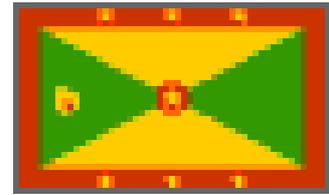


D R A F T



PUBLIC SECTOR MODERNISATION 2006-2010 POLICY AND PROGRAMME GOVERNMENT OF GRENADA



DRAFT

**PUBLIC SECTOR MODERNISATION
IN THE GOVERNMENT OF GRENADA
2006-2010**

A. INTRODUCTION

Modernising the Public Service: Building it Back Better!

NATIONAL VISION 2020

*Grenada is a fully self-reliant nation, providing opportunities and incentives for all young people, having achieved the status of a developed country.
(Stakeholder Focus Groups, 2005)*

1. The Context of Modernisation

All around the world, in developed and in developing countries, Governments are challenged with the task of modernising their public service systems to meet the needs of the twenty-first century. Many have been at the task for decades with intensity and measurable degrees of success; others for less time or less intensely, but they are now faced with the reality of having much ground to cover in order to catch up.

The International and Regional Environment

Driving this movement is the need for countries to become and remain competitive in the global market place, as well as the realisation that Governments can no longer rely on the traditional modes and systems of administration to take their countries to positions where they can not only survive, but also thrive in the international geo-political and economic milieu.

Grenada, as a small island developing state, generally has to compete on an equal basis with all other countries. But we are highly vulnerable to international shocks as well as to treaties and other agreements that are not always in the country's best interests and/or which impose burdensome obligations on us. Highly desirable ends such as the Millennium Development Goals (MDGs) create their own challenges, as well. Today, the country is faced with the consequences of decisions of the WTO and subsequent actions by the European Union and other major trading partners and competitors; with volatile oil prices; and with the aftermath of acts of international terrorism. Natural disasters continue to pose a serious danger.

DRAFT

At the regional level, an immediate challenge is that of preparing our country for functioning within the framework of a Caribbean Single Market and Economy (CSME). In addition, we must make room to manoeuvre within the maze of hemispheric, Latin American and other sub-regional trading, economic and political alignments.

In all of these matters, the public sector has to play a critical role as the Government takes the lead, striving to keep up in a fast paced scientific and technological world driven by modern information and communication technology.

The National Scene

At the local level, we the people of Grenada are doing our utmost to recover for the effects of two devastating hurricanes in less than a year. Our rallying cry to “**Build it Back Better**” is as relevant to the systems and structures of the public sector, as it is to the social and physical structures of the country, in the face of worrying trends that have developed.

- We are faced with a fiscal deficit situation, a high debt to GDP ratio, an eroded tax base, and rising costs with falling quality in the provision of public services.
- As a small country we have limited opportunity for economic diversification, yet we have a high dependence on external trade.
- The regulatory and support framework for business tends to be still more obstructive than facilitative.
- The human resource and organisational capacity of the country – in the public sector, private sector and civil society generally – is limited and stretched.
- We run the serious risk of losing the many creditable social gains made over the past several decades.

There is no question but that we must now work purposefully to reverse these trends if we are to achieve competitive efficiency and improved public service delivery for renewed economic growth. The challenge must not be underestimated, but as a country, we have to be confident that we can do the job.

Our intention is to develop within our country a pride and fervour in seeing Grenada move leaps and bounds in our development. With commitment to the goal of becoming a real competitive force on the regional and international scene it is not beyond the realm of possibility for us to work towards becoming a developed nation within coming decades.

DRAFT

2. The Purpose of a Modernisation Programme

“The intention is to find ways to better serve the people of our nation and to create a lasting legacy of achievement that will benefit generations to come. ... Public Sector Modernisation is everyone’s business.”

(Dr. the Right Honourable Keith Mitchell, Prime Minister)

Public Sector Modernization Policy and Programme

Public sector reform has been a need and a part of our Government's agenda for many years. It has been driven by the combination of factors identified above: globalisation; the impact of information technology; outdated and restrictive legislation; poor service delivery in terms of quality, timeliness and responsiveness, and consequently low customer satisfaction. Initiatives designed to alleviate these have not always produced the desired results, in part due to the isolated project approach and fragmented implementation.

