



Ethiopian Food and Drug Authority

**Human Resource Management Strategy for Health
Regulatory Sector (2023/24-2027/2028)**

**December, 2023
Addis Ababa, Ethiopia**

Foreword

Human resource development within the health regulatory sector is crucial to develop sustainable HR capacity. It links the staff's experience, knowledge, skills and personal attributes with organizational performance. On the other hand, human resource management needs planning, implementing, monitoring and evaluating policies and strategies for achieving the organizational goals. It focuses on recruitment and selection, deployment of staff, performance management and motivation. Deploying adequate, competent, motivated and committed workforce is an essential element of establishing stable, well-functioning and integrated regulated system. Furthermore, ensuring the safety and healthful workplace with adequate protection against hazards is crucial.

The human resource management strategy (HRM) sets out strategic directions, outcomes and initiatives to tackle the human resources crisis in the food and health products regulatory sector. It is emanated from the Food and Health Products Regulatory Sector Transformation Plan.

It gives me a great pleasure to introduce this edition of the HRM strategy, which is the fruit of the joint effort of the staff of the Authority, the Technical Working Group, development partners as well as the participants of the review workshops. I hope that the strategy will serve as a useful guide for the development of human resource in the sector.

Finally, I would like to express my gratitude to all those who have directly or indirectly extended their helping hands in the preparation of the strategy. I also call upon interested parties to continue their usual support in updating the strategy by forwarding comments and suggestions to the Ethiopian Food and Drug Authority.

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List of Abbreviations and Acronyms

ABET	Adult Based Education and Training
EFDA	Ethiopia Food and Drug Authority
FHRSTP II	Federal Health Regulatory Sector Transformation Plan II
HEI	High Education Institute
HR	Human Resource
HRIS	Human Resource Information System
HRM	Human Resource Management
HRMS	Human Resource Management Strategy
HSTP II	Health Sector Transformation Plan II
ICSMIS	Integrate Civil Service Management Information System
IGAD	Intergovernmental Authority for Development
JSC	Joint Steering Committee
LM	Leadership and Management
LMD	Leadership and Management Development
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MOU	Memorandum of Understanding
NGTP	National Growth and Transformational Plan
PDP	Personal Development Plan
PMD	Performance Management and Development
PPP	Private-Public Partnership
RHRBs	Regional Health Regulatory Bodies
RJSC	Regulatory Joint Steering Committee
SDG	Sustainable Development Goals
SOP	Standard Operating Procedure
UN	United Nation

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1. Introduction

1.1. Background

The government of Ethiopia has been developing and implementing consecutive development and, growth and transformational plans, which have been designed in alignment with the global targets in reduction of poverty. As part of the country priority, the health sector has achieved extraordinary results including the achievement of Millennium Development Goals (MDGs) earlier from the designated target years.

Since the re-engineering held at the health sector into three wings, purchaser, service provider and regulator, successive reforms have been taking place to ensure the effectiveness and efficiency of the sector. Re-organization and arrangement of the health regulatory sector was one of the re-designing priorities while applying the changes in the health sector in 2008.

Thenewly redesigned health regulator covers all health and health related services, premises, professionals and products regulation. However, the assignment of vast regulatory responsibility to the regulatory sector affected the performance negatively by losing its focus and control because of limited human and financial resources.

An assessment was carried out on the regulatory system and recommended different alternatives to re-organize the health regulatory sector. At federal level, product-based regulation was decided to be reorganized independently, but at the regional level, all regulatory activities continued as is. Following this, the government issued the Food and Medicine Administration Proclamation No. 1112/2019 where the powers and duties of the executive organ were stated. The council of ministers also enacted regulation No. 531/2023 to provide organization, powers and duties of the EFDA.

This reform will not achieve the overall objectives of the food and health products regulatory sector unless managing and developing competent and highly performing regulatory workforce. Furthermore, human resource development and management promote professionalism in the regulatory sector and creating a culture of learning organization.

Therefore, the human resource development function within the health regulatory sector is crucial to develop sustainable human resource capacity. It links the staff's experience, knowledge, skills and personal attributes with organizational performance. The other point is human resource management, which needs to plan, implement, monitor and evaluate policies and

strategies for achieving the organizational goals. Human resources management also focuses on recruitment and selection, as per the need, deployment of staff, performance management and motivation. Ensure safety and healthful workplace with adequate protection against hazards. So, having in place adequate, competent, motivated and committed human resources is critical.

This strategy is developed based on the current reform taken place in the health regulatory sector. The HRM strategy sets out strategic directions and initiatives to tackle the human resources crisis in the food and health products regulatory sector.

1.2. Scope of the strategy

The scope of the strategy covers human resource management in the food and health products regulatory system at federal and regional levels.

1.3. Rationale of the strategy

The rationale of the strategy is:

- HRM strategy is an integral part of the FHRSTP II.
- HRM strategy is critical for implementation and achievement of the objectives of FHRSTP II.
- Generating a competitive edge in the food and health regulatory arena
- HRM strategy is a vehicle for partnership between leadership and employees:
- Develop competencies and promote professionalism in food and health regulatory sector and creates a culture of learning organization.
- Manage competent and highly performing regulatory workforce

2. Situational Analysis

2.1. SWOT Analysis

Internal Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> • HRM is an integral part of FHRSTP II • Presence of HRM laws and procedures • Existence of staff evaluation system • Existence of staff development directive and procedures 	<ul style="list-style-type: none"> • Weak leadership development and lack of leaders succession system • High number of vacant positions • Lack of reward and sanction mechanism based on performance management

<ul style="list-style-type: none"> • Existence of some merit based career development system • Existence of qualified and experienced staff. • Existence of short and long term training and education • Establishment of regulatory workforce capacity development in collaboration with academia • Proper placement of staff at EFDA • Install human resources information system (HRIS) at EFDA • Commitment of some regions to align their structure with EFDA • Implementation of training SOP and effectiveness evaluation of training, and SOP for preparation and updating of job descriptions. • Improvement in staff records and documentations at EFDA 	<ul style="list-style-type: none"> • Weak HR planning and management at all levels • Lack of incentive policy and inadequate incentive packages • Inadequate merit based career development system • Lack of personal development plan aligned with the organizational goals • Lack of planned and organized training programs with stakeholders • Poor training planning in terms of training content and methods • Weak training linkage with employee need and organizational performance • Poor staff evaluation practice (design, timing, inconsistency, and absence of feedback) • Lack of commitment in discharging responsibilities • Poor induction and orientation system for new staff • High staff turnover in regional regulatory bodies • Lack of health and liability insurance system • Misplacement at regional regulatory bodies and under-utilization of human resource at all levels • Lack of leadership and management commitment in performance management • Poor communication and engagement of employees, and leadership support • Inadequatenumber of competent (knowledgeable, skilled and ethical) staff at all levels • Imbalancein distribution of health regulatory work force between region and woreda
External Analysis	
Opportunities	Threats
<ul style="list-style-type: none"> • Government commitment for 	<ul style="list-style-type: none"> • Absence of competent regulatory workforce in the

<p>strengthening health regulatory system</p> <ul style="list-style-type: none"> • Availability of trained human resource in the market • Conducive policy environment for gender and diversity issues • Technology advancement • Presence of enabling legal frameworks • Interest for partnership among national (such as academia, professional associations), regional and international organizations • National development and economic growth 	<p>market</p> <ul style="list-style-type: none"> • Absence of national public service development policy • Sophisticated public demand for product regulation • Political instability • Unnecessary encroachment of institutional autonomy • Existence of porous borders in the country • Technology advancement • High rate of inflation • Lack of competitive salary scheme to retain competent staff • Unpredictable national and international emergency situation • Fragmented food and health products regulatory structure • Expansion of food and health products manufacturing industries
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2.2. Stakeholders analysis

SN	Stakeholders	Stakeholders interest	Food and health products regulatory sector expectation	Impact level	Response of food and health products regulatory sector
1.	Employee	<ul style="list-style-type: none"> • Training • Conducive working environment • Incentives and rewards 	<ul style="list-style-type: none"> • Competent workforce • Ethical workforce • Improved performance • Stable workforce 	High	<ul style="list-style-type: none"> • Provide need based training • Create conducive working env't • Create incentive and reward system
2.	MOH	<ul style="list-style-type: none"> • Workforce related data 	Financial and technical support	Medium	Provide up-to-date workforce and financial

		<ul style="list-style-type: none"> • Adequate and competent workforce 			reports
3.	RHBs	<ul style="list-style-type: none"> • Workforce related data • Adequate and competent workforce 	Financial and technical support	Medium	Provide up-to-date workforce and financial reports
4.	Civil Service Commissions	<ul style="list-style-type: none"> • Workforce related data • Implementation of workforce related laws, guidelines and reforms 	<ul style="list-style-type: none"> • Availability of workforce related laws and guidelines • Technical support 	High	<ul style="list-style-type: none"> • Provide up-to-date workforce reports • Implementation of workforce related laws, guidelines and reforms
5.	Health Professionals Associations	<ul style="list-style-type: none"> • Collaboration and engagement • Financial support • Transparent system 	<ul style="list-style-type: none"> • Provision of training, modules and manuals including technical support 	High	Sign MOU
6.	Academia	<ul style="list-style-type: none"> • Collaboration and engagement • Financial support • Transparent system • Internship on regulatory activities 	<ul style="list-style-type: none"> • Provision of training, modules and manuals including technical support • Design regulatory curricula 	High	Sign MOU
7.	National, regional and international partners	<ul style="list-style-type: none"> • Partnership • Up-to-date report • Transparency 	Technical and financial support	Medium	<ul style="list-style-type: none"> • Sign MOU • Provide up-to-date report • Joint M&E

3. Core principles that determine how the strategy is implemented

Stakeholders carry out their duties. A universal principle is needed for this. All universal principles must be respected in the strategy's implementation. These guidelines offer criteria and factors for how stakeholders should collaborate. To create a shared sense of trust between professionals and stakeholders, principles are required. Therefore, the key ideas that will affect how the plan is put into practice are stated below.

Pay attention to all work levels

All control employees should be included in the human resource management strategy. The management, technical, and administrative employees should be the main focus. Each manager and worker has a responsibility to improve the performance and service delivery of their respective departments and is entitled to equitable growth opportunities.

