

GENERIC IMPLEMENTATION PLAN

FOR WELLNESS MANAGEMENT

POLICY IN THE PUBLIC SERVICE

ANNEXURE B

INTRODUCTION

This serves as a guide to implement the policy measures as outlined in the Wellness Management Policy. The policy measures are translated into success indicators which are performance expectations for each sub-objective. Success indicators seek to identify exactly what outcomes are expected as a result of the intervention made. Each success indicator is further broken down into functional objectives with activities or processes as per the four process pillars of Capacity Building, Organizational Support, Governance and Institutional Development, and Economic Growth and Development Initiatives. Indicators for implementation are described in terms of output, outcome and impact indicators.

	egic Objective: Wellness Management							
·	To promote individual and organizational wellness and to improve work life balance							
Sub-Objective	Success Indicators							
1.To promote Physical Wellness of employees in the								
department	 Promotion of Physical Activity through establishment of infrastructure and facilities e.g gym facilities and sporting codes. Promotion of Good Nutrition through education/awareness and providing access to healthy meals in canteens and work functions. Promotion of Healthy Sleep through management of shift work. Management of Tobacco use through promotion of tobacco free workplaces. Provision of access to health screening 							

1.1 Promotion of **Physical Activity** through establishment of gym facilities and sporting codes.

			PROCESSE	S / ACTIVITIES		INDICATORS FOR IMPLEMENTATION		
Functional Inputs Objectives		Organizational Support	Governance and	Economic Growth and Development Initiatives	_			
	Initiatives	Initiatives	Institutional Development Initiatives		Output	Outcome	Impact	
1. Conduct fitness assessment.	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct fitness assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the assessment.	% of employees who want to participate physical activity programme.	Increase in over-all health and well being.
2. Develop a physical activity plan	Human resources	Train managers, coordinators on how to develop a physical activity plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who want to participate in physical activity programme.	Increase in over-all health and well being.

3. Implement physical activity programme.	Human resources	Train managers/ coordinators on physical activity programme	Information Management System, Database on usage of physical activity programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees participating in the programme	% of employees who participated in the programme who have reached the ideal fitness level.	Increase in over-all health and well being.
4. Develop and implement M&E plan for nutrition management.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Increase in over-all health and well being.

1.2 Promotion of **Good Nutrition** through education/awareness and providing access to healthy meals in canteens and work functions.

Functional	Inputs	Capacity	PROCESSE Organizational	S / ACTIVITIES Governance	Economic	INDICATORS FOR IMPLEMENTATION		
Objectives	·	Building Initiatives	Support Initiatives	and Institutional Development Initiatives	Growth and Development Initiatives	Output	Outcome	Impact
Conduct workplace BMI assessment.	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct workplace BMI assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the assessment.	% those of employees who want to go on nutritional therapeutic programme.	Increase in over-all health and well being.
2. Develop a nutrition management plan for	Human resources	Train managers, coordinators on how to develop a nutrition management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% those of employees who want to go on nutritional therapeutic programme.	Increase in over-all health and well being.

3. Implement nutrition management programme.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System, Database on usage of nutrition management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the programme who have reached the ideal BMI.	Increase in over-all health and well being.
4. Develop and implement M&E plan for nutrition management.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Increase in over-all health and well being.

1.3 Promotion of **Healthy Sleep** through management of shift work.

Functional Objectives	Inputs	Capacity Building					INDICATORS FOR IMPLEMENTATION		
		Initiatives	Initiatives	Institutional Development Initiatives	Development Initiatives	Output	Outcome	Impact	
Conduct Sleep Habits audit.	Human resources Financial resources	Train managers, coordinators on how to conduct sleep habits audit	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the audit.	% of employees who are willing to participate in the Healthy Sleep therapeutic programme.	Increase in over-all health and well being.	

