



# MZIMBA INSTITUTE FOR DEVELOPMENT COMMUNICATION TRUST

STRATEGIC PLAN

2026-2030



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## Abbreviations and Acronyms

<b>ADC</b>	Area Development Committee
<b>CBO</b>	Community-Based Organization
<b>CSA</b>	Climate-Smart Agriculture
<b>CSR</b>	Corporate Social Responsibility
<b>DDP</b>	District Development Plan
<b>DESC</b>	District Environmental Sub-Committee
<b>FGD</b>	Focus Group Discussion
<b>HMIS</b>	Health Management Information System
<b>ICT</b>	Information and Communication Technology
<b>IYCF</b>	Infant and Young Child Feeding
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDHS</b>	Malawi Demographic and Health Survey
<b>MIDCT</b>	Mzimba Institute for Development Communications Trust
<b>MoA</b>	Ministry of Agriculture
<b>NGO</b>	Non-Governmental Organization
<b>NSO</b>	National Statistical Office
<b>SDG</b>	Sustainable Development Goal
<b>SME</b>	Small and Medium Enterprise
<b>ToC</b>	Theory of Change
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>VDC</b>	Village Development Committee
<b>WASH</b>	Water, Sanitation, and Hygiene

## Foreword from the Executive Director



It is with immense pride and deep sense of responsibility that I present the 2026–2030 Strategic Plan for the Mzimba Institute for Development Communications Trust (MIDCT). This document is not merely a plan it is a bold statement of intent, a call to action, and a roadmap for a future where every community member in Mzimba and beyond has equitable access to timely, relevant, and transformative information.

Over the years, our work has revealed a simple but profound truth: communities thrive when they are informed and engaged. When farmers have access to weather forecasts, market prices, and modern agronomic practices, they produce more, earn more, and secure their families' nutrition. When young people are exposed to accurate health, civic, and entrepreneurial information, they make better life choices, avoid harmful practices, and contribute to national development. When women have platforms to share their voices, they lead change, transform households, and strengthen community resilience.

However, we have also witnessed the heavy cost of the communication gap. Lack of reliable channels has slowed progress in health, agriculture, education, environmental management, and local governance. Vital information has often failed to reach those who need it most rural farmers, young girls, local entrepreneurs, and marginalized communities. Decisions that could save lives and transform livelihoods are delayed or missed altogether.

This five-year Strategic Plan is designed to change that reality. It charts a clear path to expand communication platforms, empower local voices, and strengthen partnerships across sectors. It commits MIDCT to becoming a leading development communication hub that not only informs but inspires action, fosters accountability, and creates inclusive spaces where communities co-create solutions to their most pressing challenges.

Our vision is ambitious but achievable, an informed, empowered, and resilient Mzimba where every citizen participates meaningfully in shaping their future. To achieve this, we will continue to harness innovative tools from community radio and theatre to digital media and ICT while strengthening collaboration with government, private sector, academia, and development partners.

This plan also reflects our organizational growth and maturity. We have embedded a sustainability strategy through social enterprise models, ensuring that MIDCT can generate its own resources while creating jobs for local youth. We have also strengthened our monitoring and evaluation framework so that we remain accountable and results-driven.

I therefore invite all stakeholders from policymakers to community members to join us in this journey. Together, we can turn information into empowerment, empowerment into action, and action into a better future for Mzimba and Malawi at large.



**Christopher Melele**  
Executive Director  
Mzimba Institute for Development  
Communications Trust (MIDCT)

## Foreword from the Board of Directors



On behalf of the Board of Directors, it is my privilege and honor to endorse the 2026-2030 Strategic Plan of the Mzimba Institute for Development Communications Trust (MIDCT). This plan represents not only a roadmap for the next five years but also a bold reaffirmation of our commitment to inclusive, participatory, and evidence-driven development communication.

The Board has carefully reviewed this strategic plan to ensure that it reflects the realities on the ground, aligns with Malawi's long-term development vision (Malawi 2063), the Mzimba District Development Plan (2024–2030), and contributes meaningfully to the 2030 Sustainable Development Goals (SDGs). We have ensured that the strategies articulated here are practical, measurable, and responsive to the needs of the people MIDCT serves particularly women, youth, and marginalized groups.

We recognize that the coming five years will be a period of great opportunity and responsibility for Malawi. The national drive towards industrialization, job creation, and human capital development requires organizations like MIDCT to play a catalytic role. Development communication will be central to achieving these aspirations ensuring that communities are informed, engaged, and empowered to participate actively in shaping their future.

The Board is fully committed to providing strong governance, strategic oversight, and accountability mechanisms to steer MIDCT's work. We will ensure that the organization remains compliant with all legal and regulatory requirements, manages resources efficiently, and upholds the highest standards of transparency and integrity. This includes regular monitoring of progress against the strategic objectives and promoting a culture of learning and continuous improvement across all levels of the organization.

This strategic plan is a product of wide consultations with stakeholders from community members and local authorities to development partners and technical experts. It reflects our collective ambition to see Mzimba transformed into a hub of informed citizens, thriving enterprises, sustainable agriculture, and healthy communities.

As a Board, we are inspired by the dedication of the MIDCT management and staff, and we are confident that with the support of our partners, this plan will deliver tangible and lasting results. We call upon all stakeholder's government ministries, donors, private sector, civil society organizations, and the communities themselves to join hands with MIDCT in realizing this shared vision.

Together, we can ensure that development in Mzimba is people-centered, inclusive, and sustainable, leaving no one behind.

*G. K. MVULA*

**Chairperson, Board of Directors  
Mzimba Institute for Development  
Communications Trust (MIDCT)**

## Expanded Executive Summary

This 2026–2030 Strategic Plan represents a bold and forward-looking roadmap for the Mzimba Institute for Development Communications Trust (MIDCT), guiding the organization’s work over the next five years. It articulates a shared vision for empowering the people of Mzimba through participatory, inclusive, and evidence-based communication approaches that place communities at the center of development.

For too long, development efforts in Malawi have been slowed by a persistent communication gap where vital information about health, agriculture, education, governance, and economic opportunities fails to reach those who need it most. This plan directly addresses that challenge by expanding communication platforms, strengthening community engagement mechanisms, and promoting behavior change through innovative strategies such as radio programming, community dialogue, and digital solutions.

