



Civil Service Reform in The Gambia

(Tables / Action Plans)

TRAINING POLICY AND IMPLEMENTATION STRATEGY

MARCH 2010

Commonwealth Fund for Technical Co-Operation (CFTC)

TABLE 2: TRAINING STRATEGY – IMPLEMENTATION ACTION PLAN: THE MANAGEMENT OF CHANGE MILESTONE 2011 – SHORT TERM

Activity	Methodology	Responsibility	Time Scale	Milestone Indicator	Resource Requirements
1. Establish Change Management Teams for training in relevant Civil Service Organisations	Letters to Heads of Ministries & Departments	PS,PMO	July 2010	CMTs in place by July 2010	Normal Budgetary Allocation
2. Establish Change Management Teams (CMTs) in individuals Ministries/Departments	Memos from Permanent Secretaries to Heads, HRM	Permanent Secretary, Head of HRM Heads of all Departments	Aug. 2010	CMTs in place by August 2010	Normal Budgetary Allocation
3. Establish informal Communication Systems	Meetings & Discussions	PSs/Heads of Departments	Aug. 2010	End 3 rd Quarter 2010	Normal Budgetary Allocations
4. Establish training Functional counseling Guidance capacity	Select internal counselors, trainees Undertake; training Establish programmes	Departmental Heads	Aug. 2010	August 2010	Normal Budgetary Allocation

TABLE 3: ACTION PLAN FOR TRAINING STRATEGY SYSTEM RENEWAL MILESTONE 2011 – SHORT TERM

Action Step	Create New HR/Training Framework in Oversight Body for Civil Service	Agreement on new HR/Training Framework and Activities	Communicate and agree on new systems, framework and Activities	Build CMTs for each Service Component of system	Test new framework and HR/Training systems
What (Targets)	<ul style="list-style-type: none"> - Articulate new role of Civil Service HR/Training - In national socio-economic & political development 	<ul style="list-style-type: none"> - HRM Framework & System - Training Framework & System - HR Development - Performance Management 	<ul style="list-style-type: none"> - Composition of HRM and Training Framework - Priority given to management - Principles embodied in CSRP 	<ul style="list-style-type: none"> - Civil Service HRM and Training Committees - Institutional HRM and Training Teams headed by HRD - PMD Head 	<ul style="list-style-type: none"> - Appropriate logistics - Determine funding sources for Institutionalization of CSRP - specific HRM and Training functions
How (Activities/Task)	Determine changes in Civil Service Business that Necessitate new Framework and capacities	Training/Seminars emphasizing HRM/Training capacity & competencies and resource allocation	<ul style="list-style-type: none"> - Examine with senior staff on cost effectiveness of new framework/ system Function - Assess impact 	<ul style="list-style-type: none"> - Align all institutions in Framework - Competencies and skills for each HRM/Training Unit 	<ul style="list-style-type: none"> - Executive Implementation Plans and activities - Introduce new performance measures
Who (Institutions Collaborating)	<ul style="list-style-type: none"> - SG - PS, PMO - PSs Ministries - Heads, Sector HRM 	<ul style="list-style-type: none"> - SG - PS, PMO - Committees - PSs, Ministries - Heads, Sector HRM 	<ul style="list-style-type: none"> - Consultants, Plan Consult of Ghana PS, - PMOs representative - PSs Ministries - Heads, Sector HRM 	<ul style="list-style-type: none"> - Consultants - Heads, HRM 	<ul style="list-style-type: none"> - Heads, HRMs
When	3 rd Quarter, 2010	3 rd Quarter, 2010	End of 3 rd Quarter, 2010	Beginning 4 th Quarter 2010	3 rd – 4 th Quarter 2010
Monitoring (Success Criteria)	Monitor and Evaluate constantly commitment of Executive involved in Change/system	ensure all HRM/Training personnel understand new reporting relation-ship	PS, PMO's representation: PSs Ministries, Heads, HRM	Publicize skills and special competencies of HRM/Training units	Forge explicit link between Performance objectives and expectations and rewards

