



Palestinian National Authority
Ministry of Planning and Administrative Development

Administrative Development National Strategy
Executive Summary

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1. General Framework

Finalising institution building and continuing development of existing public bodies falls within major priorities set forth by the 13th Government Programme *Palestine: Ending the Occupation, Establishing the State*. Accordingly, public bodies will be enabled to contribute effectively to materialising our national goals by enhancing capacities and completing respective preparations. In parallel, public bodies will continue to make an effort to attain an effective and efficient public sector that delivers best services to citizens and yields a best possible revenue of available financial resources.

In addition to customary government responsibilities for responding to political, economic, social and cultural changes as well as adapting structures and resources of the public sector bodies to cope with challenges emanating from these challenges, the government has assumed deeper and more complicated responsibilities imposed by the peculiar Palestinian situation. The government is still required to develop public sector bodies so that they contribute to bearing responsibility for ending the occupation and establishing an independent Palestinian State that responds to and overcomes grave challenges lying ahead. To this avail, the Palestinian government is committed to build on achievements of previous governments and to establish a responsive, transparent, accountable, effective and efficient public sector.

The 13th Government Programme restricts institution building priorities to five major areas: (i) legal framework; (ii) work regulations and government organisational structures; (iii) utilising IT in government functions; (iv) management of national financial resources; and (v) management of human resources in civil and security sectors. All these areas have been reflected in the programme structure of the Administrative Development National Strategy, which divides reform interventions into the following aspects:

- Public policy management;
- Legal framework and central structures and processes;
- Human resources management; and
- Financial management.

Led by the Ministry of Finance (MoF), the Public Finance Management Strategy covers aspects of financial management. Consequently, public finance management is beyond the scope of the Administrative Development Strategy, which is limited to the first three components mentioned above. However, implementation of many pivotal components of the Administrative Development Strategy necessitates a high-level coordination with MoF. For instance, significant financial reflections are generated by any adjustments introduced to the legal framework of civil service or modifications of government organisational structures. These consequences should be reviewed and examined in depth through a joint activity with MoF.

The scope of the Administrative Development Strategy is also limited to government civil bodies within the Executive. On the other hand, the Local Government Strategy covers the upscaling of local government units and the Security Sector Strategy addresses administrative components of

security and military agencies.¹ Finally, the Justice Sector Strategy describes administrative development mechanisms in place at the Judicial Authority.

In view of the intertwined nature of administrative development, the Strategy will seek to liaise all government activities targeting public sector reform and development. Accordingly, all ministries and government bodies will be stakeholders in this Strategy. In particular, however, the following ministries and government agencies play a focal role in leading and implementing this Strategy:

- Ministry of Planning and Administrative Development (MoPAD);
- MoF;
- Ministry of Justice (MoJ);
- Cabinet Secretariat; and
- General Personnel Council (GPC).

Additionally, government functions should be consolidated by providing expedient facilities, buildings and equipment in order to make available a proper working environment at affordable costs. Within this framework, a government ministries compound is being constructed in Ramallah, thereby reducing operational expenses resulting from hiring buildings and helping citizens save time and effort needed to move from one government office to another to complete their transactions. A similar mechanism can be applied to governorates, whereby all government offices might be relocated to a single site and citizens could receive needed government services in an easier fashion. Furthermore, a gradual application of the E-government Strategy can lead to a more effective and efficient government service delivery. The latter effort is led mainly by the Ministry of Public Works and Housing (MoPWH) and Ministry of Telecommunications and Information Technology (MoTIT).

2. Vision

The government seeks to attain **a public sector that is renowned for integrity, responsiveness and smooth performance through the delivery of high-quality public services to the public at rationalised costs and through an effective and efficient management of national resources.**

To realise this vision, the government will work on the near term towards ensuring the following:

- Building government policies on objective and professional assessments of the society's needs, taking account of equity, competence and proficiency principles as well as capability of cost coverage.
- Constructing a coherent government organisational structure that focuses on major government functions and works in harmony with the private sector and other NGOs that deliver public services.

