



Theme: 'A PERFORMING CIVIL SERVICE'

Contents

- Freeway - Why Celebrate?
- Reforming Zambia's Civil Service - and How to Build on them
- Reforming Zambia's Civil Service
- A Performing Public Service
- The Unknown Charter
- Yes, Minister
- Quotation
- South Africa at a Tipping Point
- Citizens' Charters

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Executive Secretary: Murray Sanderson

Freeway Why Celebrate?

On 23rd June Zambia celebrated Africa Public Service Day. The parades were mostly attended by few civil servants and no members of the general public. Public servants in the civil service and in related governmental institutions like the National Pension Scheme Authority (NAPSA) and the Zambia Revenue Authority (ZRA), may be respected or feared, but are rarely loved. Why? Because few civil servants go out of their way to be informative and helpful to members of the public. Moreover, deliberate delays to facilitate corruption are common.

Nor are civil servants on the whole highly regarded. Their duties are rarely well defined and closely monitored, and praise is scarce. So they have little cause for pride in work well done and highly praised by members of the public.

The Taxpayer Charter introduced in 2008 by the ZRA was a major new development, which has brought some welcome improvements in the performance of that institution. But attempts to introduce customer service charters at the Ministry of

Lands and the Department of Immigration were half-hearted and have produced little improvement.

This issue of the journal contains articles by three experts in the area of civil service matters, all with great experience in Zambia and other countries. They offer valuable comments and several excellent ideas on how to promote improvement. A fourth article by the creator of the 'Yes, Minister' TV series, points out that politicians and civil servants are both motivated more to personal objectives than by concern for the public good, and that this is inevitable.

The last article on our theme is about the African Charter on Values and Principles of Public Service and Administration, which was produced only last year by the African Union. This carefully crafted document seems to offer a way forward for public services in Africa, which could be of great benefit, both to the general public and to civil servants themselves. We must hope that Zambia will soon ratify and adopt this fine document, and then make serious efforts to implement it, as well as to introduce and promote citizens' charters in all governmental institutions. That could lead to real progress and genuine celebrations.

Zambia's Civil Service Reforms - and How to Build on them

by Njunga Mulikita

1 Purpose of the Civil Services Reforms in the 3rd Republic

In 1993, following the landmark elections of 1991, which restored multiparty politics in Zambia, the government announced the launch of the Public Service Reform Programme (PSRP).

The overall goal of the Programme was to improve the quality, delivery, efficiency and cost-effectiveness in the Public Service. In order to realize this goal the Public Service Reform Programme had three specific objectives:

- A To improve government capacity to analyze and formulate national policies on how best to perform its appropriate functions.
- B To effectively manage expenditure to meet fiscal stabilization objectives.
- C To make the Public Service more efficient and responsible to the needs of the country's population.

2 Influence of New Public Management Vision on Zambia's Civil Service Reforms

Zambia's PSRP was underpinned by the New Public Management (NPM) which had gained widespread prominence in western countries such as the USA, New Zealand and Canada in the late 1980s.

The NPM school essentially calls for the infusion of private sector results based work culture into the civil service in order to refocus the civil service from adherence to procedures and processes to outputs and results.

The NPM is Underpinned by 10 Characteristics:

- 1 Government should steer rather than row, and should monitor services provided rather than delivering them.
- 2 Community empowering - encouraging local groups to solve

- 3 their own problems rather than dictating bureaucratic solutions.
- 4 Competitive - deregulating and privatizing activities that could be carried out better by the private sector or by non-governmental organizations.
- 5 Mission driven - setting goals and allowing employees to find the best ways of meeting them.
- 6 Results oriented - funding outcomes rather than inputs.
- 7 Consumer driven- meeting the needs of citizens rather than those of the bureaucracy.
- 8 Enterprising - earning revenues rather than just spending tax resources.
- 9 Anticipatory - aiming to prevent problems rather than solve them.
- 10 Decentralizing - working through participation and team work among government agencies and with groups outside government.
- 11 Market oriented - solving problems through market forces rather than through government programmes. In short, these ten key NPM assumptions underpinned the civil services reforms launched in 1993. In essence the NPM called for smaller, less costly and more efficient government.

