

PART II - ANNEXES

Logframes for each core
priority sector identified in
the SIDPR

A ESTABLISHING MECHANISMS FOR THE SIDPR SUPERSTRUCTURE

This chapter should be read in conjunction with Chapter 5 of the main SIDPR document.

A.1 Launching the SIDPR

- In September 2009, the RRA and the Rodriguan community at large officially embark on a sustainable, integrated development path in such a bold way that it would qualify as a nominee for the Nobel Prize for Sustainable Development, should the Nobel Foundation finally accept to award such a prize in future;
- The baseline paradigm will be based on UN's Local Agenda 21, IDP Guidelines and Sustainability Principles;
- A massive awareness campaign is launched in September 2009 to vulgarise the concept and its implications in all nooks and crannies of Rodrigues. This initiative coincides with the official launching of the SIDPR, which sets the long-term vision behind which all Rodriguans and stakeholders will rally, including the Diaspora. The campaign is extended to neighbouring islands, the SADC and COMESA countries as part of a wider move to integrate the regional and international economy;
- Two other initiatives are also launched in parallel: The "ROBI" ("Rodrigues-on-Business Initiative for Sustainable Development") and the "Eau-de-Rodrigues" initiative behind which all stakeholders will rally in future;
- Key to achievement of the vision is the creation of a 'Table Ronde de Rodrigues pour un Développement Durable et Intégré' (under the Chairmanship of the Commissioner for Environment) and the adoption of IDP. The responsibility for the IDP will be vested in the EPMU;
- The internationally mediated launching of the SIDPR during one full week will see the participation of several internationally-acclaimed specialists in sustainable development as well as international organisations. The event will be followed by the organisation of a donor's meeting in Rodrigues to mobilise funds for the various projects earmarked in the SIDPR;
- Civil Society is called upon to participate fully in the decision-making process through participation in the Table Ronde but also via the four Working Groups (to be called Thematic Working Groups);
- The whole system is viewed as a 'Superstructure' comprising 4 building blocks, which are lubricated by an efficient public service and good governance principles;
- The vision as well as the long-term goals are published in a coloured, attractive leaflet that is mass-distributed in Rodrigues. Schools, educational institutions and civil society

organisations work in partnerships with the various Commissions of the RRA to vulgarise the various initiatives and projects proposed in the SIDPR;

- A weekly programme is aired both on TV and radio at peak time to follow-up on sustainability issues and programmes being implemented.

A.1.1 International assistance and bilateral talks

During events associated with the launching ceremony, preliminary discussions and negotiations take place between Rodrigues, Mauritius and international agencies and include the following:

Working sessions with international agencies and Mauritian authorities

Issues/Topics	Invited Institutions
Statistics	Trust Fund for Statistical Capacity Building (which is a multi-donor trust fund); CSO; MOFEE; and selected stakeholders
Strengthening of Civil Society Organisations	UNDP; MACOSS; RCSS; and selected stakeholders
Air Access, Tourism	Prime Minister's Office, Air Mauritius, Ministry of Tourism & External Communications,
Water availability	EU, MOFEE, UNDESA, UNDP, CWA, Ministry of Public Utilities
Agriculture and Fisheries	FAO, IFAD, EU-DCP, Ministry of Agriculture & Agro-Industry, AREU, MSIRI, AMB
Environment, Land & Coastal Zone Management, Energy, Climate Change	ARER (Reunion), UNDP, IFAD, Ministry of Environment, MSIRI, EU, Ministry of Public Utilities, CEB, CWA, World Meteorological Services
Education and Training	GoodPlanet.org/Ministère de l'Éducation Nationale (France), TEC, Ministry of Education, MCA, University of Mauritius
International trade and regional integration	SADC, COMESA, IOC, Ministry of Foreign Affairs, MOFEE, UNDP, EU
Public Finance, Investment	MOFEE, BOI, Enterprise Mauritius, Empowerment Programme

A.2 Operationalising the SIDPR Superstructure

A.2.1 Use of the framework to attain long-term goals

In the SIDPR main report, the framework as depicted in the exhibit below (called the SIDPR Superstructure), is proposed for an effective integrated development planning and management (IDP) process in Rodrigues.

