

**Personnel Management Office (PMO)**  
Government of The Gambia  
**Strategic Plan 2018-2022**

## **Core Values**

The PMO is committed to the highest standards of achievement obtainable through dedication and skill and hard work. It is committed to serving people and applying Civil Service recruitment and personnel management and development coordination thereof responsibly.

For its effectiveness and integrity, the PMO needs to operate within acceptable norms and culture. As a state institution entrusted with managing the personnel of the nation's Civil Service, the PMO must abide by certain moral guiding principles.

As such, the core values by which the Personnel Management Office shall accomplish its strategic vision include:

**Service:** we pledge through our oath to encourage and support those who serve the wider public or community through their work as government employees;

**Respect:** we extend consideration and appreciation to employees, customers and stakeholders, fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated;

**Integrity:** we uphold a standard of transparency, accountability and reliability. We conscientiously perform our operations to promote a government workforce that is worthy of the public trust;

**Diversity:** we honour our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workplace;

**Enthusiasm:** we embrace our work and the challenges of the future with excitement, energy and optimism. We are open to the possibilities of change and eagerly unite in the spirit of 'yes we can';

**Excellence:** we fulfill our mission by providing relevant and timely services, as well as superior customer services that reflect our commitment to collaboration and the highest standards of quality;

**Innovation:** we constantly seek new ways to accomplish our work and generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advance the modernisation of human resources management.

## **Foreword from the Permanent Secretary**

The Civil Service is the Government's administrative and managerial machinery that lubricates governmental and public operations, ensuring that systems exist and are functional in enabling the smooth conduct of government business across its three arms (Executive, Judiciary and the Legislature), as well as within them; and in effect that which interfaces Government with the private sector, the NGO and international communities.

It would therefore be seen that the Civil Service has a direct and catalytic effect on public operational effectiveness and efficiency, as well as on the overall rate and pace of socioeconomic development of any nation. This would require a stable, professional, qualified and competent Civil Service.

However, unlike the recent past, The Gambia has had a strong and relatively stable Civil Service. At Independence in the 1960s (Civil Service Reform Strategy, 2008 – 2011), The Gambia had a compact Civil Service with a reasonable level of capacity, and this competence was maintained until the 1970s, when it started to lose steam. Realizing this deterioration, attempts were initiated to turn the tide, beginning with reducing and controlling the size of the Civil Service wage bill, in the 1980s. It soon was realized afterwards that the Civil Service size rebounded and most of the gains made in past reforms were lost. After these reforms, various initiatives were also undertaken to improve centralized management of human resources and career development in the Civil Service. Due to competition from the private sector, among other things, the service lost most of its managerial and professional employees. These initiatives, most of which took place between the 1980s and 1990s secured some successes but could not on average be sustained. In the first half of 1990s, the World Bank prepared a Sector Adjustment Loan (SECAL) to support Civil Service reforms focused on improving governance, but the SECAL was derailed due to the 1994 military takeover and was never revived.

Following the advent of the new Government in January 2017, a new medium-term National Development Plan (2018-2021) has been prepared. Government envisages organizing an International Donor Conference on The Gambia in March 2018 to build the partnerships needed to support the realization of the plan. In the light of these initiatives, it has now been felt that there is renewed political support to a comprehensive approach to Civil Service reform and that this has provided a conducive environment for the development of a more robust sector-wide strategic plan to guide the attainment of the institutional mandate.

**Lamin F. Jawara**  
**Permanent Secretary**

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## Abbreviations

ARP	Administrative Reform Programme
CSRP	Civil Service Reform Programme
CSRPU	Civil Service Reform & Planning Unit (of PMO)
FAD	Finance & Administration Division (of PMO)
GMD	Gambian Dalasis
GOTG	Government of The Gambia
HRDD	Human Resources Development Division (of PMO)
HRIS	Human Resources Information System (unit of PMO)
MDA	Ministries, Departments and Agencies
MOFEA	Ministry of Finance & Economic Affairs
MSD	Management Services Division (of PMO)
NRS	National Records Service (unit of PMO)
PMD	Personnel Management Division (of PMO)
PMO	Personnel Management Office
PS	Permanent Secretary
PSC	Public Service Commission
PSD	Programme for Sustained Development
SOE	State Owned Enterprise, also known as Parastatals

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## E1. Executive Summary

### E1.1 Vision

“The Personnel Management Office will be the centre for human resources management and development in the Civil Service, contributing to a highly motivated, professional, dedicated, effective and efficient service that is responsive to national development goals and objectives”.

### E1.2 Mission

“The Personnel Management Office attracts, develops and retains a highly motivated, professional, effective and efficient Civil Service; that is responsive to national development goals and objectives. It is an instrument of the governance of the Civil Service that seeks to:

- Provide independent, professional, timely and respected advice and tools for effective *human resource management and development (HRDM)* of relevant Ministries, Departments and Agencies (MDAs).
- Undertake timely *audits, research, monitoring and evaluation* on HRDM activities of MDAs to provide a credible basis for the assessment of the impact of interventions and the attainment of long-term goals for the sector.
- Heighten *awareness* of the contribution that effective HRDM can offer to the attainment of the governance goals of government.
- Encourage *value for money* in resource allocation and resource use in the HRDM of the Civil Service”.

### E1.3 Primary Focus of the PMO Strategy 2018 to 2022

The five-year Strategic Plan for the Personnel Management Office (PMO) comes at a critical turning point in the annals of history for our institutions - government and country respectively. The new regime has generated high expectations of positive change in the political, social and economic living standards of Gambians, which expectations cannot be delivered without a competent Civil Service. Yet, the Civil Service Reform Programme (CSRP) 2018-2027<sup>1</sup> (Personnel Management Office, 2015), a ten-year strategy for the entire Civil Service, described a service that was in dire straits and that would find it very difficult to deliver the actions required for timely, efficient, economical and effective change in the lives of ordinary Gambians.

The CSRP prescribes far-reaching changes in the size (downsizing and rightsizing), cost, pay, grading, performance management and effectiveness of the Civil Service to be delivered over a ten-year period. The change would have serious implications for employment in The Gambia, given that the Government of The Gambia (GOTG) is a major employer in the formal sector. Its implementation requires financial and technical resources that are not currently available to the PMO and it will be very challenging to expect the new government to deliver on the expectations of the citizenry without a swiftly enabled CSRP.

The implementation of the CSRP will be a “make or break” activity of the PMO Strategy 2018-2022.

### E1.4 Critical Success Factors (CSF)

This strategy has been developed by applying a risk-based approach. This involves scanning the internal and external operating environment of PMO for identifiable risks and opportunities that will affect its five-year planning horizon. The risks were classified and used to understand the factors that will affect PMO’s strategy implementation. Once the desired end state (Vision &

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<sup>1</sup> The draft CSRP 2015-2025 was finalised during the course of this strategy development for the PMO and renamed the CSRP 2018-2027.

Mission) of the five-year strategy was determined, the risks were analysed to develop a road map to that end state.

Three Critical Success Factors were identified for the attainment of the Vision and Mission.

**CSF-A: Timing** of the implementation of the PMO strategy and the related CSRP. The draft CSRP suggests a ten-year transition which runs the risk of allowing the build-up of resistance to change and that may unduly delay the service improvements expected by the general public and electorate. An alternative three-year CSRP implementation is indicated for consideration. This would also require the faster implementation of changes to PMO organisation and staffing within 12 to 18 months.

**CSF –B:** Deep and meaningful **cultural change** in PMO and the wider Civil Service. This will require the inculcation of work values, beliefs and practices that are conducive to the attainment of the high levels of Civil Service productivity that are needed to drive the agenda of the new government.

**CSF-C: Effective capacity development** within PMO and the wider Civil Service. Clearly, PMO cannot lead change in the wider Civil Service without first strengthening its own capabilities. This will be challenging and must be achieved urgently. External short-term experts are proposed to facilitate the rapid improvement of PMO capacity for a transitional period of three years.

#### **E1.5 7 Indicators of Progress on CSFs**

A successful PMO Strategy requires tough decisions that break the existing mould of how things are done within the Civil Service, with a view to securing an outcome that is different from the norm of the past. This includes hard choices to be made, primarily, by the political authorities. Without these choices, it is difficult to see how an effective CSRP strategy can be delivered. As identified in Section 1, without an effective CSRP, the PMO is pointless and the new government’s likelihood of success in sustainably transforming the lives of Gambians may be seriously reduced.

The CSRP 2018-2027 assumes a ten-year period for its implementation, i.e. it should be completed by 31 December 2027. This may prove necessary. However, The Gambia may not have ten years to fix its Civil Service and make it value for money and fit for purpose. It must be ideally done within 24 to 36 months. Before the Civil Service can be fixed, PMO must be made ready for business. The implementation of the PMO strategy must be a “pilot run” for the implementation of the CSRP 2018-2027.

A successful PMO strategy requires 7 actions<sup>2</sup> that must be done “right”:

<b>Necessary Action</b>	<b>Related Critical Success Factor from section 5</b>
1) Right-Politics	CSF-B:Culture
2) Right-Culture	CSF-B:Culture
3) Right-Timing	CSF-A:Timing
4) Right-Recruitment	CSF-C:Capacity
5) Right-Pay	CSF-B:Culture
6) Right-Size	CSF-B:Culture
7) Right-Management	CSF-B:Culture

These seven actions are explained in detail in section 6.

<sup>2</sup> They can also be seen as strategic principles that must guide all decision making. In effect, PMO’s strategy must be the application of these principles, taking into account the insights offered by the related risk analysis and proposed organisational reform detailed in section 5.

### E1.6 Financing the Transformation

It is estimated that a budget of about US\$3m (three million United States dollars) may be required to support the transformation of the PMO. This is in addition to the financing of the CSR. A major part of the required financing is linked to the costs of external experts to drive the implementation of the CSR through a PMO-owned process. It also provides for the upgrading of the salaries of permanent staff who may be recruited afresh, giving existing staff the opportunity to re-apply in competition with external applicants. The PMO will need a special dispensation from the existing Civil Service pay and conditions – as a pilot of the potential new Civil Service pay reforms within the CSR.

Activity description	Supporting which log frame element?	Estimate US\$	Cumulative US\$
Independent Mid-term evaluation of strategy impact	Vision & Mission	30,000	30,000
Independent Final evaluation of strategy impact	Vision & Mission	30,000	60,000
Operational evaluation of strategy impact	Vision & Mission	100,000	160,000
Operational support to strategy impact	Vision & Mission	100,000	260,000
Independent mid-term survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	310,000
Independent Final survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	360,000
Independent mid-term study of PMO & Civil Service productivity levels	CSF-B: Culture	50,000	410,000
Independent final study of PMO & Civil Service productivity levels	CSF-B: Culture	50,000	460,000
Estimated costs of external experts for PMO units	CSF-C: Capacity Building	1,440,000	1,900,000
Contingency	20%	380,000	2,280,000

## Section 1. The Operating Context of the PMO

### 1.1 A Uniquely Important Timing for a Strategic Plan for the PMO

This strategic plan uses a risk classification system to identify the factors that must be managed during the period of PMO's strategy implementation. This risk system is shown at Appendix 2. The Risks and Opportunities are identified within the environmental analysis of Sections 1 to 3. Their implications are considered in Section 4 and the strategy is outlined in Section 5. The approach to strategy implementation is indicated in Section 6.

The five-year Strategy Plan for the Personnel Management Office (PMO) comes at a critical turning point in the annals of history for our institutions - government and country respectively. The new Government has generated high expectations of positive change in the political, social and economic living standards of Gambians, which expectations cannot be delivered without a competent Civil Service. Yet, the Civil Service Reform Programme (CSRP) 2018-2027<sup>3</sup> (Personnel Management Office, 2015), a ten-year strategy for the entire Civil Service, described a service that was in dire straits and that would find it very difficult to deliver the actions required for timely, efficient, economical and effective change in the lives of ordinary Gambians.

The CSRP prescribes far-reaching changes in the size (downsizing and rightsizing), cost, pay, grading, performance management and effectiveness of the Civil Service to be delivered over a ten-year period. The change would have serious implications for employment in The Gambia, given that the Government of The Gambia (GOTG) is a major employer in the formal sector. Its implementation requires financial and technical resources that are not currently available to the PMO. It will be very challenging to expect the new government to deliver on the expectations of the citizenry without a swiftly enabled CSRP.

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
1	1.1	High citizen expectations of the new democratic Government demands a competent and accelerated implementation of CSRP by a reformed PMO.	Strategic -Timing	High	External	Fatal	Political awareness of the primacy of the CSRP (and PMOs role in that process) to the satisfaction of citizen expectations.  Development partners' timely commitment to financial support of CSRP and PMO reform.

**RiskID 1: An Accelerated CSRP is critical to the satisfaction of Citizen Expectations of the new Democratic Government**

### 1.2 The CSRP lies at the Heart of PMO

<sup>3</sup> The draft CSRP 2015-2025 was finalised during the course of this strategy development for the PMO and renamed the CSRP 2018-2027

The CSRP (2018-2027) describes a largely incapacitated Civil Service in general, and PMO in particular. The proposed reforms were prescribed over a ten-year period, largely to address the reform in phases. The previous CSRP - a five-year programme that ended in 2015 (Personnel Management Office, 2015) - failed mainly due to the lack of sufficient resources.

With the change in administration, it is generally believed that the primary - executive level - obstacle to change has been removed. There are early indications of a groundswell of international development partner goodwill for the new administration. What is yet to be demonstrated is the level of executive level awareness within the new administration, of the centrality of the CSRP to the likelihood of success of the administration in attaining their goals for the country.

The GOTG structures identify the PMO as the administrative champion of the CSRP. However, the PMO itself is not in a position, in terms of experience and capability, to implement or sustain the CSRP. Consequently, at this pivotal point in Gambian history, a strategy for the PMO must, effectively, be a strategy for the PMO to implement and ensure the long term sustainability – ultimately from local human and financial resources – of the CSRP 2018-2027.

**Box 1: The Critical Role of the Public Service in the successes of Highly Performing Asian Economies**

The success of the East Asian Economies stems partly from the policies they have adopted and partly from the institutional mechanisms they created to implement them. All of the HPAEs created secure institutional environments for private investment that led to very high levels of private sector-led growth. HPAE Civil Services range from the highly meritocratic and insulated bureaucracies of Japan, Korea, Singapore, and Taiwan, China, to the less effective and less insulated public administrations of Indonesia and Thailand. Nevertheless, each of these economies has had a core of technocratic executives driving the implementation of the reforms. In Indonesia and Thailand, their scope was limited to management of the macro-economy. In the other HPAEs, competent Civil Services administered a much wider range of policy instruments.

How did these economies create a reputable bureaucracy? First, pay mattered. The salaries of bureaucrats (except in Singapore) usually fell short of those for equivalent positions in the private sector, but they were sufficiently high to attract and retain good economic managers. Second, in the HPAEs with high-quality bureaucracies, rules and procedures governing public sector employment were institutionalized and insulated from political interventions. In particular, recruitment and promotion were merit based. Third, public employment was accorded high status. These factors improved the quality of the bureaucracy, discouraged corruption, and created an esprit de corps among civil servants that helped insulate the bureaucracy from political pressures.

*Source: The World Bank Policy Research Report (1993): The East Asian Miracle, Economic Growth and Public Policy, Oxford University Press, pg.352-3*

**Extracted from:**  
(Personnel Management Office, 2015) page 7

Risk	Source	Description	Type	Likelihood	Scope	Impact	Response needed
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ID							
2	1.2	An accelerated implementation of a competent and innovative PMO strategy is critical for a timely and effective CSRP	Strategic -Timing	High	External	Fatal	The highest level of Political awareness and commitment must be promptly sought and secured.

**RiskID 2: An Accelerated and Innovative PMO Strategy is Critical to the Success of the CSRP**

### 1.3 Where are we coming from? A Short History of the PMO and its External Operating Environment

#### 1.3.1 The Evolution of the Gambian Civil Service since Independence in 1965

After Independence, The Gambia had a small size Civil Service with a reasonable level of capacity. The competence gradually lowered due to over expansion, patronage hiring, corruption, informality and exodus of professional and technical staff. Efforts were made to downsize the Civil Service wage bill for efficiency and effectiveness with support from the World Bank and the International Monetary Fund {IMF} through structural adjustment programmes.

Source: (Personnel Management Office, 2011), page 5

**Box 2:**

#### the Civil Service since Independence in 1965

**The Evolution of**

The Gambian Civil Service, during the First (1965-1994) and Second (1994-2016) Republics has had four common features which have affected institutional capacity:

- (i) The size of the public sector has tended to expand faster than the increase in the growth of the economy;
- (ii) Employment growth was favoured over the growth of employee incomes, with the effect of driving down the purchasing power of the earnings of civil servants;
- (iii) The service grew to a much larger size than what was actually needed. This resulted in serious strains on the public purse and government could not meet the cost of providing attractive and living wages;
- (iv) Staff morale declined significantly and the service was far less productive than it should have been.

During the decade 1975-1985, the Civil Service grew from 4,560 established posts to approximately 10,600. There were more employees than the government could pay. The government therefore committed itself to reduce Civil Service employment and improve its management. It carried out a manpower audit and announced the dismissal of 2,284 casual and low grade workers in November 1985. With the assistance of the Overseas Development Administration (ODA<sup>4</sup>) a further staff audit was carried out by Peat Marwick, McIntock<sup>5</sup>. Based on the consultant's interim report, 922 established and 291 non-established staff were retrenched and 816 vacant posts suppressed by December 1986 (Government of The Gambia, 1991).

<sup>4</sup> The forerunner of the UK's Department for International Development

<sup>5</sup> Now known as KPMG

The savings from these retrenchments were estimated at GMD3 million for the 1986/87 financial year. However by 2012, the same mistakes had been repeated.

Despite a poor macroeconomic and fiscal context during the period of the CSRP 2012-2015, there was rapid growth in the Civil Service payroll. On average, the regular numbers in the Civil Service payroll rose by about 69%. Once again, the GOTG was subjected to an unaffordable and unproductive workforce.

