



Republic Of Malawi

**MALAWI PUBLIC SERVICE MANAGEMENT
POLICY
2018 TO 2022**

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FOREWORD

This policy has been developed to guide public service management for an efficient and effective public service that will consistently deliver high quality services to its citizens and effectively implement policies and programmes to accelerate the growth and development of the country. The policy has been developed to address various performance challenges confronting the Malawi public service; to enhance the policy and legal environment that is currently loaded with conflicting policies and legislation and therefore not fully supportive of implementing decisions and actions that are crucial for transforming the public service and the country and; to reposition the public service so that it can better serve the people of Malawi and facilitate development of the country into a middle income country as aspired in the Vision 2020.

The Public Service Management Policy fills a gap that has existed for many years. Government is aware that the Malawi Public Service did not have a unified policy to effectively support management and delivery of public services in a multi-party dispensation which among other things, calls for greater transparency, accountability and citizen participation in the management and delivery of public services.

This policy underscores the importance that government places on the Public Service as the engine for development and comes at an opportune time when Government is about to launch the MGDS III. It is my expectation that the spirit of cooperation among stakeholders that characterised the development of this policy will continue into its implementation. I would also like to express my unwavering commitment to the continued well-being of the people of Malawi who remain the primary interest and focus for all Government endeavours.

Professor Arthur Peter Mutharika
PRESIDENT OF THE REPUBLIC OF MALAWI

PREFACE

The public Service Management Policy has been developed through a consultative process involving a number of stakeholders mainly from the public sector, including Principal Secretaries. The policy has been developed to be implemented during the same period that MGDS III and the new Public Sector Reforms Policy Framework will be implemented from 2018 to 2022. This provides an opportunity for a transformed public service to contribute to the delivery of the MGDS III agenda in addition to improving public service delivery. The policy will also help to align the public service towards achievement of Sustainable Development Goals and the aspirations in the African union agenda 2063. The policy will be reviewed after five years of its implementation and will be revised to so that it is aligned to the development strategy that will succeed the MGDS III.

The policy covers a number of areas including creating a shared understanding of the vision, mission and functions of the public service; aligning the public service to the national development agenda; creating an enabling policy, legislative and institutional environment for an effective public service; entrenching public service ethos and values; improving public sector governance; improving productivity and performance in the public service; strengthening human resource management infrastructure and; modernization of the public service and administration.

All Public Service institutions will be guided by this policy and all sectoral and organizational level policies will be aligned to this policy. I urge all public servants to join hands in the implementation of this policy.

Lloyd A. Muhara
CHIEF SECRETARY TO GOVERNMENT

ACRONYMS AND ABBREVIATIONS

AIDS:	Acquired Human Immunodeficiency Syndrome
CIDA:	Canadian International Development Agency
DHRMD:	Department of Human Resource Management and Development
HIV:	Human Immunodeficiency Virus
HRM:	Human Resource Management
HRP:	Human Resource Planning
ICT:	Information and Communication Technology
KRA	Key Result Areas
MDAs:	Ministries, Departments and Agencies
MDG:	Malawi Development Goals
MGDS:	Malawi Growth and Development Strategy
MPSR	Malawi Public Service Regulations
NAO:	National Audit Office
OPC:	Office of the President and Cabinet
PPDAA:	Public Procurement and Disposal of Assets Act
PFMA:	Public Finance Management Act
PPA:	Public Procurement Act
PSA:	Public Service Act
PS:	Principal Secretary
PSC:	Public Service Commission
SWG:	Sector Working Group

2.0. INTRODUCTION

The Malawi Public Service Management Policy provides a framework for the management of the Public Service to effectively deliver public goods and services and facilitate development in line with the national development agenda as provided for in the national vision and Malawi Growth Development Strategy. The policy includes government's policy commitments that will drive public service and strategies that will be used to improve public service management.

The public service provides the enabling policy, legal and regulatory environment and the infrastructure to facilitate realization of strategic national development goals and aspirations in the national development agenda. The Government of Malawi recognizes the crucial importance of an efficient and high performing public service for the delivery of quality services to the public and for achievement of national development goals and aspirations. Hence the need for the Public Service Management policy.

1.1 Background

The aspiration of Malawians as defined in the Vision 2020 in 2000 is that *“by the year 2020 Malawi as a God fearing nation will be secure, democratically mature, environmentally sustainable, self-reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and being a technologically driven middle income country.”*

The national vision is being pursued through implementation of 5-year medium term development strategies. The government of Malawi has been implementing a number of development policies and strategies since independence. After independence Malawi used 10 year development plans. These included the first Statement of Development Policies (1971-1980) and the Second Statement of Development Policies (1987- 1996). Thereafter Malawi adopted 5year development strategies which include the Malawi Poverty Reduction Strategy Paper (2001-2004) the Malawi Growth and Development Strategy (MGDS) I (2005-2010), MGDS II (2011-2016) and currently MGDS III of 2017.

The MGDS III, to which this policy is aligned, aims at moving Malawi towards being *“a productive, competitive and resilient nation”* by focusing on sustainable agriculture, water development and climate change management; education

and skills development; Energy, Industry and Tourism development; transport and ICT infrastructure and; Health and population while taking into consideration cross-cutting issues of gender, disability and the environment.

The MGDS III like previous national development strategies underscores the importance of an efficient, effective and accountable public service for the realization of national development outcomes. The public service management policy framework is, therefore, imperative for the creation of such a public service; that will deliver quality public services, effectively implement policies and programmes and create a conducive environment for non-state actors and citizens to participate in the governance and development of the country.

The Structure of the Public Service

The Public Service as provided for in the Constitution of the Republic of Malawi (1994) includes all the three branches of Government namely the Executive, the Legislature and the Judiciary. The President is the Political Head of the Public Service while the Chief Secretary to the Government is the Administrative Head of the Civil Service and also oversees the management of the public service.

Public service is any service that is provided by government directly or indirectly using public resources or any public interest activity that is under the authority of government. Public service also includes government institutions and their employees. In Malawi, the public service comprises the following institutions and staff that work therein:

1. The National Assembly or the Parliamentary Service
2. The judiciary or the Judicial Service
3. The civil service which comprises all Government Ministries and Departments
4. The defence force
5. The police Service
6. Local Government Authorities
7. Any Corporation, Council, Board, Committee, public university or other body which has power to act under and for the purposes of any written law relating to local government, public health or undertakings of public utility or otherwise to administer funds belonging to or granted by the Government or money raised by rates, taxes or charges in pursuance of any such law.
8. Any other body prescribed by regulation for the purposes
9. Any company in which Government has majority share equity.

The public service management policy is, therefore, applicable to all these public service institutions.

Current Status of the Public Service

The public service in Malawi from independence was meant to be the main vehicle for nation building, delivering key services and infrastructure and for facilitating the welfare and development of the people of Malawi. However, despite being one of the best performing public services in the 1970s and the early 1980s, the performance of the public service has been deteriorating over the years. The public service has, therefore, been unable to deliver adequate and quality public services and to effectively implement policies and programmes that are crucial for poverty reduction and overall development of the country. Consequently, the country has been unable to move out of the low-income bracket, to move the majority of its people out of poverty and is unlikely to realise the Vision 2020.

There are a number of factors that have contributed to the deteriorating performance of the public service over time, including the following:

1. Inadequate understanding of the vision and responsibilities of the public service among most public servants and various stakeholders. This has led to abuse of public office and resources and failure to fully discharge public service responsibilities to achieve the strategic objectives in the national development agenda.
2. Inadequate alignment of the public service and resources to service delivery requirements and imperatives of the medium term development strategies. This has led to the public service having a structure and size that is not fit for purpose and has also led to under-resourcing of core government programmes.
3. Political impetus for populist programmes or projects, which are not all in line with the national development agenda and divert resources from priority interventions, hence undermining implementation of priority programmes and achievement of the priority national outcomes.
4. Inadequate inter-sectoral and multi-sectoral collaboration and involvement of non-state actors in the formulation, implementation, monitoring and evaluation of national policies, programmes, projects and initiatives. This deepens the silo working approach and undermines

efficiency and effectiveness in addressing complex and intertwined development challenges that require multi-stakeholder involvement.

5. Inadequate accountability for results at all levels, which undermines results based leadership and management in most public institutions. This undermines achievement of MDA, sectoral and national results.
6. Generalised low productivity and lack of performance culture in the public service, which promotes the “business as usual approach” in conducting government business, moonlighting, high rates of absenteeism, allowance seeking behaviour and use of scarce public resources on non-core activities.
7. Challenges in implementing a robust and integrated performance management system that aligns employee results to MDA results and to national results and that is fully subscribed to by all public servants.
8. Inadequate capacity of public servants to effectively design, implement, monitor and evaluate projects and programmes due to a number of factors including lack of systematic and comprehensive in service training that is aligned to the capacity demands of the public service.
9. Politicisation of the public service which is contributing to politicisation of appointment of senior officers to the public service and undermining the capacity of Controlling Officers to provide professional advice and engender a professional public service.
- 10 Slow modernisation of the public service in line with global trends and changing demands of the citizenry and the public.
- 11 Deteriorating morale, ethics and professionalism among public servants due to a number of factors including low remuneration packages, unattractive conditions of service, poor working environment including inadequate office infrastructure, political interference.
- 12 Non- adherence to government procedures and public service code of conduct. This has led to widespread corruption, misappropriation of government resources and abuse of government property such as vehicles.

