



REPUBLIC OF MALAWI

**COMMUNICATION STRATEGY FOR THE MALAWI
PUBLIC SECTOR REFORMS**



2018-2022

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PUBLIC SECTOR REFORMS**

2018-2022

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List of Abbreviations and Acronyms

CIM	Chartered Institute of Marketing
CIPS	Chartered Institute of Purchasing and Supply
ICAM	Institute of Chartered Accountant Malawi
IO	International Organisations
NGO	Non-Governmental Organisations
PPP	Public-Private Partnership
PRO	Public Relations Officers
PSRMU	Public Sector Reforms Management Unit

FOREWORD

The Government of Malawi is committed to creating a Public Sector that is vibrant, professional, transparent and fit for purpose in offering public services to Malawians which facilitate citizen's popular participation in the country's social economic development. To realise this, the Government under the leadership of His Excellency Professor Arthur Peter Mutharika, President of the Republic of Malawi, launched the Public Sector Reforms Program on 11th February, 2015.

Cabinet approved two ground breaking policies: The Malawi National Public Sector Reforms Policy (MNPSRP) and Malawi Public Service Management Policy (MPSMP) on 28th February 2018 whose primary goal is to promote the creation of a results oriented, high performing public service by 2022 that facilitates positive transformation of the economy and the country's modernization.

The Communication Strategy for the Malawi Public Sector Reforms (2018-2022) provides a framework to coordinate and mainstream all efforts of Public Sector Reforms using different awareness and advocacy methods to complement the MNPSRP and MPSMP which support the country's development blue print, the Malawi Growth and Development Strategy (MGDS) III over the next five years.

The success of this strategy hinges on the public servants themselves who are the primary targets including each and every Malawian who is a consumer of public goods and services. A reformed public service is a possibility but this can only be achieved if it starts from an individual point of view.

The image of the Public Sector in Malawi is also one that is viewed with mixed feelings and this is mostly attributed to a knowledge

gap among the general public. Therefore, the Communication Strategy will strive to close this gap by making sure that the populace is linked to relevant stakeholders and that it accesses the required information on what Government is undertaking in its efforts to provide public goods and services to Malawians.

It is my sincere hope that all public servants and stakeholders will support this Strategy and the Public Sector Reforms in order to improve service delivery by the Government of Malawi to its Citizens.



Lloyd A. Muhara

CHIEF SECRETARY TO THE GOVERNMENT

PREFACE

The Communication Strategy for the Malawi Public Sector Reforms (2018-2022) has been developed through a rigorous and consultative process involving a number of stakeholders mainly from the Public Sector together with Civil Society Organisations, Non-Governmental Organisations, traditional leaders, Faith Based Organisations and the Media.

The strategy has been developed following the progress registered after the launch of the Public Sector Reforms by His Excellency the President of the Republic of Malawi, Professor Arthur Peter Mutharika on 11th February, 2015 and seeks to facilitate Malawians' access to information regarding the reforms being undertaken in Government Ministries, Departments and Agencies (MDAs), Local Councils, Constitutional Bodies and Parastatals.

The Government of Malawi acknowledges the important role that information plays in the development of a country which also culminated into the passing of the Access to Information (ATI) Bill by Parliament in 2016. It is only through a well informed nation that the people are able to engage in popular participation of development activities that promote a country's social economic development.

This Strategy outlines internal and external communication channels that will be used in reaching out to different stakeholders and also categorizes the stakeholders into different groups where Public Servants are the primary targets in the Reforms Agenda. The general public has also been targeted in the strategy among several other stakeholders in order to ensure that they are aware of the reforms being undertaken. As consumers of public services, the general public should always be abreast of all reforms currently taking place in the seventeen (17) MDAs, thirty five (35) Local Councils and fifty four (54) Parastatals.

The Reforms Communication Strategy also includes an Implementation Plan and Monitoring and Evaluation Framework that will help guide the Public Sector Reforms Management Unit (PSRMU) in the Office of the President and Cabinet (OPC) ensure the successful implementation of the strategy. Stakeholders supporting Public Sector Reforms should also use this strategy as a guide in communicating reforms taking place in the Public Sector.