Addressing the demands of particular groups

One way the government is working on several declarations and legislation to promote the equitable development and benefit of all of its citizens is by fare to the needs of specific groups. The opportunities for skill development, workplace convenience, and access to consulting, and assistive technology must be given top priority by the chosen teams.

Prioritize working together

The institution's strategic strategy, implementation, program, and overall staffing must be coordinated and integrated. If not, they have a brand-new item exclusively for! The institution's general staff retention strategies and programs, performance management, employee health safety programs and initiatives, and human resource management must all be harmonized with one another in this regard.

Recognize how context differs

There are discrepancies between executives' and employees' ability to operate in supervisory bodies.

Regulators are at varied stages of the plan's execution in this regard. It could be due to a lack of ability, a lack of drive, outside factors, or a scarcity of resources. As a result, it's critical to be aware of contextual variations and to respond to them similarly.

Adaptability and flexibility

Plans and actions might not always be successful in changing policy. Leadership, institutional frameworks, and operational practices might all change. Customer requirements and circumstances will change; you cannot maintain composure in the face of constant change. It is not proper to adapt to services. Variability and variability must therefore be preserved

Keep attention on performance

It is common knowledge that organizations must effectively develop their people resources. Examining the human resources you are creating is also crucial. Regarding performance and service delivery, training ought to make sense in this aspect. The impact of this disparity on the provision of services is still clearly visible, and the gap between training and performance is still substantial. The higher performance of individuals and our institution must therefore result from human resource development. The effect of government training spending, however, does not significantly affect how well an institution performs. The effectiveness, demand, and impact of the outcomes should all be evaluated during the training.

Create groups, communities, and learning networks

Through frequent, on-the-job training and education as well as self-improvement through interpersonal connections, human resources for development are being created.

The performance and professional contribution of each employee must be held accountable. Institutions must set up networks and organizations where workers can quickly pick up knowledge because learning is a continuous process. They must establish online learning, Internet access, business networks, internal seminars, trade publications, and discussion boards. This entails creating a learning culture within the organization.

The development strategy, its execution, anticipated performance, issues brought on by capacity gaps, capacity building, and the cycle of performance management.

Putting forth a development agenda

The lives and well-being of individuals are impacted by a number of concerns related to food and health resources. By combining the competencies and unique characteristics of all government entities, these concerns must be addressed not only in some of the departments' direct spheres of influence but also in the overall and multi-sectoral response.

The control approach for human resource management cannot overlook this agenda either. Its primary function is to carry out the obligations and duties of the government. Focusing on

responsiveness and capacity building is necessary to achieve this. Staff awareness of the country's development and good governance directions is necessary for capacity building.

Determination across government departments

It considers the prospective advantages of a personnel management strategy while taking into account the current state of the government's human resource issue.

Structures and mechanisms at all levels, as well as the efficient use of the staff's actual capabilities, serve as examples of how important the plan is. If these advantages are to be passed on to workers, the strategy must make them explicit as well as describe the nature and dependability of certain jobs.

The number of planned activities that reach the intended users and the degree to which all stakeholders have the same expectations and interpretations of what is expected and what each function will play are key factors in the project's success.

4. Strategic framework of HRMStrategy

The strategic framework is essentially a mind map or an overall illustration of the strategy as a whole. It seeks to highlight the key elements of the strategy that will be examined in more detail in the forthcoming sections of the document. The strategic framework is presented in *Figure 1*. In this figure, core principles, strategic directions, strategic initiatives, objective, vision and mission of the HRM Strategy are presented. This framework of priorities seeks to represent a holistic approach to human resource development in the regulatory sector, and it seeks to identify and isolate the key components of the strategy. It is important to embody these key components holistically. A holistic approach recognizes the wholeness of each individual in the organization and considers the mutual dependence of all the organizational functions that are associated with Human Resources. It seeks to identify the major areas of activities for the reconstruction and alignment of HRM practice. The anticipated result of this alignment is high performance among employees and enhanced service delivery by the regulatory sector.

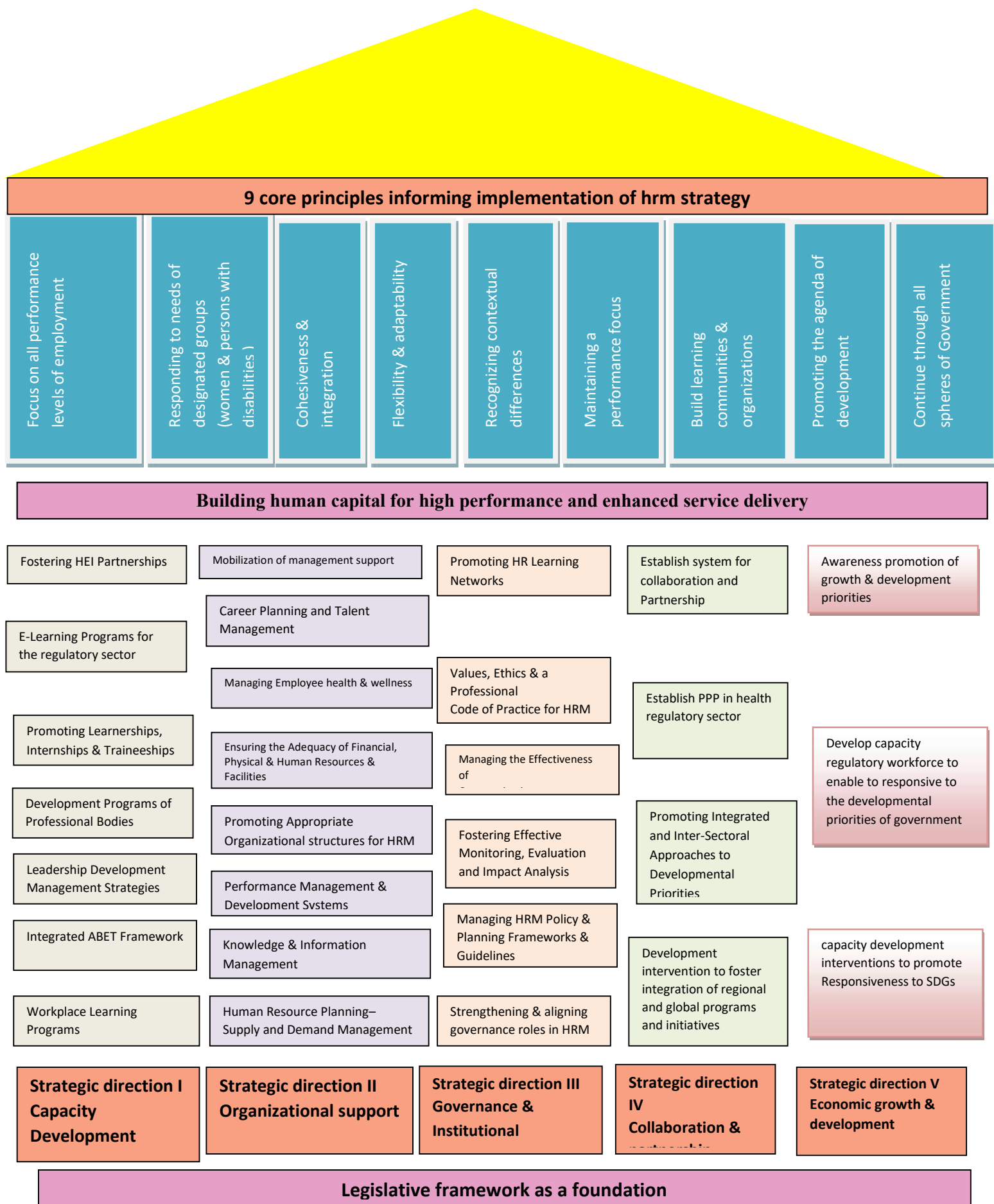
The strategic framework is used to present the key priorities of the HRM strategy framework. It is intended to capture the entire strategy as an overview. Here, the core elements of the strategy are seen as areas in which impact is intended. These core elements are assembled to form the essential building blocks for creating the human capital in the regulatory sector that would enable high performance and enhanced service delivery.

The critical components of the strategy are:

- i. The vision, mission and core values of strategy
- ii. The objective of the strategy
- iii. The four strategic directions of the strategy, and
- iv. The nine core principles of the strategy

These components must be converted into a strategic agenda of action, and must be the source from which implementation considerations are generated. In this regard, the priorities of the strategic framework must be translated into actionable statements of intent. In order to facilitate this, Table 1 presents each component of the strategy in the form of objectives and initiatives which can be used as a basis for planning and strategic action.

The strategic directions are essentially the core of the HRM strategic framework for the regulatory sector. The strategy embodies 5 strategic directions and 29 strategic initiatives. Each strategic direction is described briefly below in the subsequent section.



5. Vision, Mission and Core HR Values

5.1. Vision

To see competent, productive, motivated, and ethical food and health products regulatory workforce.

5.2. Mission

To enhance regulatory workforce management system that contributes to the health outcome of the country by modernizing its administration and knowledge management system.

5.3. Core human resource values

Integrity: We demonstrate and foster integrity by maintaining high professional standards, being ethical, objective, honesty and adhering to moral values. We are guided by self-discipline and diligence.

Professionalism: we give emphasize for skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well

Team work: we believe that the best performance is not produced by individuals but by collaborative efforts as a team, respect one another's view and supporting one another mentally in one spirit.

Customer focus: We endeavor to be responsive to customer needs in a timely manner, being reliable, communicating and creating conducive environment to customers. We listen with care to help us provide the best guidance to those who seek our assistance.

Embrace change and innovation: We are open to new knowledge, innovation and foster creativity and risk-taking to support continuous improvement in the regulatory arena.

Accountability: communicating with public and relevant stakeholders in a clear and timely manner, and taking full responsibility for our actions and outcomes.

6. Strategic objectives

6.1. General objectives

To ensure an adequate, competent, and motivated food and health products regulatory workforce providing quality regulatory services.

6.2. Specific objectives

- To create an integrated and coordinated capacity building approaches across the food and health products regulatory sector.
- To create efficient and effective HR structure and personnel in the regulatory entities in creating a sound foundation for HRM practice.
- To strengthen human resource planning, administration and development systems at all levels.
- To establish partnerships with national and international stakeholders to promote and respond the developmental priorities of the government.