- 13 Weak human resource management infrastructure as evidenced by lack of strategic human resource planning and development and poor implementation of human resource policies and procedures, which fosters mediocre performance and demoralises capable public servants.
- 14 Increased number of non-strategic employees while there are high vacancy rates for strategic technical and professional staff who are key to programme implementation and service delivery.
- 15 Out-dated policies and legislation guiding public service institutions which hampers their ability to modernise and improve their operations and conflicting policies which undermines adherence to policies.
- 16 Inadequate utilisation of modern technology to improve service delivery.
- 17 Inadequate devolution of responsibilities, authority and resources from the centre to local government due to a number of factors including limited capacity at local government level.

All these challenges will need to be addressed if the Malawi public service is to be re-positioned to deliver quality public services and facilitate realization of the MGDS III outcomes.

Policies And Legislation Guiding Public Service Management

Effective and efficient public service management ought to be guided by relevant and appropriate policy and legal instruments. The management of the Public Service is guided by the Constitution of the Republic of Malawi of 1994. It is also guided by several legal instruments, including the Public Service Act (Cap. 1:03) of 1994, the Public Finance Management Act (Cap. 37:02) of 2003, the Public Procurement and Disposal of Assets of 2016, the Public Audit Act (Cap. 37:01) of 2003 and the Local Government Act (Cap. 022:01) of 1998, the Employment Act of 2000 and the Labour Relations act of 1996 among others. In addition there are policy instruments in the form of Circulars and Treasury Instructions that are issued as and when the need arises and policies from various sectors also guide the management of the public service.

The Constitution of the Republic of Malawi

The Constitution of the Republic of Malawi provides for the existence of a Public Service, comprising of the Executive, the Legislature and the Judiciary. Chapter III of the Constitution provides for Fundamental Principles, which include the Principles of National Policy. One of the principles of National Policy is Trust and Good Governance, which obligates government to “*introduce measures which will guarantee accountability, transparency, personal integrity and financial probity and which, by virtue of their effectiveness and transparency, will strengthen confidence in public institutions.*”

The Principles of national policy also call for the active promotion of the welfare and development of the people of Malawi through long-term investment in health, education, economy and social development programmes. This is expected to be attained by progressively adopting appropriate sector-specific policies and legislation as well as lawful and procedural fair administrative systems and actions.

Government will, through this policy, ensure that these constitutional obligations are fulfilled through an efficient and effective public service.

The Public Service Act

The Public Service Act (1994) makes provision for the administration and management of the Public Service. The Act stipulates that subject to the Constitution and various provisions of the Act, the management of the public service shall be based on modern and appropriate management concepts and techniques within the framework which meets the basic requirements for efficient and effective delivery of services to the public, concern for the welfare of public officers as employees and adherence to law. Part II of the Act provides for fundamental principles for the administration of the public service.

Section III of the Public Service Act outlines the character of the Public Service and key among these are that the public service shall:

1. Aim to deliver services to the public in an efficient and effective manner.
2. Be an instrument for generating and maintaining public confidence in the Government.

3. Be guided by the concerns of the public interest and of the welfare of the public in the delivery of services and formulation and implementation of development programmes and projects.
4. Aim to achieve and maintain the highest degree of integrity and proper conduct amongst the personnel.

Linkages with Other Relevant Policies

The Malawi Public Service Management Policy has close linkages with a number of legislation, the medium term national development agenda and sectoral policies. It also has linkages with Sustainable Development Goals (SDGs) and the African Union (AU) agenda 2063. The goals and objectives of the Malawi Public Service Management Policy have spillover effects on a number of sectors of the economy. The policy neither infringes on nor duplicates the existing legislation, policies and programmes but rather complements them. The policy, therefore, has been crafted to achieve synergies with a number of policies. Specifically, the policy is closely linked to the following:

The Public Finance Management Act (2003)

The Public Finance Management Act (PFMA) was enacted in order to, among other things, foster and enhance effective and responsible economic and financial management by Government, including adherence to policy objectives and to provide accountability arrangements together with compliance with those arrangements. The PFMA also requires the Government to produce statements of proposed budget policy; to confirm adherence to fiscal discipline; to produce economic and fiscal statements, including economic and fiscal forecasts and updates and; to produce performance information including comprehensive financial statements. The PFMA defines the responsibilities of the Controlling Officer and further provides better distinction between the Minister and Principal Secretary's roles.

The link between the PFMA and the Public Service Management Policy is that the PFMA provides the basis for financial probity and accountability, which is one of the major thrusts of the Public Service Management Policy. The Policy will, therefore, promote financial prudence and accountability in the public service in line with the provisions in the PFMA.

The Public Procurement and Disposal of Assets Act (2016)

The Public Procurement and Disposal of Assets Act (PPDAA) was enacted to provide for the establishment of the Public Procurement and Disposal of Assets Authority which will regulate, monitor and provide oversight over public procurement and disposal of public assets. The PPDAA also aims to “maximize economy and efficiency in public procurement and disposal of public assets improve value for money.” Part VIII of the Act focuses on the integrity of public servants in procurement processes and calls for, among other things, impartiality, avoiding conflict of interest, avoiding any corrupt and fraudulent activities and keeping information regarding procurement processes confidential. The Act, therefore, is instrumental in preventing loss of public resources through unsystematic and unregulated procurement, poor decision-making, fraud and corruption by public servants. The link of the PPDAA to the Public Service Management Policy is that the Act provides the basis for the Public Service Management Policy to promote public service ethos that are necessary for upholding the provisions in the Act. The policy also has some provisions that call for impartiality and integrity of public servants in the conduct of government business, which are also essential virtues included in the PPDAA.

The Public Audit Act (2003)

The purpose of the Public Audit Act is to give effect to the principle of accountability of Government to the public through the National Assembly. It ensures the accountability of MDAs, which is one of the major guiding principles and values of the Malawi Public Service Management Policy.

Corrupt Practices Act (2004)

The Malawi Public Service Management Policy recognizes that corruption is an evil that has permeated almost all parts of the public service. The policy will, therefore, ensure zero tolerance to corruption and that the necessary action is taken against any corrupt public official in accordance with the Corrupt Practices Act. The linkage is, therefore, that the Malawi Public Service Management Policy will foster the provisions in the Act.

The Local Government Act (1998)

The existing Local Government Act was enacted in 1998. In line with the National Decentralization Policy adopted earlier in the same year, the Act devolves some responsibilities, functions and resources to local authorities.

Government considers decentralization as an appropriate mechanism for empowering local communities to participate actively in the decisions that affect them for improvement of their welfare. Local government thus brings government closer to the people for quality service delivery, for popular participation in local governance and development and ensures equitable and sustainable development.

Improved service delivery is a major thrust of the Public Service Management Policy and it is also one of the major objectives of decentralization. The policy is, therefore, linked with the Act in that both thrive for the same objective. Through the policy, government will ensure that the provisions in the Act are fully actualized and service delivery improvements are achieved through various local government structures

Decentralisation Policy

The Decentralisation Policy provides a framework for devolution of authority, functions and responsibilities from the central government to local government in order to bring services closer to the people. The policy advocates democratic governance through principles of popular participation, accountability and transparency. It also advocates elimination of dual administration i.e. existence of field offices of ministries (deconcentration) and existence of local authorities (devolution) at district level and empowerment of the people at local authority level to participate in local governance and development. The Policy also spells out coordination and financing mechanisms for all devolved structures and functions of local authorities.

The Malawi Public Service Management Policy is linked to the decentralization policy in that it recognizes that local authorities are an important part of the public service. The Public Service Management Policy will, therefore, ensure that effective public service management also permeates through all local authorities as the main pathways for service delivery and development at sub-national level.

The National Gender Policy

Gender issues affect both males and females, although women and girls are affected more than men and boys. There are persistent gender inequalities in Malawi which include limited access to financing and other productive resources and limited access to secondary and higher education girls which limit their participation in economic activities, governance and development processes. Women and girls are also subjected to different forms of gender-

based violence, which exposes them to trauma, physical injury and sexually transmitted infections including HIV. Gender disparities also exist in the public service as evidenced by few women in management and leadership positions in MDAs and local authorities.

The Malawi Public Service Management Policy is linked to the gender policy in that it advocates inclusiveness and equity in the public service which includes gender equity. The policy also promotes non-discriminatory practices by MDAs in the delivery of public services to all citizens and protects employees, particularly females, from any form of Gender based violence.

The Malawi Gender Equality Act

The Gender Equality Act of 2013 provides for gender equality and prohibits all forms of discrimination on the basis of sex and gender based violence including sexual violence. The act also provides for equality of employment in the public service by ensuring employment of at least 40% of each sex and no more than 60% of either sex.

The Public Service Management Policy is linked to the Gender Equality Act in that the policy advocates provision of equal employment and promotion opportunities for males and females in the public service to ensure increased participation of females in decision making positions.

Malawi National HIV and AIDS Policy

The Malawi Public Service Policy recognizes that despite a comprehensive national response to the HIV and AIDS epidemic which has helped to reduce the prevalence of HIV and AIDS in Malawi, new HIV infections continue to take place. HIV and AIDS negatively affects the productivity of affected public servants due to frequent illnesses and absenteeism and contributes to loss of knowledge and skills through premature death. This policy supports the goal of the National HIV and AIDS Policy of 2013 which is to prevent the further spread of HIV infection and mitigate the impact of HIV and AIDS on the socio-economic status of individuals, families, communities and the nation.

The Public Service Management Policy will contribute to the Malawi HIV and AIDS Policy by ensuring that public sector institutions continue implementing HIV and AIDS workplace policies and programmes that aim at informing and educating public servants to protect themselves from contracting HIV; encouraging and supporting affected public servants to access treatment and care; and mitigating the impacts of HIV and AIDS on affected public servants

and the public service. All this will be done through the wellness programme included in the Public Service Management Policy.