The Office of the President and Cabinet (OPC) recognises the commitment of different stakeholders in supporting Public Sector Reforms which primarily include: Public Servants themselves, Development Partners, Civil Society Organisations, Traditional Leaders, Faith Based Organisations, Non-Governmental Organisations and the Media. I, therefore, call upon Malawian to continue helping the Malawi Government achieve its primary role of effectively providing essential services to its people.



Seodi V-R White
**CHIEF DIRECTOR FOR PUBLIC SECTOR REFORMS
MANAGEMENT**

CHAPTER 1: INTRODUCTION

1.0 Introduction

On 28th February 2018, the Government of Malawi approved the Malawi National Public Sector Reforms Policy (MNPSRP).

Government's long-term vision for reforms is:

“A high performing, results oriented civil service by 2022 that facilitates positive transformation of the economy and the country's modernization.”

The Malawi National Public Sector Reforms Policy is the first one in the Government's history *and is aimed at institutionalizing and enabling the Public Sector Reforms agenda so that it becomes part and parcel of the fabric of running government business. The policy provides for strategic direction for the effective design, implementation, management, monitoring and evaluation of public sector reforms that will create a capable, efficient, effective, professional and ethical public service and stimulate and promote sustainable socio-economic development as encapsulated in the current national development strategy (MGDS III).*

Further, the Government of Malawi approved the Malawi Public Service Management Policy (MPSMP). The overall purpose of this policy is 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 in delivering adequate and quality public services and in the realization of the MGDS III outcomes.

The Government of Malawi realizes that one of the critical strategies to effectively implement the two ground-breaking policies is to enhance communication and therefore has developed this

communication strategy as a way of implementing the two policies.

The communication strategy will play a critical role in informing the public service actors on what needs to be done to achieve transformation and therefore the strategy shall enhance behavioural change among public servants and improve the image of the Malawi Government at national, regional and international levels. In addition this communication strategy will act as a tool to inform the public who are the users of public service about the reforms and progress being registered.

Ultimately the people of Malawi, the general public are the beneficiaries of this strategy.

2.0 Policy Content

The Malawi National Public Sector Reforms Policy provides for among other things:

- a. Alignment of government priorities in its medium term 5-year plan (The Malawi Growth and Development Strategy III) to the Architectural Framework of Ministries during the Five Year Plan period.
- b. Proper alignment of sectoral policies and programmes with the MGDS III as well as enabling legislation.

The following priority areas that form the basis of the on-going reforms:

1. *Public Service Management Reforms:*

This includes reforms related to enactment or review laws and policies as well as key programmes aimed at improving the Public Sector Management and governance and includes mind-set transformation.

2. *Decentralisation Reforms:*

These reforms are concerned with ensuring that the local government devolution process is accelerated and completed.

3. *Institutional Restructuring Reforms:*

These reforms are concerned with restructuring of MDAs by setting up new institutions, reframing existing institutions, and unbundling institutions where it is deemed to necessary.

4. *Recapitalization Reforms:*

This will involve capital injection into strategic institutions or key Programmes through treasury funding, Joint Ventures, PPP frameworks or Foreign Direct Investments (FDI).

5. *Transformational Programming:*

This will involve putting in place Game Changing Transformative Programmes in various sectors and institutions.

These reforms are taking place in the Executive Branch of government mainly and will also take place in the Judicial and Legislative branches of government.

The Malawi Public Service Management Policy has the following eight (8) priority areas in line with the policy objectives namely:

1. Creating a shared understanding of the vision and responsibilities of the public service;
2. Alignment of the Public Service to the national development agenda and service delivery imperatives;
3. Development of an enabling institutional, policy and legislative framework for public service management;
4. Institutionalization of the public service guiding principles, values, ethos among all public servants in all public service institutions;
5. Improving the productivity of public servants and performance of the public service at all levels;
6. Improvement in public sector governance;
7. Strengthening of the human resource management infrastructure and;
8. Continuous modernization of the public service.

As an immediate outcome of these two policy documents, government will undertake the review of the Public Service Act, The Malawi Public Service Regulations (MPSR) as well as the harmonization of the 8 Service Commissions among other things.

The implementation of the Malawi National Public Sector Reforms Policy and the Malawi 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.

3.0 Institutional Background

The Malawi Civil Service was once rated the best in Africa in the early post-independence years. This was in line with the Africa Public Service Charter, which emphasized on a Public service that is efficient, effective and results-oriented.

