National Registration Bureau

Strategic Plan 2025 - 2030



Ireland

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Contents

Foreword 1

Preface 3

Abbreviations and Acronyms 4

Executive Summary 5

1

Introduction and Background **11**

1.1 Overview 11

1.2 Governance and Management Structure 12

1.3 Legal and Policy Mandate 12

1.4 Linkages with National and International Frameworks 14

1.5 Setting the Context 15

2

Methodology **16**

2.1 Anchoring in International Best Practice Frameworks 16

2.2 World Bank ID4D Diagnostic Guide 17

2.3 UNDP Governance Framework for Digital Identity 17

2.4 UNECA Comprehensive CRVS Assessment 18

2.5 Participatory Consultations and Synthesis 19

2.6 Methodology Workflow Overview 20

2.7 Building on Evidence Based Foundation 22

3

Review of Strategic Plan 2019–2025 23

3.1 Strategic Objectives 23

3.2 Implementation Effectiveness and Key Outcomes 24

3.3 Challenges Encountered and How They Were Addressed 26

3.4 Lessons Learned and Stakeholder Feedback 29

3.5 Implications for the 2025–2030 Strategic DIRECTION 31

3.6 Reflecting on Progress and Learning 32

4

Technology Landscape 33

4.1 Background and Evolution of the NRIS Platform 33

4.2 Architecture and Infrastructure of the NRB System 34

4.3 Security Framework and Central Infrastructure 34

4.4 Architectural Schematic Diagram 35

4.5 Compliance with International Technical and Biometric Standards 36

4.6 Key System Characteristics 37

4.7 Strategic Gaps and Opportunities 37

4.8 Alignment with National and Global Digital Strategies 37

4.9 Evaluating Technological Capacities and Opportunities 37

5

Malawi CRVS Systems Situational Analysis 38

5.1 Overview 38

5.2 External Environment Scanning 38

5.3 Internal Environment Scanning 39

5.4 CRVS Coverage and Performance Overview 40

5.5 Institutional Mapping of Key Actors 40

5.6 Lessons Learned from the 2019–2024 Period 41

5.7 Linkages to Digital Identity and Social Services 41

5.8 Assessing System Integration and Coverage 41

6

Strategic Direction for 2025-2030 42

6.1 Overview of Strategic Plan 42

6.2 Vision, Mission and Core Values 44

6.3 Key Result Areas (KRAs) 45

6.4 Strategic Objectives 45

Key Results Areas

1

Achieve inclusive civil registration, providing legal identity for all life events

Strategic Objective
To improve civil registration to achieve universal coverage, inclusivity and provision of vital statistics 46

2

Expand inclusive identity registration and issuance of trusted credentials for seamless service delivery

Strategic Objective
To improve identity registration to achieve universal and inclusive legal identity 48

3

Strengthen policy and legal frameworks for transparent and accountable identity services

Strategic Objective
To improve the legal framework for accessible National Registration and Identification services 50

4

Establish secure and scalable Digital Public Infrastructure for reliable identity services

Strategic Objective
To establish a secure and interoperable foundation for an inclusive and transformative DPI 52

5

Strengthen civic engagement to achieve universal adoption of identity and registration services

Strategic Objective
To boost registration through public education and awareness 54

6

Transform NRB into a resilient, innovative, and performance-driven institution

Strategic Objective
To Enhance the institutional capacity of the NRB for improved service delivery 56

7

Implementation, Monitoring and Evaluation Framework 59

7.1 Strategic Plan Implementation Arrangements 59

7.2 Monitoring and Evaluation 60

7.3 Data Collection, Analysis and Reporting 61

7.4 Key Performance Indicators 61

7.5 Review of the Strategic Plan 61

8

Appendices 62

8.1 **Appendix A:** CRVS Assessment 62

8.2 **Appendix B:** Estimated Budget for 2025-2030 69

8.3 **Appendix C:** Implemantation, monitoring and evaluation framework 70

8.4 **Appendix D:** Risk and Mitigation Strategy 80

LIST OF TABLES

Table 1: SDGs most directly related to CRVS and National ID 14

Table 2: NRIS Compliance with International Technical and Biometric Standards 36

Table 3: Outcomes and Targets Pertaining to KRA 1 47

Table 4: Outcomes and Targets Pertaining to KRA 2 49

Table 5: Outcomes and Targets Pertaining to KRA 3 51

Table 6: Outcomes and Targets Pertaining to KRA 4 53

Table 7: Outcomes and Targets Pertaining to KRA 5 55

Table 8: Outcomes and Targets Pertaining to KRA 6 58

Table 9: Opportunities and Threat Analysis of the Malawi's CRVS System 63

Table 10: Internal CRVS Environment Scanning 64

Table 11: Risk and Mitigation Strategy 80

Table 12: Estimated Budget Outlay for NRB 82

LIST OF FIGURES

Figure 1: Methodology for the development of the Strategic Plan 2025-30 21

Figure 2: Architectural Schematic Diagram for National identity and CRVS system 35

An identity for every Malawian

This plan is our commitment to providing a legal identity for all, from birth onwards. By creating a secure and modern digital system, we will unlock new opportunities, improve services, and build a more inclusive Malawi for everyone.



Foreword



Honorable Ezekiel Peter Ching'oma, MP

Minister of Homeland Security

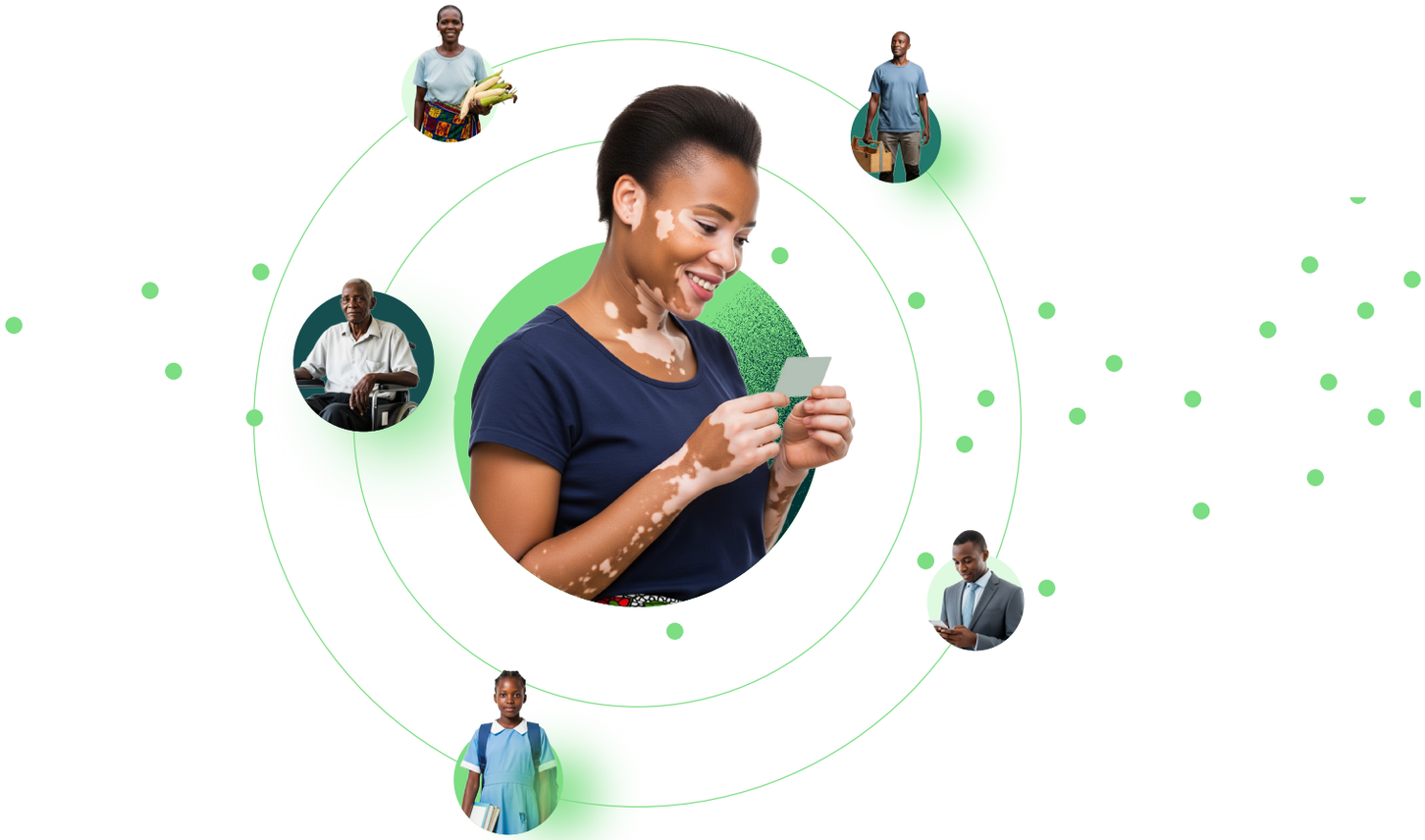
The National Registration Bureau (NRB) Strategic Plan 2025-2030 represents a bold vision and roadmap for ensuring that Malawi's civil registration and identification systems continue to evolve as pillars of national development. This Strategic Plan outlines our collective commitment to building a robust and inclusive National Registration and Identification System (NRIS), one that not only guarantees legal identity for all but also serves as a cornerstone for advancing national security, service delivery, socio-economic development and registration of vitals like births and deaths for informed policy and decision making.

Since the operationalization of the National Registration Act of 2010, the NRB has made remarkable progress in establishing Civil Registration and Identification systems. With over 12.5 million Malawians registered for legal identity and issued biometric smartcards and universal birth registration rolled out across all high-volume health facilities with registration of over 3.5 million births, the foundation has been firmly laid. However, we recognize that much work remains to be done. Expanding the coverage of compulsory death registration, community birth and death registration, introducing marriage and addressing infrastructural and institutional gaps are critical priorities in this Strategic Plan.

This Strategic Plan builds upon these foundations by focusing on six strategic objectives, including strengthening policy and legal frameworks, scaling up civil and identity registration services, and advancing secure, interoperable Digital Public Infrastructure (DPI). These objectives are guided by the principles of inclusion, accountability, data protection, and innovation. These priorities are not merely operational goals, they are transformative aspirations aimed at modernizing service delivery, enhancing institutional capacity, and ensuring that no one is left behind in our quest for an inclusive national registration system.

The Government of Malawi, through the Ministry of Homeland Security, is fully committed to the success of this Strategic Plan. We call upon civil society, private sector actors, development partners and all stakeholders to align their efforts and resources to this shared vision. Collaboration and partnership are essential for addressing the resource needs and technical requirements necessary to achieve the milestones outlined in this plan.

As we look ahead, the NRB's role in fostering national security, supporting social and economic development, and contributing to global Sustainable Development Goals (SDGs) cannot be overstated. This Strategic Plan is a testament to our dedication to ensuring that every Malawian's identity is recognized, protected and celebrated, and that our civil registration systems become a model of resilience and efficiency.



Together, we can build a future where every citizen is counted...

Together, we can build a future where every citizen is counted, every life is valued, and every milestone is documented. Let us remain steadfast in our commitment to transforming the NRB into a world-class institution that delivers for the people of Malawi. The Malawi 2063 articulates three pillars and seven enablers that anchor its aspiration of an inclusively wealthy and self-reliant nation. The vision is being operationalized by a series of 10-year implementation plans and I am confident that Digital Transformation being undertaken in the NRB Strategic Plan 2025-2030 will be instrumental in achieving the goals of Malawi 2063 through the support it gives to enabler number 2 which is focusing on improving governance systems and institutions, and the focus area of ICT under the Economic infrastructure enabler.

Preface



Mphatso Augustine Sambo,
Principal Secretary

National Registration Bureau

The National Registration Bureau (NRB) Strategic Plan 2025-2030 represents a transformative vision and a resolute commitment to advancing the foundational goals of the Bureau. As the custodian of Malawi's civil registration and identification systems, the NRB has a critical role in fostering socio-economic development, governance, and national security through the delivery of reliable and inclusive services. This Strategic Plan, crafted with great care and foresight, provides a roadmap to guide our efforts over the next five years and underscores our unwavering dedication to fulfilling our mandate under the National Registration Act of 2010.

The preparation of this Strategic Plan was a collaborative and consultative process. It draws on lessons from the 2019–2024 Strategic Plan, insights from internal and external reviews, stakeholder consultations, and diagnostic assessments conducted with support from partners such as UNDP and UNECA. These inputs helped shape a strategy that is grounded in evidence, guided by global frameworks such as the UNDP's ID Governance Framework and ID4D principles, and aligned with national aspirations such as the Malawi 2063 and the MIP-1.

At the heart of this Strategic Plan are six key strategic outcomes, carefully identified to enhance NRB's institutional capacity, optimize the efficiency of the National Registration and Identification System (NRIS), and position the Bureau as a trusted and innovative public institution. These outcomes reflect the collective aspirations of our stakeholders and provide a clear direction for improving service delivery and addressing the evolving needs of the Malawian population.

However, the realization of this ambitious plan will require more than just strategic intent. It demands sustained commitment, effective leadership, and, most importantly, the active participation of all stakeholders. The successful implementation of this plan hinges on the collaborative efforts of government agencies, development partners, civil society, the private sector, and the public. By working together, we can overcome challenges, mobilize the necessary resources, and translate our strategic goals into tangible improvements in the lives of all Malawians.

As we move forward, this Strategic Plan serves not only as a guiding framework but also as a testament to our shared vision of a Malawi where every individual is registered, recognized, and empowered. Let us seize this opportunity to strengthen our national registration system, enhance service delivery, and contribute to the sustainable development of our nation. I invite all stakeholders to join us on this journey and to ensure that the goals outlined in this Strategic Plan become a reality. Together, we can make a lasting impact and create a brighter future for Malawi.

Abbreviations and Acronyms

ABIS	Automated Biometric Identification System
ADR	Assistant District Registrar
APAI-CRVS	Africa Programme for Accelerated Improvement of CRVS
BRK	Biometric Registration Kit
CMS	Central Management System
COMESA	Common Market for Eastern and Southern Africa
CRB	Credit Reference Bureau
CRVS	Civil Registration and Vital Statistics
CSOs	Civil Society Organizations
CSCA	Country Signing Certificate Authority
COVID19	Coronavirus Disease-2019
DFID	Department for International Development
DHRMD	Department of Human Resource Management and Development
DPI	Digital Public Infrastructure
DRO	District Registration Office
EBRS	Electronic Birth Registration System
EGPAF	Elizabeth Glaser Paediatric AIDS Foundation
ESCOM	Electricity Supply Commission of Malawi
EU	European Union
FCB	First Capital Bank
GDC	Global Digital Compact
GWAN	Government Wide Area Network
HQ	Headquarters
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
IEC	Information, Education and Communication strategy
KRA	Key Result Area
MCR	Mass Child Registration
MEL	Monitoring, Evaluation and Learning
MEC	Malawi Electoral Commission
MDAs	Ministries, Departments and Agencies
MISO	Management Information System Officer
MoF/MoFEA	Ministry of Finance/Ministry of Finance and Economic Affairs
MoH	Ministry of Health
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MRA	Malawi Revenue Authority
NEEF	National Economic Empowerment Fund
NRB	National Registration Bureau
NRIS	National Registration and Identification System
PDU	Presidential Delivery Unit
PO	Post Office
RO	Registration Officers
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental Factors
PFMA	Public Finance Management Act
PKI	Public Key Infrastructure
PPDPA	Public Procurement and Disposal of Public Assets
POC	Proof Of Concept
PRO	Principal Registration Officer
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SWOT	Strength, Weaknesses, Opportunities and Threats
SOP	Standard Operating Procedures
SPIC	Strategic Plan Implementation Committee
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children's Fund

Executive Summary



The National Registration Bureau (NRB) Strategic Plan 2025–2030 sets out a transformative agenda to strengthen Malawi's National Registration and Identification System (NRIS) as a foundation of inclusive development, good governance, and digital transformation, which are a critical element in meeting the aspirations of the national vision, MW2063. It builds on the strong foundation laid over the past decade and seeks to address remaining gaps while responding to emerging opportunities, particularly around Digital Public Infrastructure (DPI), universal legal identity, and service interoperability.

Malawi has made substantial progress since the enactment of the National Registration Act in 2010. The 2019—2024 Strategic Plan operationalized the NRIS and led to notable achievements, including:



Registration of over 12.5 million
Malawians aged 16 and above

Each issued
a Smart Card

Launch of decentralized death registration modules and digitization of civil registration services across high volume health facilities

142



Integration of the National ID system into key sectors

such as financial services, Voter verification, Beneficiary identification and verification for Agricultural Programmes, SIM card registration, and tax administration.

More than 3.5 million births have been registered across the nation

These efforts have significantly improved identity coverage and service delivery. **However, persistent gaps remain in areas such as:**

- × **Gaps in Death Registration**
- × **Diaspora & Foreigner Registration**
- × **Unregistered Life Events** (marriage, divorce, adoption)
- × **Digital & Data Governance Gaps**
- × **Legal & Policy Misalignment**

Methodology

The Strategic Plan was developed through a comprehensive, participatory, and evidence-based process. It draws on lessons from the 2019–2024 Strategic Plan and incorporates findings from situational analyses, stakeholder consultations, and diagnostic tools, including the World Bank's ID4D Diagnostic, UNDP's Governance Framework for Digital ID, and the UNECA Comprehensive CRVS Assessment Tool. Over seventy-seven (77) challenges and recommendations were gathered and analyzed during national workshops. These inputs, combined with global best practices and national development priorities, shaped the formulation of the strategic objectives and outcomes for 2025–2030.

Strategic Vision

To consolidate gains, expand coverage, and elevate NRB's role as a driver of digital and socio-economic transformation, the Strategic Plan outlines the following six (6) interlinked Key Result Areas (KRAs), Strategic Objectives, and Strategic Outcomes:

1

Achieve inclusive civil registration, providing legal identity for all life events

STRATEGIC OBJECTIVE

To improve civil registration for universal coverage, inclusivity and provision of vital statistics.

STRATEGIC OUTCOME

Universal and Inclusive Civil Registration.

2

Expand inclusive identity registration and issuance of trusted credentials for seamless service delivery

STRATEGIC OBJECTIVE

To improve identity registration to achieve universal and inclusive legal Identity.

STRATEGIC OUTCOME

Improved Identity Registration and Credential Issuance.

3

Strengthen policy and legal frameworks for transparent and accountable identity services

STRATEGIC OBJECTIVE

To strengthen legislation and policy frameworks for inclusive and accessible National Registration and Identification services.

STRATEGIC OUTCOME

Improved governance of national registration and identification services



4

Establish secure and scalable Digital Public Infrastructure for reliable identity services

STRATEGIC OBJECTIVE

To advance a secure, interoperable and scalable foundation system that drives robust, inclusive and transformative Digital Public Infrastructure (DPI).

STRATEGIC OUTCOME

Secure, Interoperable, and Scalable DPI.

5

Strengthen civic engagement to achieve universal adoption of identity and registration services

STRATEGIC OBJECTIVE

To improve communication, education and civic awareness for increased uptake of registration services.

STRATEGIC OUTCOME

Improved Communication, Education, and Civic Awareness.

6

Transform NRB into a resilient, innovative, and performance-driven institution

STRATEGIC OBJECTIVE

To enhance the institutional capacity of the NRB for improved service delivery.

STRATEGIC OUTCOME

Improved organizational performance.

Alignment with National and Global Agendas

This Strategic Plan is anchored on Malawi 2063 (MW2063) and its First 10-Year Implementation Plan (MIP-1), which position digital transformation as a critical component of economic infrastructure (ICT development), enhanced public performance and effective governance systems and institutions. The plan is also aligned with:

- Sustainable Development Goals (SDGs), especially SDG 16.9 (legal identity for all), SDG 5 (gender equality), SDG 10 (reduced inequalities), and SDG 17 (partnerships).
- Principles of the Global Digital Compact by promoting universal access to safe, trusted, and inclusive digital identity as a foundation to digital transformation.
- Commitments under the United Nations Legal Identity Agenda and principles of Digital Public Goods Alliance and 50-in-5 Campaign.
- Agenda 2063 of the African Union which envisions a future where identity ecosystems are inclusive, secure, and rooted in fundamental rights.
- Comprehensive CRVS Assessment Tool and reflects African regional standards in CRVS governance, data quality, and interoperability.

NRB recognizes that a modern, inclusive identity system is vital for evidence-based policymaking, equitable service delivery, disaster response, and promoting human rights and dignity.

Implementation Approach

The strategic plan incorporates a comprehensive budget framework detailing necessary investments in registration services, digital infrastructure, capacity development, and institutional strengthening. It emphasizes the need for strong collaborations with Ministries, Departments, and Agencies (MDAs), as well as partnerships with the private sector and Civil Society Organizations (CSOs). To ensure transparency and accountability, a robust Monitoring and Evaluation (M&E) framework has been established, providing mechanisms for adaptive management and tracking progress against well-defined Key Performance Indicators (KPIs). Additionally, the plan highlights the critical role of public engagement and trust, particularly in fostering the adoption of digital credentials and services.

Conclusion

This Strategic Plan is not just a technical roadmap—it is a bold vision for a future in which every Malawian is counted, every life event is registered, and every individual is empowered through secure and inclusive legal identity. By investing in systems that protect rights and enable services, Malawi moves closer to achieving its development goals and becoming a model for digital transformation in the region.

Positioning Malawi as a model for digital transformation in the region.



Introduction and Background



1.1 Overview

The National Registration Bureau (NRB) was established under the National Registration Act No. 13 of 2010 (as amended) to implement, coordinate, manage, and maintain the National Registration and Identification System (NRIS). This system was created to address historical challenges related to the absence of universal and compulsory registration of vital events in Malawi, which have impeded effective governance, socio-economic planning, service delivery, and the protection of individual rights.

Since its inception, the NRB has played an increasingly vital role in consolidating Malawi's identity ecosystem. Notable achievements include the registration of over 12.5 million Malawians aged 16 and above and the issuance of biometric national identity cards; the registration of more than 3.5 million births across nation; the digitization of 142 high volume health centres for birth and death registration; and the launch of Malawi's first National Vital Statistics Report using Civil Registration Data in collaboration with the National Statistical Office (NSO) and the Ministry of Health. These efforts have enhanced the credibility of national data, facilitated access to services, and supported broader public sector reforms.

