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MESSAGE FROM THE CEO

Dear CAPAM supporters,

The Commonwealth represents a spectacularly diverse assembly of nations, each with their own identity, challenges and opportunities. Yet within this diversity exists a commonality of purpose and experience from which all might collectively learn and benefit. This sense of sharing, in its essence, is the impetus under which CAPAM operates.

In order to illuminate this congruence among Commonwealth countries, over the coming months CAPAM will examine each government’s priorities as discovered through an Internet search of recent budgets, websites, planning and visioning documents, speeches and more. We believe it important that these sources come directly from governments wherever possible so that the information represents a comprehensive and accurate record at a particular point in time – one that is unfiltered by opinion. In presenting the abridged versions of our research results we have endeavoured to remain faithful to the authors’ intents. If, however, content has been unintentionally misrepresented we invite governments to contact us.

In this first feature article, CAPAM focuses on the nineteen Commonwealth countries within Africa. I invite you to discover where public sector colleagues are putting their focus and determine how you might best benefit from each other’s experiences.

The Commonwealth Innovations Review (CIR) also offers in this edition a number of compelling case studies, including initiatives from the latest CAPAM 2018 International Innovations Awards.

Mr David Barrows of Canada examines the implications of creating not-for-profit agencies to administer government regulatory functions. The case examines critical issues of safety, elevator availability and the efficacy of the delegation of regulatory authority.

The Bihar Prashasanik Sudhar Mission Society of India shares a case study on the development, processes and impacts of its Right to Public Grievance Redressal Act 2015. This initiative illustrates how an important legal right for citizens was successfully implemented and produced positive results.

Finally, the Housing & Development Board of Singapore outlines its floating wetlands and freshwater-tolerant mangroves initiative that improved water quality, enhanced embankment stability, and intensified greenery and biodiversity through cost-effective and organic methods.

The articles in this CIR aptly demonstrate that we must continually strive to do better and adapt in the face of an ever-changing environment. In a similar manner, CAPAM is itself going through a process of reinvention so that it is able to exceed the expectations of our public service professional audience and continue to provide value to all of our stakeholders around the world. The details of this transformation are being discussed, and consultations will continue to occur. Our members will ultimately decide upon our new direction, but suffice it to say that, if approved, we will be better positioned to meet our mission of enabling public service professionals to effectively solve challenges and pursue interests by exchanging knowledge, networking, and engaging in shared learning about leading practices. Stay tuned for updates on this exciting future for our organisation!

Gay Hamilton
Chief Executive Officer
Economic Consolidation

- Intensify efforts to diversify the country’s exports and government revenue sources.
- Promote private sector development through greater use of Public-Private Partnerships (PPP), privatisation of State-Owned Enterprises, review of the Trade Act to facilitate the process of starting a business in Botswana, and integration of online business registration systems.
- Invest in infrastructure development including power generation and distribution, water supply, and transportation.

Social Development

- Eradicate abject poverty through interventions such as cluster gardens, fish farming and egg production, as well as production of commodities such as toilet paper and liquid soap detergents. Improve efficacy of existing measures through implementation of a single social registry system and development of a Poverty Eradication Policy and Strategy.
- Provide equal access to quality health care through: the Treat-All Strategy that entails enrolling everybody who tested positive for the HIV virus into the treatment programme; implementation of a multi-sectoral strategy to combat non-communicable diseases; and organisational reforms to allow health districts to have more control over their financial and human resource management.
- Enable inclusive social protection to assist vulnerable persons with services and cushion them from the effects of hardships.
- Enable inclusive labour relations through a labour market information management system.

Maintaining Governance and Security

- Ensure public safety, protection and crime reduction through an anti-human trafficking action plan, a “Safer City” initiative that enhances Botswana Police Service efficiency, and intensified nation-wide efforts against stock theft. Resources will continue to be directed to the national army for capacity building, human resource development and infrastructure development, including maintenance and upgrading of existing equipment.
- Improve participatory democracy by strengthening dissemination of information on Parliament and its operations to a wider audience, and engaging selected sectors of the society through targeted workshops, including people with disabilities, the faith sector, women, media, trade unions and others.
- Improve transparency and accountability by requiring certain categories of public employees to declare their assets and liabilities.
CAMEROON


Policy Level
• Pursue policy of openness to other political parties and civil society.
• Pursue decentralisation by transferring powers from the State to regional and local authorities.
• Promote good governance, by stepping up the fight against corruption.
• Modernise public service and make it more efficient.
• Enhance the rule of law to ensure the security of persons and property, improve the business climate and increase the citizens’ access to information.

Economic Front
• Consolidate public finance stability.
• Launch a programme of major projects in the energy and transport sectors.
• Undertake changes required to accelerate the agriculture and livestock sectors. Improve the living conditions of rural populations by strengthening programmes relating to drinking water, electricity access, and alternative energy sources.

Social Level
• Promote social housing by building 10 000 low-cost housing units.
• Increase access to quality health care and medication, by increasing the number of community and referral hospitals and adopting Social Security for All by modernising the Social Welfare and Insurance system.
• Ensure education for all and youth training.
• Attain equal rights for women.
• Increase youth employment opportunities.

Environmental Level
• Ensure sustainable management of forests without compromising timber revenue.

THE GAMBIA


The vision and overall goal of the National Development Plan (NDP) will be realised through eight strategic priorities, namely:
• Restore good governance, respect for human rights, the rule of law, empowering citizens through decentralisation and local governance.
• Stabilise the economy, stimulate growth, and transform the economy.
• Modernise agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction.
• Invest in people through improved education and health services, and building a caring society.
• Build infrastructure and restore energy services to power the economy.
• Promote an inclusive and culture-centred tourism for sustainable growth.
• Reap a demographic dividend through an empowered youth.
• Make the private sector the engine of growth, transformation, and job creation.

Seven crosscutting critical enablers will complement the eight strategic priorities of the plan, namely:
• Model a public sector that is efficient and responsive to the citizenry.
• Empower Gambian women to realise their full potential.
• Enhance the role of the Gambian diaspora in national development.
• Promote environmental sustainability, climate resilient communities and appropriate land use.
• Make The Gambia a digital nation and create a modern information society.
• Empower civil society that it is engaged and is a valued partner in national development.
• Strengthen evidence-based policy, planning and decision-making.

Through these strategic priorities and critical enablers, the NDP both domesticates and serves as an instrument for realising the Sustainable Development Goals (SDGs) and the first ten-year implementation plan of the African Agenda 2063.


**Revitalising the Economy**

• Restore and sustain macroeconomic stability through enhanced fiscal and monetary discipline, as well as financial stability.
• Develop a viable and competitive private sector by establishing a business-friendly mindset among public sector agencies, reducing the high cost of doing business, establishing a reliable energy supply for industrial enclaves and zones, lowering the overall tax burden on business, and instituting new incentive packages.
• Expand financial inclusion by: deepening the reach of financial services; improving financial literacy; improving access to finance for informal sector operators and agricultural enterprises in the rural areas; and strengthening consumer financial protection.
• Launch a comprehensive National Plan for entrepreneurship and innovation to help create an entrepreneurial culture, especially among youth.

**Transforming Agriculture and Industry**

• Promote agro-industrial enterprises as the basis for the “One District, One Factory” initiative – a demand-driven approach to agricultural development, focusing on quantity, quality and timely delivery of produce, while safeguarding food adequacy in the short term, and food security in the medium and long term.
• Pursue resource-based industrialisation, through agro-processing and minerals processing, which will serve as the anchors of the flagship “One District, One Factory” initiative.
• Secure land at strategic locations for the development of industrial and business parks and enclaves across the country. Government will also free up surplus and underutilised land held by the state for housing and commercial uses, to boost economic development and reduce the housing deficit.

**Strengthening Social Protection and Inclusion**

• Expand opportunities where large-scale job creation is possible; expand access to and improve quality education at all levels for all socio-economic groups; and expand access to quality healthcare.
• Include interventions aimed at strengthening social
protection, especially for children, women, persons with disability and the elderly.

- Bridge spatial gaps in social economic development through the Growing Together Programme.

### Revamping Economic and Social Infrastructure

- Establish special growth centres and urban networks, with spatially targeted investment interventions. Implement five-tier hierarchy of urban centres involving villages, towns, secondary cities, cities and city regions (conurbations) and create well-planned metropolitan areas that share common services. Construct storm drains in major cities and towns to address permanently the perennial problem of floods, and establish a National Hydrology Authority (NHA).

- Develop modern, integrated, and well-maintained transportation infrastructure.

- Develop and implement a 10-year Power Sector Master Plan to meet medium- to long-term energy needs.

- Support aggressive development of information and communications technology (ICT) infrastructure and applications, and mainstream ICT in the public sector.

- Facilitate the provision of community-owned and managed small-scale irrigation facilities across the country.

### Institutional Reform

- Improve the leadership for effective management of public policy and administration, as well as strengthen the capacity of public sector institutions to deliver efficiently public goods and services.

- Eliminate conflicting mandates and functions.

- Modernise security services and judiciary.

- Deepen political and administrative decentralisation, strengthen decentralised planning, and improve popular participation in local governance.

- Pursue policies to create a favourable business environment by strengthening the policy and legislative environment; maximising investment and trade opportunities for local authorities; and mobilising citizens in the diaspora to assist in the development of the country.

- Develop a set of harmonised indicators to be used in monitoring and reporting on progress on the national and international development agendas.

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**KENYA**


### Support Value Addition and Raise Manufacturing Sector’s Share of GDP to 15% by 2022

- Special emphasis on: textile and apparels, leather products, agro – processing, and manufacturing of construction materials.

- Other important sectors will be Oil, Mining and Gas; Iron and Steel; ICT; and Fish Processing

### Enhancing Food and Nutrition Security to all Kenyans

- Enhance large-scale production by placing an additional 700,000 acres through PPP under maize, potato, rice and feeds production; expand irrigation schemes and secure water towers and river ecosystems.

- Enhance agricultural productivity among smallholder farmers by upscaling crop and livestock
insurance with the goal of cushioning farmers against climate related risks.

- Reduce the cost of food by providing affordable energy, enhancing market distribution infrastructure, and availing incentives for post-harvest technologies to reduce post-harvest losses from 20% to 15%.

**Providing Universal Health Coverage**

- Increase National Hospital Insurance Fund (NHIF) enrolment from the current 16.5 million to 25 million Kenyans by the end of 2018.
- Expand the "Linda Mama" programme to mission hospitals and private hospitals.
- Provide specialised medical equipment and increase the number of health facilities.

**Providing Affordable and Decent Housing for All Kenyans**

- Deliver 500,000 housing units by 2022 to enable more Kenyans to own decent and affordable houses.
- Continue measures to reduce the cost of mortgages, cut the cost of construction, and raise low-cost funds from private and public sector for investment in large-scale housing construction.
- Continue to increase access to affordable credit through the Kenya Mortgage Refinance Company (KMRC), incorporated in April 2018.

**Enablers**

- A conducive business environment for investment:
  » Improving national security remains critical to economic stability and attracting investments and in turn accelerating growth and creating employment, especially for the youth.
  » Macro economic stability through prudent fiscal and monetary policies that support strong economic growth, ensures price stability and maintains debt at sustainable levels.
- Infrastructural development:
  » Undertake road construction to expand roads, reduce congestions, and increase coverage of rural access roads.
  » Ensure reliable energy supply and enhance electricity connections.
  » Develop and manage efficient and safe railway transport and modernise ports.
  » Leverage ICT.
  » Sustain water supplies for control of floods and rain water harvesting among others.
- Sustained investment in social services:
  » Promote focus on learning and competencies to develop quality and relevant skills for the market.
  » Promote equity, poverty reduction and social protection for vulnerable groups.
- Continued support to counties for better service delivery.

