



GOVERNMENT OF THE REPUBLIC OF ZAMBIA

SPEECH BY THE ACTING SECRETARY TO THE CABINET,

DR. ROLAND MSISKA,

ON THE LAUNCH OF THE POLICY MONITORING AND

RESEARCH CENTRE (PMRC)

19TH OCTOBER, 2012 LUSAKA.

HIS HONOUR THE VICE PRESIDENT, DR GUY SCOTT, MP

HONOURABLE MINISTERS

HONOURABLE DEPUTY MINISTERS

ALL AMBASSADORS PRESENT

CHAIRPERSON, STAFF AND BOARD MEMBERS OF PMRC

LADIES AND GENTLEMEN

GOOD AFTERNOON TO YOU ALL.

I AM GLAD TO BE PART OF THIS GATHERING WHICH IS WITNESSING THE LAUNCH OF THE POLICY MONITORING AND RESEARCH CENTRE.

LADIES AND GENTLEMEN

IN APPRECIATING THE ESTABLISHMENT OF THIS CENTRE, ALLOW ME TO BRIEFLY REFLECT ON THE HISTORICAL BACKGROUND OF THE ZAMBIAN PUBLIC SERVICE. THE HISTORY OF THE ZAMBIAN PUBLIC SERVICE CAN BE DIVIDED INTO FIVE PHASES; EACH PHASE

EVOLVES FROM THE DEFINITION AND THE ROLE OF THE STATE IN THE AFFAIRS OF ALL CITIZENS.

THE FIRST PHASE IS WHAT WE SHOULD CALL THE PRE-COLONIAL PHASE—KINGDOMS AND CHIEFDOMS HAD A SEMBLANCE OF A PUBLIC SERVICE FOCUSING MAINLY ON DEFENCE, TRADE AND THE COMMON COMMUNITY WORKS.

THE SECOND PHASE IS WHAT I WOULD CALL THE COLONIAL PUBLIC SERVICE WHICH WAS USUALLY A REPLICA OF THE COLONIAL POWERS PUBLIC ADMINISTRATION-WHOSE MAIN FOCUS WAS ENSURING PUBLIC ORDER TO FACILITATE EXPLOITATION OF NATURAL RESOURCES. IF ONE STUDIES THIS PERIOD MORE CLOSELY ONE DISCOVERS THAT EVEN THE LAWS THAT WERE PASSED WERE MEANT TO FACILITATE THE PROCESS OF EXPLOITATION—BASED ON LORD LUGARD PRINCIPLE OF INDIRECT RULE, IN WHICH MANY OF OUR CHIEFS WERE USED TO FACILITATE THIS AGENDA.

PHASE 3 IS WHAT ONE WOULD CALL IMMEDIATE POSTCOLONIAL PUBLIC SERVICE; IN MANY RESPECTS IT WAS A CARRYOVER OF THE COLONIAL PUBLIC SERVICE IN TERMS OF RULES, PROCEDURES, TITLES AND POSITIONS. THE FOUNDING FATHERS OF THE REPUBLIC OF ZAMBIA TRIED SEVERAL MEASURES AND APPROACHES TO SHIFT THE PUBLIC SERVICE TOWARDS CITIZEN FOCUS. INSTITUTIONS SUCH AS NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (NIPA) WERE CREATED TO FACILITATE THE SUSTAINING OF A CAREER PUBLIC SERVICE THAT IS MERIT-BASED WITH A CERTAIN LEVEL OF SUCCESS. HOWEVER THE GLOBAL ECONOMIC EVENTS OF THE LATE 70S AND EARLY 80S, THE FALL OF COMMUNISM, AND OUR FAILURE TO MANAGE THE ECONOMY OPENED THE DOOR FOR A MULTI-PARTY STATE.

