ecological TACOS Terms and Conditions of Service
TAMA	Tobacco Association of Malawi
TCC	Tobacco Control Commission
TORs	Terms of Reference
WHO-FCTC	World Health Organization- Framework Convention on Tobacco Control

## **ACKNOWLEDGEMENTS**

The Board acknowledges the cooperation it received from various stakeholders in the assessment of TCC's 2010 - 2015 Strategic Plan and period thereafter to-date, conduct of an environmental scan and development of its third 2017– 2022 Strategic Plan. The Board would like to single out the pivotal role the Deputy Chief Executive Officer, Mr. David Luka, played in giving guidance and direction to the consulting team from Nova Business Consulting as it went about the review process. The Board would also like to acknowledge with gratitude the role of the TCC staff members and other stakeholders who worked tirelessly to contribute profoundly towards development of the 2017-2022 Strategic Plan. Special mention of gratitude should be made to Mr. Hellings Nasoni, Planning and Research Manager, for his tireless effort in coordinating the whole Strategic Planning exercise.

## **MESSAGE FROM THE CHAIRPERSON OF THE BOARD**

I am pleased to present the 2017 -2022 Strategic Plan that marks an important milestone in consolidating the tobacco sector regulation related achievements of the 2010 -2015 Strategic Plan and the period since 2015 to this Strategic Plan development. The Plan is aligned to the National Agricultural Policy and Malawi Growth and Development Strategy as the main anchoring policies and the Tobacco Act.

I note with satisfaction that the Plan was developed using a highly participatory process involving a cross section of stakeholders and extensive review of literature. The result is a comprehensive plan that will guide TCC move to greater heights as it ensures to grow the tobacco industry in Malawi.

As TCC forges ahead in up-scaling its regulatory activities, it is pleasing to note the commendable strides made in consolidating efforts so that tobacco as a main cash crop in Malawi continues to reasonably contribute to the Malawi Economy whilst benefiting all stakeholders mainly the farmers.

Notwithstanding the impressive performance of TCC, there are also some notable areas in which it can do more or better and new ones it can pursue. In order to tackle the challenges that lie ahead, TCC will build on its strengths and the trust it enjoys amongst its key stakeholders mainly farmers in implementing well tested initiatives, as well as new and innovative ones in an ever changing and dynamic tobacco landscape.

I wish to express the hope that the spirit of cooperation among stakeholders that characterized the development of this Strategic Plan will continue into its implementation phase, as it will take more than TCC management to ensure its success. I would also want to believe that Government and key stakeholders will continue to provide unwavering support to TCC in the discharge of its functions.

**Inkosi yaMakosi Mbelwa IV**  
**CHAIRMAN OF THE BOARD**

## **STATEMENT BY THE CHIEF EXECUTIVE OFFICER**

The period 2010-2015 was historic to TCC as it implemented its second Strategic Plan. As a regulator of the tobacco industry in Malawi, TCC has worked and collaborated with various stakeholders so that the tobacco industry continues to be sound and economically beneficial to the Malawi government and ultimately to all Malawians. Considering that the tobacco sector just as any other sectors, is dynamic, TCC advocated for development of the legal instruments including the Tobacco Act so that execution of TCC mandate is well placed.

In the period, TCC focused on managing the crop-size so that production is matched with demand. The institution also had put efforts to deal with non-tobacco related materials, child labour and climate change issues which are critical in tobacco production and marketing. All these have been achieved through consultations and collaboration with various stakeholders. Internally, TCC has continuously upgraded its systems that include the new farmer registration system, the information systems and indeed enhancement of the institutional set-up.

On the other hand TCC faced some challenges in executing its mandate, which largely included inadequacy of the Tobacco Act to cater for the emerging issues on the markets both in Malawi and globally. The misconception of TCC's role in the industry amongst some stakeholders and lack of critical data in some aspects to effectively regulate the industry were other challenges TCC faced.

This Strategic Plan for 2017-2022 builds on the previous one, as its achievements have provided a platform to achieve more. Some of the strategic issues in the previous Plan are on-going, while others were partly addressed and have been reflected in this Plan.

The plan takes a 'Participatory Approach' in which the stakeholders were adequately engaged in TCC's work execution process. This approach is even evident in the manner in which this Strategic Plan was developed. The process of developing the Plan entailed consulting various stakeholders in various formats which included individual and Focus Group Discussions, as well as workshops and extensive literature review. The approach taken has enriched the Strategic Plan as the views of various stakeholders on how TCC should execute its mandate have been incorporated.

I sincerely hope that this Strategic Plan just like the previous ones will guide TCC in performing its mandate for the betterment of the entire sector and the Malawi economy at large.

**Kayisi Sadala**  
**CHIEF EXECUTIVE OFFICER**



## **1. INTRODUCTION**

The Tobacco Control Commission (TCC) was created by Government with the mandate to regulate the production and marketing of tobacco in Malawi as set out in the Tobacco Act Cap 65:02 and Tobacco Auction Floors Act Cap 65:03. As a statutory corporate body, the Commission subscribes to the principles of good corporate governance, openness, integrity and accountability, which are fundamental foundations on which effective organizations are built.

The Commission has the requisite structures for effectiveness and proper accountability, clear communication with stakeholders and clarity about its roles and responsibilities.

## **2. BACKGROUND**

### **2.1 RATIONALE AND JUSTIFICATION FOR THE STRATEGIC PLAN**

The 2017 – 2022 TCC Strategic Plan has been developed following expiry of the 2010 - 2015 Strategic Plan. The Plan is necessary to guide the activities of TCC over the next five fiscal years as it seeks to play sound and informed regulatory roles in the tobacco industry in Malawi. The Plan will serve as an instrument for focusing on priority areas requiring the attention of TCC. The Strategic Plan is complemented by an Implementation Plan attached as Appendix 1.

