

REPUBLIC OF ZAMBIA

ZAMBIA PUBLIC SERVICE CHANGE MANAGEMENT FRAMEWORK

Communications Strategy

REVIVE • RESET • RAISE

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PREPARED BY **CABINET OFFICE**

DECEMBER 2024



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FOREWORD



The development of the Zambia Public Service Change Management Framework represents Government's commitment to ensure the successful implementation of reforms aimed at enhancing efficiency and effectiveness in the Public Service. To realise this goal, this Communication Strategy has been developed to facilitate consistent, transparent and collaborative communication to foster implementation of change initiatives in the Public Service.

Through this Communication Strategy, Government aims to ensure that all stakeholders, Government Leaders, Public Service employees, cooperating partners, and citizens are effectively informed, engaged, and actively participate in the implementation of the Framework. This will be done through the integration of key communication tools and strategies outlined in this document.

As we embark on this transformational journey, we are confident that awareness and understanding of change initiatives in the Public Service will be raised to secure the desired change outcomes.

Our collective efforts to secure stakeholder buy-in for the Framework will also promote the vision of the Public Service which is anchored on the Public Service values and principles prescribed in the Constitution.

Equipped with the information in this document, all stakeholders are invited to respond to the call for transformation of the Public Service through well-coordinated change management and change leadership.

It is critical that we collectively embrace the era of accountability, efficiency, and citizen-centered service delivery.

The Framework is not only a roadmap for change, but also a call to action for all levels of Government to engage in sustained efforts that brings forth a "Smart and Value-Centered Public Service.

A handwritten signature in blue ink, reading "Patrick K. Kangwa". The signature is stylized and fluid, with the first name "Patrick" being more prominent.

Patrick K. Kangwa
SECRETARY TO THE CABINET

ACKNOWLEDGEMENT



The Communication Strategy for the Public Service Change Management Framework has been developed to ensure that every phase of our transformation journey as a Public Service and a nation is achieved effectively, inclusively, and transparently.

I wish to express my profound gratitude to all who contributed to the development of this Strategy, which, with our collective commitment, will greatly enhance effective knowledge and information sharing across all levels of the Public Service.

Special thanks to our cooperating partners, particularly the Good Financial Governance programme who provided financial and technical support towards the formulation of this Strategy.

This Strategy reflects our collective desire to see Zambia's Public Service evolve in alignment with our national development aspirations. Together, we shall strive to realize the vision of a Smart and Value-Centered Public Service and foster trust in every Zambian.

A handwritten signature in dark ink, appearing to read 'M. Miyoba', with a stylized flourish at the end.

Margaret N. Miyoba (Ms.)
Permanent Secretary

MANAGEMENT DEVELOPMENT DIVISION

ACRONYMS

8NDP – Eighth National Development Plan

BMZ – Federal Ministry for Economic Cooperation and Development (Germany)

EU – European Union

GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)

HR – Human Resources

ICT – Information and Communications Technology

M&E – Monitoring and Evaluation

MDD – Management Development Division

NIPA – National Institute of Public Administration

PSA – Public Service Announcements

Q&A – Question and Answer

SMS – Short Message Service

TV – Television

USAID – United States Agency for International Development

ZAMCOM – Zambia Institute of Mass Communication Educational Trust

ZNBC – Zambia National Broadcasting Corporation

ZPSCMF – Zambia Public Service Change Management Framework

1.0. INTRODUCTION

The Communication Strategy is designed to support the transformative goals of the Zambia Public Service Change Management Framework (ZPSCMF) to facilitate a modern, efficient, and responsive public service.

This Strategy provides a structured approach to address the communication needs essential for achieving the ZPSCMF's objectives. The Strategy is a roadmap for communicating a wide range of policy reforms aimed at attaining the goal and the vision of a "Smart and Value-centered Public Service" ensuring a well-coordinated, transparent, and inclusive rollout of public service reforms across Zambia.

This Communication Strategy seeks to address challenges such as fragmented communication, limited access to timely and reliable information, and a lack of cohesive messaging across government departments. It will enhance clarity, consistency, and accessibility to information on public service reforms, aligning with Zambia's vision for a transparent and effective governance.

The purpose of this Strategy is to raise awareness, promote positive attitudes towards Public Service reforms and highlight the impact of change initiatives on the Public Service. The Strategy also aims to facilitate information sharing and engagement with all stakeholders as well as guide the development of change communication plans by implementing institutions.

This Strategy facilitates innovative and effective communication approaches that combine digital, traditional and in-person engagement to reach diverse audiences. It also provides for monitoring and evaluation of the communication interventions for the Zambia Public Service Change Management Framework.

This document, therefore, highlights the situational analysis, clarifies stakeholders and presents key messages and communication channels as well as the evaluation matrix.

2.0. BACKGROUND AND SITUATIONAL ANALYSIS

The Public Service has continued to implement various reforms and changes aimed at improving service delivery, addressing challenges associated with bureaucracy and strengthening the management of public resources. Some of the reforms implemented include the electronic Government initiatives, Public Financial Management reforms, Human Resource Management reforms and the Decentralisation reforms.

