



Republic of Malawi

ANNEX 1: PUBLIC SECTOR MANAGEMENT POLICY IMPLEMENTATION PLAN

Policy Priority Area 1: Shared understanding of the vision, mission and functions of the public service			
Policy Statement 1: Make the national vision, the MGDS III, the Public Service Act, the Public Sector Reforms policy and other relevant government policies, legislation and programmes accessible and understood to all public servants and the public.			
Objective	Strategy	Responsibility	Timeframe
1. 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.	1. Present the MGDS III, policy documents, legislation and programme documents in formats and language that people can easily access.	OPC PSRMU Ministry responsible for Economic Planning	2018-2019
	2. Disseminate widely the substance of the documents through recognised electronic and print media.	PSRMU Ministry responsible for Economic Planning Ministry responsible for Information Ministry responsible	2018-2019

		for Civic Education The Media	
	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.	OPC PSRMU MDAs	2018-2022
	4. Enhance the understanding of the national development agenda and key government policies and programmes among politicians and political parties.	OPC PSRMU Parliament Ministry responsible for economic planning	2018-2022
Policy Priority Area 2: Alignment of the Public Service to the National Development Agenda			
Policy Statement 1: Government undertakes to 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 Malawi Public Service Regulations (MPSR).			
Objective	Strategy	Responsibility	Time-frame
Align the Public Service to the national development agenda in terms of structure, size, resource allocation and	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.	OPC DHRMD PSRMU Ministry Responsible for Economic Planning and	2018-2022

competencies		Development	
	2. Amend the Constitution of the Republic of Malawi and the Public Service Act to provide for the maximum number of Ministries.	OPC DHRMD PSRMU Ministry responsible for Justice	2018-2022
	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 positions with support staff.	OPC DHRMD	2018-2022
	4. Develop a merit based system to guide appointment of senior officers by the President based on international best practice.	OPC DHRMD Service Commissions	2018-2022
Policy Statement 2: Government undertakes to 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.			
Objectives	Strategies	Responsibility	Time-frame
To align resource allocation to the national development agenda in terms of structure, size, resource allocation and competencies	1. Strengthen transparency in the allocation, disbursement and virement of resources by the Treasury as the main steward of public resources.	Ministry responsible for finance Parliament	2018-2022
	2. Orient all political parties to align their political manifestos to the MGDS III.	Ministry responsible for economic planning. Parliament.	2018-2022

		National Planning Commission NGOs	
Policy Statement 3: Government will determine to align public servants to the core public services and goods 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.			
Objective	Strategies	Responsibility	Time-line
To align the Public Service to the national development agenda in terms of structure, size, resource allocation and competencies	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.	DHRMD	2018-2022
	2. Rationalise posts and staffing in line with the core competencies required.	DHRMD	2018-2022
Policy Priority Area 3: Enabling Policy, Legislative and Institutional Environment			
Policy Statement 1: Government undertakes to improve the policy, legislative and institutional environment to support effective public service management that will enhance delivery of public goods and services.			
Objectives	Strategies	Responsibility	Time-line
To guide the development of an enabling institutional, policy and legislative environment for the public service.	1. Update the current policies and legislation guiding the public service to align them to the Public Service Management Policy	OPC Policy Unit PSRMU DHRMD Ministry responsible for Justice	2018-2022
	2. Develop new policies, legislation and regulations to support implementation of the Public Service Management Policy	OPC PSRMU DHRMD	2018-2022

	and government's modernisation agenda.		
	3. Promote adherence to policies, laws and regulations.	OPC PSRMU DHRMD School of Government Ministry responsible for Justice.	2018-2022
Policy Priority Area 4: Entrench Public Service Guiding Principles, Values And Ethos.			
Policy Statement 1: Government undertakes to 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			
Objectives	Strategies	Responsibility	Timeline
To guide entrenching of the public service guiding principles and values among all public servants in all public service institutions	1. Strengthen the public service code of conduct in line with the Public Service Management Policy.	PSRMU DHRMD	2018-2022
	2. Implement a strategy for entrenching public service principles, values and ethos.	PSRMU DHRMD MDAs	2018-2022
Policy Priority Area 5: Improve Productivity And Performance In Public Service Institutions			
Policy Statement 1: Government undertakes to institutionalise a strategic approach to performance management in which controlling officers and heads of institutions take the lead and 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.			
Objectives	Strategies	Responsibility	Timeline
To provide a framework for	1. Strengthen the current performance	OPC (Performance	2018-2022