### **2.2 ABOUT TCC**

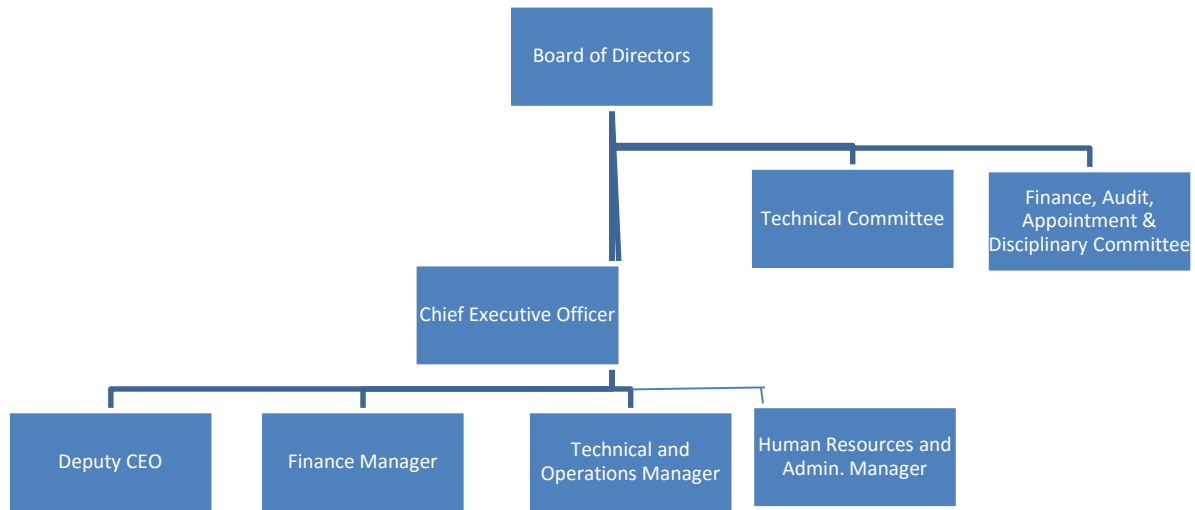
#### **2.2.1 TCC GOVERNANCE STRUCTURE**

##### **Ministry of Agriculture, Irrigation and Water Development**

The Ministry of Agriculture, Irrigation and Water Development (MoAIWD) is the overall overseer of the functions of TCC. Its responsibilities include policy formulation and guidance; regulation and enforcement; and provision of technical support.

##### **The Board**

The Board, which is appointed by the MoAIWD, oversees TCC. The Board has committees namely Technical Committee, Finance, Audit & Appointments Committee as shown in figure 1 below.



**Figure 1: Governance Structure**

The Board of Directors is responsible for policy direction and linkages with key stakeholders, approval of policies, strategic plans and budget, and also responsible for the appointment of senior managers.

### **2.2.2 OPERATIONAL MANAGEMENT**

The operational decision making body is the Executive Management team, which also sets up and operates a budgetary system. As figure 1 above shows, the Executive Management Team is composed of Chief Executive Officer, Deputy Chief Executive Officer, Technical & Operations Manager, Finance Manager and Human Resource & Administration Manager. The headquarters is located in Lilongwe with divisional offices in Lilongwe, Blantyre, Kasungu and Mzuzu.

### **3 APPROACH AND METHODOLOGY**

#### **3.1 Strategic Planning Process**

This Strategic Plan was developed in a highly participatory manner, to ensure relevance and ownership of its results. There was an assessment at the onset of the Strategic Plan development process. The assessment was guided by two models (appendix 1) namely the PESTEL (Political, Economic, Social, Technological, Ecological and Legal) and SWOT (Strengths, Weaknesses, Opportunities and Threats). The assessment entailed consultations with a cross section of groups and individual stakeholders of TCC (appendix 2) to obtain their input on the extent to which objectives set in the 2011– 2015 and period thereafter to the time of development of this Strategic Plan were met, as well as their perceptions of the issues that needed to be addressed in the Strategic Plan. Extensive literature review was conducted using various documents the list of which is attached in appendix 2.

The following major steps were involved in the preparation of the Strategic Plan:

- i. An assessment exercise was undertaken to assess the extent to which the strategic objectives and the identified priority areas in the previous plan and period thereafter were addressed and achieved. The assessment was based on extensive literature review pertaining to the achievements of the 2011– 2015 TCC Strategic Plan, as well as current operations of TCC. It also identified factors that may have contributed to the success or hindered successful implementation that provided lessons for the formulation of the 2017 - 2022 Strategic Plan.
- ii. The assessment exercise was complemented by an environmental scan that sought to appreciate the key challenges and opportunities that may affect the operations of TCC.

### **4 EMERGING STRATEGIC ISSUES**

#### **4.1 Introduction**

The consultations and the literature review showed that there are weaknesses and threats that TCC should address moving forward, whilst building on its strengths. There are also opportunities that TCC should exploit as it seeks to fulfill its functions. The strategic direction set out in this section therefore is TCC's response to the key challenges and issues that require adequate attention over the life span of the Strategic Plan (SP) in a focused and action oriented manner. The strategic direction outlines the priorities of TCC, strategic goals and objectives, and implementation strategies.

In setting the strategic direction, TCC recognizes that it is not possible for it to address all the issues identified in the situational analysis due to capacity and resource limitations and therefore it has identified priorities or areas of strategic focus for the Strategic Plan life span. The priorities are reflected in form of strategic issues.

## 4.2 The key strategic issues

The key strategic issues that TCC has identified are the following.

- i. The regulatory environment of the tobacco sector still remains unsatisfactory. The reasons leading to this unsatisfactory situation include gaps in regulations, loss of regulatory power and standards, limited understanding of TCC's mandate, lack of critical data and political interference.
- ii. International pressures affecting the industry on tobacco production and marketing. The international community is faced with global lobbies for anti-smoking and subsequently aims to reduce demand for tobacco through price and tax measures, promotion and branding, regulation of tobacco products contents, packaging and labeling.
- iii. Financial sustainability of TCC is at stake. Over recent years surplus has been declining which could pose a challenge to expanded and accelerated regulatory drive.
- iv. Misconceptions on TCC's mandate amongst key stakeholders suggest that its role in the sector is not well understood. There are some stakeholders that are not clear of TCC's mandate and role in the tobacco industry posing a challenge to be governed.
- v. Inadequate institutional capacity that has caused challenges in terms of organogram, infrastructure, technological changes, information sharing and regulation enforcement.

## 5 STRATEGIC GOALS

In view of the above strategic issues, TCC will endeavor to embark to achieve the following goals in the next five years.