Over the years, service delivery by the Malawi Civil Service has been abating resulting in retarded development. The efficiency of government has a significant bearing on a country's competitiveness and economic growth. Inefficiencies in the delivery of services by the Public Sector have therefore impacted development of our country. Generally, the Public Service is perceived to be too bureaucratic with a negative attitude.

Efforts by previous administrations to overhaul the public service registered minimal success. The current reforms are meant to create a more vibrant and result oriented public service to improve the delivery of services to the public as evidence by government's approval of the two ground-breaking policies.

4.0 Why the Communication Strategy?

The communication strategy has been formulated in order to bring about understanding among public servants as primary stakeholders and the public as secondary stakeholders on the reforms government is undertaking to transform the public sector.

In this regard, Public Servants need to understand what is expected of them in performing of their new roles and functions and what they can expect from the on-going government reforms. It is therefore believed that the implementation of the communication strategy will eliminate confusion and misunderstanding among the public servants as the actors of the reform implementation and the general public as the beneficiaries of an effective, efficient, accountable and professional public service.

5.0 Validation and Motivation

The Communication Strategy outlines the approach that will be used to engage key stakeholders both internally and externally but with a focus on internal communication in line with the goal of the Malawi National Public Sector Reforms Policy.

The Communication Strategy summarises the overall communication objectives and establishes some general principles to which communications will be expected to adhere.

The Communication Strategy identifies the stakeholder groups as well as their corresponding communication needs. It also identifies key messages for the program, together with some specific deliverables and communication channels.

The strategy aligns itself with the main goal of the Malawi National Public Sector Reforms Policy which is to have *a result oriented, high performing civil service that facilitates positive transformation of the economy and the country's modernisation by 2022 as outlined above.*

6.0 Guiding Principles for this Communication Strategy

The communication strategy has been developed according to the following principles:

1. *Visibility and accessibility* - key senior management, Public Relations Officers (PROs) and Corporate Affairs Managers should deliver the 'general awareness' messages to all public servants and be a link between their institution and the public.
2. *Competency and professionalism* - making use of a wide range of communication methods and channels in a rightful manner;
3. *Relevancy and honesty* - information will be up to date and consistent, and reflect the position accurately;
4. *Timeliness, flexibility and appropriateness* – information will be available when needed, and the right information given, using the right methods and to the right people and avoiding duplication;
5. *Comprehensiveness and focused* – communications will address all the issues on the particular issue to enable the desired change;
6. *Clarity, directness and two-way* – Use of plain language, clear short messages where possible to enable provision of feedback is essential so that audiences can ask questions and raise issues of concern.

7.0 Goal and Purpose

The goal of the Public Sector Reforms Communication Strategy is:

Enhanced effective implementation of reforms by the public sector in line with the Malawi National Public Sector Reforms Policy, the Malawi Public Service Management Policy and the Malawi Growth and Development Strategy III so that the public enjoys better services.

The Purpose of the Strategy is:

To ensure that primary and secondary target audience understand and therefore implement the vision, milestones, key activities, challenges, and opportunities of the public sector reforms.

8.0 Objectives

The key communication objectives are to:

- I. Facilitate effective information flow among MDAs, between PSRMU and all MDAs, between the public service and the general public.
- II. Elevate and raise public awareness of the importance of the Public Sector Reforms Program.
- III. Enhance effective implementation of the public sector reforms by public sector.
- IV. Promote use of innovative communications channels and techniques to inculcate digital information use within the public service.
- V. Facilitate use of continuous information sharing and reinforcement with a view to reducing resistance, fears, uncertainty, and rumours; and monitor and measure feedback.

9.0 Specific Objectives

The specific objectives are:

- I. To raise awareness on the reforms and engage public servants in the change of processes, structures and policies.
- II. To update stakeholders on progress of the reforms generation, implementation and results.
- III. To promote openness, honesty and feedback on the part of public servants on reforms program.
- IV. Promote a strong identity and commitment to the Reforms Program.
- V. Develop and maintain effective partnerships with stakeholders; and encourage involvement and feedback.

10.0 Communication Mechanisms

This communication strategy has two communication mechanisms: the internal and external components.

10.1 Internal Communication Mechanism:

The internal communication mechanism is aimed at developing a cohesive culture and empowering the public servants to make the right decisions and undertake decisive actions in line with the government's reforms goals. This communication strategy will mainly be driven towards internal communication approach targeting the key stakeholders who are the public servants primarily.