PHASE 4: FOLLOWING THE CHANGE OVER FROM UNIP TO MMD, THE GOVERNMENT WAS BROUGHT UNDER THE TUTELAGE OF THE WASHINGTON CONSENSUS WITH THE ASSISTANCE OF MULTI-LATERAL AND BILATERAL AGENCIES. IT IS AT THIS POINT THAT THE SOCIO-ECONOMIC TRANSFORMATION OF ZAMBIA HAD BEGUN. INCLUDED IN THIS PROCESS OF TRANSFORMATION WAS A SERIES

OF PUBLIC SECTOR REFORMS BUILT AROUND A PARADIGM, WHICH WAS ESSENTIALLY IN VERY SIMPLISTIC - THE ROLE OF THE STATE WAS TO FACILITATE THE MARKETS--- THROUGH A SERIES OF STRUCTURAL ADJUSTMENTS PROGRAMS WITH EMBEDDED CONDITIONALITIES, WHICH BECAME PART AND PARCEL OF THE PUBLIC REFORMS. THE RESULTS OF THESE REFORMS HAVE BEEN MIXED, CREATING WHAT I WOULD CALL REFORM FATIGUE AMONG CIVIL SERVANTS.

PHASE 5: IN ORDER TO ADDRESS THE REFORM FATIGUE AND THE POLITICISATION OF THE CIVIL SERVICE, THE GOVERNMENT HAS SET FOR ITSELF A VERY AMBITIOUS AGENDA TO STRENGTHEN THE PUBLIC SERVICE BY INTRODUCING THE FOLLOWING MEASURES OVER A FIVE-YEAR PERIOD. THESE MEASURES ARE AND I QUOTE

- *ENSURE THAT APPOINTMENTS AND PROMOTIONS TO ALL PUBLIC SERVICE POSITIONS ARE MADE ON MERIT AND PROGRESSION BASIS.*
- *ENSURE THAT APPOINTMENTS OF MEMBERS OF SERVICE COMMISSIONS ARE MADE ON MERIT.*

- *UPDATE THE GENERAL ORDERS AND CIVIL SERVICE REGULATIONS*
- *RE-INTRODUCE CIVIL SERVICE EXAMINATIONS;*
- *RE-INTRODUCE IN-SERVICE TRAINING;*
- *ENHANCE THE CAPACITY AND CURRICULUM OF THE NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION*
- *ENSURE THAT PERMANENT SECRETARIES ARE APPOINTED BY THE PRESIDENT ON THE RECOMMENDATION OF THE PUBLIC SERVICE COMMISSION AND SUBJECT TO RATIFICATION BY THE NATIONAL ASSEMBLY;*
- *IMPROVE CONDITIONS OF SERVICE FOR PERSONNEL IN THE PUBLIC SERVICE;*
- *ESTABLISH A DISCIPLINARY TRIBUNAL FOR CONSTITUTIONAL OFFICE HOLDERS AND IN ORDER TO PROVIDE SECURITY OF TENURE AND INTRODUCE REFORMS IN OFFICE OF THE AUDITOR GENERAL, ANTI-CORRUPTION COMMISSION, DRUG ENFORCEMENT COMMISSION, OFFICE OF THE INVESTIGATOR GENERAL, HUMAN RIGHTS COMMISSION, JUDICIAL*

INSTITUTIONAL REFORMS AND SEVERAL OTHER TRANSFORMATIONAL MEASURES.

IT IS OBVIOUS FROM THIS THAT THE GOVERNMENT WOULD BY 2016 WANT A PROFESSIONAL, MERIT BASED AND CAREER CIVIL SERVICE, WHICH WOULD FACILITATE THE IMPLEMENTATION OF THE GOVERNMENT'S POLICY AND PROGRAMME PRIORITIES AS, SET OUT IN DETAIL IN THE PF MANIFESTO. HOWEVER, THE GOVERNMENT IS CONCERNED THAT THE CIVIL SERVICE HAS BEEN TOO SLOW TO ADJUST AND TO PRODUCE ADVICE ON HOW PROGRAMMES AND PRIORITIES CAN BE IMPLEMENTED. THEREFORE, THE CIVIL SERVICE NEEDS TO IMPLEMENT THESE PROGRAMMES, TO DELIVER RESULTS. FUNDAMENTALLY THERE IS NEED FOR THE CIVIL SERVANTS CHANGE THEIR MIND SETS INCLUDING WORK CULTURE AND THOSE OF US IN LEADERSHIP TO HAVE A STRATEGIC AND TRANSFORMATIVE ORIENTATION. THIS TRANSFORMATION ENTAILS THE PUBLIC SERVICE THAT IS CITIZEN CENTRED, ACCOUNTABLE, ADAPTIVE, AND IN A CONTINUOUS LEARNING MODE IN A CHANGING AND COMPLEX ENVIRONMENT.