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.	management system through controlling officers and heads of Institutions taking the lead in management and discipline of officers.	Enforcement Department) DHRMD PSRMU	
	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.	Performance Enforcement Department DHRMD Ministry responsible for finance and Economic Planning PSRMU	
	3. Strengthen capacity for implementation of government policies, programmes, projects and initiatives.	Ministry responsible for finance and Economic Planning DHRMD PSRMU	2018-2022
	4. Strengthen leadership, coordination and accountability for institutionalizing performance management in the public service.	OPC PSRMU DHRMD Performance Enforcement Department	2018-2022
	5. Entrench results oriented and performance culture in all public	OPC PSRMU DHRMD	2018-2022

	institutions.	Performance Enforcement Department	
Policy Priority Area 6: Improve Public Sector Governance			
Policy Statement 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.			
Objectives	Strategies	Responsibility	Timeline
To 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.	1. Implement a corruption prevention strategy in the public service	OPC Anti -Corruption Bureau	2018-2022
	2. Promote probity in procurement processes and in the utilisation of public resources.	Ministry responsible for finance National Audit office Office of Director of Public Procurement	2018-2022
	3. Improve stewardship of public resources.	Ministry responsible for finance National Audit Office	2018-2022
	4. Strengthen accountability for resources allocated to MDAs to ensure they are utilised for the intended purposes	Ministry responsible for finance National Audit office Parliament	2018-2022
Policy Statement 2: Promote inter-sectoral and multi-sectoral and multi-stakeholder collaboration in the implementation formulation, monitoring and evaluation of government policies and programmes to facilitate pooling of resources, skills and efforts, which enhances efficiency and effectiveness			
Objectives	Strategies	Responsibility	Timeline
To provide a framework for	1. Align relevant MDAs and non-state	Ministry responsible	2018-2022

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.	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.	for economic planning and development PSRMU NGO Board Ministry Responsible for Gender	
	2. Strengthen and institutionalise SWGs as an approach for enhancing collaboration of public institutions and other stakeholders in the implementation of the MGDS III.	Ministry responsible for Economic Planning and Development Partners PSRMU	2018-2022
	3. Increase citizen participation in public sector governance through an open government.	OPC PSRMU	2018-2022
Policy Statement 3: Government undertakes to 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 the public service and the right people are placed in the right positions			
Objectives	Strategies	Responsibility	Timeline
To provide a framework for improvement in public sector governance to facilitate the achievement of national strategic goals	1. Strengthen the current recruitment and selection based on the principles of competition, merit, equity and transparency for all positions in the	OPC PSRMU DHRMD Public Service Commission	2018-2022

and objectives through strategic leadership, enhanced collaboration, inclusiveness, transparency, accountability and zero tolerance to corruption, fraud and theft of public resources.	public service up to Principal Secretary/Chief Executive Officer level and similar grades.		
	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.	OPC PSRMU Ministry responsible for Justice DHRMD	2018-2022
	3. Strengthen capacity of the Public Service Commission and other commissions to provide professional oversight over all recruitments and promotions in the public service.	OPC DHRMD Public Service and other Commissions	2018-2022
Policy Statement 4: Government will undertake to promote inclusiveness and equity in employment, promotions, service delivery and geographical distribution of development projects and initiatives.			
Objectives	Strategies	Responsibility	Timeline
To 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	1. Implement a strategy for managing inclusion and diversity and equity in the public service	OPC DHRMD Ministry Responsible for Gender	2018-2022
	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	OPC DHRMD Ministry responsible for Justice Ministry Responsible for Gender Civil Society	2018-2022

