

# REVOLUTIONARY GOVERNMENT OF ZANZIBAR



President's Office

## PUBLIC SERVICE MANAGEMENT POLICY

October 2010

## TABLE OF CONTENTS

	Page
1	Introduction ..... 4
1.1	Background .....4
1.2	The current state of the Zanzibar Public Service .....4
1.3	Summary of issues, challenges and constraints .....5
1.4	Rationale for Public Service Management Policy.....6
1.5.	Key policy objectives.....6
1.6	Key policy strategies .....7
1.7	Key policy instruments .....7
2	Public Service Vision, Mission, Values and Management Principles ..... 8
2.1	Vision of the Zanzibar Public Service .....8
2.2	Mission of the Zanzibar Public Service .....8
2.3	Core Values.....8
2.4	Management Principles.....8
3.	Public Service Institutional and legislative Framework.....10
3.1	Issues, challenges and constraints .....10
3.2	Policy Statement.....10
3.3	Policy objectives.....11
3.4	Policy strategy.....11
4.	Performance Standards and Accountability .....18
4.1	Issues, Challenges and Constraints .....18
4.2	Policy Statement.....18
4.3	Policy Objectives .....18
4.4	Policy Strategy .....19
5	Public Service Pay System.....22
5.1	Issues, challenges and constraints .....22
5.2	Policy Statement.....22
5.3	Policy Objectives .....22
5.4	Policy Strategies.....23
6	Human Resources Management .....24
6.1.	Issues, challenges and constraints .....24
6.2.	Policy Statement.....25
6.3.	Policy objectives.....25
6.4.	Policy strategies .....25
7	Management Information Systems .....31
7.1	Issues, Challenges and Constraints .....31
7.2	Policy Statement.....31
7.3	Policy Objectives .....31
7.4.	Policy strategies .....32
8	Monitoring and Evaluation .....33

## ABBREVIATIONS AND ACRONYMS USED

APB	Annual Plan and Budget
ASARR	Annual Statement of Accountability for Resources and Results
CSC	Civil Service Commission
CSD	Civil Service Department
CSOs	Civil Society Organizations
CSR	Civil Service Reform
DPP	Director of Public Prosecution
GDP	Gross Domestic Product
HOPS	Head of Public Service
HoR	House of Representatives
HRM	Human Resources Management
ICTs	Information and Communication Technologies
IMTC	Inter-Ministerial Technical Committee
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MKUZA	Zanzibar Strategy for Growth and Poverty Reduction
PSM	Office of Public Service Management
MOFEA	Office of Finance and Economic Affairs
MOH	Office of Health
MOJCA	Office of Justice and Constitutional Affairs
MTEF	Medium Term Expenditure Framework
OCAG	Office of the Controller and Auditor General
PSC	Public Service Commission
PSM	Public Service Management
RC	Revolutionary Council
RGoZ	Revolutionary Government of Zanzibar
URT	United Republic of Tanzania
ZEC	Zanzibar Electoral Commission
ZPSRP	Zanzibar Public Service Reform Programme

# 1 Introduction

## 1.1 Background

Zanzibar is an autonomous part of the United Republic of Tanzania. It consists of two main islands, Unguja and Pemba with a total area of 2,654 sq km. According to the Population and Housing Census of 2002, Zanzibar had a population of 981,754 with a growth rate of 3.1%. As of 2008 the population is estimated to be 1.2 million. Zanzibar has its own government with a legislative assembly known as the House of Representatives (HoR), the executive headed by the President of Zanzibar and its own judicial system.

Since 2000, economic growth has been robust with an average growth rate of 6.8 percent over the period 2000-2004. The economy grew at 5.4 percent in 2008. Economic growth has been driven mainly by the increasing contribution and growth of the service sector, which represents up to 51 percent of GDP while agriculture contributes 23 percent.

Zanzibar Vision 2020 seeks to position the country in the league of middle income economies by 2020. The Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) popularly known as MKUZA has identified the priority changes and strategies for building a solid social, political and economic base and placing Zanzibar on a transformation trajectory towards Vision 2020. The strategy places emphasis on attaining a satisfactory state of good governance and high rate of economic growth and poverty reduction. The critical place of public service management in the pursuit of Zanzibar's development goals is acknowledged in both Vision 2020 and the MKUZA.

## 1.2 The Current State of the Zanzibar Public Service

The public service is a national institution for developing and sustaining the enabling policy, regulatory and infrastructural environment on which the successful realisation of the goals of the MKUZA and Vision 2020 are predicated. The structure and size of the Zanzibar Public Service has been unfolding overtime in response to the needs of the day. It is composed of the institutions and staff falling in the following categories:

- Ministries, Departments and Agencies (MDAs) established by the Executive Branch of Government for the purpose of delivering services to the public of Zanzibar;
- Administrative support services to the Civil Service Commission;
- Administrative support services to the Parliamentary/House of Representatives Service Commission;
- Administrative support services to the Judiciary and the Judicial Service Commission; and
- Administrative support services to quasi-independent constitutional bodies, including the Zanzibar Electoral Commission (ZEC), the Office of the Controller and Auditor General (OCAG), and the Office of the Director of Public Prosecutions (DPP).

Pursuant to improving public service performance the RGoZ has been undertaking a number of reform initiatives. New institutions and organization units have been established to handle responsibilities occasioned by the change of status of the country as well as the need to spearhead socio-economic development. Efforts have also been taken to build a cadre of public service personnel to man the new and expanded functions of the government.

During the last few years core reforms undertaken in support of MKUZA resulted in some improvements in the public service. Improvements were realised under the economic and financial management, institutional and human resource as well as in governance areas. There has been improvement in the macro economic fundamentals of Zanzibar and enhanced capacity of MoFEA in terms of organization structure, human resource, systems and tools. The reforms have also resulted in enhanced revenue collection, improvement in planning and budgeting as well as accountability and strengthening of the financial management function. In terms of institutional reforms the improvement realised include revision of the public service pay structure and consequential enhancement of pay levels, mitigation of the ghost worker phenomenon, and development and installation of a payroll system resulting in a more efficient management and processing of payroll data in the public service.

The improvements notwithstanding a situational analysis on the state of public sector in Zanzibar conducted in 2009 reveals that most of the MDAs are faced with capacity constraints in terms of enabling policy and institutional framework, human and financial resources, as well as work environment and facilities.

