## List of Abbreviations and Acronyms

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| AG | Accountant General |
| BPSR | Bureau of Public Service Reform |
| CD | Compact disc |
| CEO | Chief Executive Officer |
| CSC | Civil Service Commission |
| ExCo  | Executive Council |
| FAD | Finance and Administration Department |
| GL | Grade level |
| G&SI | Gender and social inclusion |
| HC | Honourable Commissioner |
| HE | His Excellency |
| HOD (SWD) | Head of Department (Stores and Works Department) |
| HOS | Head of Service |
| HR | Human resources |
| HR&A | Human resources and administration |
| HRM | Human resources management |
| HRMIS | Human resources management information system |
| ICT | Information and communication technology  |
| KM | Knowledge management |
| KPI | Key performance indicator |
| M&E | Monitoring and evaluation |
| MDAs | Ministries, departments and agencies  |
| MDGs | Millennium Development Goals |
| MED | Monitoring and Evaluation Department |
| MEPB | Ministry of Economic Planning and Budgeting |
| MoW & INFRA | Ministry of Works and Infrastructure |
| MT | Medium term |
| MTBF | Medium term budget framework |
| MTEF | Medium term expenditure framework |
| MTO | Medium term objective |
| MTSS | Medium term sector strategy |
| OHoS | Office of the Head of Service |
| OOT | Office of Transformation |
| PESTLE | Political, economic, social, technological, legal and environmental |
| PIB | Performance Improvement Bureau |
| PS | Permanent Secretary |
| PSD | Public Service Department |
| PSM | Public service management |
| SA | Special advisor |
| SBA | Skilled birth attendant |
| SC | Steering committee |
| SDP | State Development Plan |
| SERVICOM | Service Compact  |
| SLP | State level programme |
| SMART | Specific, measurable, attainable, realistic and time-bound |
| SPARC | State Partnership for Accountability, Responsiveness and Capability  |
| SPIC | State Planning Implementation Committee |
| ST | Short term |
| TOR | Terms of reference |
| WC | Working committee |
| WG | Working group |