



Republic of Zambia

CONCEPT NOTE ON THE PAMODZI SERVICE CENTRES

Prepared by:
**Management Development Division
Cabinet Office**

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1.0. INTRODUCTION

This document articulates the concept of the Pamodzi Service Centres to be introduced in the Public Service. The Pamodzi Service Centres are One-Stop-Service Centres, which will offer multiple Public Services at selected central locations under ‘one roof’ and through on-line platforms thereby, easing access to public services and improving efficiency in service delivery. The Centres will leverage ICT to integrate related public services and enhance access, effectiveness and efficiency of service delivery.

The Pamodzi Service Centres have been conceptualised in the context of the Public Service Transformation Strategy for Improved Service Delivery whose goal is “A transformed Public Service that is professional, ethical, entrepreneurial, developmental in orientation and accountable to the people of Zambia”. The underlying principle is to make public services accessible to all and simple (across the country with less red tape), and available all the time (24/7), and acceptable (uniform standard).

Once implemented it is envisaged that the Pamodzi Service Centres will transform the way Government interacts with and delivers services to its citizens, thereby bringing Government closer to the people and making service delivery to the citizens more friendly, convenient, transparent, efficient and cost effective.

Specifically, this concept paper is structured under the following sections: Introduction, Background, One Stop Service Delivery Models, Vision and Guiding Principles, Scope and range of services to be offered, and the Governance Structure.

2.0. BACKGROUND

Currently, the services delivered by Public Service Institutions are characterised by long and disorderly queues, poor customer service (negative attitudes), inadequate access points, unavailable, inaccurate and delayed information, multiple entry points for a single service, and complicated and cumbersome processes. An example of such a service is obtaining a birth certificate, which involves taking the birth record to the Council, visiting several offices at the Council to have the birth recorded and thereafter, proceeding to the Department of National Registration to obtain a birth certificate.

In most cases, these offices are actually in different locations and districts. The waiting time at each stage of the service delivery is undefined and frequently lengthy. This mode of service delivery is frustrating, inconveniencing and unbearable to the citizens. Consequently, some citizens forgo services they are entitled to, corruption is promoted, and Government is denied revenue and is unable to regulate certain aspects of public life.

Below are some pictures illustrating the challenges currently facing the Public Service delivery system.





(Queuing for services at the Passport Office)



(Passport application payment system at Indo-Zambia Bank)



(Insurmountable amount of paperwork in a typical Public Service Institution)

Further, the current service delivery system has over time inadequately adapted to the growing population demand, rapid technological developments requiring changes in service delivery systems, decentralisation of administrative and financial functions, efficient and effective service provision as well as competitive business environment.

To address these and other challenges, Government has developed the Public Service Transformation Strategy that identifies and prioritises reform interventions whose goal is to realise a transformed Public Service that is professional, ethical, entrepreneurial, developmental in orientation and accountable to the people of Zambia.

The strategy outlines various interventions to improve service delivery from: Government to Government (G2G), Government to Business (G2B) and Government to Citizens (G2C). The underlying principle is to make public services accessible to all and simple (across the country with less red tape), available all the time (24/7), and acceptable (uniform standard).

With specific regard to G2B, Government, through the Private Sector Development Programme has developed One Stop Shops for businesses. These One Stop Shops have brought together officers from Zambia Revenue Authority, Zambia Development Agency, and Patents and Companies Registration Agency under one roof to provide business licensing services among others. The Centres are managed by the Business Regulatory Review Agency. Currently, there are One Stop Shops in Lusaka, Livingstone and Kitwe. The services being provided by the One Stop Shops have recently been augmented by Service Kiosks.

With regard to G2C, the e-Government component of the Strategy outlines the following interventions:

- i) Implementation of a Government Transactional Portal;
- ii) Provision of Government services electronically;
- iii) Deployment of National Call Centre;
- iv) Establishment of Multi Centre Bureaus; and
- v) Deployment of 24-Hour Self Service Kiosks.

Building on the aforementioned Strategy, the Republican President in his address at the opening of the 5th Session of the 11th National Assembly launched the “Smart Zambia Now” programme. Amongst the elements of the programme are:

- Embracing technology to expedite provision of service;
- Realigning institutions where necessary to make them more responsive to the needs of the nation;
- Promoting cost effective operations in government to eliminate waste and abuse of public resources; and
- Creating smart institutions and smart budgeting to promote the whole of government approach to public service delivery.