The legal and policy framework supporting public service governance is considered to be very limiting. Apart from the Civil Service Commission Act, No. 14 of 1986, which provides for the creation and functioning of the Civil service Commission (CSC), there is no legislation to elaborate on the roles, functions, mandates and accountabilities of the key state institutions that govern the Public Service.

There are also concerns regarding the increasing size of the public service over the years with two thirds of the labour force composed of non skilled and semiskilled employees. The composition of the public service has affected its ability to perform and undertake its mandated functions efficiently.

Weak management of human resource functions in terms of planning, recruitment, deployment, development and compensation is another major challenge constraining the public service in Zanzibar.

On the overall, the Zanzibar public service is confronted with issues and challenges revolving around institutional and legislative issues, management and accountability, human resource management as well as compensation.

### **1.3 Summary of Issues, Challenges and Constraints**

The main constraints, issues and challenges facing the Zanzibar Public Service include:

- (i) Absence of an enabling institutional and legislative framework. There is no legislation to elaborate on the roles, functions, mandates and accountabilities of the key state institutions that govern the Public Service;

- (ii) Lack of clear division of functions, roles and responsibilities between the central government agencies and local government - institutions;
- (iii) There is no clarity about appointing authorities;
- (iv) Absence of guidelines nor a central professional authority to guide and control changes in structures and establishment of public organisations when need arise;
- (v) Chain of command and laid down procedures are not being strictly observed;
- (vi) Accountability to both seniors and the citizenry is not formally stipulated;
- (vii) Absence of Performance Management System;
- (viii) There is neither legislation nor policy on public service records management;
- (ix) There is no due emphasis on the application of information and communication technologies and digital-era governance to cost effectively and rapidly improve public service delivery; and
- (x) Poor work environment

#### **1.4 Rationale for Public Service Management Policy**

The above enumerated challenges facing the management of Public Service are a result of absence of a clear policy guiding management of public service in Zanzibar. In that regard:

*The Public Service Management Policy will guide the governance of public service in Zanzibar. It will create an enabling environment and articulate principles, ethos and practices which shall guide the transformation of the Zanzibar public service to become a high performing, result oriented, efficient and dynamic institution that will contribute to the attainment of the objectives of Zanzibar Vision 2020 and MKUZA.*

#### **1.5. Key Policy Objectives**

The key policy objectives are:

- (i) To guide the development of an enabling institutional and legislative framework for the future operations of the public service;
- (ii) To underscore the critical role of an efficient and effective public service in national development, and in particular the pursuit of the goals of Zanzibar Vision 2020 and MKUZA;

- (iii) To articulate principles, ethos and practices which shall guide the transformation of the Zanzibar public service to become a high performing, result oriented, efficient and dynamic institution that will contribute to the rapid social-economic development and poverty reduction in Zanzibar;
- (iv) To introduce measures for ensuring accountability by Public Service managers for use of public resources and results achieved in terms of public service delivery and socio-economic development;
- (v) To direct for introduction of measures to improve human resources management and institutional capacity of the Public Service with a view to achieving efficiency, effectiveness, professionalism and accountability by public servants; and
- (vi) To direct for harnessing of information and communication technologies, records management and e-governance applications to support transformation of public service management.

## 1.6 Key Policy Strategies

The Public Service Management Policy clarifies the institutional environment in which public service management will be transformed. It pushes for modernisation of the Public service, by introducing new institutions, systems, principles and practices to promote professionalism, meritocracy, accountability and ethical conduct in the service.

## 1.7 Key Policy Instruments

The key policy instruments for improved public service management will include:

- (i) A new public service institutional and legislative framework, comprising initially a Public Service Act, and ultimately some constitutional amendments;
- (ii) A code of conduct aligned to a shared vision and management principles;
- (iii) Principles and instruments to enhance accountability by public service managers for use of resources and results achieved, in terms of service delivery and contribution to socio-economic development and poverty reduction;
- (iv) Principles, rules and procedures for improved human resources management; and
- (v) Principles to underscore the imperative to harness information and communication technologies for improved public service management and service delivery.

## 2 Public Service Vision, Mission, Values and Management Principles

The vision, mission, core values and principles to inspire and guide the transformation of the public service to efficient and effective machinery for the government to apply in the pursuit of the goals of Vision 2020 and the MKUZA are outlined below.

### 2.1 Vision of the Zanzibar Public Service

The Zanzibar Public Service is a national institution of excellence that plays a decisive role in achieving sustained development and reduction of poverty.

### 2.2 Mission of the Zanzibar Public Service

To deliver quality services to the public of Zanzibar in an efficient and effective manner with the highest standard of courtesy and integrity.

### 2.3 Core Values

- Pursuit of excellence in service
- Loyalty to government
- Diligence to duty
- Impartiality in rendering service
- Discipline and ethical conduct with high degree of integrity
- Courtesy to all
- Respect for the law
- Proper use of official information
- Employment decisions are made without patronage, favouritism or political influence

### 2.4 Management Principles

Consistent with the above vision and mission, the Zanzibar Public Service will be guided by the following management principles:

- **Results Oriented:** Public service organizations will be expected to focus on achieving results in terms of specific outputs and outcomes which have a bearing on improvement of service delivery and reduction of poverty to the citizenry. This will also involve instituting systems and mechanisms to continually monitor and evaluate performance;
- **Client Focus:** The goal and operation of public service organizations will focus on meeting the needs of beneficiaries of its services (clients);
- **Participatory Orientation:** Public service organizations will strive to seek the

participation of the citizenry in formulating policies, development programs and implementation strategies;

- **Value for Money:** The quest for cost efficiency and effectiveness will prevail throughout the operations of each public service organization; and
- **Decentralization and Pluralism:** In recognition of the importance of sharing governance, development and service delivery functions with other players, particularly local government, and the public service organizations will therefore take measures to empower such organizations.

### 3. Public Service Institutional and legislative Framework

#### 3.1 Issues, Challenges and Constraints

The main legislative and institutional issues, challenges and constraints facing the Zanzibar Public Service today are outlined below.

##### **(i) A limiting and ambiguous institutional and legislative framework**

The institutional and legislative frameworks supporting Public Service governance are limiting. The Constitution of Zanzibar only mentions the Office of the Chief Secretary as the Secretary of the Revolutionary Council and the Civil Service Commission. Apart from the Civil Service Commission Act, No. 14 of 1986, which provides for the creation and functioning of the CSC, there is no legislation to elaborate on the roles, functions, mandates and accountabilities of the key state institutions that govern the Public Service. Such a situation leads to weak administrative leadership and co-ordination of the public service characterized by overlaps in roles, functions and mandates among various government agencies.