3 Where are the Results of the Civil Service Reforms?

a) Downsizing

A vital dimension of the Civil Service Reforms was to downsize the civil service so as to cut back on bureaucratic and unproductive expenditures. The World Bank Report of 1991 on "the Public Sector Management Review" had recorded that the Public Service grew at an average rate of 60 percent per annum between 1975 and 1990, while private sector wage earners declined from 250,260 to 135,471. The share of public servants in total formal employment had doubled from about one-fifth in 1975 to over half in 1990.

Since 1993 the government has been downsizing the civil service through

targeted retrenchment and eliminating ghost workers. However, gains in reducing the size of the bureaucracy have been cancelled out by the government's inability to pay out statutory severance payments. Current labour laws dictate that employees must be kept on the payroll until their severance packages are paid.

Secondly, gains from downsizing the civil service were negated by a phenomenal expansion of the political bureaucracy in the 3rd Republic. There are far too many Ministers and Deputy Ministers in government. The core work of any government Ministry is performed by the Ministers, as the political Head of the Ministry, and the Permanent Secretary. Deputy Ministers are for the most part 'spectators' with no clear Terms of Reference (TORs), while requiring huge overheads in salaries, vehicles, fringe benefits, etc.

b) Serving Citizens More Effectively

Today Government Ministries and Departments display their mission statements in an effort to increase public sector accountability. But where is the complaints mechanism to afford citizens the opportunity to report rudeness or non-delivery of services? Despite the rhetoric aimed at promoting more honest and transparent government, no national surveys have been carried out to gauge the impact of the reforms.

Many departments, such as the Departments of Lands, have become synonymous with poor service delivery. The much talked about health reforms led to the creation of a bureaucratic top-heavy Central Board of Health (CBoH) that had to be dismantled on account of devouring resources needed in the rural sector. It is commonplace to read about government ministries not only violating financial regulations, but even obstructing the Auditor-General. It is difficult to see how the civil service can serve citizens more effectively, when billions of kwacha cannot be accounted for.

When the Patriotic Front (PF) won the election in 2011 the new government

promised to reduce governmental bureaucracy. However, the PF seems to have backtracked on this pledge. Ironically, the government bureaucracy seems to be ballooning, with PF cadres 'parachuted' into District Commissioner posts.

c) Decentralization

Zambia now has a decentralization policy aimed at empowering local authorities in order to improve the quality of life of people in their jurisdictions. Implementation of this policy, which repeats previous similar attempts, enjoys the good will of many donors. An elaborate Decentralization Implementation Plan (DIP) provides a road map.

When the PF was in opposition, it promised to devolve power away from Lusaka to the Provinces and Districts. But we have yet to see more than the creation of some new provinces and districts. This is not only costly, but it also risks alienating communities which feel themselves disadvantaged by new alignments about which there was little consultation.

The Case for Citizens Charters :

The PF government should avoid the pitfall of viewing civil service reforms exclusively through the 'lenses' of reducing the costs of running the bureaucracy. There should be a paradigm shift towards empowering citizens so that they can hold bureaucrats more accountable for their performance. This can best be done by Citizens Charters or Service Delivery Charters, which enable citizens to demand increased bureaucratic accountability.

The Zambia Revenue Authority (ZRA) has had such a charter since 2008. An examination of their Taxpayer Charter, carried out by ZIPPA in 2011, showed that the Charter had made the Authority more accountable to its clients. This surely is the way forward. It suggests that the Government would be well advised to embrace the vision of Citizens Service Delivery Charters for the entire public sector.

Author: Dr. Njunga Micheal_Mulikita is a Public Sector Reform Consultant.