Our thematic focus areas are carefully chosen to respond to Mzimba’s most pressing socio-economic needs and to align with **Malawi 2063**, the **District Development Plan (DDP)**, and the **Sustainable Development Goals (SDGs)**. The interconnected nature of these programs reflects MIDCT’s holistic approach:



**Youth and Women Empowerment:** MIDCT will increase opportunities for young people and women to take leadership roles, access economic resources, and become active participants in governance. This will be achieved through leadership training, mentorship programs, entrepreneurship support, and platforms for civic engagement ultimately reducing inequalities and building stronger, more inclusive communities.



**Sustainable Agriculture:** Recognizing that Mzimba’s economy is largely agrarian, this program will introduce climate-smart agricultural techniques, promote irrigation and value addition, and connect farmers to markets. By increasing productivity and profitability, MIDCT will contribute to improved food security and resilience against climate shocks.



**Environmental Conservation:** With growing threats from deforestation, land degradation, and climate change, MIDCT will work with local communities to restore degraded landscapes, promote tree planting, manage waste sustainably, and advocate for renewable energy solutions. This will help safeguard natural resources for future generations.



**Health and Nutrition:** MIDCT will scale up its health communication efforts, targeting key issues such as maternal and child health, WASH (Water, Sanitation, and Hygiene), sexual and reproductive health, and nutrition education. By increasing health literacy, we aim to reduce preventable diseases, lower malnutrition rates, and improve overall community well-being.

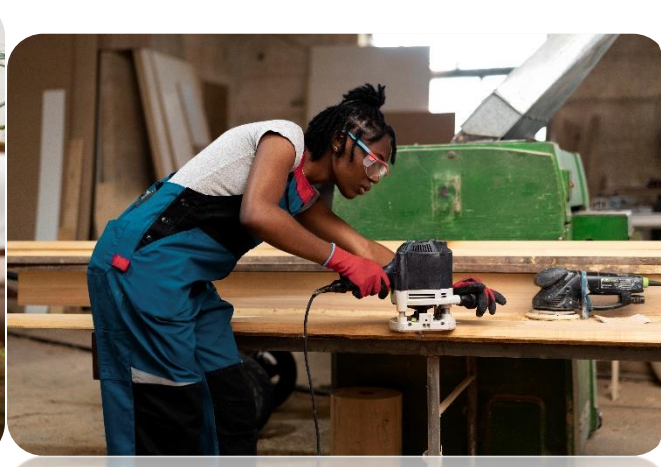


**Education and Lifelong Learning:** This program seeks to strengthen literacy programs, enhance digital skills, and promote quality and inclusive education for children, youth, and adults. It will also address barriers to education for girls and marginalized groups, fostering lifelong learning opportunities.

An important innovation in this plan is the strengthening of MIDCT’s social enterprise model. By developing revenue-generating activities such as media production, ICT training services, and the sale of knowledge products, MIDCT will reduce dependency on donor funding, create youth employment, and ensure financial sustainability.

To ensure focus, accountability, and measurable results, this strategic plan incorporates a visual Theory of Change, a robust Monitoring & Evaluation (M&E) framework, a SWOT analysis, and a PESTL analysis. Together, these tools will guide decision-making, track performance, and facilitate learning for continuous improvement.

Ultimately, this strategic plan is more than a document it is a shared commitment to transforming lives through the power of communication. It provides a clear direction for how MIDCT will partner with government, civil society, private sector, and local communities to deliver tangible, inclusive, and sustainable development outcomes over the next five years.



## Part 1: The Foundation

### 1.0 Background

The Mzimba Institute for Development Communications Trust (MIDCT) is a community-rooted organization dedicated to fostering sustainable development through effective communication strategies. Established in response to the persistent information and participation gaps that have historically hindered socio-economic progress in Mzimba and beyond, MIDCT operates at the intersection of community engagement, knowledge dissemination, and behavior change.

Recognizing that development interventions often fail when communities lack access to timely, accurate, and relevant information, MIDCT employs a multi-faceted approach to bridge these gaps. The organization leverages radio programs to reach broad audiences across both urban and rural areas, ensuring that critical messages about health, agriculture, education, and social welfare reach those who need them most. In addition to mass media, MIDCT facilitates community dialogues and participatory forums, creating spaces where local voices are heard, experiences are shared, and collective solutions to developmental challenges are generated.

Training workshops form another cornerstone of MIDCT's strategy. These workshops target diverse groups, including youth, women, farmers, and community leaders, equipping them with practical skills and knowledge to actively contribute to local development initiatives. Complementing these in-person activities are ICT-based initiatives, which harness technology to expand the reach of information, improve access to learning resources, and promote digital literacy among communities.

Through these integrated platforms radio, dialogue, training, and technology MIDCT not only disseminates knowledge but also fosters behavior change and community empowerment. By connecting people with the information, skills, and networks they need, MIDCT enables Mzimba residents to participate meaningfully in development processes, take informed decisions, and collaboratively build resilient and self-sufficient communities.



## Vision

A well-informed, empowered, and resilient society actively participating in sustainable development.

## Mission

To facilitate participatory communication and community-driven solutions for sustainable socio-economic development.

## Core



### Inclusivity

Ensuring all voices are heard.



### Accountability

Transparent and responsible actions.



### Resilience

Supporting communities to adapt to change



### Innovation

Using creative and ICT-based solutions.



### Collaboration

Building strong partnerships.

## **2.0 Situational Analysis**

### **2.1 Problem Statement, Developmental Communication Gap**

Despite substantial investments in development programs, rural Malawi continues to experience slow progress. A significant factor contributing to this stagnation is the inadequate communication between development actors and the communities they aim to serve. In Mzimba, this communication gap manifests in several key areas:

#### **1. Low Literacy Levels**

Nationally, the adult literacy rate stands at approximately 63.7%, with a notable disparity between genders: 71.2% for males and 55.2% for females. In rural areas, these figures are even lower, with illiteracy rates reaching up to 35.2% among women and 19.4% among men. This low literacy level severely limits individuals' ability to process and act upon written information, such as health advisories, agricultural guidelines, and educational materials.

#### **2. Poor ICT Access**

Internet penetration in rural Malawi is alarmingly low, with only 9.3% of rural residents having access to the internet, compared to 40.7% in urban areas. This digital divide restricts access to online resources, e-learning platforms, and digital health information, thereby hindering the dissemination of vital development content. Moreover, only 14.6% of Malawians use the internet, and many are unaware of its existence.

