



MAKING DEMOCRACY WORK-TAKE
PART IN PUBLIC LIFE

STRATEGIC PLAN 2015-2019



**NICE Walking With a Transformed
and Empowered Society**



STRATEGIC PLAN 2015-2019

*Making Democracy
Work-take Part in Public Life*

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PREFACE

I am pleased to unveil the 2015-2019 refined Strategic Plan for NICE Trust. The Strategic Plan will guide the implementation of NICE programmes and activities under the theme, 'Making Democracy Work-Take Part in Public Life'. It is a tool that will guide programming, management, governance and institutional development of the Public Trust, for the five years, January 2015 to December, 2019.

NICE is now a Public Trust. Its historic journey of transformation from a project to a Trust has brought along several implications both programmatically and institutionally. One of these implications is the need to have a detailed and focused Strategic Plan to act as a guiding tool for NICE's work. Hence, the Board saw a need to refine the 2011-2015 Strategic Plan in order to take into account the changes that are taking place in the organisation.

This refined Strategic Plan has therefore been built on the 2011-2015 Strategic Plan which was a product of a highly participatory process which included a series of exhaustive consultations and meetings. The refinement also took the same process with mainly the participation of the whole NICE structure that included the Board, management, staff, volunteers and selected stakeholders.

It is my hope that the spirit of cooperation that was demonstrated during the refinement of the 2015-19 Strategic Plan will prevail during its implementation, not only among the family members of NICE but also with various stakeholders and the general public.

It is also my sincere hope and belief that the Malawi Government will continue providing technical and financial assistance to the Public Trust for the implementation of civic and voter education and promotion of good governance in the country. On its part, NICE will aggressively undertake resource mobilization initiatives by engaging development partners and the private sector as well as the community at large for support.

Finally, NICE wishes to assure the public and other key players that this refined Strategic Plan will be instrumental in guiding the planning and implementation of civic education, which is the core business of NICE.

Bishop Francis Kaulanda

Board Chair

ACKNOWLEDGEMENTS

NICE wishes to extend its profound gratitude to its structure from the Board to its volunteers and selected individuals, institutions and groups of people whose invaluable contributions have resulted into this refined Strategic Plan. Those worth mentioning include all members of the NICE Board of Trustees led by its Chairperson, Bishop Francis Kaulnada, whose strategic and visionary guidance was instrumental throughout the refinement process. Special mention is due to NICE Management Team comprising of; Gray Kalindekafe-the National Programmes Manager, Newton Chirambo-Finance and Administration Manager and Dezio Banda for technical and operational support towards this process. Furthermore, Mr. Edwin Msewa-the Resource Mobilization Officer, who provided additional technical and secretarial support in ensuring that consultations and the entire refinement process of the refined Strategic Plan was properly documented.

I also wish to express my gratitude to NICE regional and district staff and collaborating partners who also made the refinement process of this Strategic Plan successful. Most importantly, the European Delegation to Malawi, Ministry of Information, Tourism and Civic Education and the National Authorising Office (NAO) in the Ministry of Finance and Economic Planning need special recognition for providing financial resources towards this process.

Finally, NICE wishes to assure the public and other key players that this refined Strategic Plan will be instrumental in guiding the planning and implementation of civic education, which is the core business of NICE.

Ollen Mwalubunju
Executive Director

SUMMARY

This five-year refined Strategic Plan of the National Initiative for Civic Education (NICE) Public Trust (2015-2019) is a living document that will be reviewed periodically throughout its implementation cycle. The review will not only take into consideration emerging issues impinging on the Plan but also, all the internal and external factors affecting NICE Trust.

The main objective of this refined Strategic Plan is to provide clear direction and course of action that NICE Trust should take to attain its strategic objectives. The Plan provides a synopsis of the proposed goals and actions that cut across all its stakeholders in order to ensure meaningful participation of the citizenry in public life. The plan will guide the implementation of NICE's activities under the theme, 'Making Democracy Work-Take Part in Public Life'. It is a tool that will guide the program and institutional framework including corporate governance of the Public Trust for the next five years-January 2015 to December 2019.

NICE is now a Public Trust. Its historic journey of transformation from a project of Malawi Government established in 1999 with bilateral support from the EU to a Public Trust in 2012 has brought along several implications both programmatically and institutionally. One of these implications is the need to have a focused Strategic Plan that reflects the transition and the transformation.

This is a refined Strategic Plan that is built on the 2011-2015 Strategic Plan which was a product of a participatory process which included a series of exhaustive stakeholder consultations and meetings. The development of the 2011-2015 Strategic Plan and this refined Strategic Plan have been premised on the following issues:

- i Limited capacity among Malawi citizens to effectively engage and influence democratic processes, especially the electoral process and governance within political parties;
- ii Weak local democratic structures to enforce transparency and accountability;
- iii Limited space and opportunities for citizens to engage and influence policy and decision-making processes at all levels;
- iv Limited understanding and appreciation of citizens' duties and responsibilities among Malawians and the need to put them into practice;
- v Limited appreciation among citizens of the significance of holding duty bearers accountable at all levels of governance;
- vi Existence of political, religious and inter-cultural intolerance among Malawians which is mostly influenced by differences in political party affiliation;
- vii Limited capacity within NICE in dealing with emerging governance issues;
- viii Effects of cross-cutting issues such as HIV and AIDS, environment and climate change and gender inequalities on the lives of Malawians and on attaining democracy and good governance;
- ix Ineffective participation of the excluded groups in the policy process such as youth, women, rural and urban poor, people with disabilities, and those with visual and hearing impairment;
- x Limited collaboration and synergies among democratic governance institutions;
- xi Limited funding sources and over-reliance on one major funder.

In order to realize its overall goal of “contributing towards a strengthening democratic process and improved governance for accelerated economic growth to achieve poverty reduction in Malawi,” this Strategic Plan is built on seven strategic pillars. These are: Demand side of governance (transparency and accountability), Peaceful co-existence and social cohesion, Participation in public life, Electoral processes and voter education, Cross cutting issues, Knowledge management and networking, and Institutional development.