Reforming Zambia's Civil Service

By Malcolm McPherson

The civil service comprises employees of the government (other than the military) who are generally responsible for the administration of public affairs. In principle, their activities contribute to the wellbeing and welfare of all Zambians. Civil servants are rewarded according to an agreed pay scale derived from pre-determined criteria, often involving collective bargaining. Major adjustments are occasionally made to schemes of service and pay scales by independent commissions charged with redirecting or reorganizing the civil service. Civil servants are motivated both by pay and the prospects of promotion based on merit. Disciplinary action for poor performance or indiscipline is determined by established rules and procedures.

In practice, particularly in African countries, including Zambia, civil service performance has largely been otherwise. More important, the majority of attempts to promote "civil service reform" (CSR) or "public sector reform" (PSR) over the last five decades have been fruitless. Surveys by the World Bank, other aid agencies, and academics have identified few successful examples of reform, apart from Brazil, Chile, Botswana, and Singapore. Patronage politics invariably dominate so that most countries cannot devise a balance between the "spoils" system (which rewards political supporters) and a merit-based civil system to promote rapid growth and development (Macgregor, Peterson, and Shuftan 1998; World Bank 1999, 1999a; Shepard 2003).

Most agencies have given up on broad-based reform (see URL <http://go.worldbank.org/MJA3YIX2EO>. "Administrative and Civil Service Reform). A major recent focus is "pockets of effectiveness" (Roll 2011). These are organizations (agencies, departments, ministries) within a particular public service which are relatively effective in providing public goods, and which can become examples. Brazil has been noteworthy for its success in this regard. Unfortunately, there are few examples in Africa. The approach seeks to create sections of

excellence within the existing civil service. It resists the earlier trend of spinning-off government departments (revenue, ports, infrastructure, transport and so on) into semi-autonomous agencies.

Zambia has a long history of administrative and civil service reform. Like many other African countries, Zambia has sought to improve the performance of key agencies by creating a revenue board and giving the central bank "independence." Though commendable, these efforts have broadly failed to raise public service performance because civil servants remain agents of power politics.

For selected individuals and groups, with both influence and access, the civil service provides a convenient means of bringing a variety of plans (housing, business, travel, access to education, and others) to fruition. But, for the majority of Zambians, without access or civil servant acquaintances who can speed the process, the civil service is regularly a barrier to enterprise and well-being. This barrier is one reason why a large segment of the economy continues to be labeled as "informal". It also explains why recent World Bank data (World Development Indicators 2012, Table 2.8, p.71) shows that 86 percent of Zambians survive on less than \$2 per day.

Non-development in Zambia has been widely attributed to the fecklessness of the political leadership. Yet Zambia's civil servants deserve much of the blame. They were supposed to translate development planning by the GRZ into tangible programs to benefit all Zambians. The evidence over the decades (reinforced by the poverty data above) is that the civil service largely serves its own members rather than the general public.

Since it has been widely acknowledged that Zambia is not a poor country, just one that has been poorly managed, this situation need not continue. Recent improvements in economic growth provide some hope, although the robustness of this growth will be tested as commodity markets soften. Although it is fanciful to hope that politicians will cease peddling influence, the basic challenge is what should happen within the

civil service to ensure that its activities promote rather than retard development in Zambia? What criteria need to be satisfied? Most of all, civil servants need to behave in ways that serve the public rather than themselves. This would require compliance with the laws and regulations to which all citizens are subject. It would mean avoiding corruption, bribery and nepotism, openly declaring conflicts of interest, and not using public property (vehicles, office equipment and facilities, etc.) for private purposes. Relationships among supervisors and employees should be at arms-length, with all responsibilities being clearly documented and subject to periodic review and assessment. In addition, state facilities (including information) should be handled appropriately with access available only as authorized. (Most modern civil services have ombudsmen and explicit whistle blowing provisions.) Lastly and perhaps the most important, service to the general public must be provided promptly, professionally, and without fear or favor.

