



ENABLING A THRIVING ECOSYSTEM FOR INDIVIDUALS AND COMMUNITIES TO BECOME SELF RELIANT

► Strategic Plan 2024-2029

Table of contents

ABBREVIATIONS AND ACRONYMS	1
FOREWORD- FROM OUR FOUNDER	2
FOREWORD- FROM OUR BOARD CHAIRPERSON	3
EXECUTIVE SUMMARY	3
1.0 BACKGROUND	
1.1 About Emerge Livelihoods	4
Key achievements and progress	5
Organisation transition in 2024	6
2.0 Emerge Livelihoods strategic plan	
2.1 Situational analysis	7
SWOT analysis	
PESTEL analysis	
2.4 Strategic issues and recommendations	10
Our mission and vision, values	11
3.0 Problem statement	12
4.0 Our transformative solutions	14
4.1 Our core business	
Our community	
Our theory of change	15
4.5 Our strategic objectives	16
Alignment with the UN SDGs, AU Agenda 2063, Malawi 2063	17
5.0 Our growth and sustainability plan	18
6.0 Strategic pillars	19
7.0 Strategic plan implementation	25
Identification of quick wins	
Strategic plan monitoring and evaluation	
Strategic plan implementation team	
8.0 Strategic implementation and evaluation plan	27
9.0 Our governance structure	33
Organisation structure	
ANNEX	
Logical Framework	
Stakeholder engagement list	



ABBREVIATIONS AND ACRONYMS

AU	African Union
CSR	Corporate Social Responsibility
E-Hub	Entrepreneur Hub
ESOs	Enterprise Support Organisations
GIZ	Deutsche Gesellschaft Für Internationale Zusammenarbeit
ICT	Information and Communication Technology
IGA	Income Generating Activity
KPI	Key Performance Indicator
MILE	Media and ICT Literacy Education
MSMEs	Micro, Small and Medium Enterprises
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVETA	Technical, Entrepreneurial, Vocational and Education Training Authority
UN	United Nations
UNDP	United Nations Development Programme





Foreword from our Founder

How can we create meaningful change whilst creating an enabling environment for individuals and communities to attain their greatest potential and self-reliance? This has been a big question the vision of Emerge Livelihoods has been inspired by and lies at the core of our strategy. As we provide responses to why the big shift in this five-year strategic plan, we are fully aware of the evolving landscape, new opportunities and lessons learnt and believe we are not beginning this journey out of ignorance – rather with a ton of experience. More than a strategic plan – this is our pathway to where we would like to be in 2029 – adapting innovation and flexibility to adjust across the journey running through 2024-2029.

This strategy builds on the strong foundation under the Mzuzu E-Hub established in 2017 with key achievements from the past 5 years (2017-2023) including implementation of locally led solutions through our FLAGSHIP PROGRAMS known as Bizcubation and Media and ICT Literacy Education (MILE), global recognition as a key contributor towards sustainable entrepreneurship and digital transformation, strong community engagement, collaboration and partnerships and strengthened communities through infrastructure development. A notable highlight has been the positive energy our community has served demonstrating what investing in human capital development and enterprise development can do towards transforming livelihoods and landscapes.

It is most pleasing to collaborate and engage with our communities and encounter how a small contribution can translate into **MEANINGFUL IMPACT**—half of it being less of money rather in the sense of community and how individuals connect with individuals. Or businesses connecting with businesses. A network of networks. All these influencing others to strive for better lives across their communities.

As we progress, this strategy intends to drive meaningful change within Emerge Livelihoods through an ecosystem led approach focusing on five strategic pillars strongly driven by community needs and priorities whilst remaining committed towards our historical background as a home for solutions derived by our communities towards amplifying self-reliance and quality of life amongst individuals.

The strategy showcases our commitment towards working with key stakeholders and communities to create meaningful change in Emerge Livelihoods work. We are very excited to collaborate and get the change we deserve!

Wangiwe Joanna Kambuzi
Founder and Managing Director
Emerge Livelihoods



Foreword

from our Board of Directors

On behalf of Emerge Livelihoods, I would like to extend my sincere gratitude to all partners, stakeholders and the community on the endless support rendered to the organisation during the development of the 2024-2029 Strategic Plan. It is through this extensive consultations and comprehensive feedback from partners and stakeholders and through participatory review of the predecessor plan that resulted in the identification of key issues to focus on in the next five years. We are set to expand our vision and impact across Malawi and beyond building on our success in fostering socio-economic growth through technology, inclusivity, innovation and collaboration. The plan is a blueprint of what Emerge Livelihoods commits to achieving during the stated period building on its predecessor plan. The Board shall as always call upon all partners to contribute to the actualization of the strategic goals outlined in the plan.

Emerge Livelihoods believes that providing the right motivation to this population can contribute to the development of sustainable approaches, transformative solutions and driving positive social change towards the realization of the Malawi 2063 Agenda. Championing national, regional and global approaches through the process of localization showcases our commitment in supporting self-reliance and thriving communities.

As Emerge Livelihoods working in the development space focused on advancing entrepreneurship, innovation and technology, we are encouraged with the incoming Digital Innovation and Entrepreneurship Bill introduced by the Malawi Communications Regulatory Authority (MACRA) and MSME act launched by Ministry of Trade and Industry. Our mission is a testament towards supporting such initiatives that provide an enabling environment for socio-economic and gender inclusion across our service to communities.

This is not just a document; it is a roadmap designed to achieve an enabling environment with a deep commitment to the communities that we serve. As we emerge on this journey that will lead to individual and community self-reliance, we look forward to having you by our side and we extend a call to everyone to support our noble cause to emerge and thrive.

Emerge Livelihoods Board is therefore pleased to endorse this Strategic Plan as a blueprint of what the organisations intends to execute and achieve in the next five years from 2024-2029.

Julius Ng'oma
Board Chairperson
Emerge Livelihoods



EXECUTIVE SUMMARY

Emerge Livelihoods (formerly known as the Mzuzu Entrepreneur Hub) is a social enterprise fostering socio-economic growth for communities through transformative solutions that leverage technology, promote inclusivity and collaboration. The core business is set within a broader vision of championing a thriving ecosystem that amplifies self-reliance of individuals and communities across Malawi and beyond contributing towards the Malawi 2063 agenda which aims at transforming Malawi into a wealthy and self-reliant industrialized 'upper- middle-income country' by the year 2063 and the African Union agenda 2063

supports the United Nations (UN) Sustainable Development Goals seeking to end poverty and hunger, gender equality, environmental protection and natural resources conservation. Our mission is to foster social economic growth for communities through transformative solutions leveraging technology and innovation, promoting inclusivity and collaboration.

Hitherto, the organisation developed and implemented locally led solutions that benefitted children, youth, women and communities to embrace entrepreneurship and adopt technology for improved and sustainable livelihoods. Consequently, the organisation was recognized across diverse continental and global platforms as a key contributor towards sustainable entrepreneurship through enterprise development solutions and promotion of innovation across communities in Malawi. Along with existing local community structures, the organisation grew community reach across the majority of districts in Malawi and facilitated ecosystem engagement platforms. The organisation also established rapport with various development partners.

organisations through provision of infrastructure and capacity to adopt technology and innovation across their community interventions.

The strategic plan provides a high-level analysis of what has been identified as key strengths and weaknesses as well as the external opportunities and threats affecting its core business. Alongside the organisational internal assessment, an analysis of the external environment in which the organization operates was conducted in order to learn and reflect on the viability of diverse solutions that will serve a wider range of communities, locally and regionally. The organisation and community members identified key strategic issues to be addressed in the new strategic plan including adopting a broader mission and vision that reflects on the organisation's growth beyond Mzuzu and Northern Malawi, establishing revenue-generating approaches to reduce over-reliance on donor funding and ensure financial sustainability by developing strategies to extend the organisation's services beyond Mzuzu to other parts of Malawi and beyond, and changing the name and identity from Mzuzu E-Hub to **Emerge Livelihoods**.

The organisation has five key priority areas or pillars in which it must win over the next 5 years. They include: Program and Service Diversification; Investment and Sustainability; Organisation Development; Infrastructure Development; and Branding and Visibility. From the pillars, specific goals, objectives and activities were developed as well as responsibilities for the same. Finally, the strategic plan presents an implementation and monitoring matrix.



1.0 BACKGROUND

1.1 About Emerge Livelihoods

Emerge Livelihoods is a social enterprise fostering socio-economic growth for communities through transformative solutions that leverage technology, promote inclusivity and collaboration. Since inception and operation, the organisation has invested in youth and women led small and medium enterprises benefiting from enterprise development support solutions including co-working and meeting facilities, business incubation, acceleration and investment support; children, young men and women, and the elderly community benefiting from digital inclusion initiatives including digital skills training and job placements, awareness and sensitization, access to digital technology tools and resources; diverse communities and institutions benefiting from ecosystem engagement and innovation events.

The core business at Emerge Livelihoods is set within the broader vision of championing a thriving ecosystem that amplifies self-reliance of individuals and communities across Malawi and beyond contributing towards the Malawi 2063 agenda which aims at transforming Malawi into a wealthy and self-reliant industrialized 'upper-middle-income country' by the year 2063, the African Union agenda 2063 promoting a prosperous Africa based on inclusive growth and sustainable development, and the United Nations (UN) Sustainable Development Goals seeking to end poverty and hunger, gender equality, environmental protection and natural resources conservation.

Emerge Livelihoods was registered in 2017 (as Mzuzu E-Hub) and re-registered as Emerge Livelihoods in September 2024 as a non-profit organisation (Company Limited by Guarantee). Emerge Livelihoods' inspiration emerged from the need to rise above the status quo, growing networks and collaborations designed to shift the power for local communities to benefit from a well enabled and supportive ecosystem.

