

*IN THE FIRST SESSION OF THE EIGHTH PARLIAMENT OF THE  
FOURTH REPUBLIC OF GHANA*



**REPORT OF THE  
FINANCE COMMITTEE**

*ON THE*

**PROGRAMME BASED BUDGET ESTIMATES**

*FOR THE*

**OFFICE OF THE HEAD OF  
CIVIL SERVICE (OHCS)**

*FOR THE*

**2021 FINANCIAL YEAR**

March 2021

PARLIAMENT OF GHANA LIBRARY

## **1.0 INTRODUCTION**

The **2021 Programme Based Budget Estimates for the Office of the Head of Civil Service (OHCS)** were *laid* in the House on Friday the 12<sup>th</sup> day of March 2021 and *referred* to the Finance Committee for consideration and report in accordance with the Constitution and Standing Orders of the House. This *referral* followed the presentation of the 2021 Budget Statement and Economic Policy of Government to the House by the Hon. Minister of State responsible for the Ministry of Finance, Mr. Osei Kyei-Mensah-Bonsu.

The Committee, in considering the Estimates, met with a team of officials from the Office of the Head of Civil Service and the Ministry of Finance and hereby presents this report to the House.

## **2.0 BACKGROUND**

The Office of the Head of Civil Service (OHCS) is a Central Management Agency that provides leadership and facilitates the work of Civil Service Organizations to enable them to respond positively to Government's expectations as well as the aspirations of stakeholders and the general public.

The Office exists to assist Government in the formulation and implementation of Government policies for the development of the country, through the management of human and other resources, promotion of efficient information management, organizational development and value for money procurement for the delivery of results-oriented, knowledge-driven services.

The vision of the Office is to be a client-oriented organization providing world-class policy advice and services.

### **3.0 OBJECTIVES AND FUNCTIONS**

The National Medium Term Development Policy Framework (NMTDPF) 2018-2021 contains two (2) policy objectives that are relevant to the Office of the Head of Civil Service. These are as follows:

- Build an effective and efficient Government machinery.
- Enhance capacity for policy formulation and coordination.

The goal of the OHCS is to have the human resource and institutional capacity to formulate, implement, monitor and evaluate policies for national development, as well as the ability to effectively and efficiently provide timely and satisfactory services to all its stakeholders.

The core functions of the Office include the formulation and review of human resource related policies, guidelines, standards and programmes for the Civil Service and the facilitation of their implementation.

The OHCS also monitors and coordinates all human resource management-related programmes in Ministries and Departments to ensure uniformity in the application of rules and adherence to standards.

Again, the OHCS develops and facilitates the conduct of systematic, competency-based training for the acquisition of skills consistent with the needs of the Civil Service.

The OHCS also develops and ensures the implementation of a robust performance management system for the Civil Service.

#### **4.0 2020 BUDGET PERFORMANCE**

The OHCS was allocated a sum of **GH¢34,708,833** for the 2020 financial year. The breakdown is as presented below:

<b>Compensation of Employees</b>	<b>GOG</b>	<b>GH¢17,777,793</b>
<b>Goods and Services</b>	<b>GOG</b>	<b>GH¢6,343,579</b>
	<b>IGF</b>	<b>GH¢2,102,445</b>
	<b>Donor</b>	<b><u>GH¢1,075,116</u></b>
		<b><u>GH¢9,521,140</u></b>
<b>Capex</b>	<b>GOG</b>	<b>GH¢1,000,000</b>
	<b>IGF</b>	<b>GH¢691,200</b>
	<b>Donor</b>	<b><u>GH¢5,718,700</u></b>
		<b><u>GH¢7,409,900</u></b>
<b>TOTAL</b>		<b><u>GH¢34,708,833</u></b>

The total allocation was however increased to **GH¢38,885,625** in the 2020 Supplementary Budget.

**Outturn** for January to December, 2020 shows the following:

<b>Item</b>	<b>GoG (GH¢)</b>	<b>IGF (GH¢)</b>	<b>Donor (GH¢)</b>	<b>Total GH¢</b>
Compensation of Employees	19,449,608.85	0	0	
Goods & Services	5,718,046.34	2,087,572.87	0	
CAPEX	860,403.12	598,143.47	0	
<b>TOTAL</b>	<b>26,028,058.31</b>	<b>2,685,716.34</b>	<b>0</b>	<b>28,713,774.65</b>

## **5.0 2021 BUDGET ESTIMATES FOR THE OFFICE OF THE HEAD OF CIVIL SERVICE (OHCS)**

For the implementation of its programmes and the stated objectives, the OHCS has been allocated a sum of **GH¢33,173,838** for the **2021 financial year**. The breakdown is as presented below:

<b>Compensation of Employees</b>	<b>GOG</b>	<b>GH¢21,357,785</b>
<b>Goods and Services</b>	<b>GOG</b>	<b>GH¢7,490,935</b>
	<b>IGF</b>	<b>GH¢2,418,745</b>
	<b>Donor</b>	<b><u>GH¢0,000,000</u></b>
		<b><u>GH¢9,909,680</u></b>
<b>Non-Financial Assets</b>	<b>GOG</b>	<b>GH¢1,150,000</b>
	<b>IGF</b>	<b>GH¢756,373</b>
	<b>Donor</b>	<b><u>GH¢0,000,000</u></b>
		<b><u>GH¢1,906,373</u></b>
<b>TOTAL</b>		<b><u>GH¢33,173,838</u></b>

The Allocation is sub-divided among the various institutions under the OHCS as follows:

OHCS Headquarters	GH¢25,237,210
Management Services Division	GH¢2,224,532
Public Records and Archives Administration Department (PRAAD)	GH¢5,053,121
Institute of Technical Supervision	<u>GH¢658,975</u>
	<b><u>GH¢33,173,838</u></b>

## **6.0 OBSERVATIONS AND RECOMMENDATIONS**

### **i. COVID-19 Preventive Measures**

The Committee noted that following the global outbreak of the COVID-19 pandemic in the year 2020, management of the OHCS introduced

workplace contingency measures including flexible working hours/days/week regime. This was to avoid having many people present in the office at the same time and as a result prevent the spread of the virus. Hand sanitizers were also placed at vantage points within the office and the social distancing protocol strictly adhered to in the delivery of services and performance of duties in the office.

## **ii. Civil Service Council Operations**

In the year 2020, the Civil Service Council Secretariat processed the Records of Decision (RODs) of the 2019 service-wide promotion interviews and conveyed approvals to the various Ministries and Departments. The Secretariat received and processed one hundred and sixty-five (165) Records of Decision (RODs), twenty-nine (29) conversions and one (1) upgrading. Additionally, records of Heads of Departments in the Civil Service were updated, forty-four (44) contract applications were approved and twenty-one (21) Category "A" appointments were processed.

## **iii. NACAP Implementation**

The Committee was informed that the OHCS is one of the implementing partners for the National Anti-Corruption Action Plan (NACAP) and as such the OHCS is committed to the agenda of making corruption a high risk, low gain venture.

In the year 2020, the OHCS sensitized eighty (80) out of a target number of one hundred (100) officials on the NACAP and developed a draft manual to guide operations of focal persons and provide mechanism for safe reporting of corrupt practices.

#### **iv. Restructuring Records Offices of Public Institutions**

The Public Records and Archives Administration Department (PRAAD) restructured Records Offices in two (2) out of a targeted number of twenty-five (25) Ministries, Departments and Agencies (MDAs). The exercise which included the decongestion of Records Offices, review and design of classification schemes resulted in an improved recordkeeping system in the beneficiary MDAs.

Subsequently, the National Records Center was also decongested, with about 3,500 boxes of records appraised and disposed off while 2,490 boxes were accessioned. This exercise is said to have led to easy access to and timely retrieval of records to support accountable and transparent public service delivery.

#### **v. Promotion Activities**

The Committee observed that the OHCS successfully conducted promotion interviews for a total number of 4,758 eligible civil service staff in the year 2020. Additionally, 2,477 Civil Service staff have been provided with promotion-linked Scheme of Service training.

In the 2021 financial year, a total of 6,449 officers will be processed for promotion interview. There will also be service wide promotion linked training for 3,000 officers.

#### **vi. Recruitment into the Civil Service**

The Committee observed that the OHCS in 2020 received 20,537 online applications for recruitment out of which the Office conducted entrance examination for 13,232 applicants.

As at the end of 2020, 769 staff had been recruited and posted. Due to the exigencies of the COVID-19 pandemic however, induction training

was organized for 327 of the newly recruited staff, with the remaining new staff scheduled to receive their induction training in the year 2021.

In the year 2021, the OHCS plans to undertake recruitment and replacement of about 583 officers.

#### **vii. Performance Management**

The Committee was informed that the OHCS is implementing a Performance Management System for all staff of the Civil Service. Pursuant to this, the OHCS successfully executed Performance Agreements with 38 Chief Directors and 261 Directors and Heads of Department.

In the year 2021, the Office will work to ensure improved performance in the Civil Service. It is programmed that in the year 2021, Performance Agreements will be signed with 38 Chief Directors and 220 Directors/Heads of Department.

Chief Directors will be expected to score above 70% of the set deliverables in their performance agreements.

#### **viii. Institutional Development**

The Committee noted that as part of the OHCS' strategy for institutional development, the Office would continue to rationalize and define structures, roles and procedures for state institutions, improve transparency and public access to information and promote the efficiency and effectiveness of performance in the Civil Service.



These would be done to ensure that MDAs are optimally structured by identifying the required skill mix to undertake sector plans, programmes and projects for accelerated national development.