2. Develop a	Human	Train	Information	SOLVE	Use best	No. of	% of employees	Increase in
Healthy Sleep	resources	managers,	Management	guidelines	practices as	targeted	who expressed	over-all
self-awareness		coordinators on	System,		benchmark	employees	the need to	health and
programme		how to develop			Updated	for	participate in	well being.
		a Healthy			evidence-based	intervention	Sleep Habits	
		Sleep self-			research	in the Healthy	remedial	
		awareness				Sleep self-	programme.	
		programme				awareness		
						programme		
3. Implement	Human	Train	Information	SOLVE	Use best	No. of	% of those	Increase in
Healthy Sleep	resources	managers/	Management	guidelines	practices as	employees	employees who	over-all
management -		coordinators on	System,		benchmark	utilizing the	have utilized the	health and
programme.		implementation	Database on		Updated	programme	programme and	well being.
		of Healthy	usage of		evidence-based		have improved	
		Sleep	Healthy Sleep		research		sleeping habits.	
		management -	management -					
		programme.	programme.					

4. Develop and	Human	Train	Information	SOLVE	Use best	No. of	% of managers	Increase in
implement M&E	resources	managers/	Management	guidelines	practices as	Managers	and coordinators	over-all
plan for Healthy		coordinators on	System,		benchmark	trained on	submitting	health and
Sleep		implementation			Updated	M&E	Reports on	well being.
management -		M&E plan for			evidence-based		Healthy Sleep	
programme		Healthy Sleep			research		management -	
		management -					programme.	
		programme.						

1.4 Management of **Tobacco** use through promotion of tobacco free workplaces.

Functional	Inputs	Canacity	L	S / ACTIVITIES	Faanamia	INDICATORS FOR IMPLEMENTATION		
Objectives	Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact	
Conduct a smoking cessation survey	Human resources Financial resources	Train managers, coordinators on how to conduct a survey	Information Management System, Database on HR record.	Guidelines on smoking cessation	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the survey.	% of employees willing to quit smoking	Decrease in the number of people who smoke.
2. Develop a plan for tobacco management	Human resources	Train managers, coordinators on how to develop a tobacco management plan	Information Management System,	Guidelines on smoking cessation Work plan on tobacco management programme	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees willing to quit smoking	Decrease in the number of people who smoke

3. Implement tobacco management programme.	Human resources Financial resources	Train managers/ coordinators on implementation of tobacco management programme	Information Management System, Database on usage of tobacco management programme.	Guidelines on smoking cessation Work plan on tobacco management programme	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who utilized the programme and eventually quit smoking.	Decrease in the number of people who smoke
4. Develop and implement M&E plan for tobacco management.	Human resources	Train managers/ coordinators on M&E of tobacco management programme	Information Management System,	Guidelines on smoking cessation	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decrease in the number of people who smoke

1.5 Provision of access to health screening.

Functional	lance de			ES / ACTIVITIES	INDICATORS FOR IMPLEMENTATION			
Functional Objectives	Inputs	Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
Provide access to health screening in the workplace.	Human resources Financial resources Posters and Pamphlets	Training of managers, coordinators and Peer Educators on wellness topics	Information Management System	Policies, Programmes and standards on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments providing access to health screening.	% of employees screened.	Increased level of health in the Public Service

Sub-Objective	Success Indicators
2. To promote Psychosocial wellness of Employees in the Public Service	 Management of stress through workplace stress Management Programmes. Management of economic stress through workplace Financial Wellness Programmes. Management of alcohol and drugs through workplace Alcohol and Drug Programmes. Management of HIV&AIDS related psychosocial stressors (self directed stigma and discrimination) Availability and accessibility of counseling services to all employees.