¹ Apart from the *Law of Civil Service*, the *Law of Service in the Palestinian Security Forces No. (8) of 2005* governs administrative and functional lines of activity at the security establishment.

- Ensuring that civil servants work professionally and impartially in line with an institutional culture that is primarily led by civil service norms and responsiveness to citizens.

3. Situation Analysis

3.1 Public Policy Management

Recently, the government has scored a significant progress in developing the public policy-making and planning mechanisms as well as linking policies and plans to the public budget. This improvement is embodied in the development introduced to the national planning process:

- In 2004, the government published the Mid-term Development Plan 2005-07 to channel external aid delivered by donors.²
- In 2007, the government expanded the scope of the national planning process to include internally and externally funded government activities. The Palestinian Reform and Development Plan (PRDP) 2008-10 explains in detail the national policy agenda as well as congruent recurrent and development expenditures. This was the first time to mark development of a detailed, comprehensive and budget-linked government policy agenda. PRDP was developed in line with budget planning submissions dispatched by financial responsibility centres (i.e. ministries and non-ministerial government bodies) as part of the budgeting process.³
- In 2009, the government launched the Palestinian National Plan (PNP) 2011-13 process. Commenced at 4Q 2009, 23 sector strategies were compiled by national teams, comprising government officials who represented ministries and non-ministerial government bodies, representatives of civil society actors, NGOs and the private sector. This process is ensued by a review and incorporation of all sector strategies within the PNP, ensuring delineation of policy priorities and of proposed distribution of available resources. The PNP process will be finalised with the commencement of the 2011 budgeting process.

Development introduced to the planning process shows a bottom-up, sector-wide trend in public policy making and coordination, involving all government and nongovernment stakeholders within the framework and limits of the national policy agenda as well as within a realistic financial framework. Though this improvement extremely significant, more effort should be made to upscale public policy making mechanisms and management up to the desired level. Successful implementation of the PNP requires definite, clear mechanisms to make and manage public policies in order to translate PNP strategic objectives into specific policies and programmes as well as to monitor and evaluate implementation.

² In 2005, this Plan was updated to cover 2006-8.

³ Then, the budgeting and planning process was implemented on a parallel basis due to short time. Ideally, however, planning should be preceded by a budgeting initiative. The former will also guide the latter.

In this context, major weaknesses impairing current public policy management mechanisms can be highlighted:

- Oftentimes, policy proposals are not based on an objective analysis that relies on tangible data and in-depth studies. These proposals do not feature policy options that enable decision-makers to choose between several options on grounds of an identification of expected policy results and a statement of the anticipated financial impact over a number of years. More particularly, definite mechanisms or clear criteria are not in place to help develop policy proposals for later submission to the government for review and approval.
- More attention should be paid to financial impacts of policy proposals. These should be examined in depth, calculated in a sound manner, and compared to parameters imposed by the Public Budget before they are submitted to the Council of Ministers. This is a profoundly significant issue to help realise government and national targets of reducing dependence on external aid over the foreseeable future as well as to achieve strategic objectives relating to a cost-effective and efficient performance of the public sector.
- A clear institutional framework is not in place to develop public policies. Ministries enjoy significant independence in policy making within the sphere of their operation. There are no formal requirements for conducting consultation and coordination with other effective stakeholders (such as relevant ministries and government bodies, civil society actors, etc.) or with other coordinating government bodies (such as MoPAD, Cabinet Secretariat, etc.).⁴
- Institutional capacities necessary to review public policies made by respective coordinating bodies need support. With the Cabinet Secretariat developing legal and technical reviews and briefs of all proposals submitted to the Council of Ministers as well as presenting these to the Prime Minister and Secretary General,⁵ there is a chance to develop the Cabinet Secretariat's role by upgrading available technical skills and using certain additional resources to pave the way towards playing a central, substantive role in reviewing the content of policy proposals submitted to the Council of Ministers.
- Official mechanisms are not in hand to follow up on implementation of public policies and evaluation of relevant outcomes. These mechanisms are necessary to ensure enforcement of government policies and decisions in line with the Council of Ministers' decisions and to safeguard realisation of anticipated results. Otherwise, corrective measures will be taken.