In the 2018-2023 strategic plan, the organisation identified a program and service structure as a key organisational priority. The goal was establishing a successful co-working space/business incubator to ensure proper structures are in place.

Excerpt on the goal 1: Development of program structure

In 2019, Emerge Livelihoods launched two flagship programs known as Bizcubation, a six months' business incubation program empowering emerging enterprises to transition from idea to life and the Media and ICT Literacy Education (MILE) enhancing children, young men and women, local institutions participation in the digital economy. These two solutions supported the vision and mission towards amplifying socio-economic growth of individuals and communities targeting rural and urban communities.

Overall, local Small and Medium Enterprises (SMEs), individuals and organisations are involved in the organisation's portfolio due to the diversity in the service offering especially in economic empowerment, education and digital inclusion, common values and purpose across diverse contexts. Together, the organisation seeks a balance in ensuring transformation of livelihoods and surrounding environment -while also weaving a rich network of connections, collective action across communities and systematic change across the entrepreneurship and innovation ecosystem among local-continental-global levels.

Box 1: Excerpt on the goal 1



1.2 Key Achievements and Progress (2017-2023)

The organisation's key achievements are necessarily collective in nature as this involves the ecosystem at large in various ways.

The collective reflection process undertaken highlighted the following top five achievements since the organisation's establishment:

Flagship Programs: The organisation developed and implemented locally led solutions including the Bizcubation and Media and ICT Literacy Education (MILE) programs benefiting children, youth, women and communities to embrace entrepreneurship and adopt technology for improved and sustainable livelihoods.

Global and Continental Recognition: The organisation was recognized across diverse continental and global platforms as a key contributor towards sustainable entrepreneurship through enterprise development solutions and promotion of innovation across communities in Malawi.

Community Engagement: Along with existing local community structures, the organisation grew our community reach across the majority of districts in Malawi and the organisation facilitated ecosystem engagement platforms including the Tech Talk Partner Forum, MalawiUP! Startup Connect Week and AfriLabs Malawi City Meet Up, bringing together industry leaders across the ecosystem towards co-creation on emerging issues and priorities.

Collaboration and Partnerships: The organisation collectively established rapport with development partners including Segal Family Foundation, Save the Children International, UNDP, European Union in Malawi, World Bank, Malawi Government through the Public Private Partnership Commission and TEVETA, Lenovo Foundation, AfriLabs, World University Service of Canada and GIZ.

Strengthened communities: Through the establishment of community hubs, the organisation empowered and inspired local community organisations through provision of infrastructure and capacity to adopt technology and innovation across their community interventions.

Overall, during the previous strategic planning period, the organisation stood out due to its strategic headquarters in the growing city of Mzuzu, a focus on international best practices, and its youth-centric staffing approach. The organisation offered graduation programs and services fostering sustainable entrepreneurship and skills development, including business incubation, entrepreneurship education, financial literacy, and technology skills transfer. Compared to other Enterprise Support Organisations (ESOs) in Malawi, it was the only incubator and innovation space in the Northern Region that did not require qualification exams, making its services more accessible to a wider demographic.

Internally, the organisation has grown from supporting 32 youth-led entrepreneurs from Northern Malawi to 541 entrepreneurs, registered 48% gender inclusion and a wider community of 19000 community members across Malawi and the SADC region with a dynamic process of regionalization underway. Our community of entrepreneurs and leaders are primarily youth and sector agnostic with a majority in the agriculture sector and emanating from both urban and rural areas.

Through the scale up process, there is an increasing demand towards access to Emerge Livelihoods' portfolio leading to increased efforts towards establishment of community hubs supporting all dimensions of life; based on the self-determined initiatives across communities.



1.3 ORGANISATION TRANSITION IN 2024

Emerge Livelihoods has registered significant impact since inception in 2018, supported by an evolving landscape across our operations and needs of the communities. Below is a summary of our transformative journey:



Diagram 1: Impact highlights

Process Overview

Context: Emerge Livelihoods has experienced growth and expansion in various communities since 2019. In 2024, the organisation focused on reflection, learning, and planning for a promising future. The organisation has conducted literature reviews, interviews, brainstorming sessions with management, and a consultative workshop with stakeholders at the Grand Palace Hotel and Emerge Livelihoods Office Space.

Rationale for the transition process

The organisation's transition process aims to enhance collective potential by improving understanding of the environment that the organisation operates in, needs of communities that the organisation supports and changes brought in by global influence. A key aspect was developing a new 5-year strategic plan, ensuring localisation and dynamic community influence throughout the process.



Emerge Livelihoods will emerge and thrive in the years to come if the organisation embraces organisational change processes (including evolving strategic initiatives and leadership transitions) and opportunities that can rise from them fostering innovation and adaptability to uncertain and unexpected external shocks."

- From one of the partners during strategic plan stakeholders consultation engagement workshop

The organisational transition process in 2024 was to clarify and enhance a shared understanding of the Emerge Livelihoods core purpose, values, roles and strategic priorities; organisational culture, systems and structures, brand visibility and influence that will best serve communities for years to come.

2.0 EMERGE LIVELIHOODS STRATEGIC PLAN

Emerge Livelihoods undertook an ambitious reflection process, envisioning and planning for the future with sustainability and growth in mind. These processes led to the redefinition of the organisations' mission, vision and values.

2.1 Situational analysis: understanding the Emerge Livelihoods context

Emerge Livelihoods has evolved since inception towards transforming lives and communities. Our approach enables us to learn and adapt to complex and uncertain circumstances. As part of our commitment towards learning and reflection, Understanding the current situation in which the organisation operates in-both internally and externally, is crucial in the development of the 5-year strategic plan.

In this section, the organisation collectively highlights the high-level analysis of key strengths and weaknesses, understanding operations in a wider ecosystem hence including the external opportunities and threats affecting our core work.

2.2 SWOT Analysis

Strengths

- Demonstrated capacity in service delivery and diversity in service offering
- Vibrant team and board of directors demonstrating passion and zeal to foster leadership
- Inclusivity across communities and target outreach (Intentional about gender inclusion)
- Scalability of physical spaces through local partners-community organisations
- Technology Centric-mainstreaming technology across programs, processes and systems

Opportunities

- Localization and shift power campaign-increased local collaboration and partnerships
- High interest from diverse ecosystem players in advancing entrepreneurship, digital inclusion, gender inclusion and environmental sustainability
- Growing understanding on climate adaptation and alignment with sustainable livelihoods
- Investing in dynamic enterprises that demonstrate high growth potential (i.e Agriculture, Water and sanitation, Tourism and Energy sectors)
- Enabling policy and legal framework (i.e Malawi Agenda 2063)

Weaknesses

- Lack of critical talent in some focus areas
- Low brand visibility and community awareness
- Lack of adequate infrastructure (tech equipment, physical spaces etc.)
- Gaps in internal and external communication due to limited communication channels utilized
- Limited scope of Income Generating Activities - IGA for sustainability

Threats

- External interference i.e. economic instability, global economic crisis, wars
- Climate related shocks and natural disasters and pandemics
- Cultural identity and religious beliefs contributing to a disconnect in community participation.
- Highly unrecognized and unregulated ecosystem caused by unclear governing laws and policies.

Overall, with the growing interest in private sector development, inclusive digital transformation and support towards emerging entrepreneurs and leaders especially marginalized communities including rural communities, youth and women, Emerge Livelihoods is a key ecosystem enabler across this space. With an evolving focus on the next phase of the organisation, systematic change is core focus towards navigating growing external factors, collaborating with local, national and regional leaders in implementing transformational and sustainable solutions. Furthermore, the organisation will capitalize on the existing foundations, strengths and milestones achieved, addressing emerging internal challenges and external threats in the local context-enabling the organisation to attain its greatest potential across the next coming years.

2.3 External Environmental Analysis (PESTEL Analysis)

In addition to the organisational internal assessment, an external analysis of the environment the organisation operates in was conducted towards learning and reflecting on the viability of diverse solutions that will serve a wider range of communities locally and regionally.



	Factor	Portable Impact
Political	i. Change of political regime leading to change in focus areas.	i. Might lead to policy shifts that might impede or accelerate attainment of some goals e.g. Development of a policy framework for innovation hubs.
	ii. Government policies that are punitive.	ii. Punitive policies are regressive while favorable ones enable businesses to thrive.
	iii. Corruption, bribes and expectations hindering progress.	iii. Business owners who pursue their intentions with integrity are bound to be frustrated where corruption reigns. By contrast, a corruption free environment would allow businesses to thrive.
Economic	i. Currency fluctuation (devaluation and appreciation).	i. Devaluation of local currency against the world's major trading currencies affects businesses negatively by way of capital depletion.
	ii. Law of supply and demand	ii. If demand for products is high while supply is low, prices of goods and services tend to be high and vice versa
	iii. Financial sector stability	iii. A stable financial sector makes it easy for businesses to raise capital and sustain operations and vice versa. For the organisation, it would be easier to attract investors necessary to set up a microfinance or an investment fund arm of the business.
	iv. Tax incentives and trade policies	iv. Tax incentives such as tax breaks have a positive impact especially in attracting investors and helping budding institutions to thrive.



P



E



S



T



E



L

Social

- i. Life style
 - i. Lifestyles of societies dictate the kinds of goods and services that citizens consume. For instance, many people in Malawi are willing to transact using digital platforms which calls for deepening of digital knowledge and would favor the organization's services.
- ii. Education
 - ii. An educated society tends to be more responsive and receptive to novel products and services. In the case of the Organization, uptake of digital education and innovations are bound to be higher amongst the educated.
- iii. Religion
 - iii. Some religions dictate the level of interaction among people of the masculine and feminine gender. In packaging and delivering of products and services, the organization will be expected to observe and respect religious factors.
- iv. Cultural beliefs
 - iv. Just like religion, cultural beliefs might make certain sections of society attracted or repulsive to specific products or services as well as mode of delivery.