The framework is meant to help Rodrigues achieve the following goals:

A.2.1.1 Short- and Medium-Term Goals

- Adoption of Integrated Development Planning in Rodrigues and development of mechanisms to ensure its effectiveness and survival;
- Transformation of the productive sectors into export-oriented engines of growth;
- Integrated water resources development and management;
- Private Sector Development;
- Economic recovery, employment creation and inclusive growth;
- Widening of the circle of opportunities for people of all walks of life;
- Creation of a 'Rodrigues Label' and quality norms;
- Human Resource Development, Productivity Improvement, and Capacity-Building;
- Infrastructural developments and adoption of new technologies to support the productive sectors and to ensure an efficient delivery of public goods;
- Improvement of quality and delivery of social services;
- Efficient use and sustainability of the natural resource base;
- Resource mobilisation (for implementation of the SIDPR);
- Maintaining an active and participatory Civil Society; and
- Enhanced support to the vulnerable groups.

A.2.1.2 Long-Term Goals

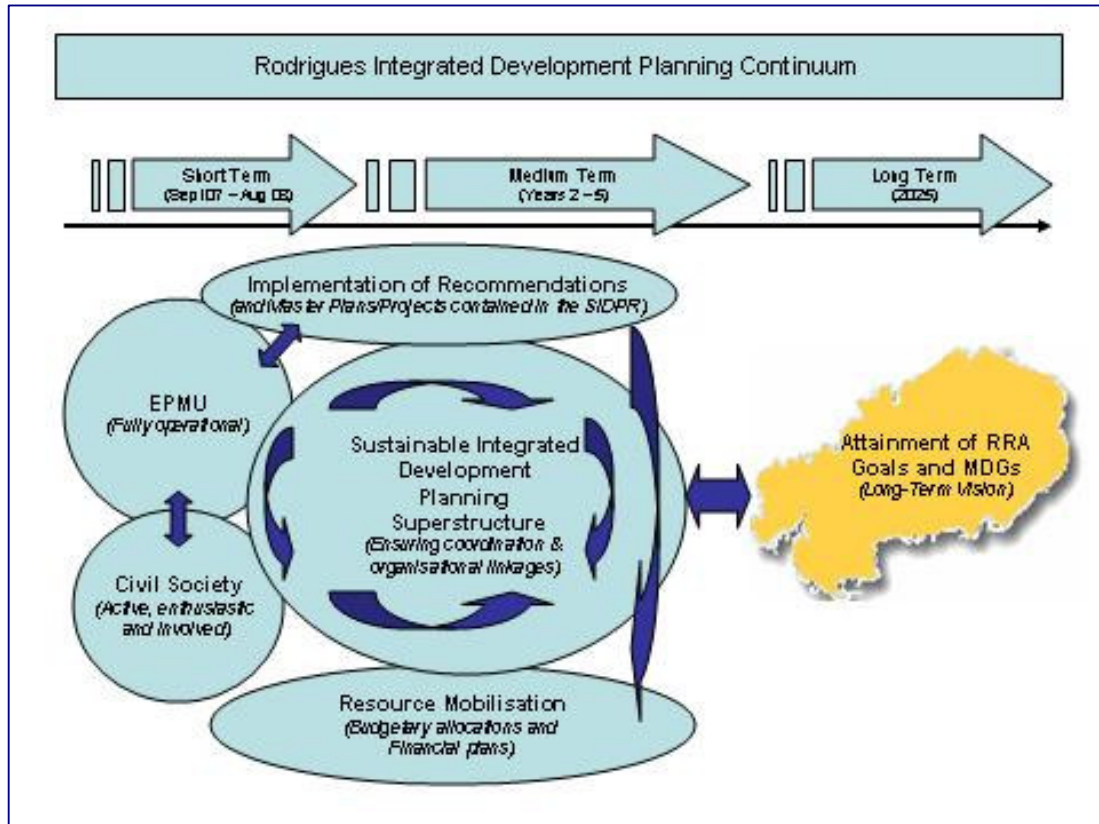
- To have a self-sustained and effective IDP process in Rodrigues through the efficient working of the proposed Superstructure;

- Integrated water resources development and management;
- Sustained long-run economic growth;
- Increase trade and capital flows;
- Poverty reduction to below the 5% mark by 2025;
- Attaining tailor-made MDG goals for Rodrigues by 2015;
- Maintaining full employment;
- Efficient use and sustainability of the natural resource base; and
- Preservation of the authenticity of Rodrigues and its population.