3.2 Organisational Structures, Legal Framework and Central Operations

3.2.1 Organisational Structures

Currently, the public sector comprises 22 ministries⁶ and 30 non-ministerial government bodies.⁷ This figure of institutional components is not large in comparison to other states on the regional and

⁴ This issue has somewhat been resolved through the Trilateral National Planning process.

⁵ Recently, the Cabinet Secretariat distributed copies of reviews to all members of the Council of Ministers.

⁶ The *Basic Law* restricts the number of ministries to a maximum of 24.

⁷ These also include six bodies of the Palestine Liberation Organisation, which are funded by the Public Budget.

international levels.⁸ Over 1998-2002, Palestinian governments managed to minimise the number of ministries to 30. Ministries were further reduced through various actions, including a merger of three ministries within the Ministry of National Economy. Still, the government looks forward to developing its overall organisational structure so that it conforms to administrative and financial effectiveness requirements and number of the population, ultimately reducing the number of ministries if necessary.

In contrast, certain gaps and overlaps in the capacities of ministries and non-ministerial government bodies are of a more compelling nature in the present time. MoPAD developed a study on the jurisdiction of various ministries and public agencies in line with four main functions: (i) governance; (ii) service delivery; (iii) protection of rights and culture; and (iv) economic and social development. The study concluded that actual activities and tasks carried out by these bodies are substantively discrepant from those which they are presupposed to implement. Many ministries are simultaneously engaged in a variety of activities, including policy making, legislation, social protection, service delivery, and social and economic development. In addition to overlapping jurisdictions and structural gaps, the broad scope of assignments wrought by each single ministry and agency most often leads to fragmented public policy making and implementation.

A plethora of factors generate the current mishap of organisational structures. Of these, the most salient predicament is absent formal mechanisms, which are set forth by respective legislation to govern new structures. Existent structures should also be adjusted. Ministries and government bodies enjoy a great deal of independence as well as broad powers in relation to submitting proposals about the creation of new organisational units within government agencies. These proposals are not subject to a prior, in-depth and independent examination, which is devised by government coordinating bodies (such as MoPAD, Cabinet Secretariat and MoF). As a result, organisational units have been established without fulfilling the following prerequisites:

- An in-depth assessment of various options of mechanisms, by which public services can be delivered.
- A meticulous identification of the financial cost emanating from the establishment or adjustment of organisational units.
- Detailed consultations with other stakeholders in order to allocate roles and responsibilities appropriately.

Gaps in organisational structures have generated several negative impacts, including:

- Inefficiency and wasted resources.
- Competition between government bodies.
- Unclear lines of responsibility for certain government tasks and services.

⁸ This is based on a comparative analysis of the number of Palestinian government bodies in comparison to several states in Europe, Arab World, Africa and Asia, including Lebanon, Jordan, Bahrain, United Arab Emirates, Malaysia, Singapore, Germany and the United Kingdom.

To address these impediments, the government has initiated a set of steps over the past few years. In 2004, the Council of Ministers approved a model organisational structure to be applicable to all ministries and government bodies,⁹ and modified it later.¹⁰ Currently, all organisational structure proposals are submitted by each respective ministry or government body to the Cabinet Secretariat, whereby these proposals are subjected to a series of reviews. These structures are then dispatched to MoPAD for a technical review and setting of a recommendation to the Ministerial Administrative Committee.¹¹ The 13th Government developed an organisational structure review mechanism, whereby MoPAD and GPC jointly assess proposed structures and submit an agreed recommendation to the Ministerial Administrative Committee. Thereafter, the Committee may request clarifications or adjustments it deems fit, and then endorse final recommendations to the Council of Ministers, which is entitled of the legal power to approve or reject proposed organisational structures.