##### **(ii) There is no clarity about appointing authorities**

Besides the President, whose constitutional powers are broad and clear, there is an absence of clearly laid out policy guidelines, in terms of appointments in the public service. Lack of clarity on appointment authorities may lead to delays in appointments. On the other hand some authorities may take advantage of the vacuum and assume executive roles and functions in their respective MDAs.

##### **(iii) There are neither guidelines nor a central professional authority in place to guide and control changes in structures and establishment of public organisations**

At present, there are no guidelines or criteria to establish or define the structures of Government and other public institutions. Constitutionally, the President has the mandate to create any MDA, however in the absence of guidelines, the President may be advised to make changes in structures and establishment of public organisations, which may result in duplication of roles and functions, while not taking into due consideration the budgetary implications.

#### 3.2 Policy Statement

In addressing the above challenges:

The Government through the Public Service Management Policy will guide the future development of the institutional and legislative framework for governance of public sector. The expanse of the institutional and legislative framework will also clarify issues of (i), appointing authorities, (ii) establishment of public organizations and their structures, (iii) definition of government processes, chain of command, accountability procedures, records keeping and communication channels.

### 3.3 Policy Objectives

- (i) To adopt the wider concept of Public Service for more effective management of and co-ordination of Government policies;
- (ii) To clarify what organisations and employees in the public sector fall under the definition of the "Public Service";
- (iii) To clarify the apolitical status of the Public Service in a democratic dispensation - Loyal and committed to serve the "Government of the Day";
- (iv) To clarify the delineation of roles, functions and mandates among the key Government institution, including: central government entities, agencies, local governments, parastatals, etc;
- (v) To clarify the division of roles and mandates between Ministers and Principal Secretaries;
- (vi) To clarify, if appropriate the role, functions and mandate of an all encompassing and "Public Service Commission" that will be constitutionally autonomous serve all arms of RGoZ forces;
- (vii) To specify the relationships, accountabilities and authorities among the key Government institutions – especially the offices of the Head of Public Service, the Public Service Commission, Presidency and the Revolutionary Council,
- (viii) To articulate the role, functions and mandate of the Public Service, and its governance arrangements; and
- (ix) To elaborate on the roles, functions and mandates of the Office of the Head of Public Service.

### 3.4 Policy Strategy

The strategies to achieve the above policy objectives are:

- (i) Promulgation of a new institutional framework for public service management; and
- (ii) A new legislative framework that clearly defines the public service and also provides for a more enabling institutional framework for co-ordinated and effective management of the public service.

#### 3.4.1 A new institutional framework for Public Service Management

The purpose of the proposed institutional framework is to enable the transformation of the management of the Zanzibar Public Service so that it can play its rightful role in the national pursuit of the goals of Vision 2020 and MKUZA. The key features of the proposed institutional framework should enable the realisation of:

**(a) A constitutionally established public service commission**

The Public Service Commission will be an autonomous body established under the Constitution of Zanzibar as an apex body of all the service commissions. The main roles, functions and mandate of the Public Service Commission (PSC) will be:

- (i) to give advice and to make recommendations to the President in the making of appointments to the specified public offices, in the removal of persons from such offices and in the exercise of disciplinary control over public officers;
- (ii) to regularly recommend to the President the establishment of new structures and offices in the Public Service;
- (iii) to regulate pay (salary and benefits) across all non-commercial public sector organisations. In other words, to ensure equity, fairness and harmony in structures, staff grading and terms and conditions of employment and retirement benefits among all public sector organisations, except commercial and profit-making Government owned and/or controlled enterprises;
- (iv) to promulgate rules, regulations, processes and procedures that will guide all public service organisations in ensuring adherence to merit, principles, impartiality, fairness, justice and freedom from discrimination, patronage or favouritism in the recruitment, grading, compensation, promotions, training and other staff development and enforcement of discipline;
- (v) to maintain a "Seniority List" of public service employees eligible for appointment to constitutional and political offices, and to regularly submit an up dated version of the Seniority List to the President for use, at his discretion;
- (vi) to regularly inspect and audit human resources management practices by every public service organisation with a view to assuring compliance with the laid down law, rules, regulations, processes and procedures; and
- (vii) to act as an "Appeals Board" for aggrieved civil servants and to ensure that disciplinary action against public service officers is prompt, fair and effective.
- (viii) to regularly make recommendations to the Office of Public Service Management on the policies, systems, standards, regulations, procedures and formats for recruitment and appointments, and on the appropriate changes of employment benefits in the Public Service;

The Public Service Commission will comprise of six executive members who shall be nominated by the President. The President will appoint one of the duly nominated members of the PSC to be Chairman of the Commission. The tenure as a member of the PSC will be full-time and for a term of three years. The tenure may be extended by due nomination for no more than one other term of three years.

Only Zanzibaris, who have had at least 20 years professional work experience following graduation from a duly accredited university, will qualify to be appointed members of the PSC. Members of the commission will not hold any political office.

As provided in the Constitution and enabling legislation (Public Service Act) a member of the Public Service Commission may be removed from office, for inability to discharge the functions of his/her office or for misbehaviour by the President of Zanzibar.

A public service officer at the rank of Principal Secretary will be appointed by the President to serve as secretary to the Commission. The Head of the Public Service or his/her nominee will be an ex-officio member of the PSC, with the mandate to offer information and advice to the Commission.

### **(b) Service Boards**

The following Service Boards will be established:

- (i) Civil Service Board;
- (ii) Judiciary Service Board;
- (iii) Parliamentary/House of Representative Service Board;
- (iv) Special Departments Service Commission; and
- (v) Any other Service Board established by the Presidency in respect of service specified in the establishment order.

A Service Board shall be responsible for:

- (i) Recommending to PSC approval of qualification and number of persons to be employed in respective institutions falling under its jurisdiction;
- (ii) Selection and recruitment process in accordance with general guidelines issued by the PSC;
- (iii) Approving scheme of service for institutions under its jurisdiction and where no scheme exists it shall direct relevant authority to develop such scheme;
- (iv) Approving promotion of employees in accordance with the scheme of service;
- (v) Approving extended services up to two years for public servants who have reached retirement age and whose services are deemed to be indispensable;
- (vi) Ensuring that public service principles, values and codes of conduct are observed; and
- (vii) Dealing with any matter within its jurisdiction referred to it by the Minister, the Chief Secretary/Head of the Public Service or Head of Institution for determination or direction.