The growing requirement for civil registration credentials—such as birth certificates and national identity cards—to access education, social protection, health, banking, and voting services underscores the strategic importance of a functional and inclusive NRIS. In this context, the NRB is transitioning from a primarily operational body to a strategic enabler of Malawi's digital governance, service integration, and Digital Public Infrastructure (DPI) ecosystem.

This Strategic Plan is designed to consolidate progress, address systemic gaps, and chart a forward-looking course aligned with Malawi's national development aspirations and international commitments.

1.2 Governance and Management Structure

NRB is a Department under the Ministry of Homeland Security. The institution is led by a full-time Principal Secretary, reflecting its strategic mandate and operational significance. The Principal Secretary is responsible for overseeing the implementation of the NRB's functions as defined by the National Registration Act and related legal and policy frameworks. The governance structure also includes a Director, Deputy Director, and Under Secretary who support the management of registration operations and corporate services at the national and district levels.

The NRB operates through a decentralized model, supported by District Registration Offices (DROs), under the supervision of the District Commissioner who is the District Registrar as per National Registration Act. The Bureau maintains working relationships with key stakeholders such as the Ministry of Local Government, Unity and Culture, Ministry of Health, and NSO, among others, to ensure a coordinated approach to identity and civil registration services.

The NRB operates through a decentralized model, supported by District Registration Offices to deliver services at the community level.

1.3 Legal and Policy Mandate

The NRB's operations are anchored in a comprehensive legal and policy framework that ensures legitimacy, alignment with national priorities, and compliance with international standards.

1.3.1 The National Registration Act No. 13 of 2010:

The primary legal mandate for NRB is drawn from the National Registration Act, which establishes the framework for the implementation and maintenance of the NRIS. The Act mandates the registration of vital events including births, deaths, marriages, divorces, and the issuance of national identity cards. The Act also outlines the roles, responsibilities, and powers of the NRB and stipulates the conditions under which registration services are to be delivered. The Act is currently under review to address legal inconsistencies and to incorporate provisions for digital credentials, marriage registration, and data protection.

1.3.2 The Public Service Act (1994)

This Act governs the administration of the public service and provides the ethical and operational standards under which public servants must operate. It promotes the delivery of efficient, effective, and impartial public services and underscores the importance of professionalism, integrity, and accountability. The NRB integrates these principles into its operations, with a focus on building a customer-centric, trusted, and performance-oriented institution.

1.3.3 The Public Finance Management Act (2022)

The PFMA provides the legal framework for sound economic and financial management within government entities. It emphasizes budgetary discipline, financial accountability, and adherence to fiscal policy objectives. The NRB adheres to this Act by ensuring prudent management of public resources allocated for NRIS operations, maintaining transparency in budget execution, and undertaking regular internal and external audits.

1.3.4 The Public Audit Act (2003)

This Act establishes the National Audit Office and provides for the auditing of public sector institutions to enhance financial oversight and ensure the accountability of public funds. The NRB is committed to complying with this Act by institutionalizing internal audit mechanisms, facilitating performance audits, and implementing audit recommendations in a timely and transparent manner.

1.3.5 The Public Procurement and Disposal of Public Assets Act (2024)

The PPDA Act governs the procurement of goods, works, and services and the disposal of public assets. It aims to promote transparency, fairness, competition, and value for money. The NRB applies this legal framework in the procurement of Biometric Registration Kits, ICT infrastructure, and other logistical resources necessary for the implementation of its strategic objectives.

1.3.6 The Data Protection Act (2024)

As digital technologies increasingly drive everyday transactions, both public and private sectors are utilizing vast amounts of personal data collected by the NRB. The enactment of the Data Protection Act (2024) underscores the imperative for robust data governance frameworks that safeguard personal information, mitigate compliance risks, and foster public trust in digital systems. The NRB as a custodian of personal data commits to implementing measures to ensure compliance with the Data Protection Act

1.3.7 The Public Service Management Policy (2018)

This policy provides a framework for modernizing the public service through performance management, organizational development, and human capital optimization. The NRB aligns with this policy by institutionalizing continuous staff capacity development, digitizing its service delivery processes, and embracing a results-based management culture to enhance operational efficiency.

1.3.8 The Public Sector Reforms Policy (2018)

The Public Sector Reforms Policy provides a roadmap for institutional reforms aimed at improving public sector performance and service delivery. The NRB contributes to the reform agenda through the expansion and modernization of the NRIS, the introduction of digital credentials, and the operationalization of civil registration modules that support citizen access to services and rights.

1.3.9 The National Digitalization Policy (2023)

This policy sets the national direction for digital transformation across all sectors of the economy and public service. It emphasizes digital inclusion, data governance, cybersecurity, and the development of digital public goods. The NRB's Strategic Plan is fully aligned with this policy, particularly in its focus on secure and interoperable DPI, digital ID wallets, mobile-based registration, and integrated service delivery platforms.

1.4 Linkages with National and International Frameworks

The NRB's mandate and strategy are intrinsically linked with Malawi's national development plans and international commitments. The Bureau contributes directly to the operationalization of the Malawi 2063 (MW2063) and the Malawi 2063 First 10-Year Implementation Plan (MIP-1) by providing the foundational identity systems necessary for inclusive governance, resource planning, and equitable service delivery.

At the global level, the NRB's work supports key targets under the Sustainable Development Goals (SDGs), most notably SDG 16.9 (legal identity for all), SDG 5 (gender equality), and SDG 10 (reduced inequalities). Table 1 shows that the SDGs are most directly related to CRVS and National ID.

Additionally, the Strategic Plan demonstrates Malawi's commitment to global and regional identity initiatives, aligning with the African Union's Agenda 2063, the United Nations Legal Identity Agenda, the Global Digital Compact, and the 50-in-5 campaign. These frameworks collectively promote the development of inclusive, secure, and rights-based identity ecosystems, ensuring equitable access to identity services and fostering sustainable development.

The Bureau also upholds Malawi's obligations under international human rights instruments such as the Universal Declaration of Human Rights, the Convention on the Rights of the Child, and the Convention on the Elimination of All Forms of Discrimination Against Women, by ensuring that civil registration services are accessible to all citizens without discrimination.

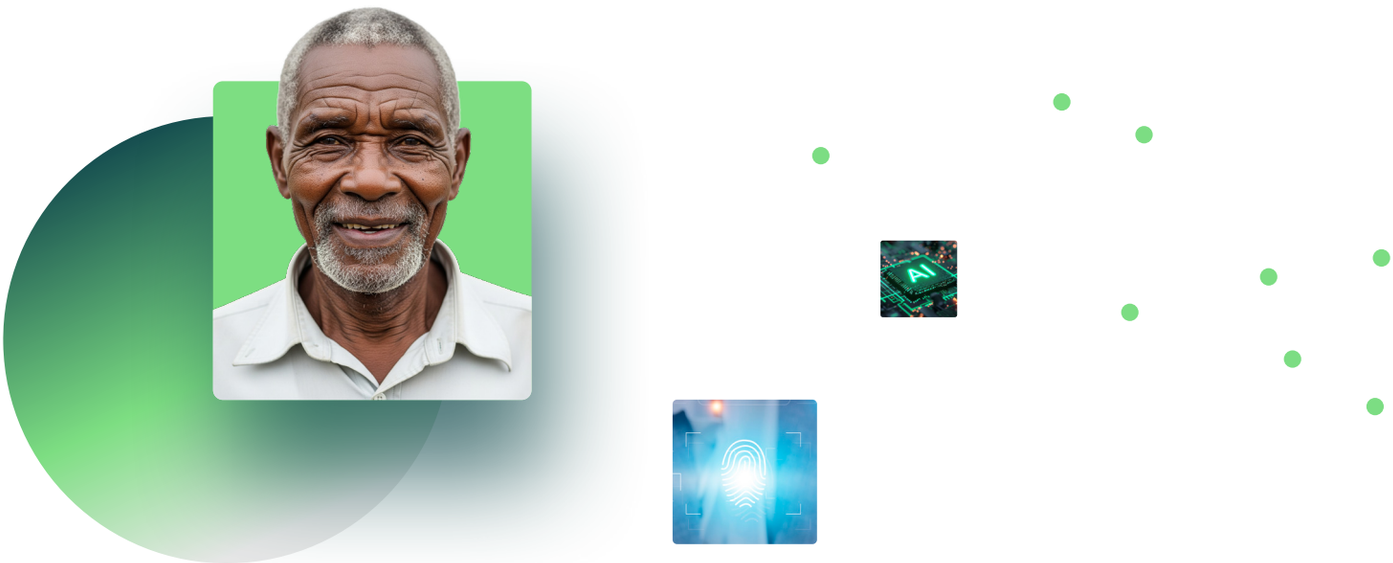
TABLE 1 SDGs most directly related to CRVS and National ID

SDG	Target	Link to CRVS & National ID
16.9	Legal identity for all	Direct – birth registration & ID issuance
17.18	High-quality disaggregated data	Direct – foundational data systems
1.3	Social protection	ID enables eligibility verification
3.2/3.8	Maternal/child health, Universal Health Coverage (UHC)	CRVS tracks births/deaths; ID supports continuity of care
4.1/4.5	Education for all; gender equity	Birth registration for school enrollment
5.1/5. b	Gender equality; digital inclusion	Gender-responsive ID systems
10.2	Inclusion of all	Recognition of vulnerable populations
16.6	Transparent institutions	Identity systems reduce fraud, improve trust

1.5 Setting the Context

NRB occupies a central and strategic position in Malawi's state-building, digital transformation, and development agenda. As the institution responsible for managing the NRIS, the NRB plays a critical role in ensuring that every individual is legally recognized and that vital statistics are generated in a timely, accurate, and inclusive manner.

This chapter underscores the pivotal role of the NRB in Malawi's socio-economic and governance landscape, emphasizing the necessity of robust identification and registration systems. By acknowledging past achievements and identifying systemic gaps, it sets the stage for exploring the methodologies used to address these challenges comprehensively in the subsequent chapter.



The NRB is central to Malawi's state-building, digital transformation, and development.

Methodology



2.1 Anchoring in International Best Practice Frameworks

To ensure a robust and internationally aligned strategy, the development process was anchored in globally recognized diagnostic frameworks. The team employed both the World Bank's Identification for Development (ID4D) Diagnostic Guide and the UNDP Governance Framework for Digital Identity Ecosystems, alongside the UNECA Comprehensive CRVS Assessment Tool. These frameworks provided structured, evidence-based benchmarks covering all facets of Malawi's identity management – from legal and institutional arrangements to technological design and inclusive service delivery. By using internationally endorsed tools, the NRB ensured the strategic plan was grounded in best practices and aligned with the Sustainable Development Goal 16.9 target of "legal identity for all, including birth registration" and the UN Legal Identity Agenda. Each framework is summarized in subsequent sections, including its purpose and core dimensions, followed by an overview of how they were applied in the strategy development process.

2.2 World Bank ID4D Diagnostic Guide

The ID4D Diagnostic is a comprehensive assessment methodology developed by the World Bank to evaluate a country's identification ecosystem holistically. It examines existing identification systems (including civil registration, national IDs, and related databases) across three core dimensions: Inclusion, Design, and Governance. Under Inclusion, the diagnostic assesses coverage (e.g. what proportion of the population is registered from birth to death) and accessibility (barriers such as fees, distance, or discrimination). Under Design, it reviews technical and operational aspects – for example, the robustness of enrollment processes, data accuracy, credential security, interoperability of systems, and protection of user privacy through system architecture. Under Governance, it evaluates the legal and regulatory framework, institutional roles, data protection safeguards, accountability mechanisms, and financial sustainability of the identity system. The ID4D Diagnostic is explicitly guided by the Principles on Identification for Sustainable Development, a set of ten international principles that promote universal coverage, removal of barriers, accountability, data protection, and user rights in ID systems. By following these principles, the diagnostic ensures that recommendations aim for inclusive, trusted, and responsible identification systems. In Malawi's context, the ID4D Diagnostic was used as an "As-Is" analysis tool to systematically document the current status of the national ID and CRVS systems. This involved collecting data on how well the identity system performs in reaching marginalized groups, the integrity and technology of the identification processes, and the strength of governance arrangements (laws, policies, institutional mandates). The diagnostic revealed gaps and opportunities across the inclusion, design, and governance dimensions – for instance, identifying areas where coverage was incomplete or where legal frameworks needed strengthening. These evidence-based findings provided a baseline against international standards, helping the NRB pinpoint critical challenges that must be addressed to achieve a robust, inclusive, and sustainable ID ecosystem in line with global best practices.

2.3 UNDP Governance Framework for Digital Identity

The UNDP Governance Framework for Digital Legal ID Systems (2023) served as the second key pillar of the methodology. This framework provides a model for the laws, policies, and institutional arrangements needed to govern digital identity ecosystems in an inclusive and rights-respecting manner. Recognizing that technology alone cannot deliver a trustworthy ID system, UNDP's framework emphasizes "good governance" as essential for safe and effective digital ID implementation. At its core, the framework outlines normative standards to ensure that digital identity systems uphold human rights, user privacy, transparency, and accountability.

It is informed by extensive international experience (80+ reference documents) and aligns with the UN's whole-of-society approach, which includes civil society oversight and a foundation in civil registration systems. The UNDP model framework consists of several high-level governance components that together cover all aspects of a well-governed ID ecosystem. These components include: a sound legal and regulatory framework (clear laws and regulations for identity management); capable institutions (well-defined mandates and capacities for the agencies involved); strong data protection and privacy safeguards; mechanisms for accountability and rule of law (to oversee the system and provide remedies for misuse); equality and non-discrimination principles (to ensure no group is excluded or treated unfairly); participation and access to information (engaging the public and being transparent about how the system works); user value (delivering tangible benefits to individuals, so the ID is useful and trusted);

and procurement and anti-corruption measures (to ensure integrity in system development and operations). By addressing these governance dimensions, the UNDP framework enables governments to identify gaps in policies and institutions and develop a strategic approach to bridge them, fostering a supportive environment for a robust identity ecosystem The strategic plan development team, with reference to UNDP's model, assessed areas such as the adequacy of Malawi's National Registration Act and related laws, the clarity of institutional roles (e.g. NRB's mandate versus other agencies), the presence of data privacy protections, and the inclusion of accountability safeguards for identity management. This assessment highlighted where Malawi's digital identity governance aligns with international norms and where improvements are needed – for example, updating legislation to introduce digital credentials, strengthening data protection provisions, or enhancing oversight through independent review bodies. The UNDP framework thus ensured the Strategic Plan's objectives would address governance shortfalls and embed rights-based, inclusive practices in Malawi's identity systems, reinforcing public trust and accountability.

Good governance, not just technology, is essential for a safe, effective, and rights-respecting digital ID system.



2.4 UNECA Comprehensive CRVS Assessment

Complementing the ID4D and UNDP tools, the methodology also incorporated the Comprehensive CRVS Assessment Tool developed under the auspices of the United Nations Economic Commission for Africa (UNECA) and the Africa Programme for Accelerated Improvement of CRVS (APAI-CRVS). This assessment framework is tailored to civil registration and vital statistics systems, recognizing that birth, marriage, divorce, and death registration are foundational to legal identity. The tool guides countries to "comprehensively and holistically review their CRVS systems" with the goal of generating evidence on system performance and gaps, thereby informing strategic improvements. It covers all major aspects of CRVS, including the policy and legal framework for civil registration, the organizational structure and coordination mechanisms (across health facilities, local registries, and national agencies), operational processes and workflows for registering vital events, data management and vital statistics production, as well as demand-side factors like public awareness and cultural practices around registration.

In Malawi, the CRVS assessment was used to ensure that the Strategic Plan fully addresses the civil registration component of the identity

ecosystem in line with African regional standards and global guidelines. Through this tool, the NRB and stakeholders reviewed how effectively births and deaths are being registered nationwide, the completeness and quality of the data, and the interoperability between the civil registration system and the national ID database. The assessment highlighted specific gaps – for example, low death registration in communities, delays in reporting vital events, or inconsistent enforcement of compulsory registration – which require targeted interventions. Insights from the CRVS review were fed into the strategy so that proposed reforms (such as community-based registration agents, integration of health and registration systems, and improved legal provisions for registering events like marriages or for Malawians abroad) are grounded in a clear understanding of current shortcomings. This ensures that the Strategic Plan's civil registration objectives are realistic, evidence-driven, and aligned with the UNECA/APAI-CRVS recommendations for strengthening CRVS as part of an integrated legal identity system.

2.5 Participatory Consultations and Synthesis

While the international frameworks provided objective diagnostics, the methodology was equally participatory and consultative. The NRB convened a series of national workshops and stakeholder meetings to discuss findings and gather insights. Participants included government ministries and departments, development partners, civil society organizations, and representatives of vulnerable groups. Through these consultations, over 77 challenges and recommendations were collected and analyzed. The stakeholders played a crucial role in validating data from the ID4D and CRVS assessments while providing essential contextual insights. Their contributions, ranging from identifying on-the-ground challenges and resource limitations to sharing user perspectives, ensured the strategy remains practical and responsive to ground realities. This inclusive approach also built consensus and buy-in for the upcoming reforms, as stakeholders saw their concerns and suggestions reflected in the planning process.

After gathering diagnostic data and stakeholder input, the strategic plan development team conducted a gap analysis. This involved comparing the current state of Malawi's identity systems (the "as-is" situation revealed by the diagnostics and consultations) against the desired state defined by international standards and national development goals. The ID4D findings, benchmarked against global principles, and the UNDP governance criteria served as reference points for what a high-functioning, rights-based ID system should look like. Gaps were identified in each domain – for example, legislative misalignments, technological weaknesses, unmet user needs, or institutional capacity shortfalls. Each gap was analyzed to understand root causes and to brainstorm potential solutions, drawing on global best practices (including case studies from other countries' ID reforms) and innovative ideas raised by stakeholders.

Finally, these solutions were distilled into the Key Result Areas (KRAs), Strategic Objectives, Strategic Outcomes, and Targets of the NRB Strategic Plan 2025–2030. In essence, the methodological process ensured that every strategic objective directly addresses one or more gaps identified through the diagnostics. For instance, if the ID4D diagnostic showed low coverage among rural women, the plan includes specific outreach and mobile registration programs to bridge that gap. If the UNDP framework review found weak data privacy safeguards, the plan proposes strengthening the legal framework for data protection. This way, the formulation of the strategy was a direct outcome of the evidence and analysis gathered, guaranteeing that the plan is not only aspirational but also actionable and aligned with what both the data and the people of Malawi indicate is needed.

2.6 Methodology Workflow Overview

The relationship between diagnostics, consultations, gap analysis, and strategy formulation can be visualized as a stepwise workflow (illustrated in Figure 1, below). The process flowed logically through the following stages:

1 **Diagnostic Assessment (Baseline Evaluation):** The team first undertook a comprehensive diagnostic of the identity ecosystem using international tools (World Bank ID4D Diagnostic, UNDP Digital ID Governance Framework, and UNECA CRVS Assessment). This established a fact-based baseline of the current system's performance, strengths, and weaknesses across all key dimensions.

2 **Stakeholder Consultations:** Next, the team carried out wide-ranging consultations – including workshops, interviews, and focus groups – with stakeholders nationwide. The purpose was to validate and enrich the diagnostic findings with ground realities, and to capture stakeholder aspirations, concerns, and recommendations. This participatory step ensured diverse perspectives (from government agencies to civil society and end-users) were considered, and it yielded a consolidated list of issues and proposed solutions (over 77 inputs) for consideration.

3 **Gap Analysis (Best Practice Benchmarking):** With both the hard data and stakeholder inputs in hand, the team conducted a gap analysis. They compared the current state (diagnostic results) against international best practice criteria and targets – for example, the ID4D's global benchmarks for coverage or the UNDP's normative governance standards. This analysis identified specific gaps where Malawi's systems fell short of the ideal state, and it mapped each gap to potential strategies or interventions that could resolve it. The use of global frameworks in this step ensured that proposed solutions align with proven approaches and the principles of inclusive and accountable ID systems.

4 **Strategic Plan Formulation:** Finally, the insights from the gap analysis were translated into the Strategic Plan's Key Result Areas, objectives, outcomes, and activities. Each strategic objective in the 2025–2030 plan is thus evidence-backed and traceable to the diagnostic findings. For example, weaknesses in legal framework governance led to an objective on legislative and policy reform; shortcomings in coverage and inclusion informed objectives on community registration and outreach; and technology and data protection gaps shaped objectives on system modernization and privacy enhancement. The plan was formulated through iterative drafting and review, ensuring coherence between the different objectives and leveraging synergies (such as how improving civil registration will in turn bolster the national ID database, etc.). Throughout formulation, alignment with national development priorities (e.g. MW2063) and international commitments (SDGs, African Union standards) was maintained, reinforcing that the strategy is both locally relevant and globally informed.

Each strategic objective in this plan is evidence-backed and traceable to diagnostic findings and stakeholder consultations.



FIGURE 1 Methodology for the Development of the Strategic Plan 2025-2030



By employing this structured approach, the NRB has developed a Strategic Plan built on a solid methodological foundation. It combines international best-practice diagnostics with local knowledge and consensus, resulting in a strategy that is well-positioned to strengthen Malawi's identity management system in line with world-class standards.

The use of the ID4D and UNDP frameworks side by side illustrated their complementarity: the ID4D Diagnostic provided a broad, principles-based performance assessment, while the UNDP Governance Framework drilled down on normative governance elements – together ensuring no aspect was overlooked. The addition of the CRVS assessment tool further guaranteed that the vital events registration subsystem received detailed attention and was fully integrated into the overall plan. This complementarity means the tools reinforced each other's findings – for instance, both ID4D and the CRVS tool pointed to the need for greater inclusion, and both ID4D and UNDP's framework highlighted governance reforms – giving NRB confidence that the identified strategic initiatives are comprehensive and mutually supportive. In summary, the methodology exemplified a marriage of global standards and local participation, yielding a Strategic Plan that is evidence-based, inclusive in its development, and aligned with international best practices at every step.