Grade	Dec-11	Dec-12	Dec-13	Dec-14	Apr-15	Total	Average
One	19.4%	50.4%	16.5%	22.0%	15.3%	<b>123.7%</b>	<b>24.7%</b>
Two	16.5%	11.5%	-5.1%	11.6%	5.1%	<b>39.7%</b>	<b>7.9%</b>
Three	50.7%	13.1%	-1.6%	22.8%	6.6%	<b>91.5%</b>	<b>18.3%</b>
Four	11.9%	16.5%	-2.8%	6.5%	13.0%	<b>45.1%</b>	<b>9.0%</b>
Five	3.3%	4.9%	-7.0%	6.1%	6.1%	<b>13.4%</b>	<b>2.7%</b>
Six	16.1%	33.1%	-1.2%	25.5%	1.5%	<b>74.9%</b>	<b>15.0%</b>
Seven	8.3%	15.6%	1.2%	21.2%	4.9%	<b>51.3%</b>	<b>10.3%</b>
Eight	5.5%	5.8%	21.6%	7.6%	4.0%	<b>44.5%</b>	<b>8.9%</b>
Nine	2.4%	2.1%	10.5%	4.3%	0.0%	<b>19.3%</b>	<b>3.9%</b>
Ten	1.5%	5.3%	10.4%	1.6%	0.3%	<b>19.1%</b>	<b>3.8%</b>
Eleven	6.0%	6.8%	-12.8%	11.0%	0.0%	<b>11.1%</b>	<b>2.2%</b>
Twelve	5.2%	4.9%	-4.7%	9.9%	5.6%	<b>20.9%</b>	<b>4.2%</b>
<b>Aggregate</b>	<b>13.4%</b>	<b>24.7%</b>	<b>5.0%</b>	<b>19.2%</b>	<b>6.8%</b>	<b>69.0%</b>	<b>13.8%</b>

*Memo items:*

<b>Total number</b>	<b>12,361</b>	<b>15,108</b>	<b>15,750</b>	<b>18,574</b>	<b>19,750</b>
<b>Less fixed and unclassified</b>	11,049	13,781	14,468	17,242	18,408

**Table 1: Annual % Growth in Civil Service Employees, 2011-2015 (as at April 2015)**

Source: (Personnel Management Office, 2015), page 20

As shown below, the CSRP 2018-2027 indicates that rapid growth in employment has been widespread including the MDAs that provide basic social services (such as education and health) and also in other elements of the wider public service such as the National Assembly and the Judiciary.

MDA	Dec-11	Dec-12	Dec-13	Dec-14	Apr-15	% change
<i>01-Office of the President</i>	798	876	876	1064	1102	<b>38%</b>
<i>02-National Assembly</i>	86	115	122	125	151	<b>76%</b>
<i>03-Judiciary</i>	310	368	349	394	408	<b>32%</b>
<i>05-Public Service Commission</i>	14	19	19	20	23	<b>64%</b>
<i>06-National Audit Office</i>	47	48	51	53	57	<b>21%</b>
<i>07-Ministry of Defence</i>	5443	5950	5898	6193	6219	<b>14%</b>
<i>08-Ministry of Interior</i>	7131	7638	8014	8920	9037	<b>27%</b>
<i>09-Ministry of Tourism &amp; Culture</i>	22	27	25	29	31	<b>41%</b>
<i>10-Ministry of Foreign Affairs</i>	110	123	122	134	140	<b>27%</b>
<i>11-Ministry of Justice</i>	73	83	89	104	133	<b>82%</b>
<i>12-Min of Finance &amp; Economic Affairs</i>	246	270	254	278	302	<b>23%</b>

MDA	Dec-11	Dec-12	Dec-13	Dec-14	Apr-15	% change
16-Ministry of Local Govt. & Lands	325	331	328	342	349	7%
17-Ministry of Agriculture	802	826	773	910	959	20%
18-Min of Works Cons. & Infrastructure	105	125	124	153	157	50%
19-Min of Trade Indus. & Employment	90	96	94	101	104	16%
20-Ministry of Education	6916	9129	9868	11770	12534	81%
21-Min of Health & Social Welfare	2054	2321	2280	2692	2875	40%
22-Ministry of Youth & Sports	40	42	40	52	54	35%
23-Ministry of Environment	272	277	478	561	560	106%
24-Ministry of Comm Info & Technology	47	59	63	67	73	55%
25-Min of Fisheries	257	270	82	86	87	-66%
27-Min of Tertiary & Higher Education	43	50	46	52	55	28%
28 - Ministry of Energy	28	33	31	35	35	25%
29-Ministry of Petroleum	19	20	18	20	22	16%
<b>Total</b>	<b>25,278</b>	<b>29,096</b>	<b>30,044</b>	<b>34,155</b>	<b>35,467</b>	<b>40%</b>

**Table 2: Increase in wider Public Service numbers 2011-2015 by MDAs**

Source: (Personnel Management Office, 2015), pages 20-21

### **1.3.2 The Administrative Reform Programme (ARP) of the late 1980s and early 1990s**

The ARP was launched in May 1987 for an initial period of five years. Its objective was to achieve a leaner, better, organized, adequately remunerated and more professional Civil Service with better discipline, motivation and esprit de corps. This is very much the objective of the CSR 2018-2027. Ensuring the sustainability of any new programme will be a key challenge facing the GOTG in general and the PMO in particular!

Key reforms of the ARP included the following:

- The establishment of the Personnel Management Office under the Office of the President i.e. the renaming of the old Establishment Office to the PMO with wider responsibilities including but not limited to:
  - Developing and implementing personnel and training procedures, as well as monitoring and controlling decisions made in Ministries including preparation of training programmes for the Civil Service;
  - Reviewing and controlling staff complements and procedures in Ministries and Departments;
  - Implementing the responsibilities set out for it under the Public Service Act 1991 for the management of the Civil Service;
  - Delegating some responsibilities for personnel matters from the Public Service Commission to the Personnel Management Office;
  - Simplification and redefinition of the Public Service Regulations and the General Orders governing the conditions of employment in the Civil Service, in line with the ARP;
  - Creation of an advisory committee on Civil Service training to provide, inter alia, a link with the training institutions to improve the coordination of the training function, in support of government policies and programmes;



- Preparation of a training policy statement setting out the objectives and scope of training priorities, programmes, plans and arrangements for financial training;
- Preparation of an indicative medium-term training and manpower plan to facilitate a planned approach to altering the structure of the Civil Service, with specified reference to the mix of skills and grades;
- Preparation of Schemes of Service to provide greater objectivity in defining standards for personnel policy, including career planning, recruitment, promotion and training;
- Improvement of systems of manpower budgeting and control and setting up a computerized personnel information system;
- Introduction of a simplified 12-grade structure to succeed the former 21-grade structure;
- Review of salaries and the preparation of a pay policy statement, to promote professionalism, adequate remuneration, incentives and motivation to attract high quality staff to improve productivity and management.

(Government of The Gambia, 1991).

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
3	2.1 & 2.2	CSRP was successfully implemented in the 1980s and then collapsed in the 1990s. Sustainability of the new CSRP must be hard-wired into its implementation design.	Strategic - Sustainability	High	External	Challenge	Communication & influencing (targeting political, bureaucratic, security and wider citizen groups) must be at the heart of the PMO strategy and the subsequent implementation of the CSRP strategy. A national culture must be sought to underpin the permanence of CSRP reforms.

**RiskID3: A Successful implementation of CSRP in the 1980s was followed by Failure in the 1990s – How can Future Success be Sustained?**

## Section 2. Where are we now? An Internal Structural Analysis of the PMO

### 2.1 Creation, Organisation & Staffing of the PMO

#### Box 3: The Responsibilities & Accountabilities of the PMO

The mandate/responsibilities of the Personnel Management Office as clearly stated in the **Public Service Act 1991** stipulate that:

1. The Permanent Secretary, Personnel Management Office (PMO), shall be the principal adviser to the Minister (Vice President) on this Act and shall be responsible for the personnel functions of the Public Service.
2. Without prejudice to the generality of the foregoing, the Permanent Secretary, PMO, shall be responsible for the following:
  - a) The administration of the General Orders;
  - b) The recruitment of volunteers and technical assistant personnel;
  - c) Public service training and staff development policies and implementation;
  - d) Staff inspection, organisation and methods;
  - e) Formulation and review of schemes of service;
  - f) Policy formulation and administration of pensions and gratuities
  - g) Personnel statistics;
  - h) Manpower budgeting and control; and
  - i) Such other matters as may be prescribed by regulations under this act.

Source: (Personnel Management Office, 2010), Page 10

#### 2.1.1 Overview

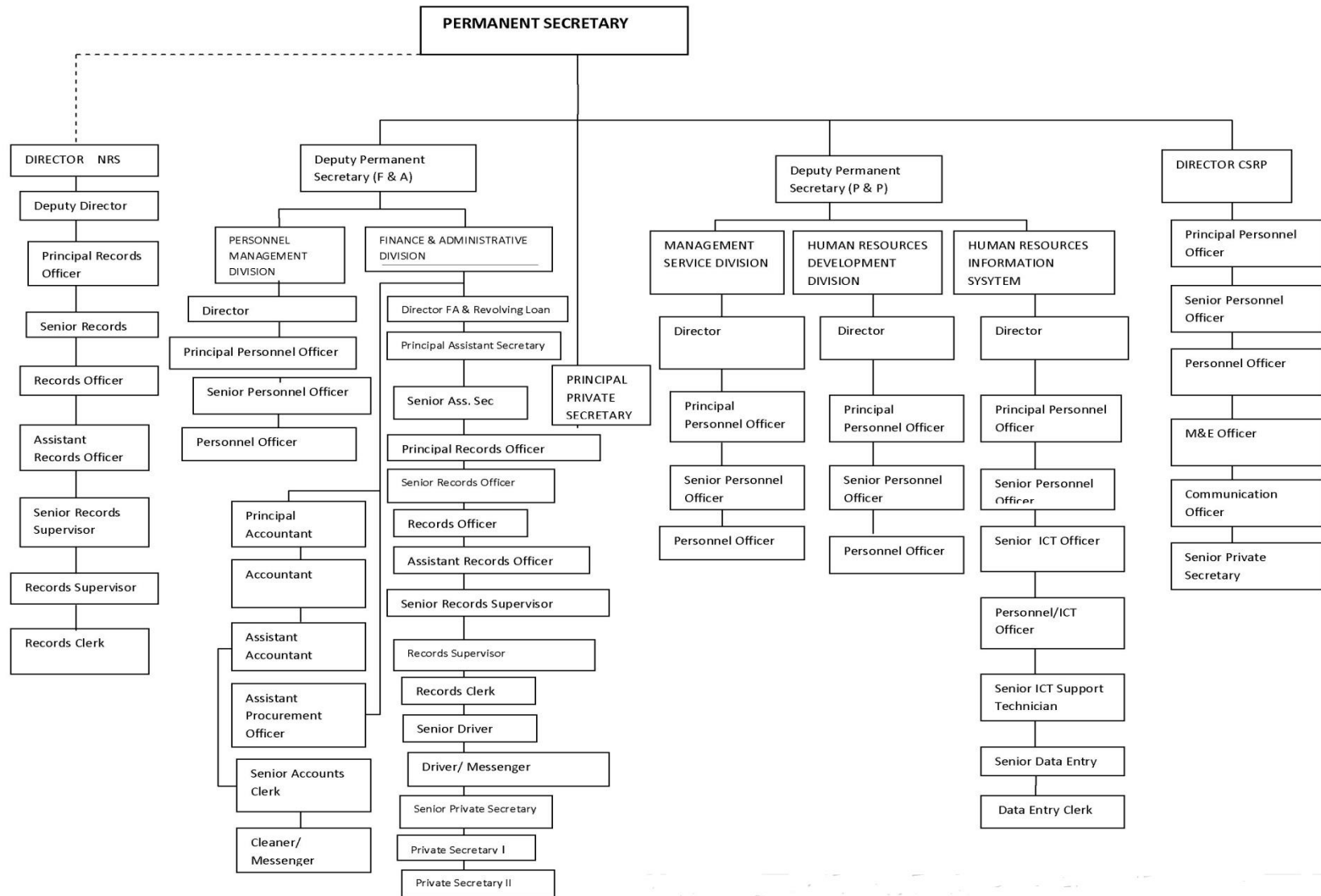
The PMO was created as a result of the introduction of the Administrative Reform Programme (ARP) in 1987 and empowered by the Public Service Act 1991. It was to be responsible for:

1. Personnel management policies
2. Manpower development and
3. Management services for all Ministries and Departments in the Civil Service.

The PMO is headed by a Permanent Secretary (PS) who reports to the Vice President, the latter being Minister responsible for the Civil Service. In addition, the PS (PMO) is accountable to the Secretary General, who is the Head of the Civil Service. The PS (PMO) keeps the Secretary General informed of all major issues affecting the management of the Civil Service. The PMO is divided into the following units:

- Human Resources Development Division (HRDD) formerly called Manpower Development Division(MDD)
- Personnel Management Division (PMD)
- Management Services Division (MSD)
- Finance and Administration Division (F&A)
- Human Resources Information Systems Unit (HRIS)
- Civil Service Reform and Planning Unit (CSRPU)
- National Records Service (NRS).

PMO also coordinates, through its personnel officers posted to various MDAs, all staff matters affecting civil servants.



### 2.1.2 Personnel Management Division

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
PMD	Director	1	11	68,357	1,199	-	1
PMD	Principal Personnel Officer	1	10	61,978	1,087	2	-1
PMD	Senior Personnel Officer	3	9	53,510	939	2	1
PMD	Personnel Officer	5	8	45,936	806	1	4
PMD	<b>Total – PERSONNEL MANAGEMENT DIVISION</b>	10		52,055	913	5	5

**Table 3: Staffing and Pay at the Personnel Management Division of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

PMD deals with the general routine aspects of such Human Resource Management as appointments, promotions, postings, termination of appointments, processing retirement benefits of retired civil servants, leaves, pensions and gratuity, performance appraisals as well as other matters affecting the Public Service Commission Regulations. The tasks of the unit also include attendance at Public Service Commission sittings and representing PMO at interviews conducted at other Government Institutions. The unit has only 50% of its budgeted staff complement which is likely to seriously hamper its effectiveness. It is noteworthy that additional office space may be needed to accommodate the required staff complement.

### 2.1.3 Human Resources Development Division

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
HRDD	Director	1	11	68,357	1,199	-	1
HRDD	Principal Personnel Officer	1	10	61,978	1,087	2	-1
HRDD	Senior Personnel Officer	2	9	53,510	939	1	2
HRDD	Personnel Officer	4	8	45,936	806	2	2
HRDD	<b>Total – HUMAN RESOURCES DEV. DIVISION</b>	8		52,637	923	4	4

**Table 4: Staffing and Pay at the Human Resources Development Division of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

HRDD is responsible for Human Resource Development and training needs analysis of the Civil Service and monitors various aspects of staff development. As with PMD, it currently has only

50% of its budgeted staff complement and does not have a Director. More space is needed to accommodate the required staff complement.

#### 2.1.4 Management Services Division

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
MSD	Director	1	11	68,357	1,199	1	-
MSD	Principal Personnel Officer	0	10		-	-	-
MSD	Senior Personnel Officer	3	9	52,574	922	2	1
MSD	Personnel Officer	6	8	45,936	806	-	6
MSD	<b>Total – MANAGEMENT SERVICES DIVISION</b>	10		56,367	989	3	7

**Table 5: Staffing and Pay at the Management Services Division of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

The MSD is responsible for organisational reviews and restructuring, ensuring that staff numbers are adequately controlled to avoid bloating in the size of Civil Service units. This is usually done through staff inspection programmes carried out on a cyclical basis every three to five years. It is also responsible for carrying out Organization and Methods Reviews, grading reviews, job evaluations, schemes of service development, manpower planning etc. The MSD's role is quite instrumental in operationalising PMO's mandate especially in ensuring that numbers in the Civil Service are adequate and not excessive. This emphasises the need to equip the unit with technically competent and experienced staff who can carry out such crucial assignments in the Civil Service.

The MSD has only 30% of its budgeted staff complement. More space is needed to accommodate the required staff complement.

#### 2.1.5 Finance & Administration & Revolving Loan Scheme

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
FAD	Director Civil Service Revolving Loans	1	11	68,357	1,199	-	1
FAD	Principal Assistant Secretary	1	10	57,542	1,010	1	-
FAD	Senior Assistant Secretary	1	9	53,510	939		1
FAD	Senior Accountant	1	9	53,510	939	1	-
FAD	Assistant Secretary	1	8	42,192	740		1
FAD	Assistant Procurement Officer	1	7	35,050	615	1	-
FAD	Private Secretary 1	1	7	38,736	680		1
FAD	Assistant Accountant	1	7	35,050	615		1
FAD	Senior Accounts Clerk	1	6	27,475	482	1	-
FAD	Accounts Clerk	0	5				-
FAD	Typist 1	0	4				-

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
FAD	Caretaker/Gardener	2	1	11,362	199		-
FAD	Cleaner	5	1	11,362	199		-
FAD	Messenger	4	1	11,074	194		-
FAD	<b>Total – FINANCE &amp; ADMINISTRATIVE DIVISION</b>	14		38,232	671	4	10

**Table 6: Staffing and Pay at the Finance & Administrative and Revolving Loan Scheme of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

The FAD provides financial and ancillary support services to the rest of PMO. It has only 29% of its staff complement. More space is needed to accommodate the required staff complement.

### 2.1.6 Human Resources Information System Unit

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
HRIS	Director	1	11	68,357	1,199	-	1
HRIS	Principal Personnel Officer	1	10	61,978	1,087	1	-
HRIS	Senior Private Secretary	-				1	-1
HRIS	Senior Typist	-				1	-1
HRIS	Private Secretary II	-				1	-1
HRIS	Senior Personnel Officer	1	9	53,510	939	-	1
HRIS	Senior ICT Officer	1	9	53,510	939	-	1
HRIS	Personnel Officer/ICT	2	8	45,936	806	-	2
HRIS	Senior Support Technician	1	6	28,397	498	1	-
HRIS	Senior Data Entry Clerk	1	5	25,632	450	-	1
HRIS	Data Entry Clerk	2	3	15,192	267	-	2
HRIS	<b>Total – HUMAN RESOURCES INFORMATION SYSTEM</b>	<b>10</b>		<b>41,364</b>	<b>726</b>	<b>5</b>	<b>5</b>

**Table 7: Staffing and Pay at the Human Resources Information System Unit of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

The HRIS Unit is responsible for maintaining a database on civil servants regarding appointments, staff on training, demography etc. Once again, at 50%, it is seriously understaffed. More space is needed to accommodate the required staff complement.

### 2.1.7 Civil Service Reform & Planning Unit

Unit	Position title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
CSRPU	Director	1				1	-1
CSRPU	Principal Personnel Officer	1				1	-1
CSRPU	Senior Personnel Officer	1				1	-1
CSRPU	Senior Private Secretary	1				1	-1
CSRPU	Accountant	1				1	-1
CSRPU	<b>Total - CSRPU</b>	5				5	-5

**Table 8: Staffing and Pay at the Civil Service Reform & Planning Unit of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

The CSRPU is the lead unit for the design and implementation of Civil Service reform strategies. It had 5 staff, including a Director. The 2017 budget was not made available during the process of this strategy development, although an assurance was received that adequate budgetary provision was made in the 2017 budget.

### 2.1.8 National Records Service

Unit	Position Title	2017 budgeted staff nos	GOTG Job Grade	2017 allocation per employee GMD	2017 allocation per employee GBP£@57	2017 actual no of staff	2017 staffing gap
NRS	Director	1	12	74549		1	-
NRS	Deputy Director	1	11	66139		1	-
NRS	Principal Records Officer	1	10	57,542	1,010	1	-
NRS	Senior Records Officer	1	9	53,510	939	-	1
NRS	Records Officer	1	8	45,936	806	1	-
NRS	Assistant Records Officer	1	7	38,736	680	3	-2
NRS	Senior Record Supervisor	1	5	25,632	450	-	1
NRS	Records Supervisor	2	4	20,246	355	-	2
NRS	Records Clerk	2	3	15,192	267	2	-
NRS	Assistant Records Clerk	0	2			-	-
NRS	<b>Total NRS</b>	9		32,470	570	7	2

**Table 9: Staffing and Pay at the National Records Service Unit of the PMO**

Source: GOTG Budget 2017 and internal PMO information as at 21 March 2017

The budget for the NRS was under PMO, which made for some difficulty in separation. The NRS would appear to be the best resourced unit in terms of numbers. This does not, however, provide an indication of its adequacy to perform its assigned objectives.