TABLE 4: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2011 – SHORT TERM

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)	
A. Capacity Building	1) Provide all Ministries HRM Responsibility and accountability Effectively	1. HRM Policy Framework and guidelines have been formulated, distracted and implemented	1. Formulate HRM Policy framework and guidelines for distraction and implementation	PMO/Consultant
		2. HRM structures have been designed and staffed in All the Ministries	2. Design and staff HRM structures in all Ministries	PMO All Ministries
		3. Dialogue on HRM decentralization process has been Done	3. Have Civil Service-wide dialogue on HRM decentralization process with stakeholders	PMO, All Ministries
		4. HRM Policies and procedures have been formulated And implemented through workshops and seminars	4. Formulate and implement HRM Policies and Procedures through Workshops and Seminars	PMO, All Ministries
		5. HRM Staff have been provided training to sensitize and settle them in their roles	5. Provide HRM staff training to sensitize and settle them in their roles	PMO-HRDD PS Ministries Training Institutions
	2) Formulate / Establish GOTG's Values and Principles in the Civil Service	1. GOTG's Service Values & Principle framework and guidelines have been formulated	1. Formulate GOTG's Service Values and Principles, Policy Framework and Guidelines	PMO/SG; Consultant
		2. Policies and Codes have been published and Distributed for implementation	2. Publish and distributed Policies and Codes for implementation and give them wide publicity, ensuring that every civil servant reads and sign copies of codes	PMO
		3. Induction/ orientation etc have been planned and Organized to create awareness	3. Implement Codes through induction/orientation, workshops and seminar	PS, SG, PMO, Ministries Consultants Consultant
	3) Institutionalize HEM practices within the Civil Service	1. Greater HRM capacity and material supports have been providing to empower. The Sector Ministries do Do their work	1. Provide greater HRM capacity and material support to the Sector Ministries to empower them to do their work	PMO, PMD
		2. Training for HRM staff in the Ministries have been Provided	2. Provide training for Ministries HRM Staff	PS Ministries, PS PMO, HRDD, PMD
		3. Constant dialogue with HRM programme designers Has been done/had	3. Have constant dialogue with HRM programmes and HRM programme designers	PMO, MDI
		4. Pace of decentralization process has been managed To correspond with available of skilled HRM staff	4. Manage pace of decentralization process to correspond with availability of skilled HRM staff	PMO PS Ministries

TABLE 4: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2011 – SHORT TERM (Contd.)

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
B) Training Responsibilities	1. Policy frameworks and guidelines have Been formulated on Training, Career Planning and Promotion for publication And distribution	1. Formulate Training Policy, Career Planning and Promotion frameworks and guidelines for publication and distribution	PMO, Consultant
4) Establish systematic organized Training programmes within The Civil Service, as process	2. Guidance workshop/seminars, training have been organized to implement and sensitize sectors	2. Hold guidance workshops/seminars/training to implement/ sensitize sectors on 1. Reduction of PMO's training role 2. new roles and responsibilities of sectors 3. maintenance of consistency and standards 4. linking training to career planning and promotion 5. strategy options for training 6. induction/orientation 7. On-the-job 8. In-service	PMO, Ministries, MDI
	3. Training and Development Policies for All Ministries have been developed and Implemented	3. Development and implement Training Policies and Procedures in all Ministries	PMO, Consultant
	4. Categories of Training programmes approved Have been made available to guide sector Ministries	4. Make available categories of training programmes approved to guide sector ministries	PMO, Ministries Training Institutions
	5. Greater training capacity support has been Provided to empower Ministries to perform Their training agenda	5. Provide greater training capacity support to empower Ministries to perform their training agenda	PMO, Ministries, MDI
5) Define training roles, Responsibilities and accountability Of all stakeholders	1. Policy frameworks and guidelines have been developed specifying stakeholder roles, responsibilities and accountabilities.	1. Develop Policy framework and guidance, specifying roles responsibilities and accountabilities and accountabilities of: - Ministries - PMO-HRDD/PAD - SG – Secretariat and PCC - Training Institutions	PS, SG, PMO, Heads of HRDD, PMD Ministries. MDI and other Training Institution
	2. All stakeholders have been sensitized through Seminars, workshops on their roles Responsibilities and accountabilities	2. Sensitize stakeholders through seminars/Workshop on their new training roles, responsibilities and accountabilities	SG, PMO, HRDD, PMD Ministries
	3. Stakeholder specific policies and procedures Have been provided to fulfill their responsibilities	3. Provide stakeholders specific Policies and Procedures to fulfill their responsibilities	SG, PMO, HRDD, PMD Ministries
	4. Monitoring and training services have been Provided to enhance stakeholder capacity To perform	4. Provide training and monitoring services to enhance stakeholders capacity to do their work	PMO, HRDD, Ministries, MDI
6) Establish Training Committees at Ministries and PMO	1. Policy framework and guidelines on TCs have been formulated/developed for publication and And Distribution	1. Formulate /Develop Training Committees Policy framework and guidelines for publication and distribution.	PMO, Consultants
	2. The CSTAC has been set up to advise the PMO on Its training role and responsibilities	2. Set-up the CSTAC to advise the PMO in its new training role and responsibilities	SG
	3. The training of Sub-Committees in all sector Ministries have been set-up to advise on and Map out sector training needs etc.	3. Set-up Training Sub-Committees in all sector ministries to advise and map out sector training needs	PMO, PS, Ministries, Heads
	4. All Training Committees have been inaugurated And sensitized on their roles and mandates	4. Inaugurate and sensitize Committees on their role and mandates	PS, SG, PMO, Ministries

TABLE 4: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2011 – SHORT TERM (Contd.)