3.2.1.1 Legal Framework:

Challenges faced by the public administration legal framework do not differ from others pertaining to the broader Palestinian legal framework; namely upgrading and consolidating multifarious regulations enacted by successive political regimes that ruled over Palestine. In light of the relatively fewer number of respective items of legislation, this problem is of a lesser gravity in relation to public administration regulations.¹² However, this does not eliminate the considerable gaps that mar the legal framework, which regulates public administration. According to a study compiled by the Cabinet Secretariat, for instance, the establishment 10 out of 21 public agencies was not governed by law despite the fact that the Basic Law thus stipulates.

Public administration-related regulations need be upgraded in order to codify and promote many administrative reforms, including the development of public sector human resources management mechanisms as well as the legalisation of organisational structure development norms. In effect, operative laws and bylaws should be amended and new ones approved.

In this regard, in-depth assessments of policy components and financial cost associated with draft legislation should be in place. Legislation is an executive tool that articulates, and is derived from, public policies. Therefore, public policies must be identified first, and then translated into regulations. Currently, however, law-making is left in the hands of legal specialists in line with a mechanism that does not pay much attention to law drafting, which combines taking account of the potential impact on the public budget and relationship between the regulation in question and the overall legal framework.

⁹ Decision of the Council of Ministers No. 05/07/CoM/AQ, dated on 5 January 2004.

¹⁰ Decision of the Council of Ministers No. 144/-2004, dated on 10 May 2004.

¹¹ The Committee brings together representatives of MoF, GPC, MoPAD, Public Retirement Commission and Cabinet Secretariat.

¹² Before the PNA was established, adequate attention had not been paid to developing public sector bodies or to relevant legal framework. Many administrative tasks were implemented by military authorities (either directly or indirectly) or by transitional administrations, which were not subject to the legal framework normally developed to regulate affairs of official bodies. In contrast, approximately 25% of laws promulgated by the PNA as well as 45% of respective bylaws are related to Administrative Law and public administration issues.

3.3 Human Resources Management

Civil servants amount to 86,000, 67% of whom are employed in the education and health sectors.¹³ In accordance with the PRDP 2008-10, the Palestinian government is committed that the annual rise in civil service does not exceed 3,000 functionaries. The majority of the increase will be focused in the education and health sectors in order to meet service needs originating from the rising number of population. In real terms, civil servants dropped in 2008 and 2009 fell within the PRDP target. The 2010 budget is also committed to the said target.

On the other hand, the wage bill will drop from 24% of the gross domestic product (GDP) in 2009 to 22% in 2010, thereby bringing PNA wage disbursement close to other countries in the Middle East and North Africa, in which the bill ranges from 16% to 19% of relevant GDPs. The ratio of civil servants to total workforce (currently 16.4% in Palestine) falls within rates of most European countries and is far below that prevalent in the Scandinavian region.

Since the number of civil servants is within an acceptable range, attention will essentially be paid to other aspects of human resources, particularly the legal framework that governs central processes of human resources management, including employment, disciplinary measures and financial allowances. In addition, civil servants' performance and skills will be upsized, requiring a change in the institutional culture that regulates civil service and consolidating values of public service delivery.

The *Law of Civil Service* dates back to 1998, but certain amendments were introduced thereto in 2005 to adjust functional categories, salary scale, and GPC's capacity in human resources training and policies as well as regulation of work accidents. Following 2005, the Council of Ministers issued forth most bylaws expedient to enforce the Law. Other laws were also promulgated to regulate service in the diplomatic corps¹⁴ and Judicial Authority.¹⁵ On the other end, separate laws or bylaws are not in place for regulation of functions of teachers and health care personnel. Presently, affairs of these staff are governed by the *Law of Civil Service* and respective bylaws.