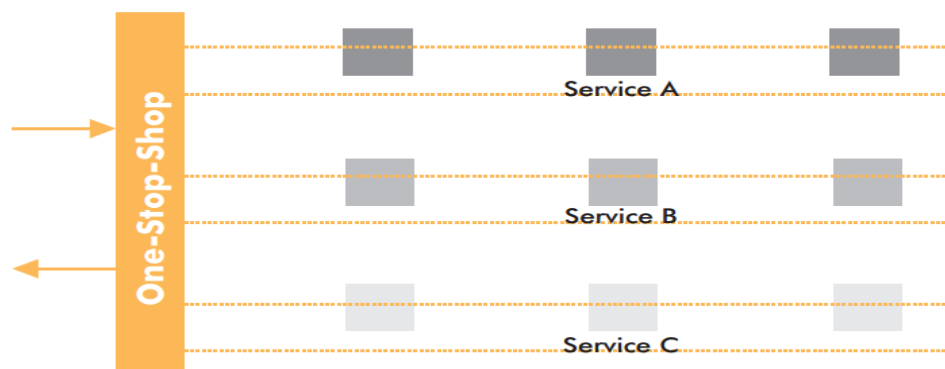
Against the foregoing, the Secretary to the Cabinet issued **Cabinet Office Circular Minute dated 8th February 2016** to announce the commencement of a programme to establish ‘One Stop Service Centres’ for G2C services in the Public Service. These One-Stop-Service Centres will be called Pamodzi Service Centres.

3.0 ONE STOP SERVICE DELIVERY MODEL

In developing the concept of the Pamodzi Service Centre, three models for One-Stop-Service delivery were considered as follows:

3.1 One Door or One Roof

The “**One Door**” or “**One Roof**” model brings together representatives of different government agencies into one place to deliver services to the public. Under this model, the officers from different agencies operate independently on behalf of their respective agencies. Physically, clients will need to move from desk to desk to receive services from the respective agencies. Further, clients will sometimes be required to submit similar information to each agency as they seek the services from the different agencies.



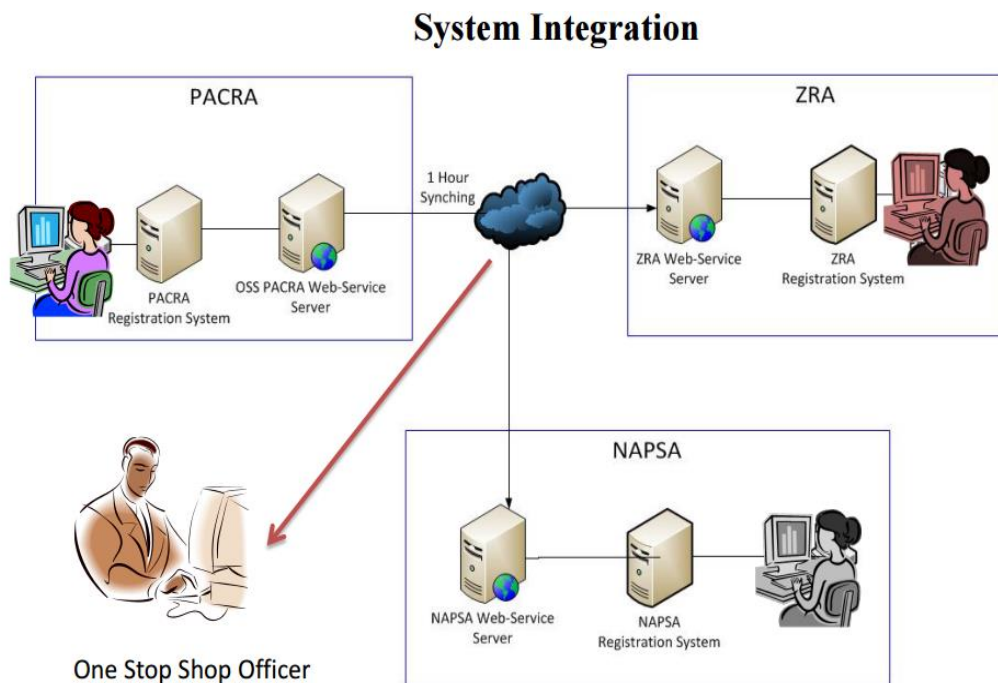
“One Door for Many Services”: The customer (arrow) visits one office for his/her service application. But now, he/she can obtain a range of different types of services from the same and single office. This model has been successfully applied at the district and municipal level.