The key delivery strategy of this refined Strategic Plan is NICE’s 360 Degrees Civic Education Model which is premised on the underlying principle of civic and voter education that seeks to address challenges confronting democracy and good governance in the same manner as a military establishment looks at a war and uses air forces, infantry and marines. The 360 degrees Model is, therefore, premised on the same thinking that the war against good governance and democracy enemies should be multifaceted and fought in all fronts. In this regard, NICE, just like the military establishment, shall confront governance vices through mirroring the way of conventional fighting, thus: using the air waves instead of air forces; deployment of NICE members of staff and volunteers structures on land in undertaking mobilization campaigns instead of infantry; and waterways instead of marines to reach different audiences.

The 360’s Degrees Model will be complemented by other several strategies of delivery of this Strategic Plan such as; the governance monitoring platform (this will track state’s performance in its obligation such as realisation of rights and improved service delivery-in particular economic and social rights); knowledge management (knowledge generation through research and documentation as well as solicitation of reading materials for people’s access in resource centres); rights based approach (this will reflect rights-based principles by ensuring that the youth, women and communities especially the excluded groups know and demand their rights); result-based management (this will strengthen NICE capacity to demonstrate results at output, outcome and impact levels in order to show changes taking place in communities); and partnership building and networking (NICE will continue to work with the CBOs, faith-based organisations, traditional institutions and state agencies either through joint programme collaboration or networking in sharing information, skills and resources) and capacity building of its structure

In implementation of this refined Strategic Plan, the Board will ensure that adequate resources are mobilized and that risk mitigation and financial prudence measures are put in place. The Board will also provide strategic guidance and advice on issues such as programme direction and expansion, resource mobilization, financial management and programme performance that will bring about results for transformation at all levels of society. The Board will further ensure that NICE has adequate organizational capacity to carry out the strategy effectively in key areas such as good corporate governance, financial management, human resources and administration, and resource, knowledge management, networking, resource mobilization and sustainability.

Finally, NICE realises that over-dependence on one donor or few donor funds in general is not sustainable. NICE, therefore, intends not only to diversify its donor funding base but also exploit other available opportunities to raise funds. NICE shall also strive to develop a sound institutional base, a strong programmatic approach and a sound financial base as a basis for sustenance.

1.0 INTRODUCTION

The National Initiative for Civic Education (NICE) is an independent and autonomous organization registered under the Trustees Incorporation Act 5: 03 of the Laws of Malawi as a Public Trust on 14th March, 2012. The custodian of the organization is a 11-member Board of Directors, eight of whom are appointed through an open, participatory and transparent process in accordance with its Constitution while three are ex-officials from the Ministry of Information and Tourism, Ministry of Local Government and Rural Development and the Malawi Human Rights Commission. The mandate of NICE is to contribute towards deepening democracy and good governance through civic and voter education. The overall objective of NICE is therefore to “contribute towards strengthening of democratic process and improved governance in Malawi for accelerated economic growth and poverty reduction.” NICE’s historic journey of transformation from a project of the Malawi Government established in 1999 to a Public Trust has brought along several implications both programmatically and institutionally. Hence, the need to refine its 2011-2015 Strategic Plan arose to reflect the status of a Public Trust as a permanent organization unlike when it was as a project which is time bound. This refined Strategic Plan is, therefore, built on the 2011-2015 Strategic Plan.

1.1 Objectives of the Trust

The objectives of the Trust are:

- (a) To play a key role in strengthening the democratic process and good governance in Malawi through the provision of high quality civic education in a professional, coordinated, effective and continuous manner;
- (b) To encourage Malawian citizenry to actively participate in public life and claim their democratic rights through awareness initiatives and capacity building;
- (c) To ensure that Malawi citizens take an active role in the democratic decision-making process at all levels;
- (d) To enhance citizen’s awareness of the core principles of tolerance, human rights, the rule of law and constitutionalism by working together with other bodies of good governance;

- (e) To contribute to the attainment of free and fair elections by providing civic and voter education and by training, among other target groups, young and senior politicians as well as traditional and religious leaders on matters related to elections, local governance, decentralization, rule of law and human rights;
- (f) To ensure that duty bearers and Malawian citizens have increased awareness and understanding of principles and values of an open and democratic society so that duty bearers become more accountable towards the public and citizens are better able to hold duty bearers to account for their performance and;
- (g) To promote intercultural and political dialogue, tolerance and peaceful coexistence among the citizens of Malawi.

1.2 Guiding Principles

As a Public Trust, NICE is guided by the following principles:

Established as a formalised Malawian national institution with a clear identity and visibility;

Ensure NICE's internal organization and capacity is enhanced to allow for improved and sustained quality of implementation of its activities;

Networking and cooperation with other role-players and stakeholders in the area of civic and voter education at national and district level is increased;

Ensure that there is a broad base of Malawian civil society organizations that is capable of engaging themselves in governance activities as well as ensure citizens' participation in decisions affecting them and their development, and to raise and manage funds to do so;

Duty bearers and Malawian citizens have increased awareness and understanding of principles and values of democratic society so that duty bearers become more accountable towards the public;

Ensure that citizens are able to hold duty bearers accountable for their performance in service delivery; and

Ensure increased regional recognition of NICE in Africa through enhanced regional networking and co-operation in the area of civic and voter education as well as election observation.

In addition to these guiding principles, NICE also seeks to add value to its programmes and activities through integration and promotion of cross-cutting issues such as gender, youth, HIV and AIDS, climate change and the environment.

1.3 Rationale and Justification for Refinement of the Strategic Plan

Since its inception, NICE has been operating as a project and based on project documents. Following the transformation from a project to a Public Trust, NICE's modus operandi also changed, hence the need to refine the Strategic Plan to act as a blueprint that would guide programming, management governance and institutional development of the Public Trust. This refined Strategic Plan will, therefore, enable NICE Trust to formulate its course of action for the next five years (January 2015 to December, 2019).