- i. Strengthened regulatory framework
- ii. Enhanced tobacco production and marketing integrity
- iii. Improved financial sustainability
- iv. Improved stakeholder understanding of TCC mandate and roles
- v. Strengthened institutional capacity

These goals will focus on the overarching goal: **“Sustained tobacco production and marketing.”**

## 6 GOALS AND OBJECTIVES

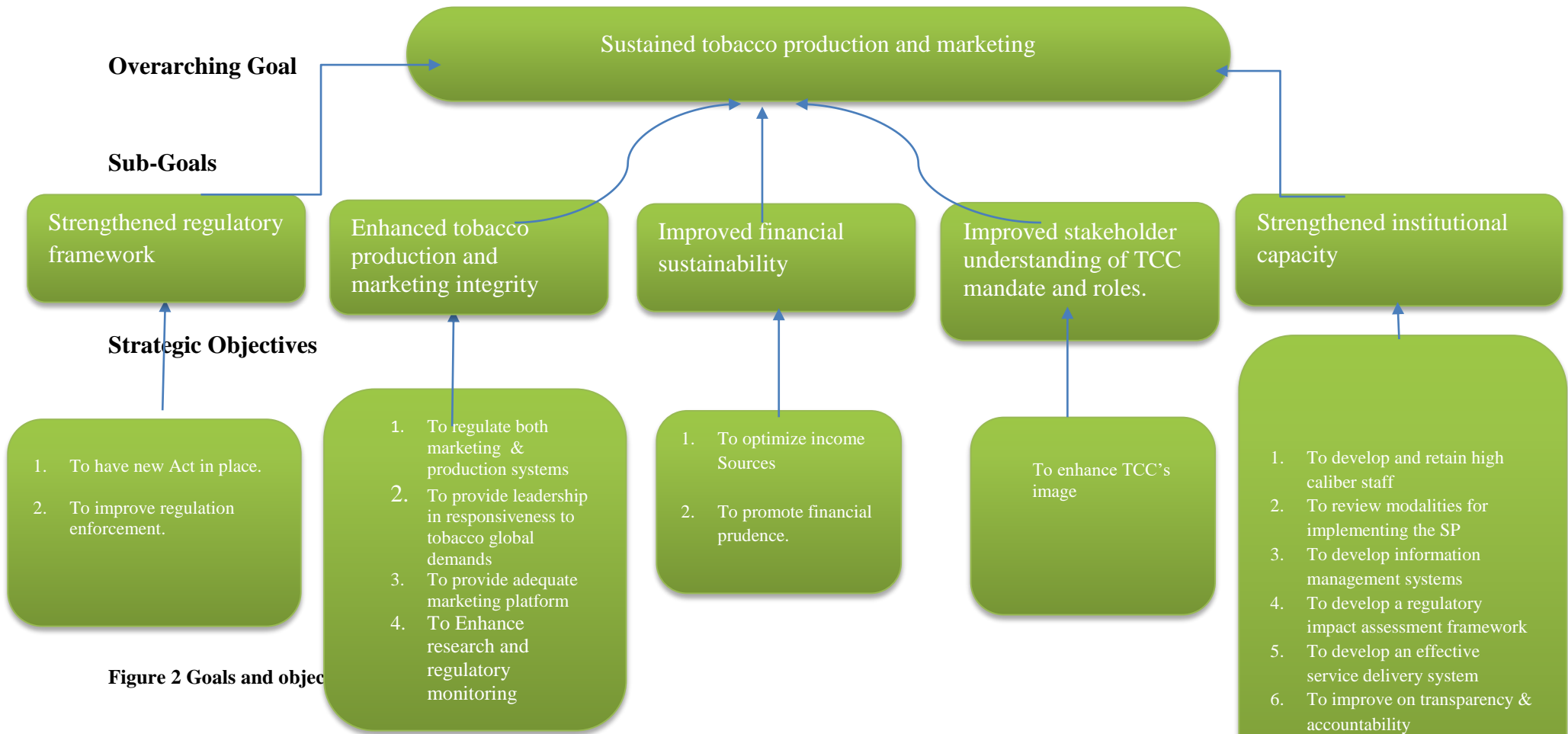


Figure 2 Goals and objec



## 7 STRATEGIC GOALS AND OBJECTIVES

This 2017-2022 Strategic Plan has one overarching goal which is ‘**Sustained tobacco production and marketing**’. This overarching goal is supported by five strategic sub-goals. Subsequently, the sub-goals will be achieved through implementation of respective strategic objectives. The Goals and objectives were established based on the situational review and analysis. The Strategic Plan has been developed based on Balanced Scorecard method should there be need for linkage to the performance management system. Four central pillars of the Balanced Scorecard are used which are Finance, Stakeholder Relations and Service Delivery, Internal Business Process and Institutional Learning and Growth.

Table 1: Sub-Goals and Strategic Objectives

Area of Strategic Concern	Strategic Sub-Goal	Rationale for the Sub-Goal	Strategic Objective
Financing	Improved financial sustainability	TCC experienced a declining trend of surplus at an annual rate of 39% in the past three years. Further, TCC has experienced challenges with cash-flow evidenced by its current ratios being less than two in the past three years but improved in the current year to 2.46.	To optimize Income Sources
			To promote financial prudence
Stakeholder Relations and Service Delivery	Strengthened regulatory framework	Although, there is Tobacco Control Act providing legal support to regulate the tobacco industry, there are some gaps that need to be addressed that have come about because the act has become outdated looking at the period from which it was crafted and gazetted and also because of the industry emerging issues within the country and globally.	To amend the Tobacco Control Act
			To Improve regulatory enforcement Mechanisms
	Improved stakeholder understanding of TCC mandate and roles	There are some misconceptions on TCC’s mandate among key stakeholders and including farmers. This suggests that the commission’s role in society is not well understood.	To enhance TCC’s image



Area of Strategic Concern	Strategic Sub-Goal	Rationale for the Sub-Goal	Strategic Objective
Internal Business Processes and Systems	Enhanced tobacco production and marketing system.	Compliance in tobacco production and marketing is critical as an on-going issue. This includes GAP, ALP, and GELP At all times these issues need attention.	To regulate both production and marketing systems
			To provide leadership in the responsiveness to tobacco global demands
			To provide adequate marketing platform
Institutional growth and learning	Strengthened institutional capacity	<p>TCC has encountered several institutional challenges that include:</p> <ul style="list-style-type: none"> <li>i. Information management system of the organization is weak in promoting information sharing, storage and efficient utilization.</li> <li>ii. The staff performance management system is not adequate.</li> <li>iii. There is inadequate staff and management engagement.</li> </ul>	To develop and retain high caliber and competent staff
			To review modalities for implementing the SP
			To develop a robust information management system
			To develop a regulatory impact assessment framework