The strategies to be implemented to achieve sectoral and cross-sectoral objectives are detailed in the action plans and logframes presented in Parts II to V of this report.

A.2.2 Timeframe for implementation

The proposed timeframe for implementation is depicted below along a continuum.



To ensure that the superstructure is put into place and stand the test of time, a number of mechanisms is proposed. It is highly recommended that the whole process gets the support and commitment of the RRA, the private sector and corporate bodies as well as Civil Society at large.

A.2.3 Summary of Institutional Arrangements, Roles and Responsibilities

In summary, the following are proposed (each recommendation is dealt with in a separate section in the main document):

- Create a 'Table Ronde de Rodrigues pour un Développement Durable et Intégré'. The Table Ronde de Rodrigues will act as an advisory body to the RRA, or watchdog, on matters relating to the sustainable development of the Island;
- The Table Ronde de Rodrigues, which will be chaired by the Commissioner for Environment, and comprising some fifteen members, including at least two other Commissioners (Agriculture & Water and Land Use) will also appoint Working Committees to better advise its members;

- Make Integrated Development Planning and Management (IDP) a reality in Rodrigues by formalising and vesting it into the EPMU. This implies that, henceforth, any development, prior to being reviewed and endorsed by the Table Ronde de Rodrigues, will have to go through the entire integrated development planning and management process, which is the responsibility of the EPMU;
- Any IDP process is embodied by an integrated development plan, usually of a five-year duration. In the case of Rodrigues, this SIDPR represents the first IDP of its kind and will guide the sustainable development of the island for at least the next five years, after which a new plan needs to be established;
- The Table Ronde de Rodrigues will be the advisory body in ensuring that all development is sustainable and integrated with the other sectors as per the Local Agenda 21, IDP and Sustainability Principles. This is done by giving authority to the Table Ronde to provide incentives (as well as negative incentives) to reward sustainability initiatives;
- Attached to the Chief Commissioner's Office, the EPMU will remain a key institution in Rodrigues and will spearhead the planning and management process. Its operationalisation and strengthening in the shortest delay is of paramount importance;
- The EPMU will work in close collaboration with the various Commissions, the Rodrigues Administration, Civil Society and the private sector in designing, implementing, monitoring and evaluating projects as well as reporting on them;
- Central to the effective functioning of the system is the establishment of appropriate feedback loops. This can only be done with the active participation and commitment of Civil Society and public involvement. A re-organisation of Civil Society, therefore, is crucial for development to be sustainable and integrated. To do this, a two-pronged strategy is recommended: Firstly, it is proposed to keep the idea of having four SIDPR Working Groups, but strengthened and provides with appropriate logistic facilities to enable them to fully participate in the process (so that their knowledge, creativity and expertise are effectively leveraged on a continuous basis.) Secondly, community-based and civil society organisations need to be empowered and strengthened so that they remain committed to participate in the long-term strategy process;
- The whole system is to be referred to as the 'SIDPR Superstructure.' The Superstructure will comprise several building blocks as highlighted above and as described in the Exhibit below;
- Strict adherence to sound governance principles is viewed as critical for the various building blocks of the Superstructure to work effectively. It is indeed widely recognised that sustainability has at its heart the need for public involvement, transparency, accountability, engagement, partnerships, and continuous consultations with Civil Society and the private sector.

Each of the above is treated separately in the sections below. A separate document entitled "Capacity Development Action Plan of the EPMU" had already been submitted to the RRA to operationalise the EPMU.

A.2.4 Mechanisms that will ensure the survival of the SIDPR Superstructure

For the IDP process to work effectively as illustrated in the exhibits above, a number of mechanisms need to be put in place. First and foremost, the EPMU needs to be operationalised as described in EPMU Capacity Development Action Plan. Several other mechanisms are also required to lubricate the IDP machinery on a permanent basis. Many of them pertain to the concept of good governance, without which the Superstructure might not be effective. These are described below in the table below.