**Infrastructural Development**

- Pursue the improvements of roads, particularly in rural areas where the majority of people live.

**Mining Sector**

- Encourage Emaswati to invest in mining projects.
- Ensure that value addition initiatives form part of all new mining projects.

**Energy Sector**

- Encourage local financiers to actively participate in the implementation of plans.
to secure Eswatini's energy supply.

Trade, Investment and Job Creation
• Remain committed to job creation with a major focus on improving the business environment; expansion of trade, industry and investment; and inclusive entrepreneurship development of SMME’s and the informal sector.

ICT as a Vehicle for Economic Development
• Ensure that the entire nation enjoys proper connection in all urban and rural areas through the technologies made available.
• Ensure that the appropriate cyber security laws are put in place to monitor the environment, combat crime and instil consumer confidence in online products.

Tourism as a Catalyst for Growth
• Adopt a robust investment strategy in tourism marketing campaigns regionally and beyond, to attract more tourists.

Climate Change on Sustainable Development
• Enhance meteorological services for the agriculture sector, as well as other sectors critical for sustainable economic development of the Kingdom of Eswatini.

• Cooperate with partners to source funds and strengthen capacity to protect lives, reduce loss and be more resilient against the adverse effects of climate change.

Value Addition and Agro-processing
• Derive opportunities for market expansion through increased local production of targeted products such as dairy, fruits, vegetables, meat and other agricultural produce.
• Engage in greater research of new products that we can export to the various global markets to generate revenue for the country.

National Human Resource Development
• Continue to support children from primary education to tertiary level.
• Trade agreements with different countries and economic blocs to market products.
• Encourage universities and colleges to prepare graduates to be entrepreneurs and be self-sufficient upon completion of their studies.

Youth Agenda
• Require a comprehensive, coordinated and multi-sectoral response in creating an enabling environment for youth development.

Health
• Construct a referral hospital, which has the potential to contribute immensely to ensuring quality health and ease out-of-country costs.
• Continue the Kingdom’s drive to end HIV/AIDS by 2022.
• Launch the Eswatini Malaria Fund that will be supported by the private sector to close the budget gap.

Social Welfare
• Continue to support free primary education, orphans, vulnerable children and those physically challenged, to guarantee a healthy life and protection.

International Relations
• Establish, promote and maintain good international relations with existing and new bilateral and multilateral partners to foster greater economic activity and inclusive development.

Kingdom of Lesotho

Abridged from “Kingdom of Lesotho, 2018/19 – 2020/21 Budget Strategy

KINGDOM OF LESOTHO

KINGDOM OF LESOTHO
Promote Inclusive, Job-rich and Private Sector-Led Economic Growth

- Create an enabling investment climate and supportive regulatory framework.
- Increase agricultural productivity by commercialisation, diversification and climate proofing agriculture.
- Diversify the manufacturing base
- Increase volumes and length of stay of tourists as well as ensuring community participation in the sector.
- Develop technology and creative industries.
- Develop supporting physical and institutional infrastructure for growth and employment.

Improve the Country’s Productivity and Innovation Capacity by Strengthening Human Capital through Investments in Health and Education and Training

- Improve quality of basic health services and the referral system.
- Improve adolescent health and programmes to reduce maternal mortality.
- Reduce drug stock outs.
- Review the primary and secondary school curriculum and delivery methods to integrate entrepreneurial, problem solving and critical thinking skills.

Public Sector Expenditure Strategy

- Develop and empower the private sector as a necessary instrument for job creation in the medium to long term. This will involve expansion and diversification of the economic base and will increase productivity in key growth sectors and job creation sectors. Agriculture, manufacturing, tourism and creative arts, and technology are identified as the strategic sectors for job creation for the period 2018/19 to 2023/24.

Promote Peace, Strengthen Democratic Governance and Accountability Systems

Key Strategic Actions:

- Depoliticise the public service.
- Fight corruption.
- Undertake security reforms.
- Improve public sector efficiency and effectiveness.
- Deepen decentralisation.
- Promote independence of the legislature, oversight bodies and institutions.
- Strengthen the media to play an effective role in promoting democracy.
- Enhance policy, planning, statistical capacity and monitoring and evaluation.
- Strengthen public financial management.
- Strengthen the revenue collection and mobilisation capacity.

Crosscutting Issues:

- Climate change and resilience building.
- Increased gender equality.
• Increased participation of people with disability.
• Protection of the rights of children and vulnerable groups.

MALAWI

Agriculture, Water Development and Climate Change Management
• Agriculture
  » Increase agricultural production and productivity.
  » Increase land under irrigation.
  » Increase agricultural diversification.
  » Improve nutrition and food security.
  » Increase agriculture market development, agro-processing and value addition.
  » Enhance agricultural risk management.

• Water Development
  » Increase access to water resources.
  » Enhance integrated water resources management at all levels.

• Climate Change Management
  » Improve weather and climate monitoring for early warning, preparedness and timely response.
  » Strengthen policy-operating environment for climate change and meteorological services.
  » Enhance community resilience to climate change impacts.
  » Enhance climate change research and technology development.

Education and Skills Development
• Basic Education
  » Improve access and equity to Early Childhood Development (ECD).
  » Improve quality ECD services for children in Malawi.
  » Improve quality and relevance of primary education.
  » Improve access and equity in basic education.
  » Improve governance and management of basic education.

• Secondary Education
  » Increase access to secondary education for both boys and girls and those with special needs.
  » Improve quality of secondary school education.
  » Improve governance and management of secondary education.

• Higher Education
  » Improve access and equity in higher education.
  » Improve quality of higher education.
  » Improve governance system of higher education.

• Adult Literacy
  » Reduce illiteracy levels among adults for effective participation in socio economic development.

• Skills Development
  » Improve access and equity in skills development training.
  » Improve productivity and quality of labour force.
  » Increase gainful and decent employment for all.

Energy, Industry and Tourism Development
• Energy
  » Improve access to reliable and sustainable energy supply.
  » Improve access to affordable alternative sources of energy.
  » Enhance use of renewable and clean energy in the underserved communities.
• **Industrial Development**
  » Improve environment for investment and private sector development.
  » Increase production and export of manufactured products.
  » Enhance production and sound management of non-renewable resources.

• **Tourism**
  » Improve investments in tourism support infrastructure.
  » Improve quality of tourism products and services.
  » Improve conservation and management of cultural heritage resources.

**Transport and ICT Infrastructure**

• **Transport**
  » Reduce travel time and costs for persons and goods.
  » Improve transport reliability, levels of service and efficiency.
  » Enhance access to local and international markets.
  » Improve access to inclusive social and public services.
  » Reduce accidents and their derived human and economic costs.
  » Increase private sector investment in the operation and management of transport infrastructure.

• **Information Communication and Technology (ICT)**
  » Increase access to information and communications services.
  » Enable a well-developed ICT broadband infrastructure service.
  » Increase stock of ICT skilled and industry-ready workforce in public and private sector institutions.
  » Improve efficiency in postal services.

**Health and Population**

• **Health**
  » Enable effective health sector planning at all levels.
  » Improve access and equitable health service delivery.
  » Improve quality of health services, patient safety and people-centred services.
  » Improve domestic financing for health.
  » Increase retention of human resources for health.
  » Reduce incidence and prevalence of diseases.
  » Reduce morbidity and mortality due to malnutrition.
  » Improve hygienic and sanitation practices.

• **Population**
  » Slow population growth.
  » Enable a skilled and empowered youth population.
  » Increase maternal, neonatal, infant and child survival.

» Increase policy and legislative measures focusing on population.
» Enable effective population and development planning at all levels.
» Increase awareness on population and development.

Abridged from “Republic of Mauritius, Three Year Strategic Plan – 2018/19-2020/21”,

**Education**

• Enable accessible and inclusive education for all.
• Set up the Special Education Needs (SEN) Authority to achieve inclusion of all learners irrespective of their disabilities.
• Higher education: Position Mauritius as a major regional and continental education hub.

**Energy**

• Target 35% of electricity needs to be produced from local renewable energy sources by 2030.
• Realise additional electricity generation capacity with the installation of a Combined Cycle Gas Turbine power plant of 120 MW at Fort George.
• Install battery energy storage systems (18 MW) to enhance the reliability of electricity supply, regulate frequency and promote the integration of intermittent renewable energy.

Gender Mainstreaming
• Ensure no gender gap in the labour market.
• Target 30% representation of women in Parliament by 2030.

Housing and Lands
• Target that all families have access to decent, safe and affordable housing.
• Provide over 9,500 houses to low-income families over the next three years.

Land Drainage/ Flood Control
• Turn flood prone zones into flood free areas.
• Conduct flood risk mapping through Aerial 3D imagery Digital Elevation Model in order to cover the whole of Mauritius and Rodrigues by next year.
• Implement around 700 drain projects in flood prone areas over the next three years.
• Conduct regular maintenance and cleaning of existing drainage infrastructure, rivers and canals.

Law & Order
• Reduce Crime rate from 4.8 per thousand population in 2016 to 4.5 by 2020 and to less than 4.0 by 2030.
• Install 4,000 Intelligent Video Surveillance cameras under the Safe City Project.
• Fight against recidivism through comprehensive rehabilitation programmes.

Reducing Poverty & Inequality
• Eradicate absolute poverty and reduce inequality.
• Provide educational support to some 17,000 students from vulnerable groups every year.

Road Safety
• Ensure 375 km of roads are made safe over the next three years through the installation of road safety devices.
• Install 300 Intelligent Traffic Surveillance Cameras on 75 sites under the Safe City Project.
• Increase targeted crackdown operations against road traffic offences.

Water
• Provide around-the-clock water supply.
• Replace 300 km of old pipes over the next three years.
• Expand the water tank scheme to reach out to 30,000 additional households over the next three years.

Youth Employment
• Facilitate placement opportunities for registered jobseekers through the Youth Employment Programme, Dual Training Programme, National Skills Development Programme, and Trainee Engineer Scheme.

MOZAMBIQUE
• The target for GDP growth in 2019 is 4.7% through diversification of the economy, improving the business environment and implementing combined fiscal and monetary measures to stimulate the economy and keep inflation stable.

Economy
• Create 354,000 new jobs in 2019, in both the public and private sectors, “which will mostly benefit women and young people”. Many of these jobs are in the construction sector, in the building and rehabilitation of roads and
bridges.

- Place priority on agriculture in all its value chain, with a view to increasing production and productivity.

**Education**

- Implement a new law on the education system, which will contribute to increasing the number of children who conclude primary education. It abolishes the two-stage system of primary education, and means that all primary schools must teach the first six grades of schooling. Seventh grade now becomes the first grade in secondary education.
- Hire more teachers and re-orient those currently teaching, depending on their academic qualifications and experience.

**Accountability and Transparency**

- Increase ranking on the Mo-Ibrahim sub-index of accountability from 65.1 points in 2015 to 90 points by the end of the Harambee period (2020).
- Improve ranking from position 4 to become the most transparent country in Africa as measured by Transparency International.
- Retain the position as the freest press in Africa during the Harambee period.
- Continue to implement the National Anti-corruption Strategy and Action Plan.
- Continue practice of public office-bearer income and asset declarations.
- Strengthen public expenditure and financial accountability.
- Expedite the deployment of e-governance to cover all Ministries and public agencies by 2020.
- Investigate modalities for the introduction of a Solidarity Wealth Tax, as a wealth redistribution instrument.