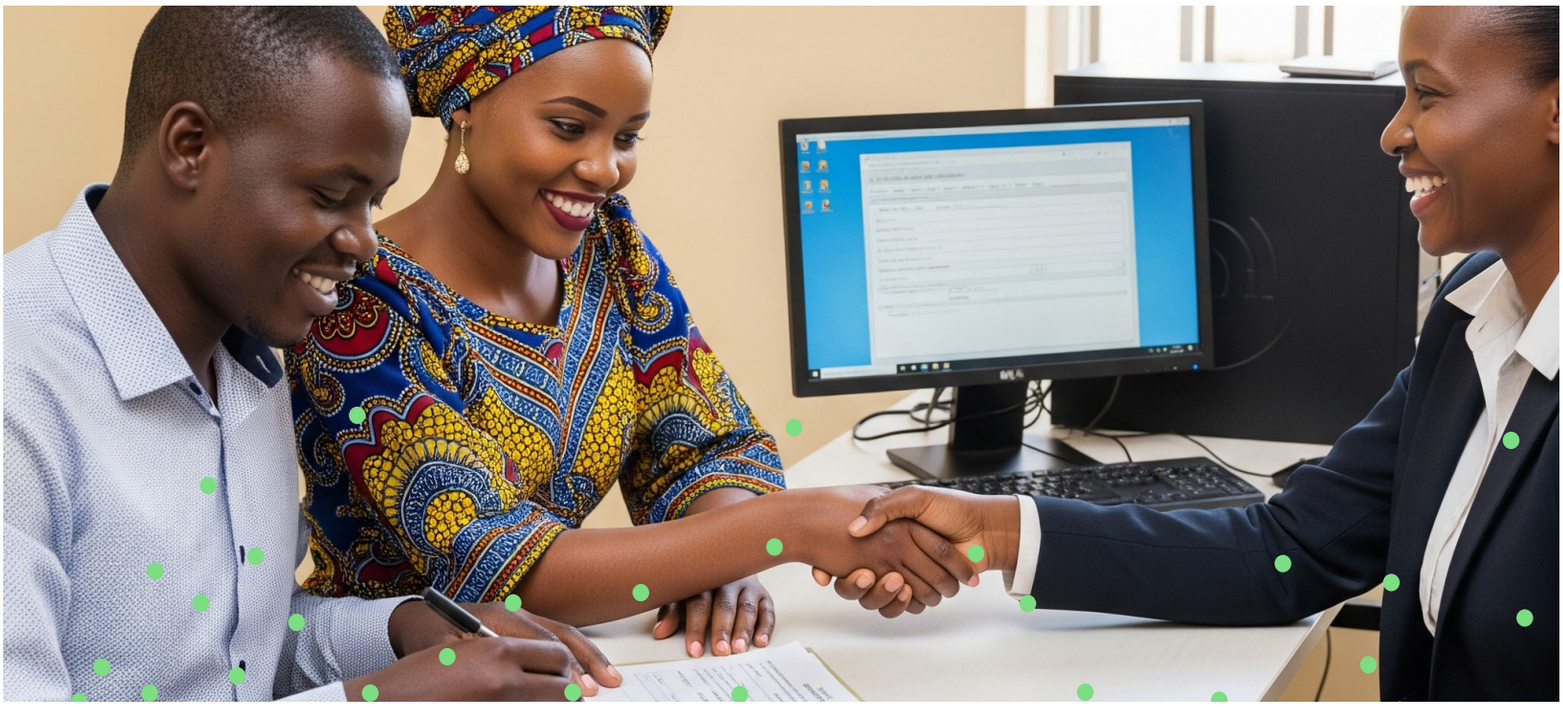
2.7 Building on Evidence Based Foundation

This chapter presents a structured and participatory approach used to ensure the NRB's Strategic Plan aligns with both international standards and local contexts. The thorough diagnostics and consultative processes described form the analytical foundation upon which the successes and challenges of the 2019-2024 Strategic Plan are critically reviewed in the following chapter.



A structured and participatory approach ensures this strategic plan aligns with both international standards and local contexts.

Review of Strategic Plan 2019–2024



3.1 Strategic Objectives

The review of the implementation of the 2019 – 2024 Strategic Plan focused on strategic outcomes determined from NRB's mandate, which are as follows:

i. Improved management of the population and national registration system,

ii. Improved civil registration,

iii. Improved positive identification of Malawians and resident foreigners

iv. Increased public awareness on National Registration and Identification System (NRIS)

v. Improved service delivery.

The NRB Strategic Plan 2019–2024 set out to establish a robust NRIS in Malawi. Key objectives included improving civil registration (births and deaths registration), achieving near-universal identity coverage for Malawians aged 16 years and above, undertaking institutional reforms to build NRB's capacity, and enhancing service delivery through the use of national IDs and birth certificates in public and private services. The plan was aligned with national policies (e.g. Public Sector Reforms 2018) and international goals (SDG Target 16.9 on legal identity for all) to ensure every Malawian is officially registered and can exercise their rights.

The national ID became the backbone for identification in key sectors like **banking, telecommunication, voting, and social services**.

The **National ID was legally mandated** as the sole voter identification for elections



An estimated

7 million

under 16 still lack any legal identity document.

99%

of the adult population (over 12.5 million people) has been registered.



3.2 Implementation Effectiveness and Key Outcomes

The review of the NRB 2019–2024 Strategic Plan highlights mixed progress across its strategic objectives. Here is a summary based on the available information and resources:

Institutional Reforms and Capacity: The NRB implemented significant institutional reforms to strengthen its capacity to manage and sustain the NRIS. With support from development partners (UNDP and others), NRB built internal capacity to personalize and print ID cards locally, but because of the backlog of unprinted new and renewed IDs, reliance on foreign printing still remained. A card production facility was set up in Lilongwe, and NRB staff were trained to run the biometric ID system and data center. The bureau also decentralized its services: by 2020, all 28 district NRB offices were online via a Government Wide Area Network (GWAN), enabling real-time data transmission to the central database. Institutional partnerships were forged – for example, NRB signed MoUs with banks and mobile operators to integrate ID verification into their customer onboarding, which simultaneously built NRB's credibility and improved partner services. NRB's role was formally integrated into governance processes (the National ID was legally mandated as the sole voter identification for elections, linking NRB with the Malawi Electoral Commission). Internally, however, some planned reforms were not fully realized. A comprehensive functional review of NRB's organizational structure – intended

to streamline operations and address human resource gaps – was identified as a need, but had not been completed by 2024. Staffing and skills remained a challenge: high turnover of ICT staff and shortages of key specialists hindered efficiency. The government did take steps in the broader public sector to support NRB's mission, such as enacting a Data Protection Act in 2024 to safeguard personal data and updating the National Digitalization Policy, but NRB's own governing law (2010 NR Act) lagged behind emerging needs (e.g. it does not fully empower NRB to adopt digital credentials or cover new use-cases).

Civil Registration: Significant progress was made in rolling out birth and death registration, though targets were only partially met. Over 3.5 million children were registered for birth certificates during 2017–2024 against the target of 9 million births. This was a substantial increase from the baseline (only ~25.9% of children under 18 had birth certificates as of 2018).

The NRB, in partnership with the Ministry of Health, UNDP, CDC, Elizabeth Glaser Pediatric AIDS Foundation, Sant'Egidio and UNICEF, implemented innovative measures to boost birth registration, such as integrating birth notification into health facilities and training 600+ healthcare workers on registration procedures. A mass child registration campaign in 2022 registered over 618,000 children (under 16) across three pilot districts, with 95% of those children receiving birth certificates. This demonstrated that with targeted outreach and stakeholder support, registration rates can rapidly increase (a 100% rise in those districts). Death registration was also initiated via a decentralized electronic module under NRIS. However, civil registration coverage remains low nationwide – an estimated 7 million children (under 16) still lack any legal identity document. Marriage registration was not operationalized due to legal inconsistencies between the National Registration Act and the Marriage, Divorce and Family Relations Act, representing a gap in vital events registration

National ID Coverage: The NRB achieved near-universal coverage of the adult population with national IDs. As of 2024, over 12.5 million Malawians aged 16 and above (about 99% of the adult population) have been registered and issued SMART national identity cards. This surpasses original targets with NRB registering 12.5 million by 2024. The registration drive even exceeded population projections in some areas, indicating enthusiastic uptake. The transition from a one-time mass registration to continuous registration was successful: after the mass campaign, NRB took over operations and began continuous registration in 2018, registering new 16-year-olds and previously unregistered citizens on a rolling basis. NRB established 28 permanent District Registration Offices and expanded service points to 22 post offices nationwide, greatly improving accessibility. By 2024, Malawi's foundational ID system was recognized internationally (winning the 2021 WSIS Award) for achieving one of the highest legal identity coverages in Africa. Despite this success, there remained coverage gaps among specific groups and lack of permanent presence in Traditional Authorities; Malawians in the diaspora and resident foreign nationals in Malawi had much lower registration rates, as outreach to those populations was limited during the plan period.

Service Delivery and Integration: The widespread issuance of national IDs led to improved service delivery across multiple sectors. By the end of the strategic plan period, the national ID had become the backbone for identification in banking, telecommunication, voting, taxation, immigration, and social services. For instance, banks and microfinance institutions integrated NRB's ID verification (KYC) into their systems, speeding up customer onboarding and reducing fraud. The Reserve Bank of Malawi pushed financial institutions to adopt e-KYC using the national ID database. Mobile network operators were required by the regulator (MACRA) to register all SIM cards against a national ID, enhancing security in the telecommunication sector. Government agencies also leveraged

the ID: the Malawi Revenue Authority, pension systems, and the voter registration for elections all relied on the NRB data. These integrations meant citizens could increasingly access services using one trusted ID, fulfilling the plan's service delivery goal.

Additionally, NRB's data began to inform planning and inclusion e.g. the Social Cash Transfer program used the national ID to ensure beneficiaries are correctly identified (reducing ghost entries). On the civil registration side, improved service delivery is seen in health facilities now offering on-site birth registration. By embedding NRB assistants or processes in maternity wards, new parents can receive birth certificates before leaving the hospital. Despite these gains, some service delivery challenges persisted. Turnaround times for ID card issuance were still slow during much of the period (at one point a backlog led to complaints that IDs took many months to be printed). NRB had to undertake a mass printing effort of 4.8 million IDs in late 2023 and 2024 to clear backlogs and distribute cards ahead of the 2025 elections. There were also public concerns about transparency in ID operations – an incident in 2023 saw stakeholders' "storm" an ID printing center fearing unauthorized printing, which NRB had to address by public communication and security assurances. These incidents underscored that service delivery is not just about technical integration, but also about maintaining public trust and operational transparency.

3.3 Challenges Encountered and How They Were Addressed

The implementation of the 2019–2024 Strategic Plan faced multiple challenges, some of which were identified through stakeholder consultations and reviews in 2024. These challenges can be grouped into several categories:

- **Policy and Legal Framework:** The implementation exposed gaps and conflicts within the legal framework governing identity and civil registration. Stakeholders observed that certain laws and regulations overlapped or lacked clarity regarding institutional roles. For example, responsibilities between NRB, the Ministry of Health (for births/deaths), and the Ministry of Homeland Security sometimes lacked clear coordination mandates. Outdated laws (like the 1904 Births and Deaths Act, only repealed in 2018) meant that enforcement of compulsory registration took time to be implemented. Data privacy was a significant concern, as Malawi lacked a comprehensive data protection law until recently, despite the NRB managing sensitive personal data.

The government responded by drafting new policies: the National Registration Act was under review to better support digital IDs and CRVS integration, and as of 2024 a Data Protection Act was passed to regulate personal data in systems like NRIS. During 2019–2024, NRB also worked through memoranda and inter-agency committees to handle role overlaps (for instance, a CRVS steering committee was formed to link NRB with Health and National Statistical Office). Still, a comprehensive policy harmonization is needed. Stakeholder feedback stressed aligning all related policies and laws to eliminate conflicting mandates. This challenge is being carried forward, with legal reform slated as a top priority in the next strategic plan.

- **Civil Registration Uptake:** Despite the systems put in place, public demand for birth and death certificates remained low in many areas. Cultural and informational barriers often led families to undervalue birth registration or struggle to return for certificate collection. There were also logistical issues: delays in transmitting birth record forms from community registrars and hospitals led to slow issuance. In some remote areas, the digital

birth registration system had not fully replaced paper, causing data gaps when forms were lost or not entered centrally. Additionally, NRB's intense focus on the national ID rollout in the early years meant CRVS got comparatively less attention ("competing priorities" challenge).

In the latter half of the plan, NRB began to integrate birth registration into routine health services, as noted above, to capture most newborns. Community awareness campaigns were used to explain the importance of birth certificates for children's future access to education, inheritance, and protection. To bring services closer, NRB engaged village chiefs to distribute birth certificates, eliminating the need for parents to travel to district offices. These measures started yielding results locally (as seen in pilot districts), but nationwide coverage will require sustained effort beyond 2024. A key lesson learned is that integrating civil registration with the digital ID system (so that one enrollment can generate both an ID and birth record where applicable) could create efficiencies.

Service Delivery and Inclusion: While services improved for those registered, certain populations were left behind. As noted, Malawians living abroad had no systematic enrollment mechanism during 2019–24. Similarly, resident foreigners (legal residents) faced cumbersome processes to register for IDs, resulting in low numbers of non-citizens in the NRB system. Another challenge was the administration of changes and updates to the registry: many citizens needed to correct or update details (name changes, lost ID replacements), which strained NRB's capacity and budget.

Late in the strategic plan implementation period, NRB began planning outreach to diaspora (through embassies) and simplified procedures for foreign nationals, but implementation had not commenced by 2024. To handle the high volume of ID renewal and replacements (especially as the first batch of 5-year validity cards started expiring), NRB extended the validity of IDs by two years as a stop-gap and encouraged citizens to initiate renewals early. The concept of digital IDs was also explored – stakeholders proposed introducing mobile ID or QR code credentials that could be issued instantly and reduce reliance on physical cards. This idea, aiming to solve the recurring cost and logistics of card issuance, was implemented using QR Code during voter registration to ensure that those with lost & damaged IDs and others who are registered with NRB but were waiting for their IDs are able to register as voters, this resulted in registration of over 2 million voters using QR code.

Infrastructure and Connectivity: NRB faced unstable internet connectivity at many district offices and health facilities, which often delayed data syncing of registrations. Some biometric equipment (registration kits, printers) became outdated, causing frequent breakdowns. There was no centralized inventory system for the equipment, leading to slow maintenance responses. Additionally, the NRIS lacked an automatic full-scale disaster-recovery setup – a serious risk to data continuity.

Mid-way through the plan, NRB with donor support upgraded parts of its infrastructure (e.g. installing new set of equipment for the primary data centre and network). All districts were connected to a Wide Area Network by 2019 to improve data transmission. However, broader upgrades (replacing old kits, setting up a live backup data center) were deferred to the next strategy, and remain a priority.

Operational and Human Capacity: The rapid expansion of NRB's mandate strained its human resources. Printing backlogs occurred partly due to limited printer capacity, funding, procurement delays and shortage of supplies. Staffing gaps were notable in ICT and data management roles, compounded by the high turnover of trained technicians. Continuous registration required new skills which many staff lacked, and training opportunities were limited. Furthermore, communication and outreach were

initially insufficient – many citizens especially in rural areas were not well informed about registration procedures (leading to low birth/death registration demand).

The NRB started several initiatives: (1) Capacity building: With donor assistance, NRB conducted trainings (e.g. on the upgraded ID software, and on civil registration for health workers) and began incentivizing staff retention, though results were modest during this period (2) Outsourcing printing bursts: NRB periodically partnered with the private sector and used Card Printing Facility to clear the ID backlog, as evidenced by the 2024 effort that processed 4.8 million IDs in a short span. (3) Public awareness campaigns: NRB, along with UNDP and civil society, ran awareness drives on radios and community meetings among other channels, emphasizing the importance of birth registration and encouraging citizens to collect their ready ID cards. Such campaigns helped improve ID card collection rates to over 96% in some districts. By 2024, the visibility of NRB services had improved (for example, the SMS service was introduced so citizens are informed of their ID status). Nonetheless, deeper operational reforms (like recruiting more permanent staff and establishing Traditional Authority service centers) were not fully realized and are carried into the next strategic plan cycle.

In summary, the NRB confronted serious challenges in technology, resources, and public engagement while implementing the plan. Many issues were mitigated through ad-hoc solutions and partner support during 2019–2024, but a number of structural fixes (system upgrades, legal reforms, sustained outreach) remained incomplete by the end of the period. These unfinished tasks are explicitly recognized and have been rolled into the agenda for 2025–2030.

A QR Code system registered over 2M voters

bypassing issues with physical ID cards



A backlog of 4.8 million ID cards was cleared in 2024 through a mass printing partnership

A critical legal gap was closed with the passage of the Data Protection Act in 2024

The national ID system lacked a full-scale disaster recovery setup, posing a serious risk to citizen data

3.4 Lessons Learned and Stakeholder Feedback

The experience of the 2019–2024 Strategic Plan yielded valuable lessons for Malawi's identity and civil registration system. A consolidated stakeholder review in 2024 (involving government ministries, development partners, and user representatives) highlighted both successes to build on and gaps to be addressed going forward:

Legal and Institutional Reforms are Urgent Enablers: The plan's implementation revealed that outdated laws and an under-resourced institution can hold back technical progress. Stakeholder feedback emphasized accelerating legal reforms – not only updating the NRB Act to accommodate digital identity and information-sharing safeguards, but also ensuring complementary laws (Citizenship Act, Passport regulations, etc.) align with the NRIS objectives. The passing of the Data Protection Act in 2024 is a positive step, but NRB now needs clear regulations on data use and security to maintain public trust. Institutionally, a key lesson is the importance of ongoing capacity review and change management. NRB expanded rapidly under the 2017–2024 period; a thorough functional review is needed to optimize its structure, staffing, and workflows for its expanded mandate. The next strategy will incorporate this, ensuring the NRB is "fit for purpose" (e.g. possibly creating dedicated departments for CRVS, for ICT, for regional operations among others, as recommended by the review).

High Coverage Requires Sustainability: Achieving 99% adult ID coverage is a landmark success, but maintaining that coverage (and extending it to children) is an ongoing challenge. The mass registration approach proved effective for rapid rollout, but stakeholders learned that continuous registration systems need steady investment. A lesson is that periodic mass campaigns (e.g. for children) combined with continuous services can ensure that no one is left behind. Importantly, issuing expensive biometric smartcards to every citizen every few years may not be sustainable for Malawi's budget. The plan's implementation showed the need to explore cost-effective alternatives like digital or less frequent credential updates. This has informed proposals for digital credentials and longer validity periods of the IDs in the next strategy.

Integration of CRVS and Digital ID: The separation of civil registration and the national ID in implementation led to uneven progress; birth registration lagged while ID thrived. The lesson drawn is that integrating CRVS with the digital ID platform could create efficiencies and mutual reinforcement. For example, if every birth is assigned a national identification number and entered into NRB's database from the start, it lays the foundation for eventual ID issuance at age 16 and provides complete population data. Stakeholders in 2024 strongly recommended a unified system or at least interoperable systems for births, deaths, and IDs. This would streamline processes, avoid duplication, and improve coverage of vital events. It was also noted that NRB should work more closely with the health sector and community leaders, as they are critical allies for capturing vital events (a partnership model that showed success in pilot districts).

Public Engagement and Trust: Another lesson learned is that technology and laws alone are not enough – public awareness and stakeholder engagement are crucial. Early in the rollout, many citizens did not understand the processes or benefits, affecting participation in birth registration and causing misinformation about the ID program. By the end of the plan, NRB had increased its outreach nonetheless, the 2024 review noted that formal feedback mechanisms with the public could be stronger. For example, creating channels for citizens to report issues or ask questions (helpdesks, hotlines, village information sessions) could help in correcting

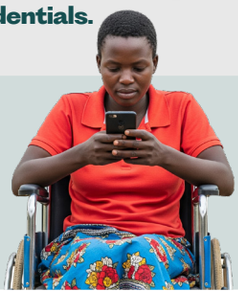


Governance Over Gadgets

A key lesson is that **technology and laws are not enough.** Public awareness, stakeholder engagement, and trust are crucial for a successful national identity system.

The Sustainability Challenge

Achieving 99% ID coverage is a landmark success, but maintaining it with expensive smartcards is a long-term challenge, highlighting the need to explore more **cost-effective alternatives like digital credentials.**



The Power of Integration

Integrating civil registration (births/deaths) with the national ID system is **key to improving coverage and efficiency.**

A Showcase of Innovation

An innovative framework connected **nine government systems to the NRB**, far surpassing the original target of one.

misconceptions and instill transparency in NRB operations.

Going forward, the NRB plans to institute regular stakeholder consultations and information campaigns. A successful initiative cited in the lessons was the use of local leaders and community structures to advocate for registration (the "community champion" approach) – this will be replicated to boost both ID registration / renewals and birth/death registrations in the future.

Partnerships and Innovation: The implementation benefited from strong partnerships – UNDP, UNICEF, CDC, EU, USAID, Ireland, Norway and others provided crucial funding, technical assistance, and innovation. A lesson for the next cycle is to continue leveraging partnerships but also to innovate domestic solutions. For instance, Malawi's use of an enterprise architecture interoperability framework enabled nine different systems to interface and share data with the NRB by 2024 (far exceeding the initial target of one system). This interfacing (e.g. NRB with immigration, banking KYC, voter registry, etc.) was facilitated by partner support and should be expanded. Likewise, new technology like mobile registration kits, online services for ID replacement, and potential self-service registration via mobile apps are being explored. The lesson is that continuous improvement and adoption of new technologies must be embedded in strategic planning, to keep the ID system responsive and user-friendly.

In essence, the collective feedback from stakeholders was that the NRB has made considerable progress in giving Malawians an identity and improving service delivery, but it now faces the test of sustaining and extending these gains. The challenges faced have provided a clear picture of what needs to be fixed or done differently. These lessons learned formed a critical input into the next strategic plan.

3.5 Implications for the 2025—2030 Strategic Direction

The findings from the 2019–2024 period directly inform the priorities of the upcoming NRB Strategic Plan 2025–2030. Key implications and recommended focus areas include:

Complete the Reforms: The next strategy must finalize the policy and legal updates that were initiated. This means enacting amendments to fully empower NRB in the digital era (clarifying its authority on digital IDs, data sharing, and registering all vital events). It also means implementing the functional and staffing review so that NRB is better organized to deliver on an expanded mandate. Without these reforms, technical improvements may not yield sustainable results.