### **(c) The Role of the President of Zanzibar in Appointing Specified Officers**

The President is constitutionally mandated to oversee and co-ordinate public sector management. Accordingly, all chief executives of public sector organisations are accountable to the President for proper use of resources and delivery of services to the public of Zanzibar. Nonetheless, in the new public service management institutional framework, the President's direct appointees to the Public Service will include:

- (i) Chief Secretary/Secretary to Revolutionary Council/Head of Public Service;
- (ii) Principal Secretaries;
- (iii) Clerk to the House of Representatives;
- (iv) Registrar of the High Court;
- (v) Deputy Principal Secretaries;
- (vi) Regional Commissioners;
- (vii) District Commissioners;
- (viii) Chief Executives of all state organs;
- (ix) Heads of Departments and Commissioners; and
- (x) Other Public Service Executives determined or provided for by any other written law.

As provided for in the Constitution, all public servants, other than those holding constitutional offices, serve the Government at the pleasure of the President.

**(d) The Oversight Role of Ministers in Management of Ministries, Departments and Agencies**

Ministers have the mandate to oversee all aspects of management in the ministries, departments and agencies falling under their portfolio. Specifically, the ministers will:

- (i) Provide policy and strategic direction in the roles and functions of the Office, departments and agencies (MDAs);
- (ii) Ensure that the policies, strategies, programmes and projects of the MDAs are consistent with the election manifesto of the ruling party and decisions of the Revolutionary Council; and
- (iii) Supervise the performance of the Principal Secretary and other chief executives of departments and agencies falling under their portfolio.

The Ministers will however not engage in non-policy and non-strategic decision-making in the MDAs. In other words, the Ministers will give a free hand for Principal Secretaries and Chief executives of MDAs to manage the routine functions and operations. Nonetheless, the Principal Secretaries and chief executives have the responsibility and obligations to regularly report and present account of their performance and results of operations of the MDAs to their Ministers.

The Principal Secretaries and chief executives will provide Ministers with policy and strategy advice on matters concerning MDAs portfolio. They may not provide the ministers with political advice.

### **(e) The Executive Role of the Chief Secretary as the Head of Public Service**

The Chief Secretary is the chief administrative assistant and adviser to the President. The holder of office of the Chief Secretary also serves as the Secretary to the Revolutionary Council and Head of the Public Service. It is so provided in the constitution.

Therefore, the responsibility and mandate for the overall management of Public Service is vested in the Chief Secretary as Head of the Public Service. The Chief Secretary also exercises oversight, supervisory and co-ordination functions vis-a-vis all Principal Secretaries and other chief executives of MDAs. In those roles, furthermore, the Chief Secretary supports the President in the overall co-ordination of public sector agencies. He/she is directly accountable to the President for the efficient and effective discharge of the role and functions entailed.

### **(f) Establishment of the Office of Public Service Management (PSM)**

An Office of Public Service Management (PSM) will be established to take over the current role and functions of the Civil Service Department and assume broader roles, functions and mandate in overseeing and coordinating public service management. Specific role and functions of the PSM will include:

- (i) To guide, train and support the management of MDAs in quality management of human resources;
- (ii) To spearhead, guide and facilitate the implementation of information and communication technologies (ICT) and e-governance solutions across the Public Service;
- (iii) To coordinate Public Service Management;
- (iv) To develop, promulgate and ensure implementation of standards of systems, processes and procedures of management and performance by all public service organisations and staff;
- (v) To define, promulgate and ensure compliance with standards of work place environment, facilities and equipment for use by MDAs;
- (vi) To support the Head of Public Service in upholding values, ethics, conduct, discipline and performance of public service organisations;
- (vii) To validate and recommend to the PSC, proposals for changes and structure and establishment by MDAs; and
- (viii) To approve, after consultation and formal endorsement by the Office responsible for Finance, for increases in the number of established posts, and the filling of such posts as requested by every MDA.

### **(g) Inter Ministerial Committee (IMTC)**

An Inter- Ministerial Committee of Principal Secretaries chaired by the Chief Secretary will perform the following roles and functions:

- (i) Technical arm of the Revolutionary Council in providing technical advice and guidance on all matters related to government operations;
- (ii) To review all government policies, development strategies, programs and other strategic documents and advise the government accordingly;
- (iii) To advise the Chief Secretary/ Head of the Public Service on solutions to all problems, issues and challenges concerning the management of the Public Service

### **(h) The Role and Mandate of Principal Secretaries and Chief Executives**

Principal Secretaries and Chief Executives of respective ministries, departments and agencies (MDAs) are Chief Executives of their respective MDAs and responsible for:

- (i) Exercising oversight and supervision of the implementation of policies, strategies and programs in their respective MDAs;
- (ii) Ensuring proper management of public funds;
- (iii) Working closely with the office of Public Service Management and Service Boards in managing recruitment, promotions and other human resource management functions In their respective MDAs; and
- (iv) Proposing new structures and positions to the Public Service Commission;
- (v) Strict observance of Public Service values and management principles, and the rules and procedures promulgated by the office of Public Service Management.

The Principal Secretaries and Chief Executives of MDAs will establish staff management committees, comprising of, at least, all heads of departments in their respective agencies, to support them in making meritocratic, fair, just and transparent decisions in human resources management. In any case, any process that is not consistent with the guidelines promulgated by the PSC, will be subject to review.

#### **3.4.2 A legislative framework for Public Service Management**

The legislative framework for public service management will be replaced by a Public Service Act, which will:

- (i) clarify the new institutional framework for public service leadership and management, including: the roles of the President, Ministers, the Chief Secretary/Head of Public Service, and Principal Secretaries and Chief Executives of Public Service Organisations; and the division of the role,

functions and mandates between Ministers and Principal Secretaries in Public Service Management;

- (ii) Introduce flexibility in public management for more efficient and effective public service delivery, through: decentralisation by both devolution and delegation of roles and functions by MDAs to local governments, establishment of quasi-autonomous agencies under ministries, and enabling public-private collaboration in discharge of public service roles and functions;
- (iii) Provide a legal basis for Code of Values, Ethics and Good Conduct to be promulgated for all public employees. It makes clear that both the values and the code are enforceable through disciplinary measures;
- (iv) Safeguard meritocratic principles of appointments and deployment of public servants;
- (v) Provide for equity and diversity in appointments in the Public Service;
- (vi) Provide for managing for results and accountability;
- (vii) Provide for e-Governance, and in particular the use of electronic information recording in public service management;
- (viii) Provide for enforcement of discipline of the Public Service;
- (ix) Provide for resolution of grievances by public servants; and
- (x) Provide for whistle-blowing and the protection of whistleblowers.