**Improve Performance and Service Delivery**

- Ensure that at least 80% of targets assigned to management cadres and political office bearers are met on an annual basis during the Harambee period.
- Ensure a citizen satisfaction rate of 70% by the end of the Harambee period.
- Ensure strategic and annual work plans are aligned to National Development Plans.
- Ensure regular review, assessment and sign off on performance agreements.
- Conduct annual citizen and business community satisfaction surveys, as well as develop ad hoc feedback mechanisms.
- Develop a performance reward scheme.

**Macro-Economic Sovereignty**

- Anchor public debt to 30% as a ratio of GDP by the end of Harambee period.
- Maintain an import coverage of at least three months during the Harambee period.
- Maintain and improve on international credit ratings of BBB minus.
- Deploy stricter cost control measures, civil service reforms, expenditure prioritisation, and improved tax collection from a broader tax base.
- Utilise the new Integrated Tax Administration System, and upgrade and maintain the Integrated Financial Management System.

**Economic Transformation**

- Create minimally 8,000 new jobs in the manufacturing sector during the Harambee period.
• Increase volumes of locally produced goods supplied to the public and retail sector as per Retail Charter targets.
• Attract a minimum of ten investment projects through investment promotion activities, creating 1,000 jobs during the Harambee period.
• Introduce and operationalise economic empowerment legislation leading to higher inclusion of disadvantaged groups into formal economy.
• Introduce support to SME business incubation processes in targeted industries and their value chains, including industry-specific assistance and start-up mentoring schemes.

**Economic Competitiveness**

• Improve competitiveness ranking of Namibia from no. 4 to become the most competitive economy in Africa by 2020 as measured by the World Economic Forum and World Bank.
• Enact the Investment Promotion Bill, and re-engineer registration of businesses and intellectual property.
• Develop 30 micro and small medium enterprises, expand servicing of industrial plots, and reduce the time for property registration.
• Improve on the quality of education.
• Establish a productivity centre for assessment and remedial measures.
• Establish public-private-dialogue platforms to jointly identify and address challenges.

**Youth Enterprise Development**

• Increase access to finance by Micro, Small and Medium Enterprises (MSME) from 22% to 50% by 2020.
• Introduce new financial instruments to overcome the hurdle of collateralised credit for start-ups.
• Establish an SME Development Agency with country-wide representation by 2020.
• Establish 121 youth-owned rural enterprises, each permanently employing a minimum of 5-10 youth by 2020.

**Residential Land Delivery, Housing and Sanitation**

• Service 26 000 new residential plots countrywide.
• Construct 20 000 new housing units countrywide.
• Construct 50 000 rural toilets.
• Roll out the Massive Urban Land Servicing Programme (MULSP) to the regions.
• Roll out the Mass Housing Initiative to deliver at least 5,000 houses per annum countrywide.
• Establish a revolving fund that will be specifically mandated to fund housing for low-income segments of the population.

**Infant and Maternal Mortality**

• Target a significant reduction in infant and maternal mortality rate by 2020.
• Identify, train and deploy community health workers and midwives to identify mothers who are potentially at risk.
• Ensure that all hospitals delivering babies have at least

**Youth Enterprise Development**

• Target zero deaths recorded as a result of hunger during the Harambee period.
• Implement the Poverty Eradication Blueprint to eradicate poverty in Namibia by 2025.
• Provide emergency assistance through ongoing food distribution to affected households during national disasters.
• Improve agricultural output in communal areas to support food security at household levels.
• Continue to roll out food banks during the Harambee period.
• Operationalise the National Pension Fund.
• Investigate the feasibility of establishing a state lottery during the Harambee Period with revenues directed to poverty eradication activities.

**Hunger Poverty**

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**Infant and Maternal Mortality**

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• Identify, train and deploy community health workers and midwives to identify mothers who are potentially at risk.
• Ensure that all hospitals delivering babies have at least
one functional ultrasound machine, delivery beds for all units, and functional operating theatres, oxygen, resuscitative and suction points at all times in all maternity wards.

• Ensure that quality ultrasound training is introduced countrywide.

• Ensure that essential drugs, such as ergometrine and anti-hypertensives, as well as monitoring equipment, in case of diabetic pregnancies to measure blood sugar level are available to pregnant women.

• Initiate a rapid recruitment process to ensure a basic minimum of staffing levels at each hospital.

• Introduce a dedicated maternal/neonatal transport system, with dedicated trained staff.

• Pledge to construct four maternal shelters at hospitals in Outapi, Rundu, Katima Mulilo as well as a clinic at Ausenkehr in the Karas Region.

Vocational Education Training (VET)

• Increase the number of VET trainers from 15,000 in 2015 to 25,000 by 2020.

• Significantly improve the quality of VET by 2020.

• Improve the image of VET to become a subsector of choice by 2020.

• Speed up VET refunds to private sector employers who train their employees.

Energy Infrastructure

• Increase locally-generated electricity capacity from 400MW in 2015 to 600MW by 2020.

• Provide access to electricity to all schools and health facilities by 2020.

• Increase the rural electrification rate from 34% in 2015 to 50% by 2020.

Water Infrastructure

• Increase access to water for human consumption [safe drinking water] from 50-100% by 2020.

• Ensure sufficient water supply reserves for business activity, including industrialisation, residential land servicing and housing development.

Transport Infrastructure

• Complete deepening and expansion of the Port of Walvis Bay to handle one Million TEUs per annum.

• Extend the bitumen road network by 526 kilometres.

• Upgrade the national railway infrastructure by 612 kilometres to SADC standard.

• Ensure air safety standards.

ICT Infrastructure

• Target 80% of the population of Namibia to be covered by broadband services by 2020.

• Target 80% broadband connections and usage to all primary and tertiary schools in Namibia to allow e-learning by 2020.

• Target broadband connections and usage to 70% of the health facilities in Namibia to allow e-health by 2020.

• Target 100% broadband connections and usage to all public sector agencies in Namibia to allow for e-governance by 2020.

• Target 100% coverage by digital TV and radio broadcast to all households by 2020.


• In addition to the development of special economic zones, which will underpin efforts to move away from a mono-economy, establish 6 industrial parks and 109 special production and processing centres across all 109 senatorial zones, including shared facilities.

• Encourage and enable ‘prosperous small businesses’
through improved access to funding, supporting infrastructure and off-take arrangements by government and larger enterprises. They will leverage the Government Enterprise and Empowerment Programme, and the Anchor Borrowers Programme.

- Build a digital economy around the technology and creative sectors. In partnership with the states and the private sector, increase broadband penetration across all geopolitical zones of the country, such that over the next four years, all the 774 Local Government Areas will be provided with fibre connectivity.
- Continue emphasis on power, roads and rail.
  - Complete the Ibadan-Kano rail line and Eastern Rail from Port Harcourt to Maiduguri, as well as the Coastal Rail from Calabar in order to build a true national rail network that links all State capitals.
  - Road projects will gather pace, and priority projects under the Presidential Infrastructure Development Fund such as the Abuja-Kaduna-Kano expressway, the Second Niger Bridge and the Lagos-Ibadan expressway will be fast-tracked for early completion.
- Expand generation, transmission and distribution of power from the national grid while developing innovative off-grid solutions for schools, hospitals and markets.
- Improve hard infrastructure efforts, which will be complemented by expanding reforms in the ease of doing business initiative.
- Social investments and social protection arrangements will continue to be deepened by extending coverage to all States and increasing the number of school children being fed daily. This will come with associated direct and indirect jobs across the value chain including farmers, aggregators, processors, transporters, cooks and servers.
- Undertake actions to boost digital literacy, impart functional skills to children, and retrain tens of thousands of teachers every year. Emphasis will be given to education in science, technology, engineering, arts and mathematics.
- Build world-class treatment centres, including for cancer, and establish a health system that prioritises primary health care so that millions of people can be insured for a minimum package of services with the poorest being exempt from co-payments.

**REPUBLIC OF RWANDA**


**Agricultural Productivity Focus**

- Focus on extension services.
- Increase competitiveness of locally produces products including the issue of taxes and fees.
- Conduct research and development on crops and plant varieties.
- Reduce agricultural imports, especially for commodities that could be produced locally.
- Facilitate private sector investment opportunities, particularly in the production of raw materials for industries.
- Increase capacity utilisation of milk collection centres and partner with the private sector to identify market opportunities, including schools.
• Exploit underutilised irrigated land, leveraging efforts of young agricultural professionals while improving land use planning and settlement.

**Education Quality Focus**

• Construct more classrooms to reduce overcrowding.
• Recruit more qualified teachers for primary and secondary schools.
• Regularly update curricula.
• Revamp the school feeding programme.
• Hold accountable school leaders and other concerned officials involved in mismanagement and embezzlement of school resources.

**Health Care Focus**

• Expedite the development of new strategies for financial sustainability of the Community Based Health Insurance (CBHI/ Mutuelle de Santé).
• Address the quality of training for medical professionals.
• Devise strategies to incentivise medical professionals.
• Review electricity and water tariffs in health facilities.

**Other**

• Fast track the construction of basic infrastructure to locally avail services for Rwandans in their communities.

• Evaluate the performance of government shares in various companies and explore measures to increase profitability.
• Examine and put in place measures at addressing challenges that impede the implementation of Made in Rwanda Policy (designed to help boost local industrial contribution to economic growth while promoting the brand of the Rwandan locally made products at the global stage).

**Republic of Seychelles**


**Primary Objectives**

• Consolidate fiscal position to attain a primary surplus of 2.5% from 2019 to 2021.
• Honour debt obligations and ensure total public debt is reduced to below 50% of Gross Domestic Product by 2021.
• Consolidate the social programme of Government.

• Invest in infrastructure to support economic growth.
• Invest in programmes and projects that will improve the lives of citizens.

**Education**

• Invest in teacher salaries, school supplies, and services (training teachers, meals, security).
• Provide substantial Internet bandwidth to all state primary and secondary schools.
• Invest in construction, rehabilitation and renovation of schools.

**Health**

• Invest in a modern health system at all levels to address communicable and non-communicable diseases (hepatitis C, cardiovascular, diabetes, cancer, etc.).
• Intensify prevention programmes to change lifestyles and increase the number and quality of human resources in the health sector.
• Invest in a health information system to manage current resources and address the prevention programme and treatment of diseases.

**Agriculture**

• Provide financial subsidies to assist in curbing production costs.
• Carry out assessment and management of existing pig farms to realise a target of 50%
of consumption through local pork production over the next three years.

• Build a new red meat abattoir.
• Promote the use of tropical green houses for crop production.
• Assess new technologies such as hydroponics.
• Improve existing infrastructure such as the bulk store and sale outlets.
• Establish the Agricultural Institute of Seychelles to conduct research and train in various agricultural fields to prepare students for university.

Land Use and Habitat
• Ensure more accessible housing for the whole population through funding in houses, infrastructure and human resources.
• Deliver 143 and 72 plots of land in 2019 and 2020 respectively, and 406 and 32 houses in 2019 and 2020 respectively.

Local Government
• Procure security and maintenance services.
• Invest in the Animateur Scheme for identifying potential resource persons to develop specific programmes at the local level, and, in partnership with other agencies, bringing more activities and events at the community level.

Family Affairs and Social Development
• Provide financial support for the recently constituted seven regional councils.

Environment and Energy
• Invest in the Landscape and Waste Management Agency to ensure benefits to small contractors and encourage recycling and plastic ban activities.
• Continue to embrace renewable energy alternatives, including a serious solar energy implementation programme to help achieve a target of 5% renewable energy by 2020 and 15% by 2030.
• Use LED lights on the road network.