Technological

- i. Technology, if well managed, can be an enabler for businesses and households. Handled poorly, technology can also cause distress
 - i. Some technological advances such as use of the internet have made it faster and economical to communicate across the globe. On the other hand, use of advanced technology might cause stress if not properly managed. In addition, where supporting infrastructure is lacking in capacity e.g. where connectivity is poor, it might become difficult to use technology.
- ii. Social media growth
 - ii. The Organisation can leverage technology to increase brand awareness and visibility in rural areas.
- iii. Advancement in IT applications and skills level in use of IT
 - iii. If properly leveraged, IT can enhance adaptation and digitalization to improve performance of the employees etc

Environmental

- i. Climate change and extreme weather events
 - i. Climate change in the form of droughts, floods etc. can have adverse consequences such as low yield and soil degradation for most of the organisation's stakeholders who are agro based. Climate smart practices such as the use of organic manures and reforestation would go a long way in sustaining businesses for clients of the organisation
- ii. Waste Management and environmental responsibility
 - ii. In carrying out activities, the Organisation and its stakeholders would be expected to care for the environment by among other things avoiding air and water pollution through good waste management practices and use of clean technologies such as solar energy.

- | | |
|---------------------------------------|---|
| i. The presence of cyber security law | i. Cyber security laws have the effect of leveling the playing field for players to operate within the law. |
| ii. Availability of taxation law | ii. Calls for compliance with laws of the land which at times could be punitive for businesses e.g. high tax |
| iii. Availability of the TEVETA Act | iii. Acts of law that are oppressive to business may result in businesses closing shop while laws that are favorable would lead to a thriving business environment. |
| iv. Companies Act | iv. The organisation has to set policies and operate in a way that does not come into conflict with the Act |

Overall, the situational analysis highlighted both internal strengths and weaknesses, as well as external opportunities and threats with an ever-evolving localization process in mind. The foregoing analysis entails that the organisation should at all times scan the internal and external environments and align itself in the best possible fit with various environmental factors. What would be key is the ability to take advantage of favorable factors such as emerging technologies that are adoptable, adaptable and relevant in the context of the organisation and its clients while at the same time striving to operate within the established frameworks.



Community members discussing during the stakeholder consultation engagement workshop

2.4 Strategic Issues and Recommendations

The organisation and community members identified key strategic issues to be addressed in the new strategic plan including adopting a broader mission and vision that reflects the organisation's growth beyond Mzuzu and Northern Malawi, establishing revenue-generating approaches to reduce over reliance on donor funding and ensure financial sustainability, developing strategies to extend the organisations services beyond Mzuzu to other parts of Malawi and beyond, and changing the name and identity from Mzuzu E-Hub to Emerge Livelihoods.

Our Mission, Vision and Core Values

Emerge Livelihoods is dedicated towards amplifying social capital and leveraging technology for economic prosperity across communities



Mission

Foster socio-economic growth for communities through transformative solutions leveraging technology and innovation, promoting inclusivity and collaboration.



Vision

A thriving ecosystem that amplifies self-reliance of individuals and communities across Malawi and beyond.



Innovation

We encourage new and creative ideas. Co-Creation is at the center of our minds.



Collaboration

We believe in building meaningful partnerships. Together we can do more.



Passion

We champion strong belief and purpose towards our cause.



Visionary

We think beyond today and promote sustainable futures.



Inclusion

We promote an environment for everyone to feel a sense of belonging and participate fully.



Resilience

We challenge our experiences including withstanding the most demanding encounters.

3.0 PROBLEM STATEMENT

Southern Africa has the second highest extreme poverty rate across the continent standing at 45.1%.¹ Employment opportunities amongst the youth are very limited especially in Malawi as the rate of economic growth is still low in comparison to pre-pandemic levels. The youth unemployment rate, which is the share of the labor force ages 15-35 without work but available for and seeking employment, was 9.85% in 2021 being one of the highest in the Southern Africa region. Limited structural transformation of the Malawian economy has led to increased poverty levels and constrained opportunities for decent and full-time employment especially for the youth. Up to 40% of young people in Malawi that are deemed highly skilled only work in jobs that require low skill levels including self-employment, informal and micro enterprises that have limited value addition.²

Skills Mismatch

Youth mainly have limited skills to enter into formal employment or training opportunities due to low educational attainment to engage in “traditional skills.” Despite high primary school enrolment rates at 123% and 128% of boys and girls respectively, only 35.8% of boys and 36.5% of girls transition to secondary school, and out of these, only 21.6% of boys and 18.2 % of girls complete secondary school education. Without attaining basic education and skills, the youth cannot have adequate and necessary knowledge and skills to enable them participate and engage in meaningful developmental opportunities.³ Further, youth lack employability, soft and entrepreneurship skills to compete on the job market. Most youth are not supported to transition from secondary school to TEVET/ university through complementary skills training, for example communication, digital skills, leadership and business management. When they reach these stages, they often do not have adequate support and mentorship.

Lack of opportunities

Youth particularly lack attractive employment opportunities, caused by a lack of opportunity to invest in green jobs. The most potential for green job opportunities in Malawi is currently focused on on-farm enterprises, however, these are often seen as less attractive to youth who want to move to peri-urban and urban areas or to neighboring countries. Looking at the future of the workforce and the future of humanity reveals that future generations need to be prepared to compete in a rapidly changing job market and to approach large-scale human challenges posed by new technologies, particularly the increasing trend towards automation. In addition, every year, over 50, 000 youths in Malawi enter the job market after completing tertiary or secondary education. However, due to the shrinking job market, most are unable to be absorbed in the job market. If not unemployed then most are under employed. This comes as a result of the education system in Malawi which is more academic oriented than industry based.⁴

Infrastructure gaps

Malawi's infrastructure poverty, besides lack of electricity, includes a lack of adequate roads, bridges, sanitation and communication networks. Only one in ten people in Malawi have access to information, communication and technology due to high cost and complexity of developing the infrastructure and end user service offering. Similarly, only 18% of the total population in Malawi use internet⁵ and this contributes to lack of knowledge and skills to using digital technologies among rural masses which is contributing to slow absorption and adoption of digital technologies.

Climate Change

Malawi faces significant development challenges which are being compounded by climate change. Malawi is considered highly vulnerable to climate change as droughts and floods, the most severe of these conditions, have increased in frequency, intensity and magnitude over the past twenty years, with dire consequences on food and water security, water quality, energy resources and sustainable livelihoods of the most rural communities.⁶ Climate and weather related shocks such as the recent Cyclones Ana, Freddy, Gombe and Jude and population growth have all negatively impacted the business environment and the economy.⁷ Challenging business environment has undermined efforts to develop the private sector and its potential for employment.

Limited access to finance

Historically, an unstable macro-economic environment increasing inflation 8.7% general risk and limited access to finance are cited by businesses as top constraints to the under development of the digital economy.⁸ Most startup and early-stage businesses display stagnant growth or failure due to lack of direction and knowledge on how to grow their enterprises with a 90% rating throughout Africa. Apart from the knowledge gap and lack of business strategy, limited access to finance is a top constraint to business development in Malawi.

As most individuals explore entrepreneurship, the biggest barrier they encounter is limited access to finance. 47% of startup enterprises experience a constraint with sourcing money and in addition, 41% cited access to finance as the main barrier for growth. Other contributing factors include limited access to technology tools and resources, knowledge in business development and support services, poorly constructed business and financial models. If unaddressed, up to 90% of emerging enterprises will have their entrepreneurial solutions untested and dreams of progression differed.⁹

Gender Inequality

Women and girls in Malawi fare worse than their male counterparts on socio-economic indicators including literacy, secondary and tertiary education enrolment and completion, wage equality and political participation. Malawi ranks 142 out of 162 countries on the gender inequality index¹⁰ reflecting high levels of entrenched gender inequalities including on the labour markets, with a labour market participation rate difference of -8.5% of females compared to male counterparts of 15 years and older. Infrastructure gaps, high costs, lack of relevant content and prevalence of online harassment and violence targeting women also reinforce the existing gender digital divide.¹¹

¹ McLachlan, D & Aikins E.R, 2022, ISS Today, <https://issafrica.org/iss-today/africa-is-losing-the-battle-against-extreme-poverty>

² The Malawi Priorities Project, 2021. "A Cost-Benefit Analysis: Improving industrialization and youth employment in Malawi."

³ National Planning Commission, 2021.

<https://copenhagenconsensus.com/publication/malawi-priorities-industrialization-and-youth-employment#:~:text=The%20root%20cause%20of%20the, and%20skills%20training%20for%20youth>

⁴ IFPRI Malawi, 2019. https://massp.ifpri.info/files/2019/01/MaSSP_WP27_EmploymentLandscape-_final.pdf

⁵ Digital Malawi, 2024. "Digital Skills Ecosystem and Gap Assessment in Malawi."

⁶ Climate Change Knowledge Portal: Observed Climate Data, CRU TS4.08 0.5-Degree, DOI: <https://doi.org/10.57966/tw2k-9h36>

⁷ World Bank, 2022. Malawi Economic Monitor: Planning Beyond the Next Harvest, Advancing Economic Stability and Agricultural Commercialization (English). <http://documents.worldbank.org/curated/en/099945012012289449>

⁸ Malawi Consumer Price Index, 2024. See <https://tradingeconomics.com/malawi/consumer-price-index-cpi>

⁹ Malawi MSME FinScope Survey, 2019.

https://finmark.org.za/system/documents/files/000/000/498/original/FinScope_MSME_Survey_Malawi_2019_Report.pdf?1615982038

¹⁰ See <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII>

¹¹ The World Bank Group, 2018. World Development Report: Learning to realize education's promise.



