



National Workshop on “Transparency, Accountability, and Ethics in Public Institutions,”

Historical Background and Context of Ethics and Transparency in Malawi

By
Yamikani Ndasauka
Associate Professor, University of Malawi
(PhD, MRes, MA, BA)

2nd August 2022

Presentation Outline

- Introduction
- Skinner Commission of Enquiry of 1963
- Herbecq Civil Service Review Commission of 1985,
- Chatsika Commission of Enquiry of 1995,
- Malawi National Public Sector Reforms of 2018.
- Policy Reform
- Conclusion

Introduction

- This discussion analyses the major policies, actions, reports, and guidelines that reflect the developments that have happened in an attempt to institutionalize efficiency, accountability, and ethics in Malawi since independence in 1964.
- This discussion focuses on the Skinner Commission of Enquiry of 1963,, the Herbecq Civil Service Review Commission of 1985, the Chatsika Commission of Enquiry of 1995, and the Malawi National Public Sector Reforms of 2018.

Skinner Commission of Enquiry of 1963

- **Purpose**- to review the structures, salaries, and conditions of service of the Malawi Civil Service.
- **Recommendations**- the creation and retention of a professional and efficient public service through the employment of public servants of high calibre and integrity.
- **Weakness**- focused mainly on the cost of maintaining the post-colonial Civil Service and not on how the Civil Service had to be redesigned and restructured in a way that supported the development agenda of the Malawi nation (Sikwese, 2013, p. 6).

Herbecq Civil Service Review Commission of 1985

Purpose- To assess human resource management issues such as staff structure, career development, and grading. The purpose of this assessment was to assist the government in efficiently utilising the human and financial resources it had at its disposal.

Recommendations- robust and systematic human resource development program.

Weakness- Limited in scope, it did not address structural issues which were endemic of civil service

Chatsika Commission of Enquiry of 1995

Purpose- on the restructuring of the public service through the revision of the salaries and benefits for civil servants with the aim of improving the performance of the Civil Service

Recommendations- the reorganization of the procedures for recruiting and retaining civil servants (2) form sectoral priorities, operational needs and capacity to afford additional civil servants should determine staffing levels

Weakness- Political will to implement the recommendations.

Malawi National Public Sector Reforms of 2018.

Purpose- to restructure and promote professionalism in the public service.

Recommendations- to entrench ethics, integrity, and discipline in the public service, to harmonize the conditions of service in the public service, and to harmonize the human resource management system.

Achievements- Pockets of reforms in City Councils, District Councils, Academia, Judiciary, Main-civil service

Weakness- Political mis mongering.

Policy Reform

Civil Service Action Plan (CSAP)- 1996.

Purpose- to improve the efficiency and effectiveness of the civil service by restructuring the establishment and retrenching staff.

Achievements- census of the civil service, done strategic and functional reviews of its ministries, laid down plans for contracting out some services, such as cleaning and security provision, to the private sector, and retrenched about 20,000 temporary employees.

Weakness- Driven by a Washington partly under Philosophy of Privatization

The 2018 Malawi National Public Sector Reforms

Purpose- instituted to promote the creation of a capable, efficient, and effective public sector that should contribute to national social-economic development. In addition, to promote accountability in the public sector

Conclusion

Lack of properly construed guiding theories behind the reforms.

Lack of empirical data to form basis of these reforms and policies

Lack of empirical data to review the progress of the reforms agenda