

**IN THE THIRD 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 31<sup>ST</sup> DECEMBER, 2024**

**1.0. INTRODUCTION**

The **2024 Programme Based Budget Estimates for the Office of the Head of Civil Service (OHCS)** were *laid* in the House on 15<sup>th</sup> November, 2023 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 2024 Budget Statement and Economic Policy of Government to the House by the Hon. Minister for Finance, Mr. Ken Ofori-Atta.

The Committee hereby presents its Report as follows:

**2.0. DELIBERATIONS**

The Committee, in considering the Estimates, met with the Head of Civil Service, Dr. Evans Aggrey-Darkoh 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 Head of Civil Service and the team of officials for attending upon and assisting the Committee in its deliberations on the Estimates.

### **3.0. 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 motivated professional Civil Service for delighted clients in a developed Ghana.

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### **4.0. 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 supports 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.

#### **5.0. 2023 BUDGET PERFORMANCE**

The OHCS was allocated a sum of **Fifty 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:

<b>Compensation</b>	-	<b>GOG</b>	<b>GH¢24,615,320</b>
<b>Goods and Services</b>	-	<b>GOG</b>	<b>GH¢4,266,600</b>
		<b>IGF</b>	<b>GH¢3,624,014</b>
		<b>Donor</b>	<b><u>GH¢15,800,000</u></b>
			<b><u>GH¢23,690,614</u></b>
<b>CAPEX</b>		<b>GOG</b>	<b>GH¢296,600</b>
		<b>IGF</b>	<b>GH¢1,627,226</b>
		<b>Donor</b>	<b><u>GH¢ 0</u></b>
			<b><u>GH¢1,923,826</u></b>
<b>TOTAL</b>			<b><u>GH¢50,229,759</u></b>

Outturn for January to September, 2023 shows the following:

## FINANCIAL PERFORMANCE AS AT SEPTEMBER, 2023

(Source: OHCS)

FUNDING SOURCES	APPROVED BUDGET (GH¢) (A)	REVISED BUDGET (GH¢) (B)	RELEASED BUDGET AS AT SEPT (GH¢) (C)	EXPENDITURE AS AT SEPT (GH¢) (D)	VARIANCE (GH¢) (B-C)
Central GoG	29,178,520.00	41,891,893.00	26,924,430.74	26,708,717.53	14,967,462.26
IGF (GSS, ITS, CSTC, MSD & PRAAD)	5,251,239.13	7,626,436.44	3,889,282.50	2,057,664.33	3,737,153.94
DP	15,800,000.00	15,800,000.00	0.00	0.00	15,800,000.00
GRAND TOTAL	50,229,759.13	65,318,329.44	30,813,713.24	28,766,381.86	34,504,616.20

### 6.0. 2024 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-Eight Million, Four Hundred and Fifteen Thousand, One Hundred and Two Ghana Cedis (GH¢58,415,102)** for the **2024 financial year**. The breakdown is as presented below:

Compensation	-	GOG	GH¢35,041,716
Goods and Services	-	GOG	GH¢7,169,912
		IGF	GH¢7,996,083
		Donor	GH¢ 0
			<u>GH¢15,165,995</u>
CAPEX		GOG	GH¢7,000,000
		IGF	GH¢1,207,391
		Donor	GH¢ 0
			<u>GH¢8,207,391</u>
<b>TOTAL</b>			<b>GH¢58,415,102</b>

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

OHCS Headquarters	GH¢32,942,139
Management Services Division	GH¢3,403,297
Public Records and Archives	
Administration Department (PRAAD)	GH¢9,712,248
Institute of Technical Supervision	GH¢1,812,024
Government Secretariat School	GH¢4,247,375
Civil Service Training Centre	GH¢6,298,019

**GH¢58,415,102**

## **7.0. OBSERVATIONS AND RECOMMENDATIONS**

### **7.1. Organization of 2023 Civil Service Week**

The 2023 ceremony was held on the theme "Enhanced Service Delivery and Economic Transformation in Ghana: The Civil Service in focus" and was organized from **24<sup>th</sup> May to 2<sup>nd</sup> June, 2023**. One hundred and sixty (160) Civil Service Staff and other dignitaries from academia and public sector were awarded. The award winners consist of:

- i. **16** Chief Directors;
- ii. **15** Directors/Analogous Grades;
- iii. **4** Heads of Departments;
- iv. **87** Civil Service Staff from the Professional and Sub-professional categories; and
- v. **38** Special and Honorary Officials.