2.1 Management of stress through w	2.1 Management of stress through workplace stress Management Programmes.									
Functional Objectives	Inputs	Capacity Building					FOR IMPLEMENTA	TION		
Objectives Building Initiatives Initiativ										

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 1. Assessment Conduct organizational stress audit by examining: Stress-related absence from work Grievance procedures Workplace harassment claims Performance management programs 	Human resource s Financial resource s	Train managers, coordinators on how to conduct stress audit	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence- based research	No. of stressors identified through the audit.	% of employees affected by the identified stressors.	Effective stress manageme nt programme s in the Public Service
 Industrial action Stress related occupational health and safety incident Reports and compensation claims for PTSD. Conduct Individual Stress Risk Assessment Survey.	Human resource s Financial resource s	Train managers, coordinators on how to conduct stress audit	Individual Stress Risk Assessment Tool	SOLVE guidelines	Use best practices as benchmark Updated evidence- based research	No. of employees who participated in the survey	% of employees who identify stressors, stressful relationships and lifestyle that interfere with personal functioning and interpersonal relationships. % of employees who identify physical manifestation of tress. % of employees	Effective stress manageme nt programme s in the Public Service,

	 •		
			who describe
			feelings related to
			anxiety state, and
			accepts assistance
			in coping with
			anxiety as
			necessary.
			% of employees
			who describe and
			use at least one
			strategy to avoid
			stressor.
			31103301.
			% of employees
			who describe at
			least one situation
			whereby a stressful
			situation is
			perceived as
			challenging or
			positive rather than
			distressful.
			0/ of ampleus as
			% of employees
			who describe and
			practice one
			method of
			relaxation.
			% of employees
			who describe and
			practice one

		positive health habit and one other method to prevent disease and promote health. % of employees who describe
		characteristics about self and lifestyle. % of employees who demonstrate improved interpersonal relationships; changed behaviour
		is validated by significant others. % of employees who set priorities and goals appropriate to all strategies leading to excessive stress.

2. Planning Develop stress management plan Establish committee or team to oversee the programme	Human resource s	Train managers, coordinators on how to develop stress management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence- based research	No. of targeted employees for intervention in the plan.	% of employees who express the need to participate in stress management programme.	Effective stress manageme nt programme s in the Public Service,
3. Implement stress management programme.	Human resource s	Train managers/ coordinators on stress management.	Information Management System, Database on usage of stress management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees participating in the programme	% of employees who participated in the programme who expressed to have obtained coping mechanism.	Effective stress manageme nt programme s in the Public Service,
4. Develop and implement M&E plan for stress management.	Human resource s	Train managers/ coordinators on implementati on of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence- based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Effective stress manageme nt programme s in the Public Service,

2.2 Management of **economic stress** through workplace Financial Wellness Programmes.

			PROCESSE	S / ACTIVITIES		INDICATORS FOR IMPLEMENTATION			
Functional Objectives	Inputs	Capacity Building	Organizational Support	Governance and	Economic Growth and				
		Initiatives	Initiatives	Institutional Development Initiatives	Development Initiatives	Output	Outcome	Impact	
Conduct workplace economic stress audit.	Human resources Financial resources	Train managers, coordinators on how to conduct workplace economic stress audit.	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the audit.	% of employees who want to go on economic stress management programme.	Improved financial well being in the Public Service.	
2. Develop economic stress management plan	Human resources	Train managers, coordinators on how to develop economic stress management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who are willing to participate in the programme.	Improved financial well being in the Public Service.	

3. Implement economic stress management programme.	Human resources	Train managers/ coordinators on implementation of economic stress management programme	Information Management System, Database on usage of economic stress management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of employees who received garnishee orders.	Improved financial well being in the Public Service.
4. Develop and implement M&E plan for economic stress management.	Human resources	Train managers/ coordinators on M&E of economic stress management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Improved financial well being in the Public Service.

2.3 Management of **alcohol and drugs** through workplace Alcohol and Drug Programmes.

				S / ACTIVITIES	1	INDICATORS FOR IMPLEMENTATION		
Functional Objectives	Inputs	Capacity Building	Organizational Support	Governance and	Economic Growth and			
		Initiatives	Initiatives	Institutional Development Initiatives	Development Initiatives	Output	Outcome	Impact
Conduct workplace Alcohol and Drug Abuse prevalence survey.	Human resources Financial resources	Train managers, coordinators on how to conduct workplace Alcohol and Drug Abuse prevalence survey	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the survey.	% those of employees who participated in the survey and are willing to undergo Alcohol and Drug abuse prevention and rehabilitation programme.	Decreased alcohol and Drug abuse prevalence in the Public Service
2. Develop a Alcohol and Drug Abuse Management plan	Human resources	Train managers, coordinators on how to develop Alcohol and Drug Abuse Management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who want to go on Alcohol and Drug Abuse Management programme.	Decreased alcohol and Drug abuse prevalence in the Public Service