Fisheries
• Construct a new Fisheries Authority Research and Development Centre.
• Launch the aquaculture sector plan and introduce the aquaculture regulations that establishes licensing and investment frameworks/opportunities for locals and international investment.
• Construct fishing ports and seafood process facilities.

Employment
• Continue to enrol unskilled and inexperienced young jobseekers in the Skills Development Programme.
• Continue tax incentives for employee training.

Youth and Sports
• The Seychelles National Youth Council will implement the newly revised National Youth Policy with a focus on empowering youth.
• Decentralise sporting activities.

National Security
• With the Government of India, finance a police headquarters building at Ile Du Port that will include a forensic laboratory.
Micro, Small and Medium Enterprises (MSME) and Investment Climate

• Establish the Prompt Payment Policy and Bill to promote best commercial transactions payment practices, improve cash flow between suppliers and purchasers, and instil more financial discipline in the national payment culture.
• Enhance the “walk in” Seed Capital Grant Scheme.
• Establish a land allocation points system for industrial and commercial land.
• Revive the High Level Ease of Doing Business Committee.
• Design more direct and simple procedures for starting a business.

Information, Communication and Technology

• Facilitate ICT development through conducive policies and legislations, and through engagement with all the stakeholders.
• Introduce mobile number portability (MNP).
• Connect to second submarine cable in 2020.
• Continue to implement improved e-services.
• Develop a digital economy strategy.

Financial Sector

• Establish laws and mechanisms to combat money laundering and terrorism financing.
• Enhance financial inclusion, allow for a wider choice of e-payment/digital channels, extend credit information coverage, and coordinate the approach for FinTech adoption.
• Promulgate the Financial Consumer Protection law and its supporting regulations to address financial services complaints.

Transport

• Extend the handling capacity of the international airport’s terminal concourse.
• Extend and modernise the Commercial Port and other facilities.
• Invest in road infrastructure projects.

Blue Economy

• Implement the Third South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish3) to strengthen the policy and governance framework for transition to sustainable fisheries and the expansion of the fisheries value chains.
• Issue the Blue Bond to support the objectives of SWIOFish3.


Key Objectives

• Short- to medium-term: restore macroeconomic stability by focusing on fiscal consolidation through enhanced domestic revenue mobilisation and rationalisation of expenditures.
• Medium-term: achieve fiscal and debt sustainability through sustained domestic revenue mobilisation and expenditure management measures.

Fiscal Objectives

• Improve domestic revenue collection to 20% of GDP in 2023, which will allow Government to continue to deliver public services, especially the Free Quality School Education programme, scale up infrastructure investment, diversify the sources of economic growth, and support mitigating measures to ameliorate the
impact of policy reforms on the poor and vulnerable.

- Maintain Government expenditure at an average 23.5% of GDP (2018-2023)
- Reduce overall budget deficit down to 2.8% of GDP during 2019-2023 as domestic revenue increases.
- Keep total public debt at the sustainability threshold of 55 percent of GDP in present value (PV) terms and 70 percent of GDP in nominal terms. External debt will not exceed 40 percent of GDP in PV terms during the period.

Government Expenditure Priorities

- Provide free quality education from primary school to senior secondary school in the medium term.
- Transform the economy, focusing on the restoration of macroeconomic stability and diversifying the economy by improving the productivity of the growth driving sectors.
- Develop infrastructure.
- Improve governance and accountability.

Public Investment Plan 2019-2023

- Education for development
  » Deliver free and quality basic education.
  » Strengthen technical and higher education.
- Other human development
  » Improve health care.
  » Employment and youth empowerment.
  » Social protection.
- Transforming the economy
  » Revitalise the agricultural, fisheries, tourism and mineral sectors.
  » Increase revenue mobilisation.
- Governance and accountability
  » Advance the fight against corruption and illicit financial flows.
  » Improve public trust in state institutions.
  » Improve financial management and service delivery.
  » Strengthen security and governance institutions.
- Infrastructure and competitiveness
  » Improve the supply of energy and water supply infrastructure.
  » Advance the national transport system.
  » Improve information, communication and technology.
  » Foster private sector growth and investment.
- Addressing social welfare, gender and child affairs
- Building resilience
  » Manage the environment and climate change.
  » Improve disaster management governance.

- Means of implementation
  » Develop an integrated resource mobilisation framework.
  » Ensure an effective plan delivery mechanism.

SOUTH AFRICA 


Accelerate Inclusive Economic Growth and Create Jobs

- Implement policy actions to end the uncertainty that has undermined confidence and constrained private sector investment.
- Relax visa requirements.
- Increase the income eligibility thresholds for the employment tax incentive scheme.
- Reduce data costs.
- Offer industrial business incentives, including for the clothing and textile competitiveness programme.
- Increase funding to the Jobs Fund to R1.1 billion over the next three years.
• Expand the small business incubation programme.
• Allocate funding for the implementation of 262 priority land-reform projects over the next three years and to assist emerging farmers seeking to acquire land to farm.
• The Land Bank will support smallholders, and leverage partnerships with other financial institutions.

Improve the Education System and Develop Needed Skills
• Build new schools and maintain schooling infrastructure.
• Fully subsidise education and training for the poor.
• Consider proposals for the development of a new national theatre, a new national museum, and also consider financial support for the National Archives, a national orchestra and ballet troupe.

Improve Conditions for all South Africans, Especially the Poor
• Increase social grant payments through old age, disability, war veterans and care dependency grants, the foster care grant, and the child support grant.

Health Services
• Obtain more doctors and nurses through a new human resources grant and funding for medical interns.
• Raise the wages of community health care workers.
• Allocate funding to eliminate malaria in South Africa.

Access to Housing
• Reprioritise funding towards two new conditional grants for informal settlements upgrading.
• Implement the Help to Buy subsidy to help first-time homebuyers purchase a home.

Economic Infrastructure
• Improve non-toll roads.

Crime and Corruption
• The National Treasury and the Department of Justice will work swiftly to support the establishment of the new Investigating Directorate in the NPA.
• National Treasury will lead a process to encourage those, including government departments, who owe money to municipalities, to pay for services.

Future Proofing the Budget
• Through the infrastructure fund, accelerate R526 billion worth of on-budget projects by bringing in the private sector and development finance institutions. In several instances the private sector will design, build and operate key infrastructure assets. In addition, government will commit R100 billion over the next decade.
• Focus budget spending on getting the country ready for technology. The first step is to fix the education system. Government is rolling out a maths and science grant. The Governor of the South African Reserve Bank is driving an ambitious FinTech programme, together with colleagues from the other financial-sector regulators.
• Continue steps being undertaken at Eskom to expand renewable energy, and implement the carbon tax, which will come into effect from 1 June 2019.
• Due to rapid urbanisation, consider “going up” rather than “horizontally” as part of an integrated development strategy.
• Redouble efforts to attract highly skilled people to South Africa.

Agriculture
- Target to increase agricultural exports to US$4 billion by 2020 from the current USD1.3 billion and halving the labour force engaged in subsistence production from six to three million.
- Sector Investment Plans:
  » Invest in machinery and transport for local farmers.
  » Construct regional bulking centres and mechanisation centres.
  » Build 12 greenhouses to demonstrate horticulture farming and to create a disease free export zone.

Lands, Housing and Urban Development
- Ensure sustainable land use, land tenure security, affordable and decent housing, and organised urban development.
- Purchase vehicles and land.

Energy and Mineral Development
- Meet energy needs in an environmentally sustainable manner.
- Use oil and gas resources to contribute to early achievement of poverty eradication and create lasting value to society.
- Develop the mineral sector.
- Continue construction of large hydropower infrastructure, transmission lines, and capacity payments towards thermal power generation.
- Focus on oil and gas policy and refinery development activities implementation, including development of oil pipelines and the aerodrone.
- Implement the Mineral Certification Mechanism, expand the Seismological Network, construct a Mineral Beneficiation Centre, and continue mapping and exploring the mineral wealth potential in the country.

Works and Transport
- Develop a multimodal transport network.
- Improve the human resource and institutional capacity of the sector.
- Strengthen the national construction industry.
- Increase transport infrastructure and services safety.

ICT and National Guidance
- Construct an innovation hub in Gulu District to promote an innovation ecosystem in the Northern Region and support Young ICT Innovators to create jobs and earn income.
- Purchase transport equipment by the various institutions to facilitate monitoring and enforce compliance to sector regulations and policies.
- Lay fibre optic cable under the missing links and last mile projects, which will be extended to unserved areas in the northern region and over 700 sites.
- Establish four Postal ICT Public Access Information Centres as an e-commerce platform in Moroto, Kasese, Mubende and Kitgum.
- Refurbish Labs /Renovations at UICT (Uganda Institute of Information & Communications Technology).
- Establish ICT labs in at least five girl schools by UCC (Uganda Communications Commission).

Trade and Industry
- Establish and construct border export zones under the Great Lakes Trade Facilitation Project (GLTFP) and the Regional Integration Implementation Programme (RIIP).
- Establish zonal agro-processing industries under the Uganda Development Corporation (UDC).
- Construct laboratory infrastructure (National Metrology Laboratory).

Education
- Achieve equitable access to, and enhance the quality and relevancy of, education and training at all levels.
• Efficiently and effectively deliver education and sports, including physical education and sports outside of the school system.

Health
• Provide inclusive and quality health care services through policy formulation and providing strategic direction, planning and coordination of health care provision.
• Increase financial risk protection of households against impoverishment due to health expenditures.
• Address the key determinants of health through strengthening inter-sectoral collaborations and partnerships.
• Enhance the health sector competitiveness in the region and globally.

Water and Environment
• Provide safe water to 79% of rural populations and 100% of urban populations by 2020, with 95 percent effective use and functionality of the facilities.
• Provide viable urban water supply and sewerage/sanitation systems for domestic, industrial and commercial uses.
• Promote a sustainable productive natural resource base and healthy environment for improved livelihoods, poverty eradication and economic growth.

• Develop capacity and promote sustainable harnessing and use of climate and weather resources for the socio-economic development of Uganda.

Social Development
• Promote rights, gender equality and rights, and women empowerment in the development process.
• Improve the performance of the SDS (Strengthening Decentralization for Sustainability) institutions.
• Enhance effective participation of communities in the development process.
• Redress imbalances and promote equal opportunities for all.
• Promote decent employment opportunities and labour productivity.
• Improve the resilience and productive capacity (participation) of the vulnerable groups (youth, women and people with disabilities).
• Improve the capacity of youth to harness their potential and increase self-employment, productivity and competitiveness.

Security
• Improve capability of defence and security forces.
• Strengthen internal and external security.
• Enhance the defence and security infrastructure, research and development, and production for wealth creation and self.
• Establish a National Service.
• Strengthen administration, policy and planning.

Justice, Law and Order
• Enhance infrastructure and access to services.
• Promote the observance of human rights and fight corruption.
• Strengthen commercial justice and the environment for competitiveness.

Public Sector Management and Administration
• Focus on developing into a viable and dynamic institution in which all the members can identify themselves as a unit. Gender and equity aspects will also be further implemented and followed during the implementation of sector activities.
• Ensure implementation of key flagship projects like the Second Kampala Institutional and Infrastructure Development Projects (KIIDP 2), projects and programmes for affirmative actions, and the Institutional Effectiveness project.
• Strengthen policy development systems.
• Attract investments, cooperation assistance and contributions from the
Diaspora as well as identifying markets.

- Strengthen citizen participation in development and electoral processes.

