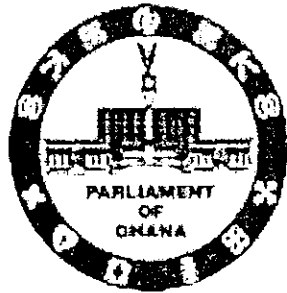


**IN THE SECOND SESSION OF THE EIGHTH PARLIAMENT OF THE
FOURTH REPUBLIC OF GHANA**



**REPORT OF THE FINANCE COMMITTEE ON THE
ANNUAL BUDGET ESTIMATES FOR THE OFFICE OF
THE HEAD OF CIVIL SERVICE FOR THE YEAR ENDING
31ST DECEMBER, 2023**

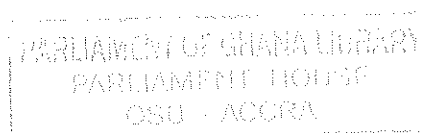
1.0. INTRODUCTION

The **2023 Programme Based Budget Estimates for the Office of the Head of Civil Service (OHCS)** were *laid* in the House on 24th November, 2022 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 2023 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 Chief Director of the Office of the Head of Civil Service, Mr. Godwin Brocke and a team of officials from the Office of the Head of Civil Service (OHCS) and the Ministry of Finance (MoF).

The Committee expresses its appreciation to the Chief Director and the team of officials for attending upon and assisting the Committee in its deliberations on the Estimates.

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 for all stakeholders.

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) 2023-2026 contains three (3) policy objectives that are relevant to the Office of the Head of Civil Service. These are as follows:

- i. Build an effective and efficient Government machinery that support citizen participation.
- ii. Promote coordination, harmonization and ownership of the development process.
- iii. 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. 2022 BUDGET PERFORMANCE

The OHCS was 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		<u>GH¢45,333,000</u>

Outturn for January to September, 2022 shows the following:

Item	Approved Budget (GH¢) (A)	Revised Budget (GH¢) (B)	Release (GH¢) (C)	Expenditure (GH¢) (D)	Variance (GH¢) (B-D)
GOG					

Compensation of Employees	23,222,000	23,222,000	18,823,859.18	18,823,859.18	4,398,140.82
Use of Goods & Services	6,444,000	4,394,716	2,632,693.47	2,632,693.47	1,762,022.53
Capex	805,000	474,000	70,922.66	0.00	474,000.00
Sub- Total	30,471,000	28,090,716	21,527,475.31	21,456,552.65	6,634,163.35
IGF					
Use of Goods & Services	6,611,999.88	6,611,999.88	2,767,412.72	2,545,047.99	4,066,951.89
Capex	1,763,999.70	1,763,999.70	250,000.00	228,522.48	1,535,477.22
Sub-Total	8,375,999.58	8,375,999.58	3,017,412.72	2,773,570.47	5,602,429.11
Donor	6,486,000	6,486,000	0	0	6,486,000
TOTAL	45,332,999.58	42,952,715.58	24,544,888.03	24,230,132.12	18,722,592.46

Source: OHCS

5.0. 2023 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 **Fifty Thousand Million, Two Hundred and Twenty-Nine Thousand, Seven Hundred and Fifty-Nine Ghana Cedis (GH¢50,229,759)** for the **2023 financial year**. The breakdown is as presented below:

Compensation of Employees	GOG	GH¢24,615,320
Goods and Services	GOG	GH¢4,266,600
	IGF	GH¢3,624,014
	Donor	GH¢15,800,000
		<u>GH¢23,690,614</u>

CAPEX	GOG	GH¢296,600
	IGF	GH¢1,627,226
	Donor	GH¢ 0
		<u>GH¢1,923,826</u>
TOTAL		GH¢50,229,759

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

OHCS Headquarters	GH¢33,664,435
Management Services Division	GH¢2,068,664
Public Records and Archives	
Administration Department (PRAAD)	GH¢4,656,603
Institute of Technical Supervision	GH¢1,577,824
Government Secretariat School	GH¢3,892,013
Civil Service Training Centre	GH¢4,370,220
	<u>GH¢50,229,759</u>

6.0. OBSERVATIONS AND RECOMMENDATIONS

6.1. Civil Service Week Celebration

The 2022 Civil Service Week Celebration was held from 20th to 29th July, 2022 on the theme: "Digitalization in the Civil Service of Ghana". One hundred and sixty-eight (168) officers were recognized for their excellent performance and dedication to the service during the Awards Ceremony.