We are determined to avoid this in the future and have therefore completed development of this policy on public sector modernization, which will set out a strategic direction for the programme over the next several years, providing a framework that brings a coherent and comprehensive response to the challenges facing the sector. The Policy Paper outlines the programme for the next five years.

While international and regional best practice and the experience of others in modernisation are there to guide us, the specific suite of activities that will comprise the programme must be informed by our own diagnosis about what is wrong and our decisions about what the priorities should be. And this is why this policy and programme have depended heavily on the views and recommendations of a very wide cross section of our Grenadian stakeholders. It is important to record that all the major sectors of society were involved in focus groups which analysed the issues of governance and public management and made recommendations for change and improvement.

Partners in Consultation

- Youth Organisations
- Agricultural Associations
- Tourism Associations
- Religious Organisations
- Cabinet
- Senior Managers' Board
- Political Parties
- Unions & Staff Associations
- NGOs
- Senior, Mid-level & Junior Public Officers
- Chamber of Commerce Businessmen
- Sustainable Development Council
- Statutory Bodies
- Reform Managers

3. The programme of Modernisation

Where are we now?

We are not starting from scratch. Indeed, there is a significant range of initiatives started during the past decade or so. They are at varying stages of implementation, with varying degrees of achievement in meeting their objectives. They all need to be reviewed, renewed, strengthened, accelerated and coordinated.

We are fortunate to have the strong support of the International Development Partners, in particular DfID, the World Bank, the UNDP and the EU, in our efforts to create a better public service. Within this partnership, and under the DfID supported *Public Sector Management Improvement Project (PSMIP)*, we have been undertaking the following activities, *inter alia*:

- Developing the capacity for sustained management of reform through the creation and support of the Reform Management Unit.
- Improving the effectiveness of the human resource management system.
- Strengthening of the Cabinet system and of strategic planning and corporate performance management in the public sector.
- Increasing the effectiveness of the Royal Grenadian Police Force (RGPF) through community policing.
- Improving the regulatory and institutional framework for the facilitation of business development and operation, in particular strengthening the Grenada Industrial Development Corporation (GIDC).

Previous Reform Initiatives

- *Structural Adjustment Programme - 1993-1995*
- *Introduction of new Performance Appraisal System - 1995*
- *Leadership training for current and prospective Permanent Secretaries - 1996*
- *Value-for-Money expenditure reviews - 1998*
- *Outsourcing - 2000*

A prospective World Bank assisted *Public Sector Modernisation Project* will have the following components:

- Creation of Executive Agencies.
- Deepening and extension of performance management systems.
- Further strengthening of the institutions for business facilitation and development, and improving the business environment.

DRAFT

- Exploring further pooled procurement with our OECS partners and seeking other synergies.
- Further strengthening of the local capacity for sustaining the modernisation momentum.

Both the PSMIP and the PSMP have been designed to create the basis for a more comprehensive modernisation programme.

What are the positives?

We are starting with the knowledge that the public sector is anchored in sound underlying systems and values –

- It is established and operates on the principles of democratic governance and the rule of law.
- It is a long and well established and functioning administrative system with a track record of service.
- It provides continuity, stability and institutional memory and experience.
- There is limited evidence of widespread corruption.

Our stakeholders identified the following characteristics of the public sector as some of the advantages to be capitalised upon:

- A youthful service with the potential for development into professional career officers
- Resilient staff able to overcome challenges
- Providing a wide variety of unique services with the opportunity to innovate
- Small size that allows for a manageable integrated change programme
- Examples of efficient services to model and build upon
- Having an existing framework of internal rules and regulations upon which systems for greater accountability and transparency may be built
- A constitutionally protected arbiter (PSC) for ensuring just dealings in the management of public officers and the integrity of the service.

What are we going to change?

Effective change cannot be one-dimensional. In order to achieve the transformation planned we will have to change the following:

- The models of governance through changing the rules by which public sector organisations are governed
- The structure and staffing of public sector organisations, and
- The processes within organisations.

Experience has shown that changing any one will produce some

DRAFT

improvements but, because of interdependencies, transformation requires that all three options be implemented.

The recommendations made by our stakeholders fully recognise this, and validate the Government's analysis of the priority focal points for change when grouped into five broad categories.

Stakeholders' Priorities	Government Focal Points
1. Human Resource Management and Development	Public Service Capability
2. Customer Service	Service
3. Procedures, Processes, Structure and Systems	Systems
4. Culture	Standards
5. Governance	Partnership

How are we going to change it?