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
7) Strengthen the capacity-gaps of PMO and Ministries to enable them discharge HRM/ Training responsibilities effectively and Continuously	1. Policy frameworks and guidelines on promotion, succession planning and	1. Formulate Policy Framework and Guidelines on Promotion and succession planning for distribution and implementation	PMO, Consultant
	2. Critical staffing capacity-gaps have been Identified in PMO and in the Ministries	2. Identify critical-gaps in PMO and Ministries	PMD, Ministries, SG
	3. Donor T.A. has been sought to fill critical Gaps.	3. Seek Donor Technical Assistance to fill critical-gaps	PS, SG, PMO, Ministries
	4. Counterpart training has been arranged to Achieved technology transfer for all Donor Assisted programmes	4. Arrange 'Counterparts' to achieve technology transfer, for all donor assisted programmes, in Civil Service	PMO, Ministries
	5. The succession planning and promotion System have been applied to fill vacancies	5. Apply succession planning and promotion system to fill vacancies	PMO, Ministries, Heads, HRM
	6. Service Conditions and Compensation have	6. Improve Service Conditions & Compensation	PS, SG, PMO
C) Training Institutions	1. Policy framework and guidelines have been Been formulated for Overseas Training	1. Formulate Policy Framework and Guideline on Overseas Training	PS, PMO
8) Reduction training abroad systematically And consciously	2. Justification for all training requests has been made	2. Demand justification of all requests for training abroad	PMO, PS, Ministries
	3. Training facilities and programmes within the Sub-region, region and abroad have been Identified and published for the guidance of Sector ministries	3. Identify and publish training facilities and programmes within the sub-region and region for guidance of Sector Ministries	PMO
	4. The volume and costs of post entry training Overseas have been reduced/controlled Systematically	4. Reduce post-entry training in volume and cost systematically	PMO
	5. The use of local training facilities has been Expanded	5. Expand the use of local training facilities	PMO, MDI, SG
	9) Use /Build local training capacity to Provide in-service training programmes For the Civil Service	1. Policy framework and guidelines on the use of MDI and other local institutions have been Developed/ formulated, published and made	1. Develop/Formulate Policy Framework and Guidelines on the use of MDI and local Training Institutions for publication and implementation
2. Critical capacity-gaps inhibiting training delivery In MDI and other training institutions have been Identified		2. Identify training capacity-gaps in MDI and local Training Institutions that inhibit training	PMO, Local Training Institutions MDI, GTTI, UTG, GC
3. Liaison with MDI and other training institutions Has been provided on building/expanding Training capacities through GOTG's commitment Or donor T.A.		3. Provide liaison with MDI and other Local Training Institutions on building/expanding training capacities through government efforts or donor technical assistance	SG, PMO, MDI, GTTI, UTG, GC, Donor Agencies
4. Dialogue has been provided to seek the Cooperation of MDI and other training institutions On CS training delivery		4. Have MOU/Dialogue with Local Training Institutions to seek their cooperation on in-Service Training delivery for the Civil Service	PMO, MDI, GTTI, UTG
5. Training strategic options available at the MDI And other training institutions have been Published for the guidance of the Ministries		5. Publish training strategic options available at the MDI and other Training Institutions for the guidance of Ministries.	PMO

TABLE 4: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2011 – SHORT TERM (Contd.)