**Accountability**
- Focus on sustainable macroeconomic stability, fiscal credibility and sustainability, and value for money in the management of public resources.
- Enhance the capacity and capability of anticorruption institutions to improve detection, investigation, and prosecution of corruption.

**Science, Technology, and Innovation (STI)**
- Enhance the integration of STI into the national development process.
- Increase transfer and adaptation of technologies.
- Enhance research and development in Uganda.
- Improve the STI legal and regulatory framework.
- Establish regional science and technology parks.

**Tourism**
- Enhance regulation, coordination and management of the tourism sector to develop and diversify the tourism products and services.
- Develop tourism infrastructure and facilities.
- Promote and market the destination in national, regional and international markets.
- Develop human resource and institutional capacity for the tourism sector.
- Promote community involvement and enterprise development in the tourism economy.
- Promote sustainable development of Uganda’s wildlife resources and cultural heritage.
- Promote safety and security of tourists and tourism assets.
- Promote local, regional and global partnerships for tourism development.

**Industrialisation**
- Build a base for transforming Tanzania into a semi-industrialized nation by 2025.
- Foster development of sustainable productive and export capacities.
- Optimize geographical location by becoming a regional production, trade and logistic hub for businesses.
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery.
- Raise annual real GDP growth to 10 percent by 2021 (from 7.0 percent in 2015).
- Raise per capita income to US$ 1,500 (from US$ 1,043 in 2014).
- Reduce of the poverty rate to 16.7 percent from 28.2 percent recorded in 2011/12.

**Human Development**
- Accelerate inclusive economic growth that reduces poverty and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups.
- Improve quality of life and human wellbeing.

Implementation Effectiveness

- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions.
- Include and strengthen the role of local leaders in planning and implementation.
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.


Macroeconomic Policy Targets

- Attain real GDP growth of 7.1% in 2019 up from the actual growth of 7.0% in 2018 and contain inflation to a single digit between 3.0-4.5% over the medium term.
- Increase and strengthen domestic resource mobilisation aiming at financing Government operations, including infrastructure projects and social services.
  » Promote growth of 22 small and medium size enterprises in order to widen the tax base and increase other Government revenues.
  » Review tax rates and laws, strengthen collection of non-tax revenue, and continue to harmonize and adjust various levies and fees.
  » In order to attain the estimated domestic revenue, implement in the medium term specific administrative strategies, including:
    » Increase efficiency in administration and collection of domestic revenue through implementation of the Integrated Domestic Revenue Administrative System (IDRAS).
    » Widen the tax base through identification and registration of new tax payers as well as continue with the exercise of informal sector formalization.
    » Invest in areas that have potential of generating more revenues to the Government, particularly in deep sea fishing through construction of fishing port and procurement of fishing ships.
    » Strengthen capacity for monitoring and controlling of transfer pricing commonly practiced by international companies.
    » Enhance administration of tax exemptions by ensuring that they are directed to the intended projects.
    » Ensure that non-tax revenues are collected through the Government Electronic Payment Gateway System (GePG)
  » Strengthen monitoring systems in the Government institutions in order to ensure that contributions from public institutions are timely remitted to the Government Coffers.
- With regard to grants and concessional loans from external sources, the Government will continue to strengthen cooperation with Development Partners.
- Regarding domestic and external non-concessional loans, the Government will strengthen sensitisation of stakeholders in the domestic financial market, aimed at improving their participation in the auction of Government securities. Further, efforts are being undertaken to attract various foreign investors who are willing to finance the Government to facilitate implementation of development projects to enhance productivity to the national economy.

Priority Areas for 2019/20

- Industries and Agriculture:
  » Continue to focus more on industries that utilise locally available raw materials such as agricultural produce, livestock, fishery, forestry and minerals, produce goods for domestic market and for export, as well as increasing employment opportunities.
  » Continue to implement the Agricultural Sector Development Programme
II (ASDP II), particularly in ensuring availability of improved seeds, inputs, extension services, markets, supportive infrastructure and research, including allocating more funds to agricultural supportive sectors and granting tax reliefs.

» Strengthen Agricultural Crop Boards, improve and promote establishment of crop cooperative societies so as to enable them access credit from financial institutions for investment in various agricultural activities and establishment of 26 small industries for crops value addition.

• Economic Growth and Human Development:

» Improve availability of quality health services, education and skills, food and nutrition as well as clean and safe water.

» Increase the quality of the labour force to meet the labour market demands.

• Improvement of Enabling Business Environment and Investment Climate:

» Emphasize construction and rehabilitation of infrastructure, especially railway, ports, energy, roads, bridges and airports.

» Continue reviewing and strengthening the policy, legal and institutional frameworks coupled with strengthening peace and security in order to attract both domestic and foreign investors.

» Implement the Blueprint Action Plan exhaustively to improve business environment, so that the business environment becomes more friendly, cost effective and efficient.

• Monitoring and Evaluation:

» Strengthen monitoring and evaluation of the implementation of development projects at all levels.

» Strengthen administration of tax and non-tax revenue collections in order to increase efficiency in budget implementation, but also ensuring that the collection of taxes do not affect businesses.

ZAMBIA


Macroeconomic Objectives

• Attain annual GDP growth rate of at least 4%.

• Sustain inflation within the range of 6-8%.

• Raise international reserves to at least three months of import cover.

• Increase domestic revenue to not less than 18% of GDP.

• Reduce the fiscal deficit to 6.5% of GDP.

• Prioritise the dismantling of arrears and curtail accumulation.

• Reduce the pace of debt accumulation and ensure sustainability.

Pillar One: Economic Diversification and Job Creation

• Agriculture, Livestock and Fisheries

» Continue to develop irrigation infrastructure at Mwomboshi in Chisamba, Musakashi in Mufulira and Lusitu in Chirundu.

» Re-introduce the e-voucher system under the Farmer Input Support Programme.

» Establish the US$100 million tractor assembly plant in the Lusaka South Multi Facility Economic Zone.

» Through the Public Service Micro Finance Company, continue to facilitate access to agricultural equipment to those in the public service.
» Revise guidelines for land acquisition in farm blocks to foster Public Private Partnerships in the development of infrastructure.

» Continue with the policy of only maintaining 500,000 metric tonnes of grain as strategic food reserves.

» Facilitate access to both local and foreign markets for livestock products with strategic focus on the exportation of goats to Saudi Arabia.

» Continue to control diseases through preventative measures, testing and quarantine infrastructure development, increased vaccine production, and sanitary and phyto-sanitary measures.

» Promote cage fish farming through the Zambia Aquaculture Enterprise Development Project.

• Industrialisation

» Continue to set up multi-facility economic zones, industrial parks and other support infrastructure. Actualised investment is estimated at US$ 3.3 billion, with more than 15,000 jobs created.

» Implement, through the Zambia Development Agency, the SME business linkage programme, support investments in value addition, and promote the “Buy Zambia” campaign.

» Invest in pineapple processing in North Western Province, fruit processing in Eastern Province and cashew nut processing in Western Province. In Muchinga Province, roll out an out-grower scheme for palm oil trees to 500 households covering an initial 380 hectares under the Industrial Development Corporation, and, over the next five years, expand the scheme to cover 20,000 hectares in Luapula and Muchinga Provinces with over 25,000 farmers benefiting.

• Regional and International Trade

» Enhance border management through legislation review, including the use of the National Electronic Single Window for trade facilitation.

» Developing One Stop Border Posts to facilitate regional and international trade.

• Tourism

» Diversify tourism products and promote domestic tourism.

» Continue restocking wildlife in areas where numbers have depleted.

» Rehabilitate and maintain roads to and within major national parks.

» Upgrade and expand the Mulungushi International Conference Centre to enable the country to host the African Union Heads of State Summit scheduled for 2022 and contribute towards implementation of the Meetings Incentives Conferences and Exhibition strategy.

• Mining

» Continue to promote exploitation of industrial minerals and gemstones by making available geographical information.

» Continue the Development Mineral Capacity Building Programme to promote small-scale mining.

» Extend the Mineral Production Monitoring Support Project to cover small and medium mining companies as well as other minerals beyond copper.

• Energy

» Diversify the energy mix by implementing the Renewable Energy Feed-in-Tariff Strategy, which aims to bring an additional 200 megawatts to the national grid.

» Under the Scaling Solar Initiative implemented in the Lusaka South Multi-Facility Economic Zone, construct additional solar power plants with the goal of Zambia becoming a net exporter of electricity.

» Migrate to cost reflective electricity pricing.

» Facilitate enhanced participation of the private sector in the procurement
and financing of petroleum products.

- **Transport, Information and Technology Infrastructure**
  - Focus domestic resources on infrastructure projects that are 80% completed or above.
  - Continue to improve road infrastructure, expand the National Road Tolling Programme, complete the expansion and modernisation of the Kenneth Kaunda International Airport and continue construction of the Copperbelt International Airport.
  - Construct 300 more communication towers.
  - Fully implement ICT solutions to enhance transparency and regulatory compliance in the telecommunications sector.

**Pillar Two: Reducing Poverty and Vulnerability**

- Maintain the target of 700,000 beneficiaries of bimonthly grants to vulnerable households, and scale up the number in subsequent years.
- Under the Food Security Pack Programme, continue to provide agricultural inputs to vulnerable but viable farming households.
- Under the Home Grown School Feeding Programme, increase the target number of children to 1,250,000.
- Under the Girls Education and Women Empowerment Livelihood Project (develop skills and a livelihood), target 19,000 additional participants and continue supporting about 15,000 girls from vulnerable households.
- Implement the electronic Single registry of Beneficiaries to provide monitoring and management reports.
- Provide skills training to at least 3,000 out of school youths in vocational and life skills through the youth resource centres. Four youth resource centres will be completed in addition to the 21 currently in operation.
- Resettle 200 youths Mwange and another 200 at Mwange Youth Resettlement Scheme where they will be provided with free land, start-up kits, equipment and access to working capital to engage in agriculture and agro-related activities.
- Strengthen weather and climate information systems and undertake climate change adaptation initiatives.

**Pillar Three: Reducing Developmental Inequalities**

- Continue investing in rural infrastructure development.
- Accelerate implementation of the Decent Work Country Programme, aimed at ensuring that all workers have decent employment that guarantees them social protection and protects their rights at places of work.

**Pillar Four: Enhancing Human Development**

- **Education and Skills Development**
  - Undertake a programme to upgrade 500 existing basic schools to secondary schools from 2019 to 2022 using low cost construction design as a way to increase enrolments at the secondary level.
  - With support from the World Bank, launch the Zambia Education Enhancement Project to construct 82 high schools.
  - Ensure that the quality of education is improved through pre- and in- service training of teachers, provision of teaching and learning materials, ongoing recruitment of teachers, and teacher redeployment to underserved areas.
  - Provide skills training infrastructure, and track and maintain an inventory of skills in the country.
- **Health**
  - Build upon the 15,000 core health workers recruited between 2016 and 2018 towards the target of 30,000 by 2021.
  - Reduce maternal, infant and child mortality through provision of emergency obstetric and neonatal care equipment and supply of vaccines and food supplements for children.
» Reduce the malaria disease burden by increasing the coverage of indoor residual spraying, promoting the use of insecticide-treated mosquito nets and strengthening malaria case management.
» Ensure viral suppression for 90% by 2020 of those found to be HIV positive.
» Continue establishment of regional medical hubs.
» Implement the National Health Insurance Act No 2 to ensure universal access to quality healthcare services.
» Continue to improve water and sanitation systems.