In the implementation of reforms in the Public Service, previously, change management was institution and reform-specific, thus lacked the conformity to the broader vision for an innovative and adaptable Public Service. The absence of a comprehensive change management framework and communication strategy negatively impacted these reforms.

The Public Service Change Management Framework and its Communication Strategy has therefore been developed to address challenges in the implementation of change in Zambia's Public Service and align external and internal communication

Table 1 highlights the analysis of the strengths, weaknesses, opportunities and threats that exists within and outside the Public Service that may impact on the successful implementation of the Public Service Change Management Framework.

Table 1. SWOT analysis

A. Strengths	B. Weaknesses
• Established Communication Channels within Government structures. • Established administrative systems for communication (Circulars, Letters, Management Meetings and Government Office Instructions). • Established Communication Infrastructure (e-Government Platforms, Official Emails and Websites, Government Wide Area Network, ZANIS). • Established Communication Structures in Public Service Institutions. • Existence of programme specific Communication Strategies/plans.	• Bureaucratic bottlenecks to dissemination of information. • Poor reading culture among public officers. • Slow adaptation to evolving communication technology. • Low uptake and utilisation of communication technology. • Limited resources allocation to communication efforts. • Failure to implement communication strategies and plans. • Weak communication capacities in institutions. • Erosion of institutional memory.

C. Opportunities	D. Threats
• Political Commitment to reforms. • Enabling legislation on access to information. • Increased public interest in government reforms and transparency. • Existence of private and community media institutions. • Wide public media coverage. • New media and technologies for communication (Social Media Streaming Services, Mobile Apps, Websites, Blog spots, Virtual and Augmented Reality, as well as Podcasts). • Civil Society organizations. • Legal Framework to regulate Broadcasting and Communication. • Increased investment in communication infrastructure. • Increased mobile and internet penetration.	• Misinformation on reforms or change initiatives. • Negative public perception of the public service. • Reduced levels of public trust in public media. • Increased levels of cybercrimes • Inadequate regulation of Social media broadcasting, Communication and Journalism.

3.0. RATIONALE

Government's vision to have a Smart and Value-centered Public Service which is responsive to the needs of its citizens calls for all stakeholders to embrace change. The Public Service Change Management Framework provides a mechanism for translating this vision into a reality. To achieve this, the effective implementation of a comprehensive communication strategy that clearly articulates the Public Service vision and promotes cultural transformation based on the principles and values of the Public Service as well as makes public officers agents of change is critical.

This Strategy, therefore, aims to provide a Framework for communicating change across the Public Service. Through this Strategy, Government will promote the use of various engagement strategies and channels to foster dissemination of information on change initiatives as well as solicit feedback from stakeholders.

In addition, the Strategy facilitates for the rebranding of the Public Service to enhance public confidence and increased access to services. Through rebranding, the Public Service seeks to project an ethical and professional Public Service, communicate better outcomes on service delivery, attain operational efficiency and have a motivated and competent workforce.

4.0. GUIDING PRINCIPLES

The successful implementation of the Zambia Public Service Change Management Framework must be supported by comprehensive, effective and strategic communication. To create a consistent, transparent, and collaborative communication environment that contributes to the successful implementation of public service reforms, this Communication Strategy is anchored on the following guiding principles:

- a. **Inclusivity and Diversity:** Alignment between the high-level communication interventions on change and the communication needs across all levels of the Public Service is critical.
- b. **Transparency and Openness:** Promote open and regular communication to build trust and credibility among all stakeholders in the implementation of reforms in the Public Service.
- c. **Relevance and Responsiveness:** Tailor messaging to the specific needs, interests and concerns of the target audiences to increase engagement and ensure meaningful feedback for continuous learning and improvement.
- d. **Clarity:** Ensure clear messaging that simplifies complex ideas to facilitate comprehension among stakeholders.
- e. **Timeliness and Consistency:** Share updates aligned with the change objectives and milestones to keep stakeholders informed promptly and consistently.
- f. **Proactivity and Innovation:** Foster a culture of promptly seeking information and communicating it to the relevant audiences.
- g. **Continuous Learning and Adaptability:** Promote continuous monitoring and evaluation to respond to changes in the environment.

5.0. GOAL AND OBJECTIVES OF THE STRATEGY

5.1. GOAL

The primary goal of this Strategy is to have an informed and engaged Public Service that drives transformation and change for improved service delivery.

5.2. OBJECTIVES

The following are the objectives of the Strategy;

- a. To raise awareness and understanding of the Public Service Change Management Framework, among stakeholders;
- b. To promote positive attitudes towards Public Service Reforms; and
- c. To communicate the positive impact of change initiatives in the Public Service.

6.0. STAKEHOLDER MAPPING

The Strategy identifies various stakeholders who will either be impacted by or have the potential to influence the achievement of the desired change and transformation in the Public Service, whether through direct or indirect involvement.