tolerance to corruption, fraud and theft of public resources.	Gender Equality Act of 2013 and other legislation.	Organizations	
	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.	OPC Ministry responsible for economic planning and development Ministry Responsible for Gender	2018-2022
Policy Statement 5: Government undertakes to improve the focus of the Public Service on citizens in order to enhance citizen-centric service delivery and citizen engagement with the public service			
Objectives	Strategies	Responsibility	Timelines
To 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.	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.	OPC Ministry responsible for Civic Education Media Houses Ministry responsible for economic planning Local Authorities	2018-2022
	2. Entrench principles of equal access, non-discrimination, transparency and accountability through appropriate legislation and regulations.	OPC PSRMU DHRMD Ministry responsible for Justice Ministry responsible for Gender	2018-2022
	3. Facilitate integrated service delivery using modern technology.	Ministry responsible for ICT PSRMU DHRMD	2018-2022

	4. Strengthen collaboration between public service institutions and citizens in improving service delivery.	OPC MDAs NGOs	2018-2022
Policy Statement 6: Government will undertake to strengthen strategic leadership capacity at all levels to facilitate strategic planning and management of all MDAs.			
Objectives	Strategies	Responsibility	Timeline
To 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.	1. Improve the operating environment to facilitate strategic leadership in the public service.	OPC DHRMD	2018-2022
	2. Implement a comprehensive leadership development strategy that is aligned to the MGDS III goals.	OPC DHRMD Ministry responsible for Economic Planning and Development	2018-2022
Policy Statement 7: Government undertakes to 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			
Objectives	Strategies	Responsibility	Timeline
To provide a framework for improvement in public sector governance to facilitate the achievement	1. Improve the policy, legislative and regulatory framework for records management in the public service.	OPC Ministry responsible for Justice DHRMD Department responsible	2018-2022

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.		for archives	
	2. Maintain interfaced paper based and electronic records management systems for all public service transactions and operations.	OPC Department responsible for ICT Ministry responsible for Finance	2018-2022
	3. Develop capacity for records management in public service institutions.	PSRMU DHRMD National Library Service School of Government	2018-2022
	4. Establish and maintain libraries in each public institution	PSRMU National Library Service Ministry responsible for Finance	
Policy Area 7: Strengthening the Human Resource Management Infrastructure			
Policy Statement 1: Government undertakes to 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.			
Objectives	Strategies	Responsibility	Timeline
To facilitate strengthening the human resource management function and infrastructure for a productive and engaged	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.	OPC DHRMD	2018-2022

workforce that will support service delivery improvements and achievement of strategic goals and objectives	2. Strengthen capacity for human resource planning in DHRMD and MDAs for production of national, public service wide and MDA human resource plans.	OPC DHRMD School of Government/ Management Development Institutes	2018-2022
	3. Strengthen linkages between human resource planning and human resource development and recruitment.	DHRMD In-service training institutions School of Government Service Commissions	2018-2022
Policy Statement 2: Government undertakes to 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; to develop knowledge and build core competencies that will support effective service delivery and implementation of government policies and programmes.			
Objectives	Strategies	Responsibility	Timeline
To 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	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.	OPC DHRMD School of Government	2018-2022
	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	DHRMD School of Government MDAs	2018-2022

	3. Strengthen systems for supporting comprehensive and systematic human resource development in the public service.	DHRMD PSRMU School of Government	2018-2022
	4. Create a fund to support and sustain strategic human resource development in the public service in a transparent way.	OPC DHRMD Ministry responsible for Finance	2018-2020
Policy Statement 3: Government undertakes to provide optimal and equitable but affordable conditions of service and uphold the right 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.			
Objectives	Strategies	Responsibility	Timeline
To 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	1. Improve conditions of service in the public service to enhance productivity and performance in the public service.	OPC DHRMD	2018-2022
	2. Harmonise conditions of service and the pay structure across the public service and comprehensively review them every five years.	OPC Ministry responsible for Finance DHRMD	2018-2022
	3. Strengthen capacity to manage public service conditions of service and pay structure.	DHRMD Ministry responsible for Finance	2018-2022
	4. Address challenges that public servants who work in remote rural areas face to	OPC PSRMU	2018-2022