7. Strategic directions

The following are the five strategic directions of the strategy:

7.1. Capacity development

7.2. Organizational support

7.3. Governance and institutional development

7.4. Collaboration and partnership

7.5. Economic growth and development

Each of the strategic directions is described briefly below, and presented in more detail in subsequent sections.

6.1. Capacity development

The capacity development strategic direction is the ability to develop human capital in the food and health products regulatory sector. The sector must be able to build human capital efficiently and effectively. The most important in this regard is that developing human capital should lead to improved performance and enhanced quality service delivery. The end must justify the means and the efforts made.

6.1.1. Capacity development outcome

The outcome of this strategic direction: Human capital developed in food and health products regulatory sector.

6.1.2. Capacity development strategic direction objective

The objective of this strategic objective is to adopt a wide set of options for capacity development in order to respond to the varying needs and requirements and build the capacity of employees in the food and health products regulatory sector.

6.1.3. Capacity development strategic initiatives

There are seven strategic initiatives under this strategic direction.

a) Enhance the design, management and integration of capacity development interventions in workplace.

Rationale

The rationale of this initiative is to improve the practicality and relevance of training to the job, more use must be made of training methods that are in-house as a means of enhancing the practical relevance and applicability of training. In this respect, efforts should be made to improve the management and delivery of induction, learnerships, mentoring and coaching and job rotation, among other methods. These are generally not well managed in the workplace.

Many of the courses offered by training service providers do not have practical relevance in the workplace. As a result, the application of new knowledge and the impact of this knowledge on the workplace are minimized. Workplace learning is likely to have more immediate impact on the performance of employees. A number of workplace learning plans have been implemented over the last 6 years. Success, however, has been varied. The management of these interventions has been identified as the reason for the limited success. The fact is that workplaces are not inherently designed for learning. The strategic focus here is to strengthen workplace learning interventions so that quick gains could be seen in organizational performance and in the services provided to clients and stakeholders.

Approach

During the implementation of this initiative, the EFDA will assist in this area through policies and the development of frameworks; the respective regions are expected to take the lead here. This initiative is considered as one of the fundamental building blocks for enhanced performance through HRM. The intent here is to strengthen the fundamentals for the effective management of an investment-oriented HRM function. As part of the fundamentals there will be the conduct of skills audits, training needs assessments, afterservice, and the evaluation of HR delivery training impact. In addition, systems and processes for properly managing workplace

initiatives (internships, learnerships, mentoring, etc.) will be strengthened. Exemplary models in these areas already exist, but they have to be documented and these models have to be shared. Here, provincial leadership is expected in respect to course materials. Developments in this area will be led by EFDA. The intent here is to make a standard set of high quality training materials in regulatory sector training available to all. The outcome will be a clearinghouse where such materials will become available to all regulatory entities. The key advantage to this set of materials is its workplace relevant content and its training process which will be practice-based.

Course development experts together with technical area experts representing regions will be involved in course development and will produce standard set of high quality training materials. Partnerships with HEIs and with relevant professional associations will be part of this programming.

Success indicators

The success of this initiative can be measured by the following indicators:

- Each entity has a human resource management strategy and implementation plan which has been fully implemented
- Each entity has a framework of courses, experiential learning and capacity development requirements for each level of staff
- The PDPs from PMD are fully used as a basis for program planning
- All leaders use a common framework and process for managing HRM interventions

Key Activities

- Develop human resource management strategy and implementation plan for managing and evaluating HRM in the workplace
- Training provided in managing HRM in the workplace for HRM practitioners and for line managers
- Develop system for pre- and post-training interventions
- HRM framework and guidelines are in place for skills audits, needs assessment and the evaluation of the impact of training on workplace performance
- HRM frameworks and processes are available for managing workplace learning
- Develop Exemplary models and document and expand to others

b) Apply ABET mechanism in providing educational opportunities for all identified employees.

Rationale

The food and health products regulatory sector should apply ABET mechanism as an integral part of a regulatory sector's HRM strategy. HRM delivery sometimes breaks down because line managers are unable to manage the development of their staff. Some managers are unable to understand the importance of HRM for improving performance. In addition to a general program in leadership and management development, managers should be coached in the management of the capacity development of their staff.

ABET is the prime mover in the drive for lifelong learning in the workplace. It is the vehicle which provides access to education and opportunity to all employees, but particularly to those at the lower rungs of the occupational ladder. ABET should be a key strategy in the developmental agenda of regulatory sector.

The focus of the initiative is access to training opportunities for all. A program of lifelong learning dictates that all employees have access to ABET from which they can benefit.

Approach

The food and health products regulatory sector should work with HEIs or independent course development experts together with technical area experts to develop a comprehensive structure for ABET program that can benefit the workforce. EFDA and HEIs will work in consultation with the Ministry of Education. Guidelines will be developed for regulatory entities to implement, support will be provided through workshops, and learning networks will be used to share ideas on developments. It is anticipated that while the majority of programs will be available for staff at lower occupational levels, programs will be available for all staff on matters which affect them personally and professionally. Programs on managing personal finance and in preparation for retirement, for instance, could be useful.

Success Indicators

The success of this initiative can be measured by the following indicators:

- All regulatory entities implementing ABET learnerships

- Food and health products regulatory sector ABET learners have made progress in their careers
- Develop guideline on ABET for the food and health products regulatory sector
- All ABET courses in the food and health products regulatory sector are designed on the basis of workplace relevance
- Employees are able to participate in ABET programs

Key activities

- Each regulatory entity prepares an ABET plan
- develop format and guidelines for entity level ABET plans
- Each entity assesses annually the workplace and learning progress of its ABET candidates
- Each ABET learner has a PDP as a roadmap for advancement
- ABET learnerships are initiated and are successful
- Development of a policy on ABET for the regulatory sector

c) Promote leadership development and management programs in general, with specific reference to the HRM competence of leaders and special focus on the needs and requirements of women and persons with disabilities.

Rationale

Leadership is critical in the attainment of the goals and objectives of the food and health products regulatory sector. Lack of effective leadership is a constant source of complaint about regulation. In particular, there are concerns regarding the inability of line managers to promote, use and foster HRM interventions for developing their employees. The strategic focus here is to ensure that there is a pipeline of leadership talent available to the regulatory sector and to ensure that all leaders in the regulatory sector are able to function effectively.

Approach

Leadership and management development refer to initiatives that are undertaken to develop, capacitate and support managers. The initiative here is to place a more thorough training and development infrastructure for ensuring effective regulatory sector management. The focus will be on the development of leadership and managerial (LM) competencies in line managers and potential employees so that they are able to fully undertake their responsibilities. While EFDA

will lead this process, regions are expected to embark on a more long term structure for management training and leadership development.

Success indicators

The success of this initiative can be measured by the following indicators:

- LMD framework institutionalized
- Competency frameworks utilized by all regulatory entities
- Competencies audit systems established
- Developmental support system established in each regulatory entities
- All line managers and potential employees in the regulatory sector have undertaken training on the leadership and management responsibilities
- Targets women and persons with disabilities in management positions are met

Key activities

- Design and establish competency audit system in regulatory sector
- Design and establish development support system
- Develop guidelines for the use of leadership competency framework
- Ensure that leadership development and management courses in regulatory sector training are aligned with the leadership competency framework
- Develop policies, protocols and operational procedures for the use of competency audit system and development support system by regulatory entities
- Preparation of line managers and potential employees for management of their responsibilities
- Conduct ongoing assessments and audits to ensure that there is a higher quality of management in the regulatory sector

d) Promote learnerships, traineeships and internships in the regulatory sector for graduates and unemployed youth to gain practical experience in the workplace and enhance their skills.

Rationale

Workplace is a laboratory for practical learning, not only for the employed but also for those learners who are outside of the regulatory sector who may wish to engage in practical learning in the regulatory services. The respective workplaces in the regulatory sector must make greater use of their establishments in facilitating practical learning. In this regard, learnerships, traineeships and internships represent avenues through which the workplace can be used as an educational resource. The significant advantage for the regulatory sector is a ready source of recruits with the experience to be immediately productive. Stakeholders could be provided to interns and trainees who show promise as productive Public Servants, particularly in areas scarce skills.

Approach

An intern application form will be developed and used the form to apply for practice and training in the regulatory activities. Working jointly with the workstream of the regulatory entities and/or selected training institutions, protocols and systems will be set in place to maximize the use of

and participation in such workplace learning. Joint workshops will be conducted in order to prepare practitioners to maximize the throughput of learners in these programs.

Success indicators

The success of this initiative can be measured by the following indicators:

- Learnerships, traineeships and internships are offered to pre-service participants who have limited skills and knowledge
- A significant increase in the number of learnerships, internships and traineeships undertaken in each workstream
- A significant increase in the number of learners who successfully complete learning programs with regulatory sector workplace attachments
- Greater efficiency and effectiveness in the management of learning programs with workplace attachments.
- A significant number of learners, trainees and interns are employed by the regulatory entities after completion of the programs

Key activities

- Provide training for mentors and supervisors in order to maximize support for learners in workplace learning
- Establish systems for evaluating the outcome of such workplace learning.
- Track the number of learners who subsequently take up employment in the regulatory sector.
- Create linkages with HEIs which will give students a conduit to enter the regulatory sector for experience and training
- Create a database of learners, trainees and interns/applicants who have submitted applications/forms, undertaken and successfully completed the required program.

e) Facilitate productive utilization of the educational capacity of professional bodies and councils for regulatory capacity development program

Rationale

Professional bodies and councils uphold standards for members of their profession. In most cases, they provide relevant training and they certify competencies and readiness to practice in the respective field. Their infrastructure could be used to professionalize the respective

occupational categories and job classes. Again, the strategic focus here is the quality and standard of professional preparation and readiness to practice in the respective occupation.

Approach

The focus of these initiatives will be on engaging the professional bodies and councils both local and international which have relevance to the occupational categories in the regulatory sector. The benefit to be accrued is the overall professionalization of the regulatory sector in establishing high standards of professional practice. Guidelines will be made available to workstreams which pertain to the respective occupational categories. Officials of professional bodies are expected to participate as partners in advocacy and in the promotion of registration in their organizations. EFDA will provide leadership in this area.