The Employment Act

The Malawi Employment Act of 2000 prohibits forced labour and discrimination of any employee or prospective employee on the basis of any form of social stratification. It also advocates equal pay for work of equal value without discrimination and upholding of fundamental human rights of employees. The Act also makes various provisions including on hours of work and leave, contracts and discipline and dismissal. The Public Service Management Policy provides for review of the Public Service Management Act and the Malawi Public Service Regulations (MPSR), which will take cognizance of the provisions in the Employment Act. In addition, the policy based on the provisions in the employment Act advocates non-discrimination of public servants.

The Labour Relations Act

The Labour Relations Act of 1996 “promotes sound labour relations through the protection and promotion of freedom of association, the encouragement of effective collective bargaining and the promotion of orderly and expeditious dispute settlement, conducive to social justice and economic development.” The Public Service Management Act advocates harmonious labour relations and freedom association in the public service in line with the provisions of this Act.

The Malawi Growth and Development Strategy III

Malawi launched Vision 2020 in 2000, which expresses the long term aspiration of Malawians that that “*by the year 2020 Malawi as a God fearing nation will be secure, democratically mature, environmentally sustainable, self-reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and being a technologically driven middle income country.*” The Vision 2020 is operationalized through the 5-year medium term development strategies and currently the MGDS III of 2017.

The public service is the main driver for the formulation and implementation of the national development agenda currently contained in the MGDS III. Its efficiency and effectiveness in implementation of policies and programmes is crucial for the realisation of the MGDS III outcomes that will contribute to a

productive, competitive and resilient nation. Five priority areas have been identified in the MGDS III for implementation as follows:

- i. Sustainable agriculture, water development and climate change management
- ii. Education and skills development
- iii. Energy, industry and tourism development
- iv. Transport and ICT infrastructure
- v. Health and Population

In addition to the five priority areas cross cutting issues of gender, disability and environment will be mainstreamed in all the policies and programmes under the 5 priority areas.

MGDS III makes the following critical assumptions for successful realization of national development outcomes.

- i. There will be improved public sector governance, which will include institutionalisation of practices that avoid wastage of scarce resources, improved stewardship for public resources, greater accountability and collaborative governance which includes collaboration in implementation of programmes within the public service and with non – state actors.
- ii. The Government will continue implementing public sector reforms with the “business unusual” approach in the implementation of key reform areas.
- iii. There will be greater alignment of resources to the key priority areas identified in the MGDS III. Policy Statements

These assumptions have implications on public service management and have been addressed in the Public Service Management Policy.

Sustainable Development Goals & African Union Agenda 2063

The Government of Malawi subscribes to sustainable development goals are a global agenda for development that apply to all countries aimed at eliminating poverty, promoting peace and prosperity and protecting the earth. The Government of Malawi also subscribes to the African Union agenda 2063 articulates the aspirations for the African continent to be realized by African countries by 2063. Among these is “a prosperous Africa based on inclusive growth and sustainable development.” The MGDS III is aligned to both the SDGs and the AU Agenda 2063. The Public Service Management Policy is

linked to the SDGs and the Agenda 2063 through the MGDS III and also to the extent that an effective public service is a prerequisite for achievement of SDGs.

1.2 Problem Definition

Since the promulgation of the Constitution of the Republic of Malawi and the Public Service Act in 1994, there has been no overarching policy to guide Public Service Management in Malawi. The transition from a one party system of political governance to a multi-party democracy in 1994 demanded that significant changes be made to the way the public service is managed and the way public servants operate in order to align the public service to democratic values of transparency, accountability and others.

The Constitution of the Republic of Malawi does not have adequate provisions on the Public service. There are also a number of weaknesses and at times contradictions and conflict between the Constitution and the Public Service Act and with other legal instruments. In addition, some sectoral policies have at times been contradictory to existing laws and in some cases not backed by any legislation. Furthermore, since 1994, there has been enactment of laws whose enforcement has been limited by some provisions in the Constitution as well gaps in the Public Service Act. This has tended to undermine adherence and consequently effective management of the public service.

Despite the various public sector reforms that have been implemented in the past, the performance of the public service continues to dwindle. This could be due to lack of a Public Service Management Policy to guide decisions and actions in the public service. Furthermore, the hemorrhage of public resources through theft and fraud as evidenced by the infamous cash-gate scandal of 2013 signifies some serious challenges in public service management, requiring urgent action if Malawi as a country is to achieve its national development aspirations.

The public Service has not been able to effectively implement the Malawi Growth and Development Strategies I and II, and consequently failed to facilitate achievement of strategic national development outcomes. It is acknowledged in the MGDS III document that implementation of previous MGDS was hindered by a number of weaknesses including the following public service management weaknesses:

- i. Budgeting and resource allocations not strictly informed by national priorities.
- ii. Inconsistencies in planning, which included failure by political parties to adequately, align their manifestos to the national development agenda. This leads to a tendency by in-coming governments to divert the attention of the public sector from the core priorities to some populist programmes and/or projects which may not necessarily aligned to the national development agenda.
- iii. Pilferage of scarce resources through corruption, porous procurement processes and capacity challenges in management of contracts particularly large ones.
- iv. Deployment of some unqualified and incompetent people in the public service, which has negatively affected morale of civil servants and undermined delivery of quality public services.
- v. Lack of implementation strategies to facilitate implementation of MGDS I and MGDS II.

The public Service Management Policy is very crucial in addressing these challenges so that the public service can be an effective instrument for delivering public goods and services and development to the people of Malawi.

1.3 Purpose of the Public Service Management Policy

The Public Sector Management Policy is imperative in view of the need to address weaknesses and contradictions in policies that guide the operations of the public service; to address performance challenges in the public service and; the need to reposition the public service so that it can be a useful vehicle for the realization of the MGDS III outcomes.

1. Addressing Weaknesses And Contradictions In Policies That Guide The Public Service

The Public Service Management Policy will provide a platform for eliminating the contradictions that exist in various policies and legal instruments that guide the public service. It will also inform the updating of provisions in the Republic Constitution and Public Service Act as well as the MPSR so that they are in tandem with a modern public service that will support improved public service delivery and national development. All the other national policies that the Public Service Management Policy is linked to will be reviewed and aligned to the policy.

2. Addressing Public Service Performance Challenges

The Public Service Management Policy will provide guidance that will help to systematically and consistently address performance challenges and consequently improve the performance of the public service. It will also provide a platform for inculcating values that will help in addressing the challenges of corruption, fraud, theft and abuse of public resources, which undermine effective service delivery, and implementation of development projects and programmes.

3. Repositioning the Public Service for MGDS III Outcomes

MGDS III is calling for enhanced public sector governance and management for its successful implementation. This will require collaboration of the private sector and other non-state actors with the public service in the implementation of MGDS III; continuous reforms and modernization of the public service to rise to the challenges of modern public administration and; prudent allocation and utilization of resources in all public institutions. The Public Service Management Policy will, therefore, help to reposition the public service so that it is better able to implement the MGDS III for the realisation of the priority national development outcomes, which will contribute to the realisation of the national vision.

Overall, the Public Service Management Policy will contribute to an efficient, effective and accountable public service that will be able to deliver adequate and quality public services and facilitate the transformation of the economy and development of the country.

2.0. BROAD POLICY DIRECTIONS

2.1. Policy Goal

The goal of this Policy is to provide a framework for the effective management of the Public Service so that it becomes **“a results oriented and high performing public service by 2022 that facilitates positive transformation of the economy and the country’s modernization”** through facilitating achievement of MGDS III outcomes and the long term national vision aspirations.

2.2. Policy Outcomes

The following policy outcomes will be achieved as a result of achieving the policy objectives.

- I. An enabling policy and legal environment that will support modernisation and continuous improvement of the public service in line with the changing needs of Malawian and global trends.
- II. An efficient, apolitical, citizen- centric, responsive and effective public service that is ethical and accountable.
- III. Improved delivery of public goods and services by all public institutions at central and local government levels.

2.3. Specific Policy Objectives

The specific objectives of the Malawi Public Service Management Policy are to:

- I. Create a shared understanding of the vision and responsibilities of the public service in order to enlist focus on the common good and pursuance of good public sector governance among all stakeholders.
- II. Align the Public Service to the national development agenda in terms of structure, size, resource allocation and competencies.
- III. Guide the development of an enabling institutional, policy and legislative environment for the public service.
- IV. Guide entrenching of the public service guiding principles and values among all public servants in all public service institutions.
- V. Provide a framework for improving the productivity of public servants and performance of the public service institutions at employee, organizational, sectoral, local government and national level for enhanced delivery of public goods and services and realization of MGDS III outcomes.
- VI. Provide a framework for improvement in public sector governance to facilitate the achievement of national strategic goals and objectives through strategic leadership, enhanced collaboration, inclusiveness,

transparency, accountability and zero tolerance to corruption, fraud and theft of public resources.

- VII. Facilitate strengthening the human resource management function and infrastructure for a productive and engaged workforce that will support service delivery improvements and achievement of strategic goals and objectives.
- VIII. Guide development of capacity in the Public Service to support service delivery improvements and implementation and effective implementation of policies, initiatives, projects and programmes.
- IX. Facilitate continuous modernization of the public service in line with the changing needs of citizens, new technology and emerging regional and global trends.

2.4. Guiding Principles

The guiding principles for implementation of this policy are that the Public Service shall:

1. Recognise the equality of citizens before the law and in providing the services, a public servant shall not discriminate against the citizens and any other person needing their service based on their place of origin, race, gender, religion, ethnic group, philosophical and political convictions or membership of a trade union or other personal considerations.
2. Remain non-partisan and support the Government of the day in the design and implementation of policies and programmes that are crucial for achievement of strategic goals in the national development agenda.
3. Be managed in strict compliance with the law and administrative decisions shall be taken in conformity with the existing regulations and procedures.
4. Be impartial, independent and permanent to enable the delivery of uninterrupted services even during transition periods so that the functions of the Government continue irrespective of which political party is in power.