	enhance attraction and retention of staff and service delivery in those areas.	DHRMD Ministries responsible for Education, Health, Agriculture, Social Welfare and Community Services Local Authorities	
Policy Statement 4: Government undertakes to 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.			
Objectives	Strategies	Responsibility	Time line
To 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	1. Implement comprehensive workplace wellness programmes that focus on healthy work-life balance, physical 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.	DHRMD Ministries responsible for Health, Sports, and Nutrition MDAs	2018-2022
	2. Implement an equitable medical scheme for public servants.	OPC DHRMD Ministry responsible for Health	2018-2020

	3. Implement programmes aimed at eliminating all forms of violence in the work place and at home including gender based violence, particularly sexual violence.	DHRMD Ministry responsible for Gender	2018-2022
Policy Statement 5: Government undertakes to 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			
Objectives	Strategies	Responsibility	Timeline
To 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	1. Institutionalise a harmonized discipline and grievance management system in the public service.	DHRMD Ministry responsible for Labour Public Service Commission	2018-2022
	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.	DHRMD Ministry responsible for Labour Public Service Commission School of Government	2018-2022
	3. Strengthen capacity of supervisors and leaders on discipline and grievance management in the public service based on the harmonized discipline and grievance management system.	DHRMD School of Government	
Policy Statement 6: Government undertakes to promote and sustain an enabling and supportive environment in which public servants will exercise their right to belong to established and recognised labour unions, professional bodies and associations in accordance with the laws of Malawi.			

Objectives	Strategies	Responsibility	Timeline
To 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	1. Promote harmonious labour relations in the public service.	DHRMD Ministry responsible for Labour Ministry responsible for Justice	2018-2022
	2. Enhance freedom of association and expression in the workplace within the framework of provisions of the laws of Malawi.	DHRMD Ministry responsible for Labour Malawi Congress of Trade Unions Human Rights Organisations	2018-2022
	3. Develop enabling policy, legislation and labour relations' management guidelines.	OPC DHRMD Ministry responsible for Labour. Ministry responsible for Justice	2018-2020
Policy Statement 7: Government undertakes to 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.			
Objectives	Strategies	Responsibility	Timeline
To facilitate strengthening the human resource management function and infrastructure for a productive and engaged workforce that will support	1. Improve people management practices in the public service to reduce voluntary attrition.	OPC PSRMU DHRMD School of Government	2018-2022
	2. Implement financial literacy	DHRMD School of Government	2018-2022

service delivery improvements and achievement of strategic goals and objectives	programmes aimed at preparing public servants for their exit from the service.	Ministry responsible for Finance	
	3. Implement a robust retention strategy for strategic and hard to replace skills.	DHRMD	2018-2022
	4. Streamline processes for payment of terminal benefits to retired officers and beneficiaries of dead public servants.	DHRMD Ministry responsible for gratuities pensions and agencies involved	2018-2022
	5. Maintain a database of public servants who have exited the public service.	DHRMD Ministry responsible for ICT	2018-2022
Policy Area 8: Modernization of the Public Service and Administration			
Policy Statement 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.			
Objectives	Strategies	Responsibility	Timeline
To facilitate continuous modernization of the public service in line with the changing needs of citizens, new technology and emerging regional and global trends	1. Formulate comprehensive public sector reforms targeting all public institutions	OPC PSRMU	2018-2022
	2. Modernise processes and procedures in the public service to enhance operational efficiency	PSRMU DHRMD	2018-2022
	3. Promote research and innovation in the public service through the use of modern technology	PSRMU National Commission for Science and Technology The department	2018-2022

		coordinating research in the public service	
	4. Strengthen E-Government	Department responsible for E- government	2018-2022