#### **3. Health Challenges: Child Stunting**

Malawi faces a high prevalence of stunting among children under five, with a national rate of 35.5%. In Mzimba, this rate is approximately 28%, indicating chronic undernutrition. This condition is often exacerbated by inadequate nutrition information and limited access to healthcare services, which are compounded by communication barriers.

#### **4. Agricultural Productivity**

Agricultural yields for staple crops in Mzimba are below national targets. Factors contributing to this include limited access to information on improved seeds, irrigation techniques, and market prices. Additionally, the lack of effective communication channels prevents farmers from receiving timely advice and updates, thereby hindering the adoption of best practices and technologies.

#### **5. Education Barriers**

The completion rate for secondary education in Malawi is low, with only 29% of students finishing secondary school. Girls are disproportionately affected, often dropping out due to early marriages and a lack of female role models. Limited communication about educational opportunities and support mechanisms further exacerbates this issue, reducing female participation in education and subsequent development initiatives.

## 2.2 Consequences of the Communication Gap

The absence of effective communication channels and strategies significantly hampers development progress in Mzimba and similar rural communities. When information does not reach intended beneficiaries in a timely, clear, and accessible manner, communities face multiple interrelated challenges that undermine participation, innovation, and accountability. The key consequences of this communication gap include

### Limited Participation in Governance

Communities that lack access to relevant information about their rights, responsibilities, and government programs are less able to engage in decision-making processes. This limited civic engagement reduces the ability of citizens to hold local authorities accountable, participate in planning and budgeting, or advocate for their needs. As a result, development interventions may not reflect community priorities, and opportunities for inclusive governance are missed.

### Low Adoption of Innovations

New agricultural techniques, health interventions, educational programs, and technology-based solutions often fail to achieve their intended impact when communities are not adequately informed or consulted. Without clear communication, awareness, and guidance, people may be hesitant to adopt innovations, resulting in underutilization of resources, stagnation in productivity, and slower socio-economic progress. For example, climate-smart agriculture or improved nutrition practices may not be widely implemented if farmers and households do not understand their benefits or proper application.

### Weak Accountability Mechanisms

Transparent communication is essential for monitoring and evaluating development programs. When communication channels are inadequate or inaccessible, there is limited feedback from communities on the effectiveness, quality, and fairness of interventions. This gap allows inefficiencies, misuse of resources, and even corruption to persist, as stakeholders including local government, development partners, and implementing organizations cannot effectively track outcomes or respond to community concerns.

Collectively, these consequences perpetuate a cycle of marginalization, limited development impact, and slow progress toward national and global development goals. Addressing the communication gap is therefore not only a matter of information dissemination but a critical pathway for empowering communities, promoting accountability, and ensuring that development initiatives are effective, inclusive, and sustainable.

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## 2.3 SWOT Analysis

The SWOT Analysis provides a structured framework to assess MIDCT’s internal strengths and weaknesses alongside external opportunities and threats in the context of community development in Mzimba. By identifying what the organization does well, areas requiring improvement, potential growth avenues, and external challenges, MIDCT can make informed strategic decisions that maximize impact and sustainability. This analysis serves as a foundation for designing targeted interventions, strengthening partnerships, and ensuring that programs addressing youth empowerment, sustainable agriculture, health, education, and other thematic areas are both effective and resilient in a dynamic development environment.

**Figure 1**



## 2.4 TOWS Matrix

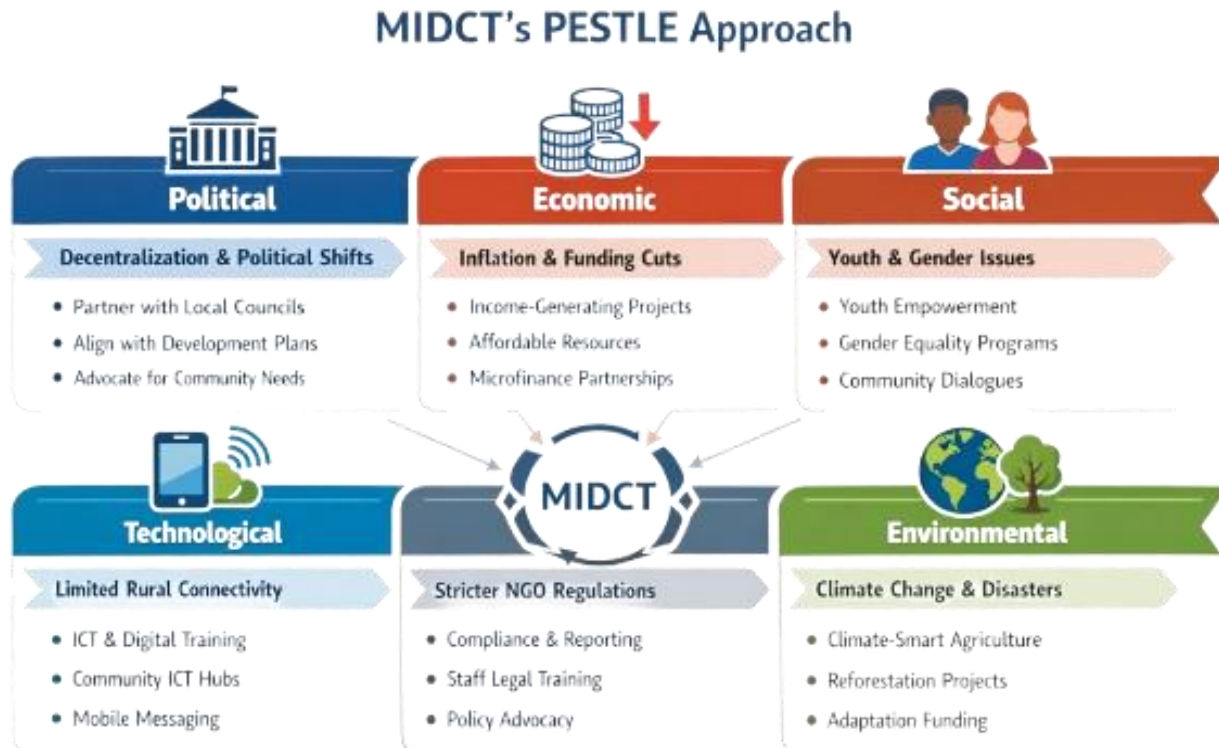
The TOWS Matrix is a strategic tool that builds on MIDCT’s SWOT analysis to translate internal strengths and weaknesses, as well as external opportunities and threats, into actionable strategies. By systematically linking these elements, MIDCT can identify pathways to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate potential threats. This approach allows the organization to develop targeted, context-specific strategies that enhance program effectiveness, ensure sustainable impact in Mzimba communities, and advance MIDCT’s mission of empowering people through participatory development communication.