It will be difficult for Zambia to surmount the current system of patronage. Nonetheless, these requirements provide a useful starting point. The local media could support the process by jointly publishing regular progress reports complete with citizen commentary on areas of the civil service that serve the public well. Shortfalls, and what could be done to resolve them, could be highlighted as well.

These changes will be strenuously resisted civil servants and politicians, and by members of the elite whose favored access will be threatened. But change must come. Two sources are important. The democratic involvement of the young who are not part of the existing system, but who experience its inequities. They must "blow the whistle" on civil service obstruction by demanding change. The second source is history. If Zambia is to be taken seriously as a middle income country, it must throw off the dead-weight of a non-performing civil service. The alternative is the slow growth and increasing inequality of the last three decades of the twentieth century.

**Author: Dr. Malcolm McPherson,
Harvard University, Cambridge, USA**

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A Performing Public Service

By Chisanga Puta-Chekwe

Shortly after Ian Smith's government unlawfully declared independence in the then Southern Rhodesia, the young republic of Zambia found its oil supplies threatened as all existing pipelines passed through politically hostile territory like Rhodesia. Indeed the new Rhodesian regime did its best to leverage this fact to Zambia's detriment.

Thanks to a well organised Zambian public service, the feared economic disruption owing to anticipated erratic supply of fuel did not occur. The public service quickly put in place a system that minimised the amount of oil brought into the country through traditional routes and explored new ways of bringing fuel into Zambia, in addition to establishing a viable and effective petrol rationing system that ensured that vital industry continued to operate.

In contrast, today's public service appears incapable of executing even tasks that would ordinarily be considered routine. What has gone wrong?

Any attempt to answer the question must start with the recognition that in the early 1970s there was a deliberate plan to politicise the public service, culminating in the abolition of the traditional position of secretary to the cabinet.

There was of course a constitutional return to a non partisan civil service after the 1991 defeat of Kenneth Kaunda and his one party dictatorship. That change did not however translate immediately into a functioning public service capable of playing the role of custodian of the long term, because constitutional change did not bring with it the necessary cultural transformation.

The absence of this transformation explains why to this day the Zambian civil service seems to lack a clear mandate, a key characteristic of a functioning public service.

Few public servants today would be able to articulate their mandate. During the 2008 presidential by election for example, a prominent public servant publicly declared his support for the candidate of the ruling party. That declaration would have been the subject of condemnation and scandal in any self respecting democracy. In Zambia however the remarks drew only limited criticism and much praise in ruling party circles.

Had the public service had a clear and well communicated mandate, the public servant in question would have known better than entering the political fray, especially at election time.

But it is not just the absence of a cleared defined and communicated mandate that has contributed to an underperforming public service. The arbitrary appointment of public service leaders without necessary regard to leadership talent has undermined the evolution of a performance oriented organisational culture. Because the criteria for appointment to high public office are not articulated, it is impossible to have a clear

accountability framework and indeed to assess the performance of public servants from time to time. That means civil servants quite often do not know what is expected of them and they certainly do not have strategic clarity, resulting in a public service that is incapable of anticipating events, effectively supporting the political leadership, and being the steward of the long term.

There are of course individuals within the public service who are immensely talented, but in the absence of an objective performance evaluation system and a transparent appointment regime, these public servants rarely come to the fore and often end up being marginalised.

A performing public service excels at policy formulation and effective execution. Neither can happen without efficient processes, an ability to prioritize and manage risk. Beyond general platitudes of increasing jobs and maintaining "peace and stability" Zambia appears to have no well thought out and concrete priorities. It is the public servants' job to make sense of the erratic statements issued by politicians from time to time and turn these into clearly identifiable priorities capable of implementation.

Unless this happens there will continue to be a mismatch between desired objectives and actions. For example, virtually every political player in Zambia agrees that foreign investment is a good thing. And yet there are no official mechanisms for encouraging investment from members of the Zambian Diaspora despite overwhelming evidence that this is one of the most reliable sources of capital. Certainly there appears to be no appreciation of the fact that allowing dual citizenship would increase the flow of this capital into Zambia. Instead the two issues are discussed as if they could not possibly be connected.