Pillar Five: Creating a Conducive Governance Environment for a Diversified and Inclusive Economy
• Reduce expenditure on administrative parts of the public service.
• Scale down domestically financed capital expenditure by phasing the completion of existing projects.
• Increase domestic resource mobilisation to 18.7% of GDP.
• Curtail domestic borrowing from 4% to 1.4% of GDP.
• Focus on broadening the tax base and enhancing compliance levels.
• Continue with dismantling arrears and strengthening expenditure commitment control systems.
• Focus on price stability by maintaining the annual inflation rate within the target range of 6-8%.
• Provide depositor protection through the Deposit Insurance Bill.
• Operationalize the National Financial Switch to integrate automated teller machines, points of sale terminals, and mobile and internet banking transactions.
• Introduce a primary dealership system to create a vibrant wholesale and retail market for Government securities.
• Undertake various business regulatory, labour law, and public investment management reforms.
• Undertake the Census of Population and Housing, to count all the people living in Zambia, their distribution, living conditions and other key data that are critical for development.
• Rebase the Gross Domestic Product.
• Continue restructuring state-owned enterprises to make them competitive, viable and contribute to national development.
Mr David Barrows
Mr Barrows has extensive global experience in public administration, education and training, business-government relations and economic analysis. For over twenty years he was a senior executive in the government of the Province of Ontario with responsibility for industrial and trade policy. He retired as the Associate Director of the MPA program at the Schulich School of Business, York University. David has consulted and trained for the Commonwealth of Nations, the OECD and the World Bank. He has trained senior public servants in China, Botswana, Vietnam, Thailand and Sri Lanka. He is currently Treasurer of the Board of The Social Planning Council of Ottawa. David has forty publications and conference presentations in business, planning and economic journals around the world. He did his undergraduate and graduate studies at Northeastern University and the University of Western Ontario.

INTRODUCTION
During a regular luncheon date with Art D. at the Sutton Place Hotel, downtown Toronto, January 11, 1996, the following conversation ensued: So Art how are things going? Excellent, he responded, I can now sleep at night. How come? Elevators!

Confused, I ask him to elaborate.

Well, you know that my Ministry is responsible for elevator regulations. Unfortunately, we can’t do our job. My Ministry is chronically understaffed. I do not have enough inspectors. The inspectors that I have were trained on mechanical elevators. The new ones are electrical. The number of serious accidents is increasing.

I enquired: How did you solve the problem?

We have created a new agency, the Technical Standards and Safety Authority. It will be administered and funded by the stakeholders, by fee-for-service – for example, fees for elevator inspections. Problem solved.

HISTORY OF ELEVATORS
Archimedes built the first elevator around 236 BCE. The first screw driven elevator was installed in the Russian Winter Palace in 1793. The Equitable Life Building (1870), in New York City, was the first office building to have passenger elevators. (Bernard)

The mechanical and electrical design of elevators is predicated on standards (codes), which may be international, national, state, regional or city based. Standards tend to be performance-based. The designer is responsible to ensure that elevators meet or exceed standards. Most elevators are built to provide about 30 to 40 years of service.

The international elevator standard, ISO 14798:2009, establishes general principles and procedures for assessing risk, including:

• design, construction, installation and servicing
• development of technical specifications and standards affecting the safety of lifts.

In most US and Canadian jurisdictions, passenger elevators are required to conform to the American Society of Mechanical Engineers’ Standard A17.1, Safety Code for Elevators and Escalator.

GROWTH IN ELEVATOR UTILIZATION
There are an estimated 12 million elevators in the world, with 3.2 million in China and 1 million in the United States. Elevators are
the most used and safest form of transport in the world with an estimated 1 billion trips daily. However, 190 million hours is the cumulative time the world's elevators are ‘unavailable' due to service maintenance. Elevator utilisation will continue to increase. It is estimated that 70% of the global population will be living in cities by 2050 (an additional three billion people will move to cities during the next 30 years).

The 53 member states of the Commonwealth of Nations will experience a significant proportion of this demographic change. The Commonwealth's population is 2.4 billion, of which more than 60% is aged 29 or under. One in three young people aged between 15 and 29 live in Commonwealth countries. Half of the top 20 global emerging cities are in the Commonwealth: New Delhi, Mumbai, Nairobi, Kuala Lumpur,
REGULATION

Regulations derive from government legislation imposed on individuals and institutions to impact economic and social behaviours. The goal of economic, as opposed to social, regulation is to ensure the delivery of a safe and appropriate service, while not discouraging the effective functioning and development of businesses. (Stigler)

Principal-agent theory addresses issues of information asymmetry. Government is the principal, and the operator the agent, regardless of who owns the operator. To protect customers from market power in the presence of non-existent or ineffective competition, regulators should:
- encourage competition
- provide for economically efficient price structures
- provide a transparent, predictable, legitimate, and credible regulatory system.

Canada is ranked the sixth best country in the world with respect to regulatory quality, with the United States ranked 16th (The World Bank). Regulation can have several elements: public statutes, standards, or statements of expectations; a registration or licensing process; an inspection process to ensure compliance; and/or a de-licensing process. In the absence of regulation, or in an attempt to forestall regulation, industries, corporations and trade associations may choose to adopt self-regulating models.

Regulatory capture is a form of government failure which occurs when a regulatory agency advances the commercial or political concerns of special interest groups that dominate the industry or sector it is charged with regulating. For public choice theorists, regulatory capture occurs because groups or individuals having the potential for very significant gains or losses in the outcome of policy or regulatory decisions can be expected to focus their resources and energies in attempting to gain the policy outcomes they prefer. Members of the public, each with a minimal stake in the outcome, will generally ignore it altogether. Cognitive or cultural capture occurs when the regulator begins to think like the regulated industry. (Manish and O’Reilly)

The Iron Law of Regulation argues that all government regulations eventually lead to a net loss in social welfare. “There is no form of market failure, however egregious, which is not eventually made worse by the political interventions intended to fix it.” (Armstrong and Green)

Some argue that companies behave in a socially responsible manner, by their commitment to stakeholders, their interest in preserving their reputation, and their goals for long-term growth, thus eliminating the need for external regulation.

SUNSETTING REGULATION

A sunset provision or clause is a measure within a statute, regulation or other law that provides that the law shall cease to have effect after a specific date, unless further legislative action is taken to extend the law. (Sunsetting)

In Australia thousands of regulatory instruments began to sunset under the Legislation Act 2003 (LA). Some of those instruments have significant impacts on businesses, community organisations or individuals. Under the Australian Government’s regulatory impact analysis rules, the decision to continue such instruments would normally require the completion of a Regulation Impact Statement (RIS).

Where there are no significant changes to the regulation an agency is allowed to self-assess performance. If it is found to be operating effectively and efficiently, no RIS is required. The agency’s assessment of performance must be published and must include a consultation process with affected stakeholders.

The agency must also complete a regulatory costing to quantify the costs imposed on businesses, community organisations and/or individuals if the regulation is sunsetsed. The agency must identify regulatory cost offsets.
where there are changes that increase the regulatory burden.

**ONTARIO’S TECHNICAL STANDARDS AND SAFETY AUTHORITY**

Ontario’s Technical Standards and Safety Authority (TSSA) is a not-for-profit corporation to which the public-safety regulation functions of the province’s Ministry of Consumer and Commercial Relations were transferred in 1997.

The transferring of these activities to a non-governmental organisation is consistent with the New Public Management (NPM) whereby governments should “steer” but not “row.” Service delivery can be achieved with greater efficiency through contracting-out, privatisation, public-private partnerships, and relying on new organisational forms such as special operating agencies. This includes the delegation of full responsibility for prosecutions.

Bill 54, The Safety and Consumer Statutes Administration Act, was enacted in June 1996. The Act permitted designated, non-
profit corporations to generate and retain revenues by charging fees for membership and services to support their operations. The minister may amend the administrative agreement if the change is in the public interest. The minister is permitted to appoint members to the board so long as the minister's appointees do not constitute a majority of the board. Employees are not Crown employees or agents.

The government lost much of its capacity to give the authority direction. Almost all of the Ministry's policy and technical expertise was transferred to the TSSA.

TSSA’s objectives include both promoting the industry and undertaking activities that enhance public safety. It is not clear that these two objectives are compatible. Therefore, there exist potential issues of political, legislative, administrative and fiscal accountability.

**THE GOOD NEWS**

In 1995, prior to the establishment of the TSSA, there were 240 elevator incidents and serious injuries. In 1995 there were, approximately, 8,500 elevators in Ontario. Over the period 2008 – 2017, there were 3,509 occurrences, an average of 350 per year. In 2017 there were, approximately, 20,000 elevators in Ontario. Ontario experienced a significant increase in the number of elevators in operation. The data suggest a significant improvement in the per capita reduction of elevator incidents. (TSSA)

**ONTARIO’S AUDITOR GENERAL: OVER 80% OF ONTARIO ELEVATORS FAILED THEIR INSPECTIONS IN 2018**

The not-so-good news, Ontario’s Auditor General reported: “In 2018, just over 80% of elevators failed their TSSA inspection, mostly because maintenance and safety work required by law was not done on time; “The TSSA has tried with little result to have these large elevator maintenance companies perform required maintenance and safety tests.” (CBC News)

Ontario’s auditor general value-for-money audit states that the TSSA are doing little to address real safety risks in its areas of responsibility. “They are supposed to be protecting public safety. Their whole means of existence is inspections and to make sure things are working. And we didn’t see that working. “The small numbers of elevator maintenance companies that dominate the market are failing to get safety work done on time, but the TSSA is having little success in cracking down. “In 2018, the TSSA renewed the operating licenses of over 300 elevators that, at the same time, were shut down by the TSSA for being unsafe to operate”. The report found that the TSSA has little ability to enforce elevator safety rules. (Daily Hive)

The TSSA expressed strong views that accountability for availability cannot reside within their current mandate, which is focused on safety. They say linkage of these two concepts could impede current processes and lead to a weakening of Ontario’s strong record for safety.

**AVAILABILITY VS. SAFETY**

Elevator entrapment incidences are typically compiled by local fire departments (and 911 calls). Strictly speaking, elevator entrapments are not under TSSA’s mandate, however as entrapments present a potential safety risk (e.g. people trying to escape), they are a general reflection of the efficacy of general maintenance. Overall occurrences demonstrate an increasing trend of approximately 14% per year. The median compliance rate of 25% has been decreasing by 2% per year. 76% of estimated historical risk for the last ten years is due to factors deemed to be external to regulatory requirements: most external factor occurrences due to human factors. (Hoornweg).

**FOR DISCUSSION**

- Is safety and availability the same thing?
- Is this an example of the iron law of regulation?
- Is the TSSA correct to assert that safety regulations and availability are incompatible?
- Is there an opportunity for Commonwealth Member
States to co-ordinate/cooperate in the areas of regulatory, public policy and administration best practice?

• Is this an example of regulatory capture?
• Discuss public Choice Theory in the context of this case.
• Is it feasible for an agency to both regulate and promote the industry?
• Is it legitimate for government to designate not-for-profit agencies as regulators and prosecutors?
• What is the role of government dealing with industry not-for-profit agencies?

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INTRODUCTION

The three pillars of citizen-centric governance are characterised by the right to information, public services, and grievance redressal support.

While two of these pillars have been achieved through enactment of the Right to Information Act (RTI) by the Government of India, and the Right to Public Services Act (RTPS) by more than 20 state governments, the third pillar - public grievance redressal - has been absent.

In a report presented to the United Kingdom Parliament, the central problem of grievance redress was clearly laid out: “… in a democracy ruled by law, and under a government committed to high quality and responsive public services, simply appealing to a department's sense of fairness is not, and has never been, enough. There has to be redress beyond the department”. The Government of Bihar experience prior to the Act amply demonstrated this point. As mentioned by the Chief Minister, “… there was no guarantee of their grievances are being redressed. Most of the grievances remained unresolved and that used to haunt my mind”. Undeterred, the Chief Minister shifted the paradigm and introduced the Bihar Right to Public Grievance Redressal Act 2015, to ensure redressal.