## **4. Performance Standards and Accountability**

### **4.1 Issues, Challenges and Constraints**

The shift towards result orientation underscores the importance of performance standards and accountability mechanisms. However at present the Zanzibar public service lacks:

#### **(i) Performance Standards**

Absence of well established performance standards contributes to poor performance in the public service.

#### **(ii) Accountability Frameworks**

Lack of appropriate accountability mechanism does not motivate both institutions and individuals to account for resources and results.

#### **(iii) Monitoring and Evaluation**

Absence of M&E frameworks constrains the ability to appraise the performance of both institutions and public servants in terms of their efficiency and effectiveness in service delivery as well as their ability to attain the objectives of organisational and individual strategic and annual plans.

### **4.2 Policy Statement**

In addressing the absence of the above;

The Government will install performance management systems and tools to enhance accountability in government operations and service delivery in all public service institutions. Results oriented management and accountability shall be emphasized.

### **4.3 Policy Objectives**

The policy objectives are:

- (i) To achieve a shift from bureaucratic administration to results oriented management;
- (ii) To align public service management practices with the Government's long term, medium term and annual planning and budget processes;
- (iii) To ensure the accountability of Public Service managers at both organisational (MDA) level and departmental level within each organisation; and

- (iv) To ensure monitoring and evaluation of performance by Public Service organisations and their departments.

#### **4.4 Policy Strategy**

In pursuit of change to managing for results and accountability, the following measures will be introduced in Public Service Management:

##### **(i) Long Term National Strategic Planning, Monitoring and Evaluation**

The Planning Commission will play the role of socio economic development think tank of the Government. The commission will inter alia:

- a) Undertake or commission research and strategic analysis to inform long term strategies and policies for timely and effective realisation of the goals of Zanzibar Vision 2020, and national development plans;
- b) Develop, with the participation of all MDAs, a long term national strategic plan, as well as appropriate sector plans and policies to guide the pursuit of Vision 2020, and national development plans;
- c) Support the Ministry responsible for national planning and other MDAs in the updating and/or development of national development plans; and
- d) Develop and implement an effective system for monitoring and evaluating the outcomes and impact of the implementation of national development plans, and to report on the same to the President on an annual basis.

##### **(ii) Guidelines and Manuals for Results Oriented Management and Accountability**

The office of Public Service Management (PSM) will provide technical support and guidance to MDAs as well as develop and promulgate guidelines and manuals for results oriented management and accountability. It will also lead, guide and oversee the change management process in the public service.

##### **(iii) Medium Term Strategic Planning and Budgeting**

Every public service organisation will annually prepare a Rolling (Three-Year) Medium Term Strategic Plan and Budget (MTSPB). The strategic objectives and targets in the MTSPB will be derived from the MKUZA and/or any other relevant national development plan, and the sector strategy/plan in which the individual public service organisation is located. The MTSPB will clearly state the target outputs and outcomes of the public service organisation for the next three years and anticipated impact.

##### **(iv) Annual Planning and Budgeting**

Every public service organisation will develop an Annual Plan and Budget (APB) which will cover all aspects of its operations. The APB will be prepared consistent with the RGoZ annual budget cycle. It will be based on the MTSPB and the "statement of clients' service standards" to which the organisation has committed.

#### **(v) Clients' Service Charters**

Every public service organisation will prepare and publish a Clients' Service Charter which will commit the organisation to specific minimum standards of quality and quantities of service delivery. It will also guide the public on how and where to complain when those standards are not met.

#### **(vi) Individual Annual Performance Targets**

Every public service employee who is at supervisory and executive grades will prepare and agree with their immediate subordinates and departmental heads on their personal annual performance targets which are consistent with the departmental annual plan and budget) and the organisation's clients charter. The performance targets will be the basis of the annual performance appraisal of every staff in MDAs.

#### **(vii) Monitoring and Evaluation of Operations of Public Service Organisations**

Every public service organisation will develop and operate a monitoring and evaluation (M&E) system, which will continuously track the outputs and, where applicable, the outcomes and impact of its operations. The PSM will issue guidelines and support the public service organisations in the development of the M&E systems.

Every public service organisation will prepare an annual monitoring and evaluation report, which will be integrated into the Annual Statement of Accountability for Resources and Results (ASARR).

#### **(viii) Value for Money in Use of Public Resources**

The management of every public service organisation (Principal Secretary/Chief Executive and their senior officers) will endeavour to achieve value for money in the use of public resources. To this end, they will comply with directives and guidelines from the Office of Finance and Economic Affairs (MOFEA) and/or the PSM on policies, processes, procedures and controls that will enhance attainment of value for money in public service management operations.

#### **(ix) Annual Statement of Accountability for Resources and Results (ASARR)**

No later than 90 days following the end of each fiscal year of the RGoZ, every public service organisation, its departments and individual employees will prepare an annual statement of accountability for resources and results (ASARR). The Principal Secretary or other Chief Executive of an MDA will be responsible for the quality and timeliness of preparation of the ASARR.

The specific format for the ASARR will be provided by the PSM in collaboration with MoFEA. In preparing the ASARR, reference will be made to the MDAs annual plans and budgets as well performance targets set for the respective fiscal year. The ASARR will provide a summary of:

- a) Key policies and strategies pursued by MDA during the year;

- b) Annual target results (outputs and outcomes) agreed at the beginning of the fiscal year;
- c) Facilities, funds and staff time made available to implement and pursue annual plans and targets; and
- d) Concrete results (outputs and possibly outcomes) delivered by the individual or the organisation.

The Principal Secretary or chief executive will submit the ASARR to the Minister responsible for their MDA and copies of the same to the Chief Secretary/Head of the Public Service, the Principal Secretary/Paymaster General MOFEA and the Principal Secretary/Office of Public Service Management. The Minister and Chief Secretary will separately present the ASARR accompanied by their comments on the same to the President.