The NRS unit manages the entire records and archives of the GOTG, not just limited to human resource records. It is not clear, given the statutory mandate of the PMO outlined in section 3.1, how the NRS relates to the mandate of the PMO.

### **2.1.9 Summary Structural & Capacity Analysis of the PMO**

With annual salaries ranging from about GBP£200 (two hundred pounds equivalent) to GBP£1,200 (one thousand two hundred pounds equivalent), it is inconceivable that the PMO is able to attract, motivate or retain the staff that it needs to execute its duties, especially at the professional level.

Further, staff numbers are only about one-third of the total complement provided in the national budget for 2017. Although senior staffs appear to have appropriate levels of qualification, including post-graduate degrees, it is unclear whether they have the requisite experience to undertake the range of tasks expected of the PMO. The transformation required to meet the expectations of the new administration is likely to demand more from staff than they have been able to build in terms of skills and experience. This is a major threat to the implementation and sustainability of the CSRP and must be immediately addressed if the reforms are to make any meaningful impact in the Civil Service.

The NRS unit has no clear rationale for its incorporation within the PMO. The unit's should be relocated from the PMO to report directly to the Secretary-General and Head of the Civil Service, given its pivotal role in the maintenance of the institutional memory of the entire Civil Service.

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
4	3.1.9	The NRS unit has no clear rationale for its incorporation within the PMO.	Operational - responsibilities	High	External	Challenge	The NRS should be relocated outside the PMO to allow for a coherent definition of the scope and responsibilities of the PMO.

**RiskID 4: The NRS unit has no reason for being part of the PMO**

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
5	3.1.9	The salaries of the PMO staff are too low for reasonable expectation of performance.	Operational - Motivation	High	External	Challenge	PMO salaries must be substantially increased ahead of the increase expected of the wider CSRP – to allow for appropriate reward



							as a basis for attracting and retaining staff who will lead the CSRP.
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**RiskID 5: An Innovative Approach must be taken to increase the salaries of the PMO ahead of a wider CSRP reform to allow it to lead the CSRP with appropriately motivated and rewarded staff**

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
6	3.1.9	The numbers, skills and experience available to PMO staff may be insufficient to meet the demands of the critical CSRP implementation.	Strategic - Capacity	High	External	Challenge	An innovative mix of short-term and long-term technical assistance must be combined with national staffing to rapidly empower the PMO to implement the CSRP and sustain its implementation.

**RiskID 6: A Smart & Innovative Approach must be taken to quickly increase the staffing of PMO to include the right mix of skills and experience that will be required for the implementation of an accelerated CSRP**

## Section 3. Where are we now? An External View of the Internal Performance of the PMO

### 3.1 Introduction to the Opinion Survey

A survey was administered to external partners of PMO in order to assess their perception of the Office and to determine any gap in expectations that should influence the strategy of the PMO. The list of entities who were asked to participate is shown at Appendix 3. The survey questionnaire is shown as Appendix 3. The responses to the questions and the implications of these responses are shown below.

This survey was not intended to be representative of the entire Civil Service of some 35,000 persons (see section 2.1). It was designed to be administered to senior level personnel of the Civil Service. This list of senior persons and their parent entities was agreed in advance with the PMO. Consequently, the survey findings are relevant only to the limited target population. In targeting the opinions of senior-level influencers, it adequately serves the purpose of this strategic review.

### 3.2 Survey Section C: Demographic data of respondents

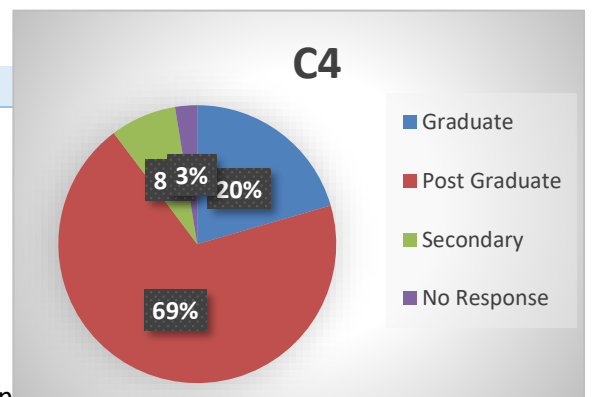
#### 3.2.1 Question C4 –The highest Educational Qualification of Respondents

C.4 Your highest educational qualification?

Row Labels	Count of S/N
Graduate	8
Post Graduate	27
Secondary	3
No Response	1
<b>Grand Total</b>	<b>39</b>

#### Box 4: Profile of the Education of Survey Respondents

Most respondents had attained post-graduate qualification, which indicates a relatively mature perspective and should support the credibility of the responses.

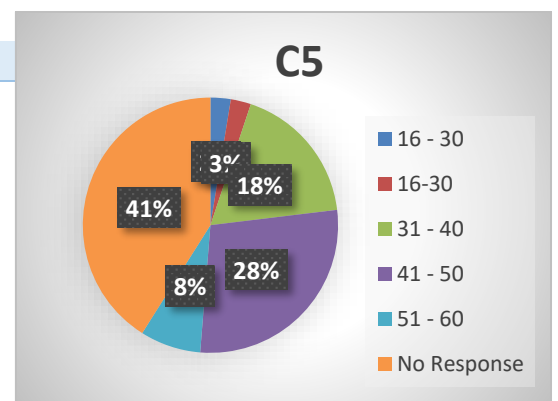


#### 3.2.2 Question C5 –The Age Profile of Respondents

C5. Age demographics of PMO Stakeholders

Row Labels	Count of S/N
16 - 30	1
16-30	1
31 - 40	7
41 - 50	11
51 - 60	3
No Response	16
<b>Grand Total</b>	<b>39</b>

#### Box 5: Profile of the Age of Survey Respondents



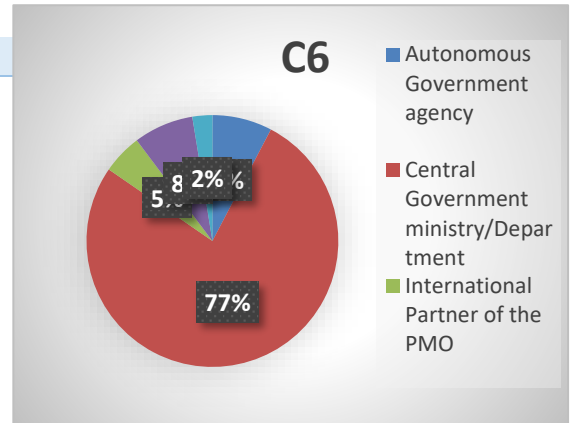
The majority of respondents who reported their age are above 30 years of age. This reinforces the credibility of the responses indicated by the qualification profile, above.

### 3.2.3 Question C6 –The Organisational Profile of Respondents

C.6 Which best describes your organisation

Row Labels	Count of S/N
Autonomous Government agency	3
Central Government ministry/Department	30
International Partner of the PMO	2
Other	3
Parastatal or Government business Enterprise	1
<b>Grand Total</b>	<b>39</b>

**Box 6: Profile of the Organisations of Survey Respondents**



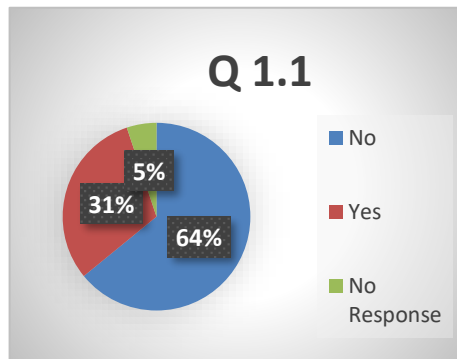
Three-quarters of respondents work in the central Civil Service – also reinforcing the credibility of the insight offered by the survey.

### 3.3 Survey Section D1: About the respondent’s organisation and the Civil Service as a whole

#### 3.3.1 Question D1.1 – Are you aware of the implications of the contents and recommendations of the Civil Service Reform Programme (CSRP) 2018-2027 for your organisation?

Row Labels	Count of S/N
No	25
Yes	12
No Response	2
<b>Grand Total</b>	<b>39</b>

**Box 7: Respondent’s Awareness of the CSRP 2018-2027**



64% of respondents are unaware of the CSRP 2018-2027. The likelihood of its successful implementation is miniscule in this context, as its key constituents cannot be expected to support a process of which they are poorly informed. This places its related communication strategy at the heart of the PMO’s strategic priorities. Such a communications process should be a two-way process in which the strategy informs civil servants and is in turn shaped – in its tactical implementation – by their valid concerns and aspirations.

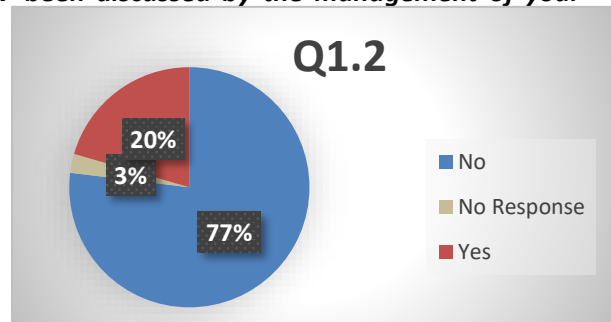
Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
7	4.3.1	Very low stakeholder awareness of the CSRP 2018-2027	Strategic - Communications	High	External	Fatal	Communication & influencing must be at the heart of the PMO strategy

**RiskID 7: Extremely Low Stakeholder Awareness of CSRP Strategy**

**3.3.2 Question D1.2 - Has the CSRP2018-2027 been discussed by the management of your organisation?**

Row Labels	Count of S/N
No	30
No Response	1
Yes	8
<b>Grand Total</b>	<b>39</b>

**Box 8: Respondent's Action, Q1.2, on Awareness of the CSRP 2018-2027**

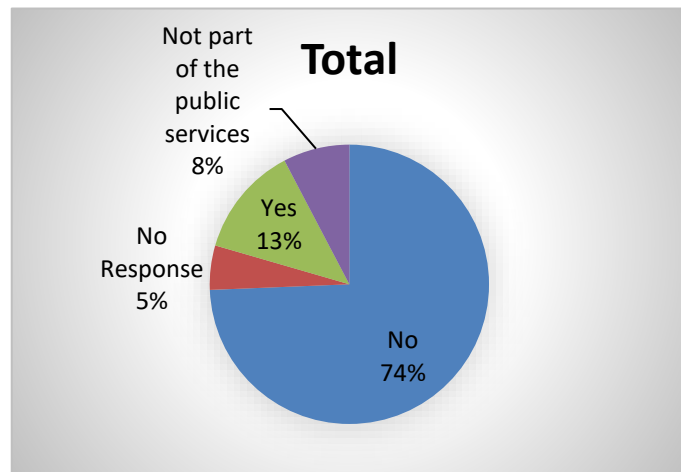


The fact that the negative rate went to 77% for this question, from 64% for the related Q1.1 is serious. Even where respondents were aware of the CSRP, not all of them took steps to discuss it at a senior level. This reinforces the concern raised in Q1.1.

**3.3.3 Question D1.3 - Has your organisation begun the process of developing an implementation framework for the CSRP 2018-2027?**

Row Labels	Count of S/N
No	29
No Response	2
Yes	5
Not part of the public services	3
<b>Grand Total</b>	<b>39</b>

**Box 9: Respondent's Action, Q1.3, on Awareness of the CSRP 2018-2027**

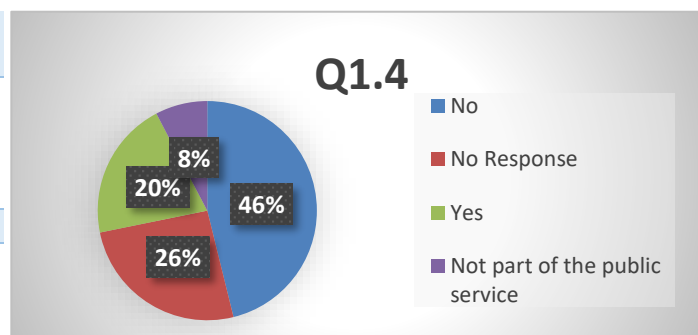


This finding supports the conclusion of the earlier two questions above.

**3.3.4 Question D1.4 - Does your organisation believe that its needs have been adequately captured by the CSRP 2018-2027?**

Row Labels	Count of S/N
No	18
No Response	10
Yes	8
Not part of the public service	3
<b>Grand Total</b>	<b>39</b>

**Box 10: Respondent's Perception on Relevance of the CSRP 2018-2027 to their organisational priorities**

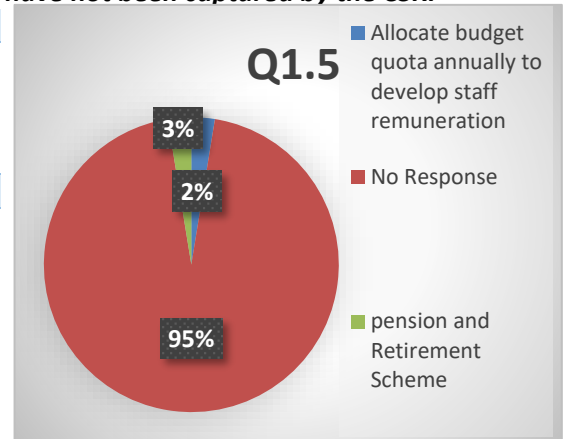


This is a curious result. Given that almost two-thirds of respondents are unaware of the contents of the CSRP (Question D1.1), it is not clear how 46% came to the conclusion that it does not adequately serve their needs. Evidently, some respondents came to that conclusion without the benefit of knowing of the content or perhaps were cynically assuming the worst given the failures of previous attempts at reform.

**3.3.5 Question D1.5 - please list, below, the needs that have not been captured by the CSRP**

Row Labels	Count of S/N
Allocate budget quota annually to develop staff remuneration	1
No Response	37
pension and Retirement Scheme	1
<b>Grand Total</b>	<b>39</b>

**Box 11: Respondent's identification of needs that are unmet by the CSRP**

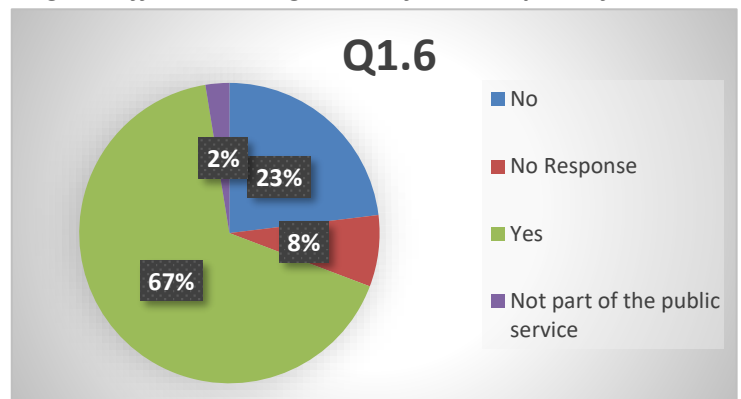


The few responses to this question focus on the inadequacy of financial rewards of Civil Service work. This shortcoming is recognised by the CSRP 2018-2027.

**3.3.6 Question D1.6 - Has your organisation got staff with the right mix of skills required for its responsibilities?**

Row Labels	Count of S/N
No	9
No Response	3
Yes	26
Not part of the public service	1
<b>Grand Total</b>	<b>39</b>

**Box 12: Respondent's conclusion on the adequacy of skills in their organisation**



Two-thirds of respondents are satisfied with the skills available to their organisations. This is surprising, given that the CSRP 2018-2027 identifies “ad hoc and inadequate capacity building” as a major challenge that must be addressed (Personnel Management Office, 2015) – section 2.1.7. This may indicate a source of resistance to change, if staff are unwilling to accept the existence of shortcomings.

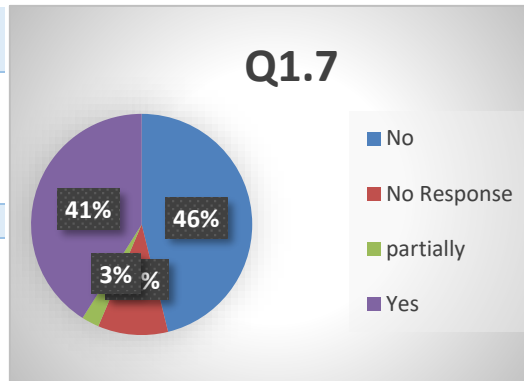
Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
8	4.3.6 to 4.3.9	Stakeholder confidence in skills & experience available to the Civil Service appears to contradict the weaknesses identified in the CSRP 2018-2027. It could be a source of resistance to change.	Strategic - Communications	High	External	Weak	Communication & influencing must be at the heart of the PMO strategy

**RiskID 8: Stakeholders may not be prepared to admit to weaknesses in skills and experience**

**3.3.7 Question D1.7 - Has the public service, as a whole, got staff with the right mix of skills required for their responsibilities?**

Row Labels	Count of S/N
No	18
No Response	4
Partially	1
Yes	16
<b>Grand Total</b>	<b>39</b>

**Box 13: Respondent's conclusion on the adequacy of skills in the wider Public Service**

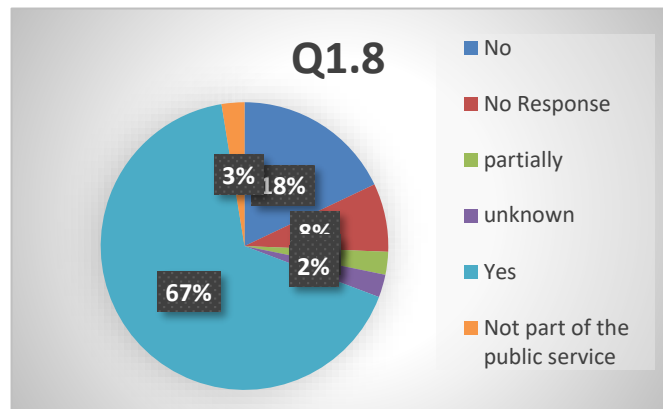


The difference between the responses to this question – addressing the wider public service – and the previous –addressing respondents' own organisation – is significant. When asked about the wider public service, twice as many respondents (46% for Q1.7 as opposed to 23% for Q1.6) are ready to admit that the skills available are inadequate. This indicates that the response to Q1.6 included an under-declaration of reality.

**3.3.8 Question D1.8 - Has your organisation got staff with the right mix of experience required for its responsibilities?**

Row Labels	Count of S/N
No	7
No Response	3
Partially	1
Unknown	1
Yes	26
Not part of the public service	1
<b>Grand Total</b>	<b>39</b>

**Box 14: Respondent's conclusion on the adequacy of experience in their organisation**

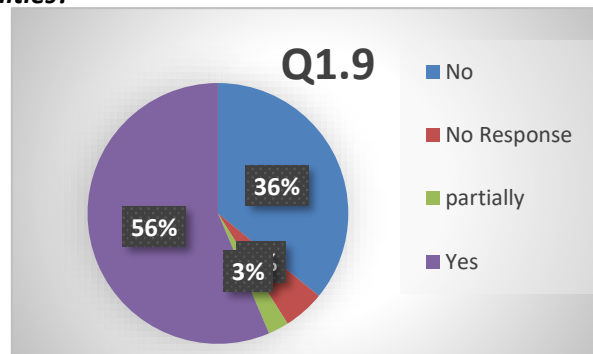


This response may be subject to the same under-reporting as identified with Q1.6 above.