The government leveraged the knowledge and experience gained in the implementation of the RTI and RTPS Acts.

The Act is universal (covering 110 million residents of Bihar), requires no pre-qualification, and is non-discriminatory. Unlike most other laws, such as the Right to Public Services Act, a citizen does not have to fulfil any criteria prior to filing a complaint. Also, this Act covers the entire government without exception. It is the most radical of human rights-based legislation that allows any person access to services at any time,

Bihar Right to Public Grievance Redressal Act 2015

GUARANTEED GRIEVANCE REDRESSAL

OLD WAYS WON'T OPEN NEW DOORS

A NEW HUMAN RIGHT LAW

Majesty. Page 11.

1 “Transforming Public Services: Complaints, Redress and Tribunals” presented to Parliament by the Secretary of State for Constitutional Affairs and Lord Chancellor by command of Her Majesty.

2 PTI “Nitish Kumar launches Grievance Redressal Act in Bihar”, NDTV, 05 June 2016.
to any department, anywhere. Previous attempts were largely restricted to services provided by select departments.

**Key Features**

**Legal Right:** For the first time in the country, redressal of public grievance became a legal right.

**Transparency:** The Act defines the scope of public grievance redressal in unambiguous terms. Except for a limited number of services in the Negative List (such as the RTI, Bihar RTPS, Service Matters and court cases), the residents of Bihar are eligible for grievance redressal on any issue related to about 478 schemes/programmes/services of the 44 departments in the Government of Bihar. Even though the Negative List exists, Rules and Instructions mandate all applications be received and acknowledged. Complaints relating to the Negative List would be addressed by informing the applicants of alternate remedies through existing laws, rules, regulations and procedures and by forwarding the complaint to the appropriate authority.

**Accountability:** The Act, Rules and Notifications, define specifically the responsibilities of each of the key players – Public Grievance Redressal Officers (PGROs), Public Authority, Appellate Authorities and Reviewing Authority. No ambiguity exists. Failure to perform their functions as mandated can lead to penalties (ranging from Rs.500 to Rs. 5,000).

**Time Bound Redress:** time limits are clearly laid down.
- Grievance redressal: 60 working days
- First and second Appeals and Revision Petitions to be filed within 30 – 45 working days of the issue of the Final Orders
- Appeals and Review orders to be issued within 60 working days of receipt of the appeal/petition.

**Single Window Registration and Processing:** A web portal, mobile application, call centre (toll-free number), and e-mail enable registration of grievances at any time and from anywhere.

At each of the 140 Public Grievance Counters across the state a complainant can physically register a complaint against any authority and have it processed in the same premise, irrespective of the department(s) concerned and receive an acknowledgement receipt with a unique identification (this identification is the only requirement to access all information and documents later) and the date of the first hearing.

**No Wrong Door Policy:** At the application stage, no complaint would be rejected because of a wrong domain, geography, or that it belongs to the Negative List. Where found appropriate, the PGRO would transfer the complaint electronically to the relevant authority with details copied to the complainant.

**Comprehensiveness and Power Symmetry:** From registration to redressal, all information is available to the two parties and PGROs. No extra power can be extracted through information asymmetry by any public authority. PGROs independently decide to consider evidence from both parties, which ensures power parity between the complainant and the public authority. Legal right to a hearing and access to all evidence ensure public participation in the redressal process. PGROs have been specifically trained to conduct the hearings in a cordial atmosphere. Citizen empowerment has been achieved since both parties are treated as equals by the PGROs.

The effect of this, stated by an independent journalist, is “… if the BDO [in the past] was sitting on my pension application and...
not processing it...I (could) then approach the appellate authority within the Department, who (would) be the supervisor of the BDO. This (was) likely to not lead me anywhere. Under the Grievance Redress Act, I can now approach someone outside the department who is senior to the BDO and has the power to summon them and hear out my complaint, thus increasing the chance of success.³

Information and Communications Technology (ICT) Facilitated Time-Bound Redressal: PGROs have been provided dashboard facilities and any deviation from the time limit must be justified in writing.

Digitization and Cloud Storage: All information regarding all grievances are digitised and stored securely in the Cloud.

³ SABHIKI, INAYAT ANAITA, “Understanding the difference between the public service delivery and right to grievance redress”, The Wire, 17 August 2017.

Monitoring PGROS Ensures Non-Collusion Between Them And Public Authorities:
The PGRO is an independent quasi-judicial authority and hence has no vested interests per se. The fact that they are also monitored independently provides the additional safety valve to ensure that there is no collusion between PGROs and public authorities. This ensures further power symmetry in the overall process.

Orders to Contain Reasons in Writing for Rejection: If the complaint is ineligible, the PGRO, based on the weight of evidence gathered, has to state in writing why a complaint is rejected. The applicant still has the freedom to go to a First Appeal.

Redressal as the Focus: The BRPGR Act and its implementation are focused on redressal, not mere disposal of the case. In addition to the process itself supporting the focus on redressal, IT-supported monitoring by BPSMS of the orders of PGROs assures quality control. The BPSMS takes up sample cases daily and follows up with PGROs to ensure solutions in redressable cases. In addition, it reminds the PGROs that in cases of redressal, documentary proof of redressal, including in the form of an applicant's statement of satisfaction should be obtained.

PROCESS FLOW OF BRPGR

The Bihar Right to Public Grievance Redressal Act 2015 is a
textbook case of Business Process Re-engineering (BPR). It is a fundamental innovation because it is the first and only law that provides a legal right to grievance redressal through an impartial authority. It is also radical because it breaks silos and has a ‘no wrong door’ policy by introducing a single system that covers all departments. It is dramatic in that its scope is comprehensive and is a single window system. And finally, it is a redesign of processes to achieve what the citizens want: redressal not just disposal of the case.

**IMPLEMENTATION**

**Superordinate Goal:** Redressal of grievances through a legal process by an independent authority.

**Strategy:** To enable benefits to every citizen, the government adopted a completely scaled-up model from the beginning, covering the entire State and all 44 departments.

**Structure:** An independent administrative structure was institutionalized to ensure smooth implementation. BPSMS was assigned the task of monitoring for results.

**System:** The ICT system is comprehensive and covers both front- and back-end services. The system is citizen-friendly, showcased by the two features mentioned above. ‘Single Window’ for information and ‘One Stop Shop’ for redressal.

**Staff:** 101 Sub Divisional PGROs, 38 District PGROs, and 22 Departmental PGROs were selected and intensively trained in the spirit and letter of the law. In each Public Grievance Reception and Facilitation Centre, and the Call Centre, about 1000 support staff skilled in ICT have been provided.

**Skills:** The PGROs received intense training on skills required for adjudication, arbitration, and conciliation. Support staff received training on facilitation skills, a key element in the first stage of the process: receipt of complaints. During implementation, regular training workshops for the PGROs and support staff have been held.

**Style:** The PGROs and support staff have been trained to adopt a friendly and problem-solving style. Complainants and public authorities are not seen as adversaries, but two parties who face common problems that need to be resolved in a time-bound manner.

**Monitoring:** Monitoring the implementation of the Act is carried out by BPSMS, using software that helps monitor if grievances are disposed on time or delayed. A sample of the orders are analysed to ensure that grievances are redressed and not just heard. The implementation aspects are monitored at the highest levels of the government including by the Honourable Chief Minister.

A Pareto analysis revealed that about eight departments (covering 20 issues) account for most of all grievances received. These are Revenue and Land Reforms, Food and Consumer Protection, Rural Development, Home, Energy, Finance, Disaster Management, and Education. The service delivery related to these plans, programmes and schemes are being studied to see how service delivery can be improved and grievances reduced.

**ADAPTABILITY AND SCALABILITY**

The initiative is fully operational in Bihar. Further scaling could be thought of in terms of replication in other states and union territories. The initiative is driven on the basis of a paradigm shift in the way grievances are being addressed. To scale the initiative nation-wide, other states and the national government would have to adapt and adopt such legislation. This is a condition really, and not a restriction. And given history, such as in information and public service
delivery, guarantees of grievances redressal are easily possible if there is political will.

RESULTS/OUTCOMES/IMPACTS

Efficiency = Grievances Disposed = 99.2% (Orders Issued till data as a % of applications – Number of applications pending within the deadline).

Effectiveness = Grievances Redressed in the First Instance at the PGRO Level = 84.86% (Orders against which first appeals have not been filed as a % of total orders Issued).

The graphs to the right provide detailed figures for grievances and appeals at various levels and stages.

Impact

• Over 299,000 grievances were registered in the first 22 months of implementation of the BRPGR Act and more than 235,000 were redressed.

• Several old complaints have been redressed, the record being a 36-year-old case for land revenue receipt.

• Economic benefits such as housing and sanitary loans, scholarships, pensions, and compensation on account of land acquisition, death, disaster, etc. have accrued to citizens in an expeditious manner.

• Complicated issues involving law and order, such as land encroachment and abduction
have also been resolved in a timely manner.

- Complainants did not need to express their grievance more than once. The burden of repeat complaints to both complainants and the administration has been fully eliminated.

- The departments are getting greater clarity on the nature and details of public grievances and how they could be disposed of.

- Pareto analysis has helped the government focus on the top issues. This helps reform public service delivery and reduces the incidence and frequency of grievances.

- Public authorities have improved their service delivery knowing well that any slippage could come under the independent scrutiny of a PGRO.

**Citizen Centricity**

A short comparison of the past system with the present shows reduced time, effort and cost for the applicant:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Application Stage: Physical visit or, later on, through on-line BPGRS.</td>
<td>Physical visit or through on-line BPGRA system including telephone, e-mail and mobile application.</td>
</tr>
<tr>
<td>2</td>
<td>At least one day in the Janata Durbar.</td>
<td>No necessity for physical presence.</td>
</tr>
<tr>
<td>3</td>
<td>In many cases, multiple rounds/visits to check status and directly deal with the public authority concerned.</td>
<td>No need for multiple visits as the PGRO Office provides status updates both online and at counters, and informs the applicant of the hearing date. On average, if physically present, only two to three visits typically needed.</td>
</tr>
<tr>
<td>4</td>
<td>Rs. 3,000/-. At least ten days on average @ Rs.300/- day in foregone wages. If the grievance was 'disposed' but not redressed, the same process would occur once again; hence another Rs. 3,000/- Travel Cost: About Rs. 20-30/- per visit.</td>
<td>Can be as low as no cost. Telephone, web-based, mobile registration available so no need for physical presence. The PGRO’s order can be downloaded. In case the grievance is not redressed, a visit to the PGRO or Appellate Authorities Office is required: One visit is about Rs.200/-.</td>
</tr>
<tr>
<td>5</td>
<td>Overall time required about ten days</td>
<td>Even if physically present, approximately four days</td>
</tr>
<tr>
<td>6</td>
<td>No fee</td>
<td>No fee</td>
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**SUMMARY CONCLUSIONS**

- The most significant objective of ensuring citizen empowerment and power parity has been achieved through the quasi-judicial mechanism mandated by the Act.

- Efficiency in terms of percentage disposed to total applications received is excellent.

- Efficacy in terms of redressal of grievances as a proportion of redressable grievances is also high.

- The methodology adopted for implementation and the painstaking preparation for more than a year in building up infrastructure, HR and IT systems has produced positive results.