3. Implement Alcohol and Drug Abuse Management programme.	Human resources	Train managers/ coordinators on implementation Alcohol and Drug Abuse Management programme	Information Management System, Database on usage of Alcohol and Drug Abuse management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the programme who have quit alcohol and Drug abuse	Decreased alcohol and Drug abuse prevalence in the Public Service.
4. Develop and implement M&E plan on Alcohol and Drug Abuse Management Programme.	Human resources	Train managers/ coordinators on M&E of Alcohol and Drug Abuse Management Programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decreased alcohol and Drug abuse prevalence in the Public Service

2.4 Management of HIV&AIDS related psychosocial stressors (self directed stigma and discrimination)

Functional	Inputs	Capacity	PROCESSE Organizational	Economic	INDICATORS FOR IMPLEMENTATION Economic			
Objectives		Building Initiatives	Support Initiatives	and Institutional Development Initiatives	Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct HIV&AIDS prevalence baseline assessment	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct workplace HIV&AIDS prevalence baseline assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who are willing to participate in HIV&AIDS prevalence study.	% of employees who have tested HIV positive	Decreased HIV&AIDS prevalence in the Public Service.
2. Develop a workplace costed, mainstreamed, HIV&AIDS operational plan.	Human resources Financial	Train managers, coordinators on how to develop a costed, mainstreamed, HIV&AIDS operational plan.	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for costed, mainstreame d, HIV&AIDS operational plan.	% departmental budget committed for HIV&AIDS workplace programme.	Decreased HIV&AIDS prevalence in the Public Service.

3. Implement workplace HIV&AIDS programme in line with the costed, mainstreamed, HIV&AIDS operational plan.	Human resources Financial	Train managers/ coordinators on implementation of the workplace HIV&AIDS programme	Information Management System, Database on usage of nutrition management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the workplace programme and accessing the relevant treatment, care and support.	Decreased HIV&AIDS prevalence in the Public Service.
4. Develop and implement M&E plan for workplace HIV&AIDS programme.	Human resources Financial	Train managers/ coordinators on implementation of M&E plan of HIV&AIDS workplace programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting reports on workplace HIV&AIDS programme.	Decreased HIV&AIDS prevalence in the Public Service

2.5 Availability and accessibility of counseling services to all employees.

Fettered				ES / ACTIVITIES	INDICATORS FOR IMPLEMENTATION			
Functional Objectives	Inputs	Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
Provide access to counselling services	Human resources Financial resources	Training of coordinators and Peer Educators on counselling skills	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with counselling services	% of utilization rate of counselling services.	Increased wellbeing in the Public Service

Sub-Objective	Success Indicators
3.To promote the organisational culture that is conducive to individual and organizational wellness	 Management of workplace violence is through workplace violence programme. Change in the organization is managed through change management programme. Availability of a strategy for dissemination of wellness information. Manage human factors that impact on organizational wellness (e.g. Diversity Management).

3.1 Management of workplace **violence** is through workplace violence programme.

Functional Objectives	Inputs	Capacity Building	Support and		Economic Growth and Development	INDICATORS FOR IMPLEMENTATION		
		Initiatives	Initiatives	Institutional Development Initiatives	Development Initiatives	Output	Outcome	Impact
Conduct workplace violence audit	Human resources Financial resources	Train managers, coordinators on how to conduct workplace violence audit	Information Management System, Database on HR record.	Solve Guidelines.	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the survey.	% of employees willing to report violence in the workplace.	Decrease d workplace violence in the public service.