#### **ix. Annual Performance Reports**

The OHCS in 2020 prepared the 2019 Annual Performance Report (APR) for the Civil Service and distributed copies to the Presidency, Ministries, Departments and Agencies (MDAs) as well as key stakeholder institutions to aid in policy decisions and national development. The report was also made available on the OHCS website for public access.

The Office will prepare and disseminate the 2020 Annual Performance Report (APR) for the Civil Service during the 2021 financial year.

#### **x. Operations and Projects for 2021**

The main operations and projects to be undertaken by the OHCS in 2021 include *but not limited to* the following:

- Organise 4 meetings between the Head of Civil Service and Chief Directors and Directors/Heads of Department.
- Produce the 2020 Civil Service Annual Performance Report (CSAPR), print and distribute 50 copies thereof.
- Sensitize 100 Civil Service Staff on National Anti-Corruption Action Plan (NACAP)
- Decongest and digitalize the Records System in OHCS, digitize 150,000 archival sheets and organize one (1) Public Archives exhibition.
- Develop a vehicle use policy document for the OHCS.
- Conduct staffing gap analysis for 36 Ministries, Departments and Agencies (MDAs).

- Validate and implement OHCS HIV/AIDS and Workplace wellness policy document.
- Develop/review 7 organizational manuals and job descriptions for MDAs.
- Publicize the role of the Management Services Department in public sector improvement and expansion.
- Conduct mid-year monitoring of the implementation of the Chief Directors' Performance Agreements.
- Manage 5,000 Integrated Personnel Payroll Database (IPPD II) related issues in the Civil Service.
- Update 8,000 records on Human Resource database for the Civil Service.
- Organise annual procurement and supply chain summit and train Procurement and Supply Chain Management professionals in the various MDAs.
- Develop and pilot online Electronic Staff Appraisal System.
- Coordinate the Marine Drive Project – Coordinate the construction of 17 Storey Office Complex.

#### **xi. Management Consultancy Services**

The Management Services Department (MSD) under the OHCS will in 2021 continue to offer management consultancy services to public sector organizations with the view to ensuring that public sector organizations are well structured with reviewed work processes for improved service delivery.

The services to be provided include among others the conduct of job inspection exercises, job analysis and evaluation, reviewing work standards and business processes and facilitating the setting of service standards.

## **xii. Records Management**

The Public Records and Archives Administration Department (PRAAD) under the OHCS would in 2021 continue to work towards ensuring the proper and effective management of records in all public institutions. To this end, PRAAD will be implementing procedures for the timely disposal of public records of no continuing value, advising on best practices and establishing national standards in records keeping in the Civil and Public Services.

Also, PRAAD will ensure that procedures for the transfer of public records of permanent value for preservation in the national archives or other archival repository are respected in accordance with the Public Records and Archives Administration Act, 1997 (Act 535).

## **xiii. PRAAD's Request for Additional Funds**

Officials from the Public Records and Archives Administration Department (PRAAD) requested the Committee to provide an additional GH¢1.5 Million to the Department in order to enable the Department fully implement its planned programmes and activities for 2021, a request which the Committee is not in a position to grant.

The Committee however recommends to the Ministry of Finance to consider additional support for PRAAD in the course of the year.

## **xiv. Key Challenges**

The Committee was informed that challenges facing the Office of the Head of Civil Service include delays in the creation of vacancies on the Human Resource Management Information System (HRMIS) by the Public Services Commission for the recruitment, promotion and movement of staff service-wide.

Another challenge is the low fee charged by PRAAD which is inadequate to support the delivery of the Department's mandate.

The Committee advises the OHCS to liaise with the Public Services Commission and the Ministry of Finance to find workable solutions to these challenges.

### **7.0 CONCLUSION**

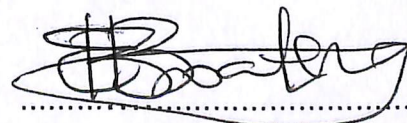
The Committee has thoroughly examined the Estimates and finds the programmes for which the sums have been allocated to be needful for the proper and effective functioning of the Office of the Head of Civil Service.

The Committee therefore recommends that the House approves the sum of **Thirty-Three Million, One Hundred and Seventy-Three Thousand, Eight Hundred and Thirty-Eight Ghana Cedis (GH¢33,173,838)** for the implementation of the programmes and activities of the **Office of the Head of Civil Service (OHCS)** for the Financial Year commencing on the 1<sup>st</sup> day of January 2021 and ending on the 31<sup>st</sup> day of December 2021 in accordance with the 1992 Constitution of the Republic of Ghana and Standing Orders of the House.

Respectfully submitted.



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**HON. KWAKU AGYEMAN KWARTENG**  
**(CHAIRMAN, FINANCE COMMITTEE)**



.....  
**MS. EVELYN BREFO-BOATENG**  
**(CLERK, FINANCE COMMITTEE)**

20<sup>TH</sup> MARCH, 2021