The refinement of this Strategic Plan has been necessitated because of the following reasons:

- 1 The need to re-position NICE to reflect the transformation process from a Government of Malawi project into a Public Trust so that it still remains relevant to the democratic and governance context in Malawi. This takes cognizance of the need to maintain NICE's autonomy, independence and as a nonpartisan institution against a background that it has been a Government project funded by the European Union (EU). As a Public Trust, NICE is a state agency and the State is therefore, obliged to provide financial and technical support to NICE Public Trust for its sustainability;
- 2 The need to strategically position NICE as a key and leading institution in civic and voter education in Malawi in order to strengthen democracy and good governance with two important pillars for social and economic transformation and poverty reduction. This calls for the identification and realization of the niche and comparative advantages of NICE as a civic and voter education institution in promoting democracy and good governance in Malawi;
- 3 The need to provide direction and a framework for relationships and collaboration between NICE and key stakeholders such as Government, donors and development partners, other civil society organizations and the private sector in programming, resource mobilization and networking, especially on civic and voter education. Clarity of vision will enable NICE to be even more transparent about its mandate which can support the building of new partnerships;
- 4 The need to develop management and governance systems and structures that shall ensure that NICE, as a Public Trust, performs to the expected standards, remains financially and operationally sustainable as an entirely Malawian institution in the long term and builds the confidence and trust of partners such as Government, donors and development partners, and other CSOs and citizens at large;

- 5 The need to align NICE programmes with relevant Government policy documents such as the Democratic Governance Sector Policy Framework Paper and the Democratic Governance Sector Strategy in order to give NICE programmes their legitimacy;
- 6 The need for diversification of resource base to allow for multiple donors to fund NICE programmes and institutional development for its sustainability and;
- 7 The shift from putting emphasis from public awareness to community empowerment and mobilization in order to bring about transformative change of people's negative mindsets, attitudes and behaviours.

The aspirations of NICE as a Public Trust have, therefore, necessitated several changes and adjustments to the design of programmes and focus. A prominent feature in NICE as a Public Trust has been the requirement for the project to go beyond "defining democracy" so as to facilitate citizen empowerment to allow for greater citizen voice, participation, inclusiveness and accountability in decision-making processes at all levels of society. This is summed up in NICE's guiding philosophy which is "Walking with Communities". NICE Trust has also re-orientated its methods and strategies to take civic education to key duty bearers such as public officers and traditional leaders as opposed to just only having its focus on working with the communities. The emphasis is currently on voice and accountability which seeks to reinforce community empowerment and mobilization, and also to promote accountability and responsiveness of duty bearers.

2.0 CONTEXT

Malawi is among the world's poorest countries. According to the 2014 Human Development Report, Malawi is ranked 174 out of 185 countries, on the Human Development Index (HDI). Although the country has made strides in social and economic development, the majority of Malawians still live in poverty and face many challenges to access social and economic services; they also face problems of high population growth and the effects of climate change. Most Malawians face problems of occasional food shortages, poor quality of essential services in education, health, justice and security. There are also widening disparities among various classes of people especially on the basis of gender and the rural/urban divide, among other factors. Poverty in Malawi is therefore characterised by a state of serious deprivation of basic human needs and the lack of means and opportunities to access such basic needs.

Although Malawi attained a multi-party system of democracy in 1993 and adopted its new Constitution in 1995 with an enshrined bill of rights, the promotion, protection and fulfillment of these rights especially economic and social rights, remains a challenge.

Despite conducting five general elections in 1994, 1999, 2004, 2009 and 2014, a democratic culture has not been fully embraced. Malawi's democracy is still young. Political intolerance and respect for divergent views as well as lack of internal party democracy, ethnic and religious tensions, still remain problematic.

Access to justice, social and economic services at both the national, district and community levels, is also a nightmare in Malawi, especially for marginalized groups such as women, rural populations, orphans and vulnerable children and the poorest members of the society. This is so despite an enabling policy environment and the existence of systems of democratic accountability.

Constitutional bodies such as the Malawi Human Rights Commission, the Office of Ombudsman and the Electoral Commission among others, are enshrined in the supreme law in order to protect citizens. However, such bodies lack capacity and outreach structures. As such, they are inaccessible to provide citizens the requisite means to hold government accountable for its obligations under the Constitution.

There is also inadequate knowledge and understanding of democratic tenets among the citizenry, the majority of whom are indigent and illiterate. In the context of the “big man” political syndrome, this lack of knowledge leads to passive reaction of society that has enhanced oppressive practices perpetrated by both the government and other duty bearers such as traditional leaders thereby preserving the culture of silence which compromises on individual freedoms and failure to stand up against what is wrong.

Additionally, with regard to the prevailing unfavourable socio-political environment, most communities have not been able to assert their developmental rights as they are ignorant of them. This has compounded the problem of lack of consultation between the electorate and the elected officials, resulting in the masses being hoodwinked into accepting development as a favor and not as their entitlement. In this way, the citizens are reduced to mere hand clappers, praise singers and passive recipients of development and social services.

Likewise, inadequate interface between the citizens on the one hand, and their political representatives and the local councils on the other, has resulted in failure by duty bearers to act transparently and account to their right holders. Duty bearers including; Members of Parliament, ward councilors, council secretariat and other sector staff have failed to effectively play their representative, legislative, oversight and administrative roles due to narrow partisan interests and inadequate capacity. This disconnect leaves the citizens frustrated and unprepared to actively participate in national and community development processes.

Another visible governance issue in Malawi’s political system is the prevalence and impact of patron-client relations (a situation where a powerful actor also known as a patron that allocates goods or services to an individual or a sub-set of the population, or client in exchange for

their support). This militates against fair and equitable provision of public goods and services which should benefit everyone and should not be withheld on the basis of individual favor. But the practice is deeply rooted in Malawian socio-political life as manifested in the prevalence of the “big man” syndrome. This syndrome is epitomized by differences in power relations such as those existent between the rich and the poor. Political power and control of the state remain the predominant source of economic wealth and status. As such, patronage is anchored in the appropriation and distribution of state resources acquired through access to the government machinery, which pass towards particular constituencies rather than national development. This tendency has in reality made the ruling elite and their cronies control and own most of the country’s economic resources, while for the majority, access to these resources is limited, and where there is accessibility, it is through the goodwill and generosity of these same people, those with political power.

In addition, the patron-client relationship has led to diminished political oversight. As a result, Malawi has witnessed a decline in democratic oversight and accountability and a partial reversal of the devolution of power and funds. Thus, corruption has often warranted donor support withdrawal since the 2000s. Combating corruption has been more rhetorical than actual. The infamous Cashgate scandal of 2013 was unprecedented in terms of the colossal sums of money, the number of government ministries which participated as well as the number of civil servants involved.