Internal communication mechanism is necessary for successful implementation of the government reforms, as it will achieve:

- A better understanding of reforms program and goals by public servants
- Higher productivity and increased purpose among public servants
- Valuable Feedback for PSRMU
- Maintain a connection between PSRMU and all government institutions.
- Enhance a culture of open communication within the government system.

10.2 External Communication Mechanism:

External Communication mechanism will target the general public, media, NGOs, experts, legislators and all other potential stakeholders who are the main beneficiaries of an effective, efficient, professional and modern public service.

External communications mechanisms shall achieve the following:

- a. Facilitate cooperation and collaboration with the various stakeholders outside the formal government structure.
- b. Ensure regular information flow from PSRMU to all the stakeholders.
- c. Promote and enhance PSRMU credibility and demonstrate commitment of the government to the promotion of the welfare of Malawians.

In achieving these two mechanisms the following three methods will be used:

10.2.1 Stakeholder Outreach Method

To increase participation or enlist stakeholders, the communication strategy will consider stakeholder outreach techniques:

1. **Diversifying** - the strategy is designed persuade the primary audience (public servants) to participate in the reforms process.
2. **Broadening** -the strategy will highlight the nature of the reforms and the benefits of the reforms at both individual and national level.
3. **Deepening** - the strategy is crafted to guide the beneficiaries on how best to participate, stay involved and implement the reforms.
4. **Targeted Messages** – Messages will be developed for each audience to achieve the anticipated goals.

For Public Servants, the targeted messages will need to address:

- a. Awareness –Communicating the reforms being implemented by MDAs and what it means for Public Servants and the benefits;
- b. Listening and understanding – Communicating how the reforms will affect various MDAs as well as progress on reforms implementation, which include accomplishments and results to date; challenges and future plans.
- c. Positive perception – Information that the Public Servants need to know at every stage of reforms implementation and to get involved.
- d. Action – Information on the timelines involved; capacities needed.
- e. Ownership – Public servants will be encouraged to have sense of ownership to ensure success at all levels.

For all stakeholders and beneficiaries, the key messages include:

- a. Identification and publication of government reforms as well as services to the public that are being reformed and improved for the better.
 - b. The reforms being implemented by the MDAs and the 'best practice' environment that reflects the quality of the reforms and the public servants.
- 5. Ambassadorship/Championship** - Identification of ambassadors with credibility is a critical part of outreach work. The ambassadors within each institution shall be trained to deliver the messages to specific audiences.
- 6. Outreach Channels** - Below are communication channels that will be employed to reach out to the audience and increase participation.

Internal	External
Direct mail, Government Memos, emails, Chief Secretaries' Circulars, WhatsApp Forums	
PSRMU Website Updates	PSRMU Website Updates
Social media Forums: Twitter, Facebook, Instagram, LinkedIn	Social media Forums: Twitter, Facebook, Instagram, LinkedIn
Newsletters Brochures Flyers	Newsletters Brochures Flyers
Radio/Television Public Service Announcements, programs, jingles	Radio/Television Public Service Announcements, programs, jingles
Television	Television
Networking: meetings, conferences	Networking: meetings, conferences
Training staff	

10.2.2 Social Marketing Method

To change individual behaviour (negative attitudes and or perceptions), the strategy shall consider social marketing as a methodology. This method will be used to target the behaviour change at an individual level.

Conventional social marketing methods are based on the understanding that two forces determine behaviour:

- a. The degree to which an individual sees the proposed behaviour as beneficial and
- b. The extent that the new behaviour will be supported by the current structures within the system.

Social Marketing is applied in this strategy because part of the communication approach is internal and is targeting individual behaviour change. Among other things the strategy through this method will therefore aim at attracting more public servants to change attitude towards government reforms as well as encouraging participation in the undertaking of the reforms and taking ownership of the same.

10.2.3 Media Relations Method

Media Relations method shall be employed to inform or persuade a broader public. The media draws attention to the issue at hand through newspapers, magazines, television, radio and the Internet. Perhaps more than any other communications method employed, media relations will be considered highly especially in targeting the external as a secondary target group. As the Internet usage is

rapidly increasing, it will be explored to ensure reliable and effective communication flow. In addition strong relationships will be built and maintained with reporters and editors and will seek to establish PSRMU as a credible source of information.