**Figure 2.**

Strategy Type	Strategic Options (Connecting SWOT Elements)
<b>SO Strategies</b> (Use Strengths to Capitalize on Opportunities)	<ul style="list-style-type: none"> <li>- Leverage skilled staff and trusted community relationships to design youth-focused entrepreneurship and digital literacy programs that utilize mobile technology and e-learning platforms.</li> <li>- Use strategic partnerships to access donor funding for scaling climate-smart agriculture and renewable energy solutions.</li> <li>- Expand community radio programs to meet the growing demand for knowledge on health, agriculture, and education.</li> </ul>
<b>ST Strategies</b> (Use Strengths to Mitigate Threats)	<ul style="list-style-type: none"> <li>- Strengthen collaboration with government and local leaders to ensure policy alignment and continuity despite political changes.</li> <li>- Use existing communication platforms (radio, dialogues) to raise community awareness on climate resilience, disaster preparedness, and sustainable livelihoods.</li> <li>- Engage women and youth in leadership training to counter sociocultural barriers and promote community-driven solutions.</li> </ul>
<b>WO Strategies</b> (Overcome Weaknesses by Using Opportunities)	<ul style="list-style-type: none"> <li>- Secure long-term donor partnerships and diversify funding sources to reduce financial vulnerability and expand geographic coverage beyond Mzimba.</li> <li>- Invest in ICT infrastructure and digital tools (with donor support) to strengthen data management, monitoring, and outreach capacity.</li> <li>- Build internal research and M&amp;E systems to generate evidence for advocacy and resource mobilization.</li> </ul>
<b>WT Strategies</b> (Minimize Weaknesses and Avoid Threats)	<ul style="list-style-type: none"> <li>- Develop a financial sustainability plan including income generating activities to cushion against donor volatility.</li> <li>- Explore partnerships with private sector ICT providers to improve digital infrastructure in underserved areas.</li> <li>- Gradually expand staff capacity and volunteer networks to ensure broader program coverage without overstretching resources.</li> <li>- Introduce community advocacy campaigns to reduce harmful cultural practices (e.g., early marriages) that undermine education and empowerment programs.</li> </ul>

## 2.5 PESTLE Analysis

The PESTLE Analysis provides a comprehensive overview of the external environment in which the Mzimba Institute for Development Communications Trust (MIDCT) operates. By examining the **Political, Economic, Social, Technological, Legal, and Environmental** factors influencing development communication, MIDCT is able to anticipate risks, leverage emerging opportunities, and adapt its strategies for maximum impact. This analysis is crucial for aligning MIDCT's programs with Malawi's national priorities, including the **Malawi 2063 vision** and the **Sustainable Development Goals (SDGs)**. It enables MIDCT to remain responsive to shifting policy landscapes, economic trends, social dynamics, and technological changes while safeguarding its mission to empower communities through participatory communication.

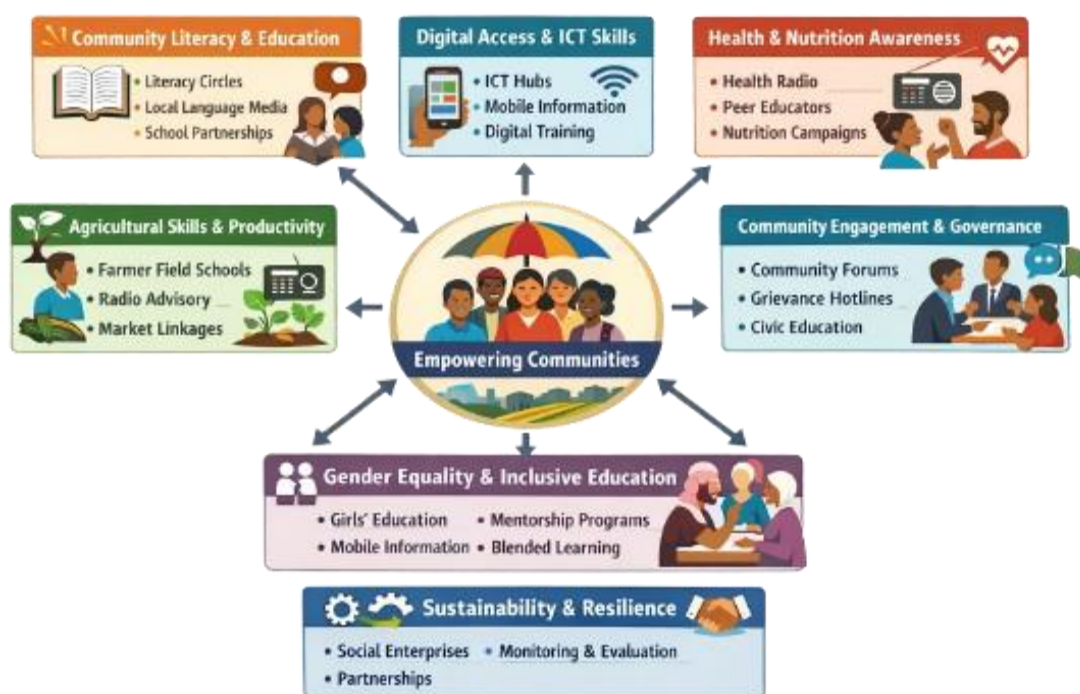


# Part 2: The Strategic Response

## 3.0 Our Solution: Communication-Centered Development Approach

To address the developmental communication gap in Mzimba or Malawi, MIDCT proposes a comprehensive, multi-channel communication-centered approach that goes beyond information dissemination to foster meaningful engagement, behavioral change, and community-led action. The solution targets the five key problem areas identified in the problem statement low literacy, poor ICT access, health challenges, low agricultural productivity, and education barriers through integrated strategies that promote access, participation, and accountability.