5. Adapt to the changing needs of the citizens and other beneficiaries of public services and global trends.
6. Act professionally and observe ethics in the administration.
7. Promote and protect the rights of service users and Public Service Agents.
8. Institutionalise a culture of accountability and integrity and transparency in its administration.
9. Act effectively, efficiently and responsibly in the use of public resources.
10. Subscribe to a common set of shared values that will guide the decisions, behaviour and actions of public servants as described below.

a) Accountability

Public servants and institutions shall be responsible and answerable to the public for the decisions and actions taken, utilization of public resources, performance in terms of results achieved or not achieved based on agreed expectations and shall submit to whatever scrutiny appropriate to public office.

b) Transparency

Public Institutions shall be accessible and open to the public within the boundaries of the Laws of Malawi to ensure that citizens have easy access to government records and information, including financial records and information on public debts and liabilities and important public documents such as development strategies, public policies and national budgets and; citizens are able to track service performance and are provided with information regarding how important decisions in the public service are made.

c) Excellence

Public servants shall demonstrate diligence, commitment, and innovation in the execution of their duties, delivery of public services and implementation of priority government projects and programmes, while paying attention to high standards and continuous improvement of services and service delivery mechanisms at all times.

d) Objectivity

Public Servants shall make decisions, act and provide services to all people living in Malawi with respect, equality, fairness and impartiality regardless of the socio- economic status of the persons, their place of origin or affiliation. All actions and decisions will be based on merit backed by rigorous analysis of evidence.

e) Impartiality

Public servants shall be non-partisan and politically neutral in the discharge of their duties and carry out their responsibilities without prejudice or favour and provide the government of the day with timely and honest advice based on available evidence.

Integrity

Public servants shall be upright in character, truthful and open, acting in good faith to serve the public interest thereby earning and sustaining public trust in public institutions. Public Servants shall declare conflict of interest, put the obligations of the Public Service above their personal interest and use public office responsibly and conduct themselves in a manner that is beyond reproach guided by a sense of propriety.

f) Loyalty

Public Servants shall be loyal to the Government of Malawi by helping the government of the day to effectively deliver public services and development to the people of Malawi. Public Servants shall, therefore, be faithful and committed to policies and programmes of the government of the day regardless of their political, religious, social or cultural beliefs in order to serve the public interest.

g) Social Justice

Public servants shall apply the principles of fairness and equality, guided by the principles of natural justice, in treating people, making decisions, administration of policies, delivery of services and distribution of resources, opportunities, projects and programmes.

h) Professionalism

Public Servants shall adhere to a professional code of conduct and exhibit high degree of responsibility, competence, reliability and efficiency in the performance of their duties as public servants.

i) Selflessness

Public servants shall be noble and shall avoid seeking personal gain or financial or other material benefits for their family or friends through their official position

3.0. POLICY PRIORITY AREAS

The Public Service Management Policy responds to the need to improve development of an enabling institutional, legislative and policy environment to guide the decisions, actions and operations of the public service, the need to improve public service performance and the need to reposition the public service for improved service delivery and achievement of MGDS III outcomes. The Policy focuses on priority areas that Government considers critical to a well-functioning Public Service.

The policy has eight priority areas in line with the policy objectives namely: Creating a shared understanding of the vision and responsibilities of the public service; Alignment of the Public Service to the national development agenda and service delivery imperatives; development of an enabling institutional, policy and legislative framework for public service management; institutionalization of the public service guiding principles, values ethos among all public servants in all public service institutions; improving the productivity of public servants and performance of the public service at all levels; improvement in public sector governance; strengthening of the human resource management infrastructure and; continuous modernization of the public service.

3.1. Policy Priority Area 1: Shared Understanding Of The Vision, Mission And Functions Of The Public Service

A shared understanding of the vision, missions and functions of the public service is critical for focusing resources and rallying all stakeholders around matters of public interest and what is necessary to achieve the common good.

Problem Statement

The Government of Malawi has the vision 2020, the MGDS III, several policies and legislation guiding operations in the public service. However, these are not widely disseminated, are written in high-level technical English and are

therefore not accessible to the majority of public servants and the general public. As a result, most public servants go to work without understanding the results the public service is supposed to achieve and their contribution to the achievement of those results. In addition, some non-state actors find it difficult to identify their contribution to the national development agenda due to lack of or inadequate knowledge of the national development agenda and what it entails.

Policy Statement

Government undertakes to:

1. Make the national vision, the MGDS III, the Public Service Act, the Public Sector Reforms policy and other relevant cutting edge government policies, legislation and programmes accessible to and understood by all public servants and the public.

Strategies

- 1.1 Present the MGDS III, policy documents, legislation and programme documents in formats and language that people can easily access.
- 1.2 Disseminate widely the substance of the documents through recognised electronic and print media.
- 1.3 Institutionalise mechanisms in MDAs for enhancing understanding of important government policies, legislation and documents among public servants including specialised workshops and trainings aimed at creating such an understanding.
- 1.4 Enhance the understanding of the national development agenda and key government policies and programmes among politicians and all political parties.

3.2. Policy Priority Area 2: Alignment of the Public Service to the National Development Agenda

The public service is the key vehicle for delivering public services and development. It, therefore, has to be aligned to the national development agenda for effective delivery of public services and outcomes that are key to improving the economy and the welfare of the people of Malawi.

The public service in Malawi is not adequately aligned to the national development agenda in terms of its structure and size; allocation of resources including staffing resources that are actually allocated to MDAs for implementation of initiatives, projects and programmes and; the competencies that are in the public service. The following Policy statements will deal with the issues as outlined.

3.2.1. Structure and size of the Public Service

The structure and size of the public service have to be commensurate with the economy, available resources and the size of the population to be served. It must also facilitate efficient service delivery and implementation of policies and programmes. This will enhance public trust and confidence in the Government, an important provision in the constitution and the Public Service Act.

Problem Statement

There is lack of clear and written guidelines for determining the size and appropriate structure of the public service. Neither the Constitution nor the Public Service Act provides guidelines in terms of the maximum number of ministries the public service should maintain at any given time. As a result, the public service in Malawi maintains more than the required number of ministries. This leads to duplication and fragmentation of functions and mandates and contributes to inefficiencies, which are costly to the public purse.

The Public Service in Malawi also lacks guiding principles to the powers given to the President to appoint officers above the rank of P5/ Grade F. It also lacks guidelines on the number of aides a sitting President and Vice President should maintain at any given time. The lack of guiding principles in this regard can lead to an increase the number of appointed employees beyond the establishment particularly when appointments to fill positions above the rank of P5/ Grade F are made from outside the public service or if aides for the President and Vice President, appointed without due regard to the establishment.

Further the public service maintains a high number of administrative staff such as messengers, drivers, typists and some of these posts do not add much value to the work of public service.

Policy Statement

Government undertakes to:

1. Determine the size and structure of the Public Service objectively based on the goals of the MGDS III and the national vision and key service delivery imperatives following written guidelines that will be infused in the Public Service Act and the MPSR.

Strategies

- 1.1 Align MDAs mandates to the key result areas (KRAs) in the MGDS and rationalize MDAs and establishments, while ensuring a strategic balance of professional and technical staff with administrative and support at all times.
- 1.2 Amend the Constitution of the Republic of Malawi and the Public Service Act to provide for the maximum number of Ministries.
- 1.3 Put in place measures to right size the public service to ensure that all posts are relevant and that the public service has an appropriate balance of strategic with support staff.
- 1.4 Develop a merit-based system to guide appointment of senior officers by the president based on international best practice. This will entail subjecting eligible candidates to objective interviews and presenting the best 3 candidates for appointment of one by the president.

3.2.2. Allocation of Resources to MDAs

Allocation of adequate resources for implementation of initiatives, projects and programmes is crucial for delivery of quality public services and achievement of the strategic objectives of MDAs and outcomes in the MGDS III.

Problem Statement

Despite the costing of the MGDS and output based budgeting in sectors and MDAs, the actual allocation of resources is in most cases below the required levels. A higher proportion of the resources are used to maintain the public service and little is available for policy and programme implementation. In some instances resources are diverted to finance some populist initiatives and

projects in the political manifestos of ruling parties, which may not always be in line with the priorities in the national development agenda.

Policy Statement

Government undertakes to:

1. Prioritise resource allocation to support implementation of policies, programmes and initiatives that are aligned to priorities of the MGDS and stick to the priorities throughout policy and programme implementation cycles.

Strategies

- 1.1 Strengthen transparency in the allocation, disbursement and virement of resources by the Treasury as the main steward of public resources.
- 1.2 Orient all political parties to align their manifestos to the MGDS III.

3.2.3. Staffing in the Public Service

A public service, which has the right people with the right competences for each job, is capable of effectively implementing government policies and programmes. Staffing in the public service needs to be aligned to the key public services and goods that need to be delivered in line with the mandates of MDAs and MGDS III goals.

Problem Statement

The Malawi Public Service has an imbalance of staffing with fewer staff to deliver the core business of MDAs. There are more administrative, clerical and industrial staff than professional and technical staff as evidenced by high vacancy rates among core positions in sectors such as health, education and energy that are key for delivery of national development outcomes. This has tended to increase the wage bill with non-strategic staff, while sectors such as health are struggling to deliver adequate and quality services due to inadequacy of staff.

Policy Statements

Government undertakes to:

1. Align public servants to the core public goods and services that need to be delivered in line with the mandates of MDAs and MGDS III priorities

and rationalize posts and staffing in the public service based on priorities.