11.0 Review Procedures

Collecting feedback and measuring the effectiveness of communication efforts validates that messages are received and understood by the stakeholders. This allows the Government to assess whether the development and deployment strategies are effective in achieving policy goals. In addition, feedback from stakeholders will help Government to assess the timeliness and appropriateness of messages, improve communications by updating the communications strategy to incorporate what was discovered during the feedback process, and assist in identifying key deployment issues, stakeholder concerns, and possible resolutions.

To ensure success of the communication strategy, feedback from stakeholders, mechanisms will be put in place to support two-way communication, stakeholder engagement, and communication effectiveness.

Mechanisms to collect feedback to measure performance will be both formal and informal. Formal mechanisms may include surveys, a suggestion box, or focus group sessions/ listening groups. Floor representatives may also be appointed to collect feedback. Informal mechanisms may consist of in-person discussions and e-mails.

11.1 Key Indicators for The Communication Strategy

- a. Public awareness and increased knowledge of the government reforms
- b. Increased participation of the public servants in the reforms process
- c. Behavioural/attitude change among public servants

d. Greater publicity within and outside the government system

11.2 Institutional Framework / implementation Arrangements

For effective execution of the communication Strategy, PSRMU shall identify government PROs and communication officers to enhance internal communication capacity and information flow. In addition, relevant stakeholders (primary target) will be involved at the stage of message development. Further, relevant stakeholders will be looped in at the stage of information dissemination (editors/journalists/experts/legislators/PROs)

11.3 Communication Strategy Matrix

A Matrix was developed for the Public Sector Reforms Communication Strategy highlighting the activities to be implemented in order to achieve the specific objectives of the strategy. The Matrix also includes the target audience, key message, channel, time frame and responsible person/office to implement the activities. (Annex 1)

11.4 Work Plan and Tentative Budget

The attached Communication Strategy Work Plan and Budget (Annex 2(a) and 2(b)) have been developed summarising the various activities. The Work Plan and total budget of K70, 113,126.15 are for a period of two years (the 2018/19 Financial Year and 2019/20 Financial Year) after which the strategy should be reviewed and a new work plan and budget be developed to suit the situation on ground.

The PSRMU will endeavour to keep the Work Plan under review.

11.5 Monitoring and Evaluation Framework

A comprehensive Monitoring and Evaluation (M&E) Framework has also been developed to facilitate the smooth implementation of the Communication Strategy. A baseline has been included in the M&E Framework from where progress can be compared (Annex 3).

11.6 Communications Feedback Matrix

Specific measures to review effectiveness will be developed and deployed in the Communications Feedback Matrix (Annex 4).

These will include reviewing:

- a. The PSRMU – the extent to which the Unit is content with the communications strategy;
- b. Public Servants – the extent to which they are aware of the PSRMU and the reforms being implemented, how it is being taken forward and its benefits; and
- c. Public/ other Stakeholders - the level to which they are conversant with government reforms and its benefits and to enable them to provide feedback.

OBJECTIVE 1	ACTIVITIES	TARGET AUDIENCE	KEY MESSAGE	CHANNEL	TIME FRAME	BUDGET	RESPONSIBILITY
<p>To raise awareness on the reforms and engage public servants in the change of processes, structures and policies.</p>	1. Develop and disseminate IEC messages and materials on reforms.	Public Servants	Let's embrace Public Sector Reforms for efficient and effective public service delivery.	Meetings Circulars Newspaper, TV, Radio, leaflets, newsletters, fliers, FGDs,	On-going	<i>Refer to work plan</i>	PSRMU- lead Others MoICT, MoCECD,
	2. Conduct sensitisation activities on reforms with MDAs.	Public Servants	Let's embrace Public Sector Reforms for efficient and effective public service delivery.	Workshops, FGDs, Advocacy meetings, memos, circulars, tailor made fliers, brochures, leaflets, social media	Quarterly		PSRMU-Lead Others OPC MoICT, MoCECD,
	3. Build Capacity for internal stakeholders on Reforms.	Public Servants PROs, Managers, reform champions.	Let's embrace Public Sector Reforms for efficient and effective public service delivery.	Training, Orientation, Mentorship Attachments , Benchmarking visits, Workshops	On-going		PSRMU-Lead Others OPC MoICT, MoCECD, DHRMD, MDIs
	4. Enhance ICT innovations on reforms.	Public Servants	Let's embrace Public Sector Reforms for efficient and effective public service delivery.	Website (reforms), E-Library, MW govt. website (link to reforms), internet, social media platforms.	On-going		PSRMU-Lead Others OPC MoICT, MoCECD,