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
D) Design and Implementation	1. Policies on areas of Training, Selection and Award of training have been formulated, Published and distributed	1. Formulated Policy Framework and Guidelines on: - Areas of Training - Criteria for Selection - Criteria for Award for publication, Distribution and implementation	PMO, HRDD, PMD
10) Design/ Establish criteria for Accessibility To award of training programmes to training Recipients within the Civil Service	2. Training has been provided to sensitize Ministries on their roles and responsibilities selection and award of training	2. Provide training to sensitize Ministries on their roles and responsibilities	HRDD, PMD
	3. Areas of training have been designed, published And distributed to all Ministries	3. Design, publish and distribute areas of training	MDI, GTTI, PMO, HRDD
	4. Assistance in developing / formulating sector Policies & procedures for selection and award Of training has been provided	4. Provide assistance in developing /formulating sector policies and procedures for selection and award of training programmes	MDI, GTTI, PMO, HRDD
	5. Training to acquire knowledge and skills for Policy implementation has been provided	5. Provide training to acquire knowledge and skills for implementing the policy	
11) Establish training design and Implementation management systems Within the Civil Service to guide management Of Ministries in discharging their responsibilities	1. Policy and Guidelines on: Staff Appraisal, Training Needs Assessment and Evaluation have been formulated /developed	1. Formulate Policy Framework and Guidelines on: - Staff Performance Approval - Training Needs Identification - Training Programme Design - Evaluation of Training	PMO, Consultant
	2. Management of Ministries have been sensitized On their roles and responsibilities	2. Sensitize Management of Ministries on their role and responsibilities	PMO
	3. Technical Assistance in developing sector Training policies and procedures has been Provided	3. Provide technical assistance in developing Sector Policies And Procedures	PMO, Ministries, MDI, GTTI, PMO, HRDD
	4. Training through workshops, and seminars have Been provided to acquire relevant knowledge And skills	4. Provide training through workshops, seminars to achieve knowledge and skills	PS, Ministries, Head, HRM
E) Bonding	1. The Bonding Policy Framework and guidance Have been revised and formulated to reflect current realities.	1. Revise and Formulate Bonding Policy Framework to reflect current realities for publication and distribution	Attorney General, PS, PMO, Consultant
12) Revise and established the Bonding System to ensure that both the goals of Human capital development and the returns On GOTG's investment made are effectively Achieved	2. Policy guidelines have been provided to sensitize roles and responsibilities	2. Provide policy guidance to sensitize role and responsibilities and new systems and procedures	PMO, Ministries
	3. All training recipients has been notified on new Systems and requirements	3. Notify all prospective training recipients on new bonding systems and requirements	PS, Ministries and Head, HRM
	4. Legal action against defaulter has been taken Effectively	4. Take legal action against defaulters effectively	Ministry, PMO, SG, Attorney General
	1. Policy framework and guidelines have been Developed/ formulated on funding for Publication and implementation	1. Formulate Policy Framework and Guidance on Funding for publication and implementation	PMO
F) Funding	2. Regular fiscal appropriation has been made/ liaised in the budget	2. Liaise with GOTG on regular fiscal appropriation	PMO, MDFEA
13) Secure sufficient financial resources to Accomplished training requirements within The Civil Service	3. Donor T.A. have been south for specific Projects and programmes	3. Seek Donor Technical Assistance for specific projects and Programmes	Donor Agencies, PMO, Ministries
	4. Cost sharing schemes have been developed With Training Institutions	4. Develop cost-sharing schemes with Training Institutions	PMO, Training Institutions

SUMMARY MATRIX OF ACTION, RESPONSIBILITIES AND TIME FRAME

TABLE 5: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2014 – MEDIUM TERM

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
1) Improve upon establishment HRM responsibility and Accountability effectively	1. Leadership direction and HRM services have been provided	1. Provide leadership, direction and HRM services	Head, HRM
	2. The sector HRM programmes and activities have Been planned, coordinated and implemented	2. Plan, coordinate and implement HRM programmes and activities	Head, HRM, PS, Ministries, Heads, Departments
	3. All sector training and development activities Have been planned, coordinated and Implemented	3. Plan coordinate and implement training and development activities	Heads, HRM, PS, Ministries, All Heads, Departments
	4. HRM staff have received further specialization training at MDI	4. Promote further specialization training for HRM Staff at MDI	Head, HRM
2) Promote/Enhance established GOTG's Values and Principles In the Civil Service	1. Awareness and understanding of the newly recruited has been built	1. Factor awareness and understanding through all induction and orientation Programmes for the New entrants into the Civil Service	PMO
	2. the understanding of all staff has been built	2. Built understanding of old staff through sector Seminars and workshops	Ministries, Head, HRM
	3. Codes and values as regular modular subjects In training programmes have been programmed	3. Programme codes and values into regular modular subject in all Civil Service In-Service Training programmes	PMO, MDI, Ministries
3) Deep institutionalized HRM Practices within the Civil Service	1. HRM Professional training programmes have been provided	Further carry out the following activities: 1. Provide HRM professional training and development	PMO, Ministries, PMD
	2. HRM solutions and answers have been provided Through discussions at conferences and Workshops organized	2. Hold Civil Service-wide HRM conferences and workshops to discuss emerging issues and concerns	PMO, Ministries
	3. Sector HRM Units have been built as Centers Excellence	3. Build sector HRM units as centers of excellence	PMO, PS, Ministries, Heads, HRM
	4. Best HRM Practices have been emphasized in	4. Emphasize HRM best practices in the Civil	PMO, Ministries, PMD
	5. HRM staff have been encouraged to join Professional Associations	5. Encourage HRM staff to join Professional Associations	SG, PMO, PMD, PS, Ministries, Heads, HRM
4) Improve upon established, Systematic and organized training Programmes within the CS as a Process for human resource Development	1. Stabdards and consistency has been mentioned for training needs assessment	1. Maintain consistency and standards for Training needs assessment	PMO, PS, Ministries, Heads, HRM
	2. Training has been linked to career planning process	2. Linked training to the career planning process	PS, Ministries, Heads, HRM, All Heads, Departments.
	3. Promotion has been carried out based upon Ability to perform	3. Carry out promotion based upon ability to perform	PS, Ministries, Head, HRM, All Heads, Departments.
	4. Introduction and orientation have been Carried out of all newly recruited staff	4. Carry out promotion/orientation of all newly recruited	PS, Ministries, Head, HRM, All Heads, Departments.
	5. On-the-job training has been programmed Effectively	5. Programmed on-the-job training effectively	PS, Ministries, Head, HRM, All Heads, Departments
	6. Sector in-service training programmes have Been planned and executed effectively	6. Plan and execute sector in-service training programmes effectively	PS, Ministries, Head, HRM, All Heads, Departments
	7. Training monitoring and advisory services have been provided	7. Provide training monitoring and advisory service	HRDD

TABLE 5: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2014 – MEDIUM TERM (Contd.)