Success indicators

The success of this initiative can be measured by the following indicators:

- MOUs are in place with regulatory sector and relevant professional bodies and councils
- Guideline or procedure developed for collaborating with professional bodies and councils
- Regulatory activities undertaken jointly with professional association bodies and councils
- Regulatory workforce capacity developed as result of utilizing professional association bodies and councils

Key activities

- Potentially relevant professional bodies identified and mobilized
- A framework for negotiation with professional bodies formulated
- MOUs developed and signed with all relevant professional bodies and councils
- Guidelines or procedures available to workstreams for collaborating with professional bodies and councils
- Guidelines are in place to apply the standards and ethical framework of professional bodies to the regulatory sector

f) Establish and promote e-learning system in the food and health products regulatory sector to apply in HRM activities

Rationale

e-learning has the potential of widening access to high quality training, promoting independence in the pursuit of professional development and reducing the overall cost of capacity development in the public service. The strategic focus here is creating more options for capacity development, maintaining equity in the standards of courses and reducing the overall cost and inconvenience of off-site training.

Approach

e-learning will be based on formally approved and accepted courseware targeting to the regulatory Sector. The e-learning is a strategic initiative that would be nationally led by EFDA and RHRBs. EFDA will take responsibility for developing e-learning platforms, procuring certified e-learning courses and developing policy frameworks within which e-learning in the regulatory sector will take place. RHRBs could engage in preparatory work in this regard to the extent that resources, capacity and inherent advantages are now available.

Success indicators

The success of this initiative can be measured by the following indicators:

- Employees in all regulatory entities have access to e-learning
- Employees benefited from e-learning platforms
- Regulatory entities have guidance to govern the use of e-learning
- E-learning platforms developed or procured.

Key activities

- Guidelines on the use of e-learning in the workplace developed
- e-learning registration and certification protocols established
- e-learning workplace operational framework established
- e-learning fully incorporated in management and leadership strategy
- e-learning fully incorporated into PMDS
- Regulatory entities have participants on formal e-learning programs
- Prepare e-learning platform at national level and procure e-learning courses

g) Foster collaborative partnership with HEIs in order to enhance the quality, standard and relevance of regulatory sector trainings.

Rationale

Partnerships build collective capacity and accelerate development by taking advantage of collaborating parties. The strategic focus is to achieve quick gains in quality in order to improve the overall standard and relevance of pre and in-service training including workforce development (like BSc, MSc and PhD) training in the regulatory sector and to more effectively utilize the funds that are available for training.

Approach

It is envisioned that some partnership arrangements will be orchestrated between the regulatory entities and the respective institutions. The policy framework for partnerships will also be developed by EFDA which will provide leadership in the area. It is expected that all entities fit and operate within a common policy framework. It is anticipated that arrangements will be made to use skills development resources.

Success indicators

The success of this initiative can be measured by the following indicators:

- MOUs signed with HEIs
- All regulatory entities have established partnerships
- Increased regulatory workforce that gain higher level education
- HEI programs are relevant to the regulatory sector

Key activities

- Collaborate with the Ministry of Education to establish MOUs with HEIs
- Develop financing framework and negotiate with relevant bodies
- Prepare program management policy and guidelines
- Develop framework of regulatory sector related courses in partnership with Ministry of Education
- Register courses within the Ministry of Education framework with relevant unit standards
- Approve selected courses for the e-learning framework
- Sign partnership MOUs with HEIs, and other government bodies

- Regulatory sector officials participating in nationally recognized set of courses for regulatory sector.

6.2. Organizational support

Organizational support refers to those operational aspects of the organization upon which a holistic HRM function is dependent. While these may not necessarily be HRM functions or concerns, HRM cannot be effective or efficient if these are not operated effectively. The essential foundation of effective organizational performance must be in place if HRM is to be successful. The organizational support also needs to be strengthened in order to add value to proper human capital formation and utilization in regulatory sector.

6.2.1. Organizational support outcome

The outcome of this strategic direction is organizational capacity ensured and productivity of workforce maximized.

6.2.2. Organizational support objectives

The objective of this strategic direction is to strengthen support structures and systems in regulatory entities.

6.2.3. Organizational support initiatives

There are eleven initiatives under this strategic direction:

a) Strengthen human resource planning for supply of workforce

Rationale

The supply of skilled workforce should be more directly managed to enable the regulatory sector to maintain a sufficient and capable skills base. Initiatives and agreements must be taken to ensure the availability of talent to undertake the responsibilities of the regulatory sector. The strategic focus here is the promotion of a proactive and investment-based approach to create pool of trained workforce in the regulatory sector. This approach must ensure the proper management of skills availability and the ongoing effort to maintain an adequate skills base.

Approach

The objective to be attained here is the continuous supply of skills to the regulatory sector in all occupational areas, and in the quality and quantity desired by various work streams of the

regulatory sector. It is anticipated that each work stream will have its unique approach to manage skills supply; but there will be generic approaches which can be generally applied.

Leadership will be provided by EFDA and Regional Health Regulatory Bodies (RHRBs) in providing sectoral assistance in skills supply management. Skills supply management here is a multi-faceted approach that will include recruitment strategies; establishing partnerships for the continuous supply of talent; use of learnerships and internships; talent management within the organization; creative use of scarce skills; retention programs and training programs within organization.

Success indicators

The success of this initiative can be measured by the following indicators:

- Each regulatory entities has an adequate plan for managing the supply of its scarce and critical skills
- Regulatory sector have no gaps in terms of scarce and critical skills
- Each regulatory entity has relevant MOU in place to manage the skill supply pipeline
- HR plans and HRM strategies reflect measures for managing the supply of skills

Key activities

- Skills supply alternatives are identified for each work stream per occupation
- Guidelines are put in place for managing the supply of skills internally
- Skills database (HR connect) to assist skill supply management in the regulatory sector.
- Working collaboratively with the HEIs as key sources in building a viable supply pipeline

b) Strengthen the human resource planning for demand of workforce

Rationale

Demand-led training should be in place to continually assess and respond to skills demand. Yet, the regulatory sectors have not taken formal measures to monitor skills demands, and measures to ensure the proper allocation and use of human resources. In some RHRBs the talent is in the organization but is not located in the correct job assignment. Available technologies must be applied to assess demand on an ongoing basis. This process must be a multi-method process to ensure the accuracy of the data outcomes. To the extent possible all entities could embark on a

similar process while generating a uniform set of information that could be aggregated by EFDA and RHRBs. The strategic focus here is on an investment orientation to training where the highest benefit is accrued with the least and most viable investments in training.

Approach

Assessing demand for skills is not a onetime event but a routine and ongoing activity that keeps the organization constantly aware of its skills base and skill needs. In this regard, therefore, organizational routines should be developed so that this constant awareness is maintained. Assessing skills demand will begin with skills audits, competency assessments, training needs analysis and an assessment of the factors which effect demand, e.g. attrition rates by various categories, the age profile for critical occupational classes, among others. Initial studies will be done to generate awareness on the demands for skills and constitute the basis of an approach to skills demand management. Ongoing routines are to be institutionalized and undertaken by line managers as part of their management responsibilities. RHRBs and EFDA will provide leadership and guidance in this area.

Success indicators

The following indicators can measure the success of this initiative:

- Training or educational qualification needs assessment is conducted on a continual basis
- Skills audits are conducted by the sector as a basis for planning HRM
- Each regulatory entity has succession plans for key posts
- Studies are conducted to determine the skills needs of each entity
- EFDA and RHRBs prepare reports on the demand for skills in their respective
- HR plans and HRM strategies reflect measures for meeting skills demands
- Utilization of ICSMIS for planning

Key activities

- Studies are conducted on skills demand for regulatory sector
- Each regulatory entity prepares report on current and projected demand for skills
- Each regulatory entity reports annually on its capacity to meet demands for critical skills
- Each workstream maintains, on a routine basis, the training needs of its employees
- Skills demand considerations are addressed in HR plan, and in HRM Strategy.
- A handbook for skills demand assessment and management is developed

c) Create system for managing skill supply pipelines, retention mechanism and scarce skills management

Rationale

Regulatory sector must find ways to ensure a constant supply of high quality skills for their operations. Recruitment on the open market has become less and less viable for some skills. In order to promote skills retention and maintain scarce skills, policies must be put in place, and monitoring systems and processes must be established.

The strategic focus here is proactive engagement to protect investments in training. However, scarce skills management and retention of employees is a complex undertaking. Efforts and strategies must be integrated so that the key issues for attrition of talent in the sector must be addressed. As a result, compensation planning, HRM, employment conditions in terms of resources and facilities, and leadership effectiveness are all areas that must receive attention.

Approach

One aspect of skills supply management is the ability to attract, manage and retain scarce and critical skills. Because of the competition in the market place for scarce and critical skills, the Regulatory sector must embark upon strategies to attract and retain talent. This strategy will be undertaken in three ways: knowledge dissemination and support; adoption of skills retention and talent management strategies; and tracking of success in the maintenance of scarce and critical skills. EFDA will provide leadership through facilitating the sharing of knowledge and exemplary practices, and through the development of formats and systems to be applied within regulatory sector.

Success indicators

The success of this initiative can be measured by the following indicators:

- Regulatory sector have a skills retention and scarce skills plan
- Regulatory sector fully capacitated with the relevant scarce skills
- There is a higher retention rate in the regulatory sector in the leadership cadre and in areas of scarce skills

Key activities

- Management policies for retention and scarce skills developed

- Annual reports are prepared by each regulatory entity on the retention and management of scarce skills
- Agreements and systems developed to manage the supply of skills

d) Establish systems and processes for acquisition and management of knowledge and information

Rationale

Data and data management systems are important for management and reporting in HRM. Measures must be put in place to monitor, evaluate and report on achievements in HRM. This is especially important in light of the planning and accountability systems, which have been recently established by the government.

The strategic focus here is not only accountability promotion, but also the promotion of overall awareness of HRM operations. However, information systems must be distinguished from knowledge management. While one produces data on operations and attainment, the other seeks to promote learning and foster organizational development through how knowledge is made available, managed and used for the welfare of individuals and the organization. The strategic focus here, therefore, is preparing vibrant cultures of learning within the organization.