6.2. Institutional Development

The Committee noted that as part of the OHCS' strategy for institutional development, the Office would in 2023 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.

For the year under review, the Committee noted that the OHCS developed and reviewed organizational manuals and job descriptions for seven (7) out of a target of nine (9) Ministries and Departments. These were 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.

6.3. Records Management

The Public Records and Archives Administration Department (PRAAD) under the OHCS monitored 12 MDAs out of a target of 20.

PRAAD will in 2023 continue to work towards ensuring the proper and effective management of records in all public institutions. To this end, the Department 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).

6.4. 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, 29,005 archival sheets at the National Record Centre were digitized.

6.5. Promotion Activities

The Committee observed that the OHCS successfully conducted promotion interviews for a total number of 4,012 eligible civil service staff between January and September 2022.

6.6. Management Consultancy Services

The Management Services Department (MSD) under the OHCS will in 2023 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.

6.7. Institutional Development

The Committee noted that as part of the OHCS' strategy for institutional development, the Office in the year 2023 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.

6.8. Operations and Projects for 2023

The programmes and projects to be undertaken by the OHCS in 2023 include *but not limited to* the following:

- i. Conduct Scheme of Service/Competency Based trainings and career development for Civil Service Staff.

- ii. Develop a Talent Management Policy and e-Talent Management Reporting System.
- iii. Continue the organization of meritorious award and Annual Civil Service Week Celebration in accordance with Section 88 of the Civil Service Act.
- iv. Organize 4 meetings between the Head of Civil Service and Chief Directors and Directors/Heads of Department.
- v. Produce the 2022 Civil Service Annual Performance Report (CSAPR), print and distribute copies to stakeholders as well as publish the report on the OHCS website.
- vi. Facilitate promotion interviews for all eligible officers across the Civil Service.
- vii. Facilitate training and career development for Civil Service Staff to enhance Service Delivery.
- viii. Facilitate Scheme of Service and Senior Management Training Programmes for Civil Service Staff to enhance Service delivery.
- ix. Manage Integrated Personnel Payroll Database (IPPD II) related issues in the Civil Service.
- x. Decongest and digitalize the Records System in OHCS and digitize 55,000 archival sheets.
- xi. Develop/review organizational manuals and job descriptions for MDAs.
- xii. Conduct mid-year monitoring of the implementation of the Chief Directors' Performance Agreements.
- xiii. Organize Annual procurement and supply chain summit and train Procurement and Supply Chain Management professionals in the various MDAs.
- xiv. Continue to Coordinate the Marine Drive Project.

6.9. Key Challenges

- i. The Committee was informed that the Office of the Head of Civil Service is faced with several challenges. Key among these are:
- ii. Poor internet connectivity for Ministries, Departments and the regional offices affecting digitalization drive in the Service, such as E-SPAR, virtual promotions and SmartWorkplace.
- iii. Inadequate and late release of funds to implement prioritized programmes and projects.
- iv. Inadequate Logistics such as laptops to enhance remote working arrangements.
- v. Limited Space to take in semi-current records at the National Records Centre and inadequate funds to furnish new records centre.
- vi. Inadequate financial support for PRAAD resulting in obsolete office equipment, vehicles, ineffective digitization equipment, lack of material for preservation and restoration of decaying archival documents.
- vii. Deteriorated infrastructure and access roads for the Departments and Training Institutions including regional centres.
- viii. Lack of official vehicles for Department and Training Institutions for official use.

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 and its Agencies.

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.

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7.0. CONCLUSION

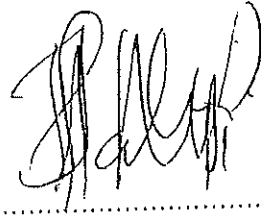
The Committee has thoroughly examined the Estimates and finds the programmes for which the sums have been allocated to be needful for the proper and effective functioning of the Office of the Head of Civil Service and its Agencies.

The Committee therefore recommends to the House to **approve** the sum of **Fifty Million, Two Hundred and Twenty-Nine Thousand, Seven Hundred and Fifty-Nine Ghana Cedis (GH¢50,229,759)** 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 2023 and ending on the 31st day of December 2023 in accordance with the 1992 Constitution of the Republic of Ghana and Standing Orders of the House.

Respectfully submitted.



HON. KWAKU AGYEMAN KWARTENG
CHAIRMAN, FINANCE COMMITTEE



MRS. JOANA SAKYI-ADJEI
CLERK TO THE COMMITTEE

14TH DECEMBER, 2022

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