## 5 Public Service Pay System

### 5.1 Issues, Challenges and Constraints

Pay remains a major challenge that undermines the capacity of the government to attract and retain qualified personnel especially at technical, professional and managerial levels. The main issues include:

- (i) **Comparatively low compensation:** Compensation levels in the Zanzibar public service are low in both comparative and absolute terms. Zanzibar public servants generally earn less than their occupational counter-parts in the region.
- (ii) **Inequity in compensation among public servants:** The demoralisation from low pay is exacerbated by inequities in compensation levels among various cadres of public servants, and even among staff in the same grade within the same employer-organisation.
- (iii) **Pay structure inefficient and inequitable:** The current pay structure has evolved over the years; and inefficiencies, opaqueness and inequities have crept in. There is therefore a need for rationalising and streamlining the pay structure.
- (iv) **The burden to pay:** While the government intends to increase the pay levels to match the increasing cost of living in Zanzibar, it is constrained by its limited ability due to the size of the wage bill in relation to government's revenue.

### 5.2 Policy Statement

Aware of the remuneration challenges in the Public service:

The Revolutionary Government of Zanzibar is committed to ensuring that it reviews the existing pay structures so as to remove discrepancies and inequality. With regard to pay levels, the Government will in a phased manner implement a pay policy aimed at motivating and attracting a technically competent labour force.

### 5.3 Policy Objectives

- (i) To achieve a Public Service pay level consistent with enabling Government to recruit, retain and motivate adequate numbers of appropriately qualified and experienced public servants, especially in the technical, professional and executive grades;
- (ii) To ensure transparency, fairness and equity of compensation and retirement benefits across public service organisations; and
- (iii) To ensure parity in compensation among employees with similar responsibilities, functions, competencies and qualifications.

## 5.4 Policy Strategies

### (i) Medium to Long Term Pay Policy and Strategy

To address Public Service pay (including non-salary benefits) issues on an effective and sustainable basis, a comprehensive medium to long term policy and strategy will be developed, consistent with the policy objectives stated above.

### (ii) Regulation of Pay in the Public Service

The Public Service Commission (PSC) will regulate pay and related benefits systems for all public service organisations. In particular, the PSC will ensure transparency, fairness and equity of compensation across public service organisations. It will also ensure parity in compensation among employees with similar responsibilities, functions, competencies and qualifications.

The PSC will commission regular job evaluation and re-grading exercises for individual or several public service organisations. These exercises will be performed with professional objective, integrity and competence. In carrying out the exercise, furthermore, the PSC will consult with MOFEA and PSM so that it can be advised on affordability and feasibility of implementation.

### (iii) Collective Bargaining with Representatives of Public Service Employees

The level of compensation, together with other terms and conditions of employment of employees of the Public Service who are members of workers' unions or other representative associations will be determined by collective bargaining between representatives of employees and relevant government authority

### (iv) Administration of the Public Service Pay System

The Chief Secretary/Head of Public Service will direct the office of Public Service Management to administer the public service pay system approved by the President.

Pay adjustments shall be effected after due consultations with MOFEA in order to ensure that a budgetary allocation is in place to meet the costs of the adjustments.

Annual pay adjustments for employees will be subject to satisfactory performance appraisal of the employees, which will be based on evaluation against their respective Personal Annual Performance Targets.

### (v) Review of Gratuity and Retirement Benefits

The PSM in collaboration with MoFEA will review gratuity and pension schemes after every 5 years

## 6 Human Resource Management

### 6.1. Issues, Challenges and Constraints

The Public Service is confronted with shortcomings and challenges with regard to undertaking human resource management functions in terms of planning, recruitment, promotion and deployment, as well as training and development. The main issues include:

**(i) Non adherence to meritocratic principles in recruitment and appointments:**

Recruitment and appointments are not necessarily based on merit thus creating room for in-competencies, favouritism, nepotism or even political influence. Lacks of competency framework further exacerbate capacity weaknesses in the public service.

**(ii) Absence of clear job descriptions, scheme of service and career paths:**

Lack of clear job descriptions, career paths, schemes of service and effective human resource management.

**(iii) Unsystematic human resources planning, deployment and staff development:**

Lack of systematic human resources planning and development as well as focusing on the supply side tends to result in excessive employment of unskilled and semi-skilled personnel; inefficient deployment of the available personnel; ad-hoc training of public servants.

**(iv) Non observance of professionalism:**

There is a need to institutionalise professional ethos, integrity, performance standards and accountability culture.

**(v) Limited decentralisation and delegation of roles and mandates:**

In absence of a clear legislative framework or clear institutional policy to encourage and facilitate, there is minimal decentralization and delegations of roles and mandates.

**(vi) Weak disciplinary system and practices:**

Low morale and indiscipline is prevalent in the public service mainly due to weak disciplinary systems, low compensation and poor incentives, as well as the non enforcement of discipline.

**(vii) Absence of performance management system:**

At present, Zanzibar Public Service does not have even a rudimentary performance management system. There is no formal staff performance

appraisal. Thus, neither the employer (Government/MDA) nor the individual public service employee has an objective basis to assess performance.

**(viii) Poor work environment:**

Working environment is in a deplorable condition. Office accommodation is not adequate and most of them are below standard with some being dilapidated and lacking facilities for provision of public services. There is also a shortage of office furniture, tools and equipment.

## **6.2. Policy Statement**

In addressing the challenges of human resources management:

The Government will put in place appropriate institutional arrangements, systems and tools that will enable the public service to have optimal and adequate staffing levels. Meritocratic principles will be applied in recruitment, appraisal and promotion of public servants and staff development systematized in order to maintain competent, efficient and motivated human capacity.

## **6.3. Policy objectives**

- (i) To achieve efficient and effective management of public service human resources;
- (ii) To ensure discipline among public servants;
- (iii) To regularly appraise staff for performance as a basis for promotions and pay adjustments; and
- (iv) To improve integrity and ethical conduct of Public Servants.

## **6.4. Policy Strategies**

### **(i) Human Resource Planning**

Strategic planning for acquisition, deployment and utilisation of human resources in the public service, is necessary to ensure that future human resource requirements are reliably estimated, procured, deployed and utilised efficiently. Accordingly, every Public Service organisation will be required to prepare a rolling three-year (medium term) and an annual human resource plan, consistent with its medium term strategic objectives.

An assessment of future human resource requirements shall be made on the basis of future levels of public service delivery that the MDA has planned to achieve, the skills and competencies required to achieve that level of service delivery, and on the basis of considering potential more cost-effective options for service delivery, especially given budgetary constraints and opportunities arising from new technologies. The human resource plan will be casted and

integrated into the MDA's Medium Term Expenditure Framework (MTEF) and annual budget estimates.

The MoFEA in collaboration with PSM will provide MDAs technical support in HR planning and will ensure consistency of the HR plans with the projections for the wage bill envelope and the Government's long-term goals as set out in the MKUZA.