2. Develop a workplace violence management plan	Human resources	Train managers, coordinators on how to develop a workplace violence management plan	Information Management System,	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees willing to participate in the violence prevention programme	Decrease d workplace violence in the public service.
3. Implement violence management programme.	Human resources	Train managers/ coordinators on implementation of a violence management programme	Information Management System, Database on usage of violence management programme.	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of employees capacitated on the violence prevention programme	% of those employees who utilized the programme.	Decrease d workplace violence in the public service.
4. Develop and implement M&E plan for violence management.	Human resources	Train managers/ coordinators on implementation of violence management programme	Information Management System,	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decrease d workplace violence in the public service.

3.2 Change in the organization is managed through change management programme.

Functional Inputs	Inputs	Capacity	PROCESSE Organizational	S / ACTIVITIES Governance and Economic		INDICATORS FOR IMPLEMENTATION		
Objectives		Building Initiatives	Support Initiatives	Institutional Development Initiatives	Growth and Development Initiatives	Output	Outcome	Impact
Develop and implement Change Management programmes	Human resources Financial resources	Training of managers, coordinators on Change Management	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with Change Management programmes in place	% of employees Participating in Change Management programmes	Increased acceptance of change in the Public Service

3.3 Availability of a strategy for dissemination of wellness information.

		PROCESSES / ACTIVITIES					INDICATORS FOR IMPLEMENTATION			
Functional Objectives	Inputs	Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact		
Develop and implement Wellness Communication Strategy	Human resources Financial resources	Training of managers, coordinators on development of Wellness Communication Strategy	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with Wellness Communication Strategy	% of employees reached through the Wellness communication Strategy	Increased accessibility of Wellness information in the Public Service		

3.4 Manage human factors that impact on organizational wellness (e.g. Diversity Management).

Functional	onal Inputs		PROCESSES / ACTIVITIES Capacity Organizational Governance and Economic				INDICATORS FOR IMPLEMENTATION		
Objectives	inputs	Building Initiatives	Support Initiatives	Institutional Development Initiatives	Growth and Development Initiatives	Output	Outcome	Impact	
Mainstream gender, disability and youth into wellness programme.	Human resources Financial resources	Training of managers, coordinators on diversity management.	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments Wellness programmes that consider diversity.	% of employees reached through the Wellness Programmes.	Increased accessibilit y of Wellness programme s in the Public Service	

Sub-Objective	Success Indicators
4. To promote work-life balance	 Development and implementation of flexible policies that address work-life balance. Establishment of child care facilities in the workplace. Development and implementation of retirement programmes in the workplace.

4.1 Flexible policies that address work-life balance are developed and implemented

Functional Objectives	Inputs	Capacity Building	PROCESSE Organizational Support	S / ACTIVITIES Governance and Institutional	Economic Growth and	INDICATORS FOR IMPLEMENTATION		TION
		Initiatives	Initiatives	Development Initiatives	Development Initiatives	Output	Outcome	Impact
4.1.1 Develop and implement flexible policies that address work-life balance.	Human resources Financial resources	Training of managers, coordinators and Peer Educators	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with flexible policies in place	% of employees benefiting from the policies	Increased work-life balance in the Public Service

4.2 Child care facilities in the workplace are established

			PROCESSE	ES / ACTIVITIES	INDICATORS FOR IMPLEMENTATION			
Functional Objectives	Inputs	Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.2.1 Establish child care facilities in the Public Service	Human resources Financial resources	Training of coordinators and Peer Educators on management of facilities	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with child-care facilities in place	% of utilization rate of child-care facilities	Increased work-life balance in the Public Service

4.3 Retirement programmes are developed and implemented.

Functional Inputs		Capacity	, ,			INDICATORS FOR IMPLEMENTATION		
Objectives		Building Initiatives	Support Initiatives	Institutional Development Initiatives	Growth and Development Initiatives	Output	Outcome	Impact
4.3.1 Develop and implement retirement programmes	Human resources Financial resources	Training of coordinators and HR staff on retirement	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with retirement programme in place	% of employees utilizing retirement programmes	Increased quality of life after retirement