Table 2 presents the stakeholder mapping and assigns the level of influence and interest as well as the strategy for engagement for each stakeholder group. The matrix also identifies responsible institutions to initiate the engagement. In addition, the matrix highlights the key roles of the stakeholder groups.

Table 2. Stakeholder Engagement Matrix

STAKEHOLDER GROUP	LEVEL OF INFLUENCE	LEVEL OF INTEREST	ENGAGEMENT STRATEGY	KEY ROLE	RESPONSIBLE INSTITUTION
Cabinet Office	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Coordination, oversight and technical support in the implementation of the ZPSCMF	MDD
Service Commissions	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Provide guidance on issues relating to human resource management in the Implementation of the ZPSCMF.	Cabinet Office
Ministries/ Institutions	High	Low	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Develop policies that support reforms; • Simplify complex reform concepts for their constituents; • Engage their constituents on the reforms; • Nominate change champions and constitute change teams.	Cabinet Office

Members of Parliament	High	High	• Verbal Communication • Visual Communication • Mediated Communication	• Provide oversight, checks and balances on the implementation of change initiatives. • Simplify complex concepts of the ZPSCMF for their constituencies.	OVP
Provincial Administration	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Oversee, facilitate and coordinate the implementation of the ZPSCMF in the Province and the District.	Cabinet Office
Local Authorities	Low	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Implement the ZPSCMF in devolved and delegated functions in district and undertake monitoring and learning related to the Framework.	MLGRD
Quasi Govt Institutions	Low	Low	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• To utilise the ZPSCMF in implementing change initiatives in their respective institutions.	MDD

Training Institutions (e.g. NIPA and Chalimbana Local Government Training Institute)	Low	Low	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Develop training on change management and leadership; Conduct research on change management; Develop capacity building programmes to support the implementation of the ZPSCMF and Support as well as participate in monitoring evaluation and learning	Cabinet Office
Media	High	Low	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication •	• Provide factual, accessible and timely dissemination of information on the ZPSCMF and Change Initiatives, Promote accountability and participation.	MIM
Cooperating Partners	Low	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Provide technical and financial support; • Support and participate in monitoring and evaluation and learning at all levels in the implementation of the ZPSCMF.	Cabinet Office

Civil Society	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Advocacy, education and mobilisation for the ZPSCMF	ZPSCMF TWG
Faith Based Organisation	Low	Low	• Written Communication • Verbal Communication • Visual Communication	• Advocacy, education and mobilisation for the Change Initiatives	OVP
The Public	High	High	• Written Communication • Verbal Communication • Visual Communication	• Disseminate information; shape public perception	MIM
Trade Unions	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Sensitise their members on the ZPSCMF and change Initiatives.	PSMD
Steering Committee of Permanent Secretaries	High	High	• Written Communication • Verbal Communication • Visual Communication • Mediated Communication	• Provide oversight to ensure attainment of the objectives of the ZPSCMF.	Cabinet Office
ZPSCMF Technical Working Group	Low	High	• Written Communication • Visual Communication • Verbal Communication	• Provide technical support to ensure attainment of the objectives of the ZPSCMF.	Committee of PSs

Change Teams	High	Low	• Written Communication • Visual Communication • Verbal Communication	• Guide, manage and implement change within institutions.	ZPSCMF TWG
Change Champions	High	Low	• Written Communication • Visual Communication • Verbal Communication	• Advocate for change within their institutions and offer support to staff in the implementation process	Change Team
Public Service Employees	Low	High	• Written Communication • Visual Communication • Verbal Communication	• Implement the ZPSCMF	Cabinet Office

7.0. KEY MESSAGES AND MODES OF COMMUNICATION

The key messages for the Public Service Change Management Framework are designed to accurately communicate the significance of the Framework using appropriate modes of communication. These messages aim to promote trust, encourage stakeholder participation, and align with the ZPSCMF's goals, driving the initiative forward.

The communication team should consistently refer to these core messages across all communication channels, whether in event planning, promotions, or outreach efforts. By maintaining clear, consistent messaging, the strategy will remain cohesive and aligned with the ZPSCMF's objectives, reinforcing its impact and ensuring successful implementation.

Table 3. Key Messaging and Modes of Communication

Objectives:

- a. To raise awareness and understanding of the Public Service Change Management Framework, among stakeholders;
- b. To promote positive attitudes towards Public Service Reforms; and
- c. To communicate the positive impact of change initiatives in the Public Service.