### The Strategic Response





#### 4.0 Expected Outcomes from the Solution

By implementing this solution, MIDCT expects to achieve the following by 2030:

No.	Outcome
Outcome 1	<b>Increased Literacy and Information Access:</b> At least 70% of target communities actively engaging with development messages through radio, digital platforms, and literacy programs.
Outcome 2	<b>Bridged Digital Divide:</b> Improved ICT access for rural populations, with 60% of target households receiving real-time development information via mobile platforms.
Outcome 3	<b>Improved Health and Nutrition Indicators:</b> Reduction in child stunting rates from 28% to below 20%, and increased uptake of preventive health measures.
Outcome 4	<b>Boosted Agricultural Productivity:</b> At least 60% of farmers adopting climate-smart practices and accessing profitable markets.
Outcome 5	<b>Higher Education Completion Rates:</b> Increased secondary school completion rates for girls to at least 50% in targeted communities.
Outcome 6	<b>Stronger Governance Participation:</b> Communities actively participating in planning, budgeting, and monitoring of local development initiatives.

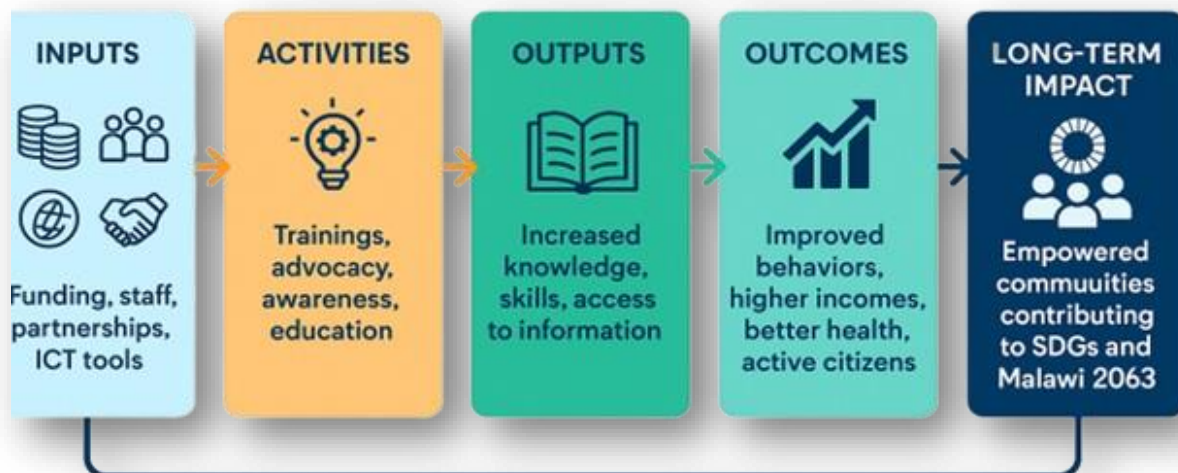
This holistic solution ensures that communication is not an afterthought but the central driver of development, empowering communities to access, understand, and act upon vital information, thus accelerating progress toward Malawi 2063 and the Sustainable Development Goal.



## 5.0 Theory of Change

The Theory of Change (ToC) provides a clear and structured framework illustrating how MIDCT's activities and interventions are expected to lead to long-term impact in Mzimba communities. It identifies the linkages between inputs, activities, outputs, outcomes, and the ultimate societal changes the organization seeks to achieve, emphasizing the assumptions and pathways that guide program design and implementation. The visual overview of the ToC allows stakeholders, partners, and community members to understand how MIDCT's initiatives ranging from youth and women empowerment to sustainable agriculture, health, and education collectively contribute to strengthened community capacity, improved livelihoods, and inclusive, sustainable development.

## THEORY OF CHANGE



## 6.0 Strategic Objectives

The Strategic Objectives for MIDCT's 5-Year Strategic Plan (2026–2030) provide a clear roadmap for advancing the organization's mission of empowering communities through participatory communication and inclusive development.

These objectives are designed to address the root causes of the developmental communication gap while unlocking opportunities for social, economic, and environmental transformation in Mzimba. Each objective is aligned with Malawi's Vision 2063, the Mzimba District Development Plan (2024–2030), and the United Nations Sustainable Development Goals (SDGs), ensuring that MIDCT's efforts contribute to both local priorities and global commitments.

By focusing on access to information, youth and women empowerment, climate-smart agriculture, health literacy, education, and institutional sustainability, MIDCT aims to create a lasting impact that improves livelihoods, strengthens community resilience, and promotes equitable growth over the next five years.



# Part 3: Programmatic Approach

## 7.0 Programs & Strategic Alignment

MIDCT’s programs are intentionally designed to respond to the pressing needs of Mzimba communities while aligning with national and global development priorities. Each program is anchored in MIDCT’s mission of bridging the communication gap and empowering communities through participatory approaches. The organization’s thematic areas youth and women empowerment, climate-smart agriculture, health and nutrition, education, environment, and governance are strategically linked to the pillars of Malawi’s Vision 2063, the Mzimba District Development Plan (2024–2030), and the United Nations Sustainable Development Goals (SDGs).

This strategic alignment ensures that MIDCT’s interventions are not only locally relevant but also contribute to long-term, transformative development outcomes at the national and global level. By integrating communication and community engagement into every program, MIDCT





## Part 4: Operationalizing the Strategy

### 8.0 Growth and Sustainability Plan

MIDCT's Growth and Sustainability Plan outlines a comprehensive roadmap for expanding organizational impact, strengthening institutional capacity, and ensuring long-term financial, operational, and programmatic sustainability over the next five years. Recognizing the evolving development landscape in Mzimba and Malawi at large, this plan emphasizes strategic growth, innovation, and resilience, ensuring that all programs are impactful, inclusive, and scalable. The plan is anchored in five strategic pillars that guide resource mobilization, partnership development, capacity enhancement, and program scalability, while embedding sustainability principles into every aspect of our operations.