Effective implementation of policy would also be aided by strategic management of resources. I have already alluded to the importance of recruiting only qualified persons (who are objectively evaluated on a continuous basis) to the public service.

In similar fashion financial and physical resources should also be prudently and strategically managed. It is simply disgraceful that Zambia loses about \$70 million a year through misappropriation and mismanagement of resources.

That figure understates the actual cost of misappropriation and mismanagement as it does not take in to account the cost of state resources traditionally abused by the ruling party during election time.

The 2011 elections witnessed abuse of state resources in a huge way, with absolutely no remedy for the Opposition that found itself financially disadvantaged. A functioning public service could have prevented this abuse as part of a general framework of accountability.

When an election takes place in Ontario, Ministers of the Crown are obliged to hand over official cars and other government equipment to Deputy Ministers who are civil servants. One cabinet minister in the October 2011 election found it necessary to hang on to the government issued cell phone because that was the number that most people he communicated with had. The minister was allowed to do so; on condition that he paid for all personal calls made from the device during the campaign period. Rules like this should be routinely applied in Zambia too.

We can only hope that the new government will eliminate mismanagement of resources and introduce necessary changes to transform the Zambian civil service into a high performing professional team capable of planning for the long term and implementing decision on the basis of hard evidence rather than irrational sentiment.

Author: Chisanga Puta-Chekwe is Deputy Minister Citizenship & Immigration, and Deputy Minister for Women's Issues, Ontario, Canada

The Unkown Charter

by Murray Sanderson

I want to tell readers about a document which is virtually unknown in Zambia,

despite being very topical and vitally important. Topical because on 23rd June Zambia celebrated Africa Public Service Day; and important because the public service has a vital role to play in the country's social and economic life and development.

What is this charter, which is so little known in Zambia that it went almost unmentioned - except by the wide-awake Minister for Luapula Province - in the recent celebrations? It is the African Charter on Values and Principles of Public Service and Administration

The Charter was adopted by the African Union on 31st January 2011, so it is only a year old. Its purpose is 'to promote the values and principles of democracy, good governance, human rights and the right to development'. Member States which accede to the Charter undertake 'to strive tirelessly for the modernization, improvement and entrenchment of new values of governance and public service.'

The Charter's values are set out in its objectives.

- To ensure quality and innovative service that meets the requirements of all users;
- To encourage citizens and users of public services to actively and effectively participate in public administration;
- To encourage the exchange of experiences and best practices in order to create a data base of information with the Member States.

Is the Charter appropriate for Zambia? Readers can judge for themselves from the following quotations.

Each country's public service

- shall be organized to ensure and facilitate easy access to adequate services;
- shall be participatory in order to ensure the effective involvement of all stakeholders, including Civil Society, in the planning and delivery of services;
- shall make available to users information on procedures and

formalities pertaining to public service delivery;

- shall establish effective communication systems and processes to inform the public about service delivery, to enhance access to information by users, as well as to receive their feedback and inputs;
- shall establish appropriate mechanisms to periodically monitor and evaluate the effectiveness of public service delivery;
- shall set and respect time-frames for public service delivery.

The Charter has sections on Preventing and Combating Corruption and on Declaration of Assets. There is also a chapter on the Rights of Public Service Agents.

The above excerpts from the 16 page document are enough to indicate the character and the importance of this Charter, which, as yet, is almost unknown in Zambia. Future celebrations of Africa Public Service Day will be pointless unless they are preceded by Zambia's adoption of the African Charter on Values and Principles of Public Service and Administration.