This model is straightforward to implement, and would not normally require any change in legislation or ministerial responsibilities. What it would involve is effective cooperation between different ministries and agencies as well as suitable accommodation.

3.2 One Window or One Table

Under the “**One Window**” or “**One Table**” approach, there is a single point of contact for clients at which they can access services from several agencies. Under this approach the staff are employed by the Service Centre and process transactions for and on behalf of the Government agencies responsible for respective services. Additionally, the desk officer is trained and authorized to accept documents for government agencies other than the one that employs him or her.

“**One Window**” Service Centres are enhanced by system integration by leveraging ICT as depicted below.



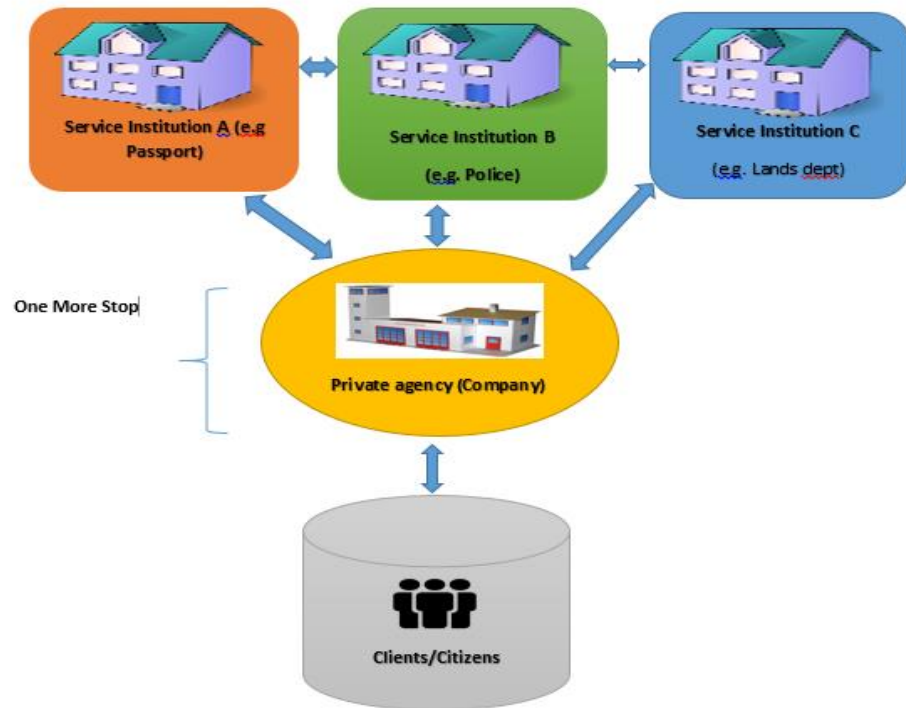
A 'one Desk' One Stop Shop G2B equivalent under the Zambia Development Agency

Under this model applications for services will be received by the center and transmitted to the back office of the institution responsible for the services in question.

Establishing a One-Window One-Stop Shop involves detailed coordination of activities among agencies. Each agency involved will need to modify its procedures in order to ensure an effective flow of documents or information. There may be circumstances where this will require a change in legislation.

3.2 One More Stop

The third model is referred to as the '**One More Stop**'. This model involves establishing a new agency to act as government's client interface for several related government agencies. In this regard, the service delivery processes for the primary agencies will remain unchanged while one more stop will be included in the service delivery chain for the coordinating agency. The model will create value for the clients in terms of time and convenience as they will not have to move from office to office to seek related services because the coordinating agency will facilitate back-to-back processing of transactions with different agencies. However, this model increases the cost of service delivery as it creates an additional administrative agency.



“One More Stop” One Stop Shop

Of the three models, the Government of Zambia has decided to adopt the ‘**One Door**’ approach with the intention of migrating to the ‘**One Window**’ approach with integrated functions supplemented by an internet portal for online transactions.

4.0 VISION AND GUIDING PRINCIPLES

The development of the Pamodzi Service Centres has been guided by the following Vision, Objectives and Guiding Principles.

4.1 Vision Statement

“Swift Client access to quality public services anywhere, anytime in one visit”.

4.2 Objectives

The objectives are:

- i. To increase access to Government services by all citizens regardless of their social status, physical and mental (dis)ability and geographical location;
- ii. To reduce the cost of providing government services;
- iii. To reduce the cost of accessing public services; and
- iv. To improve interaction between Government and its citizens.