#### **(ii) Recruitment and Appointments into the Public Service**

Recruitment and Appointments into the Public Service will be guided by meritocratic principles, impartiality, fairness and justice. Responsibility for recruitment and other appointments will rest with the respective MDA where the vacancy occurs, but must be undertaken through procedures as prescribed by legislation, regulations and procedures issued by the Public Service Commission. The accent of the legislation and regulations is on ensuring adherence to meritocratic principles, impartiality, fairness, justice and freedom from discrimination, patronage or favouritism.

The entire recruitment process is subject to oversight and audit by the Public Service Commission (PSC). Furthermore, any recruitment or appointment into an office in the Public Service where the best technically qualified person is not selected because of concerns for diversity, including ensuring the national character of the Public Service, will be specifically reported to the PSC, within a timeframe to be advised by the PSC.

#### **(iii) Restrictions of Entry into the Public Service**

Employment into the Public Service on pensionable terms shall only be open to Zanzibaris. Foreign nationals may only be considered for positions in the Zanzibar Public Service if there is no suitably qualified Tanzanian citizen. They can be engaged only on fixed-term contracts for a period not exceeding three years, and only with the express authority of the Head of the Public Service.

#### **(iv) Terms and Conditions of Employment**

All Public Service employees shall have a written contract of employment with terms and conditions in accordance with relevant laws and regulations. Contracts of employment shall be either:

- a) Permanent and pensionable terms; or
- b) Fixed term contracts, which shall be used to: provide urgently required skills which are in short supply; undertake tasks which are of limited duration; and to bring in people with fresh skills and talents from outside the Public Service.

New entrants to the Public Service, including those on fixed-term contracts, shall be required to complete a period of probation. The purpose of probation is to assess suitability of the employee as well as competence to do the job. The period of probation will vary, depending on the level and complexity of the job, but may not be less than three months or longer than 12 months.

Employment contracts after the retirement age will be restricted. However a public servant who has reached retirement age and whose services are deemed indispensable may be granted extended services upon approval of the Public Service Commission.

#### **(v) Deployment of Public Service Employees**

Individual Public Service organisations are responsible for deploying the human resources under their establishment as they may deem necessary for efficient, effective, fair and equitable delivery of public services. Public servants will be directed to deploy to new job positions at sole discretion of the chief executive of their employer organisation, who shall ensure that there is reasonable notice of redeployment, and there is no unwarranted deterioration in working conditions or employment benefits.

Public servants may also seek re-deployment within their parent organisation or to another Public Service organisation in order to either develop their skills and experience or advance their own careers. Such requests will be carefully considered by the management on a case by case basis, and where public service delivery would not be disrupted, they should not be unreasonably refused.

#### **(vi) Promotions**

In order to clarify career paths and the minimum conditions for promotion to successive job grades:

- a) Scheme of services will be developed and published by the office of Public Service Management for every category of cadre of employees in the public service; and
- b) The PSC will maintain and publish annually a seniority list for each scheme of service.

Promotions in the Public Service will primarily be guided by proper administration of schemes of service and seniority list. Promotions based on schemes of service will require that a proper seniority list is maintained by the MDA. Subject to the application of scheme of service and seniority list criteria, the principles stipulated to guide recruitment shall apply to promotions. Accordingly:

- a) An opportunity for promotion shall only arise when a vacant position in the approved establishment has been allocated a budget and filling of vacancy is approved by the office of Public Service Management (PSM);
- b) Where the vacant post is not to be filled through promotion of an employee already in scheme of service then an open competitive selection process will apply;
- c) The selection of the person to fill vacancy on promotion shall be characterised by adherence to merit principles, impartiality, fairness and transparency, and freedom from favouritism;
- d) The record of results of an employee's performance appraisal since previous appointment will guide the determination of the merit between applicants for promotion who are in comparable positions in the Public Service; and

- e) The Principal Secretary or chief executive of the MDA will be responsible for ensuring proper conduct of the promotion process and the ultimate decision by following the guidelines issued by the PSC, which may inspect and/or audit the process at any time.

#### **(vii) Performance Appraisal**

Every organisation within the Public Service is required to operate a performance appraisal system for all its employees, in the format to be prescribed by the Office of Public Service Management. The PSM will provide technical support and guidance to all MDAs to operationalize the appraisal system. The results of annual appraisal of every employee will then be filed with the Public Service Commission.

#### **(viii) Staff Development**

As a minimum, every newly recruited Public Service employee will receive a month of induction training, to familiarize them with the job specifications and their new work environment. It is the responsibility of the heads of departments to ensure that this requirement will be met.

Every employee shall have a personal development and training plan, which will be captured in the Personal Annual Performance Targets and will be agreed annually during the performance appraisal process. The individual plans will be aggregated into departmental plans and ultimately to organisation-wide staff development and training plans, following moderation by departmental heads in line with the staff development and training budget. It is a joint responsibility of the employer and the employee to ensure implementation of the agreed staff development and training programme.

#### **(ix) Public Service Code of Conduct**

The Office of Public Service Management will develop and present to the Head of Public Service a Public Service Code of Conduct to be presented to the Revolutionary Council for approval. Every employee in the public service shall be bound to observe the public service code of conduct and the professional or trade code of conduct made specifically for a particular profession or trade. The Head of Public Service will promulgate and publicise and ensure awareness of the Code among all public service employees.

#### **(x) Administration of Discipline**

Any breach of the the Public Service Code of Conduct constitutes a disciplinary offence. Regardless, any of the following shall definitely constitute a disciplinary offence:

- a) Discrimination against or harassment of public servant or member of the public on grounds of gender, race, language, religion, political opinion, national, ethnic or social origin or association, disability, family status, or age;
- b) Neglect of duty or unauthorized absence from work;
- c) Failure to obey a legitimate and reasonable instruction;

- d) Fraud, theft, taking or making bribes or inducements;
- e) Failure to declare or making a false declaration in relation to conflict of interest;
- f) Violent, threatening or abusive behaviour or language at the work place or in public place; and
- g) Behaviour outside the workplace that is incompatible with status as a public servant and which may bring the Public Service into disrepute.

Penalties for indiscipline by an employee will vary according to the severity of the case, and may include: oral warning; written warning; withholding of salary increases; demotion; a promotion ban; or in extreme cases, dismissal. Individual Public Service organisations will be responsible for investigating and dealing with disciplinary offences committed by their employees in accordance with objective and transparent procedures as prescribed by regulations and guidelines to be issued by the PSC.