Bringing local democracy through the decentralization process has remained a lip service in Malawi. This is despite the fact that, since the early 1990s, government acknowledged democratic decentralisation as a way to make politics and services more pro-poor. While the adoption of the Decentralisation Policy and enactment of the Local Government Act in 1998 was seen as a positive move of bringing local decision-making processes closer to the people for delivery of quality and equitable social services, especially to rural communities, this is far from reality. As such, democratic decentralisation has not worked because Malawi’s political and economic realities are inimical to the devolution of political and economic power. Instead, Malawi has managed to achieve de-concentration rather than decentralisation leaving the local authorities dysfunctional. Worse still, local governance has been constrained by a plethora of factors at local authority level which include, policy incoherence, weak local structures, lack of critical staff and equipment in most councils, financial scarcity, unclear mandates, inadequate financial controls, and procedures that are inefficient and ineffective. Committees at community level have also suffered limited access to requisite resources for facilitating the development processes. In addition, community members do not fully understand the roles and responsibilities of various institutions in relation to their participation in development planning and implementation.

2.1 Key Success Factors

The factors that have facilitated the success of NICE are derived from its uniqueness and comparative advantage as a national civic education institution in Malawi.

These include:

- i A countrywide presence with district offices in all 28 districts of the country but covering a total of 31 offices, and linkage with lower level structures at constituency, ward and village levels.
- ii Independence, non-partisan and impartiality in the delivery of its programmes and activities. NICE interacts and has good relationships with Government, civil society, development partners and the communities.
- iii The use of civic and voter education as the main strategy for programme delivery which has translated into empowerment of local communities to drive and own democratic and good governance initiatives at district and community levels and hold duty bearers accountable.
- iv Formalized relationships with key stakeholders at national and district levels through the signing of Memorandums of Understanding (MOU) which bind each party to honour their part of an agreement and ensure that they meet their obligations.
- v Increased public confidence, good image and reputation, and trust on the NICE programmes because of its close proximity to local communities through the volunteer and other various structures, and the involvement of communities in decision making processes in NICE activities.
- vi Fulfillment of multiple roles during Presidential and Parliamentary Elections and Local Government Elections such as mobilization, awareness raising and monitoring of the electoral processes in a nonpartisan and impartial manner.
- vii Highly decentralized programme management and decision making processes where communities are involved in planning, implementation and monitoring of NICE programmes and activities.
- viii NICE also promotes openness and transparency in the use of its resources and is highly committed to both vertical and horizontal accountability.
- viiii Facilitation of the engagement of duty bearers and right holders through citizen forums and service charters for improved service delivery.

3.0 THE 2015-2019 NICE REFINED STRATEGIC PLAN

There are strategic issues and challenges that drive the refined Strategic Plan. These issues were identified and consolidated from various activities undertaken in the development and consequently refinement of the Strategic Plan which included review of literature, NICE's own organisational and programme experience in executing its mandate and consultations with key stakeholders. The development and refinement of this Strategic Plan is based on the following problem analysis:

- Limited capacity among Malawians to effectively engage and influence democratic and governance processes, especially the electoral processes and internal democracy within political parties;
- Limited appreciation by citizens to hold duty bearers accountable at all levels of governance, and weak local democratic structures to enforce transparency and accountability;
- Limited space and opportunities for citizens to engage and influence policy and decision making processes at all levels;
- Limited understanding and appreciation of citizen duties and responsibilities among Malawians and the need to put them into practice;
- Existence of political, religious and inter-cultural intolerance among Malawians which is mostly influenced by differences in political party affiliation;
- Limited capacity within NICE in dealing with emerging governance issues;
- Effects of cross-cutting issues such as HIV and AIDS, environment and climate change and gender inequalities on the lives of Malawians and on attaining democracy and good governance;
- Ineffective participation of the excluded groups in the policy process such as youth, women, rural and urban poor, people with disabilities, and those with visual and hearing impairment;
- Limited cost effective and sustainable ways of undertaking civic education;
- Limited collaboration and synergies among democratic governance institutions and;
- Limited funding sources and overliance on one single major donor as well as low levels and erratic funding from the state.

3.1 Vision, Mission and Purpose

Vision

“A well informed, empowered, responsive and transformed Malawian society that actively participates in public life.”

Mission Statement

NICE is a Public Trust committed to deepening democracy and good governance among Malawians through provision of civic and voter education, community empowerment and mobilisation, knowledge management and networking.

Purpose of NICE

To enhance the ability of Malawian citizens (including disadvantaged groups) to participate in public life, and to encourage them to exercise their democratic rights and responsibilities, as well as to participate in the democratic decision-making process at community, district and national levels.

3.2 NICE Principles and Values

Independence: NICE is independent and will maintain its autonomy in serving the general public without fear or favour.

Non-partisan: NICE shall conduct its business in a non-partisan manner with objectivity, fairness, balance and factual accuracy.

Walking the Talk: NICE shall consistently practice its ideals within the institution.

Creativity and Innovation: NICE shall utilise the richness of ideas, skills, experiences, and originality in its work while practicing the imaginative skills of both staff and collaborating partners.

Inclusivity and Equity: NICE shall provide equal opportunities to both male and female, and where necessary, shall deliberately work to promote the interest of women, youth, people living with disabilities and the marginalised groups for the realization of equal socioeconomic status in society.

Bottom-up Approach: NICE shall promote bottom up approach in its programming to ensure that its programmes are need-based and people-driven.

Pro-activeness: NICE shall be proactive in the pursuance of its vision and mission by engaging in key democracy and good governance processes and interventions in order to be relevant to society.

3.3 Overall Goal of the Strategic Plan

The overall goal of the refined Strategic Plan is to “contribute towards strengthening democratic process and improved governance for accelerated economic growth to achieve poverty reduction in Malawi”

3.4 Strategic Pillars of the refined Strategic Plan

In light of the successes, emerging strategic issues and challenges of NICE as a Public Trust, this refined Strategic Plan aims at achieving the following strategic objectives in each the strategic pillar:

Strategic Pillar 1: Demand side of Governance (Transparency and Accountability)

Strategic Objective (SO) 1:	To improve transparency and accountability at all levels of governance in Malawi by 2019 This objective aims at ensuring that there is transparency and accountability in decision-making, resource allocation and utilisation within the political arena, Government machinery and in local and traditional decision-making structures.
Strategies	<ol style="list-style-type: none"> 1) Enhance building capacity of both duty-bearers and citizens on their obligations and entitlements as well as responsibilities respectively in ensuring transparency and accountability. 2) Raising awareness to citizens on roles and responsibilities of various stakeholders in ensuring transparency and accountability. 3) Enhance deepening citizen's voice including marginalised groups (i.e. women, youth, and people with disabilities, people in hard to reach areas).
Strategic Objective (SO) 2:	To enhance the capacity of Malawian citizens to hold duty bearers accountable through enforcement of public service charters at district level by 2019 This objective aims at contributing towards institutionalisation of the Public Service Charters especially at district and community levels. It shall mobilise communities to engage in the formulation and implementation of the Public Service Charters, and influence the planning and budgeting processes at district and community levels in order to incorporate public service charters.
Strategies	<ol style="list-style-type: none"> 1) Networking and collaboration with other stakeholders involved in the Public Service Charters. Outreach programmes to mobilise citizens into community service charter structures and initiatives. 2) Use of the media to disseminate information and mobilize citizens on Public Service Charters. 3) Capacity building for local structures. 4) Advocacy and lobbying with key stakeholders at district and national levels.