OUR TRANSFORMATIVE SOLUTIONS

4.1 Core Business

Emerge Livelihoods has positioned itself as a platform dedicated to amplifying social capital and leveraging technology for economic prosperity. Since inception, some of the highlighted provisions were already core services with new business development incorporated in the new strategy including enterprise acceleration, investment facilitation and leadership development with a gender lens.

As EmERGE Livelihoods, we envision a thriving ecosystem for individuals and communities to become self-reliant and looking ahead, the organisation is intentional towards developing human capital through leadership development, education and training, private sector development through sustainable entrepreneurship promotion focused on micro, small and medium enterprises contributing towards sustainability and employment creation, increased access to digital services and connectivity through technology and innovation hubs and ecosystem engagement.

To achieve this change, the organisation will render the following services to our community:

Technology and Innovation hubs

Physical spaces that bring together creators and innovators to bring impact ideas to life.

Leadership Development, Education and Training

Providing practical skills and attitudes by leveraging technology to meet national, regional and global job market needs and matching gender inclusive talent with professional development opportunities.

Sustainable Entrepreneurship and Livelihoods development

Providing gender centric capacity support, tools and resources for emerging MSMEs to increase their revenue, develop and launch new products and services, explore emerging markets and ensure sustainability.

Productivity Enhancement

Supporting idea to early-stage enterprises, local institutions building solutions that contribute to socio-economic and environmental impact through technical assistance.

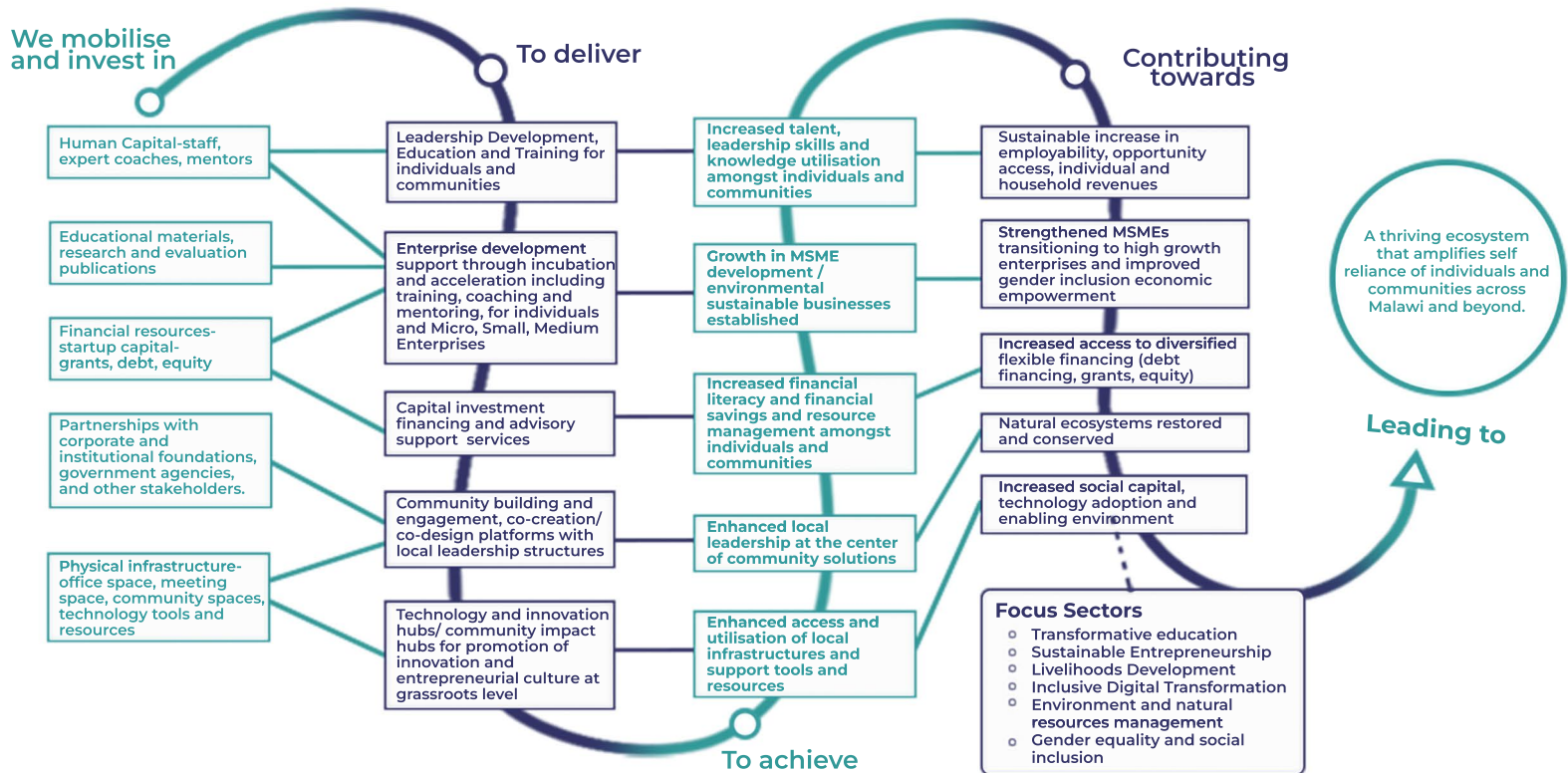
4.2 Our Community

Emerge Livelihoods intends to foster an inclusive community and will serve individuals and communities from different dimensions from mainstream level including children (6-17 years), youth (18-35 years), women, people with disabilities and refugees to high level including Micro, Small and Medium Enterprises (MSMEs), governments, academia, corporate companies and development organisations.

Growing communities through entrepreneurship requires collective action hence the organisation will leverage our experience having worked with livelihood and dynamic enterprises (idea to early stage). To curb the gap with the missing middle, the organisation will accelerate high growth potential enterprises and promote niche enterprises specializing in high impact sectors fostering climate adaptation including Agriculture, Water and Sanitation, Tourism and Energy sectors.

Our Theory of Change

By addressing the underlying causes of poverty in Africa, Emerge Livelihoods enables individuals and communities in Malawi and beyond to become leaders and entrepreneurs, creating sustainable livelihoods, protecting the surrounding environment, and powering a thriving future for themselves and their households. Our theory of change showcases our thought process and actionable plans derived to contribute towards eradicating poverty in Southern Africa.





4.5 OUR STRATEGIC OBJECTIVES

To amplify the self-reliance of individuals and communities across Malawi and beyond, Emerge Livelihoods will implement the below strategic objectives;

Establish Emerge Hubs - technology and innovation spaces across Malawi and beyond that will bring together creators and innovators to bring impact ideas to life. Emerge Livelihoods will collaborate with local organisations and educational institutions to establish community impact hubs and makerspaces to foster creativity amongst communities.

Coordinate capacity development interventions for individuals and communities through leadership development, education and training to advance digital inclusion, employability, digital innovations and entrepreneurship.

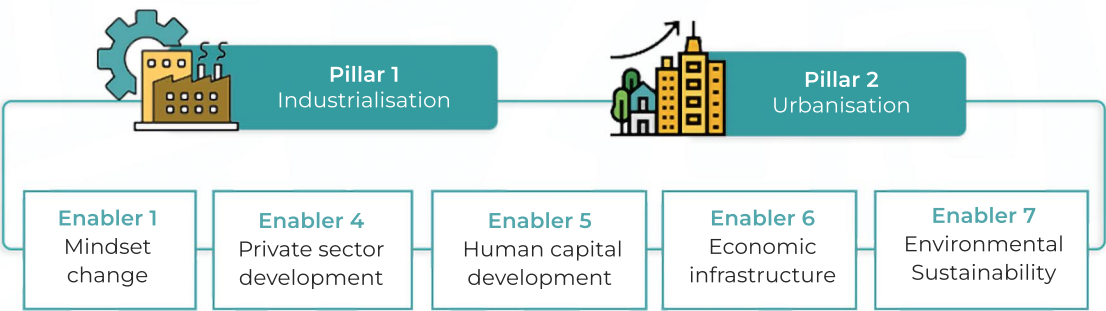
Enhance livelihood transformation through scaling emerging enterprises to transition into high growth potential enterprises. Emerge Livelihoods will implement training, mentorship and coaching and networking initiatives whilst providing resources that will amplify the growth and success for micro, small and medium enterprises across Malawi and beyond.

Facilitate investment support through the Emerge Fund – providing access to financing for emerging enterprises in Malawi and beyond. Emerge Livelihoods will invest in climate focused sectors including agriculture and food security, renewable energy, circular economy-waste management, water and sanitation and eco-tourism.

Amplify girls and women's voices through the SheEmerge initiative mainstreaming gender inclusion across all Emerge Livelihoods interventions and increasing women participation in economic activities, reducing gender disparities in diverse socio-economic indicators.