Author: Murray Sanderson is Executive Secretary of ZIPPA

Yes, Minister

by Antony Jay

In 1977, when I first had the idea for a television comedy series based on the tension and conflicts between a cabinet minister and his Permanent Secretary we later called it - Yes, Minister – I had never heard of public choice economics. I had, however, as a writer and producer (and sometime member of a government committee) spent twenty years in the world of television current affairs and seen the system in action. The more I studied it, the wider I realized the gap was between the projected image of government and the reality; in particular, the image of all-powerful ministers telling their civil servants what to do and the reality of civil servants more or less controlling all but the most powerful, energetic and intelligent

ministers. The most telling example was an incident in the early 1960s. It had become clear that the hanging of Timothy Evans had been a grave miscarriage of justice, and a petition for his posthumous free pardon received a huge number of signatures. The appeal was led by Labour's Shadow Home Secretary and rejected. Nothing unusual about that – except that there had just been a general election, and the Home Secretary who rejected the petition was the same Sir Frank Soskice who had organized it. It was a delicious insight into the true balance of power between ministers and civil servants, and indeed between individuals and institutions.

The gap between the image and the reality created a wonderful space for comedy, and it had the vital ingredient of conflict – conflict between the minister who was desperate for favourable publicity, promotion (or avoidance of sacking) and re-election for himself and the party, and the Permanent Secretary who was obsessed with status, security risk-avoidance, freedom from objective measurement of his performance, increasing his department's budget and authority, comfort, leisure, perks, a good income and a KCB. The comedy derived not only from the conflict but also from the cloak of public interest and service with which they were obliged to cover the nakedness of their ambitions. Their protestations of exclusive concern for the good of the country and its citizens were reminiscent of Emerson's line, "The louder he talked of his honour, the faster we counted the spoons".

Jonathan Lynn, my co-author, and I spent the best part of ten years on the two series, Yes, Minister and Yes, Prime Minister. Each of the 38 episodes was based on recent lunches with people who had worked in the top levels of government. Civil servants tended to be distressingly discreet, but ministers, ex-ministers and political advisers were wonderfully forthcoming. The more we learnt, the more we realized that had we been in the same position as our fictional minister and Permanent Secretary, Jack Hacker and Sir Humphrey Appleby, we would probably have behaved exactly as they did. The problem was not the quality or morality of the individuals, it was the system

of rewards and penalties within which they had to work. Our evidence was personal and anecdotal, and it has been fascinating to see in *Government: Whose Obedient Servant?* How a scholarly discipline has given academic corroboration to our personal insights. It explodes the myth that people in public service are secular saints, sacrificing self-interest on the altar of public service, by contrast with the rest of us who are squalid money-grubbers and profit-chasers. They are no better and no worse than the rest of us, but the organizational system and moral climate they work in makes it impossible for them to admit it.

If anything was quite irrefutably clear from our ten years' research, it was that the public good is not the objective of government: it is a constraint. Unless their activities are perceived or believed to be in the public interest, there will be retribution, so some of their time (and all their rhetoric) has to be devoted to furthering it, or claiming to have furthered it. But as this book shows, the theory that things are better done by government officials than private citizens or companies is simply not sustainable. I see no way of reforming the system, so the only sensible course is to leave to government only those tasks which it is impossible to have done in any other way – a view which any reader of this admirable book will find it hard to disagree with.

Author: Sir Antony Jay, Forward to 'Government: Whose Obedient Servant?' (Institute of Economic Affairs)

Quotation

"A well-governed country is one in which the government fears the people and not vice versa." – *Imani, Ghana*

South Africa at a Tipping Point

By Temba Nolutshungu

SA is at a critical stage of its development. The bright future that beckoned post-1994, promising the growth of a free, multi-racial and prosperous nation has been disintegrating around us. There is a general

state of anxiety among the country's people as to what will happen next.