Modernize Infrastructure: A major thrust for 2025–2030 will be upgrading the NRIS infrastructure – replacing aging equipment, expanding connectivity (possibly through solar-powered kits or mobile units for remote areas), and establishing robust backup/disaster recovery systems. The plan will likely budget for periodic technology refreshes and maintenance, learning from the downtime and delays caused by equipment failures in the past. Embracing digital credentials and automation (e.g. online applications, instant biometric verification) is on the agenda to improve efficiency and reduce costs.

Scale Up Civil Registration: To address the gaps in birth and death registration, the next strategic cycle will integrate CRVS as a core pillar. The goal will be to raise birth registration from the current ~30–40% towards universal coverage by 2030. This implies nationwide roll-out of the community and health-facility based registration model piloted in 2019–2024, with adequate resources for materials (forms, certificates) and personnel in every district. Integration and interoperability with the digital ID will be established– for example, continue assigning national ID numbers at birth, and possibly issuing a token or digital record that links to the eventual ID card. By treating birth, marriage, and death registration with equal importance as the national ID, Malawi can build a truly comprehensive identity system in the next five years.

Enhance Service Delivery & Inclusion: The 2025–2030 plan will aim to make NRB's services more accessible, timely, and inclusive through among other initiatives, the establishment of local level offices. This means reducing the turnaround time for ID issuance (potentially through instant issuance of temporary ID or digital ID upon registration) and ensuring people can update their details without excessive bureaucracy. Special initiatives for diaspora registration are expected – for instance, deploying NRB missions to countries with large Malawian communities or enabling embassies to capture biometrics. Similarly, procedures for non-citizen residents will be streamlined so that foreigners legally in Malawi can easily obtain resident IDs, helping Malawi meet international identity commitments and improve security. The NRB also intends to introduce robust client feedback systems (e.g. citizen scorecards or online feedback portals) to continually improve service based on user experience. Overall, service delivery improvements will consolidate the trust in and utility of the national ID, reinforcing it as a one-stop credential for accessing both government and private services.

Public Awareness and Engagement: Drawing on lessons learned, the next strategic plan will incorporate a comprehensive civic education and communication strategy. This will involve regular nationwide campaigns about the importance of registration (for all life events) and how to use NRB services. Emphasis will be placed on reaching marginalized and remote communities, women and youth, and those with lower

literacy – using local languages and community leaders to convey messages. By increasing public demand for registration services, NRB can ensure its investments in systems are fully utilized. Engagement will also extend to other stakeholders: civil society organizations will be invited to monitor and support NRB initiatives (for transparency), and development partners will be coordinated under a common framework so that support is aligned with NRB's strategic priorities.

Monitoring and Accountability: Finally, an implication for the next cycle is the need for stronger monitoring and evaluation of NRB's performance. The review of 2019–2024 noted that some targets and outcomes were not well-documented until the end. The 2025–2030 plan is expected to include clear indicators (e.g. % of children with birth certificates, turnaround time for ID, number of services integrated with NRIS, etc.) and to publish periodic progress reports to stakeholders and the public. This will ensure greater accountability and allow mid-course corrections. The NRB will also likely adopt a more consultative approach in implementing the next plan.

3.6 Reflecting on Progress and Learning

In conclusion, the 2019–2024 NRB Strategic Plan was pivotal in Malawi's identity management journey, marked by bold achievements in enrollment and integration that significantly improved national identity coverage and service delivery. It also faced and overcame various challenges, providing a wealth of experience and feedback. The lessons learned – from technical fixes to community engagement – are feeding directly into the NRB Strategic Plan 2025–2030, which will aim to consolidate the gains (e.g. maintaining near-universal adult ID coverage) while filling the gaps (e.g. boosting birth registration, updating laws, upgrading systems). This continuous improvement mindset, grounded in the real-world implementation experience of 2019–2024, bodes well for Malawi's goal of "leaving no one behind" in legal identity by 2030. Reflecting on the previous strategic cycle, this chapter highlights the significant strides made by the NRB, while openly discussing the challenges and key lessons learned. The insights gained from this reflective analysis directly inform the comprehensive evaluation of the existing technology landscape discussed in the next chapter.

Our 2030 goal: A comprehensive identity system through universal birth and death registration.



Technology Landscape



4.1 Background and Evolution of the NRIS Platform

In 2016, the Government of Malawi, in partnership with the United Nations Development Programme (UNDP), launched the establishment of the country's first NRIS. Prior to this initiative, 94% of Malawians lacked legal identification documents, which significantly restricted their access to essential services, including financial institutions, telecommunications, education, healthcare, and social protection. To address this critical development challenge, a secure, digital, and biometric-based identity management system was conceptualized.

The initial phase of implementation included a Proof-of-Concept (POC), which tested the reliability of hardware and software systems under real-world field conditions. The Biometric Registration Kits (BRKs) deployed during this phase were engineered for mobility and resilience, including solar power support and rugged casings to function in Malawi's diverse terrain. The software systems enabled the collection of biometric, biographic, and demographic information and allowed for the consolidation of newly captured data into a centralized national database. The testing process demonstrated the system's capability to function without internet or grid electricity, and it confirmed the security and accuracy of citizen data handling.

4.2 Architecture and Infrastructure of the NRB System

The NRIS infrastructure is composed of two interdependent levels: the decentralized registration infrastructure housed in district registration offices, and the centralized data processing and management infrastructure at NRB Headquarters in Lilongwe. At the district level, BRKs are deployed for capturing citizen data and providing services related to new registrations, replacements, renewals, and updates. These devices also connect to the Central Management System (CMS) to initiate the identity card issuance process. Complementing these are Civil Registration and Vital Statistics (CRVS) kits, which are used to register births and deaths, print certificates, and generate reports on civil events. Both BRKs and CRVS kits are equipped to synchronize data with the NRIS Central System over secure GWAN or TNM mobile network links.

The NRIS Central System supports all backend data management functions. Its identity subsystem handles PIN generation, card personalization and printing, biometric matching using an Automated Biometric Identification System (ABIS Mega Matcher Accelerator), adjudication of suspected duplicate records, and secure print job management. The deduplication engine ensures data uniqueness and integrity, the CRVS subsystem is similarly robust. It features a dedicated database for vital statistics, a unique Birth Identification Number and Death Identification Number generation module for birth and death events, adjudication tools to verify and correct records, and a service/integration layer that facilitates data exchange with the identity management system and other functional modules. This structure ensures the seamless, accurate, and timely processing of civil registration data.

4.3 Security Framework and Central Infrastructure

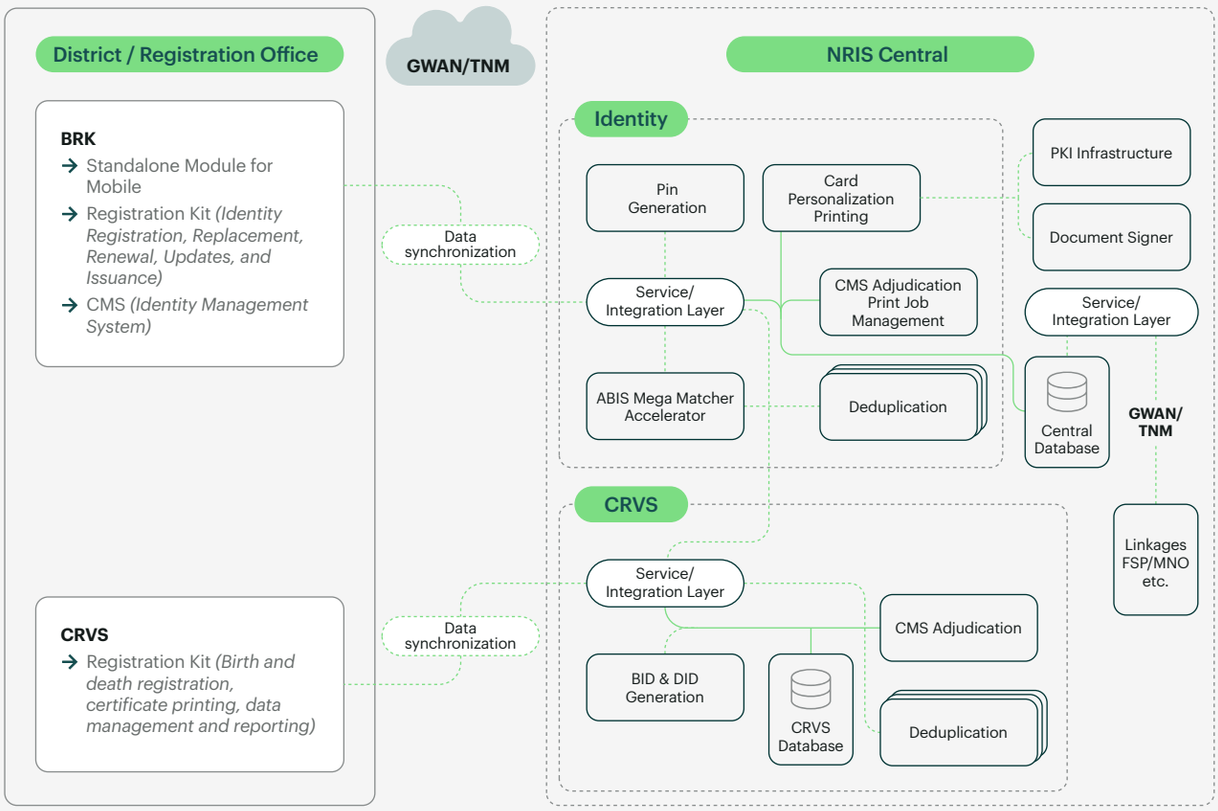
The NRIS employs a layered security model, incorporating Public Key Infrastructure (PKI) for encrypting data and authenticating digital records. A document signer component is used to digitally certify the authenticity of official certificates and ID cards. The central database houses identity, biometric, and CRVS data and is safeguarded through multiple layers of access control, redundancy, and disaster risk mitigation protocols. Furthermore, the system includes a publish/subscribe architecture and real-time read/write protocols, which optimize internal data exchanges and ensure data consistency.

Through established linkages with financial service providers, government agencies, and mobile network operators, the NRIS also supports external authentication and verification functions. For details see the Architectural Schematic Diagram (illustrated as Figure 2).



4.4 Architectural Schematic Diagram

FIGURE 2 Architectural Schematic Diagram for National Identity and CRVS System



The central database is safeguarded through multiple layers of access control, redundancy, and disaster risk mitigation protocols.

4.5 Compliance with International Technical and Biometric Standards

The NRIS conforms to multiple international technical and biometric standards as given in the following table.

TABLE 2 NRIS Compliance with International Technical and Biometric Standards

Component	Standards / Formats
Fingerprint Data	• ISO/IEC 19794-2: 2005 & 2011 • ANSI/INCITS 378: 2004 & 2009 • ANSI/NIST-ITL Templates
Supported Image Formats	• JPEG • JPEG2000 • PNG • WSQ
Facial Image Data	• ISO/IEC 19794-5: 2005 & 2011
Biometric Interface	• BioAPI 2.0 (ISO/IEC 19784-1:2006)

Data Interchange	• CBEFF:
	  • ANSI INCITS 398:2008
	  • ISO/IEC 19785-1:2006 & Amendments
	  • ISO/IEC 19785-3:2015

Smart Card Standards	• ISO 7810 • ISO 7816
Embedded Chip Tech	• NXP JCOP 2.41 & JCOP 3.0 • ICAO Applets for MRTDs (ICAO Doc 9303)

4.6 Key System Characteristics

The NRIS is built with centralized control, modular design, and end-to-end data governance in mind. Its core attributes include scalable architecture, robust deduplication and adjudication workflows, seamless interoperability across identity and CRVS modules, and adherence to high security standards. These attributes enable the system to function as a trusted, foundational component of Malawi's digital governance framework.

4.7 Strategic Gaps and Opportunities

Notwithstanding its strengths, the NRIS technology landscape faces several critical challenges that the 2025–2030 Strategic Plan must address. Much of the original field equipment, particularly BRKs has reached end-of-life and needs upgrading and there is limited number of CRVS kits. The system lacks a fully operational disaster recovery capability, making it vulnerable to data loss or downtime. There is also a pressing need to strengthen cybersecurity architecture in line with the increased interconnectivity of systems. Additionally, the use of advanced analytics remains limited, constraining the NRB's ability to derive insights from operational data. Inclusion gaps persist, particularly for Malawians living abroad and resident non-citizens. The interoperability between ID and CRVS is limited and significant reliance on CDC and its partner EGPAF for maintaining the CRVS system represents a high risk. Nevertheless, the evolving technology landscape presents significant opportunities. These include the introduction of mobile registration technologies, digital ID credentials, cloud-based data hosting solutions, and AI-powered analytics for fraud detection and planning. The expansion of APIs and system interfaces will further enhance interoperability with other public and private service platforms.

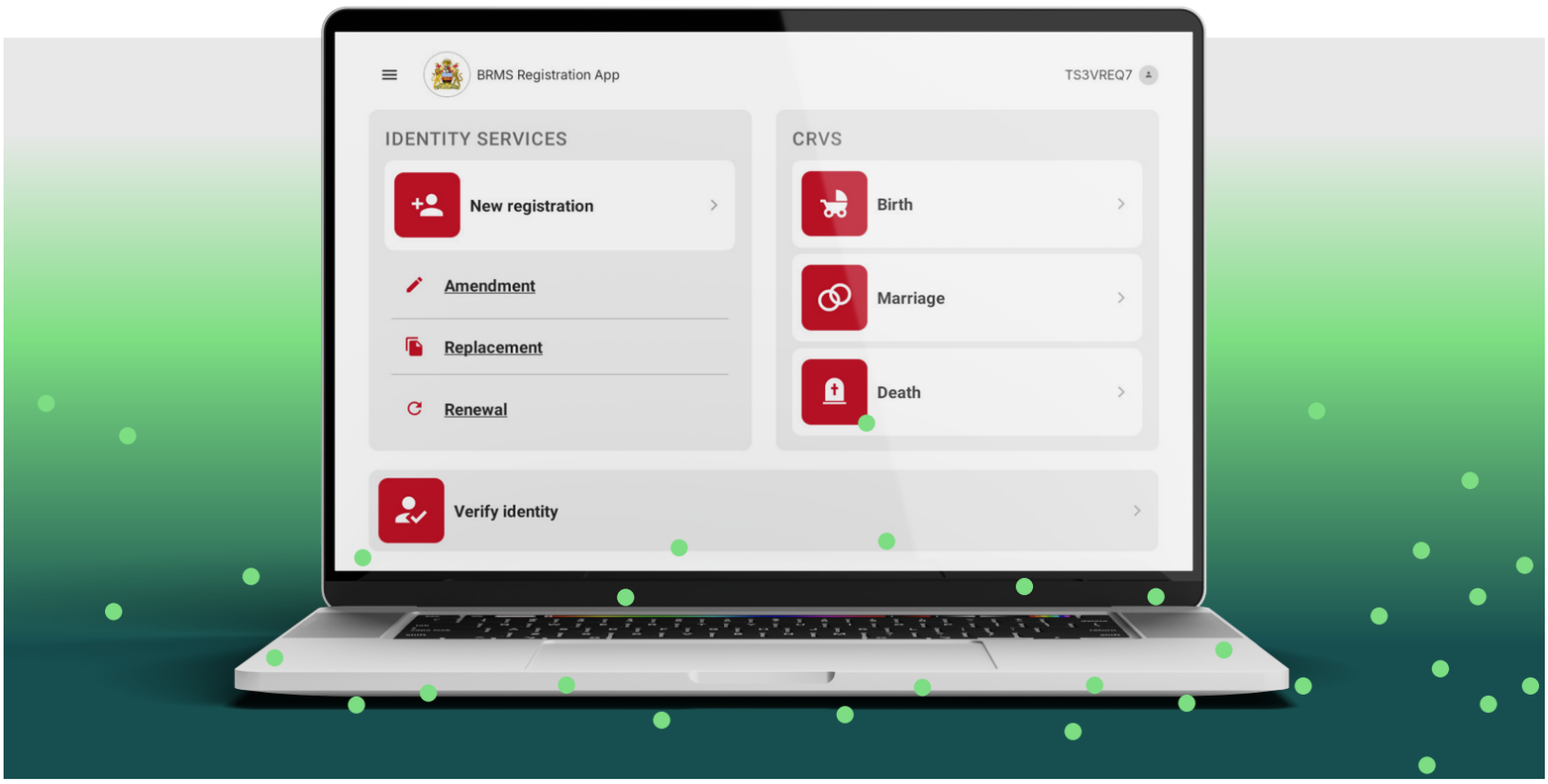
4.8 Alignment with National and Global Digital Strategies

The NRIS platform is aligned with Malawi's National Digitalization Policy (2023), the Data Protection Act (2024), and the overarching goals of MW2063. It reflects international best practices articulated in the UN Legal Identity Agenda, the Principles on Identification for Sustainable Development (ID4D), and the Global Digital Compact. These alignments reinforce NRB's role as a pillar of Malawi's Digital Public Infrastructure.

4.9 Evaluating Technological Capacities and Opportunities

The NRIS technology environment is a critical enabler of Malawi's digital development ambitions. It provides the institutional and technical foundation for delivering inclusive, secure, and efficient identity and civil registration services. Through sustained investment, innovation, and cross-sectoral collaboration, the 2025–2030 period offers a transformative opportunity to strengthen NRIS into a next-generation, citizen-centric digital infrastructure. This chapter provides an in-depth technical appraisal of the NRIS, outlining critical gaps and exploring innovative technological opportunities to enhance the system's efficacy. The technical considerations and potential enhancements identified here serve as the baseline for the CRVS situational analysis discussed in the following chapter.

Malawi CRVS Systems Situational Analysis



5.1 Overview

This section provides a structured analysis of the current state of the CRVS system in Malawi. The analysis draws on both external and internal environmental factors to determine the strengths, weaknesses, opportunities, and threats affecting CRVS operations. It also reflects insights gained from stakeholder consultations and assessments conducted with support from the United Nations Economic Commission for Africa (UNECA) and development partners. The findings serve as a foundation for framing strategic priorities and interventions for the 2025–2030 period.

5.2 External Environment Scanning

The external environment presents a combination of enabling and constraining factors for the CRVS system. On the political front, Malawi benefits from strong national and continental commitment to CRVS reform, evidenced by growing political will, favorable legal and policy conditions, and alignment with national development frameworks such as MW2063 and Agenda 2030. The increasing global and regional recognition of CRVS—marked by commemorative events such as African CRVS Day—provides platforms to raise public awareness and mobilize support for reforms.

However, external threats remain. Changes in leadership and high staff turnover in key institutions can slow reform momentum and erode institutional memory. Inter-agency dependencies, where the effectiveness of one actor influences the entire ecosystem, present additional risks if coordination falters. The growing demand for CRVS services may also strain the system's capacity, potentially compromising service quality and increasing the risk of inefficiencies or malpractices.

From an economic perspective, donor engagement has been a key driver of CRVS improvements but limited domestic budget allocations continue to threaten the sustainability and expansion of services. Socially and culturally, Malawi enjoys relatively high literacy rates, which could facilitate public understanding and uptake of civil registration services. Yet, persistent community-level apathy, limited awareness, and entrenched customs and traditions continue to act as barriers to timely birth and death registration.

Technological advances provide opportunities to enhance service delivery. The government's commitment to digitalization—reflected in the Malawi Digital Strategy—encourages the use of information and communication technologies for CRVS modernization. Nevertheless, challenges such as incomplete internet coverage, particularly in remote areas, restrict the full implementation of electronic CRVS systems.

5.3 Internal Environment Scanning

A thorough internal assessment of Malawi's CRVS system reveals both structural assets and systemic weaknesses. The legal and policy framework is anchored by the National Registration Act (2010) and its regulations (2015), which broadly align with international principles such as universality, continuity, compulsoriness, and permanence. However, several legal gaps persist. Definitions of key events—such as births, deaths, and neonatal deaths—are missing or unclear. Certain settings (e.g., prisons, refugee camps, and the military) lack legal provisions for registration, and processes for registering divorces and adoptions are either incomplete or inconsistent with international standards.

Institutionally, while technical coordination exists across ministries and development partners, there is no high-level ministerial mechanism to oversee CRVS implementation. Fragmentation across agencies (e.g., NRB, Ministry of Health, National Statistical Office) leads to disjointed planning and operations. Integration of CRVS into district-level development plans and budgets is limited, and many community deaths go unregistered or lack certified causes due to systemic and logistical bottlenecks.

Infrastructure challenges are equally prominent. Civil registration offices and health facilities remain inaccessible to some remote populations, especially in island and rural areas. There are also frequent stockouts of registration materials in certain districts. Moreover, Registration Officers (CROs) often juggle non-registration tasks, which limits their availability. There is no formal mechanism to ensure continuity of services during staff absences, resulting in service disruption.

Human resource capacity is another area of concern. Many civil registration staff lack training in relevant areas such as IT systems, record management, and the use of ICD codes for cause-of-death classification. Capacity building efforts have been limited and ad hoc. Similarly, while health staff and facilities offer valuable touchpoints for civil registration, these opportunities remain underutilized.

Malawi's eCRVS systems—though functional—lack standardization across platforms and are not fully documented or centrally integrated. Business continuity and disaster recovery plans are weak or absent. Storage and archiving procedures for physical registers are also substandard, exposing records to risk of loss or damage.

While facing challenges in infrastructure and coordination, the CRVS system has key strengths to build upon, including a legal framework, free registration, and existing digital systems.

In terms of public engagement, awareness and advocacy campaigns for CRVS remain weak and fragmented. While there have been sporadic sensitization efforts—particularly around birth registration, they have not been consistent or comprehensive. Monitoring and evaluation mechanisms are similarly underdeveloped. Supervision and governance reviews are irregular, and user satisfaction surveys are not routinely conducted.

Despite these challenges, the CRVS system has several strengths to build upon. Key legal instruments are in place; civil registration is free of charge; digital systems for birth and death registration exist; and coordination between the Ministry of Health and NRB has yielded valuable pilot initiatives. The system is supported by a growing cohort of development partners and benefits from integration with Malawi's digital identity platform.

5.4 CRVS Coverage and Performance Overview

While Malawi has made notable progress in operationalizing its CRVS system, significant gaps in coverage and completeness persist. The most recent estimates indicate that birth registration completeness is below 40%, with death registration coverage even lower, especially outside health facilities. In recent years, NRB and the Ministry of Health have scaled up health facility-based registration of births and deaths, which has yielded positive results in urban and peri-urban districts. However, community-based registration remains weak. Certificate issuance remains low relative to registration volumes, with many families unable to return to district offices to collect documents. These metrics underscore the need for improved service access, decentralization, and public demand generation.