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Cabinet. Government Ministries, Provinces, Local Authorities and other Spending Agencies. The Public.	Cabinet Office	i. The ZPSCMF provides a standardised and structured approach for identifying, planning, implementing and sustaining change initiatives within the Public Service. ii. Implementation of the Framework will enhance organisational culture and address behavioural change in the Public Service, leading to improved operational efficiency and enhanced service delivery. iii. Leadership at all levels in the Public Service must understand the vision of “A smart and value-centred Public Service,” the Values and Principles, and the ZPSCMF to effectively coordinate and implement change management and change leadership.	Cab memo,	Quarterly
			Workshops,	Quarterly
			Circulars,	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Monthly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
		iv. The ZPSCMF provides tools for integration of devolved functions into the local authorities and provides capacity building on change management leadership in the implementation of the National Decentralisation Policy.	Social Media Posts	Weekly
			Meetings,	Bi-Monthly
			Press Statements	Quarterly
			Reports.	Quarterly
The Public Service employees in the respective Services. The Public	Service Commissions	i. The ZPSCMF will enhance organisational culture, address behavioural change and ensure integrity, equity and professionalism in the Public Service in order to enhance delivery of quality services. ii. The ZPSCMF will enhance change management and change leadership skills among public servants in order to ensure professionalism in the management of human resources in the Public Service.	Cab memo,	Quarterly
			Workshops,	Quarterly
			Circulars,	Quarterly
			Meetings,	Bi-Monthly
			Media Appearance (Radio, TV, Tabloids)	Monthly
			Reports.	Quarterly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Senior Management, Employees, The Public	Ministries/Institutions	i. The structured approach to identifying, planning, implementing and sustaining change initiatives provided in the Framework has/will increased the success rate of reforms in our Ministry/Institution and has provided internal structures for improved coordination of change management. ii. The Framework also ensures engagement and inclusivity at every level and at every stage of a change initiative in the Public Service. iii. We will adapt the five phases of the Change Management process as outline in the ZPSCMF to achieve cultural transformation within our institution.	Media Appearance (Radio, TV, Tabloids)	Monthly
			Training,	Quarterly
			Workshops,	Quarterly
			Circulars,	Quarterly
			Advocacy Meetings,	Monthly
			Reports,	Quarterly
			IEC materials.	Quarterly
			Social Media Posts	Weekly
			Website Updates	Weekly
			Intranet	Weekly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Parliament. Members of the Public.	Members of Parliament	i. Government has provided a Framework for the implementation of change initiatives in the Public Service. This initiative is applicable at any level including the constituency and district level. ii. The Framework equips citizens to identify and understand change processes in the Public Service to be able to provide checks and balances and hold leadership accountable for service delivery.	Community Meetings,	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Quarterly
			Parliamentary Committee Reports	Quarterly
			Social Media Posts	Monthly
Provincial Heads of Department. Employees at the Province and in the Districts.	Provincial Administration	i. The approach to identifying, planning, implementing and sustaining change initiatives provided in the ZPSCMF has/ will increase (d) the success rate of reforms in the province and districts. ii. It has also provided internal structures for improved coordination of change management. iii. The Framework ensures engagement and inclusivity at every level and at every stage of a change initiative in the Public Service.	Media Appearance (Radio, TV, Tabloids)	Monthly
			Training,	Quarterly
			Workshops,	Quarterly
			Circulars,	Quarterly
			Advocacy Meetings,	Monthly
			Reports,	Quarterly
			IEC materials.	Quarterly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
		iv. We have adopted the five phases of the Change Management process as outline in the ZPSCMF to achieve cultural transformation within our institution.	Social Media Posts	Weekly
			Website Updates	Weekly
			Intranet	Weekly
Employees in the Local Authorities. Community.	Local Authorities	i. The ZPSCMF provides tools for change management in the implementation of the devolution of functions from the Central Government to the Local Authorities. ii. The Framework tools include a training needs assessment for capacity building, a toolkit for implementation of the ZPSCMF and a communication strategy. iii. The tools will be/are used for successful cultural transformation in the Local Authorities, enhanced administration of the district and improved service delivery.	Media Appearance (Radio, TV, Tabloids)	Monthly
			Training,	Quarterly
			Workshops,	Quarterly
			Circulars,	Quarterly
			Advocacy Meetings,	Monthly
			Reports,	Quarterly
			IEC materials.	Quarterly
			Social Media Posts	Weekly
			Website Updates	Weekly
			Intranet	Weekly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Primary and Secondary Stakeholders.	Quasi Government Institutions	i. The approach to identifying, planning, implementing and sustaining change initiatives provided in the ZPSCMF has/ will increase (d) the success rate of reforms in the province and districts. ii. It has also provided internal structures for improved change management coordination. iii. The Framework ensures engagement and inclusivity at every level and every stage of a change initiative in the Public Service. iv. We have adopted the five phases of the Change Management process as outline in the ZPSCMF to achieve cultural transformation within our institution.	Media Appearance (Radio, TV, Tabloids)	Monthly
			Training,	Quarterly
			Letters	As and when needed
			Workshops,	Quarterly
			Circulars,	Quarterly
			Advocacy Meetings,	Monthly
			Reports,	Quarterly
			IEC materials.	Quarterly
			Social Media Posts	Weekly
			Website Updates	Weekly
			Intranet	Weekly
Public Servants	Training institutions (e.g. NIPA and Chalimbana Local Government Training Institute)	i. The ZPSCMF provides a Training Needs Assessment that helps to develop training programmes and carry out research to support the implementation of change initiatives and reforms in the Public Service.	MOUs	As and when need arises
			Training workshops	Quarterly
			Meetings	Quarterly
			Research Reports	Quarterly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
		ii. We will use the data generated from implementation of the Framework for continuous improvement of learning on change management implementation in the public service.	Academic Publications	Annually
			Public Lectures	Quarterly
			Training Materials	As and when required
Members of the Public	Media	i. The Framework will improve the services provided to the citizens. ii. The Framework will improve attitudes to reforms that aim at enhancing service delivery and repositioning the Public Service as being Smart and Value-centred. iii. The ZPSCMF provides mechanisms and standards for enhancing the operations of public institutions as they deliver services to the Citizens. iv. Citizens must take an interest in the change initiatives taking place in the Public Service to ensure the standards are upheld, tools are utilized and objectives are met.	News Stories	Daily
			Documentaries	Bi-Weekly
			Feature articles	Bi-Weekly
			Magazines	Quarterly
			Discussion Programmes	Monthly
			Interviews	As and When need arises
			Adverts	Weekly
			Popular Community Drama	Quarterly
			Mobile Video Shows	Monthly
			Public Announcements	Monthly
			Social Media Posts	Daily