A set of amendments can be introduced to civil service regulations in order to address the following challenges:

- The *Law of Civil Service* includes many detailed provisions on civil service and covers aspects that are normally a sphere of secondary legislation (i.e. bylaws). In effect, introducing regular amendments necessary to develop and reform human resources management mechanisms is hampered.
- The legal framework on personnel performance appraisal and incentives (including financial allowances and pensions) suffers from a substantial weakness and is impaired by many gaps. More advanced regulations need be promulgated to stimulate civil servants (e.g. financial and nonfinancial incentives) in order to assess good performance and reward staff committed to public service values. Also, retirement-related legislation should be amended in order to

¹³ MoF, 2010 Statistics.

¹⁴ *The Law on the Diplomatic Corps of 2005.*

¹⁵ *The Law of the Judicial Authority of 2002.*

adopt a more acceptable framework of early retirement, the fiscal impact of which can at the same time be duly afforded.

- GPC's approved legal capacity entails all components of human resources management, starting with planning and policy-making and ending with most minute details of functional and administrative issues. In practice, most of GPC effort is focused on day-to-day administrative technicalities, whereas policy-making and planning issues are neglected. Lately, however, GPC has implemented an initiative by which a set of administrative issues are authorised to ministries and public bodies under supervision of functionaries delegated by GPC to these ministries and bodies. With this initiative, more powers can be given and administrative decentralisation will be adopted in several other administrative assignments.

For several years, the need and willingness to automate human resources management has surfaced. In 2009, all correspondence between ministries and government agencies on the one hand, and GPC on the other, became electronic, thereby minimising the tremendous load of paper-based correspondence processed by GPC.¹⁶ Although GPC is working towards automating all transactions in 2010, an absent integrated electronic system of human resources management leads to a virtually complete reliance on an exhausting manual examination of all personnel-related transactions. In addition to automating files, advanced administrative tools, including human resources planning assistive tools, should be introduced to the GPC.

Over the past years, the government has made effort to establish specialised systems of human resources training, including inauguration of diplomatic, financial and judicial training institutes as well as other mechanisms to support specialised training. Though most are still in initial phases, incorporation of these facilities indicates a growing trend towards specialised training programmes in contrast with mostly donor-funded generalised capacity building initiatives. On the other hand, there is a dire need to adopt clear government mechanisms to accurately identify training needs and apply consolidated policies and methodologies in training programmes. It is also necessary to carry out a real assessment of impacts and benefits generated by the training activity on civil servants' performance.

4. Strategic Objectives

Component	Strategic Objective
Public policy management	Adopting government policies on grounds of high-level policy proposals that are based on an objective and professional assessment of the citizens' needs, taking account of equity, competence and proficiency principles as well as capability of cost coverage.
Legal framework, organisational structures and central processes	Constructing a coherent government organisational structure which focuses on major government functions and works in harmony with the private sector and other NGOs that deliver public services.

¹⁶ Approximately 80,000 letters and transactions were processed in 2009.

Human resources management	Ensuring that civil servants work professionally and impartially in line with an institutional culture that is primarily led by civil service norms and responsiveness to citizens.

5. Policies and Policy Interventions

Sector policies guide policy interventions, which shall materialise strategic objectives stated above. In the course of implementing these policies, this Strategy recommends that local services and products be used and necessary services and products purchased through government systems and mechanisms. This includes, but is not restricted to:

- Relying on specialised services and inputs provided by local experts, engineers as well as contracting works and computer companies.
- Purchasing construction materials and equipment from local corporations in line with the MoF-approved rules and procedures.

Whereas it leads the implementation of this Strategy, MoPAD will work closely with other government bodies (particularly the Cabinet Secretariat, MoF and GPC). Successful implementation of this Strategy necessitates a joint effort with all these agencies, in addition to ministries and government bodies.