Strategies

- 1.1 Determine the core jobs and competencies that are required to deliver the public goods and services that are core to the achievement of the goals of MDAs and the MGDS III.
- 1.2 Rationalise posts and staffing in line with the core competencies required.

3.3. Policy Priority Area 3: Enabling Policy, Legislative and Institutional Environment

The public service is guided by legislation, policies, regulations, executive guidance, and practices in making decisions and/or taking action. Enabling legislation, policies and practices promote consistent and transparent decisions, which are crucial for the efficiency and effectiveness of the public service.

Problem Statement

The Constitution of the Republic of Malawi does not have adequate provisions to guide public service management. In addition, there are contradictions among various laws, regulations, policies, executive guidance which undermines adherence to policies. The Public Service Act and the Malawi Public Service Regulations are also out-dated and not in tandem with the current challenges of the public service. Furthermore, in the democratic dispensation, a lot of decisions are made without following the written rules and procedures and informal institutions seem to be the basis of most decisions and actions. This undermines integrity in decision-making.

Policy statement

Government undertakes to:

1. Improve the policy, legislative and institutional environment to support effective public service management that will enhance delivery of public goods and services.

Strategies

- 1.1 Update the current policies and legislation guiding the public service to align them to the Public Service Management Policy.
- 1.2 Develop new policies, legislation and regulations to support implementation of the Public Service Management Policy and government's modernisation agenda.
- 1.3 Promote adherence to policies, laws and regulations.

3.4. Policy Priority Area 4: Entrench Public Service Guiding Principles, Values And Ethos.

Values are standards, which influence one's judgement of what is good and proper, and they define behaviour and culture. Values determine how public servants undertake their work; how they view public resources and how they treat the people they serve. A value based and ethical public service focuses on the public interest and generates public trust and confidence.

Problem Statement

The Malawi public service has over the years experienced erosion of public service ethos and integrity as evidenced by numerous corruption, fraud and theft scandals as well as a deeply entrenched culture of laxity and entitlement involving public servants at all levels. Lack of orientation of officers who are recruited into the public service has worsened the situation. Some of these officers may act innocently in ways that may not be in appropriate because they may not be knowledgeable of public service principles and values. There is also a problem of some public servants deliberately flouting public service procedures for their own personal gain at the expense of public interest because sanctioning of impropriety in the public service is currently weak.

Policy Statement

Government undertakes to:

1. Entrench the guiding principles and values outlined in the Public Service Management Policy among all public servants in order to institutionalise a customer and citizen –centric and service culture in the public service that promotes greater confidence in the public policy.

Strategies

- 1.1 Strengthen the public service code of conduct in line with the Public Service Management Policy.
- 1.2 Implement a strategy for entrenching public service principles, values and ethos.

3.5. Policy Priority Area 5: Improve Productivity And Performance In Public Service Institutions

Productive public servants and high performing public institutions are crucial for improving service delivery and the achievement of MGDS III outcomes. Performance management involves planning for performance, managing performance and assessing performance at organizational and individual levels in the context of a well-defined and communicated national results framework. The Malawi Public Service has for a long time been implementing performance management systems to improve productivity and performance. Government introduced an open performance appraisal system at organizational and individual levels in the late 1990s in order to provide management, in the various public sector agencies, with a system for aligning employees to the results sought by MDAs; for engaging employees to contribute to organizational goals and; for monitoring and measuring the efficiency and effectiveness of employees and organizations. The performance appraisal system is intended to help managers to determine how efficiently the resources are being used and the extent to which strategic objectives are being achieved.

Problem Statement

The performance management system in the public service is challenged by a number of factors. Key among them are inadequate funding for planned activities to enable employees and organizations to perform; poor implementation of the performance appraisal system due to weak coordination, inadequate knowledge and skills to implement the system; inadequate commitment to the system and resistance to change by some implementing officers; lack of linkages between the performance appraisal system and rewards and sanctions systems; inadequate remuneration in the public service which leads to moonlighting and lack of performance culture; inadequate strategic alignment of employees to national priorities through their MDA strategic plans; lack of integration between the employee performance

management system and the organizational performance system which operate as two separate systems and; inadequate accountability for implementation of performance management systems by MDAs.

Policy Statements

Government undertakes to:

1. Institutionalise a strategic approach to performance management, in which controlling officers and heads of institutions take the lead, that is aligned to the MGDS III; promotes focus on results at all levels; integrates employee and organizational performance management; is integrated with the human resource management and budgeting processes; promotes productivity and performance culture and; is adopted and embraced by all public servants.

Strategies

- 1.1 Strengthen the current performance management system through controlling officers and heads of institutions taking the lead in management and discipline of officers.
- 1.2 Strengthen capacity for implementation of a strategic and integrated performance management system in the public service through training of controlling officers and heads of institutions among others.
- 1.3 Strengthen capacity for implementation of government policies, programmes, projects and initiatives.
- 1.4 Strengthen leadership, coordination and accountability for institutionalizing performance management in the public service.
- 1.5 Entrench a results oriented and performance culture in all public institutions.

3.6. Policy Priority Area 6: Improve Public Sector Governance

Good public sector governance is crucial for improvement of public sector efficiency and effectiveness. It ensures that public officers (political, technical and administrative) work in the public interest and sacrifice personal interest for the common good. This requires commitment to the rule of law, integrity, ethics, equity, stakeholder engagement, accountability and transparency. It

also requires leadership that is able to steer the public service towards professionalism and achievement of strategic objectives and goals.

Problem Statement

The Malawi Public Service faces a number of challenges in relation to good public sector governance. These include corruption, fraud and blatant theft by public servants as evidenced by the infamous “cash-gate scandal” of 2013; inadequate participation of non-state actors and citizens in the formulation, implementation, monitoring and evaluation of national and sectoral policies and programmes; inadequate collaboration among MDAs in the implementation of government policies and programmes; perceptions of elements of nepotism and clientelism in recruitment and promotion to strategic positions in some MDAs; inadequate transparency of public service operations to citizens; inadequate strategic leadership capacity and; inadequate accountability of public servants to citizens; and poor records keeping which undermines accountability and institutional memory.

Policy Statement

Government undertakes to:

1. Promote all aspects of good public sector governance to ensure that the public service earns public confidence through better decisions and actions that will benefit the people of Malawi. This will be achieved through specific policy options and strategies presented below.

3.6.1. Combat Corruption, Fraud, Theft And Abuse Of Public Resources

Problem Statement

Corruption, fraud, theft and abuse of public resources are evils that have permeated all parts of the Malawi Public Service. They signify lack of focus on the common good as public servants work to serve their interests at the expense of the citizens and the taxpayers. They also signify a total breakdown of controls and procedures. These practices divert scarce resources from service delivery and development and contribute to the vicious cycle of poverty among Malawians.

Policy Statement

Government undertakes to:

1. Eliminate all forms of corruption, fraud, theft and abuse of public resources through the use of stringent measures to protect the tax payers' money and to ensure that the scarce resources are used to promote the common good through delivery of quality services and effective implementation of government policies and programmes.

Strategies

- 1.1 Implement a corruption prevention strategy in the public service.
- 1.2 Promote probity in procurement processes and in the utilisation of public resources.
- 1.3 Improve stewardship of public resources.
- 1.4 Strengthen accountability for resources allocated to MDAs to ensure they are utilised for the intended purposes.

3.6.2. Promote Inter-Sectoral And Multi- Stakeholder Collaboration

Problem statement

Most public sector institutions continue working in silos despite the introduction of Sector Working Groups in 2005. This leads to duplication, competition for resources and inefficiencies, which undermine effective implementation of government policies and programmes. Collaboration of public service institutions with non –state actors has also been very weak. This means public institutions have not been able to take advantage of the extra resources and talent that exist among non-state actors. Given the complexity of the challenges that government is trying to address, it is not possible for public sector institutions alone to achieve the desired national development outcomes. Citizens are also not adequately involved in the affairs of the public service.

Policy Statement

Government undertakes to:

1. Promote inter-sectoral and multi-sectoral and multi-stakeholder collaboration in the formulation, implementation, monitoring and evaluation of government policies and programmes to facilitate pooling of resources, skills and efforts, which enhances efficiency and effectiveness.

Strategies

- 1.1 Align relevant MDAs and non-state actors (private sector, non-governmental organisations, civil society organisations and faith based organisations) to the national results framework and map their contribution to the various key result areas (KRAs) in the MGDS III.
- 1.2 Strengthen and institutionalise SWGs as an approach for enhancing collaboration of public institutions and other stakeholders in the implementation of the MGDS III.
- 1.3 Increase citizen participation in public sector governance through an open government.

3.6.3. Institutionalise Meritocracy In Appointments, Promotions And Deployment Of Public Servants

Meritorious appointments, promotions and deployment of officers to specific posts and grades in the public service ensures that the right people are placed in the right positions to contribute to the delivery of the mandates of MDAs. The President of the Republic of Malawi has legal powers to appoint all senior officers in the civil service from above P5/F grade to Chief Secretary. The rest of the employees are recruited through the Public and other Service Commissions while industrial class employees are employed directly by MDAs, through Appointments and Disciplinary Committees. The democratic dispensation has also seen appointment of non-career civil servants into the public service.

Problem Statement

The Malawi Public Service faces a number of challenges in relation to appointments, promotions and deployment of public officers. These include lack of transparency and guidelines to promote meritocracy in presidential appointments of officers above (P5/F). In addition, while appointment of non-

career civil servants into the civil service can help to bring new and innovative ideas, there are no guidelines for appointment of such employees which can sometimes bring people without the requisite qualifications and expertise for the public service positions. There are also gender inequalities and inadequate inclusiveness of marginalized and vulnerable social groups in appointments and promotions.