Strategic Pillar 2: Peaceful co-existence and social cohesion

Strategic Objective	<p>To promote peaceful co-existence and social cohesion among Malawians by 2019</p> <p>This objective aims at addressing the existence of violence, conflicts and tension as a result of differences in political views and inclinations, intercultural and religious intolerance among Malawians. This objective also covers areas of conflicts related to complaints on service delivery, public governance, natural resource accessibility, utilisation and management, among others.</p>
Strategies	<ol style="list-style-type: none"> 1) Enhance capacity of local structures in promoting peaceful co-existence and social cohesion. 2) Enhance political tolerance and co-existence among Malawian citizens, electorate, contesting candidates and political parties. 3) Education and awareness creation on peaceful co-existence and social cohesion. 4) Support dialogue initiatives as peaceful means of conflict resolution among people from different political, religious and cultural backgrounds. 5) Incorporate alternative dispute resolution system (ADRS) in local governance and other structures.

Strategic Pillar 3: Participation in Public Life

Strategic Objective (SO) 4:	<p>To enhance the capacity of Malawian citizens to actively participate in decision and policy making processes at all levels by 2019</p> <p>This objective aims at mobilizing Malawians to engage in decision and policy making processes both at national, district and community levels. It shall ensure that all citizens (men, women, and youth) take an active role in developing the policies and shaping the decisions that affect them, and</p>
	<p>develop the desire to shape and influence policies and decisions.</p>
Strategies	<ol style="list-style-type: none"> 1) Enhance mobilisation, sensitisation and awareness raising of citizens to participate in policy processes and public life. 2) Enhance relationship between the people, the National Assembly and Local Councils through service providers at the local level. 3) Enhance capacity of political parties to effectively deliver. 4) Enhance cooperation and co-ordination of civic education activities among key stakeholders.

Strategic Objective (SO) 5:	<p>To empower, mobilise and enhance awareness of citizens' duties and responsibilities, among Malawians by 2019</p> <p>This objective aims at empowering and mobilizing, and bringing awareness on duties and responsibilities of citizens in a democratic society, such as respecting the law, taking responsibility for protecting and defending life and property, and participating in governance processes. This also aims at developing capacity not only to demand their rights but also to exercise duties and responsibilities, in order to balance the demand for citizens' rights and the need to attach duties and responsibilities to those rights.</p> <p>In order to enhance participation and information dissemination further, NICE will establish its own radio station which will act as a vehicle to convey NICE's critical messages affecting public life to the general populace.</p>
Strategies	<ol style="list-style-type: none"> 1) Use of citizens' forums to facilitate engagement between citizens and duty bearers on their rights, roles and responsibilities. 2) Use of the media to develop and disseminate information and messages. 3) Establish a radio station. 4) Empowerment and mobilisation of citizens through drama, songs, edutainment and IEC materials (booklets, posters, fliers). 5) Lobby for the re-introduction of the subjects of Civics and also introduce Development Studies in syllabuses of institutions of learning

Strategic Pillar 4: Electoral Processes and Voter Education

Strategic Objective (SO)	<p>To improve capacity of Malawians to effectively engage and participate in the electoral processes by 2019</p>
6:	<p>This objective aims at promoting the engagement of Malawians in the electoral process throughout the electoral cycle. It further aims at enhancing people's as well as political parties' understanding of the elections as a process as opposed to an event. Elections are the most visible expression and representation of democratic practice in society. This Strategic Plan will provide for activities that allow NICE to prepare for and participate in the 2019 Tripartite Elections. It will therefore provides activities to contribute towards the 2019 Tripartite Elections in all the stages of the electoral process with special focus on awareness, sensitisation, mobilisation and capacity building of the electorate and other role players on electoral related topics as well as election monitoring.</p>
Strategies	<ol style="list-style-type: none"> 1) Networking among all stakeholders involved in the electoral process. 2) Awareness enhancement and use of IEC materials in the electoral process.

	<ul style="list-style-type: none"> 3) Mobilisation of communities and community structures to participate in the electoral process. 4) Capacity building of electoral structures at district and community level. 5) Support advocacy and lobbying initiatives on key electoral issues. 6) Monitoring of the electoral process
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Strategic Pillar 5: Cross Cutting Issues

Strategic Objective (SO) 7:	<p>To improve the responsiveness of NICE’s democracy and good governance interventions on cross-cutting issues by 2019</p> <p>This objective aims at ensuring that NICE addresses cross-cutting issues in its programming. It shall aim at mainstreaming HIV and AIDS, gender, disability and environmental issues in NICE activities at planning, implementation and review stages of its programmes.</p>
Strategies	<ul style="list-style-type: none"> 1) Mainstreaming of cross cutting issues in NICE programmes and activities. 2) Capacity building of NICE staff on cross cutting issues of HIV and AIDS, gender, disability, climate change, the environment, etc. 3) Networking and collaboration with key stakeholders working in HIV and AIDS, gender, disability, climate change and the environment.
	and AIDS, gender, disability, climate change and the environment.