The table below shows the main bodies responsible for implementing each of the following policy interventions. A joint effort and coherent activity is highlighted to ensure implementation by all respective stakeholders:

Strategic Objective	Policies	Main Responsible Body	Policy Interventions
(i) Public policies			
Adopting government policies on grounds of high-level policy proposals that are based on an objective and professional assessment of the citizens' needs, taking account of equity, competence and proficiency principles as well as capability of cost coverage	Develop mechanisms and criteria for public policy formulation	Cabinet Secretariat	<ul style="list-style-type: none"> • Develop a procedural manual on public policy management • Develop a simplified electronic system for consolidating public policy procedural mechanisms and facilitating communication and coordination between government bodies
	Build institutional capacities that will develop public policies on grounds of in-depth studies. These will also review and evaluate policies in an independent and professional manner	Cabinet Secretariat	<ul style="list-style-type: none"> • Develop a training programme on skills of public policy management, to involve relevant teams from the Cabinet Secretariat, MoPAD, MoF and other ministries
	Adopt independent official mechanisms to monitor and evaluate implementation of policies as well as consequent outcomes	MoPAD	<ul style="list-style-type: none"> • Develop a National Monitoring and Evaluation System. • Implement a training programme on monitoring and evaluation, to engage all respective teams at government bodies • Develop a monitoring and evaluation database to consolidate collection of data and issuance of relevant reports
(ii) Legal framework, organisational structures and central processes			
Constructing a coherent government organisational structure which focuses on major government functions and works in harmony with the private sector and other NGOs that deliver public services	Develop an integrated organisational structure of the PNA, to clearly identify specific capacities of ministries and non-ministerial government bodies	MoPAD	<ul style="list-style-type: none"> • Develop a future vision of the overall government organisational structure and define necessary legislative amendments for implementation
	Consolidate organisational structures of ministries and non-	MoPAD	<ul style="list-style-type: none"> • Continue to work towards developing organisational

	ministerial government bodies		structures of ministries and non-ministerial government bodies in accordance with consolidated standards
	Develop a consolidated legislative framework, including laws and bylaws, in order to regulate the public sector as well as relevant activities	GPC	<ul style="list-style-type: none"> Carry out a comprehensive review of civil service legal framework with the aim to rejuvenate and develop the Law of Civil Service and issue forth specialised bylaws on various categories of civil servants (such as teachers, health care personnel and all other civil servants)
	Upgrade and consolidate procedural manuals on all government functions	MoPAD	<ul style="list-style-type: none"> Develop detailed procedural manuals on all government assignments, focusing in the first place on documenting and automating major service tasks
(iii) Human resources			
Ensuring that civil servants work professionally and impartially in line with an institutional culture that is primarily led by civil service norms and responsiveness to citizens	Develop and apply updated mechanisms, policies and procedures on appointments, promotions and performance appraisal	GPC	<ul style="list-style-type: none"> Automate and delegate tasks associated with human resources management to ministries and government bodies Build GPC's capacities in order to invigorate tasks relating to human resources policies and GPC's oversight functions Compile guidance manuals on human resources policies and respective procedures based on the best practice in civil service management
	Develop the financial aspect of civil service in line with proper costing and in reliance on personnel-oriented incentive	GPC	<ul style="list-style-type: none"> Conduct a comprehensive review of the financial aspect of civil service on grounds of relevant regional and international

	mechanisms		standards and indicators <ul style="list-style-type: none"> • Develop a mid- and long-term plan on reforming civil service finance over the post-state establishment phases
	Provide specialised and primary training in harmony with a national training strategy	GPC	<ul style="list-style-type: none"> • Develop a training strategy to involve civil servants over the medium and long runs, focus on provision of specialised technical training, and place restrictions on generalised training

6. Expected Results

Strategic Objective	Policy Interventions	Outputs	Implementation Timeframe
(i) Public policies			
Adopting government policies on grounds of high-level policy proposals that are based on an objective and professional assessment of the citizens' needs, taking account of equity, competence and proficiency principles as well as capability of cost coverage	<ul style="list-style-type: none"> • Develop a training programme on skills of public policy management, to involve relevant teams from the Cabinet Secretariat, MoPAD, MoF and other ministries • Develop a procedural manual on public policy management • Develop a simplified electronic system for consolidating public policy procedural mechanisms and facilitating communication and coordination between government bodies 	Implement the training programme	June 2011
		Approve procedural manual on public policy management by the Council of Ministers	June 2011
		Issue forth the pilot version of the system	June 2011
		Operate the final version of the system throughout ministries and government bodies	December 2011
	<ul style="list-style-type: none"> • Develop a National Monitoring and Evaluation System. • Implement a training programme on monitoring and evaluation, to engage all respective teams at government bodies • Develop a monitoring and evaluation database to consolidate collection of data and issuance of relevant reports 	Implement the Monitoring and Evaluation System	December 2011
		Implement the training programme	December 2011
Operate the database		December 2011	
(ii) Legal framework, organisational structures and central processes			