## 8 STRATEGIC INITIATIVES AND OUTCOMES

To achieve the planned strategic goals and objectives, TCC will implement the following strategies:

### 8.1 Finance

#### Sub-Goal # 1: Improved financial sustainability

Strategic Objective	Strategic Outcome	Ref.	Strategic Initiative
To optimize Income Sources	Increased equity	1.	Regular review of fees (cess) and charges
		2.	Automation of license fees invoicing and payment
		3.	Increased efficient use of resources and minimized wastage
To diversify income sources	Improved cash-flow	4.	Review legislation to include fees on all areas where regulatory services are provided
		5.	Explore income generating opportunities (office complex, money markets)
		6.	Revamp Revenue Enhancement Committee

### 8.2 Stakeholder Relations and Service Delivery

#### Sub-Goal #2: Strengthened regulatory framework

Strategic Objective	Strategic Outcome	Ref.	Strategic Initiative
To have new Act in place.	Legally informed regulatory services	1.	Lobby with government for the amendment of the Tobacco Control Act
		2.	Continuous reviews of areas requiring reforms
To Improve enforcement Mechanisms	Coordinated enforcement	3.	Develop standards and regulations (i.e. for transporters, grower associations)

Strategic Objective	Strategic Outcome	Ref.	Strategic Initiative
		4.	Strengthen collaboration with other MDAs in enforcing regulations

**Sub-Goal #3: Improved stakeholder understanding of TCC mandate and roles**

Strategic Objective	Strategic Outcome	Ref.	Strategic Initiative
To enhance TCC's image	Improved positive image	1.	Strengthen complaint handling framework and unit
		2.	Engage stakeholders and promote advisory services
		3.	Introduce media strategy and incorporate social media
		4.	Develop a fraud and corruption prevention policy
		5.	Develop and institute a tool for feed- back.
		6.	To maximize opportunities for corporate social responsibility

### 8.3 Internal Business Process

#### Sub-Goal #4: Enhanced tobacco production and marketing integrity

Strategic Objective	Strategic Outcome	Ref.	Strategic Initiative
To promote integrated production system	Effective integrated production system	1	Standardize operating marketing procedures.
		2	Manage production.
To provide leadership in responsive tobacco global demands	Coordinated efforts to global demands	3	Respond to the international demands
		4	Monitor the implementations
To provide adequate marketing platform	Sound and competitive marketing platform	5	Review IPS to auction buying
		6	Solicit other competitive merchants to procure tobacco
To Enhance research and regulatory monitoring	Shared understanding	7	Improve research and regulatory monitoring capacity

## 8.4 Learning and Growth

### Goal # 5: Strengthened institutional capacity

Strategic Objective	Strategic Outcome	Ref	Strategic Initiative
To develop and retain high caliber staff	Improved staff performance	1.	Coordinated staff skills development based on identified skills gaps
		2.	Regular review of Conditions of Service
		3.	Regular review of human resource policies and systems
To review modalities for implementing the SP	Adequate SP implementation	4.	Establish an SP Coordination Team
		5.	Monitor and Evaluate SP
To develop information management systems	Effective information sharing and storage	6.	Enhance Management Information System (MIS) and automation
		7.	Develop systematic documentation and archiving of information and reports
To develop a regulatory impact assessment framework	Enhanced human capacity	8.	Engage a consultant on regulatory impact assessment
		9.	Engage and sensitize the stakeholders on the regulatory framework
To develop a highly effective communication system	Enhanced human capacity	10.	Develop a clear and effective organogram.
To develop an effective delivery system	Enhanced human capacity	11.	Prepare and implement work plans.
To improve on transparency and accountability		12.	Divisions to operate as cost centres
		13.	Engage and sensitize the stakeholders on the regulatory framework

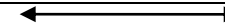
## 9 STRATEGIC INITIATIVES, KEY PERFORMANCE INDICATORS AND IMPLEMENTATION PLAN

The initiatives will be undertaken by identified “drivers” within set timeframes and their achievement monitored through key performance indicators.

### 9.1 FINANCE

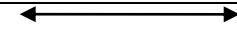
**STRATEGIC GOAL # 1: ENHANCED FINANCIAL SUSTAINABILITY** 

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator (s)	Means of Verification	Time Frame				
									Yr 1	Yr 2	Yr3	Yr 4	Yr 5
To optimize income sources	1	Review of fees and charges/	1. Seek approval from the Board 2. Conduct awareness	Optimized income	CEO	Regulated Entities & government.  FM & TOM	Fees and Charges reviewed	Annual Reports					
	2	Introduce other fees and charges (MCOs, Transporters, etc)					No. of new fees/charges introduced						



Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame					
									Yr 1	Yr 2	Yr3	Yr 4	Yr 5	
To promote financial prudence	1	Automation of invoicing and payment	1. Procurement of software 2. Install the system 3. Train the staff 4. Review the system	Reduced expenditure	HRAM	Systems Vendor & FM	Invoicing & payment process automated	Automated records						
	2	Efficient utilization of resources/ <b>fiscal department</b>	1. Enhance budgeting and budgetary control 2. Produce periodic financial reports 3. Regular reconciliations/ <b>M&amp;E</b> 4. Develop fraud and corruption prevention policy	Reduced cost	FM & HRAM	Chief Executive Officer, All Managers, Legal Office & <b>IA/PRM</b>	Reduced wastage & Reduced cost	Quarterly Financial Management Accounts  Annual reports						





Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr 1	Yr 2	Yr3	Yr 4	Yr 5
	3	Right size the organization	1. Conduct Right-sizing exercise 2. Implement recommendations in disciplinary report 3. Retire staff upon attaining retirement age. Verify staff credentials	Right staff size  Suitably qualified staff.	HRAM	CEO	Optimum number of staff in 18 department / sections.  Number of staff retired  Right credentials	Performance review report.  Staff establishment Reports					