Strategic Pillar 6: Knowledge Management, Collaboration and Networking

Strategic Objective (SO) 8:	<p>To strengthen the capacity of NICE in knowledge management, and networking by 2019</p> <p>This objective shall focus on undertaking action research, documentation and sharing best practices in the area of democratic governance through dissemination of information to NICE’s resource centres and public libraries, media, exchange of information and experience with like-minded organisations.</p> <p>In addition, NICE will establish a Governance Monitoring Platform in order to facilitate rapid collection, analysis and reporting on status of governance in Malawi based on a number of key indicators. This information will help policy makers, donors, CSOs and the Malawian general citizenry to understand the general performance of key governance indicators and come up with redress mechanisms.</p>
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	Furthermore, in order to sustain itself as an institution as well as at programmatic level, NICE will establish a Democratic Governance Training Centre of which part of its premises will be used as its offices while providing training facilities in democracy and human rights for participants from the SADC and ACP countries. The Training Centre will also offer specialised training to state and non-state actors at a fee as an income generating activity among others.
Strategies	<ol style="list-style-type: none"> 1) Undertake communication research, develop, publish, develop and disseminate IEC materials. 2) Enhance information sharing, documentation of lessons learnt and best practices. 3) Conduct study tours, placement, and participate in local, national and international forums on issues related to democratic governance. 4) Establish governance and human rights monitoring platform. 5) Establish a Governance Training Centre. 6) Undertake capacity building, networking and collaboration initiatives at both local and international levels.

Strategic Pillar 7: Institutional Development

Strategic Objective	To strengthen governance, management systems and structures and visibility of NICE at national, district and community levels by 2019
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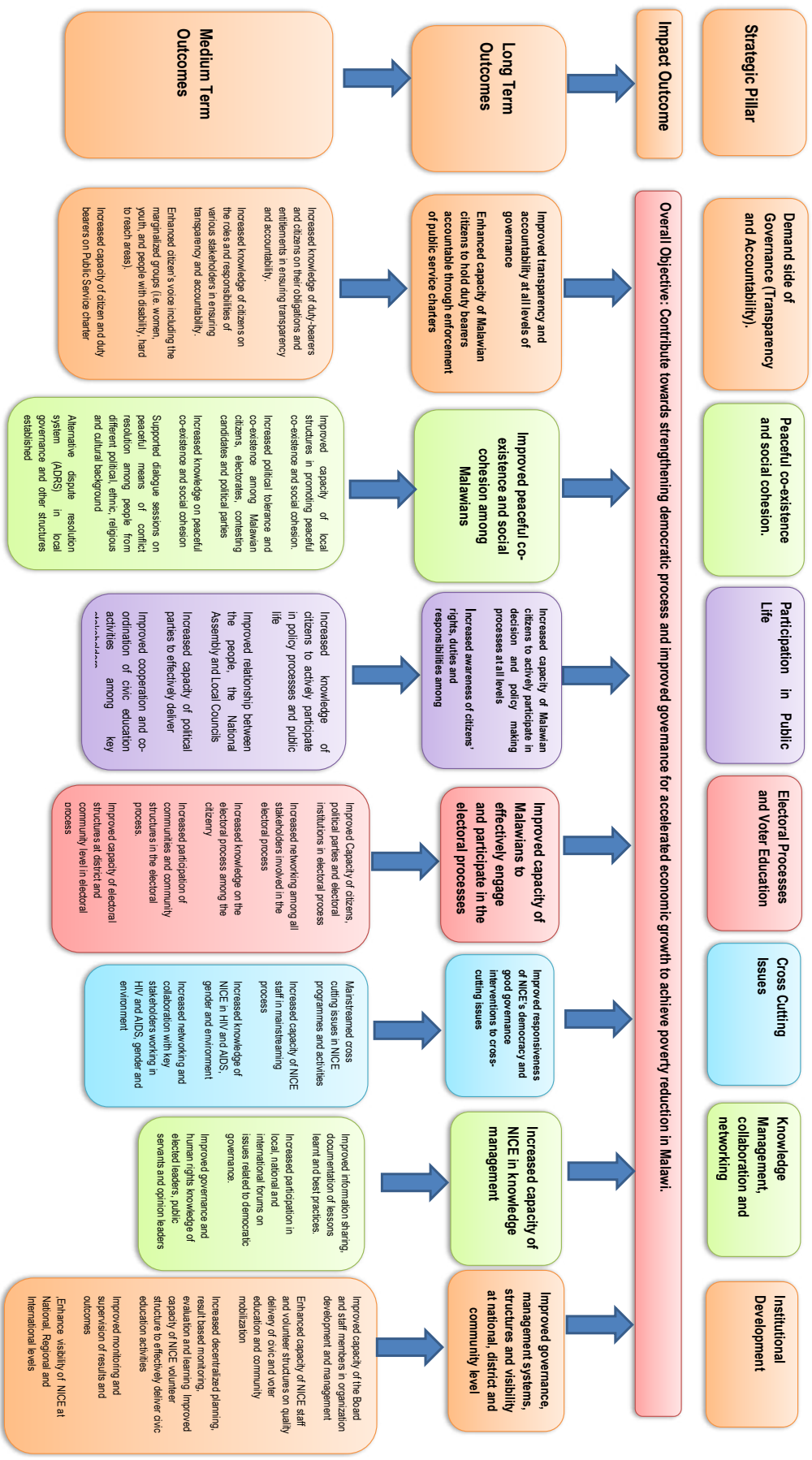
(SO) 9:	This objective shall focus on the internal capacity of NICE to improve its human resource management, financial systems, institutional capacity, governance and management structures, and decision-making structures. It shall aim at developing an environment conducive for the development and retention of its human resource, confidence and trust of various partners on the systems and structures of NICE.
Strategies	<ol style="list-style-type: none"> 1) Enhance capacity of the Board and staff in good corporate governance, organization development and management. 2) Enhance capacity of NICE staff for quality delivery of civic education, voter education and community mobilization. 3) Enhance decentralized planning; result based monitoring, evaluation and learning of NICE activities. 4) Enhance capacity of NICE volunteer structure for effective delivery of civic education activities. 5) Enhance monitoring and supervision of results and outcomes. 6) Enhance visibility of NICE at national, regional and international levels. 7) Undertake resource mobilization and sustainability initiatives for NICE activities and collaborating partners. 8) Operationalise the move from project to Public Trust through establishment of NICE operational systems, policies and procedures.

3.5 NICE Theory of Change

The 2015-2019 refined Strategic Plan builds onto NICE's Theory of Change which visualizes the building blocks required to contribute towards bringing about transformative change from undesirable situation such as negative attitudes, behaviour and mindset to desirable situation of positive mindset and altitudes that would promote social economic transformation for sustainable development in Malawi. NICE's Theory of Change therefore, is based on seven strategic pillars; Demand side of governance; Peaceful co-existence and social cohesion; Participation in public life; Electoral processes and voter education; Cross cutting issues; Knowledge management and networking; and Institutional development for interventions and expected impact on long and medium-term outcomes.

Vision: "A well informed, empowered, responsive, and transformed Malawian society that actively participates in public life."