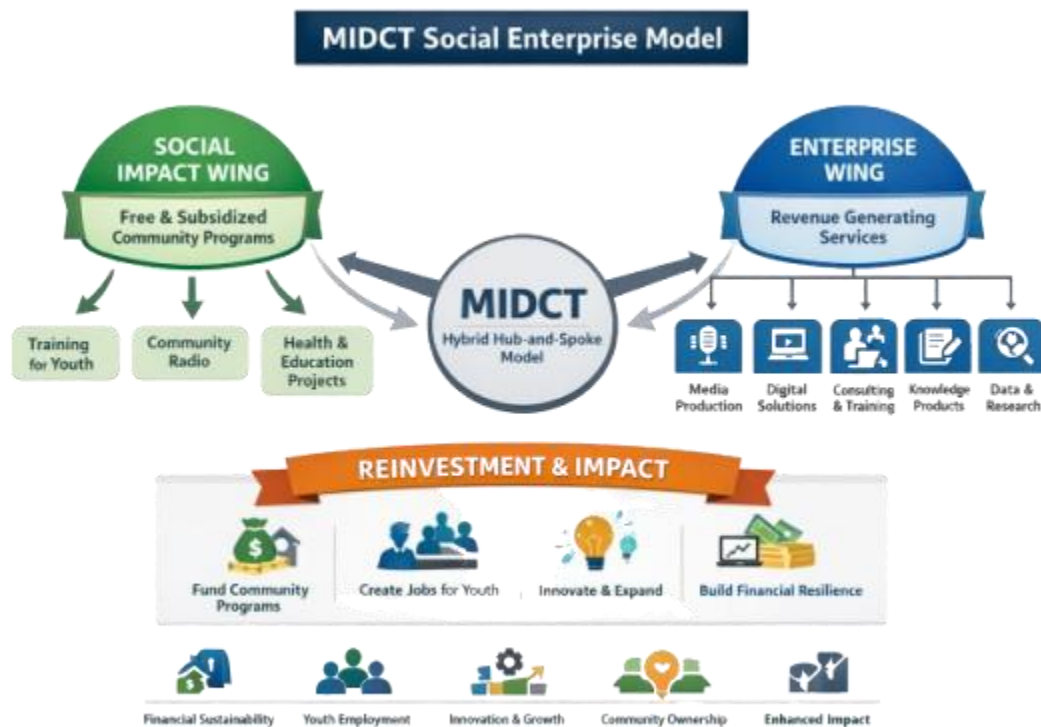




## 8.2 Social Enterprise Model

MIDCT’s social enterprise model is designed as a hybrid “hub-and-spoke” system that balances social impact with financial sustainability. At its core, MIDCT operates two complementary streams: the Social Impact Wing (delivering free or subsidized community programs) and the Enterprise Wing (offering high-quality, paid services to clients). Revenue generated from enterprise activities is reinvested into community programs, covering operational costs, funding program expansion, and creating a pathway for job creation especially for youth trained under MIDCT initiatives. This model ensures that MIDCT remains resilient, less donor-dependent, and capable of scaling innovation while delivering measurable impact.

### MIDCT Social Enterprise Model



### 8.3 Communication and Visibility Strategy

Communication and visibility are critical enablers for MIDCT to achieve its mission of empowering communities through participatory development communication. By strategically managing how the organization shares information about its programs, achievements, and impact, MIDCT will strengthen stakeholder engagement, build credibility, and attract resources to support sustainable growth. The strategy will focus on internal, external, and digital communication, ensuring transparency, learning, and advocacy are embedded in all activities.



## 9.0 Strategic Implementation and Evaluation Plan

The Strategic Implementation and Evaluation Plan outlines how MIDCT will operationalize its 5-Year Strategic Plan to achieve its mission of empowering Mzimba communities through participatory development communication. This plan provides a clear roadmap for translating strategic priorities into actionable activities, assigning responsibilities, setting timelines, and defining measurable indicators of success. Equally important, it establishes a robust monitoring, evaluation, and learning (MEL) framework to track progress, assess program effectiveness, and ensure accountability. By systematically linking strategy to action and embedding evaluation mechanisms, MIDCT will enhance organizational performance, optimize resource utilization, and ensure that programs deliver tangible, sustainable impact over the next five years.

**Table 2**

Strategic Pillar	Key Activities	Responsible Parties	Timeline	Key Performance Indicators (KPIs)	Evaluation Methods
<b>Programmatic Excellence &amp; Innovation</b>	<ul style="list-style-type: none"> <li>- Design and pilot innovative interventions (e.g., ICT-based life skills programs)</li> <li>- Conduct annual program reviews</li> <li>- Integrate participatory methods in program delivery</li> </ul>	Program Managers, MEL Team  Communications Team	2026–2030	<ul style="list-style-type: none"> <li>- Number of programs adopting innovative approaches</li> <li>- Percentage of programs evaluated and improved annually</li> <li>- Beneficiary satisfaction rate</li> </ul>	<ul style="list-style-type: none"> <li>- Annual program evaluations</li> <li>- Beneficiary surveys</li> <li>- Case studies of innovation</li> </ul>
<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>- Develop diversified fundraising strategy</li> <li>- Establish income-generating initiatives</li> <li>- Maintain financial reserves</li> </ul>	Finance Manager, Executive Director  Programs Manager	2026–2030	<ul style="list-style-type: none"> <li>- Number of diversified funding sources secured</li> <li>- Annual revenue from internal initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly financial reports</li> <li>- Annual audits-Donor and partner feedback</li> </ul>

				- Financial reserve coverage (months of operation)	
<b>Strategic Partnerships &amp; Collaboration</b>	<ul style="list-style-type: none"> <li>- Build alliances with government, private sector, academia, and NGOs</li> <li>- Joint planning and monitoring with partners</li> <li>- Organize stakeholder forums</li> </ul>	Executive Director, Programs Manager	2026–2030	<ul style="list-style-type: none"> <li>- Number of active partnerships</li> <li>- Frequency of joint initiatives- Stakeholder satisfaction and engagement levels</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership review reports- Stakeholder surveys</li> <li>- Meeting minutes and action trackers</li> </ul>
<b>Institutional Capacity &amp; Human Resource Development</b>	<ul style="list-style-type: none"> <li>- Staff training and mentorship programs</li> <li>- Strengthen MEL systems</li> <li>- Improve governance structures</li> </ul>	HR Manager, MEL Team, Board of Directors	2026–2030	<ul style="list-style-type: none"> <li>- Percentage of staff trained annually</li> <li>- Number of MEL reports produced on time</li> <li>- Compliance with governance standards</li> </ul>	<ul style="list-style-type: none"> <li>- Training records and evaluation</li> <li>- MEL system audits</li> <li>- Governance review assessments</li> </ul>
<b>Community Engagement &amp; Ownership</b>	<ul style="list-style-type: none"> <li>- Establish community advisory boards</li> <li>- Conduct participatory program design workshops</li> <li>- Support local leadership initiatives</li> </ul>	Community Liaison Officer, Program Teams	2026–2030	<ul style="list-style-type: none"> <li>- Number of community advisory boards functional</li> <li>- Percentage of programs with active community input</li> </ul>	<ul style="list-style-type: none"> <li>- Community feedback sessions</li> <li>- Program participatory evaluation reports</li> </ul>