9.2 Stakeholder Relations and Service Delivery

**STRATEGIC GOAL #2: STRENGTHENED REGULATORY FRAMEWORK**

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr 2	Yr3	Yr 4	Yr 5
1. To have new Act in place.	1	Lobby with government for the enactment of the new bill.	1. Initiate meetings with PCA 2. Publicize the law	No. of New act.	CEO	CEO/ Legal Office	Minutes/ report	Living Act					
	2	Conduct regular reviews of areas requiring reforms	1. Identification of areas 2. Amend the areas	Identified areas	CEO	Board of Directors	Amended Act	Responsive Act					
2. To Improve regulatory Enforcement Mechanisms	1	Develop standards and regulations (i.e. for transporters, grower associations)	1. Consult stakeholders 2. Develop the guidelines of emerging issues 3. Board’s Approval 4. Gazette the regulation 5. Publicize regulation.	Regulations developed	CEO	Legal Office	New Regulation developed.	Annual Reports					

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr2	Yr3	Yr4	Yr5
	2	Strengthen collaboration with other MDAs in enforcing regulations	<ol style="list-style-type: none"> <li>1. Collaborate with MDAs</li> <li>2. Seek approval from the Board</li> <li>3. Carry out awareness campaigns</li> </ol>	Strengthened collaboration	CEO	All Managers and MDAs	Compliance to standards and regulations	Quarterly and Annual Reports					

**SUB-GOAL #3: IMPROVED STAKEHOLDER UNDERSTANDING OF TCC MANDATE AND ROLES**

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr2	Yr3	Yr4	Yr5
To enhance TCC's image	1	Strengthen complaint handling framework and unit	<ol style="list-style-type: none"> <li>1. Benchmark study on complaint handling</li> <li>2. Develop TCC service charter</li> <li>3. Draw specifications for Complaint Handling procedures and systems</li> <li>4. Procure Complaint Handling System and support equipment (Customer Relation Management System)</li> </ol>	Robust complaint handling system (CRMS)	Customer Service Manager  HRAM	CEO  Division Managers  Legal officer	Complaints handling framework and unit established	Quarterly and Annual Reports					

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr2	Yr3	Yr4	Yr5
			5. Redeploy and empower staff 6. Sensitize, Train users and stakeholders 7. Launch the system 8. Review the system										
	2	Engage stakeholders and offer advisory services	1. Conduct regular meetings 2. Offer better services	Quarterly awareness meetings	Technical Manager	Public Relations Officer	Stakeholders engaged	Quarterly and Annual Reports					
	3	Introduce media strategy and incorporate social media	1. Develop a media strategy	Media strategy in place	HRAM Technician	Public Relations	Media strategy	Quarterly and Annual					
			2. Draw social media procedures	Social media procedure	al Manager	Officer	developed	Reports					

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame					
									Yr1	Yr2	Yr3	Yr4	Yr5	
				res drawn										
			3. Register with Social media	Well informed stakeholders	TOM			Quarterly and Annual Reports						
			4. Implement the social media		TOM			Quarterly and Annual Reports						
			5. Review the social media		TOM/HRAM			Quarterly and Annual Reports						
	4	Develop a fraud and corruption prevention policy	1. Liaise with Fraud and Corruption prevention agencies 2. Develop the policy	Within the first year of the SP	HRAM	Legal officer	Fraud and corruption prevention policy	Policy Document						

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr2	Yr3	Yr4	Yr5
			3. Seek board approval 4. Conduct awareness campaign 5. Implement the policy				developed						
	5	Develop and institute a tool for feed-back.	1. Engage a consultant 2. Conduct the perception survey 3. Report and disseminate the report findings	Annual Stakeholder Perception Survey Reports conducted	Planning Manager	PRO	Perception study report	Feedback report					
			4. Institute the tool for feedback 5. Monitor and review					Annual Reports					
	6	To maximize opportunities for corporate	1. Conduct consultations 2. Seek board approval	Coordinated CSR	HRAM	All managers	Social responsibility policy	Quarterly and Annual Reports					

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr2	Yr3	Yr4	Yr5
		social responsibility	3. Publicize the policy 4. Take lead in planting trees		M&E officer		and strategy developed;  Trees planted	Number of trees planted					
	2	Engage the stakeholders in CSR programme	1. Conduct consultation 2. Develop a donation strategy 3. Consolidate industry afforestation initiatives 4. Fight against child labour in the industry	Environmental	HRAM  M&E officer  Child labour officer	Technical Manager	Effective CSR  Forestation drive tracked	Quarterly and Annual Reports  Annual reports					

9.3 Internal Business Process

**SUB-GOAL #4: ENHANCED TOBACCO PRODUCTION AND MARKETING INTEGRITY**

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame			
									Yr1	Yr 2	Yr3	Yr 4
To regulate both production and marketing systems.	1	Standardize operating marketing procedures.	<ol style="list-style-type: none"> <li>Review operating marketing procedures</li> <li>Gazette the procedures.</li> <li>Implement the procedures</li> </ol>	Standardized operating marketing procedures.	Technical Manager	Legal Office	Regulation in place	Annual Reports  Evaluation report				
	2	Manage production.	<ol style="list-style-type: none"> <li>Vet contract agreements.</li> <li>Conduct awareness Review &amp; harmonize quota allocation in IPS</li> <li>Intensify outreach programs</li> </ol>	Harmonized quota allocation procedures  Managed production	Technical Manager	Legal Office./ PRM	Harmonized procedures  Acceptable quota levels	Quarterly and Annuals Reportss				



Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame			
									Yr1	Yr2	Yr3	Yr4
To provide leadership in response to local and global tobacco demands	3	Respond to the international demands	<ol style="list-style-type: none"> <li>1. Subscribe to relevant tobacco research institutions</li> <li>2. Collate data from website(s).</li> <li>3. Invest in NTRM detection technologies</li> <li>4. Continued participation in T5;</li> <li>5. Carry out research</li> <li>6. Conduct M&amp;E on topical issues (illegal cross-border, etc)</li> </ol>	<p>Adequate policies/regulations</p> <p>Elimination of NTRM</p> <p>T5 meetings attended</p> <p>Evidence based recommendations</p> <p>Evidence based interventions</p>	<p>TOM</p> <p>PRM</p>	<p>CEO FM</p> <p>CEO</p>	<p>Updated database</p> <p>Reduce NTRM prevalence by 50% annually</p>	<p>Quarterly and Annuals Reports</p> <p>Seasonal reports</p> <p>Research reports</p> <p>M&amp;E reports</p>				