4.3 Guiding principles

The Pamodzi Service Centres will be guided by the following principals:

- i. **Open Communication** – Will promote honest and candid communication and easy access to information.
- ii. **Client Focus** – Will provide services that meet clients' needs.
- iii. **Commitment to Excellence** – Will strive to deliver the highest standard of service.
- iv. **Continuous Improvement** – Will actively pursue suggestions, ideas, and creative approaches, leading to continuous improvement in service delivery.
- v. **Courtesy** – Will treat every client/citizen politely and with respect.
- vi. **Confidentiality** – Will treat every privileged information received with strictest confidence.
- vii. **Integrity** – Will serve every client in a manner that is beyond reproach.
- viii. **Real time** – Will provide clients an opportunity to access services on the sport or online with speed.

5.0 SCOPE AND RANGE OF SERVICES TO BE OFFERED

The following transactional and informational services will be provided in the Pamodzi Service Centres and related on-line delivery channels:

5.1 Transactional

- i. Birth, marriage and death registration;
- ii. Issuance of original/duplicate National identity cards;
- iii. Passport Applications;
- iv. Pension claims status and benefits;
- v. Police abstracts, reports, clearance and finger printing;
- vi. Road Tax and fitness renewal;
- vii. Land Title Deeds and Land Cards;
- viii. Payment for ground rent and rates;
- ix. Tax compliance certificate;
- x. Application for electricity and water;
- xi. Commission of oath;
- xii. Student loan application and repayment;
- xiii. Registration of welfare groups/societies;
- xiv. Registration of business names;
- xv. Stamp duty franking;
- xvi. Health and funeral Insurance;
- xvii. Examination booking;
- xviii. Licensing;
- xix. Tenement Maps;
- xx. Permits;
- xxi. Payment for Metallurgy services;
- xxii. Payment for Geological services;
- xxiii. Payment for Gemological services,
- xxiv. Payment for Mineralogical and petrological services;
- xxv. Farm registration;
- xxvi. Village registration;
- xxvii. Application for cattle brands;
- xxviii. Fire arm application, registration and renewal;
- xxix. Registration for water rights;
- xxx. Government Documents (e.g. legislation, Statutory Instruments); and

- xxxi. Civil Service travel (e.g. authority to travel abroad, air ticket processing).

5.2 Informational

- i. Public Service Job vacancies;
- ii. Civil Service HR Information (e.g. confirmation, promotion status);
- iii. Reporting corruption cases;
- iv. Receiving complains on service delivery;
- v. Electricity queries;
- vi. Search of business names;
- vii. Procurement complaints and review;
- viii. Motor vehicle log book search and drivers' license status;
- ix. International, regional and sub-regional treaties and conventions to which Zambia is party;
- x. State Party Reports submitted by Zambia to Human Rights treaty under the United Nations and the African Union;
- xi. Agricultural produce information; and
- xii. Livestock and Veterinary Services information.

6.0 CHANNELS OF SERVICE DELIVERY

The services will be provided through the following channels:

- i. Service Centres;
- ii. Self-Service Kiosks;
- iii. Mobile phones (m-Pamodzi); and
- iv. E-Cards.

6.1 Service Centres

The Service Centres will be places at which integrated Government services will be accessed by the general citizenry. The physical Service Centres will be established at selected central locations in provinces and districts.

Initially, the Pamodzi Service Centres will be staffed by officers from institutions that are responsible for delivering the services. The officers will report to a Centre manager who will have the overall responsibility for ensuring the efficiency of the Centre. To the citizens the officers will appear to be Centre employees as they shall all wear Pamodzi uniforms. During the first phase, these officers shall process citizens' transactions on behalf of their institution of origin. In subsequent phases the Centre will be empowered by statutory and relevant regulations to deliver services in their own right.

6.2 Self-Service Kiosks

Under the Self-Service Kiosks, Common Public services will be provided using a Self-Service Kiosk, which is a computerised interactive device that enables an individual to obtain a product or service through the device without any human interaction (interaction is virtual). The Self-Service Kiosks will be positioned in places with high foot traffic like shopping malls, markets, airports, hospitals, universities and schools where personal computers are not available.