Approach

A routine set of HR information is needed to effectively manage HRM. Policies, systems and processes must be set up to generate this information and facilitate its use. There must be ease of access, ongoing support, and reliable means of data collection. The ICSMIS will be centrally developed and supported through EFDA. However, application of the ICSMIS data to enhance performance and reporting in HRM will be undertaken by the regulatory sector. While the intent is to assist each regulatory entity, the objective here is to develop, eventually, a common national information system for HR where data can be consistently aggregated on a national basis. EFDA, in addition to developing the system, will also provide guidelines, a handbook and training on the use of the system. Regulatory entities will be able to demonstrate how the use of the system has enhanced their capacity to comply with and their ability to perform more efficiently. Knowledge management will be facilitated by EFDA and RHRBs through the provision of guidelines, creation of opportunities for sharing knowledge and the promotion of exemplary practices. Achievements in this area will also be assessed and reported.

Success indicators

The success of this initiative can be measured by the following indicators:

- All regulatory entities use ICSMIS in managing data on HRM
- All regulatory entities have undertaken efforts to prepare and manage a learning culture
- The regulatory sector have knowledge management plans and strategies
- More evidence is available that the workplace is a dynamic learning environment for employees
- HRM strategies and reports reflect their efforts and achievement in respect to knowledge management

Key Activities

- ICSMIS is established in each regulatory entity with components that are adequate for planning and reporting in
- Guidelines and a handbook are developed on the management and use of ICSMIS
- Training is provided on the use of ICSMIS in the preparation of annual training reports
- Ensure effective quality management system for reporting in the Regulatory sector
- The impact of training on the performance of work streams and on the overall performance of the regulatory Sector is assessed annually
- Guidelines on knowledge management for regulatory entities is developed
- Reports are produced on attainments in respect to knowledge management

e) Strengthen structures, systems and processes for performance management and development

Rationale

Performance Management and Development (PMD) is the key to enhanced performance in the regulatory sector. All performance and promotion initiatives are managed upon the framework. HRD is critical in the PMD cycle because it constitutes the “D” in PMD. In most cases, PMD and HRM are delinked. Measures must be taken to ensure that the PMD system works and to ensure that the “development” dimension is at the core of performance management.

The strategic focus here is to eliminate fragmentation and compartmentalization in HR related initiatives. Improving structure, process and system is crucial to strengthen performance management and development. Digitizing the HRM supports the performance management

system of the organization. The focus is also on linking training to performance outcomes, and ensuring that training interventions are well considered and properly integrated with the performance requirements of the workplace.

Approach

Performance management and development activities must inform and support HRD planning and programming. While part of the intent of this sub-objective is to strengthen PMD, its main feature is the link between PMD and HRD through PDPs and Work Place Skills (WPSs). The initiative, in the end, seeks to ensure that the development aspects of PMD, as reflected in PDPs, are accommodated in WSPs and that the training is actually delivered. The area to be strengthened is in terms of HRD linkages. EFDA will therefore continue to provide leadership in terms of strengthening PMD and preparing guidelines and support for its full implementation. Guidelines will be provided for examining the impact of performance management on service delivery, on the performance and actual outputs of managers and on the efficiency and effectiveness of programming training. But the outcome is neither in the application of PMD nor in the training provided, but in the outputs achieved in terms of enhanced service delivery.

Success indicators

The success of this initiative can be measured by the following indicators:

- All regulatory entities effectively implement PMD
- All employees have PDPs aligned with organizational priorities
- The PDPs of employees are achieved each year
- All employees have performance contracts based on the strategic objectives of the respective work stream
- Digital system for PMD developed
- HR structure, process and system strengthened

Key activities

- Support is provided to regulatory entities in the application and use of PMD
- Support is provided to regulatory entities in the assessment and reporting of service delivery performance

- Criteria established for the service delivery performance of each managers in the respective workstream and these are reflected as measurable objectives in annual performance plans and operational plans of workstreams.
- Develop digital system for PMD
- Optimize and design the PMD system

f) Ensure adequate availability and use of resources and facilities

Rationale

Regardless of the amount of training provided, performance will not improve until and unless people are provided with the correct resources and facilities to undertake their responsibilities. In many areas of government officials are not provided with the correct tools to undertake their responsibilities. There must be ongoing assessment of the feasibility of application of the content learned in the actual tasks to be performed on the job.

The strategic focus here is the promotion of the link between training and performance in an effort to ensure the attainment of the work outcomes desired from the engagement in training. HRM is the vehicle between structures, systems and improved performance.

Approach

This strategic initiative refers specifically to the manner in which the use of skills budget funding is governed. The objective here is to ensure that skills budget funds are appropriately utilized for the purpose of training. To this end, all initiatives focus on monitoring and evaluating expenditure in training. Guidelines and associated systems and processes will be developed by EFDA in collaboration with the respective RHRBs. Regulatory entities will be expected to comply with these guidelines and to submit full reports on the manner in which these funds are utilized.

Success indicators

The success of this initiative can be measured by the following indicators:

- All HRM practitioners have viable job descriptions with performance standards and indicators
- Skills development funds are fully used for training purposes for the right people at the right time

- Training in the regulatory sector is consistent with strategic priorities and scarce skills requirements
- All regulatory entities have HR plans
- Guidelines and structures are in place to monitor expenditures in training and measure the impact of training

Key activities

- Guidelines developed for expenditure monitoring on the use of skills budget funds.
- Quarterly bi-annual and annual reports are prepared by regulatory entities on the use of skills budget funding
- Support is given to regulatory entities on HR planning and the strategic use of HRM to enhance performance

g) Establish and foster in house capacity through effective career planning and talent management

Rationale

Regulatory sector do not apply a long-term perspective to the development of their employees. As a result, there is a high mobility of talent in the regulatory sector, and there is an inability to effectively utilize and properly manage available human resources. In some cases, the desired talent or skills are available in the organization but are incorrectly placed.

The strategic focus here is on maintaining constancy in the supply of skills by establishing and promoting talent internally for in house capacity. Developing a talented and committed workforce will depend partly on the manner in which careers are managed and the degree to which opportunities are provided for personal and professional growth, and for promotion to positions to which employees aspire.

Approach

The focus here is on ensuring the proper development and utilization of employees. This initiative, therefore, seeks to apply a more long term and developmental vision to skills development in the regulatory sector where the emphasis is not merely on the skills development needs for immediate application on the job, but on the development of individuals for appropriate careers within the organization or within the regulatory sector as a whole. Here, the skills, competencies and attitudes of individuals are assessed before they are placed on a career

path where they can continue to develop and apply their professional skills. This will serve as one aspect of the strategy for retention and skills supply management. While EFDA will develop guidelines for this purpose, the respective RHRBs must commit to the strategy, and individual line managers must adopt and apply the career management guidelines provided. In the end, all staff members are expected to have career management plans.

Success indicators

The success of this initiative can be measured by the following indicators:

- Guidelines on career planning and talent management of employees are in place.
- Each employee has a long term PDP and career plan
- Each regulatory entity has a system for career counseling and support
- Each regulatory entity has a process to manage succession planning
- EFDA and RHRBs have accelerated leadership programs
- Career planning is used as one of the measures for the retention of talent
- Low turnover of talented and skilled staff

Key activities

- Developing guidelines on career planning and talent management of employees.
- Managers are trained in career planning and management of their staff
- Each employee should develop PDP for career development
- Regulatory body preparing the process and system of succession plan and accelerated leadership programs

h) Mobilize the support of managers in advancing and enhancing the productivity and performance of HRM

Rationale

There is an overall sense in the regulatory sector that senior managers do not fully promote, support and use the strategic potential of HRM to promote effective performance and enhance service delivery. This could be achieved by mobilizing and training managers in the strategic use of HRM. This is especially pertinent to line managers in meeting their HRM responsibilities to those they supervise.

The strategic focus is on the proper location and use of HRM to accrue benefits to the organization.

Approach

This initiative has two components. The first is the strategic location of HRM in the structural hierarchy of the organization; and the second one is the proper administration of HRM by line managers so that HRM can add value to organizational performance. EFDA & RHRBs. RHRBs will provide leadership in seeking to position HRM in organizations so that the function could inform and support the strategic decisions of regulatory entities. This will be done through the recommendation of appropriate organizational structures for HRM; by the mobilization of managers through the HRM communication strategy; and conducting workshops on the use of HRM for addressing strategic priorities. For these workshops, EFDA will collaborate with RHRBs to develop materials, and will make materials available so that training can be conducted on a wide scale. In the end, each manager will be able to use HRM as a vehicle for enhancing performance and service delivery. Regulatory entities, on the other hand, will be expected to adopt the plans and guidelines of EFDA and ensure participation of managers in workshops.

Success indicators

The success of this initiative can be measured by the following indicators

- Strategic plans of regulatory entities document the HRM implications of strategic priorities
- Regulatory sector vision crafting for HRM is used in all regulatory entities as a vehicle to mobilize managers
- Percentage of middle and senior managers do Human Resources Planning module
- All senior managers have effective HR systems and processes in their respective components

Key activities

- Mobilize managers through HRMS communication strategy
- Plan and deliver workshops and support on HRM for meeting strategic priorities
- Ensure the strategic location of HRM units so that HRMS is implemented
- Develop HRs Planning module
- Senior managers have HR strategies for their components and are successful in implementing these.

- Encourage and promote middle and senior managers for planning and implementation of HRM initiatives.

i) Manage employee health and wellness

Rationale

HRM must be concerned with the individual as a whole. Technical capacities cannot be successfully applied if the general wellness of employees is threatened. There are a variety of workplace threats that could limit performance and productivity. Policies and facilities for addressing these potential threats must be within the connection of authority of the HRM function either through direct authority, or through strong and viable collaborative ties.

The strategic focus here is the need for a holistic view of individuals' health and wellness in order to effectively manage development and performance.

Approach

Employees whose health and welfare are preserved are likely to be both more productive and constructive member of the organizational community. The purpose of this initiative, therefore, is to ensure that the development of employees is built on the firm foundation of their health and wellness. This requires that all organizations have measures for ensuring that employee's health and wellness are properly attended. It requires, among other items, a comprehensive set of workplace policies, support facilities that are in place and operational; and, in addition, it requires an assessment and support facility that will be able to render both evaluation and assistance. EFDA will develop the basic infrastructure for this system of support to be operational and the respective RHRBs will seek to ensure that employee wellness is a critical component of the growth and development dynamics for staff. In this respect, the issue of communicable and non-communicable diseases and the far-reaching effects on individuals and their organizations must take center stage. Organizations must become more and more vigilant in curbing the spread of the pandemic, and more and more sensitive in responding in a manner that maximizes the value of each individual's contribution.

