

# Abbreviations and acronyms

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APP	Annual Performance Plan
CD	Chief director
CFTC	Commonwealth Fund for Technical Co-operation
CPAM	Commonwealth Association for Public Administration and Management
CSPIP	Civil Service Performance Improvement Programme (Ghana)
CSR	Civil Service Reform Programme (Uganda)
DPSM	Directorate of Public Service Management
ERP	Economic Reform Programme (Ghana)
GIDD	Governance and Institutional Development Division (Commonwealth Secretariat)
GIMPA	Ghana Institute of management and Public Administration
HOCS	Head of the Civil Service
HOD	Head of department
HOPS	Head of the Public Service
KRA <sub>s</sub>	Key result areas
MPS	Ministry of Public Service (Uganda)
MTI	Ministry of Trade and Industry (Botswana)
NPM	New public management
PA	Performance agreement
PEAP	Poverty Eradication Action Plan (Uganda)
PMAS	Performance management and appraisal system
PMS	Performance management system
PNDC	Provisional National Defence Council (Ghana)
PS	Permanent secretary
PSC	Public Services Commission

PSP	Public service president
ROM	Results-oriented management
SAPs	Structural adjustment programmes
SPS	Senior public service
SRAs	Strategic result areas
SSNIT	Social Security and National Insurance Trust (Ghana)
TOR	Terms of reference
UNECA	United Nations Economic Commission for Africa
UNPAN	UN Public Administration Network