**3.3.9 Question D1.9 - Has the public service, as a whole, got staff with the right mix of experience required for their responsibilities?**

Row Labels	Count of S/N
No	14
No Response	2
Partially	1
Yes	22
<b>Grand Total</b>	<b>39</b>

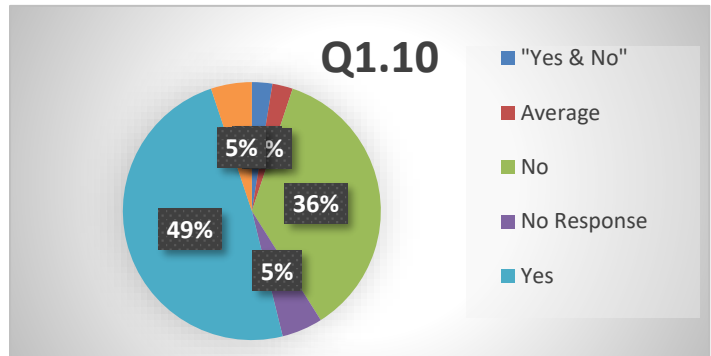
**Box 15: Respondent's conclusion on the adequacy of experience in the wider Public service**



Once again, twice as many reported “No” when asked about the wider Public Service. This reinforces the indication that the declaration about their individual organisation may not reflect reality.

**3.3.10 Question D1.10 - Has your organisation got staff with the right mix of work attitudes required for its responsibilities?**

Row Labels	Count of S/N
"Yes & No"	1
Average	1
No	14
No Response	2
Yes	19
Not part of the public service	2
<b>Grand Total</b>	<b>39</b>



**Box 16: Respondent's conclusion on the adequacy of work attitudes in their organisation**

This is significant. About twice as many respondents are prepared to admit to shortcomings in work attitudes within their organisations as were prepared to admit problems with skills and experience. This indicates that this will be a major hurdle for the PMO in its furtherance of Civil Service reform.

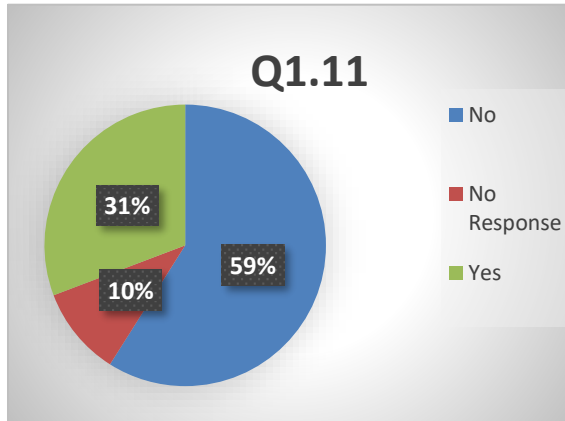
Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
9	4.3.10 & 4.3.11	Stakeholder concerns about poor work attitudes in the Civil Service are striking. It is likely to be a major implementation hurdle for the CSRP for which the PMO will require great skill in handling.	Strategic - Culture	High	External	Fatal	Communication & influencing must be at the heart of the PMO strategy. Critically, addressing work attitudes requires serious and demonstrated commitment to culture change from the apex of the professional Civil Service and the political class. The culture change process must be designed and monitored by PMO.

**RiskID 9: Stakeholders recognise the seriousness of poor work attitudes within the Civil Service**

**3.3.11 Question D1.11 - Has the public service, as a whole, got staff with the right mix of work attitudes required for their responsibilities?**

Row Labels	Count of S/N
No	23
No Response	4
Yes	12
<b>Grand Total</b>	<b>39</b>

**Box 17: Respondent's conclusion on the adequacy of work attitudes in the wider public service**



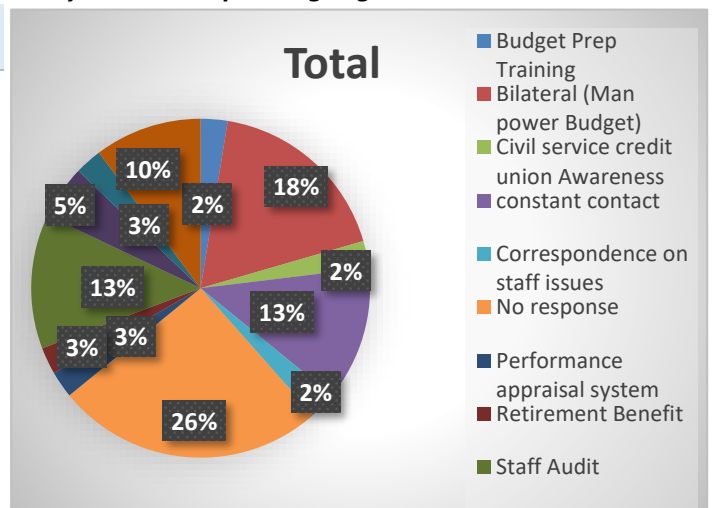
Once again, this is significant. Nearly 64% more respondents are willing to recognise a crisis of work attitudes within the wider public service than are prepared to recognise it within their own organisations. It reinforces the serious risk to the CSRP identified in section 4.3.10.

**3.4 Survey Section D2: Respondent's Perception of the PMO**

**3.4.1 Question D2.1 –Types of Service delivered by PMO to responding organisations**

Row Labels	Count of S/N
Budget Prep Training	1
Bilateral (Manpower Budget)	7
Civil Service credit union awareness	1
Constant contact	5
Correspondence on staff issues	1
No response	10
Performance appraisal system	1
Retirement Benefits	1
Staff Audit	5
Staff Posting and Remuneration	2
Staff Transfer	1
Training arrangements	4
<b>Grand Total</b>	<b>39</b>

**Box 18: Respondent's identification of services delivered to them by PMO**



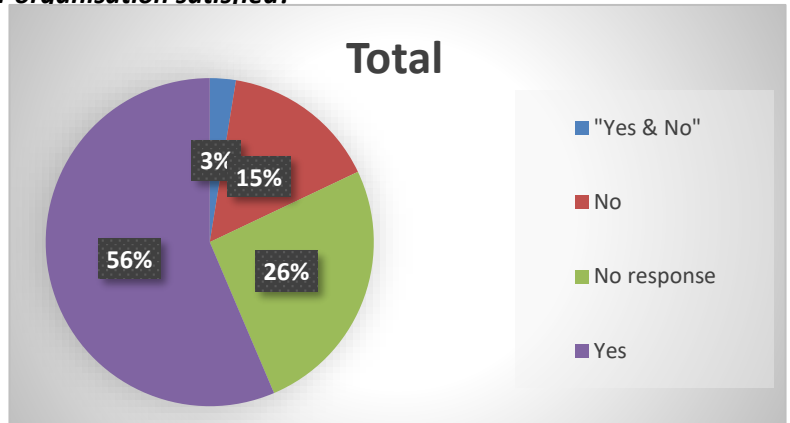
It is striking that a quarter of respondents had no response to this question. The implications cannot be readily ascertained.



**3.4.2 Question D2.2 – In your organisations’ last contact with the PMO, did it deliver a service that met your expectations and left your organisation satisfied?**

Row Labels	Count of S/N
"Yes & No"	1
No	6
No response	10
Yes	22
<b>Grand Total</b>	<b>39</b>

**Box 19: Respondent’s satisfaction with services delivered to them by PMO**



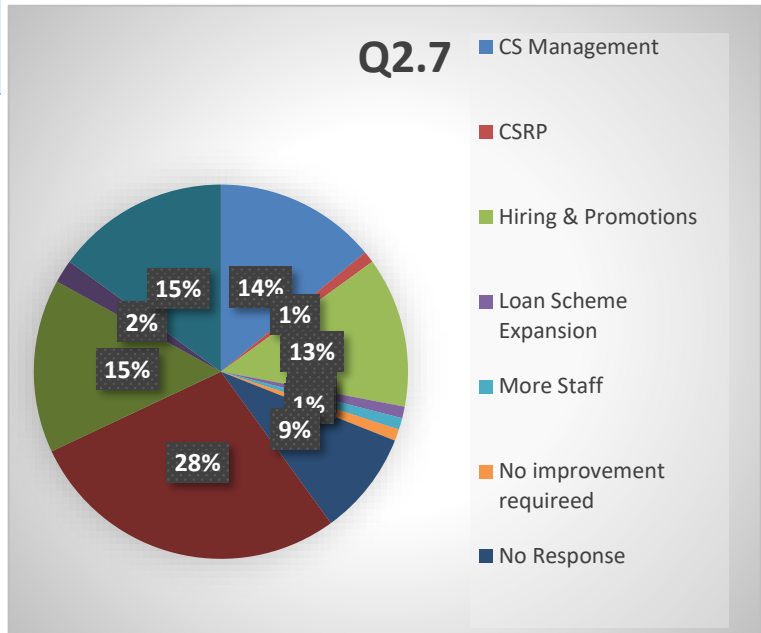
Twenty-four percent of respondents who answered this question were dissatisfied with the service provided by PMO. This is an unacceptably high rate of dissatisfaction. A reasonable target rate should be less than five percent. It is a measure that must be actively monitored by PMO as it implements the change that will be required by its strategy.

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
10	4.4.2	At 24%, stakeholder dissatisfaction with PMO service is too high. This would undermine any attempt at delivering Civil Service reform.	Operational - Capacity	High	External	Weak	A reasonable target rate should be less than 5%. Satisfaction levels must be actively monitored and subject to timely response by PMO as it implements the change that will be required by its strategy.

**RiskID 10: PMO must actively monitor and respond to stakeholder levels of satisfaction with its service**

**3.4.3 Question D2.7 – Identify the work NOT done by PMO in the last five years which you consider needs to be done if the public service is to deliver the expectations of the Third Republic**

Row Labels	Count of S/N
Pension & Remuneration Reform	28
performance Appraisal/Management	15
Training	15
CS Management	14
Hiring & Promotions	13
No Response	9
Staff Audit	2
CSRP	1
Loan Scheme Expansion	1
More Staff	1
No improvement required	1
<b>Grand Total</b>	<b>100</b>



**Box 20: Respondent’s “Wish-list” for services to be delivered to them by PMO**

Although classified under four labels, effective management of the Civil Service is the top priority for respondents, with 43<sup>6</sup> of the 100 responses. It is closely followed by pay and pension concerns with 28 mentions. Capacity building/training makes up the third major priority with 15 mentions.

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
11	4.4.3	A significant majority (43%) of stakeholder suggestions for future service from PMO relate to the need for improved management of the Civil Service. This represents a potential base of support.	Strategic - Capacity	High	External	Challenge	PMO needs to acquire the capacity to deliver. Further, PMO needs to secure high level political support for change.

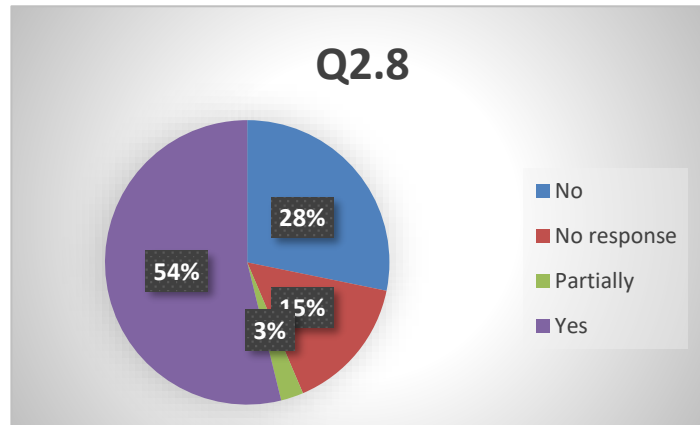
**RiskID 11: Stakeholders recognise the need for significant upgrading of the management of the Civil Service**

<sup>6</sup> Under the labels: Performance management (15); CS management (14); Hiring & Promotions (13); CSRP (1).

**3.4.4 Question D2.8 – Has the PMO, as a whole, got staff with the right mix of skills required for their responsibilities?**

Row Labels	Count of S/N
No	11
No response	6
Partially	1
Yes	21
<b>Grand Total</b>	<b>39</b>

**Box 21: Respondent’s opinion of the skills of PMO staff**

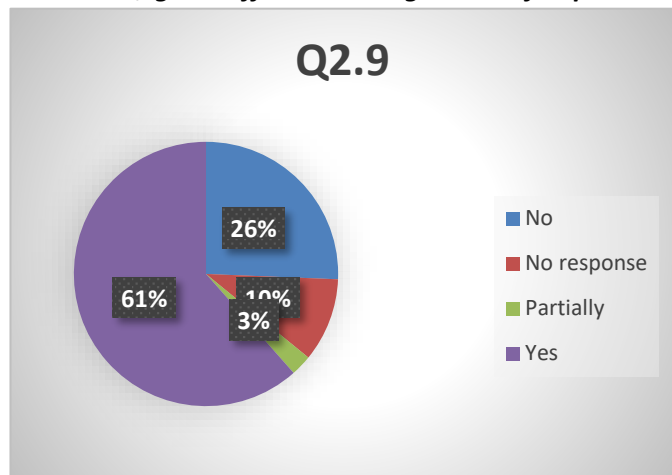


Nearly a third of respondents are not confident of the skills available to PMO. This is unacceptably high and should be reduced to less than 5%. It is a perception that must be addressed through the evidence of future work to be done by PMO. This is a challenge to be addressed before the risk identified in 4.4.3 above can be resolved.

**3.4.5 Question D2.9 – Has the PMO, as a whole, got staff with the right mix of experience required for their responsibilities?**

Row Labels	Count of S/N
No	10
No response	4
Partially	1
Yes	24
<b>Grand Total</b>	<b>39</b>

**Box 22: Respondent’s opinion of the experience of PMO staff**

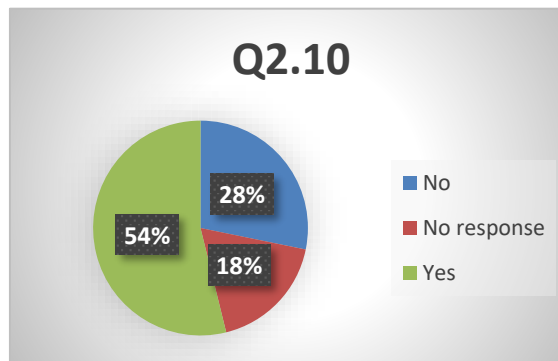


The level of dissatisfaction is at a similar proportion to that relating to skills. The corrective action is similar.

**3.4.6 Question D2.10 – Has the PMO, as a whole, got staff with the right mix of work attitudes required for their responsibilities?**

Row Labels	Count of S/N
No	11
No response	7
Yes	21
<b>Grand Total</b>	<b>39</b>

**Box 23: Respondent’s opinion of the work attitudes of PMO staff**



Once again, the level of dissatisfaction is similar to that registered for the question on skills. The required response remains applicable, although it must be noted that the correction of work attitudes is the most complex of all – requiring long-term commitment to culture change, not just from within PMO, but **also at the highest levels of political leadership. Without culture change, the entire process of strategic reform within PMO and in the wider Civil Service, will be very, very difficult.**

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
12	4.4.4 to 4.4.6; 4.3.10 & 4.3.11	Stakeholder concerns about poor skills, experience and work attitudes in the PMO are unacceptably high. It is likely to be a major implementation hurdle for the CSRP.	Strategic - Culture	High	External	Fatal	Addressing work attitudes requires serious and demonstrated commitment to culture change from the apex of the professional Civil Service and the political class. The culture change process must succeed within PMO before it can reasonably expect to promote it within the wider public service.

**RiskID 12: Stakeholder dissatisfaction with work attitudes of PMO staff demands culture change that must precede CSRP**

**3.5 Overall Conclusion on the Survey**

The results of the survey confirm the findings of the CSRP 2018-2027, regarding the seriously stressed condition of the Civil Service. The PMO itself is no exception to this concern. Consequently, a strategy for the PMO must target a rapid turnaround in its capacity, work values and the stakeholder perception and respect for the same. An effective PMO is a pre-requisite for an effective CSRP. Culture change within the PMO and the wider Civil Service will be a “game—changer”. Yet, this will be a major challenge that will demand the highest levels of sustained political commitment to change. A successful implementation of the CSRP will demand the sustained exaltation of four attributes:

- i. Agreed and documented systems and processes for the work of the PMO and the Civil Service;

- ii. Transparency, fair-play and integrity in the operation of the systems and processes;
- iii. Merit as the over-riding principle of the management of staff;
- iv. Trust and confidence in the operation of the systems and principles.

**These four principles must be embedded in the new PMO and rolled out to the new Civil Service. They must be independently monitored, evaluated and used as tools to sustain a virtuous cycle of planning, implementation, learning and improvement.**

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
13	4.5	A successful PMO will require an effective culture change, consistent with the habits that are known to promote successful reform	Strategic - Culture	High	External	Challenge	<p>A new culture must be practiced by PMO ahead of its leadership (by example) of the CSRP. Key principles will be:</p> <ul style="list-style-type: none"> <li>• Agreed and documented systems and processes</li> <li>• Transparency, fair-play &amp; integrity in the operation of the systems and processes</li> <li>• Merit as the over-riding principle of the management of staff</li> <li>• Trust and confidence in the operation of the systems and principles.</li> </ul>

**RiskID 13: The Strategic Values of the New PMO will be the same as that needed within the wider Civil Service for a successful CSRP**

## Section 4. Where do We Want to Be? Implications of the Environmental Analysis for PMO's Strategic Activities & Organisational Design

### 4.1 Introduction

This section examines PMO's critical success factors (CSF), critical activities (CA) and their implications for the organisational design of PMO. The explanation of this approach is given in Appendix 6 of this document.

### 4.2 Risk Register, Critical Success Factors and Critical Activities

The individual risks are identified and analysed within Sections 1 to 4. They are consolidated within one table in Appendix 5. A summary is shown in Table 10 below. The risk register has been used to identify CSFs and CAs. The relationships of CAs to CSFs have also been shown. This, therefore, provides a "road map" of the key priorities and related activities of PMO during its strategy implementation period.

The table starts by listing the CSFs, of which three (3) have been identified.

- **CSF – B** (Cultural change) and **CSF – C** (Capacity building) are *opportunities* that will be difficult to secure ("Challenge" risk rating – showing that PMO does not yet have the capacity to seize the opportunities).
- **CSF – A** (Timing of strategy implementation) is a *negative risk* with the most tasking rating – "Fatal" – requiring urgent action if the PMO strategy and its related CSRP are not to be a waste of effort.