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
5) Improve upon established roles Responsibility and Accountability	1. Awareness seminars and workshops have been Organized 2. Modular courses have been built in CS training Programmes 3. Monitoring, advisory services and feedback have been provided	1. Factor awareness and understanding into seminars and workshops of all stakeholders 2. Build understanding through modular subjects in Civil Service training programmes 3. Provide monitoring and advisory services	Ministries, Head, HRM PMO, Ministries, MDI PMO, HRDD
6) Activate defined roles and mandates of Training Committees at PMO and in the Ministries	1. Refresher course have been provided to enhance role effectiveness 2. Guidance has been provided to ensure that all Relevant training mandates are effectively achieved 3. Transparency, fairness and equity in selection have Been ensured in selection of staff 4. Minutes of meetings have been prepared for Distribution and monitoring 5. Monitoring to ensure balanced training given in all	1. Provide refresher courses to enhance role effectiveness 2. Provide guidance to ensure that relevant training mandates are effectively achieved. 3. Ensure that transparency, fairness and equity in selection of staff for training is achieved. 4. Prepared minutes of all regular meetings for Distribution and monitoring 5. Provide monitoring to ensure balanced training is	PMO, Ministries PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM PMO, Head, HRM PMO
7) Strengthen further the capacity of PMO And Ministries to enable them discharge Them discharge their responsibilities	1. The performance of all job incumbents has been regularly monitored and reviewed 2. Potential substitutes for all critical positions have Been identified and provided training for succession 3. All possible vacancies have been filled with trained And skilled substitutes 4. Staff have been rewarded through the performance Appraisal system	1. Monitor and appraised performance of incumbents regularly 2. Identify potentials substitutes and provide training for succession 3. Promote to fill possible vacancies with skilled substitutes 4. Reward for good performance through performance review	PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM
C) TRAINING INSTITUTIONS	1. Justification for overseas training programmes has been intensified	1. Intensify justification for overseas training	PMO
8) Reduce further training abroad systematically and consciously	2. The list approved overseas training programmes has been published and distributed to all 3. The extended use of local facilities and programmes has been carried out	2. Published the list of approved overseas training programmes 3. Carry out extended use of local facilities and programmes	PMO PMO
9) Enhance local training capacity to provide In-service training programmes for the CS	1. Training request on local and sub-regional training facilities have been met 2. Revised lists of programmes available have been published and distributed to all ministries 3. The cooperation of MDI and other training Institutions have been promoted on CS training Agenda 4. GOTG's funding and donor technical assistance have Been sought	1. Meet training requests through available local programmes and within the sub-region and Region 2. Publish revised list of programmes available in Local and Sub-regional Institutions. 3. Promote understanding with local training institutions on modernization and expansion of Civil Service training agenda 4. Liaise with GOTG on funding and donor agencies on technical assistance programmes	PMO, Ministries PMO PMO, MDI, GTTI, UTG PS, SG, PMO, Ministries, MDI, UTG, GTTI
10) Activate the systems and process established For accessibility to and award of training Programmes to recipients within the Civil Service Areas of training - Eligibility criteria - Execution criteria	1. Indicate and orientation programmes have been conducted for all newly recruited staff 2. Eligibility and award as modular courses have been programmed and accessed in CS in-service training programmes 3. Regular monitoring and advisory services have been PROVIDED 4. Refresher course to sensitize Managers/ Officers has Been conducted	1. Conduct induction and orientation programmes for newly appointed managerial and supervisory 2. Factor criteria for eligibility and award as modular course in Civil Service in-service training programmes 3. Provide regular monitoring and advisory services 4. Conduct sector refresher training to sensitize line managers/officers	PMO, Ministries Ministries, Head, HRM PMO, MDI, HRDD PMO

TABLE 5: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2014 – MEDIUM TERM (Contd.)