ALIGNMENT WITH THE UN SDGs, AU AGENDA 2063 AND MALAWI 2063 VISION

1 Malawi 2063 Vision 'An inclusively wealthy and self-reliant nation'



2 African Union Agenda 2063 'The Africa We Want'

Aspiration 1

A prosperous Africa based on inclusive growth and sustainable development

Aspiration 4

A peaceful and secure Africa

Aspiration 7

An Africa whose development is people driven, relying on the potential of African people, especially its women and youth and caring for children

3 United Nations Sustainable Development Goals 'Peace and prosperity for people and the planet'

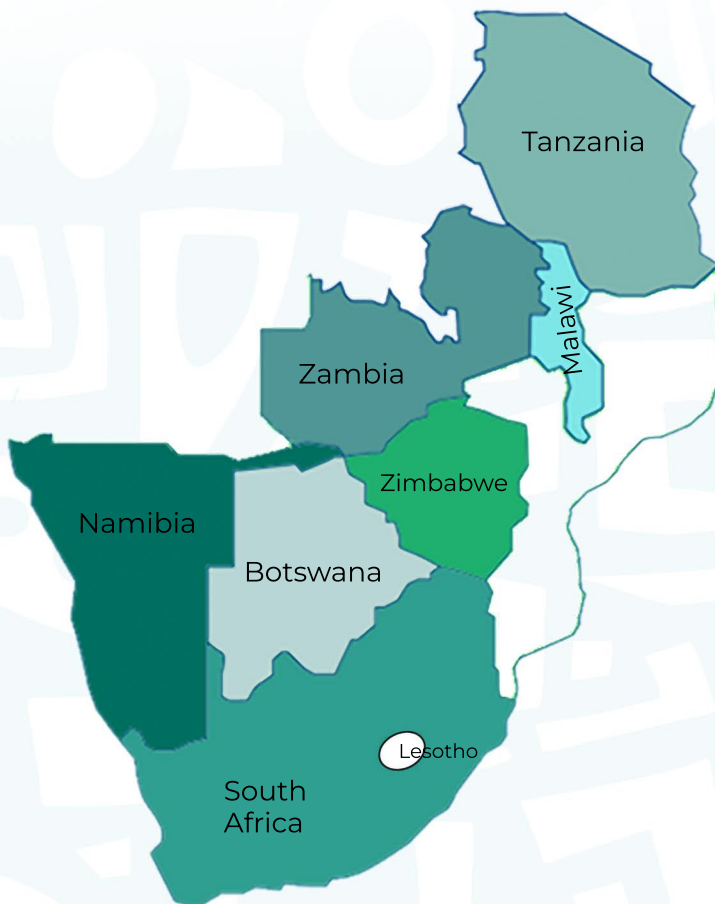


5.0 OUR GROWTH AND SUSTAINABILITY PLAN

Emerge Livelihoods adopts a collaborative approach engaging local community based organisations to manage community impact hubs and graduation models, partnering with governments particularly the Ministries of Trade, Labour, Information and Digitalisation (ICT), Education, Youth, Gender Community Development and Social Welfare, Environment and Natural Resources and international development organisations to deliver services that transform individuals and communities across Malawi and Southern Africa.

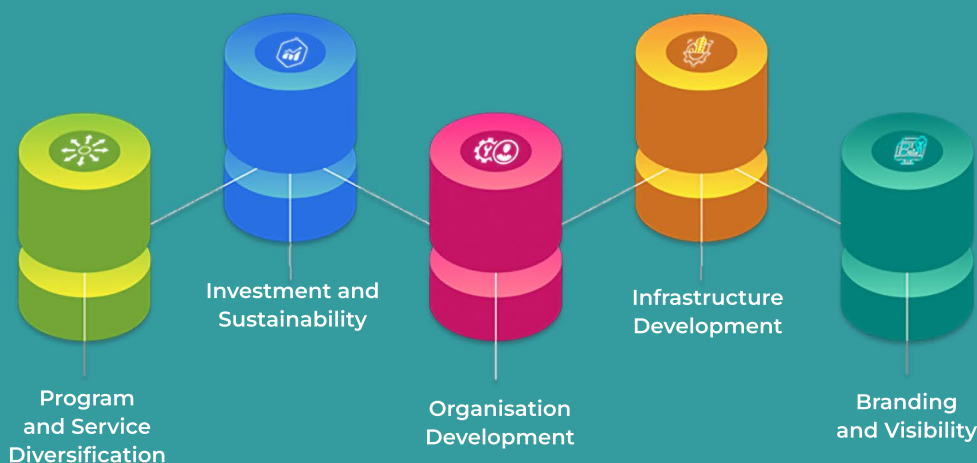
Emerge Livelihoods leverages diverse multi sectoral local and international non-profit organisations exploring collaborations aligning towards adoption of our models and approaches utilising existing infrastructure and local experiences to achieve scale and meaningful impact.

By 2029, the number of individuals reached across the region demonstrating improved livelihood and self reliance will have increased to 1,000,000 through collective action.



5 OUR STRATEGIC PILLARS

Emerge Livelihoods has five key priority areas or pillars in which it will win over the next 5 years. The identified areas shall also provide guidance regarding where resources should be allocated in order to attain set goals and objectives.





6.1 Summary of Goals, Objectives and Strategies

From the pillars, corresponding goals, objectives and strategies were developed with a view to defining and quantifying what the organisation would strive to achieve through the implementation of the strategic plan.

Pillar 1: PROGRAM AND SERVICE DIVERSIFICATION


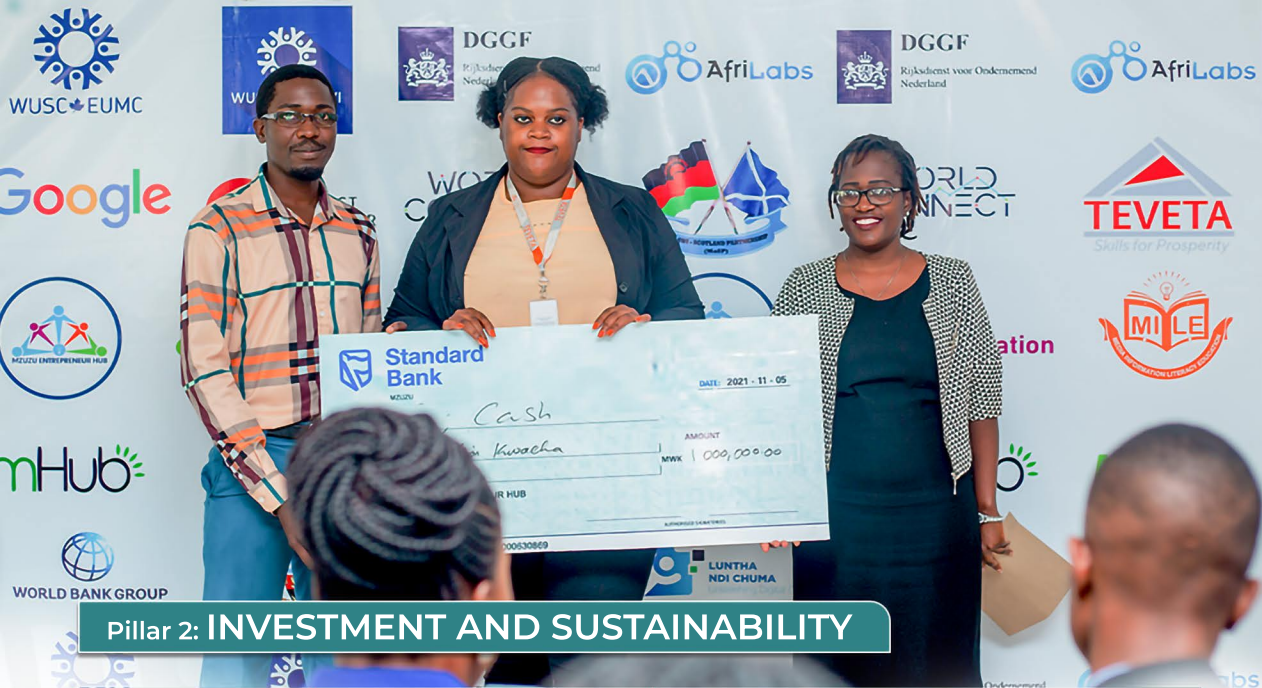

Goal	Objectives	Activities
 <p>Program and service delivery for impact</p>	<ul style="list-style-type: none"> i. To increase access and participation of 25,000 individuals and communities including children, youth, women, people with disabilities in livelihood transformation interventions by 2029 ii. To co-create and design 3 new programs and services ensuring effective community engagement and participation by 2029 iii. To enhance gender mainstreaming and diversity across all programs and services implemented by the organisation by 2029 	<ul style="list-style-type: none"> i. Facilitate co-creation and co-design sessions with communities ii. Develop program implementation guidelines and standards to ensure effective delivery iii. Align cross cutting issues ensuring inclusivity in gender, rural and urban context and climate change iv. Facilitate a market needs assessment to guide new program development and service offering

Table 3: Summary of Goals, Objectives and Strategies




Pillar 2: INVESTMENT AND SUSTAINABILITY

Goal	Objective	Activities
 <p>Organisational and operational sustainability</p>	<p>i. Mobilize USD 5,000,000 in revenue through partnerships, grants, equity supporting subsidiary ventures and income generating activities by 2029</p>	<p>i. Develop a fundraising and resource mobilisation strategy for growth in revenue generation (Including IGAs, Grants and Partnerships)</p> <p>ii. Invest in emerging local enterprises through tailor made financing solutions (Emerge Fund)</p> <p>iii. Establish dedicated innovation spaces and programs for individuals and communities by leveraging existing facilities i.e. local community-based organisations with focus on supporting underrepresented or marginalised groups</p> <p>iv. Invest in talent development by prioritizing staff capacity development and knowledge management</p> <p>v. Establishment of partnerships in project implementation, knowledge exchange and innovation</p>

(Continued) Table 3: Summary of Goals, Objectives and Strategies




Pillar 3: ORGANISATION DEVELOPMENT

Goal	Objectives	Activities
 <p>Enhanced operation efficiency and sustainability</p>	<ul style="list-style-type: none"> i. To enhance operational systems and resource management to ensure effective allocation and management by 2029. ii. To increase the organisation's operational productivity through investing in staff capacity strengthening, retention and talent management by 2029 iii. To enhance leadership and governance through effective board recruitment, engagement and management by 2029 	<ul style="list-style-type: none"> i. Develop a service charter ii. Automate workflows, outsource non-core functions and leverage volunteers iii. Review the Human Resource, Administration and Finance framework on separation of power iv. Develop and implement effective recruitment strategies v. Develop and implement robust performance appraisal system to evaluate employee performance and identify areas for improvement vi. Review terms of reference for board members vii. Undertake annual assessment of board of directors engagement viii. Undertake regular orientation with the board of directors and management team