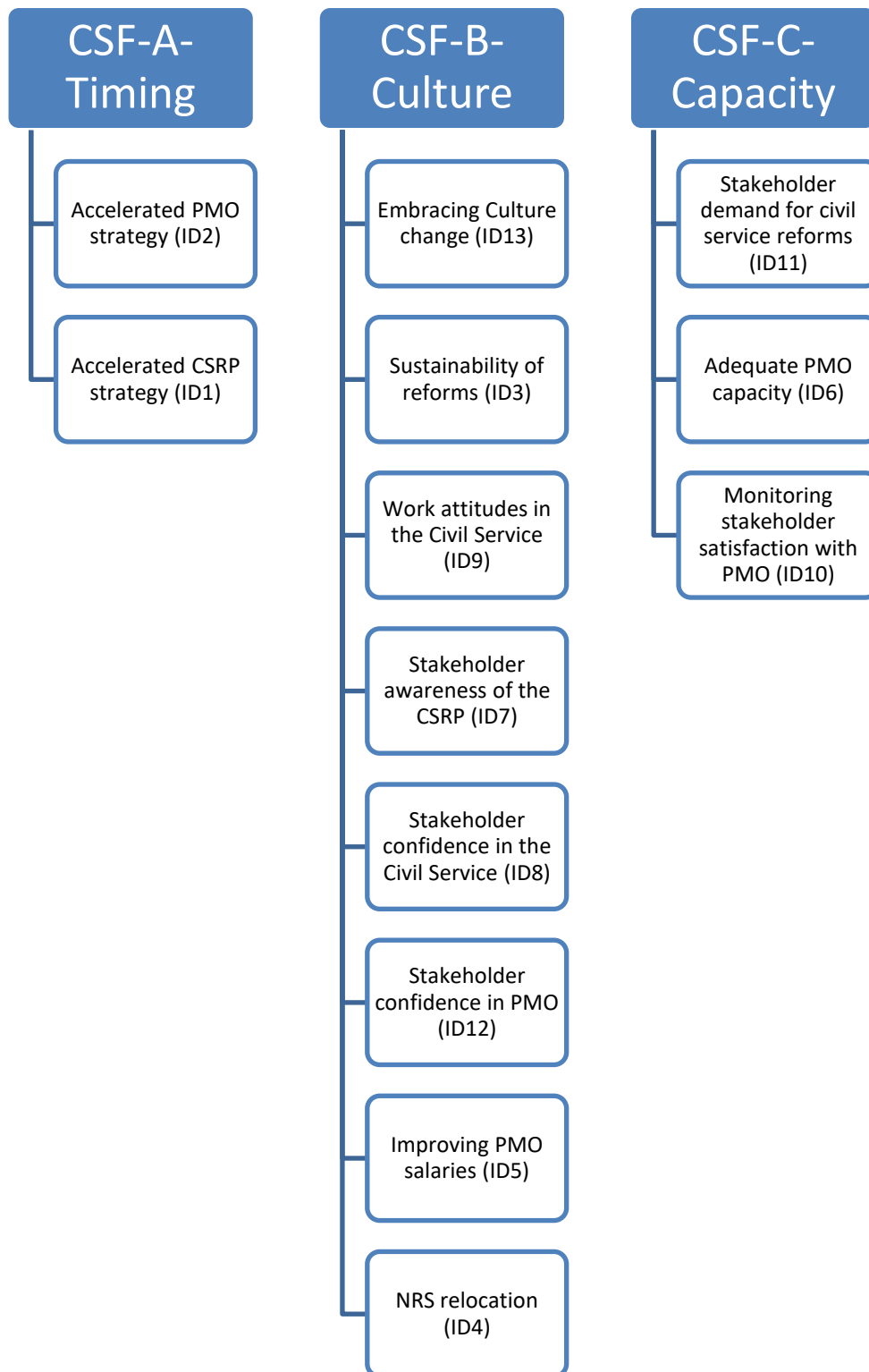
Each CA is cross-referenced to the CSF to which it has the most compelling relationship:

- CSF – B (Culture) has the largest number of CAs at eight (8)
- CSF – C (Capacity) has three (3) CAs whilst
- CSF – A (Timing) has two (2) CAs.

The contents of the table are graphically illustrated in Figure 1.

CSF description	CSF Impact Rating	Risk ID of the related CA	Risk ID is a CA Related to:	Risk Class of the CA	Short Risk Description of the CA	CA Impact Rating
C- Capacity	Challenge	11	Stakeholder demand for Civil Service reforms	Strategic	A significant majority (43%) of stakeholder suggestions for future service from PMO relate to the need for improved management of the Civil Service. This represents a potential base of support.	Challenge
C- Capacity	Challenge	6	Adequate PMO capacity	Strategic	The numbers, skills and experience available to PMO staff may be insufficient to meet the demands of the critical CSRP implementation.	Challenge
C- Capacity	Challenge	10	Stakeholder satisfaction with PMO	Operational	At 24%, stakeholder dissatisfaction with PMO service is too high. This would undermine any attempt at delivering Civil Service reform.	Weak
B-Culture	Challenge	13	Embracing culture change	Strategic	A successful PMO will require an effective culture change consistent with the habits that are known to promote successful reform.	Challenge
B-Culture	Challenge	7	Communications	Strategic	Very low stakeholder awareness of the CSRP 2018-2027.	Fatal
B-Culture	Challenge	8	Communications	Strategic	Stakeholder confidence in skills & experience available to the Civil Service appears to contradict the weaknesses identified in the CSRP 2018-2027. It could be a source of resistance to change.	Weak
B-Culture	Challenge	9	Monitoring perceptions of Civil Service capacity	Strategic	Stakeholder concerns about poor work attitudes in the Civil Service are striking. It is likely to be a major implementation hurdle for the CSRP, for which the PMO will require great skill in handling.	Fatal
B-Culture	Challenge	12	Monitoring perceptions of PMO capacity	Strategic	Stakeholder concerns about poor skills, experience and work attitudes in the PMO are unacceptably high. It is likely to be a major implementation hurdle for the CSRP.	Fatal
B-Culture	Challenge	5	Motivation	Operational	The salaries of the PMO staff are too low for reasonable expectation of performance.	Challenge
B-Culture	Challenge	4	Responsibilities	Operational	The NRS unit has no clear rationale for its incorporation within the PMO.	Challenge
B-Culture	Challenge	3	Sustainability	Strategic	CSRP was successfully implemented in the 1980s and then collapsed in the 1990s. Sustainability of the new CSRP must be hardwired into its implementation design.	Challenge
A-Timing	Fatal	1	Accelerated CSRP	Strategic	High citizen expectations of the new democratic regime demands competent and accelerated implementation of the CSRP by a reformed PMO.	Fatal
A-Timing	Fatal	2	Accelerated PMO strategy	Strategic	An accelerated implementation of a competent and innovative PMO strategy is critical for a timely and effective CSRP.	Fatal

**Table 10: A Summarised Strategic Risk & Opportunity Register**



**Figure 1: Critical Success factors for the PMO Strategy**



## Section 5. Where Do We Want to Be? A Strategy for the PMO

### 5.1 7 Actions that must be done “Right”

A successful PMO Strategy requires tough decisions that break the existing mould of how things are done within the Civil Service, with a view to securing an outcome that is different from the norm in recent decades. This includes hard choices to be made, primarily, by the political authorities. Without these choices, it is difficult to see how an effective CSRP strategy can be delivered.

The CSRP 2018-2027 assumes a ten-year period for its implementation, i.e. it should be completed by 31st December 2027. This may prove necessary. However, The Gambia may not have ten years to fix its Civil Service and make it value for money and fit for purpose. It must be ideally done within 24 to 36 months. Before the Civil Service can be fixed, PMO must be made ready for business. The implementation of the PMO strategy must be a “pilot run” for the implementation of the CSRP 2018-2027.

A successful PMO strategy requires 7 actions<sup>7</sup> that must be done “right”:

Necessary Action	Related Critical Success Factor from Section 5
8) Right-Politics	CSF-B:Culture
9) Right-Culture	CSF-B:Culture
10) Right-Timing	CSF-A:Timing
11) Right-Recruitment	CSF-C:Capacity
12) Right-Pay	CSF-B:Culture
13) Right-Size	CSF-B:Culture
14) Right-Management	CSF-B:Culture

**Table 11: 7 Actions that must be done "Right" and their link to Critical Success Factors of the PMO Strategy**

#### 5.1.1 Step 1: Right-Politics

The highest political offices must be made aware of the critical relevance of the PMO strategy and the CSRP to their likelihood of success in office. They must be persuaded that radical improvement in outcomes and impact for the Gambian people will demand innovative approaches to the PMO strategy and the CSRP.

We cannot expect a different outcome if we continue to use the old, unproductive, methods of change.

“Right-Politics” will be an indispensable ingredient to the next requirement: “Right-Culture”.

#### 5.1.2 Step 2: Right-Culture

As identified in RiskID 13, a culture that promotes organisational trust (i.e. within the PMO and Civil Service at large) and social trust (between the Civil Service and the wider citizenry) will be critical to the success of the PMO and the CSRP. This will demand a radical departure from the practices of recent decades.

#### 5.1.3 Step 3: Right-Timing

<sup>7</sup> They can also be seen as strategic principles that must guide all decision making. In effect, PMO’s strategy must be the application of these principles, taking into account the insights offered by the related risk analysis and proposed organisational reform detailed in Section 5.

The Latin dictum of *Festina Lente* – “Hasten Slowly” applies. It is a profound guide, with many layers and dimensions beyond the immediately evident. It does not require slow and deliberate timing. It requires “smart” timing that is relevant to the needs of the problem or opportunity at hand.

- Sometimes fast.
- Other times slow.
- Always with *appropriate timing* for the context.

As with “Right-Culture”, “Right-Timing” has been identified as a Critical Success Factor for the PMO and CSRP strategy implementations. Important considerations include:

- The PMO strategy implementation must be substantially underway within 6 (six) months and substantially complete within 12 (twelve) months. By month 6, the new staffing highlighted in Step 4 (Right-Recruitment) will be in place. The PMO strategy must serve as a critical test of the resolve that will be needed for a successful CSRP strategy implementation.
- A degree of overlap will be needed between the PMO strategy implementation and the mobilisation of national and development partner resources and the beginning of implementation of the CSRP strategy. CSRP resource mobilisation must be substantially identified by month 6 of the PMO strategy implementation. Latest by month 12 of the PMO strategy, the initial elements of the CSRP strategy should have commenced implementation.
- CSRP strategy implementation must, preferably, be substantially completed by 31 December 2020.

#### **5.1.4 Step 4: Right-Recruitment**

This relates to the CSF of capacity building and demands, perhaps, the bravest of innovations supported by the most far-sighted of “Right-Politics”.

Without the right combination of skills and experience, the PMO cannot deliver its strategy and cannot deliver the CSRP. Furthermore, in terms of improving organisational efficiency, this may require that the key positions at the PMO are, for the medium term, staffed by experts (TAs) recruited individually or via development partners.

The goal will be to generate sufficient internal capacity to manage any external consultancies needed for effective strategy implementations. This will ensure that there will be adequate knowledge, skills and experience to sustain the changes delivered to the PMO and the Civil Service after the end of the respective strategy implementations.

#### **5.1.5 Step 5: Right-Pay**

The PMO must be a pilot for the new Civil Service. If the “Right-Recruitment” strategy is adopted, it will have two categories of staff for the next 2-3 years:

- Experts recruited on competitive terms and probably financed by development partners;
- National staff recruited strictly by merit that should be paid nationally competitive salaries determined after the conduct of an independent salary survey. Their salaries will be seen as an indication of the level of pay that will apply throughout the Civil Service.

This will be an important contribution towards creating attractive working conditions within the Civil Service. It will also be an important contributor to a new culture of accountable staff performance, as unacceptably low pay will no longer be an excuse for poor work attitudes.

#### **5.1.6 Step 6: Right-Size**

Decent pay cannot be easily reconciled with mass employment in the Civil Service. The Government must make a strategic choice that its primary duty is to provide an enabling environment for the non-state sector to create economic growth and jobs. Such an enabling environment cannot be created with an unproductive Civil Service.

Again, PMO must be the litmus test for the “Right-Politics” that is consistent with long-term sustainable improvement in the living standards of Gambians. In order to sustain the strategic principle of “Right-Pay”, the PMO must employ only the limited number of staff necessary for it to deliver its objectives, given an acceptable level of productivity from staff recruited under “Right-Pay” conditions.

#### **5.1.7 Step 7: Right-Management**

The new PMO must be strictly managed on the four principles established by RiskID 13 (Section 4.5):

- i. Agreed and documented systems and processes for the work of the PMO and the Civil Service;
- ii. Transparency, fair-play and integrity in the operation of the systems and processes;
- iii. Merit as the over-riding principle for the management of staff;
- iv. Trust and confidence in the operation of the systems and principles.

#### **5.2 Vision of the new PMO**

“The Personnel Management Office will be the centre for human resources management and development in the Civil Service, contributing to a highly-motivated, professional, dedicated, effective and efficient service that is responsive to national development goals and objectives”.

#### **5.3 Mission of the new PMO**

“The Personnel Management Office supports the recruitment and development of a highly-motivated, professional, effective and efficient Civil Service, that is responsive to national development goals and objectives. It is an instrument for the governance of the Civil Service that seeks to:

- Provide independent, professional, timely and respected advice and tools for effective *human resource management and development (HRDM)* of relevant Ministries, Departments and Agencies (MDAs).
- Undertake timely *audits, research, monitoring and evaluation* on HRDM activities of MDAs, to provide a credible basis for the assessment of the impact of interventions and the attainment of long-term goals for the sector.
- Heighten *awareness* of the contribution that effective HRDM can offer to the attainment of the governance goals of government.
- Encourage *value for money* in resource allocation and resource use in the HRDM of the Civil Service”.

## **Section 6. How Do We Get There? Implementing the PMO Strategy**

### **6.1 The Relevance of the CSR 2018-2027 to PMO’s Strategy**

#### **6.1.1 Introduction**

“...at this pivotal point in Gambian history, a strategy for the PMO must, effectively, be a strategy for the PMO to implement and ensure the long-term sustainability – ultimately from local human and financial resources – of the CSRP 2018-2027”.

Source: PMO Strategic Plan 2018-2022, section 1.2

**Box 24: The Relevance of the CSRP 2018-2027 to PMO's Strategy 2018-2022**

The PMO's overriding strategic objective must be to support the aspirations of the Gambian people, through the transformation of the capabilities of the civil and public service, to facilitate rapid and sustained national economic, social and cultural development.

**6.1.2 Shortcomings that Must be Remedied**

Two critical issues from the past that could effectively decimate the likelihood of the successful implementation of the CSRP and that need to be tackled are:

- 1) The exemption of security institutions from the CSRP process (effectively making them unaccountable to the CSRP) and
- 2) The frequent and extreme arbitrary acts through the unaccountable exercise of supreme executive power that the Civil Service was subject to.

These two major risks to the CSRP must be eliminated if the reform process, and the linked PMO strategic change, is to be effective and sustainable.

### 6.1.3 Objectives of the CSRP 2018-2027 and the Responsible Units of the PMO

The CSRP 2018-2027 identified six (6) strategic objectives (SO). They were linked to a results monitoring framework. For the purposes of this strategy, they have been further linked to:

- A lead PMO unit or department that will be responsible for an SO or an element of one;
- Implementation activities by PMO and external partners, which will form the building blocks of a project plan for the implementation of this PMO strategy and the CSRP.

The results framework and the two elaborations noted above are detailed at Appendix 7. Table 12 below summarises the framework (with a focus on identifying the lead PMO unit for implementation).

Lead PMO Unit(s)	CSRP Strategic Objective (SO)	CSRP Sub-Strategy
HRDD	SO6- To systematically close capacity gaps in the Civil Service	4.7.1 Develop leadership and managerial competencies of top, senior and middle-level executives in the public service
HRDD	SO6	4.7.2 Build the capacity of The Gambia Public Service Management Development Institute (MDI)
HRDD	SO6	4.7.3 Strengthen human resources planning
HRIS	SO1	4.2.4 Implement a Human Resources Management Information System (HRMIS) to: avail timely information on the status of staffing in the public service; enable efficient payroll administration; and enable timely and effective decisions on recruitment, deployment, etc.
MSD	SO1	4.2.2 Develop and implement medium term plans for aligning staffing levels with fiscal space (projected wage bill envelope) by key sectors
MSD	SO1	4.2.3 Freeze in new establishments and recruitment of personnel pending the results of the recommendations of the institutional, organizational and staffing reviews (4.2.1 – 4.2.3)
MSD	SO2	4.3.2 Pursue harmony, equity and fairness in pay across jobs and grades in the Civil Service
MSD supported by PMD, HRDD & HRIS	SO1- To achieve optimal organization and staffing of the public sector	4.2.1 review the range and distribution of all non-security functions of Government and allocation among state organs to confirm relevance and identify areas of overlap/duplication, and opportunities and options for more efficient and effective performance, including: <ul style="list-style-type: none"> <li>• rationalization</li> <li>• decentralization</li> <li>• outsourcing</li> <li>• public-private partnerships (PPPs)</li> </ul> etc.
PMD	SO2- To attract, retain and motivate optimal numbers of	4.3.1 Develop and implement affordable and sustainable short to long-term policy, strategies and modalities of enhancing Civil Service remuneration and incentives

Lead PMO Unit(s)	CSRP Strategic Objective (SO)	CSRP Sub-Strategy
	Civil Service employees	
PMD	SO2	4.3.3 Introduce incentives to attract and retain adequate numbers of qualified personnel to serve in difficult and risky work environments
PMD	SO2	4.3.4 Develop and implement policy, strategies and institutional framework that ensure adequacy, affordability and sustainability of the Civil Service pension scheme
PMD	SO3- To enhance discipline, performance and accountability of civil servants	4.4.1 Design and implement a strategy to transform public servants behaviour with regard to time management
PMD	SO3	4.4.2 Develop and implement a scheme of Performance Contracting for implementation by all MDAs
PMD	SO3	4.4.3 Develop and implement a Rewards and Sanctions Framework for individual performance (non-monetary)
PMD	SO3	4.4.4 Develop and implement a GOTG Performance Management System (PMS) around current planning, budgeting and staff appraisal systems
PMD	SO3	4.4.5 Strengthen demand side for services and accountability by Civil Service citizens
PMD	SO4- To reinforce meritocracy, due process and professionalism in personnel administration	4.5.1 Pursue adequacy and effectiveness of the current institutional and administrative arrangements, statutes, rules, regulations and general orders in enabling and enforcing compliance with meritocratic principles and due process in the recruitment, deployment, selection for training, promotions and disciplining of personnel
PMD	SO4	4.5.2 Systematically and continuously inform, educate and communicate (IEC) to all civil servants the necessity to observe the code of ethics and conduct and general orders
PMD	SO4	4.5.3 Induct all new entrants into the public service on values, principles, statutes, rules and regulations
PMD	SO4	4.5.4 Institute regular audit of public service executives and their respective MDAs on compliance with standards by a revamped Public Service Commission (PSC)
PMD	SO5- To accelerate improvements in service delivery by harnessing ICT	4.6.1 Promote initiatives for ICT-based innovations in public service delivery by personnel in MDAs

**Table 12: Allocation of Responsibility to PMO Units for the Implementation of the Strategic Objectives of the CSRP 2018-2027**