Objective (2)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
11) Improve upon training design and Implementation management systems Within the CS to guide sector management In discharging their responsibilities <ul style="list-style-type: none"> - Needs identification - Programming - Staff performance Appraisal - Evaluation of training 	1. Induction and Orientation programmes have been conducted for newly promoted managerial and supervisory personnel 2. Refresher course have been conducted to sensitize line management and officers 3. Modular courses have been factored in CS in-service training 4. Regular monitoring and advisory services have been Provided	1. Conduct induction and orientation for newly promoted managerial and supervisory personnel 2. Conduct refresher training to sensitize line management / officers 3. Factor as modular course in Civil Service in-service training 4. Provide regular monitoring and advisory service	PMO, Ministries Ministries, Head, HRM PMO, MDI PMO, HRDD
12) Enforce the Bonding system to ensure that both the goals of human capital development and the returns on GOTG's investment are effectively achieved	1. Regular refresher course have been conducted for Senior Officers 2. The bonding systems has been published in circulars, memos, or newsletters 3. The bonding system as modular subject has been Offered in-service training 4. Regular monitoring and vetting of the system's use Have been carried out. 5. Required action against defaulters has been enforced.	1. Conduct regular refresher courses for senior Officers 2. Published bonding system in circulars, memos or newsletters 3. Offer bonding system as modular subject in Civil Service in-service training 4. Carry out regular monitoring and vetting of the System's use. 5. Enforce required action against defaulters	PMO, Attorney-General PMO PMO PMO, Attorney-General Ministries, PMO, Attorney-General
13) Regularize/ pursue scheme /programme of funding to accomplish training requirement within the Civil Service	1. Alternative funding schemes have been discussed With GOTG's 2. Programmes have been developed and the cooperation from development partners have been 3. Cost-sharing schemes with training institutions have Been developed 4. Regional cooperation and assistance have been Pursued	1. Discuss alternative funding schemes with GOTG 2. Develop programmes and seek cooperation from development partners 3. Develop cost-sharing schemes with training institutions 4. Pursue Regional cooperation and assistance	SG, PMO, MOFEA PMO, Donor Agencies, UNDP, DFID, WB MDI, GTTI, UTG, GC GOTG, ECOWAS, AU, Ministry of Foreign Affairs

TABLE 6: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2019 – LONG TERM

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
A) Capacity Building	1. Sector HRM activities have been planned and implemented	1. Plan and implement sector HRM activities	Head, HRM, PS, Ministries
1) Achieve full decentralization / Decentralize fully HRM responsibility And accountability within the Civil Service	2. Sector training activities have been planned and implemented 3. Monitoring, evaluation and advisory service have been provided	2. Plan and implement sector training activities 3. Provide monitoring, evaluation and advisory service	Head, HRM, Heads, Departments PMO, HRDD, PMD, MSD
2) Achieve full establishment of GOTG's Values and Principles Within the Civil Service	1. Codes and values have been revised and published on regular basis 2. Issues and concerns have been discussed at conferences and for a 3. Codes and values as modular subjects have been offered all in-service training programmes 4. Guidance and monitoring services have been provided	1. Revise and published codes and values regularly 2. Discuss issues and concerns at conferences and for a 3. Offer codes and values as modular courses in in-service training programmes 4. Provide guidance and monitoring service	PMO, SG PMO, PMD PMO PMO
3) Achieve full institutionalization Of HRM practices within the Civil Service	1. Periodic HRM conference have been organized and emerging issues discussed 2. National and International HRM practices and round table discussions have been attended 3. Service-wide HRM practitioners' association has been formed 4. Membership in Professional Associations and Institutions has Been encouraged 5. Journals and Publications have been subscribed	1. Organize periodic HRM practice conference to discuss emerging issues 2. Participate in national and international HRM practice conferences and roundtable discussions 3. Form Service-wide Practitioners Association 4. Encourage membership of professional Associations and institutions 5. Subscribe to journals and publications	PMO, Ministries POM, Ministries, Heads, HRM PMO, Heads, HRM PMO, Ministries, Heads, HRM PMO, Ministries, Heads, HRM
4) Achieve full establishment of Systematic and organized training Programmes within the CS as Process for human resource Development	1. Regular review of training systems has been carried out for consistency and standards 2. Strategy options have been up-dated and utilized 3. Categories of programmes have been regularly published 4. Frequent conferences to discuss emerging issues and concerns Have been organized	1. Carry out regular reviews of training systems to maintain consistency and standards 2. Ensure strategy options are updated and utilized 3. Regularly publish categories of training programmes 4. Organize frequent conferences to discuss emerging issues and concerns	PMO PMO, Ministries PMO, MDI, GTTI PMO, Ministries, MDI, Training Institutions
5) Achieve full understanding of Training roles, responsibilities and Accountabilities of all stakeholders	1. Regular conference for stakeholders have been given organized to discuss issues and concerns 2. Modular courses have been factored in in-service training Programmes 3. Monitoring and evaluation services have been provided	1. Organise regular stakeholders Conferences to discuss issues and concerns 2. Factor issues as modular courses subjects in in-service 3. Provide guidance and monitoring service	PMO PMO, MDI, Ministries PMO
6) Strengthen fully the capacity of PMO and Ministries to discharge Their HRM and Training responsibilities	1. Emerging vacancies have been filled through promotion of qualified staff 2. Vacancies have been anticipated and potential staff have been prepared for succession 3. Training provision in scheme of service made	1. Fill emerging vacancies with immediate effect through promotion of qualified staff 2. Anticipate vacancies in advance and prepare potential staff for succession 3. Offer training required by the scheme of Service	PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM PMO, Ministries, Head, HRM
7) Streamline fully training abroad	1. Overseas training policy has been enforced effectively 2. Overseas training programmes have been published regularly 3. Overseas training has been planned /implemented effectively And justifiably	1. Enforce policy effectively 2. Publish overseas training programmes regularly as Guide 3. Plan/implement overseas training effectively and justifiably	PMO, Ministries, Head, HRM PMO PMO, Advisory Committee,
8) Establish fully the Training Committees at sector and PMO Levels	1. Refresher courses on roles and responsibilities have been provided 2. Conferences have been organized to discuss issues and concerns 3. Committee roles and responsibilities as modular subjects have Been programmed in CS training programmes 4. Regular monitoring and guidance service have been provided	1. Provide refresher courses on roles and responsibilities 2. Organise conferences to discuss issues and concerns 3. Program Committee roles and responsibilities as modular courses in CS In-service training 4. Provide regular guidance and advisory services	PMO, Ministries PMO, PS, Ministries, Heads, HRM PMO, Ministries PMO, Ministries, Head, HRM
9) Use fully expanded local training Capacities to provide in-service Training programmes for the CS	1. Regular discussions on local training capacity development expansion and modernization have been held 2. Development partnership and interest have been maintained in CS training agenda	1. Hold regular discussions on local training capacities development, expansion and modernization 2. Maintain development partnership and interest in Civil Service training agenda	SG, PMO, MDI, GTTI, UTG PMO, Ministries, MDI, UTG, GTTI