Policy Statement

Government undertakes to:

1. Institutionalise meritocracy in appointments, promotions and deployment to all positions in the public service by ensuring that
 - a. Recruitment and selection of public officers is based on the principles of competition, merit, equity and transparency and
 - b. Presidential appointments are guided by meritocracy to ensure that the best talent is attracted to the public service and the right people are placed in the right positions.

Strategies

- 1.1 Strengthen the current recruitment and selection based on the principles of competition, merit, equity and transparency for all positions in the public service up to Principal Secretary/Chief Executive Officer level and similar grades.
- 1.2 Review the legal powers for presidential appointments to be limited to the position of Principal Secretary and similar grades only and to be supported by a meritorious procedure.
- 1.3 Strengthen capacity of the Public Service Commission and other Commissions to provide professional oversight over all recruitments and promotions in the public service.

3.6.4. Promote Inclusiveness and Equity

Inclusiveness and equity in the public service promote a sense of belonging which motivates employees to work hard. A public service that brings in diverse employees at different levels pools talents that would otherwise not exist. This enhances productivity and performance because it brings diverse ideas, talents and abilities. In addition such a public service becomes more citizen centric as people of different cultures are able to understand the needs of diverse communities and serve them better.

Problem Statement

The Malawi public service is not inclusive enough in terms of gender as evidenced by very low representation of women in senior and strategic positions. In addition, there are perceptions that people with disabilities and people from different cultures are not equitably represented in the public service; perception of dominance of a few groups of people in strategic positions based on political affiliations and tribe and; perceptions that sometimes geographical location of projects is based on politics rather than needs. There is also lack of facilities in most public institutions to support people with disabilities.

Policy Statement

Government will undertake to:

1. Promote inclusiveness and equity in employment, promotions, service delivery and geographical distribution of development projects and initiatives.

Strategies

- 1.1 Implement a strategy for managing inclusion and diversity and equity in the public service.
- 1.2 Adopt legislative, executive and administrative measures that guarantee the right to employment and promotion of women, ethnic minorities, and people with disabilities, marginalized and vulnerable social groups in line with Gender Equality Act of 2013 and other legislation.
- 1.3 Ensure equity in provision of quality services and distribution of projects to diverse populations regardless of their tribe and political affiliation including the parties that members of parliament represent.

3.6.5. Enhance Citizen Engagement In Public Service And Citizen- Centric Service Delivery

Active citizen engagement in decisions and programmes that affect their lives is an important element of good public sector governance. Citizens need to be aware and knowledgeable of the policies and programmes of government as

well as how decisions are made and implemented. They also need to have access to any public institution to seek assistance or information. Based on the decentralisation policy citizens also need to actively participate in the development projects and initiatives in their localities.

Problem statement

There are a number of challenges that affect citizens' engagement with the public service in Malawi. These challenges include citizens not being aware of policies, legislation, programmes, procedures and regulations of the public service; inadequate transparency and accountability by public servants to citizens and; inward focus of public servants on themselves and maintaining the bureaucracy rather than on citizens and other service users and; the boss mentality that most public servants display towards citizens. Access to information about public service operations by citizens is also limited by unnecessary hiding of information by public servants under the guise of confidentiality. This undermines public trust in public institutions and public engagement with the public service.

Policy Statement

Government undertakes to:

1. Improve the focus of the Public Service on citizens in order to enhance citizen-centric service delivery and citizen engagement with the public service.

Strategies

- 1.1 Increase awareness and knowledge of the public on national development agenda, important government policies, laws and programmes and services delivered by various public institutions.
- 1.2 Entrench principles of equal access, non-discrimination, transparency and accountability through appropriate legislation and regulations.
- 1.3 Facilitate integrated service delivery using modern technology.
- 1.4 Strengthen collaboration between public service institutions and citizens in improving service delivery.

3.6.6. Improve Strategic Leadership Capacity in the Public Service

Strategic leadership is at the heart of effective organisations. It enables organisations to focus on strategic results that contribute to wider societal results. Strategic leadership in the public service is crucial for focusing all resources and efforts of MDAs towards achievement of MGDS III goals. It is also necessary for continuously adapting and modernising public service institutions to deal with complex societal problems and the ever-changing needs of people.

Problem Statement

The Malawi public service is wanting strategic leadership at all levels as evidenced by inadequate translation of national development strategies and policies into action; low implementation of policies and programmes; low productivity and poor performance of public servants and; generalised corruption and theft of public resources. There is lack of systematic strategic leadership training for existing and upcoming leaders in the public service and for those who are recruited from outside the public service. A leadership development framework which was developed, with the support of CIDA to support leadership development in the public service was partially implemented between 2001 and 2009, and therefore did not produce a critical mass of strategic leaders. The operating environment in the public service does not facilitate strategic leadership.

Policy Statement

Government undertakes to:

1. Strengthen strategic leadership capacity at all levels to facilitate strategic planning and management of all MDAs.

Strategies

- 1.1 Improve the operating environment to facilitate strategic leadership in the public service.
- 1.2 Implement a comprehensive leadership development strategy that is aligned to the MGDS III goals.

3.6.7. Improve Records Management in the Public Service

Records management in the public service is an important aspect of good governance because it facilitates accountability of the public resources that public institutions use to deliver services and implement programmes. Records also enhance transparency of the decisions and actions of public institutions. Records are also useful for current decision-making and for future reference since history is useful in shaping the future. All records pertaining to government transactions and operations must be properly kept and managed for ease of retrieval.

Problem Statement

Records management in the Malawi public service is in a chaotic state as evidenced by heaps of files and papers that lie around in the corridors or corners of public institutions, and difficulties in accessing government documents, which are often heaped in offices without order. The registries are not properly managed and there seems to be lack of a policy to guide records management in the public service. In addition, due to poor functioning of the Government Wide Network and inadequacy of ICT infrastructure, most public Servants use their personal laptops where they keep government information which they take with them when they leave the public service.

Policy Statement

Government undertakes to:

1. Improve records management in the public service to enhance retrieval for decision-making and to accountability in the use of resources and implementation of policies, programmes and initiatives using modern methods of information management.

Strategies

- 1.1 Improve the policy, legislative and regulatory framework for records management in the public service.
- 1.2 Maintain interfaced paper based and electronic records management systems for all public service transactions and operations.
- 1.3 Strengthen capacity for records management in public service institutions.
- 1.4 Establish and maintain libraries in all public institutions.

3.7. Policy Area 7: Strengthening the Human Resource Management Infrastructure

The core function of HRM is to plan, develop and administer policies and interventions aimed at making the best use of human resources for the attainment of organizational goals. A human resource management infrastructure that effectively delivers all the elements of the human resource management function and is aligned to the MGDS III, is crucial for improving the performance of the public service. The HRM function has four main roles which are human resource planning; staffing; employee development and employee maintenance. The Malawi Public service has a number of challenges relating to these core roles.

3.7.1. Human Resource Planning

Problem Statement

There is inadequate attention paid to human resource planning (HRP) in the public service. Apart from the Ministry of Health and Population, which has an HRP function within the planning Department, all Government ministries are not implementing the HRP function. This function, though vibrant in the Department of Human Resource Management and Development (DHRMD) prior to the mid -1990s, is no longer being implemented and efforts to revive it have not been successful. This makes it difficult for the public service to determine the types and numbers of human resources that are required in MDAs to deliver strategic results for government. This also explains why the public service experiences critical shortages of core staff.

Policy Statement

Government undertakes to:

1. Revive and institutionalise a strategic approach to human resource planning in the public service to support projection of the types, numbers and quality of human resources required to deliver the mandates of MDAs and MGDS III outcomes. The human resource plans will inform recruitment, promotion and development of public servants.

Strategies

- 1.1 Establish a fully-fledged HRP unit in DHRMD to take charge of HRP for the public service and to oversee the HRP function in MDAs.

- 1.2 Strengthen capacity for human resource planning in DHRMD and MDAs for production of national, public service wide and MDA human resource plans.
- 1.3 Strengthen linkages between human resource planning and human resource development and recruitment.

3.7.2. Human Resource Development

Problem Statement

The Human Resource Development (HRD) function, which was systematically being implemented prior to the 1990's is dormant. The public service also lacks resources earmarked to support human resource development. The policy that MDAs should use 2% of their allocated resources to support human resource development is not being followed. The little adhoc training that is taking place is not adequately aligned to the competency requirements and performance challenges of the public service, because it is not based on systematic needs assessments.

Policy Statement

Government undertakes to:

1. Implement a strategic and systematic approach to human resource development in the public service based on the human resource plans, the competency requirements of the public service and performance weaknesses of employees and; to develop knowledge and build core competencies that will support effective service delivery and implementation of government policies and programmes.

Strategies

- 1.1 Provide comprehensive orientation to all new employees to ensure they embrace public service ethos, policies, programmes, regulations and procedures and are able to meet job performance expectations and career aspirations.
- 1.2 Provide continuous training and development of staff using various methodologies, to enhance their competencies to perform their current jobs competently and to prepare them for future and higher job responsibilities.
- 1.3 Strengthen systems for supporting comprehensive and systematic human resource development in the public service.

- 1.4 Create a fund to support and sustain strategic human resource development in the public service in a transparent way.

3.7.3. Conditions of Service for Public Servants

Competitive conditions of service are crucial for attracting and retaining the best talent for the public service. Remuneration and other benefits such as housing and health insurance form part of the conditions of service. The effectiveness of any remuneration system is determined by its ability to motivate officers through provision of equal pay for work of equal value, its linkages with the performance management system and constant adjustment in response to the rise in the cost of living.

Problem Statement

Conditions of service in the public service are not attractive enough to attract and retain professional and technical staff, particularly those with rare skills. The conditions of service are not regularly reviewed to keep them competitive enough to attract and retain talent. The remuneration packages, for example, do not reflect the rising cost of living.