One of the major causes for alarm is that the country's decision-makers do not appear to have a positive forward-looking philosophy. In this they are out of step with the leaders in Africa who are transforming their countries by implementing free market economic policies. Zambia, Uganda, Kenya, Namibia and Ghana have all overtaken SA on the economic freedom index. All is not lost, however, what is broken can be fixed. All that is required is a change in direction from negative to positive, from less free to more free, to harness the talents of all the country's people. Their energies can be released by embracing the kind of freedom that most of us had in mind in 1994 and rapidly implementing economically emancipating policies so that discriminatory laws and actions can finally and forever be dispensed with.

After discussion with my colleagues, we decided to draw up a bold plan of action which, if adopted and implemented, could make SA a truly winning nation. A plan that would allow us to reverse direction, climb back up the indices and achieve those goals that everyone agrees we need; high economic growth, full employment, significantly reduced poverty, all taking place in a harmonious, co-operative environment.

Some proposed actions are:

- Transfer ownership of the many state-owned industries accumulated by the apartheid government (or the proceeds from the sale of such assets) to the poor. Poor people having shares in these enterprises will mean real, direct and personal economic empowerment.
- Upgrade to full freehold title all apartheid style leasehold or other inferior rights to housing, at no cost to the applicants.
- Transfer ownership, on application, of all state-owned hospitals and clinics to the people working in them, including doctors, nurses, cleaners, catering staff, and administration personnel, and, where appropriate, to residents of surrounding communities, with

government contracts to supply medical services to the poor on a private-public partnership basis that is dependent for renewal on the delivery of efficient services.

- Let funding follow the students in government schools on a capitation basis to create competition between schools, provide school choice, and improve the quality of schooling. (Parents will be empowered and enabled to send their children to schools that post good results. A consequence of this will be that schools which start to lose students will urgently implement the necessary measures to turn around their performance.)
- Utilize the large governmentland holdings to give every homeless urban family freehold title to a 200 square metre plot of land, and, in rural areas, with the co-operation of communities, give freehold title to families in respect of their homes and yards. (The one-family-one plot scheme will result in ownership by millions of the economic asset most prized by people. Most beneficiaries, once they own them, will improve their properties, thus increasing their value and creating opportunities for trading and openings for skilled and aspiring artisans.)
- Declare all former 'homeland' areas to be Economic Development Areas. Special cost-reduction benefits, such as tax exemptions for a period of (say) ten years, will attract investment and bring about accelerated growth in those areas.
- Give jobless people who have been unemployed for six months or more Job Seekers Exemption Certificates (JSEC's), valid for at least two years, that allow them to enter into employment contracts with employers on any conditions and wages that, in their sole discretion, are acceptable to them. (This measure will expedite the employment of desperate people for whom accepting less favourable employment is far better than being unemployed.)

The current situation in SA is characterised by, among other things, an unacceptable

high unemployment rate (7.7 m unemployed) that is not getting better, high crime levels despite the best efforts of the police services; a low economic growth rate; a chaotic education system with some schools yet to receive text books and classes being conducted under trees; and curtailment of economic growth due to an inadequate electricity supply. People are growing increasingly unhappy and swift, appropriate action has to be taken to avoid even more undue hardship, especially among the poorest members of our population.

Government keeps putting forward grand plans for large developments which will increase its role in the economy. No matter how involved the government becomes, nothing it does that taxes or restricts the private sector will succeed in improving conditions for the poor and unemployed. Government should rather stand back and make way for private companies to bid for, fund, own and carry out these projects. Its task then, will be to concentrate on the difficult, time-consuming but important task of transferring wealth from an overburdened and over-stretched government to a people desperate for shelter, food, work and dignity. The benefits will be dramatic.

Author: Temba Nolutshungu is a director of South Africa's Free Market Foundation.

Citizen's Charters

Further progress expected. ZIPPA remains confident that this great idea, which can contribute so much to civil service performance, will be adopted in Zambia.

September 2012 Journal

The September Journal will be on 'Access to Information'. Readers are invited to send their articles to The Editor, <zipamail@gmail.com>.

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The views expressed in this journal are those of the authors. They are not necessarily shared by members or by ZIPPA, which has no official view.



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