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Public Service employees. Media Institutions. Members of the Public.	Cooperating partners	i. Commend the Zambian Government for embarking on this journey of national transformation through a coordinated change management and change leadership Framework. ii. Urge the people of Zambia to participate in ensuring that this Framework delivers for them the vision of a “A smart and Value- centred Public Service” as the country continues to work aspire towards becoming a prosperous middle-income nation by 2030.	Consultative Meetings	As Scheduled
			Technical Working Groups	As Scheduled
			Publications	Quarterly
			Website Updates	Weekly
			Social Media Posts	Weekly
			Media Briefs	As and when
			Information Packs	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Quarterly
Media Institutions. Members of the Public. Government Ministries, Provinces, Local Authorities and other Spending Agencies.	Civil Society	i. The ZPSCMF must ultimately end in enhanced delivery of public services to the ordinary citizen. ii. All public institutions that have the responsibility to deliver services to the citizens must utilise the Framework and the tools provided to ensure continuous cultural transformation, behavioural change and change management.	Consultative Meetings	As Scheduled
			Technical Working Groups	As Scheduled
			Publications	Quarterly
			Website Updates	Weekly
			Social Media Posts	Weekly
			Media Briefs	As and when
			Information Packs	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Quarterly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Government Ministries, Provinces, Local Authorities and other Spending Agencies. Members of the Public.	Faith-Based Organisations	i. The ZPSCMF must ultimately end in enhanced delivery of Public Services to the ordinary citizen. ii. All public intuitions that have the responsibility to deliver services to the citizens must utilize the Framework and the tools provided to ensure continuous cultural transformation, behavioural change and change management.	Consultative Meetings	As Scheduled
			Technical Working Groups	As Scheduled
			Publications	Quarterly
			Website Updates	Weekly
			Social Media Posts	Weekly
			Media Briefs	As and when
			Information Packs	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Quarterly
Members of the Public.	Members of the Public	i. Government has launched the Zambia Public Service Change Management Initiative to improve attitudes, the work culture, systems and efficiency in the Public Service. ii. Through this transformational agenda government has equipped public workers with tools for implementing changes, training and communication to ensure we receive quality Health, Agriculture, Livestock, Community Development and Social Welfare Services from the Councils and other public institutions.	Public Discourse	Daily
			Social Media	Daily

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Respective Membership. Media Institutions. Members of the Public.	Trade Unions	i. Through the ZPSCMF, change management leadership skills among our members will be enhanced, making them proficient and efficient managers of change and reforms. ii. The Framework also provides a change leadership structure for the Public Service, facilitating the involvement and participation of employees in the implementation of reforms in their respective intuitions. iii. The Framework ensures that members are well informed about the Change taking place in respective institutions and that the consequences of the change are communicated to them.	Meetings	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Quarterly
			Social Media	Weekly
			Conferences	Annually
			Letters	As and when
			Circulars	As and when