Success indicators

The success of this initiative can be measured by the following indicators:

- Policies are in place and implemented to seek the interest of those infected and affected by communicable and/ or non-communicable diseases

- All regulatory entities have policies regarding violence and abusive behavior in the workplace
- All regulatory entities meet requirements for occupational health and safety of employees
- All employees have facilities available for counseling and for personal and professional support
- Compensation mechanism in place for work related injuries
- Employees insured for work related accidents and diseases

Key activities

- Comprehensive set of workplace policies for employee health and wellness is developed, disseminated.
- Facilities are put in place for employee support
- Policies, structures and business processes are put in place to link HRM with the counseling and support facilities at the workplace
- Counseling and support facilities at the workplace are linked to competency assessment centers and to PMD process
- Secure resources for employees health insurance
- Develop procedure for implementation of compensation mechanism for work related injuries

j) Support regulatory entities in adopting appropriate structures and processes for realizing an effective and efficient HRM

Rationale

Organizational structures for HRM in the regulatory sector vary or in some case do not exist. The capacity of some regulatory entities to perform is limited by the inappropriateness of their structural arrangements. If there must be continual development in HRM, then structures must serve the purposes intended. Support and leadership are needed in this regard so that HRM takes its rightful place in organizations in line with the national agenda and promoting skills development and developing the capacity of the sector.

The focus here is strategically positioning HRM to enhance the performance of regulatory sector organizations

Approach

Another aspect of governance in respect to the HRM strategy is adopting measures which will promote the potential for success in implementation. One critical component of success is the capacity of the HRM function in regulatory entities to undertake the responsibility for implementing the HRM strategy. In this respect, EFDA will provide leadership in examining structures and standards for the effective performance of HRM. A model structure for HRM in RHRBs will be developed and promoted. As part of this structure, positions, responsibilities and qualifications will be defined, performance standards for HRM will be developed and a training and advocacy role will be undertaken in promoting the organizational structures recommended. With collaborative engagements and strategic support, each RHRB is expected to comply with the provisions provided by Joint Steering Committee (JSC) for the design of organizational structures for efficiency and effectiveness in HRM.

Success indicators

The success of this initiative can be measured by the following indicators

- All regulatory entities have HRM functions that are effectively located
- Strategic role of HRM is enhanced
- Increase in the contribution of HRM to the desired performance outcomes of the organization
- Model organizational structure for HR developed

Key activities

- Guidelines on the structure and responsibilities of HR published
- Senior managers participate in the development and implementation of structure and use of HRM
- Communication strategy undertaken on the structure and strategic role of HRM in regulatory sector
- Develop implementable model HRM process and structure

k) Strengthen organizational culture and style in health regulatory sector

Rationale

When an organization is able to identify and apply the norms, best practices, ideals and shared values within it, the culture of the organization defines its work environment. This requires

developing the culture of the institution, building people to help it achieve its goals, and designing various programs for this. Meanwhile, leadership styles play an important role in shaping organizational culture. Each style has its advantages and disadvantages, and the choice of leadership style should be consistent with the organization values, goals and the needs of its employees. Since there is a huge gap in the health regulatory sector in terms of carrying out activities based on the ideas rose above, the Ethiopian Food and Drug Authority needs to formulate a strategic initiative to implement the organizational culture and leadership styles in the health regulatory sector.

Approach

The focus of this initiative will be on organizational culture and health implementation and leadership style in the regulatory sector. The culture development centers on enhancing trust, sense of belonging and shared value & understanding among employees in the health regulatory sector by engaging and empowering the employees in different programs

Success indicators

The success of this initiative can be measured by the following indicators:

- Established system for building shared values
- Developed and implemented a recognition and appreciation system
- Designed programs for involvement of diversity and inclusiveness
- Prepared learning platforms

Key activities

- Establish a system for building shared values and putting it into practice.
- Design programs for involvement of diversity and inclusiveness that employees have a sense of ownership on the health regulatory sector
- Prepare learning platforms that cultural development is based on mutual support and trust
- Give full responsibility to employees on their tasks
- Develop and implement recognition and appreciation system for employees
- Strength the relationship between employees
- Develop guideline or procedure the guides the implementation of organizational culture and style.

l) Ensure the alignment of HRM guidelines, plans and strategic documents with government plans, priorities and strategies

Rationale

HRM plans and strategies cannot operate in isolation of the larger regulatory sector agenda, and must take understanding of the national policy agenda for transformation and development. So far, plans and strategies have not been properly aligned, and the regulatory sector has not been able to ensure full benefit from a more coordinated and organized approach. The focus here is to minimize fragmentation and promote continuity in addressing critical development priorities.

Approach

Because HRM is so fundamental to organizational performance and success in the regulatory sector, it is necessary to ensure that HRM and related priorities are not isolated and classified. This initiative seeks to ensure that there is an organized and coordinated approach to plan development and management in HRM. In this respect, HRM initiatives and priorities should be linked to National Growth and Transformational Plan (NGTP), Health Sector Transformation Plan II (HSTP II), Health Regulatory Sector Transformation Plan II (HRSTP II) national HRM Strategy; HRM Strategy for the Health Sector; various Regional Growth and Development Plans and Strategies; Regional HRM Strategies; and for municipalities, to the integrated development plans of Local Governments. Plans for HRM should also be properly integrated with the strategic planning and budgeting processes; and must be represented in the Annual Performance Plans and in Operational Plans of the HRM unit. Where strategic priorities are administered between several units, this must also be reflected in the operational plan of each unit. The objective here is to establish coherence in HRM planning. While EFDA will provide general guidelines, actual implementation will take place in the respective regulatory entities. A monitoring structure will be established to ensure that there is consistency and continuity in plan and strategy development in HRM.

Success indicators

The success of this initiative can be measured by the following indicators:

- HRM strategies reflect strategic priorities of regulatory sector and growth and development priorities of government
- Regulatory entities addressed the strategic priorities of the nation and their regions in areas of core responsibilities.

Key activities

- Guidelines developed on the plan integration for HRM
- Training initiatives are undertaken on plan integration for HRM
- A monitoring structure is established to assess the degree to which plans and strategies have been aligned with the broader agenda of Government

6.3. Governance and institutional development strategic direction

Governance initiatives refer to the manner in which HRM in the regulatory sector will be promoted, governed and supported. Governance here refers to the manner in which strategic leadership will be provided in order to ensure the successful implementation of the HRM strategic framework. Governance in this sense does not only refer to the roles and obligations that will be undertaken by the sector; it also refers to the interventions that will be made to track progress, promote quality and integrity and assess the outcomes and impact achieved.

6.3.1. Governance and institutional development outcome

The outcome of this strategic direction is facilitative environments for successful implementation of the strategic framework of governance structures are created

6.3.2. Governance and institutional development objective

The objective of this strategic direction is to ensure that HRM in the regulatory sector effectively managed and supported to promote effective implementation of the strategy

6.3.3. Governance and institutional development initiative

There are six initiatives under this strategic direction:

- a. Ensure policy, planning frameworks and guidelines are available to assist practitioners in the implementation of HRM priorities**

Rationale

One of the roles in the governance of the strategy is to fill the gaps in policy through the promulgation of guidelines for the various initiatives that are promoted in the strategic framework. This is one measure for mobilizing support and facilitating implementation. The focus here is on implementation management and initiatives to enable regulatory entities the opportunity for success.

Approach

While there is a supervision framework that governs HRM, gaps still exist at the operational level. These are gaps that present challenges and promote differences in operational effectiveness. In order to effectively govern the implementation of the HRM strategy, therefore, it is necessary for EFDA and RHRBs to provide leadership and support in filling many of the gaps which now exist. The role of EFDA in this regard is facilitative. The RHRBs will seek to intervene with policy guidance and support wherever such support is necessary. In this regard, the RHRBs will also intervene with initiatives to capacitate and inform HRM practitioners on aspects of the HRM strategy where challenges may be encountered. Areas in which policies and guidelines will be developed are as follows: scarce and critical skills management; retention planning and talent management; the strategic use of HRM; appropriate organizational structures for the HRM function in the regulatory sector; management of skills audits and training needs assessments; information management for HRM; competency profiling and data utilization; appropriate use of skills development funds; and, among others, linking PMD and HRM operational activities to the HRM function. Policy frameworks in these and other areas are essential in order to establish consistency in quality and uniformity in practice in areas where these are desirable. Other areas of policy guidance may arise as a result of the annual evaluation and reporting process that will be established. From year to year, the EFDA will revise and publish a list of areas in which interventions will take place in order to promote and effectively advance the HRM strategy.

Success indicators

The success of this initiative can be measured by the following indicators:

- Frameworks and guidelines are available for scarce skills management; retention policies; operational structures for HRM and contributing to growth and development programs
- Common methods and procedure are available for skills audits, training or education qualification needs assessment and assessing the impact of training on organizational performance

Key activities

- Develop policies and guidelines to assist practitioners in implementation of HRM activities

- Develop and implement methods and procedure for skills audit, training or education qualification needs assessment, and assessment of the impact of training on organizational performance

b. Ensure HRM is effectively monitored and evaluated and that structures and processes are set in place to monitor the impact of all investment in training

Rationale

Monitoring and evaluation is a means of ensuring accountability and a strategy for tracking progress. There must be consistency in approaches and there must be avenues for providing support where challenges are being encountered. There is an overall concern regarding the extent to which HRM is linked to actual performance outcomes. In this regard, it is necessary to track the impact of training on performance and service delivery.

The focus here is on ensuring accountability in governance and on promoting implementation success.

Approach

Monitoring and evaluation is one critical aspect of an effective HRM function and a core responsibility in governance. In this regard, EFDA and RHRBs will play a critical role as governance agents in monitoring and evaluation of progress in implementing the HRM strategy. Monitoring and evaluation will not be ad hoc. A comprehensive system and strategy will be established in order to track progress and processes for feedback, corrective action and strategic support will be established. As part of the M&E system, detailed operational success criteria will be established for each strategic objective outlined. The monitoring and evaluation system must be linked with PMD and the strategic planning and management cycles. It must be a fully integrated system of accountability and strategic management support. EFDA will take overall responsibility for the monitoring and evaluation system – its design and development; its promotion and advocacy; related training and capacity development initiatives; and reporting outcomes. RHRBs will take responsibility for its implementation. As part of the monitoring and evaluation system, the EFDA will conduct annual consultative conferences to assess progress, and will, as a result, prepare annual reports to note progress and chart a course for the following year. Each RHRB will assign monitoring and evaluation coordinators who will undertake the

function to promote success in HRMS implementation through proper monitoring and evaluation, and through proper management of the resulting supportive interventions.