Once properly established, the mechanisms will contribute to attaining the following goals through an effective process of integrated development planning and management.

Summary of Proposed Mechanisms	
1	Adopt an “Island of Rodrigues Sustainability Charter” and set up a permanent ‘Table Ronde de Rodrigues pour un Développement Durable et Intégré’ (The <i>modus operandi</i> for each of them are provided in Chapter 5 of the SIDPR)
2	Operationalise and strengthen the EPMU <i>This should be in line with the proposed EPMU Capacity Development Action Plan</i>
3	Create a Brand behind which all Rodriguans and stakeholders will rally behind (such as the “Bulldozer” brand in Bosnia and Herzegovina) as well as a Slogan to represent a value proposition (such as Bosnia’s “50 Economic Reforms in 150 Days”). Example: “ROBI” which stands for “Rodrigues-On-Business Initiative for sustainable development” and “ROBI.” <i>The Bulldozer Initiative was launched in November 2002 as a mechanism to “bulldoze away the roadblocks to a good business climate”</i>
4	Re-organise the Working Groups into Thematic Working Groups (TWGs), which will represent collectively the private sector, corporate bodies as well as Civil Society Organisations. A president is to be nominated (amongst the four presidents) on an annual rotating basis. Members are to be remunerated for participation and attendance in working sessions and also recognised officially for their contribution. <i>Each TWG will have a clearly-defined mandate about how to operate within the SIDPR Superstructure.</i>
5	Set up Competitiveness Partnerships between government and the private sector. <i>Success stories abound in various parts of the world and include the Nigerian Better Business Initiative, the Vietnam Business Forum, the Turkey YOIIK, and the Bosnia and Herzegovina Bulldozer Committee.</i>
6	Set up a Committee to review complaints regarding political inferences in Public Administration under the umbrella of clear and well-established lines of authority within the Public Administration.

7	<p>Strengthen the RCSS through capacity building and provide adequate means and support so that it becomes an effective Civil Society platform at local community levels</p> <p><i>This will ensure Civil Society remains active, mobilised and enthusiastic to participate in decision-making processes</i></p>
8	<p>Set of a Media Unit for effective information sharing and dissemination between the various Commissions, civil society organisations and the private sector.</p> <p><i>Appoint a Senior Media Officer to coordinate the activities of the Media Unit with the overarching objective of sensitising and raising awareness on sustainability issues on a permanent basis with the population</i></p>
9	<p>Establish a programme of cooperation between the Table Ronde de Rodrigues, the EPMU, the various Commissions and civil society and community-based organisations in order to facilitate sharing of information on a monthly basis in pre-determined regions</p> <p><i>Popular versions of EPMU reports or documents prepared by the Commissions should be prepared and disseminated at various levels of civil society and also posted on the EPMU website.</i></p>
10	<p>Grant Awards to the most active civil society organisations in various fields on an annual basis</p> <p><i>The event should be mediated and broadcasted live on TV and Radio channels both in Rodrigues and Mauritius</i></p>
11	<p>Encourage the setting-up of Civic Action Teams (CATs) in schools and colleges.</p> <p><i>Schools can be grouped under different categories. Private firms should be called in as sponsors.</i></p>

A.2.5 Strategy to develop an effective and efficient national statistical system

The overarching goal is to develop an effective and efficient national statistical system and to promote a culture of evidence-based decision-making. This is done primarily through the adoption of a National Strategy for the Development of Statistics (NSDS) in line with the Guidelines and Procedures of the Trust Fund for Statistical Capacity Building (TFSCB) and the PARIS21 recommendations (see below). The following actions would go a long way towards improving the system within the next 3-5 years.