## 6.2 Results Monitoring & Evaluation Framework

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
<p><b>Vision</b> (overall strategic objective): “The Personnel Management Office will be the centre for human resources management and development in the Civil Service, contributing to a highly motivated, professional, dedicated, effective and efficient service that is responsive to national development goals and objectives”.</p>	<p>Vice-President (political champion of PMO) &amp; Secretary General (administrative champion of PMO)</p>	Not applicable (N/A)	N/A	N/A	As per Vision statement	<p>1. Independent impact assessment of the implementation of this strategy</p> <p>2. Actions by champions in support of the PMO strategy implementation.</p>	<p>1. Procurement of an independent, competent and credible impact assessment firm.</p> <ul style="list-style-type: none"> <li>• <i>Frequency:</i></li> <li>• <i>Internal M&amp;E unit effective by 31 March 2018</i></li> <li>• <i>Mid-term strategy evaluation by 31 March 2021</i></li> <li>• <i>Final strategy evaluation by 31 March 2023</i></li> </ul> <p>2. Recorded evidence of supportive actions by champions at meetings of cabinet and/or management and/or stakeholders and/or targeted or mass media.</p> <ul style="list-style-type: none"> <li>• <i>Frequency:</i></li> <li>• <i>Communication sub-strategy developed, with external support, by 31 March 2018</i></li> <li>• <i>At least one outreach activity per champion per calendar quarter.</i></li> </ul>	<p>Mar 2018</p> <p>Mar 2021</p> <p>Mar 2023</p> <p>Mar 2018</p> <p>Calendar Quarterly</p>	<p>1. Strategy risk register provides an adequate baseline for the impact assessment</p> <p>2. Champions can significantly influence the commitment of political and institutional capital to the change process.</p>
<b>Mission</b> (business model for	Permane	See above	See above	See above	See above	See above	See above	See above	See above

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
<p>attaining Vision): “The Personnel Management Office supports the recruitment and development of a highly motivated, professional, effective and efficient Civil Service; that is responsive to national development goals and objectives. It is an instrument for the governance of the Civil Service that seeks to:</p> <ul style="list-style-type: none"> <li>• Provide independent, professional, timely and respected advice and tools for effective <i>human resource management and development (HRDM)</i> of relevant Ministries, Departments and Agencies (MDAs).</li> <li>• Undertake timely <i>audits, research, monitoring and evaluation</i> on HRDM activities of MDAs to provide a credible basis for the assessment of the impact of interventions and the attainment of long-term goals for the sector.</li> <li>• Heighten <i>awareness</i> of the contribution that effective HRDM can offer to the attainment of the governance goals of government.</li> <li>• Encourage <i>value for money</i> in resource allocation and resource use in the HRDM of the Civil Service”.</li> </ul>	nt Secretary (business champion of PMO)								
<p><b>Strategic Objective 1- CSF A: (Timing of strategy implementation) is a negative risk with the most tasking rating –</b></p>	Permanent Secretary (business	<p><b>Critical Activity 1 - Accelerated CSRP</b> High citizen expectations of the</p>	CSRP implementation	Production of relevant and useful CSRP & strategy M&E	CSRP implementation takes place within 2-3 years	Complete, efficient, economical & effective CSRP &	<ul style="list-style-type: none"> <li>• <i>Strategy M&amp;E reports within 10 working days of each calendar</i></li> </ul>	Calendar quarterly	Delayed implementation may lead to resistance to change



Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
“Fatal” – requiring urgent action if the PMO strategy and its related CSRP are not to be a waste of effort.	champion of PMO)	new democratic regime demands competent and accelerated implementation of the CSRP by a reformed PMO  <b>Critical Activity 2 - Accelerated PMO strategy</b> An accelerated implementation of a competent and innovative PMO strategy is critical for a timely and effective CSRP	PMO strategy implementation	reports by the M&E unit	(optimal) or within 10 years (sub-optimal).  Primary organisational enhancements should be implemented by the time of the Mid-Term Strategy	strategy implementation in a timely manner	<p><i>quarter. Produced by internal M&amp;E unit.</i></p> <ul style="list-style-type: none"> <li>Minutes of senior management meetings (SMM) held within 20 working days of each quarter end, reviewing the implications of the strategy M&amp;E reports and proposing suitable reactions.</li> <li>Physical &amp; documentary evidence of timely actions taken on the recommendations of the SMM.</li> </ul>		and significant dilution in the reform of the Civil Service that is a primary objective of the PMO strategy.
<b>Strategic Objective 2-CSF B: (Cultural change)</b> is an <i>opportunity</i> that will be difficult to secure. The “Challenge” risk rating indicates that PMO does not yet have the capacity to seize the opportunities offered by cultural change.	Permanent Secretary (business champion of PMO)	<b>Critical Activity 3 - Sustainability</b> CSRP was successfully implemented in the 1980s and then collapsed in the 1990s. Sustainability of the new CSRP must be hardwired into its implementation design.  <b>Critical Activity 4 – Coherent Responsibilities</b> The NRS unit has no	Robustness of institutional policies, checks and balances designed to sustain reform.  The NRS is relocated outside the responsibility	Performance audits of institutional policies, checks and balances <i>Frequency:</i> • <i>As per CSRP implementation plan</i>  Government directive <i>Frequency:</i> • <i>NRS relocated</i>	Work values, beliefs/expectations and practices in PMO and the wider Civil Service become consistent with those associated with high levels of organisational productivity	Improvements in Civil Service productivity	<p>Surveys of PMO and Civil Service values, beliefs and practices</p> <p>Studies of PMO and Civil Service productivity levels</p> <p>Culture change risk register designed and operational.</p> <p>Culture change motivational awards to workgroups in the Civil Service</p> <p>Civil Service</p>		<p>Sustainability can be enhanced through improving civil servants awareness of the value of institutional checks and balances to their welfare and thus improve the level of commitment towards implementation.</p> <p>Coherent component units of the PMO will be better able to form</p>

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
		<p>clear rationale for its incorporation within the PMO and should be relocated outside the unit.</p> <p><b>Critical Activity 5 – Motivation</b> The salaries of the PMO staff are too low for reasonable expectation of performance.</p> <p><b>Critical Activity 7 – Communication</b> Very low stakeholder awareness of the CSRP 2018-2027</p> <p><b>Critical Activity 8 – Communication</b> Stakeholder confidence in skills &amp; experience available to the Civil Service appears to contradict the weaknesses identified in the CSRP</p>	<p>y of the PMO</p> <p>Improved and adequate salaries for PMO staff</p> <p>Surveys of stakeholder awareness of the CSRP</p> <p>Information and Education outreach to stakeholders</p>	<p>by 1 January 2019</p> <p>Government budget</p> <p>Reports of stakeholder surveys relative to the baseline of this strategy <i>Frequency:</i></p> <ul style="list-style-type: none"> <li>• Annual survey produced by internal M&amp;E unit.</li> <li>• Results of survey discussed by PMO SMM and action taken.</li> </ul> <p>Reports of stakeholder surveys relative to the baseline of this strategy <i>Frequency:</i></p> <ul style="list-style-type: none"> <li>• Annual survey produced by</li> </ul>			<p>newsletter published</p> <p>Best Practice &amp; Lessons Learnt procedures and reporting for HRDM</p> <p><i>Frequency:</i></p> <ul style="list-style-type: none"> <li>• Standard survey questionnaires developed &amp; finalised with external support by 30 September 2018 (Q3)</li> <li>• Internally managed studies by M&amp;E unit published with recommendations within 90 days of the end of each calendar year (Q1)</li> <li>• External independent Mid-term studies by 31 March 2021</li> <li>• External independent Final studies by 31 March 2023</li> <li>• Quarterly Civil Service newsletter established as interactive media platform for culture change with first edition published by 31 March 2019 by the internal M&amp;E unit</li> </ul>	<p>Sep 2018</p> <p>Calendar Annually</p> <p>Mar 2021</p> <p>Mar 2023</p> <p>Calendar quarterly</p>	<p>an effective team to deliver on the mission of the entity.</p> <p>PMO salaries can be improved on a timely basis to attract and retain good staff. PMO salaries are below the minimum required for reasonable expectations of staff productivity.</p> <p>The likelihood of successful strategy implementation is directly correlated to the awareness of stakeholders of the reasons and direction of the change.</p> <p>ditto</p>

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
		2018-2027. It could be a source of resistance to change.		<i>internal M&amp;E unit.</i>			<ul style="list-style-type: none"> <li>• Culture change six-monthly motivational awards to workgroups designed and piloted within PMO by 30 June 2018</li> <li>• Culture change motivational awards evaluated and refined by 31 Dec. 2018</li> <li>• Culture change six-monthly motivational awards to workgroups rolled out to MDAs from 1 Jan. 2019</li> <li>• Best Practice &amp; Lessons Learnt reporting mechanisms designed, piloted and evaluated within PMO by 31 Dec. 2018</li> <li>• Best Practice &amp; Lessons Learnt reporting mechanisms rolled out to MDAs from 1 Jan. 2019</li> <li>• Culture change risk register designed, piloted and evaluated within PMO by 31 Mar. 2018.</li> <li>• Evidence of use of</li> </ul>	June 2018	The likelihood of successful strategy implementation is directly correlated to the extent to which dominant work attitudes are consistent with acceptable levels of productivity.
		<p><b>Critical Activity 9 – Improving work attitudes in the wider Civil Service</b> Stakeholder concerns about poor work attitudes in the Civil Service are striking. It is likely to be a major implementation hurdle for the CSRP for which the PMO will require great skill in handling.</p>	Surveys of stakeholder concurrence with the objectives of the CSRP	Reports of stakeholder surveys relative to the baseline of this strategy		Dec 2018	ditto		
		<p><b>Critical Activity 12 – Improving work attitudes in the PMO</b> Stakeholder concerns about poor skills, experience and work attitudes in the PMO are unacceptably high. It is likely to be a major implementation hurdle for the CSRP.</p>	Surveys of work values, beliefs & practices and staff productivity in the Civil Service	Baseline and subsequent studies of productivity levels in the Civil Service.		Calendar six-monthly from Jan 2019			
		<p><b>Critical Activity 13 – Embracing culture change in the PMO</b></p>	Successful and timely implementat	Procurement of		Dec 2018		Strategy risk register provides an adequate baseline	

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
		A successful PMO will require an effective culture change consistent with the habits that are known to promote successful reform	ion of the 7 key actions of the strategy Section 5.1	an independent, competent and credible impact assessment firm.			<i>Culture change register in evaluation and management of change by SMM of the PMO.</i> <ul style="list-style-type: none"> <li>• Culture change risk register rolled out to MDAs from 1 Jan. 2019</li> <li>• Evidence of use of culture change register in management of change by MDAs SMMs with the guidance of PMO</li> </ul>	Apr –Dec 2018  Jan 2019  Calendar quarterly from Jan 2019	for the impact assessment
<b>Strategic Objective 3-CSF – C (Capacity building)</b> is an <i>opportunity</i> that will be difficult to secure. The “Challenge” risk rating indicates that PMO does not yet have the capacity to seize the opportunities offered by capacity building.	Permanent Secretary (business champion of PMO)	<b>Critical Activity 6 – Improving staff capacity at PMO</b> The numbers, skills and experience available to PMO staff may be insufficient to meet the demands of the critical CSR implementation.	Implementation of new organisational structure required by strategy  Successful and timely implementation of the 7 key actions of the strategy Section 5.1	Procurement of an independent, competent and credible impact assessment firm.  Reports of surveys of stakeholder confidence relative to the baseline of this	Increased levels of organisational productivity	Studies of PMO and Civil Service productivity levels	Internal studies of productivity  Independent studies of productivity	Jun. 2018 and annually  Dec. 2018 and three-yearly	Productivity is influenced by competences, management style, motivation and pay levels.  Strategy risk register provides an adequate baseline for the impact assessment  Beneficiary confidence is a reliable indicator of service quality.

Overall Goal (Purpose) and Strategic Objectives	Responsible	Target Outputs	Result Indicator(s)	Means of Verification (MOV)	Target Outcome	Result Indicator(s)	Means of Verification (MOV)	Period of execution	Assumptions
		<p>high. This would undermine any attempt at delivering Civil Service reform.</p> <p><b>Critical Activity 11 – Demand driven change in the Civil Service</b> A significant majority (43%) of stakeholder suggestions for future service from PMO relate to the need for improved management of the Civil Service. This represents a potential base of support.</p>	<p>the PMO</p> <p>Policies and systems designed and implemented to drive service improvements in response to the evidence of stakeholder satisfaction</p> <p>Information and Education outreach to stakeholders</p> <p>Surveys of stakeholder concurrence with the objectives of the CSRP</p>	<p>strategy.</p> <p>Policy and service improvement processes. Reports of stakeholder surveys relative to the baseline of this strategy</p>					<p>The likelihood of a successful strategy implementation is directly correlated to the persuasion of stakeholders of the reasons and direction of the change.</p>

End of strategy. Appendices follow.

## **Appendix 1: Bibliography**

### **Bibliography**

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## Appendix 2: Risk Classification Method used in this Strategic Plan

Risk can be defined as the possibility of something happening that impacts on PMO's objectives. It is the chance to either make a gain or a loss in the difference that PMO makes in the attainment of its long term goals; and is measured in terms of likelihood and consequence of its occurrence. It can also be seen as the uncertainty (positive and negative) that surrounds future events and outcomes. Long range project planning and implementation, as with PMO, carries risk. This framework classifies those risks to allow the effective development of actions to mitigate them.

The framework requires three classifications of each risk event. As Risk Incidence has two separate components, four columns will be required for these classifications in a risk register i.e. Type, Likelihood, Scope and Impact.

1. **Risk Type**-Risks are allocated to a category that indicates the extent to which the risk can affect the objectives of PMO.
  - (a) **Strategic** – This risk class identifies systems or processes that may significantly affect the attainment of the long term objectives of PMO.
  - (b) **Operational** – This identifies risks that impact on the short term activities of PMO.
  - (c) **Safeguarding assets** – This risk class identifies risks that impact on PMO's ability to protect the resources available to the organisation and, thus, prevent loss, theft (Loss Prevention), management overriding of laid down controls, waste of organisation resources, inefficient use of assets and poor decision making.
  - (d) **Reporting** – This groups risks that affect the reliability of internal and external reporting which provide information for decision making, control and the assessment of management's stewardship of resources.
  - (e) **Compliance** – This includes risks that affect the level of compliance with applicable agreements, regulations, laws and procedures which are intended to enhance the efficiency and effectiveness of the organisation.
  
2. **Risk Incidence** – The two components are Likelihood and Scope.
  - i. **Likelihood**: Provides an assessment on how likely it is that this risk will occur. (*Low* –Once in ten years, the frequency of occurrence is low compared to others), (*Medium* – Once in three years, the level of occurrence is more frequent than the earlier likelihood) and (*High* – the risk can occur within a year).
  - ii. **Scope**: Provides an assessment of the scale and extent of effect that the occurrence of this risk would have on PMO. (*Unit* – limited to a single component of the PMO with no significant effect outside the component), (*Internal* – affects more than one component and possibly the entire organisation but can be contained internally by management), (*External* – affects the entire organisation, is unlikely to be contained internally and has potential effect on external stakeholders).
  
3. **Risk Impact** – This provides a conclusion on the overall seriousness of the risk for PMO. The following classifications are used in the assessment of risk impact. The first two are negative risks; the third is a neutral risk; the last two are positive risks:
  - i. **Fatal (F)** – concludes that the risk identified can seriously undermine the credibility and existence of PMO. It needs urgent action.
  - ii. **Weak (W)** – A risk that is not fatal but may develop into fatal threat if it not quickly arrested. It requires a timely defensive action from PMO. It is significant in nature.



- iii. **Neutral (N)** – Threats or opportunities that do not pose any significant risk to PMO’s goals and operations.
- iv. **Challenge(C)** – Events that are likely to drive an increase in the demand for PMO’s services but which will require an enhanced level of organisational effectiveness in order to cope with the heightened demand. It is significant.
- v. **Strong (S)** – It is an opportunity that can lead to an increase in demand for PMO’s services and which the project is in a strong position to manage. PMO already has the required capacity for the envisaged increase in demand.

## **Appendix 3: List of organisations included in the Stakeholder Perception Survey**

## **Appendix 4: Stakeholder Perception - Survey Questionnaire**

**A. Introduction**

**FJP Development & Management Consultants** has been retained by the **Personnel Management Office (PMO)** to facilitate a five year strategic plan 2018-2022 for the unit. The strategy is being developed at a critical point in the history of The Gambia, with the advent of the Third Republic. ***The effectiveness of the PMO in delivering Public Service Reform may be critical to the ability of the Third Republic to realise the aspirations of the people of The Gambia.***

This 30 minute survey seeks to obtain your input to this process. It has 3 sections that seek to find out your opinion on factors that will influence the ability of the PMO to act as a catalyst in ensuring the success of the Third Republic. All responses will be accorded strict confidentiality. Please place your response in a sealed envelope or hand it to our interviewer. AN ELECTRONIC COPY SENT BY EMAIL WILL BE PREFERRED.

**B. Address for responses**

*A physical copy of this response can be sent to:*  
Dr. Omodele R.N. Jones  
FJP Development & Management Consultants  
Christ Church Complex, Rear Elton Station, Off  
SayerrJobe Avenue, Nr Westfield Junction

*An electronic copy (**preferred**) can be sent to:*  
[admin@fjp-consulting.com](mailto:admin@fjp-consulting.com)

For further information on FJP, visit  
[www.facebook.com/fjpconsulting](http://www.facebook.com/fjpconsulting) or:  
[www.fjp-consulting.com](http://www.fjp-consulting.com)

**C. Information about you and your organisation**

C.1 First Name/Last Name	(This can be left incomplete if you wish to have anonymity)						
C.2 Your Organisation ?							
C.3 Your Job Title?							
C.4 Your highest educational qualification?	None		Primary		Secondary	Graduate	Post graduate
C.5 Your Age?	16-30	31-40	41-50	51-60	Above 60 years		
C.6 Which best describes your organisation (tick one only)	Political party	Central government Ministry or Department	Parastatal or Government business enterprise	Autonomous government agency	International partner of the PMO	Other sector (please state type)	
C.7 Date this survey was completed	DD/MM/YYYY						

Key: Q= question. A= your answer. Thank you for your time!

**D. The Questionnaire**

Section 1	About Your Organisation in particular & the Public Service in general		
Q1.1	Are you aware of the implications of the contents and recommendations of the Civil Service Reform Programme (CSRP) 2018-2027 for your organisation?		
A1.1	Yes	NO	
Q1.2	Has the CSRP2018-2027 been discussed by the management of your organisation?		
A1.2	Yes	NO	
Q1.3	Has your organisation begun the process of developing an implementation framework for the CSRP 2018-2027?		
A1.3	Yes	NO	We are not part of the public service
Q1.4	Does your organisation believe that its needs have been adequately captured by the CSRP 2018-2027?		
A1.4	Yes	NO	We are not part of the public service
Q1.5	If you answered "No", please go to Q1.6. If you answered "Yes", please list, below, the needs that have not been captured by the CSRP 2018-2027.		
A1.5			
Q1.6	Has your organisation got staff with the right mix of <b>skills</b> required for its responsibilities?		
A1.6	Yes	NO	We are not part of the public service
Q1.7	In your opinion, has the public service, as a whole, got staff with the right mix of <b>skills</b> required for their responsibilities?		
A1.7	Yes	NO	
Q1.8	Has your organisation got staff with the right mix of <b>experience</b> required for its responsibilities?		
A1.8	Yes	NO	We are not part of the public service
Q1.9	In your opinion, has the public service, as a whole, got staff with the right mix of <b>experience</b> required for their responsibilities?		
A1.9	Yes	NO	
Q1.10	Has your organisation got staff with the right mix of <b>work attitudes</b> required for its responsibilities?		
A1.10	Yes	NO	We are not part of the public service
Q1.11	In your opinion, has the public service, as a whole, got staff with the right mix of <b>work attitudes</b> required for their responsibilities?		