(Continued) Table 3: Summary of Goals, Objectives and Strategies



Pillar 4: INFRASTRUCTURE DEVELOPMENT

Goal	Objectives	Activities
 <p>Equal Access to Technology and Innovation Services</p>	<p>a. To enhance digital technology adoption and positive attitudes for 25,000 community members by 2029</p> <p>b. To facilitate and increase the adoption of best practices in environmental sustainability by implementing targeted initiatives, capacity-building programs and resource-sharing efforts at all technology and innovation hubs by 2029.</p>	<p>i. Explore potential locations for integration with local communities through a community impact hub.</p> <p>ii. Invest in emerging technologies that will lead to better hub connectivity in the community impact hubs</p> <p>iii. Adopt cloud-based information technology systems for improved hub management</p> <p>iv. Transition to an environmental friendly ecosystem of hubs.</p>

(Continued) Table 3: Summary of Goals, Objectives and Strategies

Pillar 5: BRANDING AND VISIBILITY

Goal	Objectives	Activities
Brand identity and profiling	<ul style="list-style-type: none"> i. To enhance organisational presence online through social media networks by reaching 100,000 online engagements by 2029. ii. To increase organisational presence at national and international level through participation in events and conferences by 2029 iii. To increase brand differentiation, community engagement and communication strategies to achieve 70% increase in demand for services and partnerships by 2029. 	<ul style="list-style-type: none"> i. Development of new brand name that enhances national and global appeal ii. Conduct social media campaigns iii. Mount billboards in strategic areas iv. Join and leverage national and international networks v. Advertise through traditional channels such as radio, print and electronic media. vi. Intensify use of paid social media adverts that boost coverage, materials and market position.
Increase Community Awareness	<ul style="list-style-type: none"> i. To increase community outreach and demand for services fostering 60% gender inclusive participation by 2029 	<ul style="list-style-type: none"> i. Implement CSR initiatives at least once in a year ii. Have open days for information dissemination
Knowledge management for resource mobilization	<ul style="list-style-type: none"> i. To disseminate knowledge management documents to enhance resource mobilization and learning across our community and support partners by 2029 ii. To enhance access to information on the organisation's opportunities for partnership and collaboration by 2029 	<ul style="list-style-type: none"> i. Staff training on best practices in documentation ii. Publication and distribution of best practices magazines/ booklets on emerging trends iii. Develop user-friendly guiding tools for documentation iv. Documentation of success stories v. Train community leaders in participatory rural communication appraisals

(Continued) Table 3: Summary of Goals, Objectives and Strategies

7.0 STRATEGIC PLAN IMPLEMENTATION

Effective implementation of this strategic plan is essential to ensure that the organisation achieves its goals and creates value for our community. Emerge Livelihoods will effectively communicate the strategic plan to all stakeholders, ensuring that everyone understands their role in its implementation. Adequate resources, including financial, human and technological resources, will be allocated to support the implementation of the strategic plan. Strong leadership and accountability will be essential for successful implementation. Heads of functional units will cascade the strategic plan to their subordinates and ensure that they are held accountable for their performance.

To facilitate effective implementation, Emerge Livelihoods has categorised strategies into short-term, medium-term and long-term timeframes. Short-term strategies will be achieved within the first 12 months of implementation, medium-term strategies within 12 to 36 months and long-term strategies within 36 to 60 months.

Emerge Livelihoods will actively seek partnerships and collaborations with other organisations and stakeholders to enhance its capacity for strategic plan implementation. These partnerships will provide additional resources, expertise, and support benefiting communities.

In line with the organisation's commitment to community development, the strategic plan implementation will be centered on the needs and priorities of the community. By involving the community in the planning and implementation process, Emerge Livelihoods will ensure that its efforts are aligned with local needs and priorities.

7.1 Identification of Quick Wins

Quick wins are essential for building momentum and motivating staff during the implementation of the strategic plan. They will be visible, easily achievable and have a positive impact on Emerge Livelihoods.

The immediate quick wins based on the strategic plan include successfully registering the new brand name and completing the rebranding process, launching the strategic plan with a public event or internal communication campaign, hiring additional team members to support the implementation of the strategic plan, developing and implementing key policies and procedures to support the strategic plan objectives and establishing partnerships with key stakeholders to enhance the Emerge Livelihoods's impact and resources.

When identifying quick wins, Emerge Livelihoods will consider the alignment with strategic objectives, measurable impact, feasibility and staff engagement. By identifying and implementing quick wins, Emerge Livelihoods will build momentum, boost morale and demonstrate progress towards achieving its strategic objectives.



7.2 Strategic Plan Monitoring and Evaluation

The purpose of this final step is to review implemented strategies and the strategic planning process as a prelude to a new cycle of strategic planning. Much of the work for this phase may have occurred as part of the ongoing implementation process. For instance, by the end of the strategy implementation period (5 years), the short term and medium-term strategies would have been reviewed already. The process also involves re-assessing strategies and the strategic issues that prompted them in order to decide what should be done about them. Possible outcomes are that strategies may need to:

- ❑ Be maintained;
- ❑ Be superseded by other strategies; or
- ❑ Be terminated altogether for one reason or another.

The monitoring system is a checking mechanism put in place to ensure that the implementation process is moving as planned. On the other hand, evaluation is an appraisal of how well Emerge Livelihoods shall have performed in the 5-year period. Monitoring and evaluation should run simultaneously. Timely evaluations will alert management to actual problems or potential problems before the situation becomes critical. Monitoring and evaluation should be performed on a continuous basis rather than at the end of specified periods. This would allow benchmarks of progress to be established and effectively monitored.

7.3 Strategic Plan Implementation Team

The Board of Directors for Emerge Livelihoods shall establish a strategic plan implementation team led by the Managing Director to follow up and ensure that strategies are being implemented, performance is being measured, progress reports are produced and discussed, and corrective action is taken promptly where necessary. The team will be responsible for:

- ❑ Assigning the budgets for different projects and activities in the strategic plan;
- ❑ Monitoring the implementation of the plan on a quarterly basis; and
- ❑ Evaluating the results achieved vis-à-vis the targets in the strategic plan and make quarterly follow ups on shortcomings.

STRATEGIC IMPLEMENTATION AND EVALUATION PLAN



PROGRAM AND SERVICE DIVERSIFICATION

GOAL	OBJECTIVES	ACTIVITIES	TARGETS	YEARS	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Program and service delivery for impact	i. To increase access and participation of 25,000 individuals and communities including children, youth, women, people with disabilities in livelihood transformation interventions by 2029	i. Facilitate co-creation and co-design sessions with communities	5,000 individuals and community members reached	2025	25,000 diverse community members enrolled and linked to services annually	Total number of individuals and communities supported	Impact and Learning, Programs, ICT	2025 - 2029
			5,000 individuals and community members reached	2026				
			5,000 individuals and community members reached	2027				
			5,000 individuals and community members reached	2028				
			5,000 individuals and community members reached	2029				
	ii. To co- create and design 3 new programs and services ensuring effective community engagement and participation by 2029	ii. Develop program implementation guidelines tand standards to ensure effective delivery	1 program co-created and launched	2025	3 solutions co-created with communities	Number of solutions created	Impact and Learning, Programs, ICT	2025 - 2026
			2 programs co-created and launched	2026				
	iii. To enhance gender mainstreaming and diversity across all programs and services implemented by the organisation by 2029	iii. Align cross cutting issues ensuring inclusivity in gender, rural and urban context and climate change	60% female participation	2025	70% of participants are females	Number of female participants	Impact and Learning, Programs, ICT	2025 - 2029
			60% female participation	2026				
			60% female participation	2027				
			60% female participation	2028				
			60% female participation	2029				



INVESTMENT AND SUSTAINABILITY

GOAL	OBJECTIVES	ACTIVITIES	TARGET	YEAR	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Organisational and operational sustainability	Mobilize USD5,000,000 in revenue through partnerships, grants, equity supporting subsidiary ventures and income generating activities by 2029	Develop a fundraising and resource mobilization strategy for growth in revenue generation (Including IGAs, Grants and Partnerships)	\$500,000 investment mobilised	2025	USD 5,000,000 generated in revenue by end of 2029	Fundraising Strategy Document developed	Partnerships and Resource Development, Finance, Subsidiaries	2025-2029
			\$1,000,000 investment mobilised	2026				
			\$1,100,000 investment mobilised	2027				
			\$1,200,000 investment mobilised	2028				
			\$1,200,000 investment mobilised	2029				
		Invest in emerging local enterprises through tailor made financing solutions (Emerge Fund)	55 MSMEs financed	2025	Invest in 500 emerging local enterprises	Investment Fund Established, Number of Loans Disbursed, Number of Entrepreneurs accessing financing, Number of female entrepreneurs, Sectors- Climate adaptation	Partnerships and Resource Development, Finance, Subsidiaries	2025-2029
			80 MSMEs financed	2026				
			100 MSMEs financed	2027				
			125 MSMEs financed	2028				
			140 MSMEs financed	2029				
		Establish dedicated innovation spaces and programs for individuals and communities by leveraging existing facilities i.e. local community-based organisations with focus on supporting underrepresented or marginalized groups	4 community impact hubs established	2025	24 innovation sapces established in 24 districts	Number of spaces renovated or revamped, number of programs delivered, number of community hubs established	Partnerships and Resource Development, Finance, ICT	2025-2029
			5 community impact hubs established	2026				
			5 community impact hubs established	2027				
			5 community impact hubs established	2028				
			5 community impact hubs established	2029				
		Invest in talent development by capacity development and knowledge management	6 staff recruited	2025	40 staff members recruited- (14 staff members returned)	level of staff retention, number of staff recruited, number of staff trained	People and Culture, Partnerships and Resource development, Finance, Subsidiaries	2025-2029
			12 staff recruited	2026				
			8 staff recruited	2027				
		Establishment of partnerships in project implementation, knowledge exchange and innovation	3 investment partners engaged	2025	Establish 15 investment partnerships established	number of investors engaged, number of investments facilitated	People and Culture, Partnerships and Resource development, Finance, Subsidiaries	2025-2029
			3 investment partners engaged	2026				
			3 investment partners engaged	2027				
			3 investment partners engaged	2028				
			3 investment partners engaged	2029				