5.5 Institutional Mapping of Key Actors

The CRVS ecosystem in Malawi is managed through a multi-agency model. The National Registration Bureau (NRB) is the central body responsible for civil registration and national identification. The Ministry of Health provides the first point of contact for most birth and death events and supports data collection and notification. The National Statistical Office is responsible for compiling and disseminating vital statistics. Local authorities and traditional leaders serve as intermediaries for community-level awareness and reporting. Development partners such as CDC, UNICEF, UNDP, EGPAF and the World Bank have provided technical assistance, financing and innovation pilots. However, the absence of a formal high-level coordination body has limited the system's ability to deliver integrated planning and accountability.

5.6 Lessons Learned from the 2019—2024 Period

The implementation of the previous strategy has revealed a number of important lessons. Firstly, health facility integration of CRVS functions has proven effective and should be scaled up nationally. Secondly, community outreach and traditional leaders are critical enablers of demand generation and data completeness. Thirdly, fragmented data systems—such as separate platforms for birth registration, population data, and HMIS—have led to duplication and inefficiency. Legal ambiguities and underfunded institutions have delayed progress in key reform areas. Lastly, technology adoption must be accompanied by training and business process redesign to ensure sustainability.

5.7 Linkages to Digital Identity and Social Services

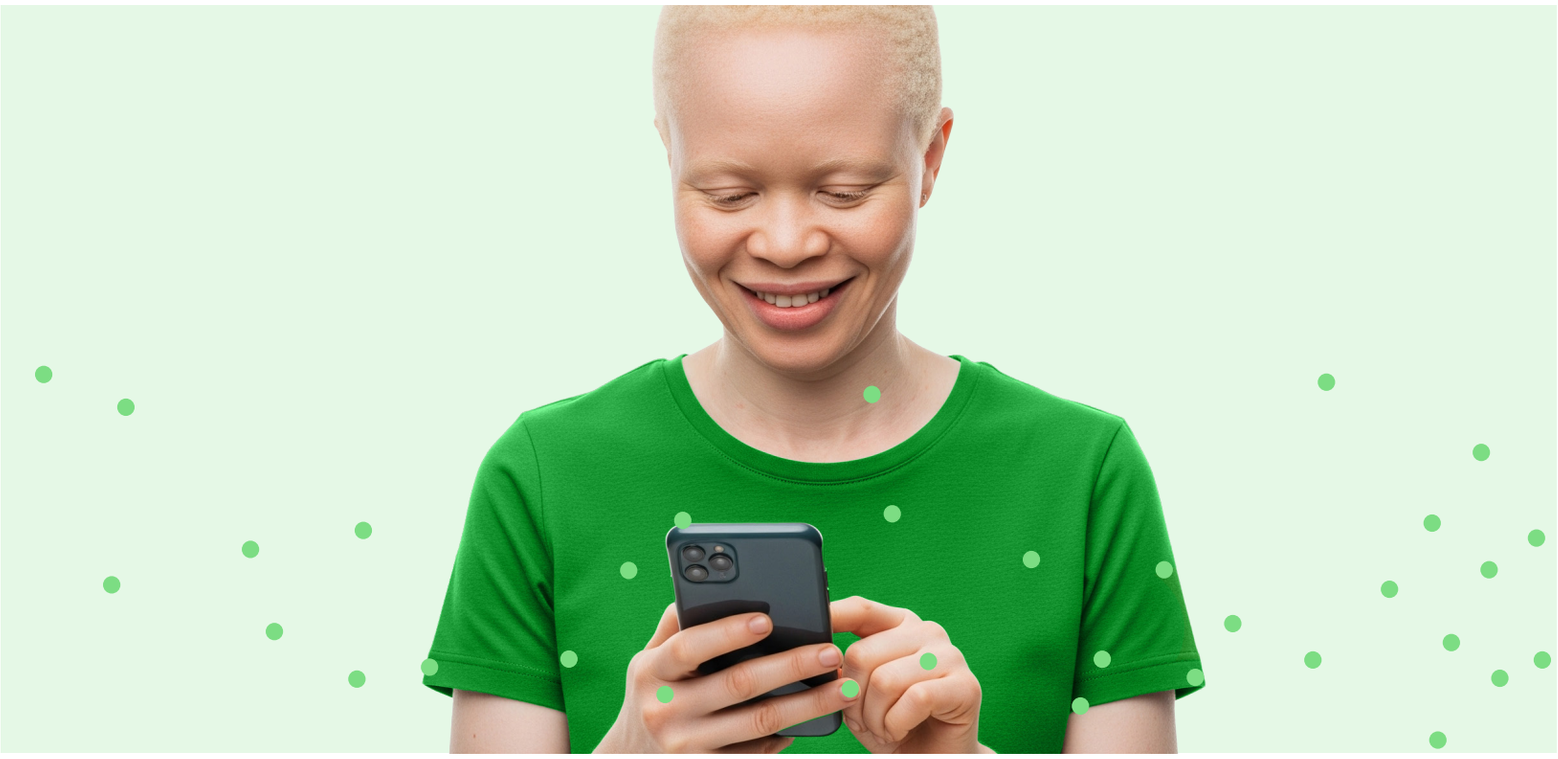
The integration of CRVS with the national digital identity ecosystem provides an important opportunity to enhance service delivery, data accuracy, and administrative efficiency. While birth registration does not yet generate a unique national identification number at birth, the future integration of CRVS into the NRIS platform could streamline service enrolment across health, education, and social protection. CRVS data can also support program targeting, fraud reduction, and real-time population monitoring. Expanding these linkages will be a key strategic focus for the 2025–2030 period.

5.8 Assessing System Integration and Coverage

The situational analysis reveals a CRVS system that is institutionally grounded but operationally fragmented. While significant progress has been made in legal reforms, digitization, and stakeholder engagement, systemic inefficiencies and resource constraints continue to hamper the completeness, accuracy, and accessibility of civil registration services. Addressing these internal and external challenges will require a multi-pronged strategy: legal harmonization, institutional coordination, human resource development, technological upgrades, and community engagement.

These insights are critical for shaping the strategic objectives and interventions under the 2025–2030 NRB Strategic Plan. By strengthening foundational elements and seizing emerging opportunities, Malawi can build a resilient, inclusive, and fully integrated CRVS system that delivers on its commitments to national development and international human rights standards. Through a meticulous evaluation of Malawi's CRVS systems, this chapter reveals structural strengths and persistent weaknesses, highlighting the need for systemic integration and expanded coverage. The clear understanding of the current CRVS landscape provided here naturally transitions into the strategic actions outlined in the 2025-2030 Strategic Plan.

Strategic Direction for 2025-2030



6.1 Overview of Strategic Plan

The Strategic Plan 2025-2030 aligns with MW2063 and Agenda 2063, aspiring to position the NRB and its NRIS as a foundational pillar of Digital Public Infrastructure (DPI). With a focus on trusted and inclusive digital ID and civil registration systems, this strategic plan aims to support SDGs and facilitate efficient service delivery. Central to the plan is the commitment to enhance universal legal identity coverage, integrate systems for broader accessibility, and safeguard human rights through robust policy frameworks.

This strategic plan reflects Malawi's commitment to the global agenda, particularly as articulated in the Global Digital Compact (GDC), adopted by world leaders during the Summit of the Future in September 2024. The GDC underscores the importance of trusted, inclusive, and rights-based digital public infrastructures. NRB's strategy is directly aligned with these principles, emphasizing secure, inclusive systems and universal access to digital identity as cornerstones for sustainable development. By adhering to the GDC, NRB is positioned to lead efforts that ensure equitable access to digital services, uphold data protection standards, and promote international collaboration for digital transformation.

Malawi's active participation in the 50-in-5 campaign, a global initiative aiming to strengthen Digital Public Infrastructure in 50 countries over five years, further underscores the government's commitment to advancing its DPI, including the Digital ID and Civil Registration and Vital Statistics (CRVS) systems. The NRB's strategic plan supports this campaign by focusing on improving legal identity coverage, enhancing interoperability of digital ID systems with service delivery platforms, and integrating modern technologies like multiple Digital ID Credentials including Digital ID Wallet. These efforts position Malawi as a regional leader in leveraging digital identity for socio-economic transformation.

Additionally, Malawi's recent membership in the Digital Public Goods Alliance (DPGA) reinforces the nation's commitment to sustainability and national ownership. By adopting open-source principles and aligning its systems with international best practices, NRB aims to ensure that its digital ID and CRVS systems are transparent, scalable, and accessible. Promoting open-source solutions within the strategic plan supports cost-effective innovation and strengthens the ecosystem for national ownership and sustainability.

The plan identifies six strategic objectives, each translating into actionable outcomes and ambitious though achievable targets, as detailed in the next sections. A strong emphasis is placed on linking digital IDs with services, fostering open-source solutions, and leveraging technology such as Digital ID Credentials and digital payments to maximize accessibility. Complementing these efforts is a targeted focus on institutional capacity building, with goals to modernize facilities, improve staff skills, and adopt secure data infrastructure.

This roadmap reflects a holistic approach to digital transformation, emphasizing inclusivity, trust, and integration. By expanding digital ID and CRVS systems use across sectors, promoting civic engagement, and adhering to global commitments under the GDC and DPGA, the NRB aims to foster a resilient, inclusive, and fully integrated CRVS system that delivers on its commitments to national development and international human rights standards.



This strategic plan positions the national ID system as a foundational pillar of Malawi's Digital Public Infrastructure (DPI).

6.2 Vision, Mission and Core Values

Vision Statement

A trusted, inclusive, and integrated national registration and identification system.

Mission Statement

To ensure all Malawians and resident foreigners have access to legal identity through efficient, accessible, and secure national registration and identification services for the promotion of good governance and sustainable socioeconomic development.



Core Values

The core values or guiding principles that are going to shape behavior standards and be followed by everybody in NRB are as follows:

Confidentiality

NRB embraces a balanced approach to disclosing information without compromising national interest.

Transparency and Accountability

NRB members of staff shall at all times take collective and professional responsibility for their actions and promote transparency in decision-making while consistently maintaining high level of performance.

Client Focused

NRB puts the needs of its clients as a priority by caring and delivering demand-driven services that guarantee their satisfaction.

Professionalism

NRB seeks to discharge its duties following ethical and standard procedures using highly qualified, competent and skilled staff.

Responsiveness

NRB seeks to provide services that are responsive to the needs of its clients and changes to its operating environment, and endeavor to focus on the achievement of results.

Gender Equity and Equality

The Bureau seeks to uphold fundamental principles of the Republican Constitution which respect and identifies all individuals as equals. It will offer quality services to all without any discrimination.

Stakeholder Collaboration

NRB seeks to work collaboratively with its key stakeholders within Malawi and beyond the borders to ensure effective implementation of the NRIS and other services.

6.3 Key Result Areas (KRAS)

To provide a clear direction in fulfilling its mandate, NRB has identified six (6) Key Result Areas (KRAs) as the foundation for its 2025–2030 Strategic Plan. These KRAs align with NRB's primary responsibilities as outlined in the National Registration Act. The KRAs, further reflect the institution's commitment to trusted and inclusive digital ID and civil registration systems; support SDGs and facilitate efficient service delivery; enhance universal legal identity coverage; integrate systems for broader accessibility, and safeguard human rights through robust policy frameworks.

The KRAs which anchor this Strategic Plan are as follows:

1. **Achieve inclusive civil registration**, providing legal identity for all life events.
2. **Expand inclusive identity registration** and issuance of trusted credentials for seamless service delivery.
3. **Strengthen policy and legal frameworks** for transparent and accountable identity services.
4. **Establish secure and scalable Digital Public Infrastructure** for reliable identity services.
5. **Strengthen civic engagement** to achieve universal adoption of identity and registration services.
6. **Transform NRB** into a resilient, innovative, and performance-driven institution.

6.4 Strategic Objectives

From the six (6) KRAs, six (6) strategic objectives were co-developed by stakeholders in engagement sessions with consensus after assessments as follows:

1. **To improve civil registration** to achieve universal coverage, inclusivity and provision of vital statistics;
2. **To improve identity registration** to achieve universal and inclusive legal Identity;
3. **To strengthen legislation and policy frameworks** for inclusive and accessible National Registration and Identification services;
4. **To advance a secure, interoperable and scalable foundation system** that drives robust, inclusive and transformative Digital Public Infrastructure (DPI);
5. **To improve communication, education and civic awareness** for increased uptake of registration services
6. **To enhance the institutional capacity of the NRB** for improved service delivery.

Through the KRAs, strategic objectives that are further grouped into outcomes with targets under them, the NRB Strategic Plan establishes a comprehensive framework designed to consolidate gains, expand coverage, and elevate NRB's role as a driver of digital and socio-economic transformation.

KRA 1

Achieve inclusive civil registration, providing legal identity for all life events

Strategic Objective
To improve civil registration to achieve universal coverage, inclusivity and provision of vital statistics.

Achieving universal coverage of digital legal identity is a cornerstone of the National Registration Bureau's (NRB) strategic direction. It aims to ensure that every Malawian citizen, regardless of background or location, has access to a secure and recognized identity. This effort aligns with international development commitments, including Sustainable Development Goal 16.9, which calls for legal identity for all by 2030. To reach all populations, the NRB is expanding its registration systems by establishing offices within Traditional Authorities, deploying mobile registration units, enabling online registration platforms, and building a nationwide network of service points that deliver digital identity services at the community level. These measures are designed to ensure that no one is left behind in accessing their legal identity—a foundational requirement for healthcare, education, social protection, and financial inclusion.

Central to this strategy is the strengthening of Malawi's Civil Registration and Vital Statistics (CRVS) system to support comprehensive and timely registration of life events such as births, deaths, and marriages. Birth registration in Malawi remains low, with only about one-quarter of children currently registered. Recognizing that birth registration provides individuals with a foundational legal identity—and is critical for safeguarding rights to protection, education, and healthcare, the NRB is implementing a robust strategy in partnership with development organizations such as CDC, UNICEF, and UNDP. This approach includes continuous registration at health facilities, decentralized community-level registration through health workers and traditional leaders, and mass birth registration campaigns.

Together, these efforts are designed to close the existing gap of millions of unregistered children and integrate birth registration with the National ID system, assigning each child a unique identification number from birth.

Equally important is the expansion of death and marriage registration. Death registration is essential for monitoring demographic changes and public health trends, especially through accurate recording of causes of death. This data supports evidence-based decision-making in the health sector and informs strategies to address both communicable and non-communicable diseases. Marriage registration enhances legal protections, particularly for women and children, and contributes to accurate data on household structures, fertility, and other demographic indicators. These vital statistics are not only essential for individual rights and protections but also serve as a critical input for national development planning and service delivery.

A key pillar of the NRB's work is the completion of a National Population Register that integrates data from CRVS and the National ID system. This comprehensive register will allow the government to plan more effectively, allocate resources equitably, and monitor development progress in a data-driven and inclusive manner. It will also support more accurate reporting on a wide range of Sustainable Development Goal indicators,

including those related to health, education, gender equality, and poverty reduction. The register will become a critical national asset, enabling Malawi to build a foundation for inclusive and sustainable growth.

To support universal access to civil registration, the NRB is expanding its service delivery infrastructure across the country. This includes increasing the number of District Registration Offices offering complete CRVS services, integrating registration into health facilities to ensure events are captured at the point of occurrence, and operationalization of post offices and Traditional Authority-level offices for local access. These expanded service points are supported by improvements in timeliness and service delivery standards, including the prompt registration of life events and the efficient issuance of vital event certificates.

Inclusion remains a guiding principle of the NRB's work. Particular focus is being placed on integrating foreign residents, refugees, and stateless people into the national registration system. Legal identity for these populations is critical for their ability to access services and participate fully in society. The NRB is developing alternative digital credentials—such as refugee and foreign resident ID cards—to address these needs. In parallel, national awareness campaigns are being conducted to promote the importance of legal identity and encourage citizens and residents to register life events. These efforts are reinforcing the NRB's overarching objective: to build a secure, inclusive, and trusted identity and registration framework that supports Malawi's development agenda and upholds the rights and dignity of every individual. The medium-term expected outcome is; **Universal and Inclusive Civil Registration.**

TABLE 3 Outcomes and Targets Pertaining to KRA 1

#	Outcome	Target
1	Increased birth, death, and marriage registration rates nationwide	**1.** 100% of births registered with a unique identifier/National ID number by 2030
		2. 80% deaths registered by 2030.
		3. 75,000 marriages registered by 2030
2	Improved efficiency of civil registration	**4.** 90% of the births registered within 10 days of occurrence by 2030
		5. 50% of the marriages registered within 10 days of occurrence by 2030
		6. 50% of the deaths registered within 10 days of occurrence by 2030
		7. 100% of vital event certificates (birth, death, and marriage) printed and issued within 4 days of reporting by 2030
		8. Birth, marriage and death certificates issued within 3 days of printing by 2030
3	Increased coverage of civil registration	**9.** Additional, 7 DROs providing civil registration services (birth, death, and marriage)
		10. Birth and death registration available in 595 health facilities
		11. Functional 415 TAs for Birth, death and marriage registration
		12. Making 96 post offices functional for Birth, death and marriage registration.
		13. Vital statistics and Verbal Autopsy reports produced annually

KRA 2

Expand inclusive identity registration and issuance of trusted credentials for seamless service delivery

Strategic Objective
To improve identity registration to achieve universal and inclusive legal identity.

To meet the diverse needs of the population, the NRB is shifting toward a multi-credential identity approach, moving beyond reliance on a single form of ID. A key innovation under this approach is the integration of digitally signed biometric QR codes into various identity documents such as National ID cards, registration certificates and slips. These QR codes provide secure and verifiable identity authentication, ensuring that individuals can access services across platforms with ease and trust.

Further, advancing this vision is the introduction of a digital ID wallet. This secure, mobile-based application will allow individuals to store and manage their identity credentials digitally, reducing their dependence on physical documents. The digital wallet will improve convenience and accessibility, particularly for people in remote or underserved communities, while supporting interoperability with both public and private sector services. It will also lay the groundwork for a fully integrated digital economy, where digital identity enables seamless access to services such as healthcare, education, banking, and social protection.

A cornerstone of this strategy is the full digitalization of the National ID and Civil Registration and Vital Statistics (CRVS) systems. The NRB aims to streamline the registration process, making it user-friendly, efficient, and inclusive. By adopting advanced authentication and data management technologies, the NRB will ensure that identity systems are not only robust but also secure and trusted. These improvements are expected to reduce registration turnaround times significantly—from the current 30 days to just 10 days—while ensuring 100% timely registration of citizens and non-citizens alike, as well as timely issuance of ID cards in line with standard operating procedures (SOPs).

As part of this transformation, the NRB is scaling up its operational capacity. The number of registration sites will increase dramatically, from 50 to 415 locations nationwide, enhancing physical access to registration services. Additionally, the NRB plans to double and modernize its inventory of registration kits, increasing from 1,500 to 3,000 kits by 2030, allowing for more efficient and decentralized service delivery across the country.

To support these technological advancements, the NRB will invest in secure and high-performance data infrastructure, including the development of modern data centers and disaster recovery systems. These facilities will ensure uninterrupted service delivery and protect against system failures. Alongside this, comprehensive cybersecurity protocols will be enforced to safeguard personal data and ensure compliance with the Data Protection Act, thereby fostering public trust in the digital identity system.

Recognizing that technology alone is not sufficient, the NRB will also prioritize capacity building. Staff will be trained in digital service delivery, data protection, and cybersecurity, equipping them with the skills required to operate the modernized systems effectively. This workforce development is essential for sustaining improvements and ensuring high-quality service provision.

Through these innovative and ambitious measures, the NRB seeks to position Malawi as a regional leader in digital identity and registration systems. The integration of multiple credential options, digital wallets, and expanded registration services will create a more resilient, inclusive, and citizen-centered identity system. Ultimately, universal access to secure and reliable legal identity will drive improvements in service delivery, digital transformation, economic growth, and social inclusion. A connected and inclusive identity ecosystem will empower every Malawian to access opportunities and contribute meaningfully to national development. The medium-term expected outcome is; **Improved Identity Registration and Credential Issuance.**

TABLE 4 Outcomes and Targets Pertaining to KRA 2

#	Outcome	Target
1	Improved accessibility of registration services	**1.** Reduction in turnaround time of registration from 30 days to 10 days
		2. Ensure 100% of citizens and non-citizens are registered
		3. 100% of IDs issued within a specified timeframe prescribed as per the SoP
		4. The number of registration sites increased from 50 to 415 by 2030
		5. The number of Registration Kits increased from 1500 to 3000

KRA 3

Strengthen policy and legal frameworks for transparent and accountable identity services

Strategic Objective
To strengthen legislation and policy frameworks for inclusive and accessible National Registration and Identification services.

As part of its legislative reform agenda, the NRB will lead the development of a National Registration Policy to guide Malawi's identity ecosystem over the next five years. This policy will articulate a clear vision for a secure and inclusive national registration system, rooted in equity and human rights. It will address systemic challenges related to access, particularly among vulnerable groups such as people with disabilities, abandoned children, and refugees. Key areas of focus will include strengthening community-level registration mechanisms, promote digital inclusion, and enhance institutional governance. To support implementation, the NRB will develop guidelines for accessing information from the National Population Register, ensuring that personal data is accessed solely for official use purposes, in full alignment with the Data Protection Act. Furthermore, a comprehensive national data governance framework will be developed in collaboration with government and development partners, promoting transparency, accountability, and citizen engagement in data use and management.

Recognizing the urgent need to address the issue of National ID expiry, the NRB will prioritize a thorough review of the National Registration Act of 2010. Current provisions in the Act require revision to reflect a rights-based approach to identity and to remove unnecessary barriers to access. One key reform under consideration is the removal of expiry dates on National ID cards, drawing inspiration from global best practices in countries like India, Indonesia, and the Philippines—where identity is recognized as a lifelong right. Removing expiry dates will reduce the financial and logistical burden of renewals, particularly on marginalized communities that may struggle with associated costs or travel. Alternatively, the NRB may pursue extending the validity of current IDs, as adopted by countries like France and Croatia, which would ease the pressure on both citizens and NRB systems by staggering renewals over time.