Bringing about the change will need to be a fully collaborative effort among government, all the social partners and the international development community.

B. NATIONAL VISION FOR A MODERNISED PUBLIC SERVICE

VISION FOR THE PUBLIC SECTOR

A public sector that fully understands and demonstrates that it exists solely to serve Grenada, its citizens and residents, helping them to achieve their goals, and does so with integrity, professional competence, responsiveness, openness and transparency, and that is fully accountable for its actions and performance.

(Stakeholder Focus Groups)

Any vision for the public sector must take its point of departure from the national vision for the country. If Grenada is to be counted among the developed countries by 2020, we must be very clear about the fundamental role of the government in the development process, and the type of public sector we will need to give reality to that role.

1. The Role of the State

We believe that the core function of the state is to maintain the democratic ideal, to create the legal and socio-economic conditions for enterprise to flourish, and to make it as easy as is possible for individuals and corporate bodies to carry out their private affairs and to establish and operate successful businesses.

This involves:

- 1 Maintaining social peace and security
- 2 Providing accessible and timely justice for resolving conflict and dealing with breaches of the peace
- 3 Providing a legal and regulatory framework on a 'minimum rules' basis that facilitates the public conducting its business
- 4 Providing easy access to government services
- 5 Promoting and safeguarding the regional and international interests of Grenada
- 6 Providing an educated population for social and economic development
- 7 Providing targeted support for the most vulnerable persons in society

2. The Development of Enterprise for Growth

Issues facing Grenada in the development challenge include:

- 1 Dependence on traditional product trading to traditional markets (sunset industries)
- 2 Small scale of businesses, high costs and lack of competitiveness

DRAFT

- 3 Dominance of the public sector in the economy (projected 19.8% of GDP taken up by the state in 2005; employs 5% of the population with a wage bill that is 11% of GDP)
- 4 Crowding out of the business sector from access to financial resources (projected 2005 fiscal deficit 4.6% of GDP)
- 5 An unresponsive, obstructive and highly bureaucratic public service, administering laws and regulations focused on control rather than facilitation

3. A Vision for Public Management

Given our consensual role of government, and the constraining realities facing our development efforts, we must bring about a radical reorientation of the public sector over the next few years to be able to truly set our course towards becoming a developed country. This will mean changing the service into one that –

- ***Puts the citizen-client at the centre of thinking, planning and operations at all levels of our organisations***
- ***Involves clients in policy and decision making, priority setting and implementation planning***
- ***Changes strategic planning focus from inputs to outputs and outcomes***
- ***Manages and evaluates performance not on activities and expenditures, but on goal achievement and impact***
- ***Gives managers the authority to manage their resources and holds them accountable for results***
- ***Employs only against need, and appoints, promotes and rewards strictly on merit***
- ***Facilitates the development of the country's human resource capacity***
- ***Promotes high levels of personal and corporate integrity.***

4. Partnering for Development

It is unfortunate that partnerships are not easily and readily achieved, even where there is obvious mutual benefit to be gained. We know that effective partnering takes time, and is built on –

- ***Information – knowledge and understanding***
- ***Openness and honesty***
- ***Diplomacy and tact***
- ***Dependability and predictability***
- ***Trust***

With these in place, there can be commitment to the partnership, the

DRAFT

sharing and pursuit of common or complementary goals, clarity of roles and relationships, and acceptance of accountability by all partners for their role performance, individually and corporately.

The implication of all of this is that partnership building has to be both a condition for effective modernisation and an early objective of the modernisation programme.

- ***We commit to creating the conditions that lead to true partnerships in development.***

D. MODERNISATION STRATEGIES

A common error many countries make in embarking on a coordinated or integrated programme is to set too many change objectives for implementation within a relatively short time. This overloads the system's capacity resulting in non-implementation and frustration. Therefore, while we intend to take a long-term perspective in modernising our public sector, say fifteen years, we will approach it in a controlled and realistic manner. The first tranche of activities will span the next five years. Once the programme is well under way we will consider making it a rolling five year programme.

1. Setting the Priorities

Through the work done with the Stakeholder Focus Groups, and the pre-project analyses carried out for the PSIMP and the PSMP, we have been able to identify a sufficient number of priorities to cover the next ten years. This document sets out in detail the 2006-2010 activities. In many cases they are activities that will be continued or rolled out more broadly into the next five years.