				- Level of community-led initiatives	- Case studies of local leadership impact
<b>Monitoring, Evaluation, and Learning (MEL)</b>	- Develop comprehensive MEL framework- Conduct baseline, midline, and endline evaluations- Document lessons learned and best practices	MEL Team, Program Manager	2026–2030	- MEL framework developed and operational- Number of evaluations completed on schedule- Lessons documented and applied	- Baseline, midline, and endline surveys - MEL reports - Learning dissemination workshops
<b>Risk Management &amp; Resilience</b>	- Identify potential risks - Develop mitigation strategies - Conduct periodic risk assessments	Executive Director, MEL Team Programs Manager	2026–2030	- Number of risk assessments conducted annually - Risk mitigation plans developed and implemented - Organizational resilience indicators	- Risk assessment reports - Incident tracking logs - Review of mitigation effectiveness
<b>Communication &amp; Visibility (Cross-Cutting)</b>	- Develop and maintain multi-channel communication platforms (radio, social media, newsletters) - Publicize program achievements, partnerships, and impact stories	Communications Team, Officer, Executive Director, Program Managers	2026–2030	- Number of communication campaigns executed annually - Media coverage and social media engagement metrics - Stakeholder awareness and perception surveys	- Media monitoring reports - Website and social media analytics - Stakeholder feedback surveys

- Promote MIDCT as a  
thought leader in  
development  
communication

# Annexes

## 16. Annex 1: Stakeholders & Roles

Effective development initiatives require active collaboration among diverse stakeholders who contribute resources, knowledge, legitimacy, and access to communities. At MIDCT, we recognize that sustainable impact in Mzimba depends on meaningful partnerships with government institutions, development partners, community leaders, youth, women, private sector actors, and academic institutions. This annex outlines key stakeholders, their roles, and how MIDCT engages each group to maximize the reach and effectiveness of our programs. By strategically engaging these stakeholders, MIDCT ensures programs are contextually relevant, inclusive, and sustainable.

**Table 3**

Stakeholder	Role	Engagement Approach & Examples
<b>Local Government</b>	Policy support, coordination	MIDCT collaborates with local government offices such as the District Commissioner, District Planning Office, and Ministry of Youth and Community Development to align programs with local development priorities. Engagement includes regular planning meetings, joint monitoring visits, and inclusion of government representatives in program steering committees. For example, in our Sustainable Agriculture program, we work closely with the Department of Agriculture to integrate climate-smart practices into community training.
<b>Development Partners</b>	Funding, technical assistance	MIDCT engages development partners including UNDP, UNICEF, World Bank-funded initiatives, and local NGOs to secure funding, technical expertise, and capacity-building support. Engagement strategies include proposal submissions, joint program design, and quarterly review meetings. For instance, our Youth & Women Empowerment initiatives have been strengthened through technical mentorship from organizations like Plan International.
<b>Community Leaders</b>	Mobilization, cultural legitimacy	Traditional authorities, religious leaders, and village heads are key for mobilizing community members and ensuring cultural sensitivity. MIDCT engages them through consultative meetings, community dialogues, and involving them in program co-creation. Example: In health campaigns, chiefs have championed vaccination drives and nutrition programs, increasing community uptake.

<b>Youth &amp; Women</b>	Beneficiaries, co-creators	Youth and women are central to MIDCT programs as active participants and idea generators. Engagement approaches include participatory workshops, peer mentorship, focus groups, and leadership training. Example: In our football-based life skills programs, young people help design activities that address both personal development and social issues.
<b>Private Sector</b>	Market linkages, CSR collaboration	MIDCT collaborates with local and national businesses to facilitate economic opportunities, corporate social responsibility (CSR) projects, and access to markets. Engagement includes partnership agreements, joint events, and internships. Example: Partnering with agro-processors and input suppliers to connect women farmers with markets and value chains.
<b>Academic Institutions</b>	Research support, training	Universities and research institutions such as Mzuzu University provide technical expertise, conduct research, and offer training opportunities. MIDCT engages them through internships, joint research projects, and knowledge-sharing workshops. Example: Collaborating with Mzuzu University on ICT-based initiatives and impact assessments for our community radio programs.

## 17. Annex 2: Monitoring & Evaluation (M&E) Framework

The M&E Framework provides a structured approach to measure the performance, outcomes, and impact of MIDCT programs. It ensures that data is systematically collected, analyzed, and used to inform decision-making, improve program delivery, and demonstrate results to stakeholders. This framework combines both quantitative and qualitative indicators, integrates community participation, and aligns with SDG reporting and Malawi 2063 targets.

**Table 3**

Program Objective	Area / Key Performance Indicators (KPIs)	Baseline (2025)	Target (2030)	Means of Verification	Frequency	Responsible Person
<b>Youth &amp; Women Empowerment</b> <b>Increase youth employability, entrepreneurship, and women's participation in leadership and decision-making.</b>	% of youth trained who secure employment, internships, or start businesses.  - 80 of women holding leadership positions (VDC/ADC, school committees, cooperatives).	Youth employment: 24% (NSO, 2023) Women in leadership: 18%	Youth employment $\geq$ 50%  Women in leadership $\geq$ 40% $\geq$ 60% participation in forums	- Training attendance records.  - Tracer surveys and FGDs.  - Employment and cooperative membership data.	Bi-annual (progress reviews), Annual (impact assessment)	Program Manager & M&E Officer