The revised Act will also legalize and institutionalize digital credential options, offering Malawians a range of accessible, less resource-intensive identity solutions. These may include mobile IDs, registration certificates, virtual credentials, and digital tokens accessible via smartphones or basic devices. By reducing dependency on physical cards and aligning Malawi's system with global trends, these innovations will unlock new possibilities for identity use in e-commerce, financial services, and secure authentication on digital platforms.

Beyond legal updates, the NRB will also standardize operational procedures by developing and reviewing Standard Operating Procedures (SOPs) for all core registration functions, including birth, death, marriage, and ID services. These SOPs will ensure uniformity across districts, improve service efficiency, and embed the new legislative reforms into day-to-day implementation. Special attention will be paid to empowering frontline actors—such as health workers and traditional leaders—to register vital events at the community level, thereby improving access in rural and underserved areas. A dedicated SOP for marriage registration will also be developed to close existing gaps in vital event coverage and ensure

all life events are integrated into a unified National Population Register.

The overarching goal of these reforms is to transform Malawi's identity and registration systems into an integrated, citizen-centric infrastructure that supports inclusive development and digital transformation. Emphasis will also be placed on enhancing the independence of the NRB by elevating the role of its leadership and securing sustained public financing. This will enable the institution to operate effectively and without political interference, solidifying its role as a trusted and innovative public institution. By embedding these progressive reforms into law, policy, and practice, the NRB will position itself as a regional leader in digital identity—upholding the principles of equity, security, and human dignity for all Malawians. Under this KRA, the medium-term expected outcome is; **Improved Governance of National Registration and Identification services.**

TABLE 5 Outcomes and Targets Pertaining to KRA 3

#	Outcome	Target
1	Strengthened legal and policy frameworks	**1.** Develop National Registration Policy by 2026
		2. Development of guidelines for accessing information from the National Population Register by 2026
		3. Develop a comprehensive national data governance framework by 2026-27
		4. Reviewed National Registration Act reviewed by 2026
		5. National Registration Regulations Document reviewed by 2027
2	Standardized SOPs for all registration processes	**6.** Review of 3 SOP documents (Birth, ID & Death) by 2027
		7. Developed SOPs for marriage registration by 2027

KRA 4

Establish secure and scalable Digital Public Infrastructure for reliable identity services

Strategic Objective
To advance a secure, interoperable and scalable foundation system that drives robust, inclusive and transformative Digital Public Infrastructure (DPI)

The National Registration Bureau (NRB) is committed to advancing the Digital Public Infrastructure (DPI) that underpins Malawi's identity and civil registration systems. This effort focuses on ensuring that the National ID and Civil Registration and Vital Statistics (CRVS) systems are not only fully digitalized but also scalable, secure, and resilient enough to meet the needs of a growing population and an increasingly digital society. A key goal is to ensure that these systems provide seamless, citizen-centered registration experiences, supported by robust authentication, real-time data availability, and high reliability. These enhancements are foundational for building public confidence in digital identity systems and facilitating universal access to essential services.

To achieve this, the NRB will prioritize the digital transformation of both the National ID and CRVS systems, adopting cutting-edge technologies and best practices in secure data management and system interoperability. As part of this, NRB will focus on developing secure Application Programming Interfaces (APIs) that allow data to be shared with government ministries, agencies, and private sector entities in a controlled and efficient manner. This integration will enable digital identity to be used seamlessly across sectors such as health, education, finance, and social protection, enhancing service delivery and responsiveness. The number of stakeholders integrated with the National Registration and Identification System (NRIS) is expected to increase significantly—from 23 to 50 partners by 2029—with efforts also geared toward achieving 100% uptime for DPI-related APIs.

A vital aspect of the digital identity ecosystem is the mobile digital ID wallet, which will enable Malawians to store and access their identity credentials securely via smartphones. This will enhance accessibility and reduce reliance on physical documents, especially for remote communities. The NRB aims to onboard at least 50% of Malawians onto the mobile wallet, supporting the broader shift toward a more agile and user-friendly digital economy.

Security and data protection are at the heart of this transformation. The NRB will ensure that 100% of digital identity data is encrypted, safeguarding personal information from unauthorized access or breaches. Investments in staff capacity are also a key focus, with all ICT officers receiving specialized training in software development, database management, infrastructure maintenance, biometric matching systems such as MegaMatcher, Public Key Infrastructure (PKI), and cybersecurity. These efforts will ensure the bureau has the technical expertise to maintain, secure, and scale its digital infrastructure.

To further reinforce data protection, the NRB will develop a comprehensive Access Control Policy and Data Protection Guidelines, aligned with national legislation and international best practices. These will be supported by procurement and deployment of advanced security tools,

with the number of licensed software solutions expanded from 3 to 20 enterprise licenses. A key infrastructure investment will be the establishment of a failover Disaster Recovery (DR) site, which will ensure continuity of operations and data integrity in the event of disruptions. These initiatives will collectively create a security-first digital ecosystem that is capable of maintaining citizen trust and institutional integrity.

In parallel, the NRB will enhance operational efficiency and service delivery through the development of a digital inventory management information system. This will streamline the tracking and deployment of assets, including registration kits and ICT infrastructure, improving planning and responsiveness. Additionally, a user-friendly online customer service portal will be launched to facilitate digital engagement with citizens, allowing for status updates, service requests, and real-time assistance—ensuring the NRB remains responsive to the needs of the public in a digital-first environment.

Through this multifaceted strategy, the NRB aims to build a secure, interoperable, and future-ready digital identity infrastructure that forms the backbone of Malawi's digital transformation. These systems will ensure that legal identity is not only a right but also a practical tool for empowerment, unlocking access to services and opportunities that improve lives and support inclusive national development. The medium-term expected outcome is; **Secure, Interoperable, and Scalable DPI.**

TABLE 6 Outcomes and Targets Pertaining to KRA 4

#	Outcome	Target
1	NRIS integration with stakeholders (Public and Private Sector)	**1.** Number of stakeholders integrated with NRIS increased from 23 to 50 by 2030
		2. The percentage of API uptime for DPI increased from 90% to 100%
		3. 50% of Malawians issued with multiple credentials (mobile wallet, digitally signed QR code/offline digital ID) by 2030
2	Improved digital identity security	**4.** 100% digital identity data in mobile wallet encrypted
		5. 100% of ICT officers specialized in Software development, Database management, Infrastructure management and Mega matcher and PKI and Cyber Security
3	Enhanced data protection of the DPI and data subjects	**6.** Data Protection guidelines developed by 2026
		7. Procurement of software licenses increased from 3 to 20
		8. Access Control SoP developed for accessing NID database by 2027
		9. Establishment of a failover DR site by 2028
4	Improved inventory management and customer services	**10.** Development of an Inventory Management Information System by 2026
		11. Development of an online service portal for customer services by 2027

KRA 5

Strengthen civic engagement to achieve universal adoption of identity and registration services

Strategic Objective
To Improve communication, education, and civic awareness to increase the uptake of registration services.

A robust civic education and communication strategy is central to accelerating the adoption of digital legal identities and civil registration in Malawi. The National Registration Bureau (NRB) will lead the charge in developing and implementing nationwide public awareness campaigns to increase understanding of the value of legal identity and civil registration. These campaigns will highlight how digital identity empowers citizens to access essential services such as healthcare, education, social protection programs, and financial opportunities. They will also stress the importance of legal identity in protecting individual rights and enabling full social and economic participation.

Particular attention will be given to increasing awareness among marginalized and hard-to-reach populations, including those in rural areas, women, girls, and minority groups. The NRB is committed to ensuring that no one is left behind in the drive for universal legal identity. Through tailored messaging and outreach strategies, it aims to ensure that 100% of Malawians are knowledgeable about civil and identity registration services by 2030, up from a baseline of 40%. In addition, the NRB will ensure that civic awareness efforts are fully inclusive, with a goal of reaching 100% of minority groups with registration messages—bridging the gap from a current baseline of zero.

To amplify outreach and build trust, the NRB will work with community-based organizations, traditional leaders, religious institutions, and civil society groups. These local partnerships will play a key role in addressing cultural, informational, and logistical barriers to registration. Outreach programs will be culturally sensitive and locally relevant, tackling misinformation and practical challenges faced by communities. In parallel, NRB will expand partnerships with stakeholder organizations, aiming to increase engagement from the current 50% to 100% of relevant stakeholders, ensuring a truly collaborative national approach to identity inclusion.

In addition to public education, the NRB recognizes the importance of institutional capacity-building to promote inclusive communication. All registration staff will undergo training in inclusive communication strategies and customer engagement, with a target to ensure that 100% of staff are equipped with the skills needed to effectively serve diverse population groups. This will help build a welcoming and rights-affirming registration environment, especially for individuals with disabilities, ethnic minorities, and those facing social exclusion.

To further support adoption, the NRB will promote the integration of civil registration and digital identity platforms, ensuring seamless access to services for users. By leveraging tools such as biometric QR codes and secure digital wallets, citizens will be able to prove their identity in real-time—reducing service delivery friction, avoiding duplication, and creating a unified user experience. These technologies will be designed with accessibility in mind, including for use in low-connectivity and low-literacy settings.

The NRB will also play a proactive role in mainstreaming digital ID use across government and private sector services. Ministries, departments, and agencies (MDAs) will be supported to integrate digital identity systems into their service delivery workflows. For example, the use of digital IDs in health, education, and social protection programs will enhance targeting, accountability, and efficiency. In the private sector, NRB will work with financial institutions, telecommunication providers, and fintech platforms to embed digital ID into mobile banking, credit verification, and other services, expanding economic inclusion and innovation.

Gender inclusion remains a critical dimension of this strategy. Recognizing the unique barriers faced by women and girls, the NRB will design targeted education and outreach programs that raise awareness about the role of legal identity in empowering women—whether through access to property rights, inheritance, education, or credit. Efforts will also focus on ensuring that girls are registered at birth, providing them with a legal identity that supports long-term empowerment and opportunity.

Through these collective efforts—comprehensive civic education, stakeholder engagement, inclusive communication, and system integration—the NRB aims to foster a culture of awareness and inclusion around legal identity. This will contribute to a digitally connected and socially equitable Malawi, where every person, regardless of geography, gender, or socioeconomic status, can participate fully in society and the economy. Legal identity will serve not just as a tool for accessing services, but as a catalyst for empowerment, dignity, and national development. The medium-term expected outcome is; **Improved Communication, Education, and Civic Awareness.**

TABLE 7 Outcomes and Targets Pertaining to KRA 5

#	Outcome	Target
1	Enhanced public awareness of Civil registration services	**1.** Malawians with knowledge of civil and identity registration increased from 40% to 100% by 2030
		2. Stakeholder engagement in civic awareness initiatives increased from 50% to 100% by 2030
2	Improved inclusiveness in registration services	**3.** The percentage of minority groups reached with registration messages increased from 0% to 100% by 2030
		4. The percentage of staff trained in inclusive communication increased from 0% to 100% 2030

KRA 6

Transform NRB into a resilient, innovative, and performance-driven institution

Strategic Objective
To Enhance the institutional capacity of the NRB for improved service delivery.

Strengthening the institutional capacity of the National Registration Bureau (NRB) is critical to delivering high-quality, citizen-centric identity and civil registration services across Malawi. As the NRB takes on a greater role in enabling digital transformation, it must also evolve into a modern, agile, and well-equipped organization that can meet growing service demands while maintaining high standards of reliability, inclusion, and efficiency.

To achieve this, the NRB will invest in the modernization of its infrastructure and operational environment. This includes expanding the number of District Registration Offices (DROs) with adequate and safe office accommodations from 14 to 30 by 2030, while also ensuring that 100% of headquarter staff have access to safe and secure office space, up from 40% currently. Reliable field operations will also be strengthened by ensuring that 100% of DROs have dependable transport, up from the current 77%, enabling more consistent and efficient outreach, registration, and supervision of activities.

A central component of institutional transformation will be the development of a skilled, motivated, and ethically grounded workforce. The NRB will ensure that staffing levels are optimized by moving from 90% to 100% of established posts filled, while also implementing robust training programs. Each year, 559 staff members will be trained in short-term and long-term courses, equipping them with critical skills in digital systems, data security, service delivery, and leadership. Ethical standards will be reinforced through expanded training, increasing the number of ethics and integrity workshops from 1 to 5 annually, and maintaining a retention rate above 90%. These efforts are also expected to reduce reported cases of misconduct in registration processes from 15 to zero, reinforcing public trust in the institution. Leadership and accountability will be further strengthened by increasing the number of management meetings held annually from 8 to 12.

In pursuit of greater efficiency, the NRB will reform its internal administrative systems. This includes establishing an effective internal procurement system that ensures timeliness and transparency, aiming to increase the percentage of procurements processed on time from 30% to 70%. In financial management, the NRB will submit 12 timely financial reports per year to the Ministry of Finance and the Accountant General's Department—up from 10—and will strive for 100% execution of its annual budget, up from the current 90%. These measures will be supported by the preparation of internal audit reports to enhance accountability and compliance.

Partnership-building will also remain a cornerstone of the NRB's institutional development agenda. Through active engagement with government, civil society, development partners, and the private sector, the NRB will increase the number of collaborative initiatives implemented annually from 10 to 15. These partnerships will be critical for scaling innovations, sharing best practices, and mobilizing resources to support the delivery of identity and registration services across Malawi.

Monitoring, evaluation, and learning (MEL) systems will be significantly strengthened to ensure continuous performance improvement. The NRB will enhance supervision coverage by ensuring that 100% of DROs are monitored and supervised annually, up from the current 60%. Additionally, the number of review meetings involving DROs will be increased from 4 to 6 annually, providing a platform for feedback, adaptation, and cross-regional learning.

To ensure long-term operational resilience and service continuity, the NRB will complete the transition of its mission-critical systems to a secure Tier 3 data center, while also establishing a state-of-the-art credential printing facility. These investments will improve reliability, scalability, and data security, ensuring that NRB systems remain operational even in the face of growing demand and unforeseen disruptions.

Lastly, a comprehensive functional review of NRB will be undertaken to align the organization's structure and operations with its strategic ambitions. This review will help identify inefficiencies, address emerging needs, and ensure that the NRB is well-positioned to meet the complex demands of a digital identity ecosystem. By building a responsive, ethical, and well-governed institution, the NRB will be better able to support the Government of Malawi's vision for inclusive digital transformation, ensuring that all citizens have secure and meaningful access to identity and public services. The medium-term expected outcome is **Improved organizational performance.**

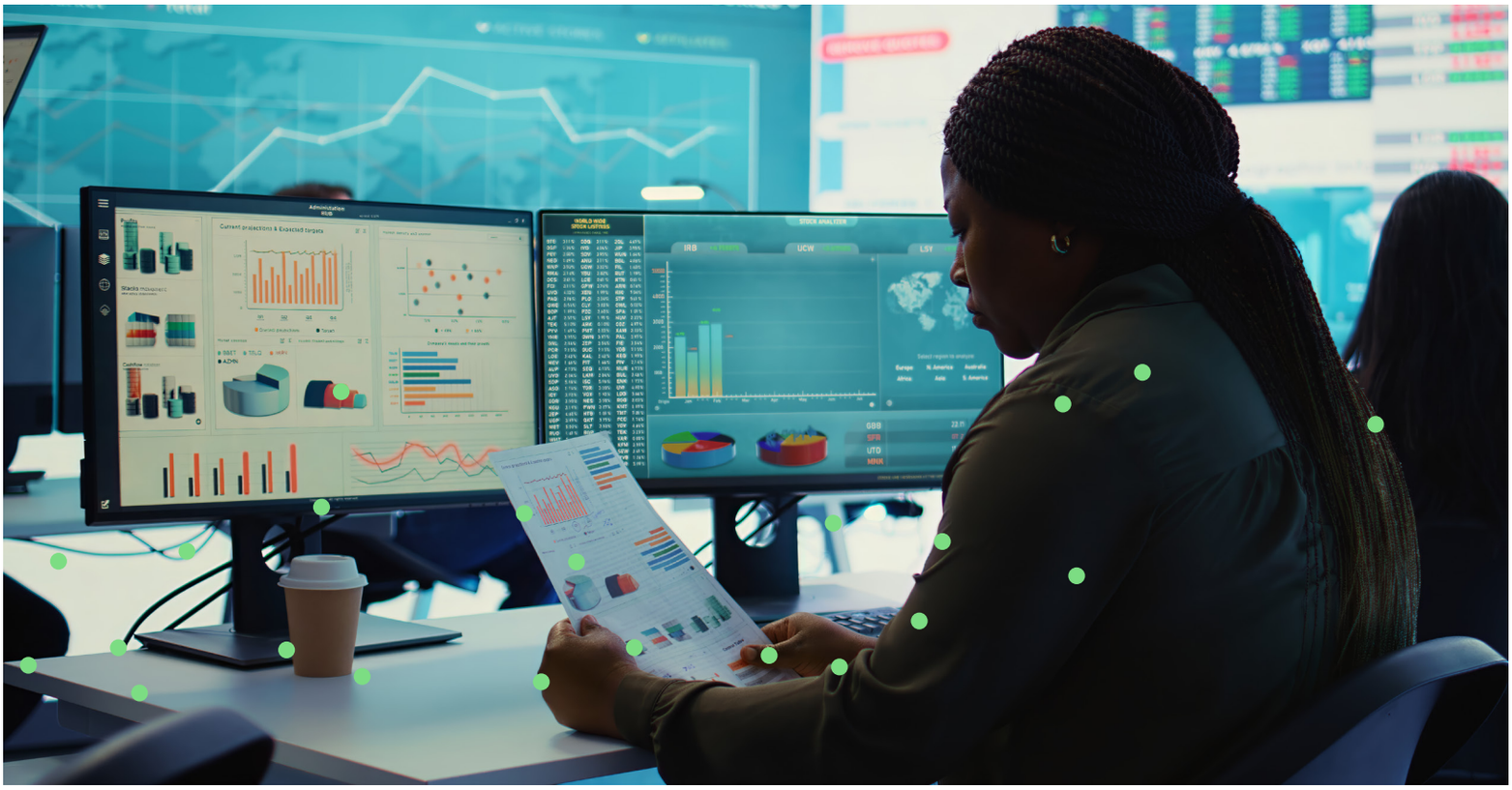


This strategic direction outlines the transformation of Malawi's foundational ID system into a fully integrated and inclusive digital identity ecosystem that serves every citizen from birth.

TABLE 8 Outcomes and Targets Pertaining to KRA 6

#	Outcome	Target
1	Adequate and safe office space, and reliable and efficient transport	**1.** The number of DROs having safe adequate office accommodation increased from 14 to 30 by 2030
		2. The percentage of HQ staff having safe adequate office accommodation increased from 40% to 100%
		3. Percentage of DROs having reliable Transport for field operations increased from 77% to 100%
2	Enhanced human resource capacity	**4.** Established posts filled increased from 90% to 100%
		5. 559 staff trained annually on the short-term and long-term courses
		6. Retention rate maintained at above 90%
		7. Number of reported cases of fraud related to registration processes reduced from 15 to 0 (zero)
		8. Number of training courses on ethics and integrity conducted annually increased from 1 to 2
		9. Number of Management Meeting held annually increased from 8 to 12
3	Effective Internal Procurement System	**10.** Percentage of Procurements processed within time increased from 30% to 70%
4	Stronger partnerships and collaborations	**11.** Number of Collaborative projects/initiatives implemented per year increased from 10 to 15
5	Improved financial management and sustainability	**12.** Number of Financial Reports Submitted to MoFEA and AGD in time annually increase from 10 to 12
		13. Percentage of Budget Executed increased from 90% to 100%
		14. Internal Audit Reports Prepared annually
6	Enhanced monitoring and evaluation and learning	**15.** Percentage of DROs monitored/Supervised annually increased from 60% to 100%
		16. Number of review meeting involving DROs conducted annually increased from 4 to 6
		17. Percentage DROs submitting monthly reports increased from 20% to 100%
		18. Ensure 4 Quarterly report submitted by NRB to OPC and EP&D on time

Implementation, Monitoring and Evaluation Framework



7.1 Strategic Plan Implementation Arrangements

The National Registration Bureau is a government funded institution and as with all other departments of this nature, the implementation of this Strategic Plan will largely be financed by Treasury through monthly ORT as is currently the funding practice. It is recognized that donors and other development partners have played a very big role in ensuring the sustainability of NRB. It is thus envisaged that other sources of funding will come from NRB's development partners. However, the resources that it may get may not match all the needs of the organization and as such prioritization of key interventions will be defined by Management and promoted.

For successful implementation of this Strategic Plan, the following institutional arrangements will be instituted for efficient and effective tracking and evaluation on implementation progress. NRB Management will put in place the following:

- Constitute the Strategic Plan Implementation Committee (SPIC)
- Setup clear TORs for the SPIC to be chaired by the Under Secretary who will be reporting to Management;
- Appoint members of the Strategic Plan Implementation Committee; and
- The SPIC will appoint an appropriate officer to act as its secretariat with clearly stipulated TORs and to report on progress made.

In order to facilitate implementation of the Strategic Plan, a number of activities will be undertaken to raise its visibility. The activities will include the following:

- Launch this SP involving key government ministries and departments, development partners and other key stakeholders of NRB;
- Popularize the Plan through banners, brochures, calendars, website, Facebook, twitter, WhatsApp and diaries;
- Plan and roll out civic education programs about the importance of Civil Registration and National ID.

7.2 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a management tool that will ensure that NRB policies, programs and project results are achieved by measuring performance against plans and drawing lessons to inform future implementation efforts and effectiveness. NRB's results-based Strategic Plan underscores the importance of monitoring and evaluation as a tool for tracking implementation of programs that are directed at enhancing service delivery.

7.2.1 Monitoring

Monitoring is the mechanism NRB will use to assess if it is achieving the strategic outcomes and targets set in this plan. Monitoring is a process that will provide regular feedback and early indications of whether interventions are making progress or not towards the intended objectives. The process will track actual performance against the planned strategic outcomes and targets and this will entail collecting reports on implementation, analyzing the reports against the planned outputs that will achieve the outcome targets.

7.2.2 Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In the fast-changing civil registration and identification environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the set outcome targets and the outputs that will achieve them. It is therefore in the course of evaluation that NRB will determine the impact of such changes and appropriate corrective actions taken.