The public service also lacks a harmonized pay structure, which means that officers of similar qualifications and experience are remunerated differently, depending on the public agency that they work for. There is also lack of a mechanism to facilitate constant adjustment of public officers' wages/salaries in response to the rising cost of living. There is no linkage between remuneration and performance management and this demotivates well performing officers and undermines the credibility performance management system.

Benefits in the public service are also perceived to be inequitably distributed. For example, it is only very senior public servants who benefit from vehicle ownership schemes. In addition, public servants delivering services in remote rural areas face all sorts of challenges which makes working in those areas unattractive and undermines service delivery because there are fewer than the required number of staff in those areas. It is only health workers and teachers who live in remote hard to reach areas who receive hardship allowance and yet there are other cadres of public servants who work in such areas. This negatively affects the morale of other public servants who perceive that they are treated as if they are not working for the same public service.

Unattractive conditions of service mean that most employees are in the public service because of lack of alternative employment, since the public service is the largest employer. This implies that the public service is full of employees who are not fully engaged to contribute to the strategic results of MDAs. This explains why morale and productivity of public servants is low as they spend time moonlighting and attending workshops perpetually to supplement income.

Policy Statement

Government undertakes to:

1. Provide optimal and equitable but affordable conditions of service and uphold the rights of public servants, within a coherent and harmonized pay system, to a just and equitable remuneration which corresponds to their qualifications, responsibilities, performance and tenure. This will help to attract, retain and motivate public servants to work for the public service and contribute to the achievement of their MDA mandates and MGDS III goals.

Strategies

- 1.1 Improve conditions of service in the public service to enhance productivity and performance in the public service.
- 1.2 Harmonise conditions of service and the pay structure across the public service and comprehensively review them every five years.
- 1.3 Strengthen capacity to manage public service conditions of service and pay structure.
- 1.4 Address challenges that public servants who work in remote rural areas face to enhance attraction and retention of staff and service delivery in those areas.

3.7.4. Health, Safety and Wellness of Public Servants

Healthy employees and a safe working environment enhance the productivity of employees, which contributes to organizational effectiveness. A safe work environment is one that prevents work related injuries, health hazards, infections, illnesses and all forms of trauma. A healthy workforce is one that is

not chronically ill, fatigued, stressed and depressed and has all the energy to perform their jobs optimally.

Problem statement

The Malawi public Service lacks appropriate guidelines and procedures for the management of the welfare and wellness of public servants. As a result there are inequities in the system, whereby only senior public servants have medical insurance and access to government financed specialized medical services outside the country. In addition, most public sector institutions lack policies, mechanisms and facilities for determining and promoting wellness of employees.

Policy Statement

Government undertakes to:

1. Promote, to the extent possible, safety, welfare and wellness of all public servants, while ensuring equity, within the constraints of resources and capacity in the public service and in line with international best practices.

Strategies

- 1.1 Implement comprehensive workplace wellness programmes that focus on healthy work-life balance, exercise programmes, HIV and AIDS prevention, prevention of non-communicable diseases such as hypertension, diabetes, obesity and other problems such as fatigue, stress, and psychological problems such as depression, bipolar.
- 1.2 Implement an equitable medical scheme for public servants.
- 1.3 Implement programmes aimed at eliminating all forms of violence in the work place and at home including gender based violence, particularly sexual violence.

3.7.5. Discipline and Grievance Management

Effective discipline and grievance management contributes to a productive Public Service. Effective discipline management facilitates quick resolving of disciplinary cases, which if left unresolved can affect the productivity of other employees and entrench a culture of indiscipline. Effective management of

employee grievances against management or the organization also helps in improving the morale and hence productivity of employees. A fair and just system of discipline and grievance management is, therefore, a catalyst for effective public administration.

Problem Statement

Discipline in the Public Service is fast eroding because of weak and selective implementation of policies and enforcement of rules and regulations. In addition, most supervisors in the public service lack the confidence to discipline their juniors who in some cases are more competent than their seniors due to recruitment and promotion of the wrong people. Most grievances are often handled without regard to laid down procedures and laws, and different MDAs are using different procedures for handling indiscipline and grievances. In addition, the Public Service Act is lacking in terms of fundamental principles for administrative justice, which is critical in guiding administrative decision making, as provided for in the Constitution. Consequently, there have been decisions made in the public service, which have not been consistent with principles of administrative justice, resulting in costly legal challenges.

Policy Statement

Government undertakes to:

1. Apply a transparent and equitable discipline and grievance management process that adheres to principles of natural justice in order to maintain a disciplined workforce, while protecting human rights at all times as prescribed in the laws of Malawi.

Strategies

- 1.1 Institutionalise a harmonized discipline and grievance management system in the public service.
- 1.2 Strengthen capacity of supervisors and leaders on discipline and grievance management in the public service based on the harmonized discipline and grievance management system.
- 1.3 Increase knowledge of all public servants on what constitutes indiscipline and grievance and of the discipline and grievance management in the public service.

3.7.6. Labour Relations

Labour relations describe the interactions between employees and employers where the former is represented by a union or associations for a collective voice and bargaining. Good labour relations promote industrial peace and harmony which directly contribute to labour productivity and organizational effectiveness.

Problem statement

Some public servants, particularly those in junior ranks, are members of trade unions and labour associations. However, lack of a clear policy on collective bargaining and labour relations makes it difficult for management to make administrative decisions on employment contracts and deal with staff during industrial action. In addition, some public servants fear to join labour unions for fear of reprisal, which undermines the collective voice of employees on issues.

Policy Statement

Government undertakes to:

1. Promote and sustain an enabling and supportive environment in which public servants will exercise their right to belong to established and recognized labour unions, professional bodies and associations in accordance with the laws of Malawi.

Strategies

- 1.1 Promote harmonious labour relations in the public service.
- 1.2 Enhance freedom of association and expression in the workplace within the framework of provisions of the laws of Malawi.
- 1.3 Develop enabling policy, legislation and labour relations' management guidelines.

3.7.7. Exit from the Public Service

Exit from the public service can be voluntary through resignation, termination of services or involuntary through retirement or death. Exit from the service creates gaps, which are sometimes difficult to fill particularly in technical and professional fields. This can have deleterious impacts on service delivery and

implementation of projects and programmes. This is because the remaining staff have to deal with higher workloads which they struggle to cope with resulting in decline in their morale and in the quality of services provided. Attrition is also costly to the extent that government has to spend resources to train and hire new people.

Problem Statement

The Malawi public service faces a number of challenges, which contribute to voluntary exit of officers from the service. Key among the challenges are poor management of staff which leads to high attrition rates among technical and professional staff who are hard to replace; dismissal of officers without following due processes; inadequate resources to pay off retiring public officers which causes delays in effecting gratuity, pension and death benefits for beneficiaries. In addition, some officers are not prepared for retirement, which comes as a traumatic experience.

Policy Statement

Government undertakes to:

1. Implement a robust exit strategy that will aim to reduce voluntary attrition from strategic positions that are core to the delivery of service and programme implementation; adequately prepare public servants for involuntary exit from the public service and; speed up the processing of terminal benefits.

Strategies

- 1.1 Improve people management practices in the public service to reduce voluntary attrition.
- 1.2 Implement financial literacy programmes aimed at preparing public servants for their exit from the service.
- 1.3 Implement a robust retention strategy for strategic and hard to replace skills.
- 1.4 Streamline processes for payment of terminal benefits to retired officers and beneficiaries of dead public servants.
- 1.5 Maintain a database of public servants who have exited the public service.

3.8. Policy Priority Area 8: Modernization of the Public Service and Administration

The Public Service requires regular modernization in order to be in line with the current needs and demands of the citizenry and global trends. The MGDS III of 2017 calls for continuous reforms of the public service so that it can be modernized and support the achievement of national strategic outcomes.

Problem statement

The Malawi public service has been slow in modernizing despite various public sector reform programmes that had been introduced in the past. Government has noted that some operational systems, procedures, technologies and structures are outdated, unpredictable and not user friendly.

Policy Statement

Government undertakes to:

1. Implement public sector reforms that are aligned to the national development agenda and reflect the global advancement in public sector management to enhance continuous improvement that will lead to the modernization of the Malawi Public Service for improved service delivery and effectiveness in the implementation of policies, programmes and initiatives.

Strategies

- 1.1 Formulate comprehensive public sector reforms targeting all public institutions.
- 1.2 Modernise processes and procedures in the public service to enhance operational efficiency.
- 1.3 Promote research and innovation in the public service through the use of modern technology.
- 1.4 Strengthen E-Government

4.0. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE POLICY

Implementation of the Public Service Management Policy will require a multi-sectoral approach under the leadership of the Office of the President and

Cabinet. It will involve stakeholders in the Executive, Legislature, Judiciary, local councils, statutory corporations, and other Agencies. Other stakeholders outside Government are also expected to contribute to the implementation of this Policy. These include the private sector, Non-Governmental Organizations, Civil Society organisations, faith based organisations, the media and users of public services.

The following shall be the roles and responsibilities of stakeholders.

4.1. Office of the President and Cabinet

The Office of the President (OPC) is responsible for the overall management and administration of the public service. The role of OPC in relation to this policy shall be as follows to:

- i. Disseminate the policy to various stakeholders.
- ii. Provide overall direction in the implementation of the policy.
- iii. Prepare enabling legislation for the implementation of the policy.
- iv. Facilitate the development of initiatives and reforms to support implementation of the policy.
- v. Mobilise financial resources for the implementation of the policy.
- vi. Ensure compliance of all MDAs to the provisions and implementation of the policy
- vii. Promote research and development to improve public service delivery.
- viii. Ensure holistic planning, designing and development of public sector initiatives and programmes.
- ix. Promote the use of ICT in the planning, delivery, monitoring and evaluation of public services.
- x. Facilitate capacity building for stakeholders involved in delivery of public services and in the implementation of the policy.
- xi. Promote public private partnerships in the delivery of public services.
- xii. Oversee implementation of public sector programmes and initiatives.
- xiii. Ensure that all institutions produce strategic plans that are implemented, monitored and evaluated and that such implementation shall be published for the public information.