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Cabinet. Senior Management, Employees. Training Institutions.	Steering Committee of Permanent Secretaries	i. The ZPSCMF will enhance organisational culture and address behavioural change in the Public Service, leading to improved operational efficiency and enhanced service delivery. ii. Leadership at all levels in the Public Service must understand the vision of “A smart and Value-Centered Public Service,” the Values and Principles, and the ZPSCMF to effectively coordinate and implement change management and change leadership. iii. The ZPSCMF provides tools for implementation of reforms such as integration of devolved functions into the local authorities and provides capacity building on change management leadership in the implementation of the National Decentralisation Policy.	Press Release	Quarterly
			Media Briefs	Quarterly
			Media Appearance (Radio, TV, Tabloids)	Monthly
			Memo	As and when
			Reports	Quarterly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Change Teams. Change Champions.	ZPSCMF TWG	i. The Framework will enhance organisational culture and address behavioural change in the Public Service, leading to improved operational efficiency and enhanced service delivery. ii. Leadership at all levels in the Public Service must understand the vision of “A smart and Value-Centred Public Service,” the Values and Principles, and the ZPSCMF to effectively coordinate and implement change management and change leadership. iii. The reform on the devolution of functions from the central government to the local authorities has reconfigured Government at Provincial and District Level. The ZPSCMF provides tools for integration of devolved functions into the local authorities and provides capacity building on change management leadership in the implementation of the National Decentralisation Policy.	Letters	As and when
			Memos	As and when
			Meetings	Monthly
			Workshops	Quarterly
			Reports	Quarterly
			IEC Materials	Bi-Monthly
			Media Packs	Quarterly
			Website	Weekly
			Social Media Posts	Weekly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Employees in their respective Institutions.	Change Teams	i. The standardised approach for identifying, planning, implementing and sustaining change initiatives provided in the ZPSCMF has increased the success rate of reforms in the Ministry/ Institution and has provided internal structures for improved coordination of change management. ii. The Framework also ensures engagement and inclusivity at every level and at every stage of a change initiative in the Public Service. iii. We will adapt the five phases of the Change Management process as outlined in the ZPSCMF to achieve cultural transformation within our institutions.	Training	Quarterly
			Meetings	Monthly
			Workshops	Quarterly
			IEC Materials	Monthly
			Reports	Monthly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
Senior Management and Employees in their respective Institutions.	Change Champions	i. The Framework ensures engagement and inclusivity at every level and at every stage of a change initiative in the Public Service. ii. We will adapt the five phases of the Change Management process as outline in the ZPSCMF to achieve cultural transformation within our institution.	Memos	Monthly
			Meetings	Monthly
			Events	Quarterly
			IEC Materials	Monthly
			Mentorship	Monthly
The Public Senior Mangement	Public Service Employees	i. The Government of the Republic of Zambia is committed to enhancing the efficiency, effectiveness, and professionalism of the Public Service. ii. The Zambia Public Service Change Management Framework has been developed to achieve this commitment. iii. The ZPSCMF is a guiding tool to facilitate the successful implementation of Change Management initiatives across all Public Service institutions.	Minutes	Weekly
			Memo	Bi-monthly
			Meetings	Quarterly
			Websites	Daily
			Workshops	Quarterly
			Training	Quarterly
			Social Media	Daily

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
		iv. This Framework aims at equipping the Public Service employees with the tools and strategies necessary to manage transitions effectively, adapt to new ways of working, and ensure the delivery of quality services to the Zambian people. All Public Service employees are encouraged to familiarize themselves with this Framework and effectively utilise it to build a dynamic and responsive Public Service. v. Together, let us leverage this initiative to drive innovation, foster collaboration, and achieve our national development goals. vi. The success of the ZPSCMF is dependent on the commitment and proactive engagement of the Public Service. vii. Working together will make the Public Service a beacon of excellence and a cornerstone of Zambia's progress.	IEC Materials	Quarterly
			Reports	Quarterly
			Government Shared Services	Daily
			Mentorship	Monthly

Target Audience	Primary Stakeholder	Messaging	Mode of Communication	Frequency
		viii. Public Service Reforms are essential for progress, and a positive outlook towards these initiatives is crucial for driving sustainable transformation and growth		

8.0. IMPLEMENTATION PLAN

The Implementation Plan outlines the core activities, key messages, and mediums that will drive the Public Service Change Management Framework Communication Strategy. Each objective in the table is designed to address specific stakeholder needs and challenges identified in the situational analysis, ensuring that all activities align with ZPSCMF's overarching goals of building awareness, increasing knowledge, fostering positive attitudes, encouraging the adoption of new practices, and securing institutional support.

For each objective, the table specifies the key messages to communicate, the primary activities to engage target audiences, and the selected communication mediums tailored for effectiveness in reaching diverse demographics. The expected outputs provide measurable targets, creating a robust foundation for tracking the progress and impact of the Communication Strategy.

Through this structured approach, the Communication Strategy aims to deliver clear, consistent, and impactful messaging that supports the successful implementation of ZPSCMF reforms, fosters stakeholder engagement, and strengthens Public Service delivery across Zambia.