- ***We will put in place a review process through which modifications will be made and new activities added as necessary.***

2. Setting up the Process

Having started the participative/consultative process involving key stakeholders in priority identification, as we translate these priorities into programmes and implementation plans we must make space for the continued formal involvement of our partners in the process. Specific proposals are set out below for such structured participation.

3. Communicating Modernisation

The need for continuous internal and external communication cannot be overemphasised. This must be detailed, timely and honest communication. The purpose is to capture and maintain the active interest of most citizens and provide them with the facts of what is being attempted and achieved or not achieved. Specific stakeholders and the general citizenry must be able to provide inputs and feedback into the process.

- ***We commit to developing, implementing and sustaining a PSM communication programme that uses public fora, focus groups, formal committees, and print and electronic media, including the World Wide Web, throughout the life of the programme.***

4. Implementation Management and Monitoring

Proposals for strengthening and repositioning the management and monitoring bodies for more strategic impact on the programme are set out

DRAFT

in the relevant section below.

DRAFT

E. PUBLIC SECTOR MODERNISATION PROGRAMME (PSMP) 2006-2010

We have compiled the programme centred on the following themes:

- 1 STANDARDS
 - Governance
 - Culture
- 2 SERVICE
 - Customer Service
 - Joined-up Government
- 3 PROCEDURES, PROCESSES, STRUCTURES AND SYSTEMS
 - Streamlining of the Public Service
 - Policy Centres
 - Corporate Planning
 - Executive Agencies
- 4 HUMAN RESOURCE DEVELOPMENT AND INSTITUTIONAL CAPACITY
 - National Human Resource Strategy
 - Senior Managers Accountability
 - Performance Management
 - Delegation of HRM
 - Recruitment, Appointment and Promotions Systems
 - Training and Development
- 5 PARTNERSHIP
 - Partnership Structures and Modalities
 - Joint planning structures
 - Outsourcing
 - Joint Ventures
6. MANAGEMENT AND MONITORING
 - Management Structure
 - Prime Minister
 - Cabinet Secretary
 - RMU (*Agency/Sector Coordinators*)
 - MDA Heads
 - Monitoring Structure
 - Prime Minister
 - National Consultative Modernisation Committee

DRAFT

(Stakeholder reps)

- Biannual monitoring meetings
- SMB Modernisation Steering Committee
PS/OPM to Chair
 - Quarterly monitoring meetings
- MDA Change Management Committees
 - Monthly/ongoing

DRAFT

PUBLIC SECTOR MODERNISATION PROGRAMME (PSMP) 2006-2010

Objective	Key Actions	Proposed Timeframe	Remarks
1. STANDARDS A commitment to <i>maintaining the highest standards of conduct in public life</i> provides the overarching values of the Government's Modernization programme. To win the confidence of citizens, persons entrusted with the responsibility of conducting public business must do so with the highest standards of integrity, transparency and accountability.			
a. Governance	i. Develop and articulate a clear policy on the Government's role and relationship with social partners	2 nd Quarter 2006 4 th Q 2006	A statement of Government's intentions regarding how it will relate differently to society. Legislation to follow in 2007
	ii. Complete and promulgate Disclosure of Information Policy	2 nd Q 2006 4 th Q 2006	
	iii. Complete and promulgate Code of Conduct for Ministers	1 st Q 2007	
	iv. Complete and promulgate Integrity In Public Life legislation		
	iv. Undertake a full-scale national consultation effort to agree a fully consensual Vision 2020 for Grenada and the development strategies and goals for the period with target dates.		An important element of this effort would be the processes used for building of trust among the players for which specialist skills should be employed. The process should span from the community group level to national organisations and businesses
b. Culture	i. Complete and promulgate Code of Conduct for Public Officers	2 nd Q 2006 4 th Q 2006	Performance appraisal system to incorporate Code. Promulgation should be outside of the Public Service as well as inside and the public charged with monitoring through the Public Sector Complaints Authority
	ii. Complete		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
	legislation and establish Public Sector Complaints Authority iii. Review and strengthen the PSs' Accountability Framework iv. Pass and promulgate the Public Service Management Act v. Introduce intensive (re)orientation training programme in public service values for all new entrants and promotion candidates	2 nd Q 2006 1 st Q 2007 1 st Q 2007	Include in Ombudsman's role receiving reports of breaches of Public Officers Code of Conduct from public Accountabilities must include modernisation goals and Public Officers' Code.
c. Partnership			