Constructing a coherent government organisational structure which focuses on major government functions and works in harmony with the private sector and other NGOs that deliver public services	<ul style="list-style-type: none"> Develop a future vision of the overall government organisational structure and define necessary legislative amendments for implementation 	Approve the future vision by the Council of Ministers, whereby it shall be in place upon establishment of the State	December 2010
	<ul style="list-style-type: none"> Continue to work towards developing organisational structures of ministries and non-ministerial government bodies in accordance with consolidated standards 	A continuing process led by MoPAD	Continuing
	<ul style="list-style-type: none"> Carry out a comprehensive review of civil service legal framework with the aim to rejuvenate and develop the Law of Civil Service and issue forth specialised bylaws on various categories of civil servants (such as teachers, health care personnel and all other civil servants) 	Develop draft laws and bylaws	June 2011
	<ul style="list-style-type: none"> Develop detailed procedural manuals on all government assignments, focusing in the first place on documenting and automating major service tasks 	Number of government services improved and automated	June 2011 – three services completed June 2012 – six services completed June 2013 – ten services completed
(iii) Human resources			
Ensuring that civil servants work professionally and impartially in line with an institutional culture that is primarily led by civil service norms and responsiveness to citizens	<ul style="list-style-type: none"> Automate and delegate tasks associated with human resources management to ministries and government bodies Build GPC's capacities in order to invigorate tasks relating to human resources policies and GPC's oversight functions Compile guidance manuals on human resources policies and respective procedures based on the best practice in civil service 	<p>Try and operate the modified human resources management system throughout ministries and government bodies</p> <p>Approve GPC's adjusted role by the Council of Ministers</p> <p>Approval the guidance manual by the Council of Ministers</p>	<p>December 2011 – December 2013</p> <p>December 2011</p> <p>December 2011</p>

	management		
	<ul style="list-style-type: none"> • Conduct a comprehensive review of the financial aspect of civil service on grounds of relevant regional and international standards and indicators • Develop a mid- and long-term plan on reforming civil service finance over the post-state establishment phases 	Present the long-term plan, including recommendations to the Council of Ministers. However, approval of the plan will be put off until the State is established	June 2011
	<ul style="list-style-type: none"> • Develop a training strategy to involve civil servants over the medium and long runs, focus on provision of specialised technical training, and place restrictions on generalised training 	Approve the training strategy by the Council of Ministers	June 2011

7. Administrative Development Strategy Compilation Mechanisms

A national team led by MoPAD coordinated preparation of the Administrative Development Strategy. Over initial phases, the team comprised representatives of the Cabinet Secretariat, MoPAD, MoF, MoTTT, GPC and Financial and Administrative Control Bureau (FACB).

Development combined both a bottom-up and a top-down approach:

- A vertical approach featured an extensive situation analysis and consultations that sought to identify strategic priorities and develop the structure of interventions adopted by the Administrative Development Strategy in congruence with defined priorities.
- A horizontal approach included a detailed review of all 22 sector strategies submitted by ministries and government bodies within the framework of the PNP 2011-13 process. This review is designed to identify initiatives and needs associated with administrative development as adopted by strategies compiled on the level of ministries or government bodies.

This approach has contributed to corroborating the Administrative Development National Strategy with national-level strategic priorities as identified by the national team that represents government coordinating bodies. At the same time, the approach is informed by needs and priorities set by the field teams of respective ministries and government bodies.