Discipline in the public service will be administered by the respective disciplinary authorities, which shall impose such penalties and sanctions prescribed under the relevant provisions of the Public Service Act. Public servants will have a right of appeal to the PSC if they are of the view that the disciplinary authority has failed to investigate the alleged offence properly; or that the penalty awarded was disproportionate to the offence.

Public Service officers who fail to discipline officers under their supervision or management will be guilty of neglect of duty, and they will be subject of disciplinary procedure from the officer(s) to whom they are accountable.

#### **(viii) Provision for Whistle-Blowing and Protection of Whistle-Blowers in the Public Service**

The Public Service Act will provide for:

- (i) A public servant to whistle-blow on those in breach of public service rules and regulations, values, ethics and code of good conduct; and
- (ii) Protection of the whistle-blowers.

#### **(ix) Work Environment**

It is the overall responsibility of the Principal Secretary/Chief Executive to ensure that an enabling work environment exists for every public service employee in their organisation. In turn, the Principal Secretary/Chief Executive will delegate the responsibility to heads of departments and service delivery units, and hold them accountable for the same. As a minimum, every responsible officer will ensure the health and cleanliness of every work place under their jurisdiction, and the availability of the basic tools and facilities to enable employees to perform their roles and function.

The Office of Public Service Management will be responsible for guiding as well as demanding performance of public service organisations on maintenance of enabling work environment.

Therefore, the Office can at any time, and without prior notice, inspect the premises of any public service organisation. The PSM will submit the results of such inspection to the Head of Public Service and despatch a copy of the same to the Public Service Commission.

## 7 Management Information Systems

### 7.1 Issues, Challenges and Constraints

The main issues concerning management information systems in the public service include:

- (i) **Inefficient and ineffective records management systems:** Government decisions rely on, among other things, accurate information that can be retrieved easily and in a timely manner. However the management of public records is yet to reach desirable standards for managing information and records in public institutions.
- (ii) **Absence of Institutional and legal framework for operations of ICT in the government:** Modern information and communication technologies (ICTs) are creating new opportunities for improving public service delivery, management of public resources, and accountability. However due to the absence of supporting policy and inadequate institutional and human ICT capacities RGoZ is yet to embrace and deploy ICT in undertaking its functions.

### 7.2 Policy Statement

In addressing the above challenges:

The Government will put in place improved systems, procedures and capacities for records management in the public service and promote the use of ICT in government operations as well as service delivery

### 7.3 Policy Objectives

The policy objectives are:

- (i) To improve the management of records and archives to support government operations and service delivery; and
- (ii) To develop an enabling environment for application of ICT and e-governance solutions in government operations and public service delivery;

## **7.4. Policy Strategies**

### **(i) Institutional and Legal Framework for Records Management**

The government will put in place a coherent institutional and legal framework for management of records in the public service. Sustainable systems and requisite capacities will also be installed that will enable public institutions to manage records efficiently and effectively.

### **(ii) ICT Policy and Legal Framework**

ICT policy and guidelines will guide the use of ICT in government business. MDAs will be encouraged and supported to enhance institutional and HR capacity to enable them deploy ICT in support of government functions.

### **(iii) ICT Strategies**

All public institutions will be required to review their business processes and formulate strategies and road maps for effectively deploying ICT in undertaking their functions.

## 8 Monitoring and Evaluation

Monitoring and evaluation (M & E) are important aspects of policy implementation in order to track progress and impact of policy implementation against the set targets and policy objectives.

Accordingly monitoring and evaluation framework will be designed and indicators established to facilitate systematic monitoring and assessment of policy implementation over time. A plan of action will also be developed to set timeframes and identify responsibilities to ensure accountability for results.

All MDAs will be required to submit quarterly and annual policy implementation reports to the PSM/ IMTC who has the overall responsibility of monitoring and evaluation of the public service management policy. The Office of Public Service Management shall review the policy after every 3 years based on the analysis of M&E reports submitted by MDAs.

M & E process will be guided by:

- (i) Adherence to the plan of action in terms of timeframe, targets, benchmarks, and attainment of objectives;
- (ii) Performance of various actors in fulfilling their mandates, executing their roles and responsibilities; and
- (iii) The extent to which the policy and respective strategies impact on the efficiency, cost effectiveness, quality and standards of public service and ultimately transformation of the public service.

## ANNEX I

### PLAN OF ACTION FOR IMPLEMENTATION OF PUBLIC SERVICE MANAGEMENT POLICY

S/N	POLICY STRATEGY/ACTION	TIME FRAMEWORK	RESPONSIBLE
	Public Service Act	By December 2010	CS/PSM+AG
	Public Service Regulations	By June 2011	PSM
	Establishment of Public Service Commission and Service Boards		Office of the President
	Long Term National Strategic Plan	Every 5 years	Planning Commission
	Guidelines and Manuals for Results Oriented Management and Accountability	By June 2012	PSM
	Medium Term Strategic Plans and Budgets	Every 3 years	MDAs
	Annual Plans and Budgets	Annually	MDAs
	Client Service Charters	Every 3 years	MDAs
	Individual Annual Performance Targets	Annually	All MDA staff
	Monitoring and Evaluation Reports	Annually	MDAs
	Annual Statement of Accountability for Resources and Results (ASARR)	1 <sup>st</sup> October, each fiscal year	Principal Secretaries/ Chief Executive Officers of MDAs
	Medium Term Pay Policy and Strategy	Developed by June 2011 and to be reviewed after every 3 years	PSM +MoFEA
	Regulation of Pay in the Public Service	Continuous	Public Service Commission
	Pay Adjustments	Annually	PSM + MoFEA
	Review of Gratuity and Retirement Benefits	Every 5 years	PSM + MoFEA

	Medium Term and Annual Human Resource Plans	Every 3 years and Annually, respectively	MDAs
	Scheme of Services	To be reviewed in every 3 years	PSM
	Performance Appraisal	Annually	MDAs
	Staff Development and Training Plans	Annually	MDAs
	Public Service Code of Conduct	By June 2013	PSM
	Institutional and Legal Framework for Records Management	By June 2012	PSM
	ICT Policy and Legal Framework	By June 2012	PSM
	ICT Strategies	From July 2012	MDAs
	Monitoring and Evaluation of the Public Service Management Policy	Annually	PSM
	Review of the Public Service Management Policy	Every 3 years	PSM