- Monitoring for redressal has introduced an aspect of working to achieve over and above the spirit of the law.

- Introducing improvements based on monitoring and feedback has made the implementation of BRPGRA a live and continuously improving process.

**Citizen Satisfaction**

Based on a new initiative introduced in 01-09-2017, client satisfaction with an order was captured. About 50% of complainants responded (as many do not appear for the hearing). Of these, 89% were satisfied.

Success stories can be accessed at:
- [http://lokshikayat.bihar.gov.in/Book/001.pdf](http://lokshikayat.bihar.gov.in/Book/001.pdf)
The Housing & Development Board (HDB) is Singapore’s public housing authority. HDB plans and develops Singapore’s housing estates, building homes and transforming towns to create a quality living environment. HDB provides various commercial, recreational, and social amenities for residents’ convenience. As the public housing agency that houses over 80% of Singapore’s population, HDB has a key role in supporting Singapore’s commitment to sustainable development.

In 2011, HDB announced the plan to develop Punggol as Singapore’s first eco-town. As an eco-town, Punggol was also positioned as a living laboratory. It enabled HDB to deepen innovative culture within the organisation and to test new urban solutions that provide numerous opportunities to inspire and encourage all stakeholders.

Other objectives included:

- To position Punggol as a living laboratory enabling the organisation to collaborate with all stakeholders in generating innovative practices/solutions and new thinking that improves the living environment of residents in a high-rise, high-density setting;
- To increase innovation culture and engineering capabilities within HDB;
- To transfer knowledge to other government agencies for replication in other projects;
- To arrive at a cost-effective and organic methods of improving water quality and enhancing embankment stability of the Punggol Waterway;
- To intensify greenery and conserve flora heritage and biodiversity; and
- To introduce secured bicycle parking facilities and improve the cycling network for first-and-last mile connectivity.

The cultivation of freshwater-tolerant mangroves and the
development of a floating wetland system are two initiatives crucial to success.

**CULTIVATION OF FRESHWATER-TOLERANT MANGROVES**

With rapid urbanisation, the mangroves coverage area in Singapore has been reduced from 13% to approximately 0.5%. This reduction has led to decline of the biodiversity count and reduction of our natural heritage. The Cultivation of Freshwater-Tolerant Mangroves initiative aims to restore coverage of rare and endangered mangrove species in Punggol and would help to stabilise the slope along the embankments of waterway through natural means, thereby slowing the degree of surface runoff of sediments into the waterway.

The HDB worked with other government agencies such as National Parks Board (NParks) and Public Utilities Board (PUB) to identify suitable resilient mangrove species that thrive in freshwater conditions and would stabilise the slopes of the waterway in a natural manner. In order to apply unsaturated soil mechanics principles in tracking the extent mangroves can improve embankment slope stability, the HDB collaborated with Nanyang Technological University (NTU). Slope failures can lead to socio-economic problems caused by damage and destruction to nearby infrastructures. In the field of geotechnical engineering and design, the team stretched the conventional design approach to adopt unsaturated soil conditions for slope analysis stability.

The team cultivated an arboretum of freshwater-tolerant mangrove (tropical plants that are part of Singapore’s natural heritage) along MyWaterway@Punggol. HDB took an integrated design approach that incorporated both soil engineering principles and organic growth effects of vegetation roots. The vegetation not only strengthens embankments and controls slope erosion but also contributes significantly to overall aesthetics along the waterway.

Based on the research and development study, mangroves (planted across the entire slope face) have been strategically located to improve slope stability in a gradual and cost-effective manner. These plants enhance and maintain soil suction within the soil vicinity of their roots. Under specific soil characteristics and slope profile, this methodology replaces the need for construction of geotextile bags and/or reinforced concrete walls. It is more cost effective and contributes to lowering the carbon footprint.

**DEVELOPMENT OF FLOATING WETLANDS SYSTEM**

HDB recognised the opportunity to create green spaces in the vast area within the waterway, develop innovative and a biological floating wetlands system best suited for the tropical environment, create lively ecological habitats, and complement the mangroves on the embankments that cleanse the water.
HDB collaborated with the National University of Singapore (NUS) to apply finite element analysis using ABAQUS Software for design of an innovative and cost effective floating wetlands system. ABAQUS is widely used in mechanical, aerospace and civil engineering fields to solve traditional implicit finite element analyses (static, dynamics, thermal), all powered with the broadest range of conduct and nonlinear material options.

They also collaborated with the NUS to apply numerical analysis in the development of an innovative solution for a floating wetland system. This system has the advantage of being able to overcome current limitations for existing floating wetlands systems such as buoyancy, system modularity, and loading capacity; thereby achieving better designs in terms of enhanced safety, flexibility in design and increased usage. Both static and hydro elastic analyses were performed to determine whether the floating module was able to meet the minimum freeboard, strength and serviceability requirements.

A hydro elastic analysis was also carried out to assess the degree of flexibility of the floating wetland action. Well-designed floating wetlands will provide water cleansing treatment and will also enable a wider variety of plants to be planted on the floating wetlands system. This first-of-its-kind modular floating wetlands system will also address issues of safety of
maintenance workers by ensuring stability when the floating wetlands are subjected to wind and/or wave action.

Resilient plants species for floating wetlands systems that require minimal maintenance and can thrive well in tropical conditions were identified by working closely with various government agencies such as PUB and NParks.

**POSITIVE IMPACTS TO THE LIVING ENVIRONMENT**

- Planted more than 60,000 plants along the waterway, including 35 species of freshwater-tolerant mangroves and 15 species of floating wetlands;
- Developed, and implemented Singapore's first-of-its-kind innovative floating wetlands system (of 500m²) with in-built maintenance platform. This system is durable, can last for at least twenty years and does not overturn in the event of oncoming waves, ensuring the safety of the maintenance workers;
- Adopted planting as a natural means to stabilise embankments, where HDB has planted approximately 6,000m² of freshwater-tolerant mangroves, instead of constructing reinforced concrete walls to stabilise the embankments. Planting mangroves is more cost effective and less labour intensive that constructing reinforced concrete walls;
- This freshwater-tolerant mangroves arboretum reintroduced 10 endangered and rare mangroves species such as *Bruiguiera gymnorrhiza*, and *Nypa fruiticana* in Punggol. It also provided opportunities to educate younger Singaporeans about their natural heritage;
- Enhanced water quality through natural means in achieving a 20% reduction of total nitrates and total phosphates, and a 30% improvement in turbidity levels;
- Sustained and increased the biodiversity from 100 to 114 (90 birds, 10 butterflies and 14 dragonflies species);
- Intensified greenery along the waterway. The 146,000 residents of Punggol can now cycle, jog and kayak within a lusher and greener environment;
- Approximately 1,000 visitors learned about greenery initiatives as part of the eco-learning journeys;
- Brought Singapore’s natural heritage closer to the public housing developments along the waterway.

**FINDINGS**

**Floating Wetlands and Freshwater-Tolerant Mangroves**
The Floating Wetlands System is an innovative solution that helps to create green spaces within a waterway and improve biodiversity count and water quality. This modular system has the advantage of forming integrated platforms of different shapes and sizes.

Mangroves are known to grow well in brackish water conditions as opposed to fresh water. The mangrove species were rigorously tested at a manmade pond in the HDB Centre of Building Research with rainwater collected from rooftops. Up to 35 resilient mangroves and mangrove-associated species were found to thrive well in freshwater conditions, exceeding initial expectations.

Adopting the planting of mangroves to stabilise embankments as opposed to constructing concrete walls reduces carbon footprint and is more economical.

**Improving Biodiversity Count and Contributing to Developing a Biophilic Town**

Freshwater-tolerant mangroves and floating wetlands provide important habitats for many varieties of wildlife flora and fauna species. The freshwater-tolerant mangroves habitats were planned and designed in such a way that different strata or layered vegetation were established to attract a wide variety of biodiversity. For example, freshwater swamp species that are five metres and shorter attract wildlife butterflies and dragonflies while taller freshwater-tolerant mangrove species attract bird
species such as Sunbird and Kingfisher (refer to Figure 1). Such a spectrum of biodiversity along Punggol Waterway will form part of the sustainable framework that supports a biophilic living environment in Punggol and brings nature closer to residents.

An external, independent wildlife consultant was engaged to regularly conduct independent biodiversity surveys to verify the improvement rate of the biodiversity count along MyWaterway@Punggol. Observation survey techniques such as transect (walking from one point to another and spotting the wildlife species along the way), and point (spotting wildlife species at a stationary location) were adopted to specifically document the wildlife diversity and density along stretches of the waterway.

Within four years, two biodiversity studies were carried out separately (2011 and 2015). The first study for the Stage 1 pilot implementation of a 160-metre stretch of freshwater-tolerant mangroves and 50 square metres of floating wetlands (located at the eastern end of MyWaterway@Punggol) was completed in 2013. Over 80 bird, 9 butterfly, and 11 dragonfly species were observed under the pilot over a 2-year monitoring period (refer to Figure 3 on next page).

With the successful pilot implementation of Stage 1, HDB further extended the field implementation to another separate 2-kilometre stretch of mangroves and 500 square...
metres of floating wetlands at MyWaterway@Punggol, listed under Stage 2. As of April 2016, an additional 10 bird species, 1 butterfly species and 3 dragonfly species (refer to Figure 4) were observed. This increase in biodiversity count has proven beyond doubt that there are varieties of mangroves and wetlands plants that attract a spectrum of flora and fauna and progressively transform into a conducive and safe habitat within the environmental setting of urban public housing.

**NATURAL WATER CLEANSING OF MYWATERWAY@PUNGGOL THROUGH ORGANIC URBAN SOLUTIONS**

Apart from eco-drains lining both sides of MyWaterway@Punggol and a string of strategically located aerators, organic urban solutions were also incorporated along the waterway to enhance the water quality to support a lively and sustainable environment. Freshwater tolerant mangroves species, proven to improve and maintain good water quality in their immediate vicinity, were extensively planted along the waterway to intensify the landscape and to strengthen the embankments of MyWaterway@Punggol. These mangroves remove nutrients, absorb pollutants and pare down particulate concentrations from external load sources. They also slow water flows and promote sedimentation,
hence improving turbidity. The extensive and fibrous root systems of freshwater-tolerant mangroves also bind soil particles together, leading to more compact and dense surficial soils, close to slope faces of embankments. Such compacted soil strata lead to an inherently more stable embankment against rainfall-induced slope failure. Similarly, the emergent plants on floating wetlands also absorb nutrients through their roots.

To further validate the positive effects of mangroves and floating wetlands on water quality, HDB collaborated with Singapore and Ngee Ann Polytechnics to collect water samples monthly along MyWaterway@Punggol and conducted in-situ analyse and laboratory tests (refer to Figure 5). Data collected showed that over time, water quality did improve. For example, the overall levels of suspended precipitates and reduction in nutrient levels in the water close to mangroves and wetlands are about 30% lower (refer to Figure 6). Cleaner water supports a healthy environment for biodiversity to thrive while minimising the likelihood of widespread algae growth.

**CONCLUSION**

HDB was granted a patent to the floating wetlands system by The Intellectual Properties Offices of Singapore and China. A number of government institutions and agencies have approached HDB to adopt this system, including People’s Association, Ngee Ann Polytechnic, and National Parks Board. The patent generates income from royalty fees.

Initiatives such as this enable HDB to gain substantial engineering knowledge and adopt new guidelines, practices, and engineering design approaches.

These two initiatives were implemented within a budget of less than S$2.1 million. They have helped to deepen the innovation culture within the organisation and created new thinking/approaches to sustainable solutions.
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