Table 4. Communication Strategy Implementation Plan

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	ANNUAL TARGETS				ESTIMATES
				1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
To raise awareness and understanding of the Public Service Change Management Framework, among stakeholders.	Develop Communication Plans for change initiatives in the Public Service	Map change initiatives in the Public Service	Number of Change Initiatives mapped	5	-	-	-	
	Develop Communication Plans for change initiatives in the Public Service	Development of communication plans	Number of communication plans developed and implemented	5	-	-	5-	
	Strengthen Media Coverage	Establish and orient specialised Reporters on Change Management initiatives	Number of Media Content Analysis conducted	1	1	1	1	
			Conduct an analysis of Share of Voice (SOV)	Number of Share of Voice (SOV) analysis conducted	1	-	-	-
			Conduct Sentiment Analysis	Number of Sentiment Analysis conducted	1	1	1	1

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	ANNUAL TARGETS				ESTIMATES
				1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
To raise awareness and understanding of the Public Service Change Management Framework, among stakeholders.	Strengthen Media Coverage	Establish and orient specialised Reporters on Change Management initiatives	Conduct Product Recognition and Adoption assessment	Number of Product Recognition and Adoption assessments conducted	1	-	-	1
			Conduct Engagement Analysis	Number of Engagement analysis conducted	1	1	1	1
			Conduct media Tours	Number of media Tours Conducted	-	1	2	2
			Provide Media Updates on Public Service Change Initiatives	Number of Updates on Change initiatives, in the Public Service.	1	1	1	1
	Strengthen platforms for engagement		Develop content plans for engagement platforms	Number of content plans developed	5	-	-	-
	Heighten Sensitisation and Awareness		Develop information packs for Public Service Change Initiatives and Reforms	Number of information packs developed and distributed	6	-	6	-

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	ANNUAL TARGETS				ESTIMATES
				1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	
		Conduct Sensitisation and awareness programmes in institutions and Communities	Number of sensitisation campaigns conducted	4	2	2	2	
To promote positive attitudes towards Public Service Reforms	Develop an advocacy plan	Hold advocacy meetings	Number of Advocacy activities undertaken	-	5	-	-	
	Publicise positive behaviour	Conduct publicity campaigns	Number of publicity campaigns	1	1	1	1	
		Publicise recognition	Number of awards	-	-	-	1	
To promote positive attitudes towards Public Service Reforms.	Package content for dissemination	Media engagements	Number of media engagements held	8	8	8	8	
To communicate the positive impact of change initiatives in the Public Service.	Package content for dissemination	Stakeholder engagement	Number of stakeholder engagement held	4	4	4	4	

9.0. MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) play a vital role in assessing the impact and effectiveness of the **Public Service Change Management Framework** communication strategy. The M&E Framework provides a structured approach to track progress, evaluate impact, ensure accountability, and enable learning and adaptation of the communication efforts.

Objectives of Monitoring and Evaluation

1. **Track Progress:** Monitor the implementation of communication activities to ensure alignment with ZPSCMF's objectives.
2. **Evaluate Impact:** Assess outcomes, focusing on stakeholder knowledge, attitudes, behaviours, and practices impacted by the strategy.
3. **Ensure Accountability:** Measure efficiency and effectiveness to ensure activities are delivered on time, within budget, and to standard.
4. **Facilitate Learning and Adaptation:** Document lessons learned and best practices for continuous improvement of the strategy

Table 5: Key Indicators for Monitoring and Evaluation

Objective	Indicators	Means of Verification
To raise awareness and understanding of the Public Service Change Management Framework, among stakeholders.	- Number of Media Mentions per quarter - Number of Share of Voice (SOV) per quarter, - Sentiment analysis reports, - Number of institutions implementing the framework per year.	- Survey Reports - Media monitoring reports, - Public Awareness Reports.
To promote positive attitudes towards Public Service Reforms.	Number of Public Servants at different levels participating in various Public Service Reforms.	- Attendance lists, feedback summaries. - Perception Survey - Performance Appraisal - Knowledge, Attitudes and Practices (KAP) Surveys
To communicate the positive impact of change initiatives in the Public Service.	- Proportion of Public Servants upholding the Public Service values and principles. - Citizen satisfaction index	- Dashboards and Reports - Testimonials - Service Charters - Balanced Scorecard - Quarterly Reports

Table 6. Budget**Estimated Public Service Size in Zambia: 180,000 employees**

Activity	Description	Frequency	Quantity	Unit Cost (ZMW)	Total Cost (ZMW)
Production of IEC materials	Brochures, leaflets, fliers, for distribution	Quarterly	50,000	15.00	750,000
Media Briefing	To update the public through the media	Quarterly	4	20,000	80,000
Media Training	To train specialised reporters to understand the Framework	Bi-Annually	2	250,000	500,000
Press Releases	Updating the media through press statement	Monthly	12	5,000	60,000
TV programs	Paid for educative Programs on TV	Monthly	12	15,000	180,000
Radio programs	Paid for awareness programs on Radio	Monthly	12	10,000	120,000
Social Media Campaigns	Content creation and boosting of the platforms	Monthly	12	12,500	150,000
Print media Adverts	Publication of adverts in the newspapers	Quarterly	4	15,000	60,000
Leaders' Workshops	Orientation workshop for leaders	1 st Quarter	3	250,000	750,000
Stakeholder Engagement Meetings	Orient stakeholders on the ZPSCMF	Once	3	110,000	330,000
SMS Alerts	Costs for sending bulk SMS alerts to stakeholders and the public.	Monthly	12	20,833	250,000
Branding (Pop-ups and Backdrops)	Branding materials to ensure visibility	Quarterly	10	5,000	50,000
Total Estimated Budget					3,280,000 ZMW

10.0. BRANDING FOR THE ZAMBIA PUBLIC SERVICE CHANGE MANAGEMENT FRAMEWORK

Creating a compelling and impactful brand for the Zambia Public Service Change Management Framework is crucial in establishing a cohesive identity that resonates with stakeholders and effectively communicates the transformative mission of this initiative. The three proposed names—**REVIVE, RESET and RAISE** — each offer unique positioning and align closely with the Framework’s objectives of reform, efficiency, and excellence in public service. Selecting and implementing these names collectively across strategic messaging will strengthen the Framework’s brand and broaden its appeal.

