

*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

2022 FINANCIAL YEAR



14TH December 2021

1.0 INTRODUCTION

The 2022 Programme Based Budget Estimates for the Office of the Head of Civil Service (OHCS) were *laid* in the House on Friday the 17th day of November, 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 2022 Budget Statement and Economic Policy of Government to the House by the Hon. Minister for Finance, Mr. Ken Ofori-Atta.

The Committee, in considering the Estimates, met with the Head of Civil Service, Nana Agyekum Dwamena and a team of officials from the Office of the Head of Civil Service (OHCS) and the Ministry of Finance (MoF) 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) 2022-2025 contains three (3) 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 that support citizen participation.
- Promote coordination, harmonization and ownership of the development process.
- Enhance capacity for policy formulation and coordination.

The goal of the OHCS is to become a client-oriented organization providing world-class policy advice and services.

The Office also aims 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 2021 BUDGET PERFORMANCE

The OHCS was allocated a sum of **GH¢33,173,838** for the 2021 financial year. The breakdown is as presented below:

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

Outturn for January to September, 2021 shows the following:

Item	Approved Budget (GH¢) (A)	Release (GH¢) (B)	Expenditure (GH¢) (C)	Variance (GH¢) (A-C)
GOG				
Compensation of Employees	21,357,785.00	17,216,233.68	17,216,233.68	4,141,551.32
Use of Goods & Services	7,490,935.00	5,894,067.63	5,894,067.63	1,596,867.37
Capex	1,150,000.00	1,149,952.89	716,804.41	433,195.59
Sub- Total	29,998,720.00	24,260,254.20	23,827,105.72	6,171,614.28
IGF				
Use of Goods & Services	2,418,745.00	3,282,612.04	1,700,699.83	718,045.17
Capex	756,373.00	-	802,293.52	-45,920.52
Sub-Total	3,175,118.00	3,282,612.04	2,502,993.35	672,124.65
TOTAL	33,173,838.00	27,542,866.24	26,330,099.07	6,843,738.93

Source: OHCS

5.0 2022 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¢45,333,000** for the **2022 financial year**. The breakdown is as presented below:

Compensation of Employees	GOG	GH¢23,222,000
Goods and Services	GOG	GH¢6,444,000
	IGF	GH¢6,612,000
	Donor	<u>GH¢6,486,000</u>
		<u>GH¢19,542,000</u>
Non-Financial Assets	GOG	GH¢805,000
	IGF	GH¢1,764,000
	Donor	<u>GH¢0,000,000</u>
		<u>GH¢2,569,000</u>
TOTAL		GH¢45,333,000

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

OHCS Headquarters	GH¢37,707,288
Management Services Division	GH¢2,310,321
Public Records and Archives Administration Department (PRAAD)	GH¢5,315,391
	<u>GH¢45,333,000</u>

6.0 OBSERVATIONS AND RECOMMENDATIONS

6.01 Production of Civil Service Annual Performance Report (CSAPR)

The Committee noted that the Head of Civil Service is mandated by Section 85 of the Civil Service Act, 1993 (Act 327) to prepare and submit an annual report of the previous year to the Presidency within the first quarter of the ensuing year.

In January 2021, the OHCS analyzed reports received from Ministries and compiled same into the 2020 Civil Service Annual Performance Report. The

report was published on the OHCS website whilst twenty (20) copies were printed and distributed to stakeholders.

The Office will prepare and disseminate the 2021 Civil Service Annual Performance Report during the 2022 financial year.

6.02 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.

The OHCS has continued the implementation of the COVID-19 workplace contingency measures in the year 2021 to ensure a safe working environment in the Civil Service.

6.03 Implementation of the National Anti-corruption Action Plan (NACAP)

As a NACAP implementing partner, the OHCS is committed to the agenda of making corruption a high risk, low gain venture. The Office therefore, aims to achieve this by promoting service delivery that is dignified and devoid of laziness, ineptitude and corruption.

During the 2021 financial year, the OHCS produced and submitted the 2020 NACAP Implementation Report to the Commission on Human Rights and Administrative Justice (CHRAJ).

The OHCS also organized a sensitization forum for about one hundred and eighty (180) staff of the OHCS and its Departments in June 2021. The forum discussed sexual harassment at the workplace and conflict of interest as part of the Public Sector Integrity Programme (PSIP).