A mid-term evaluation of the plan will be undertaken in the fiscal year 2027/2028 while an end term evaluation in the fiscal year 2030/2031. The mid-term evaluation will aim to quantify progress made in implementation and provide information to guide review of activities and strategies where necessary. Whilst the end-term evaluation will assess whether set outcomes and targets were achieved and document the effectiveness, impact and sustainability of NRB's programs. This will eventually inform the development of the next Strategic Plan.

The M&E function is effective if it has the requisite capacity in terms of resources and equipment. NRB will therefore ensure that all programs have a dedicated budget to facilitate M&E operations and capacity building. In line with principles of results-based management, NRB will foster partnerships and collaboration with other relevant stakeholders to ensure effective transformation process. NRB will also develop and implement an Information, Education and Communication Strategy (IEC) to facilitate feedback and sharing of information on programs being implemented.

7.3 Data Collection, Analysis and Reporting

A credible M&E system ought to be supported by accurate and reliable data on the variables that are being measured. Data will therefore be collected using appropriate data collection tools, quarterly & annual reports, surveys and assessments. The data collected, for its diversified businesses reported at each level will be subjected to quality checks and validation to ensure completeness, consistency, accuracy and reliability before releasing to the management for decision making. Hence, NRB will ensure that there is adequate capacity to generate quality and disaggregated data.

7.4 Key Performance Indicators

The implementation of this Strategic Plan will be monitored based on selected high level outcome indicators which are reflected in the Results-Based Logical Framework under each strategic objective as shown above.

7.5 Review of the Strategic Plan

The review of the Strategic Plan will be done at the end of each financial year based on the achievement of the output targets which constitute input into the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year. A full review of the Plan will be conducted at the end of the implementation period in 2030 when the plan will expire. However, a mid-term review will be conducted to incorporate new developments and emerging issues needing immediate attention.

To ensure accountability and measure impact, the plan will be guided by a robust Monitoring and Evaluation framework, including a mid-term evaluation in 2027/2028 and a final evaluation in 2030/2031.

Appendices

8.1 Appendix A: CRVS Assessment

This section addresses the analysis of the external and internal environments of the CRVS system. The situation analysis is important; (i) to scan or review past and present political, economic, social, technological, legal and environmental (PESTLE) situations that may influence the CRVS systems' performance and choice of strategies, and (ii) to assess those internal and external forces that may influence the CRVS systems and stakeholders' current and future strengths, weaknesses, opportunities and threats (SWOT).

8.1.1 External Environment Scanning

Forces in the external environment that influences the system are usually beyond the system's control. However, it is to the advantage of the system to be aware of these external forces to be able to take measures to minimize the risks associated with their impacts. Risk minimization measures would involve positively aligning the system's strategy with the forces of change, thereby taking advantage of working with the change rather than being ignorant of it or resisting it.

Analysis of the external environment is about understanding the "big picture" within which the system operates. Analysis of the external environment is often undertaken using PESTEL. The PESTEL analysis is grouped into opportunities and threats. Opportunities may arise from external environmental factors. Some external threats to the CRVS system may also arise from aspects of the PESTLE factors, such as traditional and religious beliefs, natural hazards, cyber-attacks etc.

TABLE 9 Opportunities and Threat Analysis of the Malawi's CRVS System

#	Opportunities	Threats
Political	Favourable political, legal and policy conditions in Malawi.	• Changes in leadership at the Political and technical levels in key institutions reduce momentum for CRVS reform journey. • High turnover rates among the CRVS staff within government institutions is a threat to continuous learning and capacity transfer within CRVS System
	Commitment and Good will among CRVS stakeholders to enhance interagency collaboration, cooperation and support for CRVS	Inter-dependencies i.e. if one institution does not live up to the expectations, it could affect the entire system
	• The increasing recognition of the importance of CRVS system at global, regional and national levels as an essential underpinning of Malawi 2063 Agenda, Agenda 2030, Africa Agenda 2063 • African CRVS Day- 10 Aug; provides an opportunity to promote and raise public awareness of the Importance of CRVS in country and at the continental level.	The growing demand for official CRVS products and services may overwhelm capacity within CRVS system, leading to possibilities of compromises, corruption in the availability and quality of outputs.
Economic	Development partners have demonstrated the will to support CRVS.	Government budgetary constraints might lead to inadequate funding of the CRVS programme and activities.
Socio-cultural Technology	High level of literacy which is expected to encourage registration of births and acquisition of subsequent certificates	• Nonresponsive citizens arising from negligence, apathy, or lack of awareness of the needs and benefits of immediate registration of births and deaths, which leads to persistent low registration coverage • Public Customs and traditions
	Government institutions have been encouraged to harness the opportunities that technologies bring to improved service delivery. This is highlighted in the Malawi Digital Strategy- 2019	The internet coverage in Malawi is still not at 100% coverage, there parts with slow or not internet coverage.

8.2.2 Internal Environmental Scanning

The major activities of the CRVS process are sequenced to add value to CRVS as a product (value chain), understanding stakeholder participation (stakeholder analysis) as well as the external environmental forces with the potential to create opportunities or threats for the CRVS system (PESTEL), the next logical step was to undertake an assessment of the internal environment of the system.

The current Malawi CRVS system, strengths and weaknesses (bottlenecks), as well as lessons on what has or has not worked, have been identified through a systematic in-depth review of the components of the country's entire CRVS system. The assessment of the internal environment process ended with an analysis of the information collected, its aggregation, and the identification of strengths and problem areas (underlying causes).

The major aim was to provide baseline information and guiding principles for a strategic plan to improve the CRVS system. The strategic or improvement plan is expected to promote greater efficiency, better coverage, greater completeness, and outputs of better quality, and thus more effective outcomes.

TABLE 10 Internal CRVS Environment Scanning

1. Aspect Analyzed: Legal and policy framework				
1.1	• The definitions of Birth, Deaths are not provided for in the law • The law does not support the neonatal and fetal death registration • The law is not specific on the registration for vital events occurring in institutions (e.g. Prisons, Military, Air transport, Refugee camp or internally displaced people) • The registration of divorces is not rendered compulsory • At adoption, a separate register is kept i.e. The Adopted Children Register instead of an amended birth registration record.	• The National Registration Act 2010 and National Registrations Regulations 2015- meet the international principles of a comprehensive CR system which are: Compulsoriness, Continuity, Universality and Permanence. •	• To create a comprehensive CRVS system, the legislative environment requires improvement in relation to birth and death, late and delayed registration, registration of neonatal deaths, among some others, by aligning it to international standards	• Ministry of Homeland Affairs, Ministry. of Justice, Ministry. of Health, NRB, NSO
2. Management and organization				

No	Weaknesses/ Gaps	Strengths	Recommendations	Stakeholders
2.1	There is no high-level ministerial coordination mechanism among key government ministries and MDAs responsible for CR in Malawi.	• There are mechanisms for coordination of ministries and partners at a technical level on CRVS. • The health system structure in place extends CR up to the lowest administrative levels. • The MOH and NRB supporting a coding unit based at the MOH in-charge of COD coding.	Establish CRVS coordination and management committees at National level: • High level coordination committee. A CRVS Steering Committee comprising of Ministers, Permanent Secretaries and Heads of Agencies • Establish a task force to coordinate CR at District level	Ministry of Homeland Affairs, Ministry. of Justice, Ministry of Health, NRB, NSO
2.2	Civil registration activities from NRB, NSO, MOH and Districts are not well integrated.	NRB has developed strategic plan to support CR activities in Malawi NSO Malawi has a National Statistical System-Strategic Plan that runs up to 2023.	Support the integration all plans with the CRVS strategic plan being developed and prioritize CR activities through District Development Plans (DDPs) and Program Based Budgets (PBBs)	Ministry of Homeland Affairs, Ministry. of Justice, Ministry. of Health, NRB, NSO, Ministry of Finance
2.3	Most of community deaths/ deaths that are occurring outside of the health facilities are not registered, being registered without a cause-of-death.	The law allows for the Village Headmen to keep a death register and issue burial permits to families before the burial ceremonies are done.	Enforce the National Registration Act 2010 to ensure that the burial processes are adhered too	Ministry of Homeland Affairs, Ministry. of Justice, Ministry. of Health, NRB, NSO, Districts
2.4	There are cases of stock out registers and other CR materials in some Districts	Some districts have identified funds and development partners to support CRVS activities.	NRB to orient DROs on relations and advocacy at the district level to advocate for allocation of adequate budget for civil registration activities and ensure timely procurement and supply of materials and forms.	NRB, Districts
2.5	Accessibility to some civil registration office and health facilities is easy due to the long distance and location especially those on Islands	Most of local civil registration offices and health facilities are accessible.	Make civil registration accessible to all, by establishing new registration centers that are closer to the communities, mobile registration services and utilization of innovation i.e. notification of events by mobile.	Ministry of Finance, NRB, Districts
3. Human Resources				

No	Weaknesses/ Gaps	Strengths	Recommendations	Stakeholders
3.1	• There is no continuous registration of events when the DROs are not in the office for extended period such as annual leave or sick leave. • The DROs often swamped in activities other than civil registration related ones leading to only few days reserved for the • registration office (inaccessibility to services)	Civil registrar are civil servants	Adhere to existing arrangement, filling vacant positions of governance officers in all DROs and consider recruiting or nominating additional staff to provide better CR services where necessary.	Districts, Ministry of Homeland
4. Capacity Building				
4.1	Limited skills regarding vital events registration, system development and management (No / Informal orientation training, record keeping, computer skills, and professional code of conduct...)	Civil servants' structure is complimented by some NRB project staff	Strengthening the capacity of civil registration staff and Health staff on Laws, IT, use of ICD; Develop standard operating procedures. Training manuals.	Ministry. of Justice, Ministry. of Health, NRB, NSO, Districts, DPs
5. Forms and Materials				
5.1	The Registers are too many and cumbersome and collecting more less the same information and not in line with international standards.	Registers and forms are available. Size and formats are user friendly and are bi-lingual	Data variables review should be done to review the amount of information collected. Forms and registers should be revised and aligned to international recommendations to the possible extent, with possibility of applying new technology	Ministry of Homeland Affairs, Ministry. of Justice, Ministry. of Health, NRB, NSO
6. Operational Processes and Practices – Certificates				
6.1	The certification of vital events is not free.	Registration of vital events (Birth, Death) is free of charge	Certification (first copy or extract of record) should be affordable to all.	Ministry of Homeland Affairs, Ministry. of Health, NRB, NSO
6.2	The identity given at birth is incomplete. Lack of Unique Identifying Number until 16 years old	Registration of vital events.	Unique identifying number should be given as part of birth registration process.	NRB, Ministry of Health

No	Weaknesses/ Gaps	Strengths	Recommendations	Stakeholders
6.3	Inefficient registration process (same information captured in the several registers (e.g. eBirth and eDeath System, HMIS, register of acts and Population register)	Registration of vital events.	Reform the CR business process and use of IT integrated solutions	Ministry of Homeland Affairs, Ministry. of Justice, Ministry. of Health, NRB, NSO
6.4	Strengths offered by health facilities and other stakeholders not exploited at the maximum level	NRB must establish high contact points between the CR system, the health system and the public.	Exploit existing high contact between health systems and the population to increase the births and deaths registration including CoD coverage.	NRB, Ministry of Health
6.5	There are no mechanisms for recording causes of death in community unless when the dead body is reported to police and transferred to the hospital for autopsy.	Existence of systems to capture cause-of-death for community deaths	Implement the home-based care practitioner and verbal autopsy project and similar initiatives; integrate it into the CRVS System.	MOH, NIDA, NISR, DPs, Police, Districts
7. eCRVS System and Database				
7.1	The changes in the centralized systems are not fully documented and review	Existence of eBirth and eDeath registration by in country in Malawi.	Ensure seamless management and Upgrades of the systems and integrate them and ensure ease access to all.	NRB, EGPAF
7.2	The systems at NRB though integrated, they are not following the same standard	The CRVS System is integrated for Births, Deaths and linked to the National ID system.	Ensure the same standards are applied to NRB system.	NRB, EGPAF
7.3	Hardware and Infrastructure requires upgrades and no Business Continuity Plan (BCP) in place	The CRVS System is functional, no major incidents recorded-manual data backup are done	Upgrade Database to harness the functionalities of an enterprise edition	NRB, EGPAF

No	Weaknesses/ Gaps	Strengths	Recommendations	Stakeholders
8. Storage and archiving				
8.1	Poor standards of materials for storing and archiving of CR books (not protected from damage) and loss of civil registers	Legal Procedures for record amendment, correction, and declaration and restoration of disappeared civil status records are clearly laid out	Improve physical storage, restore all lost documents and develop digital backup for all CR documents	NRB, Districts, Judiciary
9. Advocacy, Communication and demand creation				
9.1	Awareness and educational programmes on registration of vital events are weak	Existence of efforts to sensitize communities to declare civil status events focusing mostly on birth and marriage.	Initiate programmes on CRVS awareness and disseminate information using appropriate channels.	NRB, MOH, NGOs
10. Monitoring and Evaluation				
10.1	NRB has no drafted M&E plan.	NRB staff are aware of the parameters necessary for an effective M&E plan	Improve the M&E to strengthen the CRVS systems.	NSO, NRB, MOH
10.2	CRVS System has a developed M&E module, but it not fully functional and accessible to all the stakeholders	CRVS System M&E module partially functional	Improve the M&E to strengthen the CRVS systems.	NSO, NRB
10.3	The surveys have not touched sufficiently all aspects of CRVS	NRB should start conducting User satisfaction survey conducted regularly.	Improve the M&E to strengthen the CRVS systems.	M/O Homeland Affairs, Justice, Health, NRB, NSO
10.4	Supervision of CRVS is not regular	Conduct governance review conducted on annual basis NRB and partners	NRB and partners should hold joint and regular supervision of CR activities	M/O Homeland Affairs, Justice, Health, NRB, NSO, Districts, DPs

8.2 Appendix B: Estimated Budget for 2025–2030

The Malawi National Registration Bureau (NRB) plays a critical role in civil registration and the issuance of national identity documents. This proposal outlines the budgetary requirements for the upcoming fiscal year to ensure efficient service delivery, digital system enhancement, and nationwide coverage.

The financial cost of implementing the NRB is influenced by a range of factors, including the project scope, the technology used, infrastructure requirements, and ongoing operational costs. Given Malawi's unique geographic and socio-economic context, the costs are likely to reflect the challenges of deploying such a system across a dispersed and remote nation. The financial cost of the National ID project for Malawi are substantial, encompassing both initial setup and ongoing operational expenses. However, these costs are balanced by the potential long-term benefits, including improved governance, enhanced service delivery, and increased economic opportunities for the citizens of Malawi. Effective planning, budgeting, and sustainable financing strategies, including leveraging international support, are essential to successfully implementing and maintaining the National ID system in Malawi.

The currency for financial estimation is considered as Malawi Kwacha. The following table presents detailed financial strategies crucial for executing the ambitious goals set by the Strategic Plan. Clear resource allocations and cost estimations highlight the NRB's commitment to prudent fiscal management and set the stage for the final chapter, which provides supporting documentation and supplementary analyses

8.3 Appendix C: Implemantation, monitoring and evaluation framework

Key Result Area 1: Registration of Births, Deaths and Marriages								
Strategic Objective: To improve civil registration to achieve universal coverage, inclusivity, and provision of vital statistics.								
Strategic Outcome: Universal and Inclusive Civil Registration								
Outcome	**Baseline**	**Targets**	**Description of Target**	**Data Source**	**Means of Verification**	**Frequency of Reporting**	**Proposed Ownership**	**Assumption**
1. Increased birth, death and marriage registration rate national wide	36% births registered	**1.** 100% births registered with a unique identifier/ national ID number by 2030	Ensure that all children below 16 years are registered	NRIS	Monthly CRVS reports Annual CRVS reports	Monthly, Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
	17% Death registered	**2.** 80% deaths registered by 2030	Ensure that all deaths are registered	NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
	0	**3.** 75,000 marriages registered by 2030	Ensure that all marriages are registered	NRIS	Monthly CRVS reports / Annual CRVS reports	Monthly / Annual		
2. Improved efficiency of civil registration	30 days	**4.** 90% of Births, registered within 10 days by 2030	Ensure that all children below 16 years are registered	NRIS	Monthly CRVS reports / Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		5. 50% of deaths, registered within 10 days by 2030	Ensure that all deaths are registered	NRIS	Monthly CRVS reports / Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		6. 50% of marriages registered within 10 days by 2030	Ensure that all marriages are registered	NRIS	Monthly CRVS reports / Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
2. Improved efficiency of civil registration		**7.** Birth, marriage and death certificate printed within 4 days of reporting	Number of days between reporting and printing of certificate	NRIS	Monthly CRVS reports / Annual CRVS reports	Monthly / Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		8. Birth, marriage and death certificates issued within 3 days of printing by 2030		NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
3. Increased coverage of civil registration	28	**9.** Additional 7 DROs providing civil registration services (Birth, Death and Marriage)		NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		10. Birth and Death registration available in 595 health facilities		NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		11. Birth, death and marriage registration available in 415 TAs		NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
		12. Birth death and marriage registration available in 96 post offices		NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration
	1	**13.** Vital statistics and Verbal Autopsy reports produced annually	Stakeholder meetings	NRIS	Monthly CRVS reports Annual CRVS reports	Monthly Annual	Head of CRVS	• Availability of funds • Availability of Skilled staff • Availability of equipment • Stakeholder collaboration

Key Result Area 2: Registration of Citizens, Resident Foreigners and Issuance of IDs								
Strategic Objective: To improve identity registration to achieve universal and inclusive legal identity								
Strategic Outcome: Improved Identity Registration and Credential Issuance.								
Outcome	**Baseline**	**Targets**	**Description of Target**	**Data Source**	**Means of Verification**	**Frequency of Reporting**	**Proposed Ownership**	**Assumption**
4. Improved Accessibility of Registration Services	30 days	**1.** Reduction in turnaround time registration from 30 days to 10 days	The time / days taken to process and issue a national ID	NRIS	Document tracker reports	Quarterly	Head of ID Mgt Section	• Availability of network across NRB Offices and HQ. • Consistent supply of printing consumables • Timely automatic adjudication of records in system
	99%	**2.** Ensure 100% Citizens and non-citizens Registered	Percentage of clients registered within a specified timeframe	NRIS/ NSO	Activity reports	Monthly	Head of ID	• Availability of network across NRB Offices and HQ. • Adequate registration kits • Adequate registration personnel • Funds availability for outreach activities • Robust awareness and civic education
	97	**3.** 100% of IDs issued within a specified time frame prescribed as per SOP	Percentage % of IDs issued within a specified time frame	NRS	Document trucker report	Monthly	Head of ID	• Network availability • Clients collecting their id on time
	50	**4.** The number of registration sites increased from 50 to 415 by 2030	The target relates to establishing and commissioning of more registration sites including at TAs	Activity report	Supply and commissioning certificate for the registration site	Monthly	Head of IDM	• Availability of funds • Timely procurement of registration kits • Approved functional review to recruit more staff
	1500	**5.** The number of Registration Kits increased from 1500 to 3000 by 2030	The target relates to either procuring new or replacing old obsolete Registration Kits at existing sites	Procurement reports/ Activity reports	Procurement reports/ Activity reports	Quarterly	Head of ICT	• availability of funds

Key Result Area 3: Management of the National Registration and Identification System

Strategic Objective: To strengthen legislation and policy frameworks for inclusive and accessible National Registration and Identification services

Strategic Outcome: Improved Governance of the National Registration and Identification services

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
5. Strengthened legal and policy frameworks	Zero	**1.** National Registration Policy developed by 2026	Developing and gazetting of system of principles to influence or determine course of action in national registration service delivery to achieve intended outcomes.	National Registration Policy Document	National Registration Policy Document	Once at the end of policy development	Director National Registration	• Sustained commitment for National Registration Policy Development • Availability of funds
	Zero	**2.** Development of guidelines for accessing information from the National Population Register by 2026	Develop guidelines for accessing information for national population register	Guidelines document	Guidelines document	Once at the end of guidelines document development	Director National Registration	• Availability of funds
	Zero	**3.** Develop a comprehensive national data governance framework by 2026-27	Develop policies and regulations required for data classification, data sharing and data privacy	Comprehensive national data governance framework	Comprehensive national data governance framework	Once at the end of the development of data governance framework	Director National Registration	• Availability of funds
	1	**4.** Reviewed National Registration Act reviewed by 2026	Review and gazettement of legal framework for National Registration	2010 National Registration Act Consultations Other Acts and legal frameworks	Reviewed National Registration Act Document	Once at the end of Act review	Director National Registration	• Sustained support from Ministry of Justice • Sustained commitment for National Registration |Act Review • Availability of funds • • Approval by the Malawi Parliament
		5. National Registration Regulations Document reviewed by 2027	A set of legal rules to guide delivery of national registration services	Reviewed national Registration Act	Reviewed National Registration Regulations Document	Once at the end of regulations review	Director National Registration	• Sustained support from Ministry of Justice • Sustained commitment for National Registration Regulations Development • Availability of funds • Approval by the Responsible Minister

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
6. Standardized SOPs for all registration processes	3	**6.** Review of 3 SOPs Documents by 2027 (Birth, ID, Marriage & Death)	Development and approval of procedures for standardized provision of all registration services	Reviewed National Registration Act and Regulations Consultations Existing National Registration Systems	SOPs documents	3 times, once at the end of finalizing each SOPs document	Director National Registration	• Sustained support from Ministry of Justice • Sustained commitment for National Registration Regulations Development • Availability of funds
		7. Developed SOPs for Marriage registration by June 2025	Development and approval of procedures for standardized provision of marriage registration	Reviewed National Registration Act and Regulations Consultations Existing National Registration Systems	OPs documents	Once	Director National Registration	• Sustained support from Ministry of Justice • Sustained commitment for National Registration Regulations Development • Availability of funds

Key Result Area 4: Digital Transformation

Strategic Objective: To advance a secure, interoperable and scalable foundation system that drives robust, inclusive and transformative Digital Public Infrastructure (DPI)

Strategic Outcome: Secure, Interoperable, and Scalable DPI

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
7. NRIS integration with stakeholders (Public and Private sector)	23	**1.** Number of stakeholders integrated with NRIS increased from 23 to 50 by 2030	Achieve interoperability between MDAs and non-state actors	NRIS	Integration reports	Quarterly	Head ICT	
	90%	**2.** Percentage of API uptime for DPI increased 90% to 100%	Achieve API that is always ready and available	NRIS	Uptime and downtime logs	Weekly		
		3. 50% of Malawians issued with multiple credentials (mobile wallet, digitally signed QR code/offline digital ID) by 2030	Introduction of digital identity mobile wallet on Smart phones	NRIS	NRIS reports	Monthly	Head ICT	• Vibrant public awareness • Public acceptance