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame			
									Yr1	Yr 2	Yr3	Yr 4
	4	Monitor the implementations	Implement necessary issues (minimum prices, crop size)	Minimum prices	TOM	CEO	Set minimum prices	Reports				
	5	Consolidate child labour elimination strategies	<ol style="list-style-type: none"> <li>1. Develop child labour database</li> <li>2. Build capacity on child labour desk officer</li> <li>3. Engage ECLT for financial &amp; technical support</li> <li>4. Engage consultant to conduct child labour survey in tobacco industry</li> <li>5. Conduct M&amp;E on child labour strategies</li> </ol>	<p>Child labour database developed</p> <p>Collaboration with ECLT established</p> <p>Child labour status in tobacco</p>	PRM	CEO	<p>Minutes of meetings</p>	<p>Database</p> <p>MOU on financial &amp; technical support</p> <p>Child labour survey report</p> <p>Annual reports</p>				

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame			
									Yr1	Yr 2	Yr3	Yr 4
To provide adequate marketing platform	5	Review IPS to auction buying	<ol style="list-style-type: none"> <li>Develop guidelines of the 80:20 buying</li> <li>Monitor market performance.</li> </ol>	Monitored practices	Technical manager	PRM	Information on practice	Quarterly and Annuals Reports				
	6	Solicit competitive merchants to procure tobacco	<ol style="list-style-type: none"> <li>Prospect new buyers whilst retaining the existing ones</li> <li>Negotiate operative environments for buyers and farmers</li> </ol>	Monitored practices	CEO	TOM	Information on practice	Quarterly and Annuals Reports				
To Enhance research and regulatory monitoring	7	Improve research and regulatory monitoring capacity	<ol style="list-style-type: none"> <li>Develop a research and monitoring plan</li> <li>Capacitate the office</li> </ol>		CEO	HRAM/ TOM	Evidence based reports	Reports				

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame			
									Yr1	Yr2	Yr3	Yr4
			3. Timely production of reports and dissemination			TOM						

### 3.1 Learning and Growth

**STRATEGIC GOAL # 5: STRENGTHENED INSTITUTIONAL CAPACITY**

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr 2	Yr3	Yr 4	Yr 5
1 To develop and retain high caliber staff	1	Coordinate staff skill development and replacement based on identified skills gaps	1. Conduct regular Training Needs Assessment 1. Identify training institutions 2. Draw a training plan 3. Conduct training 4. Enter the twinning arrangement with other regulators( local and international)	Skilled staff	HRAM/ Heads of sections	CEO	Capacity Enhanced and staff retained	Annual Reports					

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame					
									Yr1	Yr 2	Yr3	Yr 4	Yr 5	
	2	Regular reviews of Conditions of Service	<ol style="list-style-type: none"> <li>1. Conduct benchmarking with other related institutions</li> <li>2. Update the Conditions of Service</li> <li>3. Seek approval from the board</li> <li>4. Implement the updated Condition of Service</li> </ol>	Reviewed TACOS	HRAM	CEO	Conditions of Service reviewed regularly	Annual Reports						
	3	Regular review of human resource policies and systems	<ol style="list-style-type: none"> <li>1. Conduct benchmarking with other institutions</li> <li>2. Update the Policies</li> </ol>	Reviewed HR policies	HRAM	CEO	Conditions of Service reviewed regularly	Quarterly and Annual Reports						

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame					
									Yr1	Yr 2	Yr3	Yr 4	Yr 5	
			3. Seek approval from the board 4. Implement the updated Policies											
2 To strengthen modalities for implementing the SP	4	Establish an SP Coordination Team	1. Develop the Terms of Reference 2. Appoint the SP committee 3. Train the team	Progress tracked	CEO	HARAM	SP Coordination Team established	Quarterly and Annual Reports						
	5	Monitor and Evaluate SP	1. Conduct baseline survey 2. Conduct periodic evaluations	Progress tracked	CEO	PRM SP committee	SP Monitoring and Evaluation	Annual Reports Midterm						

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr 2	Yr3	Yr 4	Yr 5
			<ol style="list-style-type: none"> <li>3. Produce the reports</li> <li>4. Review meetings</li> <li>5. Publish the report findings</li> <li>6. Conduct midterm review.</li> </ol>					review reports					
3 To develop management information systems (MIS) <ul style="list-style-type: none"> <li>• FMS</li> <li>• ACCPAC</li> <li>• PAYROLL</li> <li>• AUDIT TOOLS</li> <li>• CRM</li> <li>• Archiving and Registry</li> </ul>	6	Enhance and develop MIS	<ol style="list-style-type: none"> <li>1. Review current systems</li> <li>2. Develop or acquire necessary systems</li> <li>3. Benchmark with international STDs</li> <li>4. Train staff on the system</li> <li>5. Monitor and evaluate the systems</li> <li>6. Information system audit</li> </ol>	Within 2 years of SP implementation	CEO TOM/ FM/ HRAM	ICT	Develop MIS	Quarterly and Annual Reports  Reports from the system					



Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame					
									Yr1	Yr 2	Yr3	Yr 4	Yr 5	
	7	Develop systematic documentation and archiving of information and reports	<ol style="list-style-type: none"> <li>1. Develop and review registry procedure</li> <li>2. Develop and acquire system</li> <li>3. Train the staff</li> </ol>	Within 2 years of SP implementation	HRAM	ICT	Developed/ acquired registry and archive system	Quarterly and Annual Reports						
	8	Develop regulatory impact assessment framework	<ol style="list-style-type: none"> <li>1. Develop Terms of Reference</li> <li>2. Engage the consultant</li> <li>3. Develop regulatory framework</li> <li>4. Conduct the impact assessment</li> <li>5. Produce Report and disseminate the report findings</li> </ol>	Every 2 years	HRAM	CEO	Developed registry	Quarterly and Annual Reports						

Objectives	Ref	Strategies	Activities	Target(s)	Responsible Body	Collaboration/ Partnerships	Performance Indicator(s)	Means of Verification	Time Frame				
									Yr1	Yr 2	Yr3	Yr 4	Yr 5
4 To develop a highly effective communication system	9	Enhance the organizational structure Strengthen <ul style="list-style-type: none"> <li>• M&amp;E</li> <li>• IT</li> <li>• Legal</li> <li>• Liaison</li> </ul>	1. Develop Terms of Reference 2. Seek approval from the Board 3. Develop a clear and effective organogram 4. Redeployment of staff	Within 1 <sup>st</sup> year of SP implementation	HRAM	CEO	Developed registry	HR Reports					
	10	Regular update of information	i. Multiple use of information channels ii. Timely updating		CEO	ITCO	Updated information	Reports					
5 To develop an effective delivery system		Prepare, implement and monitor work plans.	5. Align work plans to SP	Plans	HRAM	CEO/PRM	Aligned plans	M&E Reports					
6 To improve on transparency and accountability		Divisions to operate as cost centres	6. Empower the divisions	Cost Centres	HRAM	CEO	Cost Centres	HR Reports					

## **10 KEY SUCCESS FACTORS**

Factors considered key to the successful implementation of the SP are set out below.