3. Regional and sub-regional programs have been sought as Supplement	3. Seek sub-regional and regional cooperation to supplement local capacity	PMO, Foreign Service, MDI, UTG
4. Local training facilities have been published regularly	4. Publish local training facilities regularly	PMO

TABLE 6: ACTION PLAN FOR TRAINING STRATEGY IMPLEMENTATION MILESTONE 2019 – LONG TERM

Objective (1)	Performance Indicator (2)	Activities to Achieve Objective (3)	Responsibility (Input Requirement) (4)
D) Eligibility	1. Service-wide conferences and seminars have been held to discuss issues and concerns	1. Hold Service-wide conferences and seminars to discuss emerging issues and concerns	PMO, Advisory Committee, MDI
10) Establish and maintain fully criteria For accessibility to and award of Training programmes to recipients Within the CS	2. Regular induction and orientation for newly promoted line managers have been conducted	2. Conduct regular induction and orientation for newly promoted line Managers	Ministries, Head, HRD, PMO
- Area of training	3. Modular courses in CS in-service training agenda have been programmed and accessed	3. Program and access modular courses in CS in-service training agenda	Head, HRM, Ministries, MDI
- Eligibility criteria	4. Refresher and advisory services have been provided	4. Provide regular monitoring and advisory services	PMO
- Executive criteria			
E) Bonding	1. Regular refresher courses have been conducted	1. Conduct regular refresher courses	PMO, Attorney General
12) Implement fully the Bonding System to ensure that both the Goals of human capital Development and the returns on GOTG's investments are achieved.	2. The Bonding system has been published in memoranda and circulars	2. Publish bonding system in memoranda and circular	PMO
	3. Modular courses have been programmed for the Bonding system in CS training	3. Programme Bonding system as modular subject in CS training	PMO
	4. Monitoring and Guidance service have been carried out	4. Carry out regular guidance and monitoring services	PMO
	5. Enforcement actions have been taken against defaulters	5. Carry out enforcement action against defaulters	PMO, Ministries, Attorney General
G) Funding	1. Systematic funding schemes have been fully established	1. Establish fully systematic funding schemes	SG, PMO, MOFEA
13) Establish fully schemes and Programmes of funding to Accomplish training requirements Within the CS	2. Donor cooperation in training has been established	2. Established Donor cooperation in training	PMO, MDI, UNDP, DFID
	3. Cost sharing schemes with training institutions have been developed	3. Develop cost-sharing schemes with training institutions	PMO, MDI, UTG, GTTI
	4. Regional cooperation and assistance have been pursued	4. Pursue Regional Cooperation and assistance	PMO, GOTG, ECOWAS, AU, Foreign Affairs

PATR IV: BUDGET AND FUNDING OF TRAINING

There will be three (3) Phase Training programmes – The short term (2years), the medium term (5years) and the long term (20 years). The short term phase will comprise consulting services in the area of Development and Implementation of HRM Policy Framework, Development and Implementation of Training Policies and Guidelines; Filling of critical capacity gaps at PMO and Ministries; Recruitment and Training of HR staff; Civil Service-wide Training Activities: Publication of Policies and Codes: Workshops, seminars and meetings. The indicative cost for the short term is \$4,950,000.00.