Mission: NICE is a Public Trust committed to deepening democracy and good governance among Malawians through provision of civic and voter education, community empowerment and mobilisation, knowledge management and networking.



3.6 Delivering the Strategic Plan

NICE's key delivery strategy is based on the 360 Degrees Civic Education Model which is premised on the following:

- (i) That the underlying principle of civic and voter education seeks to address challenges confronting democracy and good governance in the same manner a military establishment looks at a war and uses air forces, infantry and marines. The 360 Degrees Model is, therefore, premised on the same thinking that the war against good governance and democracy enemies should be multifaceted and fought in all fronts. In this regards, NICE just like the military establishment, shall confront governance vices through mirroring the way of fighting using the air waves instead of air forces (using radio, TV programmes, SMS, social media such as Facebook, WhatsApp, Twitter etc); deployment of NICE structure and on land mobilization campaigns instead of infantry (using well trained Civic education officers and volunteers who march from village to village; undertake awareness rallies, debates, trainings, citizen forums etc); water ways instead of marines to reach different islands (through canoes, ships and boats).

Diagram of the 360 Degree Civic Education Model



- (ii) That it underscores the significance of employing a holistic, multifaceted and multipronged approach to civic education which tackles all the vices such as patronage syndrome, corruption, gender-based violence, inadequate participation that militates against the consolidation and maturation of Malawi's nascent democracy.
- (iii) That it realizes that empowerment provides an important reminder of the fact that it is only empowered individuals who will be and feel able to exercise voice, and of the fact that voice and accountability are about power and powerlessness.
- (iv) That voice and accountability matters for enhancement of development in that powerlessness, voicelessness and lack of accountability are constitutive of poverty. As such, enhancing voice and accountability will lead to a reduction in poverty. Secondly, voice and accountability can lead to other outcomes such as greater ownership and pro-poor policies which can lead to a reduction in poverty.
- (v) In the implementation of this Strategic Plan, the 360 Degree Model will be complemented by the governance monitoring platform (this will track state's performance in its obligation such as realisation of rights and improved service delivery-in particular economic and social rights); knowledge management (knowledge generation through research and documentation as well as solicitation of reading materials for people's access in resource centres); rights based approach (this will reflect rights-based principles by ensuring that the youth, women and communities especially the excluded groups know and demand their rights); result-based management (this will strengthen NICE capacity to demonstrate results at output, outcome and impact levels in order to show changes taking place in communities); and partnership building and networking (NICE will continue to work with the CBOs, faith-based organisations, traditional institutions and state agencies either through joint programme collaboration or networking in sharing information, skills and resources) and capacity building of its structure

4.0 Institutional Capacity Strengthening Of Nice Public Trust

In order to effectively implement this refined Strategic Plan, NICE will enhance its institutional capacity through institutional development and capacity building. In line with this, all resources mobilized for the implementation of this Strategic Plan, NICE will manage these resources in accordance with its Financial and Administrative Procedures Manual and Generally Acceptable Accounting Practices.

The NICE Board will therefore, ensure that adequate resources are mobilised for the implementation of this Strategic Plan, and that risk mitigation and financial prudence measures are put in place. The Board will also provide strategic guidance and advice on issues such as programme direction and expansion, staff and volunteer development, resource mobilization, financial management and programme performance that bring about results for transformative change.

4.1 Internal Capacity

In order to ensure that NICE has adequate institutional capacity to carry out the strategy effectively, the following key activities will be undertaken:

- (1) Good corporate governance: There is need to enhance the capacity of the Board and management in good corporate governance principles, clarity of roles and responsibilities between the Board and management.
- (2) Financial resources: In order to effectively deliver this Strategic Plan, NICE will diversify its funding base and shift from being funded primarily by one single major donor to multiple funders. NICE will also look up to localized resources (finance and non-finance) as well as opportunities available beyond Malawi.
- (3) Human Resources: There is a need to strengthen/build capacity of NICE staff, particularly in the areas such as community empowerment and mobilization, voice and accountability, media and communication, leadership and management, information management, participatory methodologies, multi-funding programmes and financial management, resource mobilisation at all levels-from the Board, management and grassroots levels, monitoring and evaluation in order to enhance documentation of results, lessons learnt and best practices.

4.2 Partnerships

NICE has two major groups of partners, implementing partners and strategic partners.

- (a) Implementing partners consist of CBOs, NGOs, faith-based organisations, state institutions (i.e. Malawi Electoral Commission, Malawi Human Rights Commission, Anti-Corruption Bureau, Law Commission, education institutions etc.), co-operatives and community organized groups, and other community level groupings capable of influencing change at community level. NICE will implement its programs and activities individually or jointly with its partners. It will also lobby for certain constitutional bodies and government departments to outsource their civic education and mass community sensitisation to NICE to enhance its civic education portfolio.
- (b) Strategic partnerships include national and/or regional NGOs and institutions, global networking organizations, government, academic and research institutions and development partners. These partnerships are mutually beneficial, focusing on capacity building, skills training, scaling up community response to poor governance and enhancement of their capacity to voice for improved service delivery, networking and knowledge management, community and resource mobilisation.

5.0 Monitoring And Evaluation

Monitoring, evaluation and learning is an integral part of this refined Strategic Plan as a management tool that enables progress monitoring, impact evaluation and documentation of lessons learnt for accountability to key stakeholders as input into learning. NICE's M&E framework will provide a structured framework for the organisation and its stakeholders to monitor and evaluate the progress of the Strategic Plan for the period starting 2015-2019. The framework details systems and processes that will help to measure long-term, medium-term and output level results. It will also assist NICE to carry out research which will help in answering some of the key questions on governance as they affect the disadvantaged and marginalised children, women and the youth negatively.

A number of reports will be produced systematically throughout the period of implementation of this Strategic Plan and these will include, monthly program performance reports, monthly finance reports, quarterly reports and annual progress and financial reports accompanied by case studies and "Most Significant Change Stories."

6.0 Sustainability

NICE, intends not only to diversify donor funding base but also to exploit other available opportunities to raise funds. NICE shall strive to develop a sound institutional base, a strong programmatic approach and a sound financial base as a basis for sustenance. The following shall be the main areas of focus to ensure NICE's sustenance:

(i) **Institutional level**

NICE shall establish internal systems, structures and work culture that promote strong leadership and commitment from all staff members to the organisational vision and mission. It shall also create an environment for fostering a positive organisational image and a sense of ownership for the services of NICE by staff at all levels. The Board of Trustees and Management of NICE shall put in place strategies that steer the organisation towards becoming self-reliant and reducing its over-dependence on donors.