A.2.5.1 Trust Fund for Statistical Capacity Building

- It is highly recommended that the RRA applies to the Trust Fund for Statistical Capacity Building (TFSCB), a multi-donor trust fund set up to improve the effectiveness and

efficiency of national statistical systems in developing countries, to support the preparation of a National Strategy for the Development of Statistics and to work on statistical capacity building projects. The TFSCB has been established by the Development Data Group of the World Bank to strengthen the capacity of statistical systems in developing countries. It is closely coordinated with the work of the PARIS21 consortium and is part of the worldwide effort to reduce poverty by strengthening the evidence base for decision making at all levels. Amongst the list of activities that could be financed by the TFSCB, the following are noteworthy:

- Development of the NSDS;
 - Strengthening of the statistical system;
 - Strengthening of national capacity for poverty analysis;
 - Strengthening the statistical system at local levels (e.g., at the level of the various Commissions, Units and other organisations falling under the purview of the RRA);
 - Improving the data-user provider dialogue;
 - Developing sector-specific statistical systems (e.g., Agriculture, Tourism, Fisheries and so forth);
 - Improving data quality;
 - Improvement in the dissemination of comprehensive, timely, accessible and reliable economic, financial and socio-demographic statistics; and
 - Developing a framework for evaluating the needs for data improvement and setting priorities in this respect.
- There is also the need to establish links with UNESCO’s Institute for Statistics which has, as one of its main action areas, the assistance to member states to help them improve their statistical and analytical capacities.

A.2.5.2 Statistical capacity building

- In the case of Rodrigues, given current circumstance, statistical capacity should be developed from an *output* perspective as opposed to the more traditional *input* approach. The former lays much emphasis on “realised statistical capacity” whereby statistical capacity is described in terms of the quantity and quality of statistical output generated by the statistical system. This is in contrast with the input perspective which examines statistical capability from the standpoint of the resource inputs that are needed for statistical production (which includes the institutional arrangements, financial and human resource inputs);

- The IMF's Data Quality Assessment Framework, for instance, which favours the output approach, assess capacity based on:
 - The data: coverage, periodicity, and timeliness;
 - Access to the information by the public in general;
 - Integrity of the disseminated data; and
 - Quality of the data being disseminated.

Immediate measures

- In the immediate, an experienced statistician, who should also fully qualified in Statistics, needs to be recruited to head the Statistics Unit within the EPMU. The Statistics Unit will replace the current Statistical Office. This management renewal will strengthen the office and will seek to adopt better techniques of budgeting and costing operations as part of the overall programmes of public sector reform and promotion of better governance (as highlighted in the section on Governance below);
- The introduction of better management is recognised as a prerequisite and a first step towards institutional strengthening which, in turn, will act as the fuel driving the efforts to upgrade technical capacities;
- It is crucial for Rodriguan authorities to realise the importance of defining a core work programme to drive capacity building efforts. The programmes should be designed so that they lead to the generation of data to meet basic data needed for planning and decision-making but also to meet Rodrigues' obligation for reporting to the global community. To follow best practices, data needs should be defined by a number of different processes and documents, including:
 - Macroeconomic management;
 - Preparation and implementation of poverty reduction programmes and other decision-making needs of the RRA;
 - Monitoring and reporting on progress towards the MDGs; and
 - Various sectoral strategies, including the promotion of private sector development as elaborated in Part IV of the SIDPR and this STAP;
- The Head will *inter alia* provide leadership and guidance to the current staff (Senior Statistical Assistant and Statistical Assistants) and work towards modernising the statistical system in Rodrigues. At the same time, as suggested by the CSO, the current staff should be encouraged to take part in the examinations of the Royal Statistical Society (at least the first two parts: the Ordinary Level Certificate and the Higher Certificate);

- Training courses are also mandatory to build capacity and to allow the staff to fulfill their missions efficiently. They need to be fully trained to deal with the changing culture surrounding statistics, i.e., the ever changing environment in which they operate. The future statistical system of Rodrigues will not only meet current demands for data but also anticipate what demands will arise in the future;
- In parallel, the RRA should sign a Memorandum of Understanding with the CSO so that the latter could spearhead the process during the initial stages (even after recruitment of the Head of Statistics).