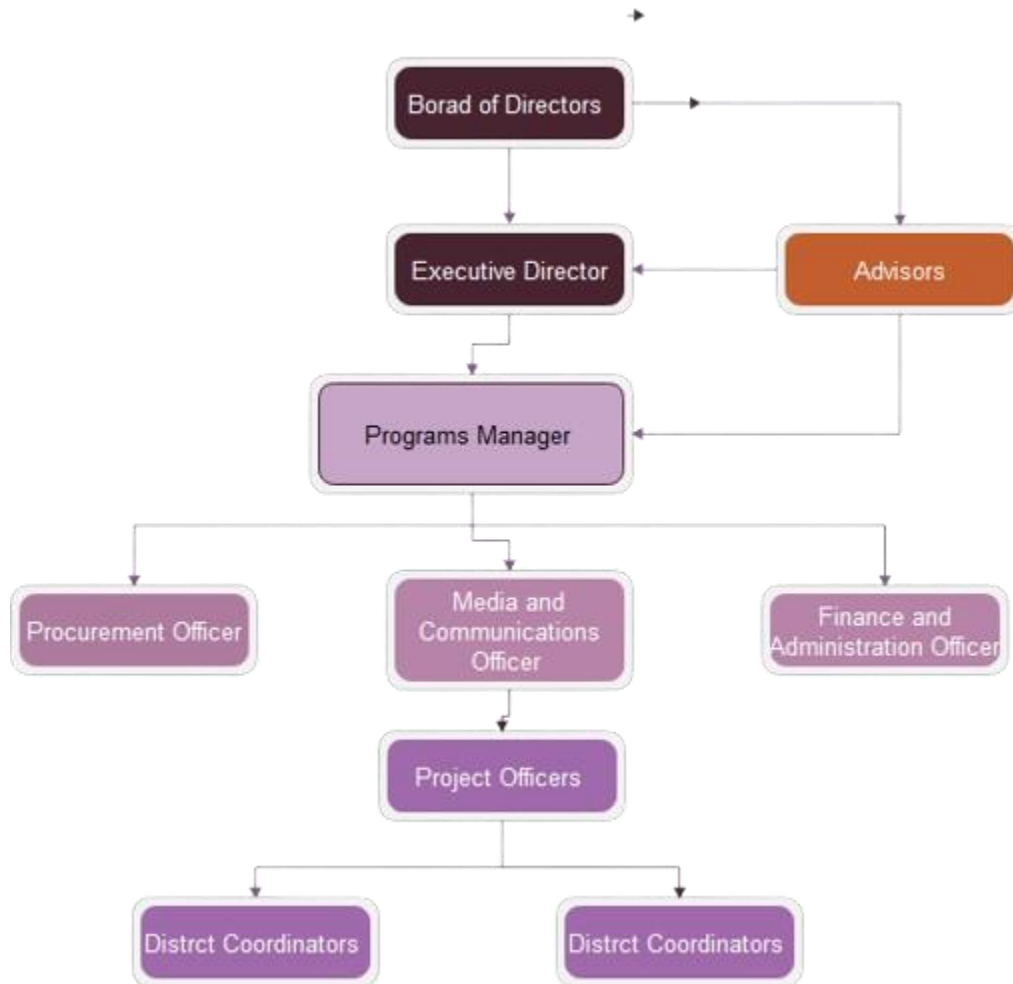
	<ul style="list-style-type: none"> <li>- % of youth and women participating in civic engagement forums.</li> <li>- Increase in average household income of program beneficiaries.</li> </ul>			<ul style="list-style-type: none"> <li>- Local governance records.</li> </ul>		
<p><b>Sustainable Agriculture Improve productivity and commercialization of smallholder farming using climate-smart techniques.</b></p>	<ul style="list-style-type: none"> <li>- % of farmers adopting CSA practices (irrigation, composting, agroforestry).</li> <li>- Average yield per hectare for maize, groundnuts, beans.</li> <li>- % of farmers accessing</li> </ul>	<p>CSA adoption: &lt;20%Maize yield: ~2.0 MT/ha</p>	<p>CSA adoption ≥ 60%Yield ≥ 3.5 MT/ha≥ 70% farmers linked to markets</p>	<ul style="list-style-type: none"> <li>- Baseline &amp; endline surveys.</li> <li>- Field demonstration records.</li> <li>- Market data from cooperatives.</li> </ul>	<p>Annual (aligned with harvest season), Mid-year monitoring</p>	<p>Agriculture Officer &amp; MoA Extension Workers</p>

	<p>markets through cooperatives.</p> <p>- % reduction in post-harvest losses.</p>			<p>- Post-harvest loss assessments.</p>		
<p><b>Environment Promote sustainable natural resource management and climate resilience.</b></p>	<p>- Tree survival rate after 12 months.</p> <p>- #of community-led waste management initiatives established.</p> <p>- % reduction in open deforestation hotspots.</p> <p>- # of households adopting renewable energy solutions</p>	<p>Tree survival rate: 45%</p> <p>Waste initiatives: &lt;5 active</p>	<p>Tree survival ≥ 70% ≥ 15 community waste initiatives ≥ 30% increase in renewable energy adoption</p>	<p>- Tree inventory &amp; GIS mapping reports.</p> <p>- Site visits &amp; photographic evidence.</p> <p>- Community project registers.</p>	<p>Bi-annual (rainy &amp; dry season assessments)</p>	<p>Environment Officer &amp; DESC (District Environmental Sub-Committee)</p>

	(solar stoves, cookstoves).					
<b>Health &amp; Nutrition Improve maternal, child health, nutrition, and WASH outcomes.</b>	<ul style="list-style-type: none"> <li>- % reduction in stunting rates among children under five.</li> <li>- % of households with access to improved sanitation &amp; handwashing stations.</li> <li>- % of caregivers with correct IYCF (infant and young child feeding) knowledge.</li> <li>- # of active community health clubs.</li> </ul>	<p>Stunting: 28% (MDHS, 2021)</p> <p>Improved WASH coverage: 54%</p>	<p>Stunting <math>\leq</math> 20%</p> <p>WASH coverage <math>\geq</math> 80%</p> <p><math>\geq</math> 75% caregivers with correct IYCF knowledge</p>	<ul style="list-style-type: none"> <li>- District HMIS data.</li> <li>- Nutrition and KAP surveys.</li> <li>- Health club records &amp; session reports.</li> </ul>	<p>Quarterly (health promotion monitoring), Annual (impact review)</p>	<p>Health Officer &amp; HSAs</p>

<p><b>Education Strengthen literacy, school completion, and digital learning adoption.</b></p>	<ul style="list-style-type: none"> <li>- Change in literacy rates (adult and school-aged children).</li> <li>- Girls' secondary school retention rate.</li> <li>- % of schools using digital learning tools.</li> <li>- # of adults completing functional literacy classes.</li> </ul>	<p>Adult literacy: 68% Girls' completion rate: 29%</p>	<p>Literacy <math>\geq</math> 80% Girls' completion rate <math>\geq</math> 50% <math>\geq</math> 70% schools using digital tools</p>	<ul style="list-style-type: none"> <li>- Ministry of Education EMIS data.</li> <li>- School records &amp; dropout statistics.</li> <li>- Digital learning usage analytics.</li> <li>- Adult literacy class registers.</li> </ul>	<p>Annual (aligned with school calendar), Mid-year progress review</p>	<p>Education Officer &amp; Community Literacy Facilitators</p>
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## 18. Annex 3: Organization Structure



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