(ii) **Programme level**

NICE shall design, implement, monitor and evaluate its programmes with full participation of communities in order to ensure relevance, ownership and continuity of the programmes and activities. NICE shall make deliberate efforts to prepare communities to assume greater responsibilities and ownership of programme benefits, develop and implement a management information system and evidence-based planning to improve the quality of programming, effectively document and disseminate the results of the programmes to key stakeholders in order to promote NICE and its abilities

(iii) **Financial level**

NICE shall develop systems and structures for generating and managing adequate resources. To instill donor and other stakeholders' confidence and public trust, NICE shall develop systems and procedures that provide clear and timely accounts of its financial position, embark on cost cutting measures in terms of delivery of its programmes and review of its structures for implementation, cost recovery through services provided to the communities and other civil society organisations, and generate income through sub-contracting and provision of expertise and materials on civic education to like-minded organisations. Furthermore, NICE realizes that over-dependence on one donor or donor funds in general is not sustainable. NICE, therefore, intends not only to diversify donor funding base but also exploit other available opportunities to raise funds.

STRATEGIC PLAN

FINANCIAL TARGETS

	2015	2016	2017	2018	2019	TOTAL	TOTAL INCOME	DEFICIT
	EURO	EURO	EURO	EURO	EURO	EURO	EURO	EURO
Governance	109,593	831,842	985,102	802,885	57,188	2,786,609	1,366,657	(1,419,951)
Peaceful coexistence	4,611	141,131	336,446	315,440	168,750	966,378	603,996	(362,382)
Participation in public life	137,500	434,607	630,557	375,872	601,396	2,179,932	1,362,478	(817,453)
Electral process & voter education	137,205	297,757	182,051	653,430	980,145	2,250,588	1,156,639	(1,093,949)
Cross cutting issues	126,250	977,199	967,199	532,473	538,949	3,142,070	1,338,824	(1,803,246)
Knowledge management	-	141,588	141,588	101,472	900,000	1,284,647	802,917	(481,730)
Institutional development	1,648,062	755,111	1,787,704	2,697,272	1,991,250	8,879,398	6,799,709	(2,079,689)
TOTAL COST	2,163,221	3,579,234	5,030,646	5,478,844	5,237,677	21,489,622	13,431,221	(8,058,401)
Income	2,163,221	2,489,341	2,846,764	2,723,799	3,208,096	13,431,221		
Surplus/(Deficit)	-	(1,089,893)	(2,183,882)	(2,755,045)	(2,029,581)	(8,058,401)		

STRATEGIC PLAN															
FINANCIAL TARGETS															
	2015	2016		2017		2018		2019		TOTAL		TOTAL INCOME		DEFICIT	
		USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Governance	121,770	924,268	1,094,558	892,094	63,542	3,096,232	1,518,508	(1,577,724)							
Peaceful coexistence	5,124	156,812	373,829	350,489	187,500	1,073,753	671,106	(402,647)							
Participation in public life	152,778	482,897	700,619	417,636	668,217	2,422,147	1,513,865	(908,282)							
Electral process & voter education	152,450	330,842	202,279	726,033	1,089,050	2,500,654	1,285,155	(1,215,499)							
Cross cutting issues	140,278	1,085,776	1,074,665	591,637	598,832	3,491,189	1,487,582	(2,003,607)							
Knowledge management	-	157,319	157,319	112,746	1,000,000	1,427,385	892,129	(535,256)							
Institutional development	1,831,180	839,012	1,986,338	2,996,969	2,212,500	9,865,998	7,555,233	(2,310,765)							
TOTAL COST	2,403,578	3,976,927	5,589,607	6,087,604	5,819,641	23,877,357	14,923,578	(8,953,779)							
Income	2,403,578	2,765,934	3,163,072	3,026,443	3,564,551	14,923,578									
Surplus/(Deficit)	-	(1,210,992)	(2,426,535)	(3,061,161)	(2,255,090)	(8,953,779)									

STRATEGIC PLAN											
FINANCIAL TARGETS											
	2015	2016	2017	2018	2019	TOTAL	TOTAL INCOME	DEFICIT			
	MK	MK	MK	MK	MK	MK	MK	MK	MK	MK	MK
Governance	87,674,235	665,473,296	788,081,672	642,307,792	45,750,000	2,229,286,995	1,093,325,862	(1,135,961,133)			
Peaceful coexistence	3,689,000	112,904,452	269,157,144	252,351,808	135,000,000	773,102,404	483,196,455	(289,905,949)			
Participation in public life	110,000,000	347,685,809	504,445,531	300,697,776	481,116,442	1,743,945,558	1,089,982,765	(653,962,773)			
Electoral process & voter education	109,763,947	238,205,956	145,640,660	522,744,000	784,116,000	1,800,470,563	925,311,458	(875,159,105)			
Cross cutting issues	101,000,000	781,759,008	773,759,008	425,978,652	431,159,312	2,513,655,980	1,071,059,219	(1,442,596,761)			
Knowledge management	-	113,270,000	113,270,000	81,177,324	720,000,000	1,027,717,324	642,333,235	(385,384,089)			
Institutional development	1,318,449,332	604,088,576	1,430,163,046	2,157,817,484	1,593,000,000	7,103,518,438	5,439,767,500	(1,663,750,937)			
TOTAL COST	1,730,576,514	2,863,387,097	4,024,517,061	4,383,074,836	4,190,141,754	17,191,697,262	10,744,976,514	(6,446,720,748)			
Eur Equivalent	2,163,220.64	3,579,233.87	5,030,646.33	5,478,843.55	5,237,677.19	21,489,622					
Income	1,730,576,514	1,991,472,586	2,277,411,589	2,179,039,170	2,566,476,655	10,744,976,514					
Eur Equivalent	2,163,220.64	2,489,340.73	2,846,764.49	2,723,798.96	3,208,095.82	13,431,221					
Surplus/(Deficit)	-	(871,914,511)	(1,747,105,472)	(2,204,035,666)	(1,623,665,099)	(6,446,720,748)					
Eur Equivalent	-	(1,089,893.14)	(2,183,881.84)	(2,755,044.58)	(2,029,581.37)	(8,058,401)					



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