Success indicators

The success of this initiative can be measured by the following indicators:

- Structure and process in place to monitor the investment on training
- M&E system is in place for HRM in the regulatory sector
- A system is in place for rendering support and taking corrective measures as a component of the M&E system

Key activities

- Develop M&E system
- Provide training on M&E system for regulatory sector leaders
- Develop intervention strategies to support regulatory entities which face challenges
- In place mechanism to share lessons learnt and exemplary practice

c. Ensure the provisions of HRM strategic framework are properly communicated at all levels

Rationale

The first phase of successful implementation is communication; so as to ensure that all are aware of the strategy and clear on its expectations. Communication can be used as a tool to achieve several ends.

The strategic intent here is not limited to communication but extends to the promotion of commitment, awareness and action.

Approach

A key aspect of good governance is communication. This initiative seeks to ensure that the provisions of the HRM strategy are known and understood. This promotion of awareness constitutes the core of the communication strategy. But communication here is more than knowing and understanding. It can be used to mobilize support, to build collaborative bonds and to enlist the commitment of those responsible for implementation. The communication strategy is not limited to informing stakeholders about what must be accomplished; it must also

communicate the core sentiments and principles of implementation. Stakeholders must know, for instance, that individual circumstances will be taken into account and that each entity will progress at their own rate in accordance with their capacity and circumstances. From a governance perspective, the communication strategy will be the overall responsibility of EFDA & RHRBs; but communication is not a onetime event. It must be ongoing, and must therefore involve stakeholders as part of the ongoing communication process. In this respect guidelines will be provided by EFDA on the management of regulatory entity's internal communications processes in relation to the HRM strategy.

Success indicators

The success of this initiative can be measured by the following indicators:

- All regulatory entities leaders are aware of the HRM strategy
- All relevant stakeholders have contributed to the realization of the HRM strategy
- The interest and priority of HRM in regulatory entities have increased
- HRM practitioners take an active role in communicating and advocating the HRM strategy

Key activities

- Define communication responsibilities at all levels
- Advocate the HRM strategy
- Conduct assessment on the impact of the communication strategy on the implementation of the HRM strategy

d. Promote and manage code of ethics among HRM practitioners

Rationale

Sound values are the basis of good professional practice. Codes of ethics will be promulgated as a basis for extending proclamation into value structures that are pertinent to HRM practitioners. In this respect, HRM will have a code of good ethical practice for its practitioners. The focus here is on developing strong cultures of professional practice in HRM so as to create a sound foundation in organizations for the application of training to the initiatives to enhance performance and improve service delivery.

Approach

One aspect of the governance responsibility is to bring about unity, consistency, quality and ethical standards in the field of practice for HRM. These are important drivers of HRM strategy implementation since it will assist in establishing a common voice and a unified orientation to practice. The interest here is to further professionalize the field of HRM in the regulatory sector, and to thereby build a solid foundation for moving into the future. In this regard, EFDA & RHRBs will take leadership in enabling collaboration and engagement among practitioners and stakeholders in the development of ethical standards. Efforts will also be made to conduct workshops and training sessions on the standards that are developed. In the end, however, true value will be added only if practitioners and respective departments apply these standards in enhancing practice and performance. While EFDA & RHRBs will take the lead, practitioners will be expected to be the performer who will transform practice.

Success indicators

The success of this initiative can be measured by the following indicators:

- Public service proclamation is operationalized for HRM practice and standards are in place
- HRM code of good practice is widely available
- HRM practitioners abide by a set code of ethics

Key activities

- Develop performance indicators for HRM based on the public service proclamation.
- Develop and implement code of ethics for HRM practitioners

e. Foster and promote networks in creating a culture of learning in the HR profession

Rationale

More opportunities must be made available to ensure that practitioners have information and support to manage challenges and issues which arise at the workplace, and to generally keep themselves informed about matters related to their profession. HRM practitioners are generally isolated within their respective departments and have to depend on their own knowledge and experience to succeed. Those who do not have the depth of knowledge may struggle in managing the issues and challenges which normally arise. The strategic intent here is to provide ongoing support to enhance performance and improve service delivery.

Approach

EFDA and RHRBs will seek to develop reference sources on expertise which could be accessed, and will develop systems and processes to facilitate greater availability and access to knowledge and professional support. Practitioners will be provided with workshops on the manner in which learning networks can be established so that each workstream is able to develop local learning networks in support of its employees. Facilities will also be put in place for greater access and sharing of knowledge and learning materials.

Success indicators

The success of this initiative can be measured by the following indicators:

- Increased collaboration between professionals in the field in providing support to colleagues who need assistance.
- Available updated reference materials on which information and assistance can be sought on various topics.
- Increased application of technology in the operation of HRM learning networks
- Each workstream has established an initiative (or unit) for facilitating the operation of learning networks

Key Activities

- Develop a databases for sharing information
- Prepare and avail reference materials for learning networks at the work place
- Create opportunities, systems and processes for greater sharing of knowledge and information and greater collaboration in confronting challenges and solving problems which arise in HRM

f. Strengthen and align governance roles in HRM

Rationale

The level of inter-institutional fragmentation in HRM has created gaps, duplications, overlaps and a variety of distortions in delivery. The primary concern here is the lack of clarity in roles and the inability of MOH and RHBs departments to effectively undertake their responsibilities. There is lack of continuity in fulfilling obligations, and lack of a clear basis for collective action. The strategic focus here is on articulation and continuity in roles, policy provisions and operational processes.

Approach

The approach here is to find gaps and duplications and seek to resolve these collegially and through policies and guidelines which can be mutually developed and adopted. EFDA will provide leadership in this area and, through the input and guidance of a Regulatory Joint Steering Committee (RJSC), governance roles will be aligned.

Success indicators

The success of this initiative can be measured by the following indicators:

- Minimized gaps, duplications and overlaps between EFDA and RHRBs
- Established semi-annual meeting of RJSC on HRM in the Regulatory sector
- Governance framework about HRM prepared and implemented

Key activities

- Prepare and implement governance framework
- Analyze and identify system structure and legal mandates which govern the activities of each entity.
- Establish collaboration between EFDA and RHRBs to develop clear and articulated frameworks of action.
- Prepare and apply (to the extent possible) joint reporting formats by EFDA and RHRBs undertaking governance responsibilities in HRM.

6.4. Collaboration and partnership

This strategic direction aims to strengthen collaboration and partnership of the regulatory bodies with relevant private and public institutions so as to enhance opportunities for regulatory workforce capability development. Improving collaboration at international, regional, national level and within the regulatory sector is crucial for regulatory workforce development. Establishing strategic partnership with government institutions, UN agencies, developmental partners, academia (international or local), research institutes, and professional associations will be used as one component for ensuring regulatory workforce capability. In addition, active engagement in the inter-regional regulatory bodies harmonization initiatives (such as IGAD, RECs) and African medicines regulatory harmonization program is equally important.

6.4.1. Collaboration and partnership outcome

The outcome of this strategic direction is established collaboration and strategic partnership utilized for regulatory workforce development.

6.4.2. Collaboration and partnership objective

The objective of this strategic direction is to ensure the implementation of collaboration and partnership for mutual benefit in HRM of the health regulatory sector.

6.4.3. Collaboration and partnership strategic initiatives

There are four strategic initiatives under this strategic direction.

A. Establish system for collaboration and partnership

Rationale

Enhanced partnership and collaboration with private, government, regional, continental, international, local organizations and others organizations improves in creating competent, productive, motivated, and ethical health regulatory workforce. It also improves engagement of key stakeholders in planning, implementation, monitoring and evaluation of HRM priorities.

Approach

The approach here is creating mechanisms to establish collaboration and partnership with private organizations, government institutions, partners, regional and international organizations, and others. This can be formalized through multiple mechanisms including cooperative agreements, memorandum of understanding, contracts, or through other public-private partnership mechanisms. The collaboration and partnership can be supported through policies and guidelines which can be mutually developed and adopted.

Success indicators

The success of this initiative can be measured by the following indicators:

- Increased stakeholders participation in the planning, implementation, monitoring and evaluation of HRM priorities
- Improved joint activities on HRM activities
- Increased established strategic partnerships with national, regional and international organizations
- Developed guidelines, agreements, contracts and memorandum of understandings

Key activities

- Mapping of potential stakeholders and establish different forum
- Engage stakeholders in planning, implementation, monitoring and evaluation of HRM priorities
- Carry out joint activities on HRM priorities
- Formulate and implement partnerships and collaborations guideline, agreements, contracts, memorandum of understanding
- Establish harmonization with selected organizations such as Pharmaceutical Inspection Convention and Pharmaceutical Inspection Co-operation Scheme, IGAD and other organizations as appropriate

B. Establish mechanism for public-private partnership (PPP) in health regulatory sector**Rationale**

Establishing a mechanism for the public-private partnership is a tool for smooth implementation of the relationship. In the PPP the government plays a leading role for framing the system. The government will also facilitate the private sector's usual engagement in training and continuing professional development for regulatory workforce. As a result, the PPP strengthens the existing health regulatory services and creates defined platform where the private sector can involve and deliver its contribution in health regulatory system.

Approach

All health regulatory sectors at all level create a linkage with private partners for the support of health regulatory workforce. Identification of the partners and developing a framework to establish linkage is a means to create partnership. Developing joint plan, engaging in development of regulatory workforce, conducting monitoring and evaluation process is part of both parties' activities.

Success indicators

The success of this initiative can be measured by the following indicators:

- Gaps identified and problems solved in health regulatory sector through the partnership
- Resources secured and human powers developed
- Implemented PPP in the health regulatory sectors

- Developed platforms including guidelines and procedures

Key activities

- Develop guidelines and procedures for the proper implementation of PPP
- Develop mechanism for establishing PPP
- Conduct assessment and develop joint plan
- Monitor and evaluate the joint plan and its achievements

C. Promote integrated and inter-sectoral approaches to the development of HRM priorities

Rationale

Sometimes departments of government work in silos in addressing the government priorities. Much benefit can be gained through integrated and collaborative efforts. The strategy focus here is to establish and facilitate inter-sectoral collaboration in addressing these priorities.