1. Adequate resources to execute TCC mandate.
2. Sustained staff commitment.
3. Adequate research and monitoring
4. Sound relationship with stakeholders in performing tasks.
5. Enhanced awareness of the role and mandate of TCC.
6. Integrity in service delivery
7. Adequate monitoring system

## **11 IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS**

### **11.1 INTRODUCTION**

Given that implementation of the Strategic Plan cannot happen in a vacuum, set out below are the institutional arrangements that provide guidance to the various bodies that are expected to play critical roles in its implementation.

### **11.2 THE BOARD**

The Board is expected to oversee the operations of TCC. In this regard, it will receive reports on the implementation of the Strategic Plan half annually. This will enable the Board to measure progress and address challenges in the implementation of the Plan.

### **11.3 STRATEGIC PLAN IMPLEMENTATION MONITORING AND EVALUATION TASK FORCE COMMITTEE**

To ensure timely implementation of the strategies set out in this Plan, TCC will assign the duty of tracking SP performance to a Strategic Plan Monitoring and Evaluation (M& E) task force committee. The committee shall be responsible for monitoring and evaluating implementation of activities and advise the Chief Executive Officer accordingly on progress and emerging issues. However for institutionalization of SP, the management team composed of heads of departments remains responsible to flag out activities according to SP to ensure implementation and liaise with the task force in tracking performance of the SP.

**ANNEX 1****Appendix 1: PESTEL AND SWOT ANALYSIS****Results of PESTEL (Political, Economic, Social, Technological, Ecological and Legal)**

<b>CATEGORY</b>	<b>ISSUES</b>	<b>EFFECTS</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>• Stability and peace</li> <li>• Democratic and liberalized markets</li> <li>• Impending corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Good environment to conduct business in regulating the tobacco industry</li> <li>• Constrained proactive negotiations unless legal instruments are in place</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Relatively stable exchange rates</li> <li>• Moderate inflation rate</li> <li>• High Bank interest rates</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to predict prices</li> <li>• Challenges in accessing loans at good interest rates</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• High prevalence rate of poverty</li> <li>• High illiteracy rate of bulk of smallholder farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Low power to understand the contracts (farming and marketing)</li> <li>• Unable to take up new technologies to maximize farm yields</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>• Lack of technologies to monitor performance of the industry players</li> <li>• Inadequate technical know-how</li> </ul>	<ul style="list-style-type: none"> <li>• Systems and procedures would be compromised – tracking the technologies and farm productions</li> <li>• Delays business transactions and communication.</li> </ul>
<b>Ecological/Environmental</b>	<ul style="list-style-type: none"> <li>• Fertilizers and chemicals adverse effects on ecology</li> <li>• Excessive degradation of forestry resource</li> </ul>	<ul style="list-style-type: none"> <li>• Some organisms die affecting soil fertility</li> <li>• Environmental degradation/ depletion of fuel/energy source</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Limited instruments to check fair trading</li> <li>• Lack of legal instruments to manage the grower and transport associations</li> <li>• Lack of legal instruments to enforce controls on NTRM, production</li> <li>• Lack of instruments to track and monitor illegal cross border trade</li> <li>• Lack of legal instruments to track illicit trade in tobacco products</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges in dealing with scrupulous traders/manufacturers; transporters, grower associations and over production</li> <li>• Difficulties in managing crop size</li> <li>• Killing domestic market for tobacco products</li> </ul>

**A) Results of SWOT (Strengths, Weaknesses, Opportunities and Threats)**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Reliable financial base</li> <li>• Qualified and experienced personnel</li> <li>• Government owned institution that gets support from Government</li> <li>• Reliable infrastructure and resources</li> <li>• Use of modern technologies to enhance operations.</li> <li>• Existence of Tobacco Legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient influence over prices.</li> <li>• Lack of proper planning.</li> <li>• Failure to timely implement planned activities.</li> <li>• Lack of scheduled meetings in all departments.</li> <li>• Inadequate personnel in key departments.</li> <li>• Poor consultation and coordination in departments.</li> <li>• Failure to conduct and implement staff appraisals.</li> <li>• Lowly motivated staff</li> <li>• High staff turn-over due to low levels of motivation.</li> <li>• Lack of career progression and succession plan.</li> <li>• Skewed salary scales and grades.</li> <li>• Poor customer service delivery.</li> <li>• Lack of implementation monitoring and evaluation.</li> <li>• Lack of consistency in the implementation of policies</li> <li>• Lack of information flow to relevant offices.</li> <li>• Failure to be proactive.</li> <li>• Succumbing to pressure from outside.</li> <li>• Lack of budgetary control.</li> <li>• Seasonality of some operations</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Existence of Market structures.</li> <li>• Availability of experienced grower base</li> <li>• Proliferation of micro financing institutions to provide financial support services.</li> <li>• Increased demand for tobacco from emerging markets.</li> <li>• Enhanced capacity building in the industry.</li> <li>• Modern technologies provide for efficiencies in the value chain.</li> <li>• Introduction of IPS</li> <li>• Introduction of afforestation levy for environmental management.</li> <li>• Availability of forestry funds</li> <li>• Problems to collate and disseminate accurate information in the industry.</li> <li>• Political will to support industry on market related issues</li> </ul>	<ul style="list-style-type: none"> <li>• WHO Framework Convention on Tobacco Control (FCTC)</li> <li>• Regional competition in production and marketing</li> <li>• Increasing pressure on natural resources.</li> <li>• Impact of non-compliance to buyer demands.</li> <li>• Climate change</li> <li>• Illegal cross border trade</li> <li>• Liberalization of production and marketing tobacco.</li> <li>• Outside pressures</li> <li>• Bureaucratic inefficiencies</li> <li>• Lack of credit discipline by tobacco growers</li> <li>• Prevalence of HIV and AIDS</li> <li>• Low adoption of new and appropriate technologies by tobacco growers.</li> <li>• Low returns to growers</li> <li>• Continued presence of NTRM</li> <li>• Increasing rural - urbanization migration leading to decline in labour force</li> <li>• Corruption</li> <li>• Land locked country</li> <li>• High taxation on tobacco products.</li> <li>• Increased litigation on tobacco.</li> <li>• Corporate mergers and right - sizing.</li> <li>• Lack of effective competition on the market.</li> <li>• Negative media reporting</li> <li>• Child labour (Not buying Malawi tobacco because of alleged use of child labour)</li> <li>• Existence of experienced tobacco growers.</li> <li>• Compromised marketing standards.</li> </ul>