4.2. Department of Human Resource Management and Development

The role of DHRMD in relation to this policy shall be as follows:

- i. Facilitate and coordinate strategic human resource planning.
- ii. Facilitate and coordinate Strategic human resource development.

- iii. Develop and facilitate implementation of human resource management policies and systems.
- iv. Human resources complement, grading and deployment
- v. Human resource management.
- vi. Develop, in collaboration with the Public Service Commission, a merit based recruitment and promotion policy and procedures to guide all recruitment and appointments to the positions in the public service.
- vii. Facilitate productivity and performance improvement in all civil service institutions.
- viii. Facilitate strategic alignment of human resources to
- ix. Conduct strategic and functional reviews, establishment reviews, job evaluations and competency analysis in all public institutions.
- x. Enforce compliance to policies, regulations, public service principles and ethos and code of conduct.
- xi. Introduce efficient personnel work systems and procedures
- xii. Develop and maintain effective organizational structures and establishments.
- xiii. Develop systems and capacity for records management in public institutions.
- xiv. Review and manage conditions of service in the public service.
- xv. Submission of periodic management reports to the Chief Secretary, analysing in detail the achievements and management constraints being encountered by the public service and a plan of action for achieving further progress.

4.3. Ministry Responsible For Local Government And Rural Development

The role of this Ministry in relation to this policy shall be as follows:

- i. Effectively and judiciously implement the Public Service Management Policy at Local Government level.
- ii. Facilitate the devolution process
- iii. Ensure that by-laws prepared by councils and traditional authorities are consistent with the provisions of the Public Service Act and Policy and any other laws of the land.
- iv. Facilitate capacity building in furtherance of the implementation of the Public Service Management Policy at local government level.
- v. Mobilise resources for the implementation of the Public Service Management Policy at Local Government level.
- vi. Monitor and evaluate the implementation of the Public Service Management Policy at Local Government level.

- vii. Facilitate the introduction of best practices and innovation to improve service delivery at Local Government level.

4.4. Ministry responsible for Finance, economic planning and Development

The role of this Ministry in relation to this policy shall be as follows to:

- i. Allocate adequate resources for the implementation of the Public Service Management Policy.
- ii. Demand from MDAs accountability for use of allocated resources in relation to approved outputs and outcomes.
- iii. Enforce compliance with the Public Finance Management Act (PFMA).
- iv. Disseminate the MGDS III to all key stakeholders.
- v. Facilitate strategic alignment of public institutions and resources to the MGDS III.

4.5. National Audit Office (NAO)

The role of this Office in relation to this policy shall be as follows to:

- i. Monitor use of resources allocated by Treasury for implementation of various activities, including the Public Service Management Policy.
- ii. Advise on systems and procedures necessary to safeguard use of public resources.
- iii. Report direct to Parliament on audit of public resources and not through the Ministry of Finance as is currently the requirement.

4.6. Ministry responsible for Justice and Constitutional Affairs

The mandate of this Ministry in relation to this policy shall be as follows to:

- i. Facilitate review of policies and laws.
- ii. Identify bottlenecks and gaps in the law in relation to service delivery.
- iii. Provide legal advice on any matters of legal nature to Government.

4.7. Ministry Responsible Labour And Manpower Development

The role of the ministry in relation to the Public Service Management Policy shall be to:

- i. Provide policy direction and guidance on all matters relating to the employment Act, Labor Relations Act and Occupational Health and Safety of public servants.
- ii. Develop enabling policy, legislation and labour relations' management guidelines in public institutions.

4.8. Office of the Director of Public Procurement and Disposal of Assets Authority

The role of the Office of the Director of Public Procurement shall be to:

- i. Oversee, monitor and regulate all public procurement undertakings.
- ii. Provide a professional, efficient and effective regulatory, monitoring and oversight function on all public procurement matters by formulating, implementing and reviewing public procurement policies.
- iii. Oversee the prudence, accountability, transparency or economy in the use of public funds.
- iv. Provide systematic procedures or measures to ensure that government receives good value for money.
- v. Eradicate tendencies of abuse of office, fraud and corruption in procurement processes.

4.9. Ombudsman

The role of the Ombudsman office in relation to this policy shall be to:

- i. Investigate, according to section 123 of the Constitution, any and all cases where it is alleged that a person has suffered injustice and it does not appear that there is any remedy reasonably available in a court or by way of proceedings in a court or by way of appeal from a court or where there is no other practicable remedy.
- ii. Direct that appropriate administrative action be taken to redress the grievance.
- iii. Direct the appropriate authorities to ensure that there are, in future, reasonably practicable remedies to redress a grievance; and
- iv. Refer cases, where necessary, to the Director of Public Prosecution with a recommendation for prosecution

4.10. Department of Statutory Corporations

The mandate of this Department in relation to this policy shall be to:

- i. Facilitate implementation of the Public Service Management policy in all statutory corporations
- ii. Coordinate public sector reforms in State Corporations.
- iii. Facilitate development and implementation of performance management systems in all statutory corporations and bodies.
- iv. Enforce compliance to all policies, regulations and public service principles and ethos in all statutory corporations
- v. Coordinate the creation and dissolution of State Corporations
- vi. Coordinate appointments of Board of Directors.
- vii. Oversee the appointment of Chief and Deputy Chief Executive Officers.

- viii. Review Draft State Corporations' Budgets; and
- ix. Facilitate development of Investment Framework for State Corporations.

4.11. Parliament

The role of Parliament in relation to this policy shall be to:

- i. Facilitate enactment and amendment of legislation that will facilitate effective implementation of the Public Service Management Policy.
- ii. Educate the public on the need for new legislation and amendments to legislation related to the public service;
- iii. Initiate and make laws, represent people; and
- iv. Sensitise the public on the obligations of parliament in relation to delivery of public services.

4.12. Judiciary

The role of the Judiciary in relation to this policy shall be to:

- i. Have jurisdiction over all issues of judicial nature and shall have exclusive authority to decide whether an issue is within its competence.
- ii. Ensure that laws are enacted in line with the Constitution or in the public interest and consistent with others laws.
- iii. Implement public sector reforms within the Judiciary.

4.13. Directorate of Declaration of Assets

According to the Public Officers (Declaration of Assets, Liabilities and Business Interests) Act and in relation to this Policy, the functions of this office shall be to:

- i. Receive declarations from listed public officers.
- ii. Verify declarations submitted by listed public officers.
- iii. Recommend to the Minister the development of rules and regulations necessary for the proper implementation of this Act.
- iv. Ensure accessibility of this Act by the general public.
- v. Generally advise public officers concerning their obligations under this Act.
- vi. Provide technical assistance to listed public officers on the correct method of filing declarations.
- vii. Annually publicize in the *Gazette* the names of listed public officers who have complied with this Act.
- viii. Make a summary of declarations filed by each listed public officer

- ix. Provide, annually, an assessment report of compliance by public officers with the provisions of this Act to the Minister who shall lay the report before the National Assembly.
- x. Enforce listed public officers' compliance with this Act by referring non-compliance with this Act to relevant employment authorities with recommendations for appropriate sanctions.
- xi. Upon verification of declarations, report any evidence or reasonable suspicion of criminal activity by a listed public officer to the Director of Public Prosecutions, the Police, or the Director of the Anti-corruption Bureau, as the case may be; and
- xii. Report any elected public officer, Minister or any other listed public officer who, in the opinion of the Director, may properly be dealt with by the Monitoring Committee, to the Monitoring Committee, if such listed public officer fails to comply with the provisions of this Act.

4.14. Local Councils

Under this policy, the role of local councils shall be to:

- i. Oversee development of council level policies that are in harmony with this policy;
- ii. Coordinate implementation of this policy in all government department
- iii. Monitor and evaluate implementation of this policy at local council level; and
- iv. Advise appropriate central government agencies on emerging issues emanating from the implementation of this policy.

4.15. Private sector

Under this policy, the role of the private sector shall be to:

1. Work in partnership with Government to deliver public services.
2. Advocate for changes in delivery of public services; and
3. Advocate for changes in public policy and legislation.

4.16. Non-Governmental Organizations

Under this policy, the role of non-governmental organizations shall be to:

- i. Complement Government in the delivery of public services;
- ii. Advocate for changes in delivery of public services;
- iii. Advocate for changes in public policy and legislation; and
- iv. Monitor and provide feedback on delivery of public services.

4.17. Faith Based Organizations

Under this policy, the role of faith-based organizations shall be to:

- i. Complement Government in the delivery of public services;
- ii. Advocate for changes in delivery of public services;
- iii. Advocate for changes in public policy and legislation; and
- iv. Monitor and provide feedback on delivery of goods and services to Government.

4.18. Media

Under this policy, the role of the media shall be to:

- i. Educate and sensitise the public on delivery of public services;
- ii. Monitor and provide feedback on delivery of public services; and
- iii. Report maladministration in the public service.
- iv. Disseminate government policies, legislation and programmes

4.19. Beneficiaries of Public Services

Under this policy, the role of beneficiaries of public services shall be to:

- i. Patronise public services.
- ii. Monitor and provide feedback on delivery of public services.
- iii. Report maladministration in the public service.

Annex 1: IMPLEMENTATION PLAN

ANNEX 2: MONITORING AND EVALUATION PLAN