## **7.2. Production of 2022 Civil Service Annual Performance Report:**

The Office printed and distributed **twenty (20)** copies of the report which provides details of the status of implementation of programmes and projects in the Civil Service. The Report has been submitted to the Office of the President as required and uploaded on the OHCS website.

## **7.3. Institutional Development**

The Committee noted that as part of the OHCS' strategy for institutional development, the Office would in 2024 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 **Nine (9)** Ministries and Departments, thus exceeding the 2023 annual target of **seven (7)**. 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.

The Institutions are, Organisation of African Trade Union Unity, Rent Control Department, Department of Community Development, Public Works Department, Public Records and Archives Administration Department, Ministry of Education, Ministry of Tourism, Ministry of Health and Department of Urban Roads

#### **7.4. Records Management**

The National Records Centre of Public Records and Archives Administration Department (PRAAD) under the OHCS digitised **37,850** archival sheets out of a target of **47,850** at the National Records Centre, representing **79.1%** achievement for 2023.

PRAAD will in 2024 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).

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

The Public Records and Archives Administration Department (PRAAD) in 2023 decongested the National Records Center. In all, **1,683** boxes out of a target of **3,000** boxes of records have been disposed-off at the National Records Centre to create space for National Records.

Also, the Records Offices of **twenty-three (23)** out of a target of **thirty (30)** MDAs have been monitored and assessed during the 2023 financial year



## **7.6. Electronic Staff Appraisal System**

The Committee observed that the OHCS piloted the Electronic Staff Performance Appraisal Reporting System (E-SPAR) in 21 Civil Service Institutions in 2022, and in 2023 all Civil Service Institutions were rolled onto the E-SPAR system to assess staff performance.

Again, training of trainers has been organised for civil service staff for the planning and mid-year phases. The participation rate in this training increased from 70% at the 2022 End of year phase to 82% at the Mid-Year Phase of 2023.

## **7.7. Management Consultancy Services**

The Management Services Department (MSD) under the OHCS will in 2024 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.

## **7.8. Institutional Development**

The Committee noted that as part of the OHCS' strategy for institutional development, the Office in the year 2024 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.

#### **7.9. Other Programmes and Operations for 2024**

The programmes and projects to be undertaken by the OHCS in 2024 include *but not limited to* the following:

- i. Conduct Scheme of Service/Competency Based trainings and career development for Civil Service Staff.
- ii. Continue the organization of meritorious award and Annual Civil Service Week Celebration in accordance with Section 88 of the Civil Service Act.
- iii. continue to coordinate the transitional activities and produce a composite Handing Over Report
- iv. Organize 4 meetings between the Head of Civil Service and Chief Directors and Directors/Heads of Department.
- v. Produce the 2023 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. Organize sensitization workshops on the reviewed Schemes of Service and other human resource facilities.

### **7.10. Key Challenges**

The Committee was informed that the Office of the Head of Civil Service is faced with several challenges. Key among these are:

- i. Poor internet connectivity for Ministries, Departments and the regional offices affecting digitalization drive in the Service, such as E-SPAR, virtual promotions and SmartWorkplace;
- ii. Inadequate and late release of funds to implement prioritized programmes and projects;
- iii. Inadequate Logistics such as laptops to enhance remote working arrangements;
- iv. Limited Space to take in semi-current records at the National Records Centre and inadequate funds to furnish new records centre.
- v. Inadequate financial support for PRAAD resulting in obsolete office equipment, vehicles, ineffective digitization equipment, inadequate materials for preservation and restoration of decaying archival documents;
- vi. Deteriorated infrastructure for the Departments and Training Institutions including regional centres.

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

### **8.0. CONCLUSION**

The Committee has thoroughly examined the 2024 Estimates for the Office 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-Eight Million, Four Hundred and Fifteen Thousand, One Hundred and Two Ghana Cedis (GH¢58,415,102)** 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 2024 and ending on the 31<sup>st</sup> day of December 2024 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)**



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

18<sup>TH</sup> DECEMBER, 2023

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