<p>to the Reforms Program.</p>	<p>2. Produce IEC materials and disseminate.</p>	<p>Public Servants Public Media</p>	<p>Let's embrace Public Sector Reforms for efficient and effective public service delivery.</p>	<p>Mobile billboards, FGDs, pens, calendars, fliers, diaries, memos, circulars, tailor made fliers, brochures, leaflets, posters, branded number plate.</p>	<p>On-going</p>	<p>PSRMU – lead Others MoICT MoCECD, Government Print</p>
<p>OBJECTIVE 5</p> <p>Develop and maintain effective partnerships with stakeholders; and encourage involvement and feedback.</p>	<p>1. Lobby for support for reforms.</p> <p>2. Engage stakeholders on reforms for feedback purposes.</p>	<p>Public Servants, Controlling officers, FBOs, CSOs, media, development partners, PROs, Parliamentarians, Central Agencies (Finance, justice, DHRMD, EP&D)</p> <p>Controlling officers, FBOs, CSOs, traditional leaders, media, development partners, PROs, Parliamentarians, Central Agencies (Finance, justice, DHRMD, EP&D).</p>	<p>Effective partnerships, a catalyst for efficient Public Service Delivery.</p> <p>Effective partnerships, a catalyst for efficient Public Service Delivery.</p>	<p>Meetings Circulars Newspapers, TV, Radio, leaflets, newsletters, fliers, FGDs,</p> <p>Workshops, FGDs, Advocacy meetings, memos, circulars, tailor made fliers, brochures, leaflets, social</p>	<p>On-going</p> <p>On-going</p>	<p>PSRMU – lead Other OPC, Ministry of Gender</p> <p>PSRMU – lead OPC Other MoFA, MoLGRD</p>

				media, theatre, Interactive sessions.				
3. Conduct Capacity Building of stakeholders on Reforms.	Public Servants PROs, Managers, reform champions.	Effective partnerships, a catalyst for efficient Public Service Delivery.	Orientation, Mentorship Attachments , Benchmarking visits, Workshops	Training, Orientation, Mentorship Attachments , Benchmarking visits, Workshops	On-going		PSRMU-Lead Others OPC MoICT, MoCECD, DHRMD, MDIs, MoFA	
4. Disseminate best practices on reforms.	Public Servants Controlling officers, FBOs, CSOs, traditional leaders, media, development partners, PROs, Parliamentarians, Central Agencies (Finance, justice, OPC, DHRMD, EP&D).	Effective partnerships, a catalyst for efficient Public Service Delivery.	Reports, conferences, newspapers, TV, radio, meetings, seminars, symposium, FGDS	Reports, conferences, newspapers, TV, radio, meetings, seminars, symposium, FGDS	Annual		PSRMU- lead OPC Others MoICT, MoCECD, MDIs, Universities	

Annex 2(b):

TENTATIVE BUDGET						
No.	Planned Activities	Delivery Period	Responsibility	Source of Funding	Cost	
Year One: (2018 /19 Financial Year)						
				ORT	OTHERS	
1	Communication Strategy Working Session	July -Sept/18	PSRMU	ORT		Done
2	Production of Media Write Ups	July -Sept/18	PSRMU		UNDP	6,014,512
3	Translation of Policies into Chichewa and Tumbuka	Oct-December/18	Consultant		UNDP	Done
4	IEC Message Development	Oct-December/18	Consultant		DAI/ UNDP	3,761,250
5	IEC material production	Oct-December/18	PSRMU		UNDP	6,600,000
6	Development of Website	Oct-December/18	Consultant		DAI/ UNDP	575,000
7	Development of E -Library	Oct-December/18	PSRMU		UNDP	2,500,000
8	Media Tour on Reforms	Oct-December/18	PSRMU	ORT		6,416,250