**APPENDIX 2: LIST OF STAKEHOLDERS CONSULTED**

<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
David Luka	Acting Chief Executive Officer	Tobacco Control Commission
Fredrick Kamvazina	Technical and Operations Manager	Tobacco Control Commission
Medson Kamara	HRA Manager	Tobacco Control Commission
Destone Katenje	Finance Manager	Tobacco Control Commission
Hellings Nasoni	Planning and Research Manager	Tobacco Control Commission
M. Kasambala	Driver	Tobacco Control Commission
Yamikani Fashon	Security Corp.	Tobacco Control Commission
Miriam Kaunda	Acting Legal Officer	Tobacco Control Commission
Mbachi Nachamba	Secretary	Tobacco Control Commission
Rachael Tsiga	Senior Admin. Officer	Tobacco Control Commission
Noel Holiabu	Admin. Officer	Tobacco Control Commission
Grace Chiusiwa	Senior Secretary	Tobacco Control Commission
Maria Kintu	ACEO Secretary	Tobacco Control Commission
Susan H. Mwakamo	Senior Secretary	Tobacco Control Commission
Douglas Kadiso	Office Assistant	Tobacco Control Commission
William Katopola	Internal Audit Manager	Tobacco Control Commission
Steve Sembereka	ICT Officer	Tobacco Control Commission
Patricia Kasamale	Chief classifier	Tobacco Control Commission
Eliezer Mbewe	Divisional Manager	KU Tobacco Control Commission
Brown Munthali	Senior Accounts Assistant	KU Tobacco Control Commission
Akim Nkhwangwi	Driver	KU Tobacco Control Commission
Ester Macheze	Typist	KU Tobacco Control Commission
Menard Mbewe	Data Clerk	KU Tobacco Control Commission
Lyford Fydoni	Office Assistant	KU Tobacco Control Commission



<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
Eddings Chitao	Senior estimator and Sales Officer	KU Tobacco Control Commission
Willard Singo	Divisional Manager	BT Tobacco Control Commission
Florence Mkupu	Senior accounts Assistant	BT Tobacco Control Commission
Mphatso Kafakamoyo	Secretary	BT Tobacco Control Commission
Edison Saulosi		BT Tobacco Control Commission
Tobias Kalipinde	Security	BT Tobacco Control Commission
Gerosomu Kalulu	Driver	BT Tobacco Control Commission
Zimweke Shema	Messenger	BT Tobacco Control Commission
D. Chimwanza	Senior Classifier	BT Tobacco Control Commission
A, Kambili	Senior Classifier	BT Tobacco Control Commission
M. Chomowa	Liason Officer	BT Tobacco Control Commission
J. Kuniya	Data entry clerk	BT Tobacco Control Commission
Betty Nathundu	PC	MZ Tobacco Control Commission
Robert Mnani	Senior Accounts Assistant	KU Tobacco Control Commission
Glory Nyirenda	Classifier	KU Tobacco Control Commission
Rha Mtambo	Office Assistant	KU Tobacco Control Commission
Kondwani Kumwenda	Guard	KU Tobacco Control Commission
Ken Kumwenda	Gardener	KU Tobacco Control Commission
Master Doctor	Gardener	KU Tobacco Control Commission
Peter Nyangulu	Classifier	KU Tobacco Control Commission
Ghanison Paliani	Driver	KU Tobacco Control Commission
Steven Chiputi	Computer Room Supervisor	KU Tobacco Control Commission
Mpilo Mizere	Operations Manager	Malawi Leaf Company Ltd
George Chinkhandwe	Head of Sales	Malawi Leaf Company Ltd
Beatrice Phiri	Transporters Association (UTA)	Transporters Association

<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
Memory Mlose	Union Transporters Association (UTA)	General Transporters Association
Lucia Kadzanja	Member	General Transporters Association
Droly Chimkwayaya Bandah	(GTA)	General Transporters Association
Collins Matchaya	Member	General Transporters Association
Jane Gama	A PTA	General Transporters Association
Gloria Kaliyeka	Progressive PTA	General Transporters Association
Tony Chimteka	Member	General Transporters Association
Hugh Saunders	Managing Director	Alliance One Tobacco Ltd
Francoise Malila	Corporate Affairs Manager	Alliance One Tobacco Ltd
Christopher Malila	Leaf Technician	Limbe Leaf Tobacco limited
Nyangulu	Head of Extension Services	ARET
Felix Thole	Head of Sales and Marketing	TAMA
Kasamba	Communication Specialist	TAMA
Chisonga	Finance Manager	British American Tobacco
Nyandule Phiri	Controller of Agricultural Services	Ministry of Agriculture, Irrigation and Water Development
Dr. Rodwell Mzonde	Head of Economic Affairs	Ministry of Finance Economic Planning and Development
Wilkes Silema	Chief Economist	Ministry of Finance Economic Planning and Development

## **APPENDIX 2: LIST OF DOCUMENTS REVIEWED**

1. Audited accounts for the last five years to 2013-2016
2. Organizational Structure
3. Strategic or Corporate plan (2010-2015)
4. Malawi growth and Development Strategy
5. Sustainable Development Goals
6. David Luka; “Tobacco Control Commission Public Sector Reform April to June 2017” Paper submitted to the Public Sector Reform Commission.
7. Tobacco Act Cap 65:02
8. Control of Tobacco Auction Floors Cap 65:03
9. Industry SP??