ORGANISATION DEVELOPMENT

GOAL	OBJECTIVES	ACTIVITIES	TARGETS	YEARS	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Enhanced operation efficiency and sustainability	To enhance leadership and governance through effective board recruitment, engagement and management	Develop a service charter	10% increase in operational efficiency	2025	Improvement in operational processes	Number of processes streamlined, automated, or re-engineered to reduce redundancy and improve efficiency annually	People and Culture, Finance	2025 - 2029
			20% increase in operational efficiency	2026				
			30% increase in operational efficiency	2027				
			40% increase in operational efficiency	2028				
			50% increase in operational efficiency	2029				
	To increase the organisation's operational productivity through investing in staff capacity strengthening and talent management ensuring staff retention	Automate workflows, outsource non-core functions and leverage volunteers	90% staff retention	2025	Percentage of employees retained year-over-year, aiming for 90% retention rate annually	Number of staff retained	People and Culture, Finance	2025 - 2026
			90% staff retention	2026				
			90% staff retention	2027				
			90% staff retention	2028				
			90% staff retention	2029				
	To enhance leadership and governance through effective board recruitment, engagement and management	Review the Human Resource, Administration and Finance Package on separation of power.	4 board meetings facilitated	2025	High board engagement score	Annual surveys or evaluations to measure engagement level of board members (e.g., attendance, participation in strategic discussions and	People and Culture, Finance	2025 - 2029
		Develop and implement effective recruitment strategies						
		Develop and implement robust performance appraisal system to evaluate employee performance and identify areas for improvement	4 board meetings facilitated	2026				
		Review terms of reference for board members;	4 board meetings facilitated	2027				
		Undertake annual assessment of board of directors engagement	4 board meetings facilitated	2028				
		Undertake regular orientation with the board of directors and management team	4 board meetings facilitated	2029				



INFRASTRUCTURE DEVELOPMENT

GOAL	OBJECTIVES	ACTIVITIES	TARGETS	YEARS	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Equal Access to Technology and Innovation Services	To enhance digital technology adoption and positive attitudes for 25,000 community members	Explore potential locations for integration with local communities through a community impact hub.	5,000 community members engaged	2025	25,000 individuals receiving digital literacy training by 2029.	Number of community members completed digital literacy training programs.	Programs, ICT, Impact and Learning	2025 - 2029
			5,000 community members engaged	2026				
			5,000 community members engaged	2027				
			5,000 community members engaged	2028				
			5,000 community members engaged	2029				
	To facilitate and increase the adoption of best practices in environmental sustainability by implementing targeted initiatives, capacity-building programs and resource-sharing efforts at all technology and innovation hubs	Invest in emerging technologies that will lead to better hub connectivity in the community impact hubs	10% adoption rate	2025	Increase in the number of sustainable projects and initiatives implemented (100% adoption rate as a standard)	number of sustainable projects and initiatives implemented	Programs, ICT, Impact and Learning	2025 - 2029
		Adopt cloud-based information technology system for improved hub management	20% adoption rate	2026				
		Transition to an environmental friendly ecosystem of hubs.	30% adoption rate	2027				
			40% adoption rate	2028				
			50% adoption rate	2029				



BRANDING AND VISIBILITY

GOAL	OBJECTIVES	ACTIVITIES	TARGETS	YEARS	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Brand identity and profiling	To enhance organizational presence online through social media networks by reaching 100,000 online engagements.	Development of new brand name that enhances national and global appeal	20,000 online engagements	2025	100,000 social media engagement	Number of followers on social media platforms	ICT, Partnerships and Resource Development	2025 - 2029
			20,000 online engagements	2026				
			20,000 online engagements	2027				
		Conduct social media campaigns	20,000 online engagements	2028				
			20,000 online engagements	2029				
	To increase organizational presence at national and international events and conferences	Join and leverage national and international networks	30 events engaged	2025	Increase the number of national and international events or conferences attended by organizational representatives annually- (150 national & international events)	Number of events attended	ICT, Partnerships and Resource Development	2025 - 2029
			30 events engaged	2026		Number of partnerships formed at events		
			30 events engaged	2027				
			30 events engaged	2028				
			30 events engaged	2029				
	To increase brand differentiation, community engagement and communication strategies in order to achieve 70% increase in demand for services and partnerships	Mount billboards in strategic area	10% demand in services	2025	70% increase in requests or sign-ups for services	Brand awareness surveys and participant feedback	ICT, Partnerships and Resource Development	2025 - 2029
			20% demand in services	2026				
			30% demand in services	2027				
		Advertise through traditional channels such as radio, print and electronic media	40% demand in services	2028				
			50% demand in services	2029				

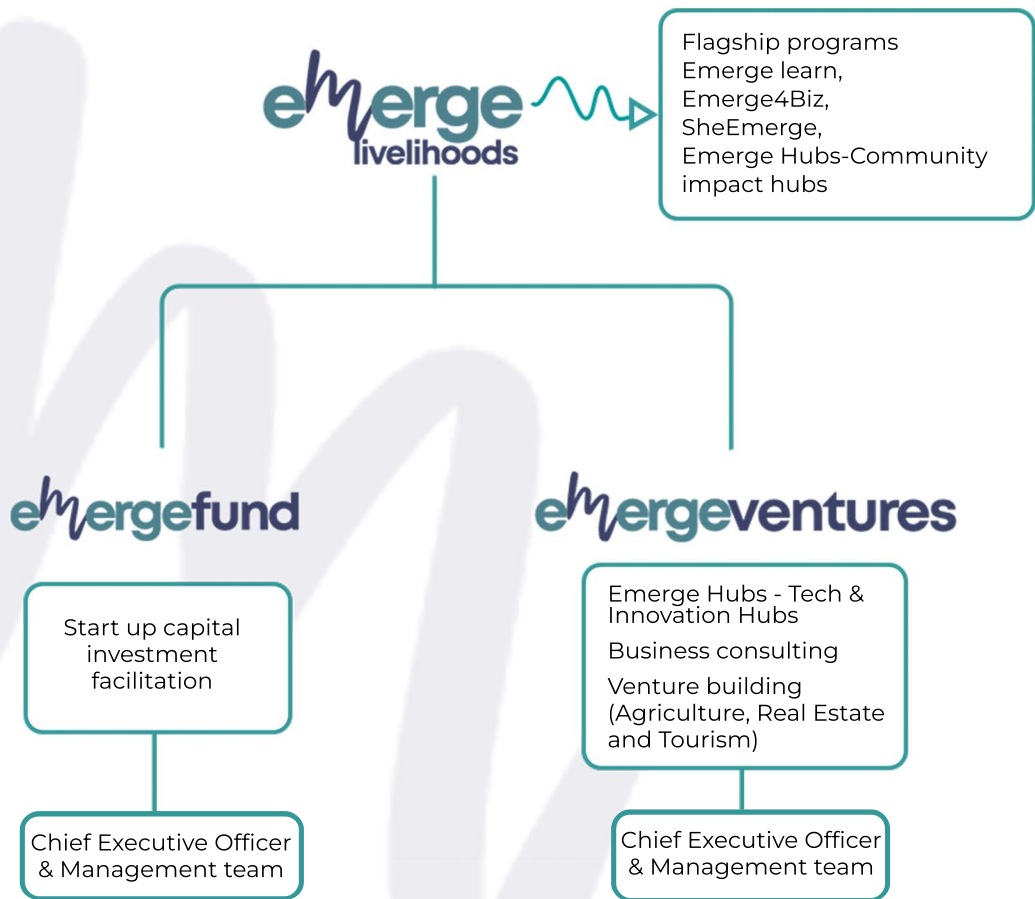


BRANDING AND VISIBILITY

GOAL	OBJECTIVES	ACTIVITIES	TARGETS	YEARS	KPI	MEASURE METRICS	RESPONSIBLE	TIMELINES
Increased Community Awareness	To increase community outreach and demand for services fostering 60% gender inclusive participation	Implement CSR initiatives at least once in a year	60% female participation	2025	60% gender-inclusive participation-(w omen and Girls)	One CSR Activity initiated in the education, environment and women/youth empowerment sector	ICT, Partnerships and Resource Development	2025 - 2029
			60% female participation	2026				
			60% female participation	2027				
		Have open days for information dissemination	60% female participation	2028		Number of information dissemination externally, i.e. Newsletters		
			60% female participation	2029				
Knowledge Management for Resource Mobilization	To disseminate knowledge management documents to enhance resource mobilization and learning across our community and support partners	Staff training on best practices in documentation	3 knowledge sharing platforms established	2025	Increased resource document distribution each year.	Number of knowledge management documents created and shared	Partnerships and Resource Development, ICT	2025 - 2029
			3 partnerships established	2026				
		Publication and distribution of best practices magazines/ booklets on emerging trends	4 partnerships established	2027				
			5 partnerships established	2028				
			6 partnerships established	2029				
	To enhance access to information on the organization's opportunities for partnership and collaboration	Documentation of success stories	240 opportunities shared	2025	Increase in number of opportunities for partnerships and collaborations shared with the community through different channels	Number of knowledge management documents created and shared	Partnerships and Resource Development, ICT	2025 - 2029
			240 opportunities shared	2026		Number of successful resource mobilization initiatives as a result of knowledge sharing		
			240 opportunities shared	2027		Number of partnerships formed as a result of information dissemination		
		Train community leaders in participatory rural communication appraisals	240 opportunities shared	2028		Number of inquiries received about partnership opportunities.		
			240 opportunities shared	2029				