9	Orientation meeting with Public Relations Officers	Jan - March/18	PSRMU			5,713,000
10	Feedback Suggestion Boxes in MDAs/Parastatals	Jan - March/18	PSRMU			MDAs and parastatals
11	Production of Video Documentary	Jan - March/18	PSRMU			3,406,656
12	Production of Radio Documentary	Jan - March/18	PSRMU			3,056,109
13	Workshop with MDAs (North)	April - June/18	PSRMU			3,915,825
14	Workshop with MDAs (Central)	April - June/18	PSRMU			3,186,500
15	Workshop MDAs with (South)	April - June/18	PSRMU			4,001,775
	Year one total budget					49,146,876
Year two: (2019 /20 Financial Year)						
16	Press conference on progress of Reforms	July -Sept/19				342,300
17	Focus Group Discussions with MDAs	July -Sept/19	PSRMU			2,032,750.00
18	Focus Group Discussions with Parastatals	July -Sept/19	PSRMU			2,032,750.00

19	Focus Group Discussions with Local Councils	Oct-December/19	PSRMU	ORT		2,032,750.00
20	Develop IEC messages and materials on Reforms	Oct-December/19	PSRMU	UNDP		6,300,000.00
21	Workshop with Reforms Champions	Oct-December/19		ORT		3,936,500
22	Feedback Conference with Parastatals	Jan -March/19		UNDP		2,691,100
23	Focus Group Discussions with Chiefs (North)	Jan -March/19		ORT		630,550.00
24	Focus Group Discussions with Religious Leaders(South)	Jan -March/19		ORT		686,500.00
25	Focus Group Discussions with Members of Parliament (Central)	April -June/19		ORT		281,050.00
	Total Budget for year two					20,966,250.00
	ORT					41,671,264.55
	Development Partners					28,441,862
	GRAND TOTAL					70,113,126.15

Annex 3:

MONITORING AND EVALUATION FRAMEWORK

The Monitoring and Evaluation Framework will provide critical feedback for tracking progress of the implementation of the Public Sector Reforms Communication Strategy and to facilitate and guide decision-making.


OBJECTIVE/ OUTCOME	OUTPUTS	PERFORMANCE INDICATORS	BASELINE (2018/19)	END TARGET				METHOD OF VERIFICATION	FREQUENCY	RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS
				2018	2019	2020	2021				
1.0 To raise awareness on the reforms and engage public servants in the change of processes, structures and policies.	1.1 IEC messages and materials on reforms developed and disseminated.	Number of IEC material developed.						Message Development Workshop Reports	Once every 2 years	PSRMU	MoICT,MoCECD
		Number of IEC material disseminated.						Distribution List/Reports	Annually	PSRMU	MoICT,MoCECD
	1.2. Conduct sensitisation activities on reforms with MDAs.	Number of Sensitization activities carried out.						Activity Reports	Quarterly	PSRMU	OPC,MoICT,MoCE CD
		Number of MDAs sensitized.						Sensitisation Workshop Reports	On going	PSRMU	OPC,MoICT,MoCE CD
1.3. Build Capacity for internal stakeholders on Reforms.	Number of internal stakeholders trained.						Training Reports	On going	PSRMU	OPC,MoICT,MoCE CD,DHRM,MDIs	
	Number of capacity building sessions conducted.						Workshop Reports	On going	PSRMU	OPC,MoICT,MoCE CD,DHRM,MDIs	
1.4. Enhance ICT innovations on reforms.	Number of ICT Innovative methods used.						Implementatio n Report	On going	PSRMU	OPC,MoICT,MoCE CD	