A1.11	Yes	NO
<b>Section 2</b>	<b>About the Personnel Management Office</b>	
Q2.1	Kindly identify the month and year when your organisation last had an interaction with the PMO. Kindly state what gave rise to the interaction.	
A2.1	Month of last contact:	Reason for contact:
	Year of last contact:	
Q2.2	In your organisations' last contact with the PMO, did it deliver a service that met your expectations and left your organisation satisfied?	
A2.2	Yes	NO
Q2.3	If you answered "No", please go to Q2.4. If you answered "Yes", please list your areas of satisfaction from your last contact with the PMO in A2.3 below.	
A2.3		
Q2.4	If you answered "No", please list your areas of dissatisfaction from your last contact with the PMO in A2.4 below.	
A2.4		
Q2.5	Give five examples of the work done by PMO in the last five years which you consider worthy of praise.	
A2.5	1	
	2	
	3	
	4	
	5	
Q2.6	Give five examples of the work actually done by PMO in the last five years which you consider requires serious improvement.	
A2.6	1	
	2	
	3	
	4	
	5	
Q2.7	Give five examples of the work NOT done by PMO in the last five years which you consider needs to be done if the public service is to deliver the expectations of the Third Republic.	
A2.7	1	
	2	
	3	
	4	
	5	
Q2.8	In your opinion, has the PMO, as a whole, got staff with the right mix of <b>skills</b> required for their responsibilities?	
A2.8	Yes	NO



## **Appendix 5: A Strategic Risk Register**



Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
1	1.1	High citizen expectations of the new democratic regime demands competent and accelerated implementation of CSRP by a reformed PMO.	Strategic - Timing	High	External	Fatal	Political awareness of the primacy of the CSRP (and PMOs role in that process) to the satisfaction of citizen expectations.  Development partners' timely commitment to financial support of CSRP and PMO reform.
2	1.2	An accelerated implementation of a competent and innovative PMO strategy is critical for a timely and effective CSRP	Strategic - Timing	High	External	Fatal	The highest level of Political awareness and commitment must be promptly sought and secured.
3	2.1 & 2.2	CSRP was successfully implemented in the 1980s and then collapsed in the 1990s. Sustainability of the new CSRP must be hard wired into its implementation design.	Strategic - Sustainability	High	External	Challenge	Communication & influencing (targeting political, bureaucratic, security and wider citizen groups) must be at the heart of the PMO strategy and the subsequent implementation of the CSRP strategy. A national culture must be sought to underpin the permanence of CSRP reforms.
4	3.1.9	The NRS unit has no clear rationale for its incorporation within the PMO.	Operational - responsibilities	High	External	Challenge	The NRS should be relocated outside the PMO to allow for a coherent definition of the scope and responsibilities of the PMO.
5	3.1.9	The salaries of the PMO staff are too low for reasonable expectation of performance.	Operational - Motivation	High	External	Challenge	PMO salaries must be substantially increased ahead of the increase expected of the wider CSRP – to allow for appropriate reward as a basis for attracting and retaining staff who will lead CSRP.
6	3.1.9	The numbers, skills and experience available to PMO staff may be insufficient to meet the demands of the critical CSRP implementation.	Strategic - Capacity	High	External	Challenge	An innovative mix of short term and long term technical assistance must be combined with national staffing to rapidly empower the PMO to implement CSRP and sustain its implementation.
7	4.3.1	Very low stakeholder awareness of the CSRP2018-2027	Strategic - Communications	High	External	Fatal	Communication & influencing must be at the heart of the PMO strategy
8	4.3.6 to	Stakeholder confidence in skills	Strategic -	High	External	Weak	Communication & influencing must be at the heart of

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
	4.3.9	&experience available to the Civil Service appears to contradict the weaknesses identified in the CSRP2018-2027. It could be a source of resistance to change.	Communications				the PMO strategy
9	4.3.10 & 4.3.11	Stakeholder concerns about poor work attitudes in the Civil Service are striking. It is likely to be a major implementation hurdle for the CSRP for which the PMO will require great skill in handling.	Strategic - Culture	High	External	Fatal	Communication & influencing must be at the heart of the PMO strategy. Critically, addressing work attitudes requires serious and demonstrated commitment to culture change from the apex of the professional Civil Service and the political class. The culture change process must be designed and monitored by PMO.
10	4.4.2	At 24%, stakeholder dissatisfaction with PMO service is too high. This would undermine any attempt at delivering Civil Service reform.	Operational - Capacity	High	External	Weak	A reasonable target rate should be less than 5%. Satisfaction levels must be actively monitored and subject to timely response by PMO as it implements the change that will be required by its strategy.
11	4.4.3	A significant majority 43% of stakeholder suggestions for future service from PMO relate to the need for improved management of the Civil Service. This represents a potential base of support.	Strategic - Capacity	High	External	Challenge	PMO needs to acquire the capacity to deliver. Further, PMO needs to secure high level political support for change.
12	4.4.4 to 4.4.6; 4.3.10 & 4.3.11	Stakeholder concerns about poor skills, experience and work attitudes in the PMO are unacceptably high. It is likely to be a major implementation hurdle for the CSRP.	Strategic - Culture	High	External	Fatal	Addressing work attitudes requires serious and demonstrated commitment to culture change from the apex of the professional Civil Service and the political class. The culture change process must succeed within PMO before it can reasonably expect to promote it within the wider public service.
13	4.5	A successful PMO will require an effective culture change consistent with the habits that are known to promote successful reform	Strategic - Culture	High	External	Challenge	A new culture must be practiced by PMO ahead of its leadership (by example) of CSRP. Key principles will be: <ul style="list-style-type: none"> <li>• Agreed and documented systems and processes</li> <li>• Transparency in the operation of the systems and processes</li> </ul>

Risk ID	Source	Description	Type	Likelihood	Scope	Impact	Response needed
							<ul style="list-style-type: none"> <li>• Merit as the over-riding principle of the management of staff</li> <li>• Trust and confidence in the operation of the systems and principles.</li> </ul> <p>This may require medium term (2-3 yrs) leadership of PMO by a proven and experienced technical assistance expert who will eventually hand over to a national counterpart.</p>

## **Appendix 6: Methodology for the Development of this Strategy**

## Methodology

This strategy has been developed applying the 7 step “Making Strategies Work” methodology shown below. This requires implementation challenges to be considered throughout the strategy development process – to increase the likelihood of successful implementation. Planning is relatively easy. Practice/implementation has a high failure rate.

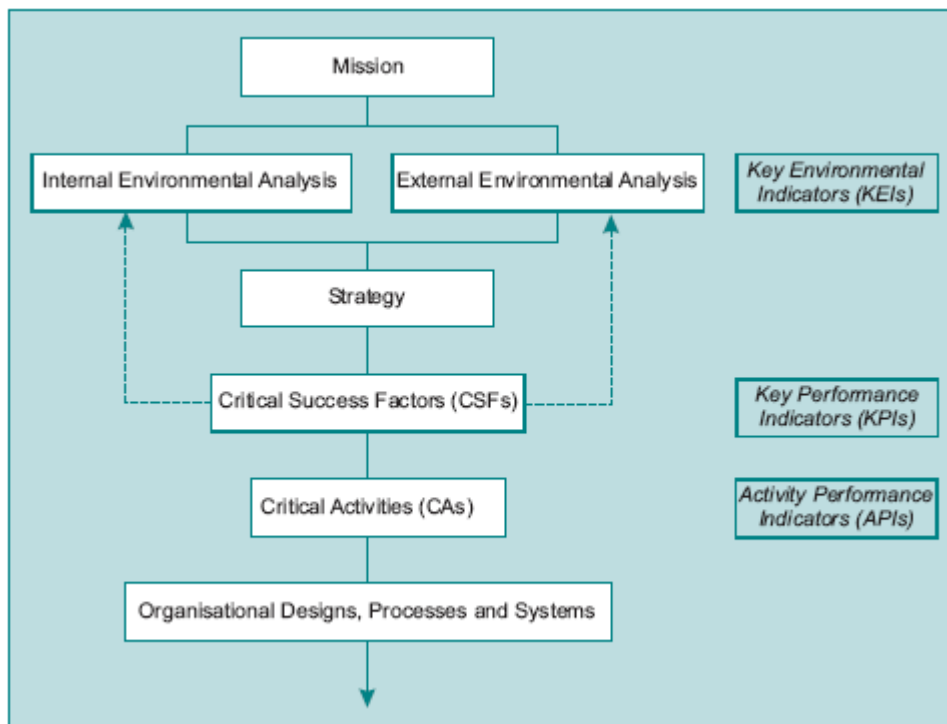


Figure 2: The Strategy Implementation Process: “Making Strategies Work – MSW”

Source: Edinburgh Business School, Heriot-Watt University ([www.ebsglobal.net](http://www.ebsglobal.net))

The role of each element of the 7 step MSW process can be summarised as follows:

1. **Mission:** the highest level objective(s) to be achieved. A clear **mission** or set of overriding objectives is determined. This clarifies where PMO intends to go. *The mission is proposed in section 6.*
2. **Environmental analysis:** A thorough review of the **internal and external environments** is undertaken, utilising a proven strategic **risk management** approach. This allows the blockers to achievement of the mission, and the elements that will assist in getting there, to be identified – now and into the future. This risk based analysis will be essential to the subsequent monitoring of implementation and the adjustment of tactics for changing circumstances. *The environmental and risk analysis is documented in sections 1 to 5.*
3. **Strategy:** how to harness the enablers and overcome the barriers in order to achieve the mission. The strategy/feasibility document is developed during this phase. *The strategic response is proposed in section 6.*
4. **Critical Success Factors (CSFs):** the limited number of things that must go well in order for the strategy to work. These will be key sources of information for the management of PMO as they implement the strategy. *CSFs are identified in section 5.*

5. **Critical Activities (CAs):** the activities that must be carried out well in order to achieve the Critical Success Factors. They will be highlighted in the operational plans and tracked in the performance management system. *CAs are identified in section 5.*
6. **Responsibilities and accountabilities** assigned for delivery of the Critical Activities are identified. *Responsibilities and accountabilities are identified in section 5.*
7. **Organisational design, processes and systems:** grouping of activities into an organisational structure, and organisation of internal processes and systems to support the effective and efficient execution of the critical and other business activities. Where necessary, organisation structures etc. may need to be changed to align with the approach demanded for successful implementation of the strategy. A key element will be the alignment of the performance management and appraisal process. *Organisational design is proposed in section 5.*

## **Appendix 7: Results Framework for the CSRP 2018-2027 with Implementation Notes to Guide the PMO's Implementation of the CSRP**

**Implementation notes highlighted in green**

<b>Strategic Objective 1: To achieve optimal organization and staffing of the public sector (excluding security organs)</b>						
Strategies	Strategic Initiatives	Key Target Results			Lead Agency	
		Outputs	Year	Outcomes		
4.2.1 To review the range and distribution of all non-security functions of Government and allocation among state organs to confirm relevance and identify areas of overlap/duplication, and opportunities and options for more efficient and effective performance, including: <ul style="list-style-type: none"> <li>• rationalization</li> <li>• decentralization</li> <li>• outsourcing</li> <li>• public-private partnerships (PPPs)</li> <li>• etc.</li> </ul>	1) Commission an inter-agency Task Team of Senior Civil Servants with the support of technical experts (s) to undertake the comprehensive review of institutional and organizational set-up of the public sector in terms of: duplication of roles and functions among ministries, departments and agencies (MDAs); and opportunities to streamline, merge and consolidate MDAs. <p><b>a) INPUT – OSG- Commissioning of Task Force</b></p> <p><b>b) INPUT –PMO[PMD]- Terms of Reference, Planning, Coordination, Meetings, Reporting of the Task Force</b></p> <p><b>c) OSG- Secure executive &amp; cabinet commitment to the operations of the task Force</b></p> <p><b>d) INPUT – MOFEA- Funding of the Task Force</b></p>	An inter-agency review team in place and commissioned	2018	A streamlined and compact public sector institutional and organizational architecture (with fewer MDAs)	OSG, PMO MOFEA	
		Rationalized institutional and organizational architecture and number of MDAs	2018			Improved coordination of the GOTG operations
		Institutional and organisational rationalization and restructuring plans overall and for every MDA	2018	Improved efficiency and effectiveness of public service institutions		
		Cost-benefit analysis and fiscal impact of the rationalization plan	2018			
		Staff rationalization plans overall and for every MDA	2018			
		Rationalized new structures and staffing levels in MDAs	2018			
		8) Develop staff rationalization plans consistent with the implementation of the results of institutional and organisational rationalization and restructuring <p><b>a) INPUT – PMO[MSD]- Rationalisation plans – PMO through a fully owned and internally managed process.</b></p> <p><b>b) INPUT – Task force – receive the reports of the PMO Rationalisation plans and conclude on implications</b></p> <p><b>c) OSG – Secure executive and cabinet commitment to the rationalisation plans</b></p> <p><b>d) INPUT – MOFEA- Funding of Rationalisation Plans</b></p>				



<b>Strategic Objective 1:</b> To achieve optimal organization and staffing of the public sector (excluding security organs)					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs	Year	Outcomes	
	<p>9) Carry out the cost-benefit analysis and fiscal impact of the staff rationalization plan</p> <p><b>a) INPUT – PMO[MSD]- Cost/Benefit analysis – PMO possibly with external technical support.</b></p> <p><b>b) INPUT – Task force – receive the reports of the PMO Cost-Benefit Analysis and conclude on implications</b></p> <p><b>c) OSG – Secure executive and cabinet commitment to the cost-benefit analysis</b></p> <p><b>d) INPUT – MOFEA-Funding of Cost Benefit Analysis</b></p> <p>10) Implement the institutional, organizational and staff rationalization measures</p> <p><b>a) INPUT – PMO [MSD]-Monitoring of Change – PMO through a fully owned Change Agent or an externally contracted Change Agent</b></p> <p><b>b) INPUT – Task Force – Receive the reports of PMO/Change Agent and conclude on implications and actions needed</b></p> <p><b>c) INPUT – OSG – Ensure required action is taken and that full Executive/Cabinet support is sustained.</b></p> <p><b>d) INPUT – MOFEA – funding of implementation measures.</b></p>				
4.2.2 Develop and implement medium term plans for aligning staffing levels with fiscal space (projected wage bill envelope) by key sectors	<p>(a) Determine optimal staffing levels in the context of sector development plans, results of institutional and organisational review; and aggregate fiscal projections</p> <p>(b) Align sector plans and annual budgets for personnel emoluments with the projected optimal staffing levels (within budget cycle)</p> <p>(c) Develop and implement staff rationalization plans</p> <p><b>INPUT- THIS IS ALREADY COVERED IN 4.2.1 ABOVE. THIS ACTIVITY IS A DUPLICATE PROCESS</b></p>	<p>Recommended optimal staffing levels by sector/ MDA, and in aggregate</p> <p>Sector plans with realistic staffing proposals</p> <p>MDAs with right-sized staffing levels</p>	<p>2018</p> <p>2018</p> <p>2018</p>	<p>Enhanced fiscal sustainability</p>	PMO & MOFEA
4.2.3 Freeze in new establishments and recruitment of personnel pending the results of the recommendations of the institutional, organizational and staffing reviews (4.2.1 – 4.2.3)	<p>(a) Impose a one-year freeze in employment, deployment and promotions in all but high priority jobs pending the results of the institutional, organizational and fiscal rationalization of staffing levels and plans</p> <p>(b) Annual systematic review and appropriate adjustment of the freeze</p> <p>(c) Undertake periodic staff audits to ensure compliance with the freeze</p> <p><b>a. INPUT –PMO[MSD]- Tactical study on the design and implementation of a recruitment and promotion freeze – PMO through a fully owned and internally managed process. This freeze study must be concluded before activity 4.2.1</b></p> <p><b>b. INPUT – Task Force- Receive the report of the Freeze</b></p>	<p>Cabinet instructions imposing the freeze</p> <p>Recommendations and instructions issued pending annual reviews of the freeze</p> <p>Payroll audits carried out</p>	<p>2018</p> <p>2018</p> <p>2018-2022</p>	<p>Controlled growth in the numbers of the public service employees</p> <p>Controlled growth in size of the wage bill</p>	PMO & MOFEA

<b>Strategic Objective 1:</b> To achieve optimal organization and staffing of the public sector (excluding security organs)					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs	Year	Outcomes	
	<p><i>study</i></p> <p><b>c. INPUT – OSG-Ensure required action is taken and that full Executive/Cabinet support is sustained</b></p> <p><b>d. INPUT-MOFEA- Funding of Freeze study and implementation actions</b></p>				
4.2.4 Implement a Human Resources Management Information System (HRMIS) to: avail timely information on the status of staffing in the public service; enable efficient payroll administration; and enable timely and effective decisions on recruitment, deployment, etc.	<p>(a) Roll out the Human Resources Module in the Integrated Financial Management Information System (IFMIS)</p> <p>(b) Transfer the current payroll data base into the HRMIS</p> <p>(c) Interface the HRMIS with the Electronic Records Management System (ERMS) that is under implementation by the National Records Service</p> <p><b>NOTE THIS ACTIVITY CAN PROCEED SIMULTANEOUSLY AS 4.2.3 ABOVE</b></p> <p><b>1. INPUT – PMO[HRIS]- Terms of Reference and commissioning for a Needs Assessment and Scoping study</b></p> <p><b>2. INPUT-Task Force- Receive report of Needs assessment and scoping study</b></p> <p><b>3. INPUT – PMO – Terms of Reference and commissioning for the design and implementation of an HRIS management, control and staffing system to ensure that the HRIS software is properly utilised</b></p> <p><b>4. INPUT-Task Force- Receive report of HRIS management, control and staffing system</b></p> <p><b>5. INPUT – PMO- Terms of Reference and commissioning of the implementation of an HRIS software</b></p> <p><b>6. INPUT-Task Force-Receive report of the implementation of the HRIS software</b></p> <p><b>7. INPUT – MOFEA – Funding of the HRIS and related systems and software</b></p>	An operating HRMIS	2018	Timely and more effective decision-making in human resources management	PMO & MOFEA
		Payroll installed in the IFMIS	2018		
		System/process in place for transfer of relevant HRMIS data to the ERMS	2018		