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
2. SERVICE All public sector organisations, and those who work in them, must be committed to providing excellent service . Citizens expect nothing less than high-quality, affordable, and efficient services which are delivered speedily, consistently and accurately. They also expect to be treated with courtesy and respect.			
a. Customer Service Standards & Performance	i. Customer service standards developed and published for 25% of government entities	2 nd Q 2007 4 th Q 2008	Office of the PSCA to be involved in monitoring. Citizens' Charters/Service Level Agreements to be signed formally between head of entity and representative of client public. Customer service standards and targets included in corporate and individual performance plans and reward and recognition systems Key customer service agencies to be targeted for training. To be linked to promotion and performance appraisal. Customers nominate individuals and entities as providers of good customer service. Independent panel investigates and judges. Bi/triennial frequency.
	ii. Customer service standards published for 75% of government entities	2 nd Q 2010	
	iii. CS Standards published for 100% of entities	4 th Q 2006	
	iv. Intensive Customer Service Training programme developed and implemented. Modules in all other training programmes	2 nd Q 2007 1 st Q 2006	
	v. Customer Service Competition implemented and awards made		
	vi. Customer Service Hot-Line in place, manned and resolution and feedback system operating		
	vii. Community Policing project completed		
b. Joined-up Operations/One-stop Shops	i. 30% of similar or related services joined	4 th Q 2008 4 th Q 2010	Services targeting the same individuals or with the same objective brought together
	ii. 25% of major service delivery agencies offering e-service on a joined-		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
	up basis iii.		
c. Access	i. Opening and closing hours of major service delivery agencies reviewed and modified to customers' convenience	2 nd Q 2006 1 st Q 2007	Early morning, lunchtime, evening opening. 100% by 4 th Q 2010
	ii. Comfortable reception/waiting areas provided in 25% of major service agencies	4 th Q 2008 4 th Q 2010	
	iii. Access for persons with special needs available in all service agencies	4 th Q 2006	
	iv. On-line information and e-services available through a single government portal	2 nd Q 2007	
	v. Customer focused signage and notices in all agencies		
	vi. Customer and staff consultation mechanisms in place in all major service agencies		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
3. PROCEDURES, PROCESSES, STRUCTURES AND SYSTEMS The delivery of excellent service depends on systems and institutions which are strong, well-organised and capable of meeting the immediate needs of citizens as well as responding to the vision of the Government of the day.			
a. Streamlining of the Public Service	i. Functions and structures of government reviewed and streamlined in context of consensual role in Grenada Vision 2020. ii.	2 nd Q 2007	
b. Corporate Planning	i. Prioritisation process established for capital projects, policies and programmes ii. Corporate planning and budgeting officer network established iii. Policy matrix completed	3 rd Q 2006 3 rd Q 2006 1 st Q 2006	
c. Policy Centres	i. One ministry – ME&L - modernised into a policy focused performance based entity ii. Education delivery decentralised	4 th Q 2008 4 th Q 2008	
d. Executive Agencies	i. Two Executive Agencies established and operational	4 th Q 2008	