A.2.6 Governance

The importance of good governance for the sustainable development of Rodrigues has been highlighted in the main document. In particular, the following are viewed as key to improve governance practices; reduce perceived corruption levels; enhance quality and delivery of public services; and promote an active Civil Society:

- 1 An improved system of checks and balances is in place within the Rodriguan society that restraints action and bureaucratic harassment by politicians and that reduces incentives for the corporate elite to engage in state capture and fosters the rule of law;
- 2 A meritocratic and service-oriented Civil Service is perceived to be a reality by the Rodriguan population at large;
- 3 An active civil society is promoted and supported on a continuous basis;
- 4 Issues on Governance, democracy and rule of law form a key part of the education and training system of Rodrigues; and
- 5 A proper mechanism is designed to ensure Rodrigues develop a competitive export-oriented economy that is promoted and supported by the whole society, with key considerations given to sustainability of natural resources and the widening of the circle of opportunities for one and all.

It is important to realise that the above strategies require strong commitment and willingness from the authorities concerned. There is no quick fix methodology that will improve perception that Rodrigues live and work in transparency. Rodriguans must lay down proper rules and principles as well as an efficient system to monitor and evaluate outcomes. Immediate measures to be taken to embark on this long-term vision are elaborated in the logframes below.

Goal 4 is taken into consideration in the chapter on “Education for a Sustainable Future” while Goal 5 is covered in the chapter on Private Sector Development.

A.2.7 Summary of strategies for improved Governance

A.2.7.1 Goal 1

“An improved system of checks and balances is in place within the Rodriguan society that restrains action and bureaucratic harassment by politicians and bureaucrats and that reduces incentives for the corporate elite to engage in state capture and fosters the rule of law”

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
<p>Goal 1: An improved system of checks and balances is in place within the Rodriguan society that restrains action and bureaucratic harassment by politicians and bureaucrats and that reduces incentives for the corporate elite to engage in state capture and fosters the rule of law</p>	<p>1.1 Reduction in the levels of weak governance and corruption</p> <p>1.2 Internationally accepted methods for reporting on governance monitoring</p>	<p>Reports from anti-corruption commissions (ICAC)</p> <p>Reports from public sector’s complaints</p> <p>Reports from RRA/EPMU</p> <p>Reports from International Organisation (e.g. WB)</p> <p>Report from Ministry of Justice</p> <p>Reports from the Media/press</p>	<p>Willingness from politicians to change their mindset.</p> <p>Collaboration of civil servants</p> <p>Commitments of policy makers</p>
<p>Project Development</p>	<p>Outcome Indicators</p>		
<p>1. Rodrigues adopts a zero-tolerance approach towards political inferences in Public Administration</p>	<p>1.1 A desk is set up to record complaints</p>	<p>Records of complaints received from the desk</p>	<p>Civil servants are not afraid to make complaints about political inferences</p>

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
Outputs	Outcome Indicators		
1. There are improved well established lines of authority in Public Administration	1.1 Number of lines of authority in Public Administration reviewed 1.2 New lines of authority in public authority are proposed		
2. A Committee is set up to review complaints regarding political interferences in Public Administration	2.1 The number of meetings held by the Committee 2.2 The frequency at which the Committee is meeting 2.3 The number of complaints processed by the Committee 2.4 The number of prosecution regarding political interferences in Public Administration	Records of minutes of the meetings	Proper management of the committee
3. Officers in Public Administration are aware of the regulations regarding political interferences	3.1 Number of training programs on governance principles for officers in Public Administration 3.2 Frequency at which the trainings are being provided	Records of the training programs held	Coordination between civil servants and training providers
Component Activities	Inputs		

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
1.1 Setting up of a National Committee to review the lines of authority in public sector	1.1.1 The National Committee is constituted 1.1.2 The Number of meetings held by the Committee	Records of the minutes of meetings	Well functioning of the committee
1.2 Identify lines of authority that are not established	1.2.1 Number of Lines of authority that are not well established are identified 1.2.2 Number of new lines of authority proposed 1.2.3 Number of new lines of authority established	Assessment made by the committee is published	Coordination between the committee and the civil service
1.3 Adoption of a framework that allows monitoring at every level of authority	1.3.1 Framework is monitored 1.3.2 Number of inefficiencies detected by the framework 1.3.3 Satisfaction by the Civil Service	Feedback from civil servants	Cooperation of civil servant
2.1 Setting up of a Committee to receive and analyse complaints	2.1.1 The committee is constituted 2.1.2 Number of complaints received 2.1.3 Number of actions taken following the receipt of the complaint	Annual report of the committee	Proper functioning of the committee