**Table 13: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 1**

<b>Strategic Objective 2: To attract, retain and motivate optimal numbers of Civil Service employees</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Output	Year	Outcome	
4.3.1 Develop and implement affordable and sustainable short to long term policy, strategies and modalities of enhancing Civil Service remuneration and incentives	<p>(a) Assess feasibility and efficacy implementation of recommendations of the Task Force on increase of civil servants salaries and recommendations to Cabinet</p> <p><b>1. NOTE: ACTIVITY 4.2.2 MUST BE COMPLETED BEFORE THIS ACTIVITY CAN COMMENCE</b></p> <p><b>2. INPUT- PMO[PMD]– Develop Terms of Reference and commission a downstream Public Pay Policy &amp; Loans Scheme following completion of activity 4.2.2</b></p> <p><b>3. INPUT – Task Force – Receive report of the study on Public Service Pay &amp; Loans Scheme.</b></p> <p><b>4. INPUT – OSG – Secure executive and cabinet commitment to a sustainable and attractive public pay policy and Loans Scheme.</b></p> <p><b>5. INPUT –MOFEA – Funding for the study and the implementation and maintenance of the Public Pay Policy and Loans Scheme.</b></p> <p>(b) Develop a Public Service Pay Policy, in the context of projected changes in fiscal space for the wage bill growth, and incorporating, as appropriate, the recommendations of the 2014 Study of Civil Service pay and grading structure policy</p> <p><b>1. INPUTS – SEE ABOVE</b></p> <p>(c) Benchmark and bi-annually undertake survey of comparative pay and incentives levels in non-state sectors as a basis of adjustments in pay for public servants.</p> <p><b>1. INPUT- PMO[PMD] – Develop Terms of Reference and commission bi-annual salary, employment benefits and retirement benefit surveys following completion of activity 4.3.1(a)</b></p> <p><b>2. INPUT – Task Force – Receive report of the salary, employment benefits and retirement benefit survey</b></p> <p><b>3. INPUT – OSG – Secure executive and cabinet commitment to maintaining a sustainable and attractive public pay policy.</b></p> <p><b>4. INPUT –MOFEA – Funding for the salary, employment benefits and retirement benefit survey and the implementation of its recommendations</b></p>	Updated task force report presented to Cabinet	2016	Improved retention and motivation of technical and professional personnel in the Civil Service	PMO & MOFEA
		Updated Civil Service pay reform strategy and policy approved by the Cabinet	2016	Enhanced morale and satisfaction of public servants with employment compensation	
		Survey of comparative pay in public sector and other sectors	2016		
		Study to ensure efficacy and sustainability of the Civil Servants Revolving Loan Scheme	2018		
		Study recommendations implemented	2018-2022		
		Annual adjustments in Civil Service pay and incentives levels	2018-2022		

<b>Strategic Objective 2: To attract, retain and motivate optimal numbers of Civil Service employees</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Output	Year	Outcome	
	(d) Analysis undertaken to review the efficacy and sustainability and sustainability of the administrative and funding arrangements for the Civil Servants Revolving Loan Scheme (CSRLS) <b>1. INPUTS – SEE ABOVE 4.3.1(a)</b>				
4.3.2 Pursue harmony, equity and fairness in pay across jobs and grades in the Civil Service	(a) Complete the job evaluation and grading structure commenced under CSRP 2012-2015 (b) Train GOTG officers, mainly in the PMO, in job evaluation and salary grading (c) Undertake Civil Service job evaluations and salary re-grading every five years, and implement results <b>1. NOTE: 4.3.2 (a) &amp; (b) must have been done as part of activity 4.2.1 above</b> <b>2. INPUT FOR 4.3.2 (c) – PMO[MSD] – develop Plan and Terms of Reference for periodic training of staff in Job Evaluation and Grading and for the execution of regular re-grading exercises</b> <b>3. INPUT – Task Force – Receive re-grading reports</b> <b>4. INPUT – OSG – Secure executive and cabinet support for implementation of the re-grading.</b> <b>5. INPUT – MOFEA – Funding for the regular training and development of PMO staff and for the execution of periodic re-grading exercises.</b>	Job specifications and descriptions completed for all civil servants	2018	Satisfaction of public servants that job grading and compensation is fair and equitable	PMO
		New job grading structure approved by Cabinet	2018		
		Job evaluation and re-grading plans implemented	2018-2020		
4.3.3 Introduce incentives to attract and retain adequate numbers of qualified personnel to serve in difficult and risky work environments	(a) Assess the efficacy of current schemes, where they exist, for encouraging public servants to serve in difficult and risky work environments, and make recommendations for improvements (b) Implement improved scheme(s) <b>1. NOTE: THIS SHOULD HAVE BEEN COVERED IN ACTIVITY 4.3.1</b>	Assessment of current scheme and recommendations	2018	Comparatively improved numbers and quality of personnel attracted and retained to work in difficulty and risky work environments  Improved service delivery in those areas	PMO, MOFEA and sector MDAs
		Improved schemes for incentives to attract and retain personnel to serve in difficulty to work and risky environments	2018-2020		

<b>Strategic Objective 2: To attract, retain and motivate optimal numbers of Civil Service employees</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Output	Year	Outcome	
4.3.4 Develop and implement policy, strategies and institutional framework that ensure adequacy, affordability and sustainability of the Civil Service pension scheme	(a) Develop a Public Service pension policy and reform programme and obtain Cabinet approval (based on updating the 2013 study)	Public Service Pension Policy and Reform Programme approved by Cabinet	2018	Satisfaction of public servants and retirees with Government concern for post-employment living standards of retirees.	MOFEA & PMO
	(b) Develop and submit to Parliament a new Public Service Pensions Bill	Public Service Pensions Bill submitted to Parliament	2018		
	(c) Enhance public servants retirement (pension) benefits on the basis of the recommendations of 2014 study under CSRP 2012-2015	Public Service Pensions Reform Programme implemented (possibly incorporating a Contributory Scheme)	2019		
	(d) Implement medium to long plans for satisfactory and sustainably affordable retirement benefits scheme	Periodic upward adjustments in public servants pensions benefits	2020 and beyond		
	1. <b>NOTE: THIS SHOULD HAVE BEEN COVERED IN ACTIVITY 4.3.1</b>				

**Table 14: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 2**

<b>Strategic Objective 3: To enhance discipline, performance and accountability of civil servants</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs		Outcomes	
4.4.1 Design and implement a strategy to transform public servants behaviour with regard to time management	Design and develop a programme to change public servants behaviour with regard to time management, including: possible use of electronic clocking diaries, installation of CCTVs, calendars, time sheets or other record keeping.	Improved time management programme developed	2018	Improved civil servants punctuality and time utilized in service delivery Improved citizens' and leaders' satisfaction with civil servants conduct	PMO & MDAs
	Time management performance results to be incorporated in the respective MDAs' performance contracts	Improved time management programme implemented	2018		
	MDAs to compile statistics of employee punctuality and clocking out time <b>1. INPUT – PMO[PMD] – Develop Terms of Reference and Commission a study for the Design and implementation plan of a Public Sector Performance Management system reflecting the activities of Strategic Objectives 3 &amp; 4 and the experiences of comparable country contexts. This study should also propose measurable impact indicators for the CSRP 2018-2027 and undertake baseline measurements of the indicators</b> <b>2. INPUT – Task Force – Receive Performance Management study</b> <b>3. INPUT – PMO – Develop Terms of Reference and commission an internally managed process (including, if necessary, technical assistance) for the implementation of the Public Sector Performance Management system</b> <b>4. INPUT – Task Force – receive the final implementation plan for the implementation of the Public Sector Performance Management system</b> <b>5. INPUT – OSG – Secure Executive and Cabinet support for the Design and Implementation of the Public Sector Performance Management system</b> <b>6. INPUT – MOFEA – Funding of the design &amp; implementation of the Public Sector Performance Management system</b>	Statistical reports on observance of official work times by civil servants	2018-2020		
4.4.2 Develop and implement a scheme of Performance Contracting for implementation by all MDAs	Develop the policy, procedures and formats for a performance contracting scheme to be endorsed by the Cabinet	Performance contracting scheme endorsed by the Cabinet	2018	Improved performance by MDAs and individual civil servants	PMO & MDAs
	Educate and train MDAs in the use of the procedures and formats for application of the Performance Contracting	MDAs educated and trained in the procedures	2018		
	Implement the performance contracting	Performance contracts signed by Ministers and PSs	2018		
	Annual independent but participatory assessment of performance by the MDAs	Annual Assessments Against Performance Contract	2018		
	Convene a nationally well publicized and high profile Annual Performance Recognition and Awards Event (s)	Annual performance recognition and awards event(s)	2018-2020		
	<b>NOTE- SEE 4.4.1 FOR INPUTS</b>				
4.4.3 Develop and implement a Rewards and Sanctions Framework	Design a rewards and sanctions framework and obtain Cabinet approval (in tandem with the performance contracting scheme)	A rewards and sanctions framework approved by the Cabinet	2018	Improved discipline and performance by civil	PMO

<b>Strategic Objective 3: To enhance discipline, performance and accountability of civil servants</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs		Outcomes	
for individual performance (non-monetary)	Develop procedures manual for the operation of the rewards and sanctions framework (with emphasis on recognition and shaming, and not monetary rewards and sanctions)	Procedures manual of the framework	2018	servants	
	Inform and educate civil servants on the modalities of the framework	MDAs educated and trained in the procedures	2018		
	Roll out the rewards and sanctions framework as integral to Performance Contracting, in the first instances, and the PMS in the medium to long term	Civil servants annual Rewards and Sanctions	2018-2020		
	<b>NOTE- SEE 4.4.1 FOR INPUTS</b>				
4.4.4 Develop and implement a GOTG Performance Management System (PMS) around current planning, budgeting and staff appraisal systems	Design a GOTG PMS and plan implementation	GOTG PMS system and implementation programme in place	2018	Improved discipline and performance by civil servants	PMO, MOFEA
	Develop procedures manuals to support the PMS system	Procedures manuals to support PMS	2018		
	PMS implemented in MDAs	PMS effectively rolled out in MDAs	2019		
	Mount the PMS to the IFMIS/HRMIS electronic platform	Electronic PMS piloted	2020		
<b>NOTE- SEE 4.4.1 FOR INPUTS</b>					
4.4.5 Strengthen demand side for services and accountability by Civil Service citizens	Design a "Compacts with Citizens" (CwCs) scheme and an implementation plan, including an IEC programme	Guidelines for CwCs developed	2018	Improved civil servants responsiveness to citizens' expectations	PMO, MDAs
	Develop manual of guidelines for use by MDAs in the development and administration of CwCs	Public servants trained on the guidelines	2018		
	Implement the IEC programme for the CwCs to communicate what citizens can expect MDA to deliver to them and with what standards	IEC programme rolled out for citizens	2018		
	MDAs roll out the CwCs	CwCs produced by MDAs	2018-2020		
<b>NOTE- SEE 4.4.1 FOR INPUTS</b>					

**Table 15: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 3**

<b>Strategic Objective 4: To reinforce meritocracy, due process and professionalism in personnel administration</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs	Year	Outcomes	
4.5.1 Pursue adequacy and effectiveness of the current institutional and administrative arrangements, statutes, rules, regulations and general orders in enabling and enforcing compliance with meritocratic principles and due process in the recruitment, deployment, selection for training, promotions and disciplining of personnel	Commission a comprehensive assessment of the adequacy and effectiveness of the current institutional and administrative arrangements for ensuring adherence to meritocratic principles and due processes in personnel administration  <b>NOTE- SEE 4.4.1 FOR INPUTS</b>	A comprehensive assessment to identify and explain gaps in adherence to meritocracy, due process and professionalism in personnel administration, and make recommendations and implementation plan	2018	Civil servants are on the whole satisfied that there is professionalism and fairness in personnel administration decisions	PMO & PSC
4.5.2 Systematically and continuously inform, educate and communicate (IEC) to all civil servants the necessity to observe the code of ethics and conduct and general orders	Develop an IEC programme targeting all civil servants	An IEC programme targeting all civil servants	2018	Civil servants are well aware of ethical standards and expected conduct	PMO & PSC
	Implement the IEC programme <b>NOTE- SEE 4.4.1 FOR INPUTS</b>	Civil servants whom have benefited from the IEC programme	2018-2020	Reduced incidences of unethical conduct by civil servants	
4.5.3 Induct all new entrants into the public service on values, principles, statutes, rules and regulations	Develop and implement a programme of induction of new entrants into the Civil Service  <b>NOTE- SEE 4.4.1 FOR INPUTS</b>	A programme of induction of new entrants into the Civil Service in place	2018	Newly recruited employees aware of values, principles, statutes, rules and regulations	PMO & PSC
		New entrants into the Civil Service formally inducted	2018-2020		
4.5.4 Institute regular audit of public service executives and their respective MDAs on compliance with standards by a revamped Public Service Commission (PSC)	Undertake an assessment of the adequacy and effectiveness of the current PSC institutional and administrative capacities	Results of the assessment of adequacy of PSC institutional and administrative capacities	2016	All round improvements in personnel administration	PSC & PMO
	Review Public Service Act and Public Service Regulations to clarify PSC's oversight and inspection/audit mandate, regulations and procedures	Amendments to the Public Service Act presented to Parliament	2018		
	Capacity building of PSC to undertake annual assessment of MDAs performance in personnel administration	Enhanced PSC capacity	2018		
	PSC undertakes annual assessment of MDAs' performance  <b>NOTE- SEE 4.4.1 FOR INPUTS</b>	Annual assessment MDAs by the PSC of compliance with personnel administration policies, rules and procedures	2019		

**Table 16: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 4**



<b>Strategic Objective 5: To accelerate improvements in service delivery by harnessing ICT</b>					
<b>Strategies</b>	<b>Strategic initiatives</b>	<b>Key target outputs</b>	<b>Year</b>	<b>Target outcomes</b>	<b>Lead agencies</b>
4.6.1 Promote initiatives for ICT-based innovations in public service delivery by personnel in MDAs	Expose staff in PMO, MOICI and MDAs to good practices in ICT applications to improve service delivery (e.g. the one-stop service centres in Kenya)	A critical mass of officers with knowledge and inspiration to harness ICT for public service delivery	2018	Awareness and knowledge among civil servants of potential of ICT applications	MOICI, PMO & Individual MDAs
	Design a programme to promote e-government initiatives and innovations by both MDAs and individual public servants	Programme for promoting e-government initiatives and innovations by both MDAs and individual public servants	2018		
	Implement the programme for promoting e-government initiatives and innovations by both MDAs and individual public servants	MDAs and public servants taken through the programme for promoting e-government initiatives and innovations	2018-2020	Public service delivery improvements from ICT applications	
	Provide high-profile recognition awards for MDAs and individuals who launch innovative ICT applications to improve public service delivery	Innovations of ICT applications to improve service delivery launched	2019-2020		
	<b>NOTE- SEE 4.4.1 FOR INPUTS</b>				

**Table 17: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 5**

<b>Strategic Objective 6: To systematically close capacity gaps in the Civil Service</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs	Year	Outcomes	
4.7.1 Develop leadership and managerial competencies of top, senior and middle-level executives in the public service	Develop leadership and management competency policy and a competency framework specific to the needs of The Gambia, and obtain Cabinet approval for roll-out	A leadership and managerial competency policy and a GOTG competency framework approved by the Cabinet	2018	Competency gaps among top, senior and middle level Civil Service executives reduced  Higher frequency of quality policy proposals submitted by MDAs to the Cabinet	PMO, PSC and MDI
	Install competency assessment centres (possibly beginning with MDI)	Number of competency assessment centres installed	2018		
	Assess all senior and middle-level Civil Service executives in leadership and management competencies (begin with a pilot in 3 MDAs)	Number of executives assessed for leadership and management competencies	2019		
	Develop and implement competency based leadership and management development programmes (responsive to the results of the competency assessments)	A programme to develop leadership and management, and policy analysis competencies for top and middle level executives	2020		
	Train and develop top and middle management in core leadership qualities of setting policy and strategy, achieving results, upholding core values, communicating internally, and collaborating externally.	Number of top and middle level executives trained	2020		
	<ol style="list-style-type: none"> <li>1 INPUT – PMO[HRD]- Given the outcomes of the activities linked to Strategic Objective 1 – Develop Terms of Reference and internally commission (possibly with technical assistance) a study for the design and implementation of a career life-cycle staff and management development plan for the Public Service</li> <li>2 INPUT – Task Force – Receive the design and implementation study for the career life cycle training and development of the Public Service</li> <li>3 INPUT – OSG – Secure executive and cabinet commitment to the design and implementation of the career life-cycle training and development scheme</li> <li>4 INPUT – MOFEA – Funding for the study and implementation of the career lifecycle training and development scheme</li> </ol>				
4.7.2 Build the capacity of The Gambia Public Service Management Development	Develop and implement a programme for the development of a The Gambia Public Service Management Development Institute (MDI)	Programme for development of the MDI approved by the PSRIDB	2016		

<b>Strategic Objective 6: To systematically close capacity gaps in the Civil Service</b>					
Strategies	Strategic Initiatives	Key Target Results			Lead Agency
		Outputs	Year	Outcomes	
Institute (MDI)	Commission and support MDI to develop and implement leadership and management development programmes	Capacities/facilities built at the MDI	2018		
	NOTE – SEE INPUTS TO 4.7.1				
4.7.4 Strengthen human resources planning	Build capacity to undertake human resource planning	Public service executives, (and especially HRM executives) trained in HR planning	2018		
	Promote human resources planning and multi -skill development, including succession planning by MDAs	Human resources plans in place	2018-2020		
	NOTE – SEE INPUTS TO 4.7.1				

**Table 18: Identifying PMO & other Institutional Inputs to the CSR 2018-2027 Process – Strategic Objective 6**

**Appendix 8: Estimated 5 year Budget for implementation of PMO strategy**

<b>Activity description</b>	<b>Supporting which logframe element?</b>	<b>Estimate US\$</b>	<b>Cumulative US\$</b>
Independent Mid term evaluation of strategy impact	Vision & Mission	30,000	30,000
Independent Final evaluation of strategy impact	Vision & Mission	30,000	60,000
Operational evaluation of strategy impact by Manager, MERLI	Vision & Mission	100,000	160,000
Operational support to strategy impact by Manager, Alliances & Partnerships	Vision & Mission	100,000	260,000
Independent mid term survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	310,000
Independent Final survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	360,000
Independent mid term study of PMO & Civil Service productivity levels	CSF-B: Culture	50,000	410,000
Independent final study of PMO & Civil Service productivity levels	CSF-B: Culture	50,000	460,000
Estimated costs of 6 external experts for the 6 operational units of new organogram for 3 years	CSF-C: Capacity Building	1,440,000	1,900,000
Contingency	20%	380,000	2,280,000

<b>Activity description</b>	<b>Supporting which logframe element?</b>	<b>Estimate US\$</b>	<b>Cumulative US\$</b>
Independent Mid term evaluation of strategy impact	Vision & Mission	30,000	30,000
Independent Final evaluation of strategy impact	Vision & Mission	30,000	60,000
Operational evaluation of strategy impact by Manager, MERLI	Vision & Mission	100,000	160,000
Operational support to strategy impact by Manager, Alliances & Partnerships	Vision & Mission	100,000	260,000
Independent mid term survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	310,000
Independent Final survey of PMO & Civil Service values, beliefs and practices	CSF-B: Culture	50,000	360,000
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Independent final study of PMO & Civil Service productivity levels	CSF-B: Culture	50,000	460,000
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Contingency	20%	380,000	2,280,000