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
4. HUMAN RESOURCE DEVELOPMENT AND INSTITUTIONAL CAPACITY Developing strong institutions and delivering excellent service demand that the <i>capability – i.e. the knowledge, skills and potential</i> – of the people involved must be world class. This means the public sector must recruit, train and retain the right people and motivate them to achieve their full potential to stay on the cutting-edge.			
a. National Human Resource Strategy	i. ME&L led national human resource strategy and plan developed (under 2020 visioning) ii. Sectoral manpower needs determined for all levels of skills iii. Short, medium and long term supply plans prepared iv. Scholarships and Training Scheme programme developed and implemented v. Education system restructured to provide manpower		
b. Senior Managers Accountability	i. Performance based regime for the appointment, promotion, appraisal and remuneration of senior executive cadre developed and implemented		
c. Performance Management	i. Performance management and appraisal system piloted fully in three ministries for all levels of staff ii. Programme rolled out on a phased basis – by organisation and level of staff – to remaining government organisations		
d. Delegation of HRM	i. Framework for training in, monitoring and auditing delegated HR functions developed ii. Authority for		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
	<p>appointments, promotions, transfers, discipline and dismissal delegated to CEOs of EAs and PSs of Policy ministries up to the level of direct reports</p> <p>iii. Phased roll out of HR delegation to other CEOs, HODs and PSs</p>		
<p>e. Recruitment, Appointment and Promotions Systems</p>	<p>i. Open competitive selection regime for senior executive group using scientific selection methodologies implemented</p> <p>ii. Internally competitive selection regime implemented for other designated levels of staff</p>		
<p>f. Training and Development</p>	<p>i. Career/succession related training regime developed and implemented</p>		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
5. PARTNERSHIP Government does not have all the answers. Sometimes, it is only through forging effective partnerships with trade unions, the private sector and other institutions that desired results can be achieved. Such partnerships are the heart of the new model of networked government which is being embraced worldwide.			
a. Partnership Structures and Modalities	i. Establish multi-sectoral, multi-level National Consultation body to develop 2020 strategy and plan ii. Implement a one-year visioning and trust-building process		
b. Private Sector Partnership and Facilitation	i. Implement plan for building advocacy capacity of private sector ii. Refocus and strengthen the GIDC to assist the private sector and promote investment in the small business sector iii. Conduct review of legal and regulatory framework for business and revise to remove impediments and facilitate enterprise iv.		
c. Outsourcing	i. develop commercialisation policy and regulations		

DRAFT

Objective	Key Actions	Proposed Timeframe	Remarks
6. PSM MANAGEMENT AND MONITORING			
a. Public Sector Leadership	i. Policy leadership role of the Cabinet Secretariat strengthened		
b. PSM Management	i. Public Sector modernisation assigned to the Cabinet Secretary as Civil Service Head and policy leader. ii. RMU reporting relationship changed to Cabinet Secretary iii. JDs of heads of MDAs modified to include PSM, and performance goals added to accountability framework iv. Sector Agency Coordinators appointed in RMU		
c. PSM Monitoring	i. Joint Consultative PSM Monitoring Committee appointed (as sub-set of National committee) headed by Prime Minister ii. SMB Modernisation Steering Committee re-appointed, chaired by PS, OPM iii. MDA CMTs strengthened and roles refined.		

DRAFT

F. MANAGEMENT AND MONITORING

We already have a well established unit, The Reform Management Unit (RMU), responsible for the administration of the programme. The RMU has given us a very good start and a sound basis for building upon. We now intend to make some adjustments to the management structure for modernisation that should improve the capacity of the Unit to successfully implement the programme. The structure is shown in Appendix B to this document.

Management Structure

Modernisation will continue to be under the portfolio of the Prime Minister who provides the highest level of political and policy leadership. This is critical. However the RMU will be brought under the Cabinet Secretariat, in keeping with the Cabinet Secretary's role as Head of the Civil Service and Chairman of the Senior Managers Board where managerial leadership resides.

The third link in the management chain comprises the heads of ministries, department and agencies (MDA Heads) with the responsibility to lead the modernisation efforts within their entities.

The staffing of the RMU will be strengthened by the addition of a third HRM Officer. Each HRMO will coordinate and support the work in a cluster of assigned ministries. These agency or sector coordinators will work closely together on system wide and crosscutting initiatives.

Monitoring Structure

We will also make changes to the monitoring framework for the programme to improve oversight. Under the Chairmanship of the Prime Minister, a joint Consultative PSMP Monitoring Committee will meet at least half-yearly to undertake a strategic review of progress. This Committee will be a subset of the strategic visioning group, and will ensure a close fit with the country's strategic plan and timely implementation.

A special SMB Modernisation Steering Committee, enhanced with stakeholder membership, will be chaired by the Permanent Secretary, Office of the Cabinet and will convene at least quarterly monitoring meetings.

Both of these committees will be supported by the RMU in providing secretariat services.

At the MDA level the Change Management Teams will provide a vehicle for ongoing monitoring of local level implementation. In the case of all public servants on these groups, their responsibilities will be incorporated into their expected job outputs for purposes of performance management and evaluation.

DRAFT

Programme Review

After the first three years, we will undertake a comprehensive review of the programme. We will make any changes in priorities or programme elements and detail the plan for the next three years. Thereafter, annual roll-forward by a year will follow.