6.04 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.

6.05 Records Management

The Public Records and Archives Administration Department (PRAAD) under the OHCS would in 2022 continue to work towards ensuring the proper and effective management of records in all public institutions. To this end, PRAAD would 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).

6.06 Restructuring Records Offices of Public Institutions

The Public Records and Archives Administration Department (PRAAD) in 2021 decongested the Records Offices in two (2) out of a targeted number of eight (8) institutions. The exercise which included the decongestion, review and design of classification schemes resulted in an improved recordkeeping system in the beneficiary institutions.

Also, 21,634 boxes of records were disposed at the National Records Centre in the year 2021 to create space at the Centre, thus exceeding a target of 4,000 number of boxes of records scheduled for archival disposal.

6.07 Recruitment into the Civil Service

The Committee observed that the OHCS in 2021 received 49,802 online applications for recruitment out of which the Office conducted a first online examination for about 13,085 applicants who registered for the exams.

As of October 2021, a second online assessment had been organized for a total of 1,397 applicants who successfully passed the first exam.

Whilst 378 officers were recruited into the Civil Service from January to September 2021, the OHCS programmes to recruit an additional 453 officers in the year 2022.

6.08 Promotion Activities

The Committee observed that the OHCS successfully conducted promotion interviews for a total number of 2,764 eligible civil service staff between January and September 2021.

In the 2022 financial year, a total of 4,000 officers would be processed for promotion interview. There would also be a 100% digitization of the Civil Service promotion interview process.

6.09 Management Consultancy Services

The Management Services Department (MSD) under the OHCS will in 2022 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 the conduct of job inspection exercises, job analysis and evaluation, reviewing work standards and business processes and facilitating the setting of service standards.

6.10 Institutional Development

The Committee noted that as part of the OHCS' strategy for institutional development, the Office in the year 2022 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.

6.11 Operations and Projects for 2022

The programmes and projects to be undertaken by the OHCS in 2022 include *but not limited to* the following:

- Conduct Scheme of Service/Competency Based trainings for 5,000 Civil Service Staff
- Develop a Talent Management Policy and e-Talent Management Reporting System
- Organize 4 meetings between the Head of Civil Service and Chief Directors and Directors/Heads of Department.
- Produce the 2021 Civil Service Annual Performance Report (CSAPR), print and distribute copies to stakeholders as well as publish the report on the OHCS website.
- Facilitate promotion interviews for all eligible officers across the Civil Service
- Facilitate and ensure the signing of 38 Chief Directors' Performance Agreements as well as 220 Directors/Heads of Department Performance Agreements.
- Manage Integrated Personnel Payroll Database (IPPD II) related issues in the Civil Service.
- Produce 4 reports on activities of the Human Resource Management Information System (HRMIS) and the Integrated Personnel Payroll Database (IPPD II) system.
- Sensitize 150 Civil Service Staff on National Anti-Corruption Action Plan (NACAP).

- Decongest and digitalize the Records System in OHCS and digitize 55,000 archival sheets.
- Validate and implement OHCS HIV/AIDS and Workplace wellness policy document.
- Develop/review 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.
- Update 10,000 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.
- Coordinate the Marine Drive Project.

6.12 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.

Also, works on the redevelopment of the Ministerial Enclave being undertaken by the Ministry of Roads and Highways were said to have stalled.

Another challenge facing the Office is the low fee charged by PRAAD which is inadequate to support the delivery of the Department's mandate. It was intimated to the Committee that PRAAD would require special additional budgetary resources of **Two Million Ghana Cedis (GH¢2 million)** in order to undertake the planned digitization, preservation of critical national documents, commence the e-Records system and rehabilitate important public records management infrastructure.

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 to the House to **approve** the sum of ***Forty-Five Million, Three Hundred and Thirty-Three Thousand Ghana Cedis (GH¢45,333,000)*** 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 1st day of January 2022 and ending on the 31st day of December 2022 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 KWARTENG
(CHAIRMAN, FINANCE COMMITTEE)



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MRS. JOANA ABENA SAKYI ADJEI
(CLERK, FINANCE COMMITTEE)

14th December, 2021