Approach

Here the emphasis will be on empowering regulatory entities to explore integrated and inter-sectoral possibilities for advancing HRM. The objective here is to establish more integrated and organized approaches to regulatory sector issues which have inter-sectoral requirements for effective delivery. Here the role of EFDA and RHRBs will take the lead.

Success indicators

The success of this initiative can be measured by the following indicators:

- Increase inter-sectoral collaboration for implementing HRM priorities

Key activities

- Develop mechanism to establish inter-sectoral collaboration and partnership
- For each government priority the regulatory sector will ensure coordination & alignment

D. Establish structures and processes to apply capacity development interventions to foster the integration of regional and global programs and initiatives in regulatory sector

Rationale

As one of the member states in the IGAD regional regulatory system harmonization, the leadership role of Ethiopia in the region becomes more prominent. Furthermore, the regulatory sector must be aware of and responsive to agreements and initiatives being undertaken to achieve

regional and continental goals and should make efforts to deliver targets and mandates. Since currently there is a low level of awareness and responsiveness, capacity development initiatives must be employed to bring regulatory sector institutions fully into the fold and thrust of development targets which extend beyond the boundaries of Ethiopia and which are embodied outside of the legal framework which defines the core responsibilities of regulatory sector. Hence, establishing structure and procedures for realization of regional, continental and global collaboration and partnership for ensuring the capacity of regulatory workforce is crucial.

Approach

There are three levels of responsiveness: awareness; regional and global engagements; and deliberate and concerted action. Capacity development must be a piece which facilitates each of these. EFDA will engage in regional, continental and global regulatory harmonization programs and initiatives to collaboratively address key regulatory workforce priorities. Monitoring and evaluation of performance will increasingly explore the extent to which these priorities are addressed.

Success indicators

The success of this initiative can be measured by the following indicators:

- EFDA and RHRBs leaders are aware of priorities related to regional, continental and global harmonization priorities are relevant to their areas of core business
- Collaboration and partnership priorities are reflected in plans and other strategic documents
- Capacity development initiatives are undertaken to prepare employees to understand and address these priorities

Key activities

- Provide awareness training on, and conduct workshops on regional, continental and global health regulatory priorities.
- Include regional, continual and global regulatory harmonization priorities in the regulatory sector strategic plan
- The assessment of strategic plans to determine the extent to which some of the critical regional priorities are addressed.

- Strategic support provided to work streams in responding to regional initiatives and priorities.

6.5. Economic growth and development

Economic growth and development strategic direction seek to locate human capital formation considerations in their rightful place on the development agenda of government. The central concern here is the manner in which capacity development initiatives in the sector are aligned and integrated with the government's programs and initiatives which advance social welfare and promote economic growth and development.

6.5.1. Economic growth and development outcome

The outcome of this strategic direction is collective capacity of regulators in meeting economic growth and developmental priorities applied

6.5.2. Economic growth and development Strategic direction objective

The objective of this strategic direction is to ensure that HRM plans, strategies and activities seek to integrate, promote and respond to the developmental priorities of government

6.5.3. Economic growth and development strategic initiatives

There are three initiatives under this strategic direction:

A. Promote full awareness of governmental priorities and their implications for HRM practice in each entity of the regulatory sector

Rationale

Regulatory entities are less aware of priority Government programs if they are not part of their core responsibilities and routine obligations. As a result, some of these programs do not benefit from the full capacity of the regulatory sector. The strategic focus here is on the adoption of more integrated and inter-sectoral responses to the priority programs and initiatives of Government.

Approach

The intent here is to ensure that all regulatory entities and workstreams within the regulatory sector are aware of government growth and development priorities and the manner in which these priorities can be addressed. This is based on an understanding that a collective response to these priorities will add significant value to their successful implementation. Here, EFDA and RHRBs leadership will take the lead to promote awareness at all levels for existing priority

programs and on new growth and development projects when they arise. The focus is on the manner in which functions and programs within the respective regulatory entities can contribute or add value. While part of this effort will be communication and advocacy, other aspects of the effort will be on planning and programming, the development of cross functional activities, and the development of integrated approaches to common problems and issues. The HR aspect of this effort will be in promoting and conducting awareness workshops which are designed to encourage reflective sessions on delivery possibilities and to generate creative cross functional solutions between departments.

Success indicators

The success of this initiative can be measured by the following indicators:

- All employees in regulatory sector are aware of government priority programs and actively contribute to them
- All regulatory entities accommodate government priority programs in their strategic plans and business priorities
- All regulatory entities actively engage in training personnel to respond to government priority programs
- Annual assessments reveal an increase in awareness and activities to address government priority programs in an integrated manner

Key activities

- Workshop on HRM implications of government priority programs
- Information on priority programs to be distributed
- Leaders in the regulatory entities briefed and information solicited about the manner in which they can contribute to the priority programs of government

B. Develop capacity among regulatory workforce to enable them to promote and be responsive to the developmental priorities of government

Rationale

When new programs are initiated it is necessary to assess capacity requirements and respond with training in the event that gaps exist. The internal structure for running these programs and the competency requirements for success is sometimes too general – especially in workstream

which do not have core responsibilities. The strategic focus here is on developing capacity for integrated inter-sectoral responses.

Approach

To the extent that designated growth and development priorities and special projects may require capacity assessment and capacity development interventions, these interventions will be undertaken as one aspect of the strategic inputs of HRM. The role here will be to enable staff to properly understand and respond to requirements that may not be part of their routine engagements. While EFDA, RHRBs and the lead government departments for a designated program can provide direction in this regard, it is anticipated that the actual training will be rolled out at the respective level so as to allow individuals who are located at different levels of the organizational hierarchy an opportunity to grow. There are so many instances where staff are assigned additional responsibilities when new projects arise without any attention to their capacity to undertake the assigned tasks and follow through. Again, these training programs will be conducted within the support of the HRM function in order to advance the strategic priorities of HRMS.

Success indicators

The success of this initiative can be measured by the following indicators:

- Regulatory workforce capacity building plans developed to address all priority growth and development programs of government
- Each entity of regulatory sector fully capacitated to contribute to government priority programs

Key activities

- HRM guideline documents prepared for each priority program
- Capacitate all relevant personnel to implement government priority programs

C. Use capacity development interventions to promote responsiveness to the sustainable development goals (SDGs)

Rationale

The SDG is a global initiative with targets to which Ethiopia, as a nation, subscribes. The goals of the SDG are consistent with the development aspirations of Ethiopia. Among other areas they

include goals related to no poverty, zero hunger; good health and well-being, industry, innovation and infrastructure, gender equality; and climate action. Each of these is related to the core functions of one or more workstreams. Although these areas are addressed these goals are not given due attention in the planning processes of most regulatory entities. Capacity must be developed to both understand these goals and to respond to them in a manner which will derive measurable outcomes.

Approach

The approach here is promoting awareness, maximizing the capacity to respond, and ensuring collaborative and integrated action. The EFDA and RHRBs will facilitate sessions for advocacy and developing capacity and will take responsibility for monitoring progress with the adoption of initiatives which will track both the manner in which the SDG goals are addressed in strategic documents and the degree to which these goals are accomplished.

Success indicators

The success of this initiative can be measured by the following indicators:

- Overall awareness of the SDGs in regulatory entities
- Responsiveness to the SDGs is reflected in the strategic plans and reports of workstreams in respect to the areas appropriate to their core business
- Capacity development initiatives that are undertaken create greater facility in addressing aspects of the SDGs that are appropriate to the business of the respective workstreams

Key activities

- Information on national and regional priorities to be developed and distributed.
- The assessment of strategic plans to determine the extent to which some of the critical national and regional priorities are addressed by EFDA and RHRBs.
- EFDA will conduct workshops and seminars on the relevance of national and regional development priorities for strategic action in the regulatory sector
- EFDA and RHRBs leadership will provide support to work streams in responding to the goals and objectives of the sustainable development goals as appropriate.

8. Monitoring and Evaluation

Monitoring and Evaluation (M&E) system is an integral part of the strategy. Informed decision making is seriously compromised when decisions are not based on data. This includes techniques and processes that continuously collect, analyze and interpret data. Conducting periodic monitoring and evaluation is imperative to track that activities are accomplished as planned

The Human Resource Management Executive Office in collaboration with the RHRBs has the primary responsibility for the monitoring and evaluation of the HRM strategy implementation. Monitoring and evaluation will be based on performance indicators and targets and according to an agreed schedule of reporting and monitoring and evaluation activities. The modalities for achieving this objective will be jointly worked out with RHRBs. To facilitate the implementation of the strategy, Human Resource Management Executive Office will define the datasets governing data specifications, collection, management and utilization for the sector. This will include a clear schedule detailing the frequency and nature of reports to be made against the relevant indicators contained in the action plan of the strategy.

Quarterly, biannual and annual reports of the health regulatory sector will be prepared by Human Resource Management Executive Office for each of the strategic objectives and initiatives. These reports will primarily serve as early warning signals and will guide implementation and remedial action where required. The targets defined in the action plan will be monitored on an annual basis. The results will be included in annual reports. The annual report will be complemented by the annual reports that will be prepared by each RHRBS. These reports will serve primarily to review performance and revise targets, where necessary. In addition, reviews based on systematic evaluation studies and impact assessments, will be conducted every five years.

9. Implementation of the strategy

The human resource management strategy is a coordination framework intended to frame the key components of HRM including the HRD components into a coherent strategy. All of the HRM components have detailed strategic objectives, initiatives, performance indicators and activities.

The first step in implementation of the strategy is the development of clear implementation plan. Each activities and indicators listed in this strategy will be elaborated in the

detailed implementation plan that include strategic objectives, initiatives, activities, and deliverables and finally will be monitored through progress reports. The implementation plan will have timelines and actual budgeted amounts and must therefore be clearly aligned to the budget process.

It is essential that the critical activities contained in this strategy be effectively implemented, as failure to do so will undermine the success of the entire strategy. Hence, the end of the first year of implementation will occasion a substantive review in order to remediate challenges that inevitably arise during the implementation. In view of this, Joint HRM Task Force of the regulatory sector, will be established from the EFDA and RHRBs to give effect to the necessary planning and progress analysis and for ensuring that the strategy implemented successfully.