

Abbreviations and Acronyms

CEO	chief executive officer
GIDD	Commonwealth Secretariat's Governance and Institutional Development Division
KRAs	Key Result Areas
KPIs	key performance indicators
M&E	monitoring and evaluation
NPM	New Public Management
PMAS	performance monitoring and appraisal systems
PS	permanent secretary
PSC	Public Service Commission
PSU	public service union
SES	Senior Executive Services
SRAs	Strategic Result Areas
SSC	State Service Commission
TOR	terms of reference