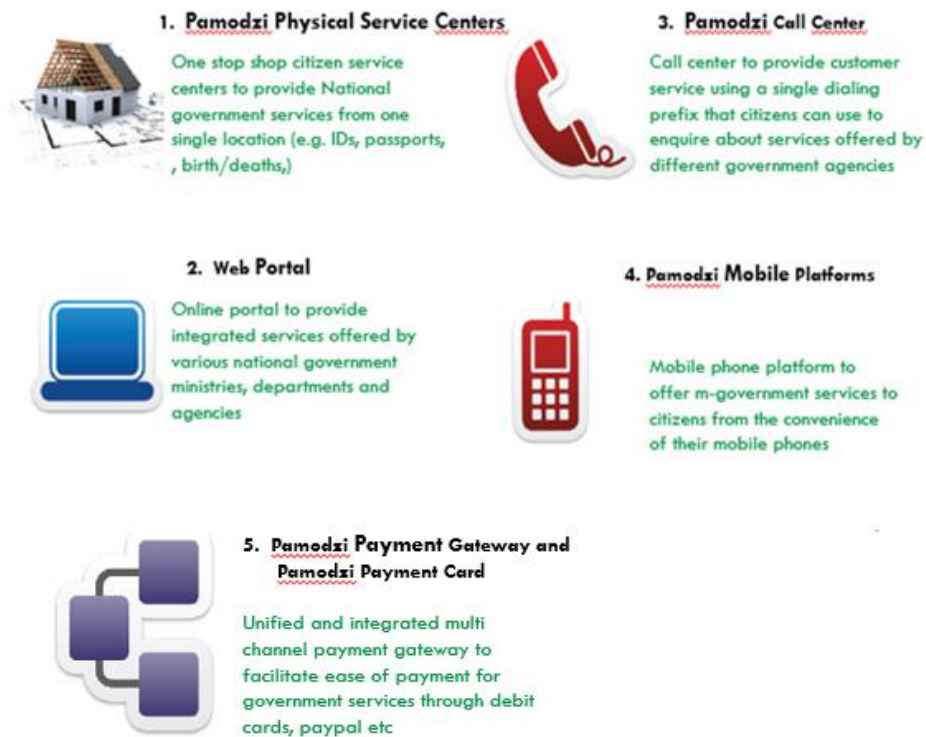
The use of Kiosks will result into a number of benefits including a reduction in the cost of doing business, in the time spent, in steps and procedures taken to comply with government requirements and will eliminate opportunity for corruption.

The government will adopt a phased approach in establishing the Pamodzi Service Centres, commencing with the City and Municipal Councils and then rolling out to the districts. Further, online services will follow as well as Self-Service Kiosks. With time, additional services that may not have been prioritized at inception of the Pamodzi Service Centres will also be provided.

6.3 Mobile phones and e- Card system

Mobile phones and e-Card systems such as MasterCard are currently in use globally to access various services and to connect citizens to a whole world of opportunities. In our case, mobile phones are already in use by the private sector to access various services including on-line payments, tax record, and bank account status.

With the progress recorded in ICT infrastructure development and integrated electronic platforms in the country, mobile phone and e-Card system applications will be deployed to enable clients to access various services electronically the same way they will access via the web portal.



7.0 GOVERNANCE STRUCTURE

The Governance Structure for the Pamodzi Service Centres has three levels:

- i) Steering Committee;
- ii) Technical Committee; and
- iii) Coordinating Team.

The role of each level of the Governance Structure is elaborated below.

The '**Steering Committee**' will be chaired by the Secretary to the Cabinet and will comprise the Permanent Secretaries and Chief Executive Officers in charge of the institutions that have the mandate to deliver the services that will be provided under the Pamodzi Services Centres. The Steering Committee will be responsible for policy direction related to the implementation of the Pamodzi Service Centres.

The '**Technical Committee**' will comprise Directors and Heads of Department that are responsible for the day to day delivery of the services to be provided under the Pamodzi Service Centres. The Committee will be chaired by the Permanent Secretary, Management Development Division. The Technical Committee will review and approve the technical proposals, implementation plans, regulations and procedures for the establishment and operation of the Centres.

The '**Coordinating Team**' will comprise selected officers from institutions involved in the provision of services under the Pamodzi Service Centres. The Team will be chaired by a Director from Management Development Division. The Coordinating Team will develop technical proposals, implementation plans, regulations and procedures for the establishment and operation of the Centres. The Team will also coordinate the logistics for

establishment of the Centres until a permanent management structure for the Centres is established.

8.0 FUNDING

The establishment of the Pamodzi Service Centres will be funded by a dedicated vote under Cabinet Office supplemented by contributions from line Ministries and Institutions responsible for providing the services under the Pamodzi Service Centres. This will entail the establishment of budget lines for the Pamodzi Service Centres in each institution's budget.