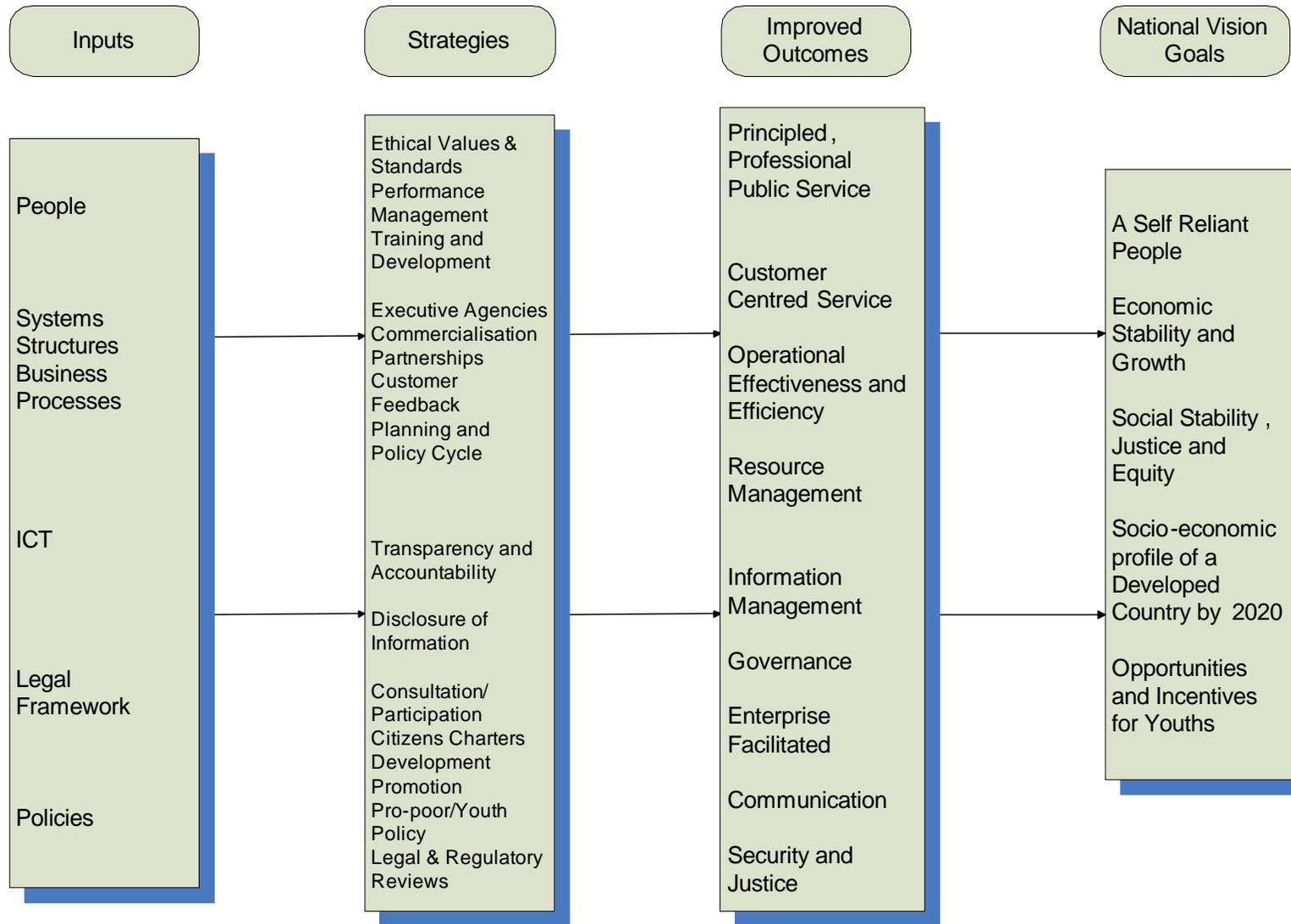
Annual performance reports will be tabled in Parliament by the Prime Minister.

DRAFT

APPENDICES

- A. Modernisation Programme Output Map
- B. PSM – Management and Monitoring System

Appendix A - MODERNISATION PROGRAMME OUTPUT MAP



DRAFT

Appendix B - MANAGEMENT AND MONITORING OF MODERNISATION PROGRAMME