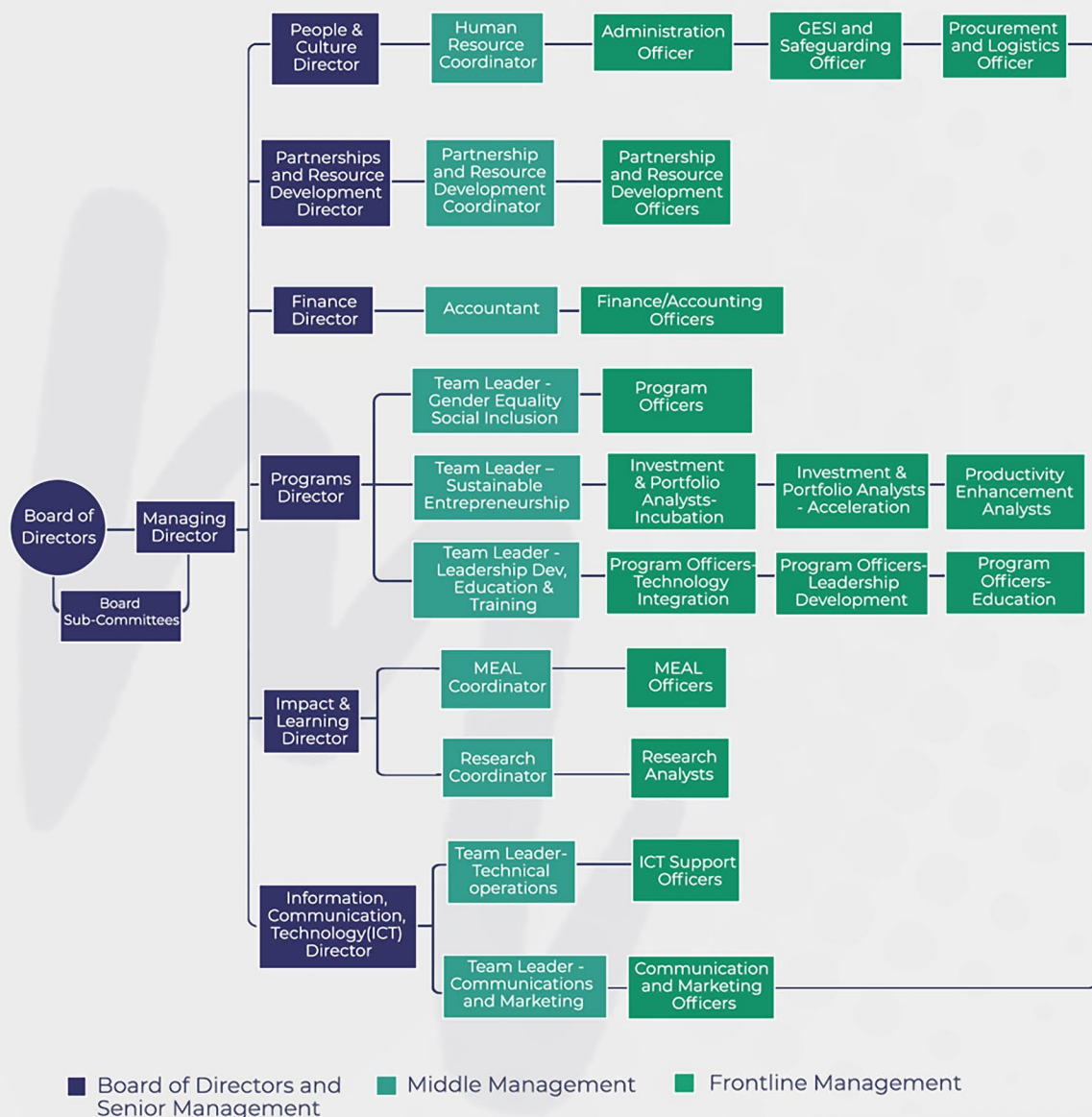


OUR GOVERNANCE STRUCTURE



Creating endless possibilities for everyone to thrive.

Emerge Livelihoods Organisation Structure



Logical Framework



Scan to view

Click: <https://bit.ly/429AU80>

Stakeholder engagement list

Civil Society Organisation

FULLNAME	ORGANISATION	POSITION	EMAIL ADDRESS
Patrick Kuyokwa	AGRICENTRE	CEO	PatrickKuyokwa@gmail.com
Maria Mabaso	APAUSE	Coordinator	Mariamabaso@gmail.com
Edgar Chipwere	CEE	PFO	Edgar@ceemw.org
Linda Sikelo	FINCOUP	Credit Officer	Sikelolinda@gmail.com
Chifundo Mvula	FPAM	Nurse	Mchifundo2@gmail.com
Nelson Kondowe	LICO	M&E Officer	Nellykondowe@gmail.com
Chimwemwe Milulu	MCB	Reporter	Chimwemwemilulu@gmail.com
Dorothy Nkowani	MCYN	Member	Nkowanidorothy@gmail.com
Frank Banda	Payaka Initiative	Director	Info@pakayainitiative.org
Tamara Kanjira	SOS Chilora	Youth Care Co-worker	Tamara.kanjira@sos-malawi.org
Enelles Phiri	YAS	Program Assistant	Phiriashley07@gmail.com
Lillian Mpama	Zantchito	Incubation Expert	Lillian.mpama@cadmusgroup.com
Tayamika Mchuchu	Zantchito	BDS Officer	Tayamika.mchuchu@cadmusgroup.com
Beatrice Mwangoobola	DOT	Partnership Lead	Brmwangobola@dotrust.org
Julia Kho	Triple Jump	Knowledge Manager	Jkho@triplejump.eu
Godfrey Mphande	WUSC	Country Director	gmphande@wusc.ca
Patricia Mphande	Segal Family	Strategy Manager	Patricia@segalfamilyfoundation.org
Brave Chilanga		Digital Skills Trainee	Bravechilinga@gmail.com

Government Stakeholders

Cliff Kawanga	Mzuni	Assistant Registrar	Kawanga.c@mzuni.ac.mw
Boston Nkhoma	Mzuzu City DEM	CEO	Bostonnkhoma1975@gmail.com
Shakira Davie	NEEF	CO	Shakiradavie@gmail.com
Janet C Mafunga	MRA	Team Lead	jmafunga@mra.mw
Harold Takondwa Dziwe	MRA	Coordinator	hdziwe@gmail.com
Ndongolera Mwangupiliri	Min. of Education	PQAO	Ndongolerac@gmail.com
Rodgers Banda	TEVETA	TPS-I	Rodgersb530@gmail.com
Oboti Gondwe	TEVETA	TPS-MC	ogondwe@teveta.com
Misheck Msokwa	Youth Office	DYO	Msokwamisheck@gmail.com
Rose Cross	MANA Mzuzu	DYI	

Staff Members

Litness Chaima	Emerge Livelihoods	Comms & Marketing TL	Litness@emergelivelihoods.org
Meria Maganga	Emerge Livelihoods	Gender Specialist	Meriamaganga7@gmail.com
Chisomo Ngwira	Emerge Livelihoods	Intern	Chisomongwira82@gmail.com
Innocent Banda	Emerge Livelihoods	Intern	Innocentbanda936@gmail.com
Wangiwe J Kambuzi	Emerge Livelihoods	Managing Director	Wangiwe@emergelivelihoods.org
Slyvia Mhango	Emerge Livelihoods	Programs Officer	Slyvia@emergelivelihoods.org
Blessings Chipeta	Emerge Livelihoods	Logistics Officer	Blessings@emergelivelihoods.org
Jonathan Nandolo	Emerge Livelihoods	Programs Director	Jonathan@emergelivelihoods.org
Vincent Mbisa	Emerge Livelihoods	Resource Mobilisation	Vincent@emergelivelihoods.org
Tommy Banks	Emerge Livelihoods	LDET LT	Tommy@emergelivelihoods.org
Bright Selemani	Emerge Livelihoods	Procurement Officer	Bright@emergelivelihoods.org
Twambilile Mwalwanda	Emerge Livelihoods	Tech Operation TL	Twambilile@emergelivelihoods.org
Happy Chiputu	Emerge Livelihoods	Admin. & Operations	Happy@emergelivelihoods.org
McDonald Chikusi	Emerge Livelihoods	MEAL Coordinator	McDonald@emergelivelihoods.org
Alexander Gombar	Emerge Livelihoods	Comms & Market Officer	Alexander@emergelivelihoods.org

Media

Mphatso Mbewe	Videogenics	Creative Director	Mphatsobookings@gmail.com
Chimango Chinkhuntha	XIAN Creative	Photographer	Chimangochinkhuntha@gmail.com

Board of Directors

Julius Ng'oma	Emerge Livelihoods	Board Chairperson	Julius@cisoneccmw.org
William Chibwe Jr.	Emerge Livelihoods	Board Secretary	wchibwejr@gmail.com
Conceptor Bamusi	Emerge Livelihoods	Board Treasurer	cbamusi@tevetamw.com



emerge

livelihoods



K wawala House
First Floor
P.O Box 20094
Mzuzu



+265 888 86 08 10
+265 999 20 73 43

Say

Hello@emergelivelihoods.org



www.emergelivelihoods.org