Brand Names and Their Strategic Value

a. **REVIVE**

- i. **Acronym:** Reforming and Evolving Visionary Institutions for Value and Excellence
- ii. **Rationale:** REVIVE emphasizes the ZPSCMF’s mission to breathe new life into Zambia’s Public Service institutions. It signifies a revitalization of governance practices, aimed at delivering high-value, efficient, and excellent Public Service. The term “revive” suggests energy, optimism, and a fresh start, which aligns with the ZPSCMF’s goal to renew and enhance the image of Zambia’s public institutions.
- iii. **Core Attributes:** Renewal, Value, Excellence, Optimism, Visionary Change

b. **RESET**

- i. **Acronym:** Reform for Efficiency and Sustainable Excellence Transformation
- ii. **Rationale:** RESET signals a bold step toward starting anew by focusing on sustainable excellence and operational efficiency. This name conveys the intent to overhaul outdated systems, ushering in a fresh, modern approach to governance. RESET reflects the Framework’s commitment to implementing lasting, impactful reforms that align with Zambia’s evolving Public Service needs.
- iii. **Core Attributes:** Fresh Start, Efficiency, Sustainability, Transformation, Modernization

c. **RAISE**

- i. **Acronym:** Reform, Advancement, Innovation, Service Excellence
- ii. **Rationale:** RAISE captures the aspirational goal of the Zambia Public Service Change Management Framework (ZPSCMF) to enhance the public service’s performance, efficiency, and impact. The name suggests elevating the public sector to new standards through meaningful reform, continuous advancement, innovative approaches, and a strong commitment to service excellence. This resonates with the Framework’s focus on empowering public servants, fostering accountability, and delivering high-quality services to citizens.
- iii. **Core Attributes:** Empowerment, Accountability, Innovation, Excellence

Integrated Brand Messaging Using the Brand Names

Each of the proposed names contributes to the overarching goals of the ZPSCMF by highlighting distinct aspects of the Framework’s mission. Together, **REVIVE**, **RESET**, and **RAISE** can be woven into key messages that appeal to different stakeholder priorities while reinforcing a unified theme of transformation.

i. **Government Leaders:**

“Join the journey to REVIVE Zambia’s public institutions through transformative leadership. RESET our approach to build a future-centered public service and RAISE the standards of governance.”

ii. **Public Service Staff:**

“Be part of the change with ZPSCMF—REVIVE your role with new opportunities, RESET outdated practices for a more fulfilling public service experience and RAISE your service standards.”

iii. **General Public:**

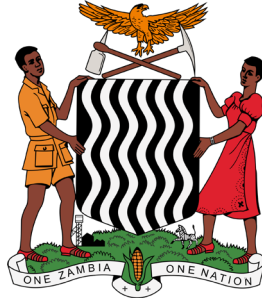
“The ZPSCMF is here to REVIVE public services that matter to you, RESET our approach to deliver faster and, more reliable services to all Zambians and RAISE the quality of governance.”

Targeted Communication Channels and Mediums

To support these brand messages, a multi-channel approach is essential to ensure the brand reaches all key stakeholders effectively:

- a. **Digital Platforms:** Social media campaigns (Facebook, LinkedIn, Twitter), ZPSCMF website updates, and email newsletters can highlight each aspect of **REVIVE**, **RESET** and **RAISE**, ensuring consistent, engaging content across platforms.
- b. **Media and Community Outreach:** Television, radio spots, and community events (e.g., town hall meetings) can feature stories of transformation, illustrating how each name embodies ZPSCMF goals.
- c. **Training and Internal Communication:** Workshops, training programs, and regular staff updates via intranets or newsletters should reinforce REVIVE, RESET and RAISE as guiding principles for change within the public service.

Branding the Zambia Public Service Change Management Framework with the combined essence of **REVIVE**, **RESET**, and **RAISE** presents a comprehensive identity that aligns with the Framework’s objectives. Together, these names foster a culture of renewal, elevation, and reformation across Zambia’s public service landscape, effectively communicating a commitment to sustainable improvement and excellence in service delivery.



REPUBLIC OF ZAMBIA

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ZAMBIA PUBLIC SERVICE CHANGE MANAGEMENT FRAMEWORK

COMMUNICATIONS STRATEGY

REVIVE • RESET • RAISE

PREPARED BY **CABINET OFFICE**

DECEMBER 2024