<p>2.0 To update stakeholders on progress of the reforms generation, implementation and results.</p> <p>3.0 To promote openness, honesty and feedback on the part of public servants on reforms program</p> <p>4.0 To promote a strong identity and commitment to the Reforms Program.</p>	1.5. Conduct media tour on reforms.	Number of media tours conducted.						Field Visits Reports.	PSRMU	OPC, MoICT, MoCE CD, Media
	1.6. Conduct Interactive sessions.	Number of Interactive sessions conducted.						Workshop Reports	PSRMU	OPC, MoICT, MoCE CD
	1.7. Disseminate best practices on reforms.	Number of dissemination Reports of						Conference Reports	PSRMU	OPC, MoICT, MoCE CD
	2.1 Develop and disseminate IEC messages and materials on progress on reforms.	Number of IEC messages and materials developed						Conference Reports/Minutes of meetings.	PSRMU	OPC, MoICT, MoCE CD
	3.1. Conduct interactive sessions to solicit feedback on reforms	Number of Interactive sessions conducted.						Working session Reports	PSRMU	OPC, MoICT, MoCE CD
	3.2. Promote the use of innovative communication channels and techniques for feedback.	Number of innovative communication channels and techniques for feedback used.						Distribution List/Reports	PSRMU	OPC, MoICT, MoCE CD
	4.1. Develop IEC messages and materials on reforms.	Number of IEC materials developed.						List of Stakeholders	PSRMU	OPC, MoICT, MoCE CD
	4.2. Produce IEC materials and disseminate.	Number of IEC materials produced and disseminated.						Workshop Reports	PSRMU	MoICT, MoCECD
								Survey Report and Project Report	PSRMU	MoICT, MoCECD
								Material Development Workshop Report	PSRMU	MoICT, MoCECD
							Distribution List/ Dissemination	PSRMU	MoICT, MoCECD, Government Print	

5.0 To develop and maintain effective partnerships with stakeholders; encourage involvement and feedback.	5.1. Engage Stakeholders to support reforms.	Number of sessions conducted.								Session Reports	Annually	PSRMU	OPC, NGO Board
		Number of organizations providing support...								Memorandum of Understanding/ List of key stakeholders	Bi-Annual/ Annual	PSRMU	OPC, MoF
		Number of Stakeholders engagement sessions conducted.								Stakeholders Engagement Reports	On going	PSRMU	OPC, MoFA, MoLGRD, NGO Board
		Number of networking platforms established.								Forum Reports/Workshop Report	On going	PSRMU	OPC, MoFA, MoLGRD, NGO Board
		Number of capacity building sessions conducted.								Workshop Reports	On going	PSRMU	OPC, MoICT, MoCE CD, DHRMD, MDIs, MoFA
5.2. Engage stakeholders on reforms for feedback purposes.	5.3. Conduct Capacity Building of stakeholders on Reforms.	Number of stakeholders oriented.								Training Reports	On going	PSRMU	OPC, MoICT, MoCE CD, DHRMD, MDIs, MoFA
		Number of dissemination sessions/conferences/meetings conducted.								Conference Reports	Annually	PSRMU	OPC, MoICT, MoCE CD, MDIs, University
5.4. Disseminate best practices on reforms.	5.4. Disseminate best practices on reforms.	Number of Dissemination Reports distributed.								Distribution List	Annually	PSRMU	OPC, MoICT, MoCE CD, MDIs, University

COMMUNICATION FEEDBACK MATRIX

Annex 4:	COMMUNICATION FEEDBACK MATRIX				
Feedback Mechanism	Timing	Purpose	Responsibility	Measure	
Validation (each communication method employed/channel used)	At the end of every reform implementation phase	Informal mechanism to determine if communication activities are effective and to assess the level of understanding/awareness	PROs Key Contact Person – Public Sector Management Unit	Xx% acknowledged that they heard of, understood and agreed that the particular communication message was effective	
Focus Groups	Bi-annually	To verify if the primary target audience (Public Servants and other key stakeholders needs are being met and identify new needs and issues	PROs and Corporate Affairs Managers Key Contact Person – Public Sector Management Unit	Xx% acknowledged that they heard of, understood and agreed that the particular communication message was effective	
Listening Groups	Bi-annually	To get an insight of the level of understanding of the reforms within the government ministries/departments/institution	PROs and Corporate Affairs Managers Key Contact Person – Public Sector Management Unit	Xx% acknowledged that they heard of, understood and agreed that the particular communication message was effective	
Team Meetings	Quarterly	To solicit feedback about communications effectiveness from Reforms ambassadors and key contact Persons in each Government Ministry/Department/institution	All government institutions impacted by Reforms	Xx% acknowledged that they heard of, understood and agreed that the particular communication message was effective	
Electronic (anonymous) Feedback/Suggestion Box	On-going	To solicit feedback about communications effectiveness			



Office of The President and Cabinet
Public Sector Reforms Management Unit
Private Bag 301
Lilongwe 3
Malawi

Tel.: +265 1 789 411
Email: opcreforms@gmail.com

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