SUCH A TRANSFORMATIVE APPROACH WILL REMAIN AN ON-GOING EXERCISE IN ZAMBIA AND WITH OUR NEW STRATEGIES AROUND LEADERSHIP, A GREATER WILLINGNESS TO TAKE RESPONSIBILITY AND TO ACCEPT ACCOUNTABILITY FOR RESULTS. THIS SHIFT IN FOCUS FROM PROCESS AND ACTIVITIES TO RESULTS WILL LEAD TO THE DEVELOPMENT OF STRATEGIC PERFORMANCE FRAMEWORKS ACROSS GOVERNMENT WITH SPECIFIC TIME-BOUND TARGETS AND INDICATORS AGAINST WHICH PROGRESS CAN BE MEASURED. CHOICES CAN THEN BE MADE IN SEQUENCING THE IMPLEMENTATION OF PROJECTS TO ENSURE THAT THERE ARE EARLY AND DEMONSTRABLE RESULTS ON THE GROUND. TO THIS EFFECT, GOVERNMENT IS SHIFTING FROM A FRAGMENTED, INCOHERENT MONITORING AND EVALUATION SYSTEM TO A MORE INTEGRATED AND ROBUST GOVERNMENT-WIDE MONITORING AND EVALUATION SYSTEM.

FUNDAMENTAL TO THESE CHANGES IS THE NEED FOR A PARADIGM SHIFT FROM AN ENTITLEMENT MIND-SET TO AN ENTREPRENEUR MIND-SET AND THE OPENING OF THE DEBATE OF WHAT KIND OF PUBLIC SERVICE WILL FACILITATE DEVELOPMENT OF ZAMBIA.

OUR PRIMARY FOCUS IS NOW ON PERFORMANCE, TARGET SETTING, OUTCOME BASED BUDGETING, MONITORING AND DELIVERY AND ESPECIALLY RESULTS. THIS GOVERNMENT EFFORT WILL BE COMPLEMENTED BY OTHER EXTERNAL PLAYERS SUCH AS THE ONE WHICH WE HAVE COME TO LAUNCH - PMRC WHICH CAN PROVIDE EXTERNAL AND INDEPENDENT POLICY DIALOGUE AND RESEARCH.

IT IS FOR THIS REASON THAT I WELCOME THE CREATION OF PMRC AND ITS APPROACH TO THE DEVELOPMENT OF POLICY IN ZAMBIA. PMRC GOVERNMENT DELIVERY INDEX WILL ENABLE ALL ZAMBIANS TO SEE CLEARLY HOW POLICIES ARE BEING IMPLEMENTED.

HIS HONOUR THE VICE-PRESIDENT, LADIES AND GENTLEMEN A PROCESS WHEREBY WE ALL KNOW WHAT IS EXPECTED OF US, WHAT WE ARE REQUIRED TO DELIVER AND HOW OUR PERFORMANCE CAN BE FAIRLY JUDGED HAS TO BE EMBRACED. PMRC'S ROLE IN HELPING THE PUBLIC SERVICE MEET THESE

REQUIREMENTS IS A WELCOME AND NEEDED DEVELOPMENT WHICH I AM PLEASED TO FULLY ENDORSE.

TO THE ORGANISERS, LET ME TAKE THIS OPPORTUNITY TO THANK YOU MOST SINCERELY FOR INVITING ME HERE TODAY TO SHARE MY FEW REFLECTIONS AT THIS IMPORTANT EVENT.

I WISH YOU SUCCESS IN YOUR ENDEAVOURS.