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
8. Improved digital identity security	0	**4.** 100% digital identity data in mobile wallet encrypted	Achieve the issuance of secure digitally signed QR codes for identification	NRIS	NRIS Reports	Annually	Head ICT	
		5. 100% of ICT officers specialized in Software development, database management, infrastructure management and mega matcher and PKI and cyber security	With the advancing technology, there's need for building capacity of ICT personnel	Training records	Training reports	Annually	Head ICT	• Availability of funds
9. Enhanced data protection of the DPI and data subjects		**6.** Data Protection guidelines developed by 2026	The ICT section is required to ensure the development of Data Protection guidelines	Data Protection Act, NRB Act, other related policies and guidelines	Guidelines document	Monthly	Head ICT	• Availability of funds
	3	**7.** Number of software licenses increased from 3 to 20	The ICT section is required to ensure the procurement of licenses for software	Procurement records	License agreements and contracts. Software procurement reports	Annually	Head ICT	• Availability of funds
		8. Access control SOP developed for accessing NID database by 2027	The ICT section is required to ensure the development of an Access Control Policy and other	NRIS Security requirements, User roles and responsibilities, NRIS network and system architecture	Access Control Policy document	Annually	Head ICT	
		9. Establishment of failover DR site by 2028	The ICT section is required to ensure the establishment of a failover DR site	DR site documentation, Disaster Recovery Plan	DR site documentation, DR plan documents	Annually	Head ICT	• Availability of funds • Availability technical personnel

Outcome	Base-line	Targets	Description of Target	Data Source	Means of Verification	Frequency of Report-ing	Proposed Ownership	Assumption
10. Improved inventory manage-ment and customer Services	0	**10.** Devel-opment of inventory management information system by 2026	The ICT section is required to ensure the de-velopment of an inventory management information system	Inventory records	Inventory MIS	Quarterly	Head ICT	• Availability of funds
		11. Develop-ment of an online service portal for cus-tomer service by 2027	Success-ful online feedback mechanism to clients	NRIS	Online transaction report	Monthly	Head ICT	• Customer aware-ness

Key Result Area 5: Public Awareness and Civic Education on the NRIS

Strategic Objective: To improve communication, education and civic awareness to increase the uptake of registration services

Strategic Outcome: Improved Communication, Education, and Civic Awareness

Outcome	Base-line	Targets	Description of Target	Data Source	Means of Verification	Frequency of Report-ing	Proposed Ownership	Assumption
11. Enhanced Public awareness of civil registration services	40%	**1.** Malawians with knowl-edge of civil registration in-creased from 40% to 100% by 2030	Malawians aware on the importance of civil registra-tion service and their benefits	Knowl-edge, attitude and per-ception survey	Survey report	Bi-Annu-ally	Head of Civ-ic Education	• Availability of funds • From govern-ment and devel-opment partners • Recognition of relevance of interpersonal communication among develop-ment partners
	50%	**2.** Stakeholder organizations engaged on civic aware-ness increased from 50% to 100%	Collaborate with media, CSOs, Com-munity lead-ers, religious institutions, MDAs and Parliamentary committees on civic edu-cation	Stake-holder meeting reports	Engage-ment reports, MOU	Quarterly	Head of Civ-ic Education	• Availability of funds

12. Improved inclusiveness in registration services	0%	**3.** Percentage of minority groups reached with registration messages increased from 0% to 100%	Number of minority groups reached	Minority groups	Activity reports	Quarterly	Head of Civic Education	• Availability of funds
		4. Percentage of staff trained in inclusive communication increased from 0% to 100%	Number of staff members trained	Training records	Training reports	Quarterly	Head of Civic Education	• Availability of funds

Key Result Area 6: Institutional Governance and Development

Strategic Objective: To enhance the institutional capacity of the NRB for improved service delivery

Strategic Outcome: Improved organizational performance

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
13. Adequate and safe office space and reliable and efficient transport	14	**1.** The number of DROs having safe and adequate office accommodation increased from 14 to 30 by 2030	Construct one purpose built DROs annually for the next 5 years	Inventory reports	Reports	Head of Administration		• Availability of funds for the construction and renovation of offices • Positive collaboration with councils
	40%	**2.** The Percentage of HQ staff having safe adequate office accommodation increased from 40% to 100%	Allocation of office space to all officers at HQ through rationalization and partitioning of offices	Physical verification and needs assessments	Reports	Quarterly	Head of Administration	• Availability of funds for the provision of office accommodation
	77%	**3.** Percentage of DROs having reliable Transport for field operations increased from 77% to 100%	Provide reliable transport (1 vehicle and 2 motorcycles) suitable for field operations to all DROs	Inventory reports	Procurement reports/ minutes	Annual	Head of Administration	• Availability adequate Funding for procurement and servicing of vehicles/Motorcycles

Outcome	Base-line	Targets	Description of Target	Data Source	Means of Verification	Frequency of Report-ing	Proposed Ownership	Assumption
14. Enhanced human resource capacity	90%	**4.** Established posts filled in-creased from 90% to 100%	Filling the approved es-tablishment	Estab-lishment warrant	Staff return	Quarterly	Head of HRMD	• Availability of funds
		5. 559 staff trained annually on short term and long-term courses	Short-term and long-term courses	Training plan	Training reports	Annually	Head of HRMD	• Availability of funds
	90	**6.** Retention rate main-tained at above 90%	Ability of NRB to retain its staff over a period of 1 year	Estab-lishment Warrant	Staff Return	Annually	Head of HRMD	• Motivated staff
	15	**7.** Number of reported cases of fraud related to registration processes reduced from 15 to zero	Reduce reported cases related to fraud and corruption	Incident reports	Report	Quarterly	Head of IIC	• Robust public awareness • Collaboration with stakehold-ers • Operational anti-corruption strategy
	1	**8.** Number of training cours-es on ethics and integrity conducted annually in-creased from 1 to 12	Tailored training to improve staff retain	Reports	Minutes	Annually	Under Sec-retary	• Availability of Funds
	8	**9.** Number of Management Meetings held annually in-creased from 8 to 12	Management meetings attended by at least 60% of Senior Managers	Reports	Minutes	Monthly	Under Sec-retary	
15. Effective Internal Pro-curement System	30	**10.** Per-centage of Procurements processed within time in-creased from 30% to 70%	Ability to pro-cess within time from requisition to delivery of assets and services	Delivery Notes/ Repots	Asset Regis-ter/Reports	Quarterly	Head of Pro-curement	• Availability of Funds • Timely IPDC meetings

Outcome	Baseline	Targets	Description of Target	Data Source	Means of Verification	Frequency of Reporting	Proposed Ownership	Assumption
16. Stronger Partnerships and Collaborations	10	**11.** Number of collaborative projects/initiatives implemented per year increased from 10 to 15	Collaboration with formal agreements	MOUs/ Agreements	MOUs/ Agreements	Annual	Under Secretary	• Availability of willing partners
17. Improved financial management and sustainability	10	**12.** Number of Financial Reports submitted to MoFEA and AGD in time annually increased from 10 to 12	Financial reports timely submitted to MoFEA and AGD	Monthly Financial Reports	Reports	Monthly	Head of Finance	
	90%	**13.** Percentage of budget executed increased from 90% to 100%	Percentage of ORT spent	IFMIS	Expenditure returns	Quarterly	Head of Finance	• Timely and adequate funding
	1	**14.** Internal Audit Reports Prepared annually	Internal audit reports generated and submitted timely	Audit reports	Audit Reports	Annual	Head of Finance	• Availability of Funds
	4	**15.** Number of review meeting involving DROs conducted annually increased from 4 to 6	Review meetings involving DROs and may be activity specific (outreach registration etc)	Reports/ minutes	Quarterly Review Reports	Quarterly	Head of M&E	• Availability of Funds
	20%	**16.** Percentage of DROs submitting monthly reports increased from 20% to 100%	DROs submitting monthly reports covering both CRVS and ID including operational issues	Monthly Reports	Monthly Reports	Monthly	Head of M&E	• Availability of Funds

8.4 Appendix D: Risk and Mitigation Strategy

TABLE 11 Risk and Mitigation Strategy

Operational Risks			
No.	**Risk**	**Consequences**	**Mitigation Measures**
1.	**Outdated NRB registration equipment**	Delay in registration process	Source funds, procure and install modern equipment for implementing the NRIS
2.	**Unreliable GWAN connectivity**	Delays and disruptions in production processes	Have redundant network backup
4.	**Staff turnover**	Loss of production Loss of skills and competences	Implement staff motivation strategies like in-service training Implement employee satisfaction strategies
5.	**Inadequate Staff skills and competences**	Poor quality of work Low production levels	Conduct Training Needs Assessment and train staff Conduct periodic staff appraisals and orientation
6.	**Weak Internal Controls and support systems**	Increased fraud and corruption	Enforcement of guiding principles, regulations and standard operating procedures
7.	**Systems incompatibility**	Poor service provision	Conduct thorough systems analysis
9.	**Unsatisfactory collaboration with stakeholders**	Uncoordinated efforts resulting in poor service delivery	Continuous stakeholder engagement
10.	**Unauthorized access into NRIS**	Compromised data integrity	Conduct periodic penetration test
11.	**Data loss due to theft and disasters like fire, floods**	Loss of service delivery and property	Real time data backup Install fire alarm and fire suppression system. Install anti-theft systems
12.	**Delayed rolling out of NRIS modules like marriage, death.**	Denied human rights Loss of revenue	Full implementation of the NRB Strategic Plan
	Lack of knowledge on importance of NRIS products and services	Low demand of the NRIS products and services	Intensified public awareness
	Limited access to NRIS services and products	Low registration Low NRIS products collection rate	Implement electronic notification of events Establish mobile registration points Introduce postal codes on NRIS products
	Low political will	Slow system development Delay in implementing NRIS activities	Political engagement

Financial Risks			
No.	**Risk**	**Consequences**	**Mitigation Measures**
1.	**Inconsistent funding**	Failure to implement work plans	Lobbying treasury for retention of collected revenue from NRIS products Prioritize activity implementation
2.	**Unstable local currency**	Spending above budget allocations Non – implementation of some activities	Prioritize activity implementation
3.	**Unbudgeted mandates – National programs**	None – implementation of some activities	Fiscal discipline Prioritize activity implementation
4.	**Weak internal controls**	Failure to implement work plans	Fiscal discipline Capacity building
Compliance Risks			
No.	**Risk**	**Consequences**	**Mitigation Measures**
1.	**Absence of National Registration Policy**	Incoherent implementation of work plans Haphazard implementation of Action plans	Policy development
2.	**Inconsistent and inadequate legal provisions e.g. Data protection law**	Infringes on human rights Reduced donor support and interest Hinges on privacy rights	Review of the NR Act.
3.	**Non-adherence to service charter**	Customer dissatisfaction	Set realistic commitments in the charter Improve NRIS operation
4.	**Weak enforcement of the NR Act**	Unregistered groups in the population	Enforcement of provision in the act

TABLE 12 Estimated Budget Outlay for NRB

NRB Budget -2025-2030

Key Result Area 1: Registration of Births, Deaths and Marriages

Strategic Objective: To improve civil registration to achieve universal coverage, inclusivity, and provision of vital statistics

Strategic Outcome: Universal and Inclusive Civil Registration

#	Outcome	Outputs	Year					Estimated Cost
			2025-26	2026-27	2027-28	2028-29	2029-30	Currency (MWK)
1	Increased in birth, death, and marriage registration rates nationwide	**1.** 100% of births registered with a unique identifier/National ID number	4,202,400,000	6,303,600,000	8,404,800,000	1,260,720,000	1,260,720,000	21,432,240,000
		2. 80% deaths registered by 2030	87,550,000	175,100,000	262,650,000	350,200,000	437,750,000	1,313,250,000
		3. 75,000 marriages registered by 2030	26,265,000	35,020,000	43,775,000	52,530,000	61,285,000	218,875,000
2	Improved efficiency of civil registration	**4.** 90% of the births, marriage and death registered within 10 days of occurrence by 20230	17,510,000	26,265,000	35,020,000	43,775,000	17,510,000	140,080,000
		5. 50% of the marriage registered within 10 days of occurrence by 2030	17,510,000	17,510,000	17,510,000	17,510,000	35,020,000	105,060,000
		6. 50% of the death registered within 10 days of occurrence by 2030	-	17,510,000	17,510,000	17,510,000	35,020,000	87,550,000
		7. 100% of vital event certificates (birth, death, and marriage) printed and issued within 4 days of reporting by 2030	525,300,000	525,300,000	525,300,000	525,300,000	525,300,000	2,626,500,000
		8. Birth, marriage and death certificates issued within 3 days of printing by 2030	-	-	-	-	-	-
3	Increased coverage of civil registration	**9.** Additional, 35 DROs providing all three vital registration services (birth, death, and marriage)	1,751,000,000	2,801,600,000	3,502,000,000	5,253,000,000	700,400,000	14,008,000,000
		10. Birth and death registration available in 595 health facilities	875,500,000	963,050,000	1,050,600,000	1,138,150,000	1,225,700,000	5,253,000,000
		11. Functional 415 TAs for Birth, death and marriage registration (Cost includes procurement of registration equipment, infrastructure, connectivity, training, monitoring etc)	1,751,000,000	3,502,000,000	3,502,000,000	5,253,000,000	4,027,300,000	18,035,300,000
		12. Making 96 (22 are already functional) post offices functional for Birth, death and marriage registration. (Cost includes procurement of registration equipment, infrastructure, connectivity, training, monitoring etc.)	350,200,000	350,200,000	525,300,000	525,300,000	840,480,000	2,591,480,000
		13. Vital statistics and Verbal Autopsy report produced annually	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
Sub total			**9,654,235,000**	**14,767,155,000**	**17,936,465,000**	**14,486,995,000**	**9,216,485,000**	**66,061,335,000**

Key Result Area 2: Registration of Citizens, Resident Foreigners and Issuance of IDs

Strategic Objective: To improve identity registration to achieve universal and inclusive legal identity

Strategic Outcome: Improved Identity Registration and Credential Issuance

#	Outcome	Outputs	Year					Estimated Cost
			2025-26	2026-27	2027-28	2028-29	2029-30	Currency (MWK)
1	Improved accessibility of registration services	**1.** Reduction in turnaround time registration from 30 days to 10 days	3,684,248,428	4,052,673,271	4,457,940,598	4,903,734,658	5,394,108,123	22,492,705,078
		2. Ensure 100% of Citizens and non-citizens registered.	6,351,799,988	6,986,979,987	7,685,677,985	8,454,245,784	9,299,670,362	38,778,374,106
		3. 100% of IDs issued within a specified timeframe prescribed as per the SoP.	5,725,167,584	6,297,684,342	6,927,452,777	7,620,198,054	8,382,217,860	34,952,720,617
		4. The number of registration sites increased from 50 to 415 by 2030 (Cost includes procurement of registration equipment, infrastructure, connectivity, training, monitoring etc.).	26,265,000,000	34,144,500,000	42,024,000,000	47,277,000,000	52,530,000,000	202,240,500,000
		5. The number of Registration Kits increased from 1500 to 3000 by 2030.	1,575,900,000	2,626,500,000	3,677,100,000	5,253,000,000	5,253,000,000	18,385,500,000
Sub total			**43,602,116,000**	**54,108,337,600**	**64,772,171,360**	**73,508,178,496**	**80,858,996,345**	**316,849,799,801**

Key Result Area 3: Management of the National Registration and Identification System

Strategic Objective: To strengthen legislation and policy frameworks for inclusive and accessible National Registration and Identification services

Strategic Outcome: Improved Governance of the National Registration and Identification services

1	Strengthened legal and policy frameworks	**1.** Develop National Registration Policy by 2026.	35,020,000	52,530,000				87,550,000
		2. Development of guidelines for accessing information from the National Population Register		17,510,000				17,510,000
		3. Develop a comprehensive national data governance framework		17,510,000				17,510,000
		4. Reviewed National Registration Act reviewed by 2026	14,008,000					14,008,000
		5. National Registration Regulations Document reviewed by 2027		14,008,000				14,008,000
2	Standardized SOPs for all registration processes	**6.** Review 3 SOP documents (Birth, ID & Death) by 2027		12,257,000	700,081,751		17,510,000	729,848,751
		7. Developed SOPs for marriage registration	20,000,000		20,000,000			40,000,000
Sub total			**69,028,000**	**113,815,000**	**720,081,751**	**-**	**17,510,000**	**920,434,751**

Key Result Area 4: Digital Transformation

Strategic Objective: To advance a secure, interoperable and scalable foundation system that drives robust, inclusive and transformative Digital Public Infrastructure (DPI)

Strategic Outcome: Secure, Interoperable, and Scalable DPI

#	Outcome	Outputs	Year					Estimated Cost
			2025-26	2026-27	2027-28	2028-29	2029-30	Currency (MWK)
1	NRIS integration with stakeholders (Public and Private Sector)	**1.** Number of stakeholders integrated with NRIS increased from 23 to 50 by 2030.	8,755,000	26,265,000	26,265,000	26,265,000	26,265,000	113,815,000
		2. The percentage of API uptime for DPI increased from 90% to 100%.	31,420,000	31,420,000	31,420,000	31,420,000	31,420,000	157,100,000
		3. 50% of Malawians issued with multiple credentials (mobile wallet, Digitally signed QR code/ offline digital ID) by 2030.	87,550,000	175,100,000	175,100,000	175,100,000	175,100,000	787,950,000
2	Improved digital identity security	**4.** 100% digital identity data in mobile wallet encrypted.	17,510,000	17,510,000	17,510,000	17,510,000	17,510,000	87,550,000
		5. 100% of ICT officers specialized in Software development, Database management, Infrastructure management and Mega matcher and PKI and Cyber Security.	87,550,000	105,060,000	122,570,000	140,080,000	157,590,000	612,850,000
3	Enhanced data protection of the DPI and data subjects	**6.** Data Protection guidelines developed by 2026.		17,510,000				17,510,000
		7. Procurement of software licenses increased from 3 to 20.	35,020,000	35,020,000	35,020,000	70,040,000	70,040,000	245,140,000
		8. Access Control Policy developed	20,000,000	20,000,000				40,000,000
		9. Establishment of a failover DR site		350,200,000	350,200,000	17,510,000	52,530,000	770,440,000
4	Improved inventory management and customer services	**10.** Development of an inventory management information system.	52,530,000	35,020,000	26,265,000	17,510,000	17,510,000	148,835,000
		11. Development of an online service portal for customer services.		26,265,000				26,265,000
Sub total			**340,335,000**	**839,370,000**	**784,350,000**	**495,435,000**	**547,965,000**	**3,007,455,000**

Key Result Area 5: Public Awareness and Civic Education on the NRIS

Strategic Objective: To improve communication, education and civic awareness to increase the uptake of registration services

Strategic Outcome: Improved Communication, Education, and Civic Awareness

#	Outcome	Outputs	Year					Estimated Cost
			2025-26	2026-27	2027-28	2028-29	2029-30	Currency (MWK)
1	Enhanced Public awareness of Civil registration services	**1.** Malawians with knowledge of civil registration increased from 40% 50 100% by 2030	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000
		2. Stakeholder organizations engaged on civic awareness increased from 50% to 100%	35,020,000	38,522,000	43,775,000	49,028,000	52,530,000	218,875,000
2	Improved Inclusiveness in registration services	**3.** Percentage of minority groups reached with registration messages increased from 0% to 100%	70,040,000	70,040,000	87,550,000	105,060,000	105,060,000	437,750,000
		4. Percentage of staff trained in inclusive communication increased from 0% to 100%	26,265,000	26,265,000	26,265,000	26,265,000	26,265,000	131,325,000
Sub total			**161,325,000**	**164,827,000**	**187,590,000**	**210,353,000**	**213,855,000**	**937,950,000**

Key Result Area 6: Institutional Governance and Development

Strategic Objective: To enhance the institutional capacity of the NRB for improved service delivery

Strategic Outcome: Improved organizational performance

1	Adequate and safe office space and reliable and efficient transport	**1.** The number of DROs having safe adequate office accommodation increased from 14 to 30 by 2030			8,755,000,000	10,506,000,000	8,755,000,000	28,016,000,000
		2. The percentage of HQ staff having safe adequate office accommodation increased from 40% to 100%		35,020,000	35,020,000	35,020,000	35,020,000	140,080,000
		3. Percentage of DROs having reliable Transport for field operations increased from 77% to 100%		87,550,000	87,550,000	87,550,000	87,550,000	350,200,000
2	Effective Internal Procurement System	**4.** Percentage of assets recorded in asset register increased from 30% to 95%	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000
		5. Number evaluation sessions of major procurement maintained at 6	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000
		6. Number of quarterly procurement reports submitted to PPDA annually maintained at 4	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
3	Enhanced human resource Capacity	**7.** Established posts filled increased from 90% to 100%	192,610,000	192,610,000	192,610,000	525,300,000	700,400,000	1,803,530,000
		8. 559 staff trained annually on the short-term and long-term courses	210,120,000	210,120,000	210,120,000	210,120,000	210,120,000	1,050,600,000

#	Outcome	Outputs	Year					Estimated Cost
			2025-26	2026-27	2027-28	2028-29	2029-30	Currency (MWK)
3	Enhanced human resource Capacity	**9.** Number of training courses on ethics and integrity conducted annually increased from 1 to 2.	140,080,000	280,160,000	420,240,000	560,320,000	700,400,000	2,101,200,000
4	Enhance Monitoring and evaluation and learning	**10.** Percentage of DROs monitored/ Supervised annually increased from 60% to 100%.	245,140,000	245,140,000	245,140,000	490,280,000	490,280,000	1,715,980,000
		11. Number of review meeting involving DROs conducted annually increased from 4 to 6.	315,180,000	420,240,000	525,300,000	630,360,000	630,360,000	2,521,440,000
Sub total			**1,203,130,000**	**1,570,840,000**	**10,570,980,000**	**13,144,950,000**	**11,709,130,000**	**38,199,030,000**
Grand total			**55,030,169,000**	**71,564,344,600**	**94,971,638,111**	**101,845,911,496**	**102,563,941,345**	**425,976,004,552**



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