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
2.2 Investigate into the complaints and/or refer the matter to ICAC for assistance	2.2.1 The number of complaints investigated into 2.2.2 Number of actions taken 2.2.3 Number of prosecutions 2.2.4 Number of cases referred to the ICAC	Media Reports from ICAC	
2.3 Liaise with the Ministry of Justice or State Law Office for follow up	2.3.1 Number of cases referred to the Ministry of Justice or State Law Office 2.3.2 Number of prosecutions	Reports from the State Law Office	Proper conduct of investigations
3.1 Continuous awareness programs against political inferences to all officers in Public Administration	3.1.1 Number of awareness programs carried out 3.1.2 Number of attendees 3.1.3 Satisfaction from participants	Media Records of awareness programs Feedback from participant	Coordination among civil servants, programs organisers and participants

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
3.2 Training activities on governance skills	3.2.1 Number of trainings organised 3.2.2 Number of persons trained 3.2.3 Increase in skill level by people trained	Records of training activities Feedback from participants	
3.3 The press and the media disseminates any act of political harassment in Public Administration	3.3.1 Articles related to act of political interferences are reported by the press 3.3.2 The press/media diffuses new regarding governance 3.3.3 Information regarding trainings and awareness campaigns are published	Media	The media is not afraid of disseminating act of political harassment. Not political pressures on the media to prevent them from operating freely Coordination between the civil service and the media

A.2.7.2 Goal 2

“A meritocratic and service-oriented Civil Service is perceived to be a reality by the Rodriguan population at large”

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
<p>Goal 2: A meritocratic and service-oriented Civil Service is perceived to be a reality by the Rodriguan population at large</p>	<p>1.1 Increase in the level of activity in the Civil Service</p> <p>1.2 The Civil Service is satisfied with the meritocratic state</p>	<p>RRA report</p> <p>EPMU reports</p> <p>Media Reports</p>	<p>Collaboration of the civil service</p> <p>Political pressures</p>
<p>Project Development Objective</p>	<p>Outcome Indicators</p>		
<p>An effective and efficient Civil Service</p>	<p>1.1 Increase in the level of activity in the Civil Service</p> <p>1.2 High quality services are provided by the Civil Service.</p> <p>1.3 There is an increase in the number of service that are provided by the Civil Service</p>	<p>Commission report</p> <p>RRA report</p>	
<p>Outputs</p>	<p>Outputs Indicators</p>		
<p>1. Meritocratic human resource management</p>	<p>1.1 The staff in the Civil Service are satisfied with their salaries and benefits</p> <p>1.2 The Civil Service is motivated work efficiently</p>	<p>Feedback from civil servants</p>	

Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
2. Services from the Civil Service are efficient	2.1 Increase in the services provided by the Civil Service 2.2 There is an increase in the quality of goods and services provided by the Civil Service 2.3 The population are satisfied with the services provided by the Civil Service	Output delivered by civil servants Feedback from the civil society	
Component Activities	Inputs		
1.1 Sufficient pay and benefits	1.1.1 An assessment (survey) is carried out to review the salary and pay Civil Service 1.1.2 The salary and benefits are reviewed. 1.1.3 A new salary structure is proposed	Results of the assessment (survey) is published	The salary scales for the civil service is competitive with that of the private sector
1.2 Remuneration is based on performance appraisal	1.2.1 There is a system of performance monitoring in the Civil Service 1.2.2 Rewards are offered to the best performers in the Civil Service	Awards Ceremony are organised	The system of monitoring is accepted by all



Narrative Summary (Governance)	Indicators of Achievement	Monitoring & Evaluation	Risks and Assumptions
2.1 Controls over the quality of the services being delivered	2.1.1 All services are subject to a system of quality control 2.1.2 The services provided by the Civil Service is efficient 2.1.3 The population is satisfied with the services provided by the Civil Service	Quality of services provided by the civil service are reported by the media The Annual report of each commission reports on the achievements in terms of quality services delivered	
2.2 Costs involved in delivering services by the Civil Services are monitored	2.2.1 The RRA discloses the costs involved in delivering the services	The budget and financial reporting of each commission are published	