The Medium term phase will cover Training Activities such as local training at MDI, external courses, conferences, workshops, awareness seminars; and subscription of journals. The indicative cost for this phase is \$6,924,000.00.

The long term phase programme will consist of Training Activities including local training at MDI and external courses; Conferences, Workshops and Seminars; and subscription of Journals. The indicative cost for the long term phase is \$ 11,540,000.00. The indicative total cost for the three phases is \$23,414,000. Tables 7, 8, 9 and 10 show the details of the indicative cost for training.

Provision will continue to be made for an allocation of funds from the central government per the Central Training budget dedicated to training and professional development. This will generally be based on a target percentage between 1.6% (the national average for the years 2007, 2008 and 2009) and 2.0% of the annual expenditure on civil servants salaries. Continued support from development partners is expected. New avenues for funding will also be explored.

TABLE 7: INDICATIVE BUDGET FOR SHORT, MEDIUM AND LONG TERM TRAINING PHASES
A. SHORT TERM (2YEARS) TRAINING PHASE 2010 - 2011

No. Activity	Quantity	UNITS Cost (\$)	Total Cost (\$)
1. Consulting Services			
i. Development & Implementation of HRM Policy Framework – 5 man months @ \$ 500/man day	5m/m	11,000	55,000
ii. Development & Implementation of Training Policies & Guidelines – 5 man months @ \$ 500/man day	5m/m	11,000	55,000
	Sub--Total		110,000
2. Filling critical gaps at PMO/Ministries (UNDP Funded)			
3. Recruitment & Training of HR Staff – (18 Personnel officers)	18 Persons	10,000	180,000
4. Civil Service Wide Training activities			
i. Local Training @MDI for 2 years – 1500 staff for 5/day course per year	3,000 staff	1,000	3,000,000
ii. External Courses	40	30,000	1,200,000
iii. Curriculum Development by MDI/ Training Institution	<u>participants</u>		
	Sub – Total		4,200,000
5. Publication of Policies & Codes	10,000 Copies	10	100,000
6. Workshops, seminars & meetings			
i. Workshops	20	12,500	250,000
ii. Seminars	20	5,000	100,000
iii. Meetings	100	100	10,000
	Sub – Total		360,000
	TOTAL – SHORT TERM		4,950,000
➤ PMO to liaise with MDI and other Training Institutions on Curriculum Development Budget line provision			

TABLE 8: MEDIUM TERM (5 YEARS) TRAINING PHASE: *2012 – 2014

No. Activity	Quantity	UNITS Cost (\$)	Total Cost (\$)
1. Training Activities			
i. Local Training Courses at MDI -1500 staff per year for 3 years 5 days	4,500 staff	1,000	4,500,000
ii. External courses – 20 participants per year for 3 years	60 participants	30,000	1,800,000
	Sub – Total		6,300,000
2. Conferences	300 Participants	30	9,000
3. Workshops	30 Workshops	12,500	375,000
4. Awareness Seminars	30 seminars	5,000	150,000
5.			
6. Subscription of Journals – 600 a year for 3 years	1,800 Journals	50	90,000
	TOTAL – MEDIUM TERM		6,924,000

*Budgeting as Shown in the table, is however for three (3) years since the previous two (2) years have already been budgeted for.

TABLE 9: INDICATIVE BUDGET FOR LONG TERM *(10YEARS) TRAINING PHASES (2015 – 2019)

No.	Activity	Quantity	UNITS Cost (\$)	Total Cost (\$)
1.	Training Activities			
	i. Local Training at MDI – 1500 staff per year for 5 years 5 day courses	7,000 staff	1,000	7,000,000
	ii. External Courses – 2- participants per year for 5 years	100 participants	30,000	3,000,000
	Sub – Total			10,500,000
2.	Conferences, Workshops and Seminars			
	i. Conferences – 20 conferences of 25 participants	500 Participants	30	15,000
	ii. Workshops	50 workshops	12,500	625,000
	iii. Awareness Seminars	50 seminars	5,000	250,000
	Sub – Total			890,000
3.	Subscription of Journals – 6000/year for 5 years	3,000	50	15,000
	TOTAL – LONG TERM			11,540,000

*Budgeting as shown in the table, is however for five (5) years since the previous five (5) years have already been budgeted for.

TABLE 10: SUMMARY INDICATIVE COSTS FOR TRAINING

No.	Phase	Cost (\$)
1.	Short Term	4,950,000
2.	Medium Term	6,924,000
3.	Long Term	11,540,000
	GRAND TOTAL	23,414,000