OFFICE OF THE HEAD OF CIVIL SERVICE (OHCS)

MEDIUM TERM DEVELOPMENT PLAN (2018 – 2021)

DECEMBER 2017

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LIST OF ABBREVIATIONS

AUCP	Appointments, Upgrading, Conversions and Promotions
CAGD	Controller and Accountant General's Department
CDPA	Chief Directors' Performance Agreement
CDs	Chief Directors
CMAs	Central Management Agencies
CMD	Career Management Directorate
CSC	Civil Service Council
CSTC	Civil Service Training Centre
CSU	Client Service Unit
D/CMD	Director Career Management Directorate
D/FA	Director Finance and Administration Directorate
D/PBMED	Director Planning, Budgeting, Monitoring and Evaluation Directorate
D/RSIM	Director Research, Statistics and Information Management Directorate
D/RTDD	Director Recruitment, Training and Development Directorate
D/PRAAD	Director Public Records and Archives Administration Department
ES/MSD	Executive Secretary Management Services Department
F&A	Finance and Administration Directorate
GIMPA	Ghana Institute of Management and Public Administration
GoG	Government of Ghana
GSS	Ghana Statistical Service
GSS	Government Secretarial Schools
HoDs	Heads of Departments
HRM	Human Resource Management
IAU	Internal Audit Unit
ICT	Information Communication Technology
IGF	Internally Generated Fund
IPPD	Integrated Processing Payroll Database
ITS	Institute of Technical Supervision
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MSD	Management Services Department
MTDP	Medium Term Development Plan
MTDPF	Medium Term Development Plan Framework
NITA	National Information Technology Agency
OHCS	Office of the Head of Civil Service

PAS	Performance Agreement System
PBMED	Planning, Budgeting, Monitoring and Evaluation Directorate
PPS	Personnel Processing Section
PRAAD	Public Records and Archives Administration Department
PRU	Public Relations Unit
PSC	Public Services Commission
PSCMD	Procurement and Supplychain Management Department
RSIMD	Research, Statistics and Information Management Directorate
RTDD	Recruitment, Training and Development Directorate
SOP	Standard Operating Procedures
SoS	Scheme of Service
SPAR	Staff Performance Appraisal Report
SSNIT	Social Security and National Insurance Trust

EXECUTIVE SUMMARY

The Civil Service is the nerve Centre of the government administrative machinery and is of strategic importance in the governance arrangement and the process of nation building. It is therefore, imperative that maximum attention is paid not only by the Government but also all its stakeholders in the process of renewing the capacity and performance levels of the Service.

The Office of the Head of the Civil Service (OHCS), as a Central Management Agency, has the distinct mandate to provide the requisite leadership, manage the human resources and promote the organizational development of the Civil Service to enable it respond positively to the needs and aspirations of all its stakeholders.

VISION
A modernized customer sensitive public organisation providing world-class services and policy advice.

MISSION
The Office of the Head of Civil Service exists as a central management agency to deliver result oriented, knowledge-driven services in the area of human resources management and organisational development to delight our stakeholders to attain their goals by attracting, developing, deploying and retaining high calibre personnel in a positive work environment within the challenges of a developing middle-income country.

STRUCTURE OF OHCS

The OHCS is structured as follows:

CIVIL SERVICE COUNCIL

At the apex is the Civil Service Council which is the Governing Board for the Civil Service. The Council is mandated among others:
- To deliberate on the overall government policy relating to the management of the service and suggest improvements or modifications to Government;
- To promote collaboration between institutions of higher education for training of civilservants for effective civil service performance;
- To periodically review the objectives of the Civil Service in relation to political, economic, social and cultural changes.

OHCS DIRECTORATES

To effectively perform its functions, the OHCS has been divided into five Specialized Directorates listed below:
- Finance and Administration Directorate (F&A)
- Career Management Directorate (CMD)
- Recruitment, Training and Development Directorate (RTDD)
- Planning, Budgeting, Monitoring and Evaluation Directorate (PBMED)
- Research, Statistics and Information Management Directorate (RSIMD)

OHCS UNITS

In addition to the five Directorates mentioned above, the office has two specialized units to provide support services. These are:

Public Relations Unit (PRU)

The PRU is mandated to develop, implement and review communication strategies for OHCS, and to ensure that details of OHCS activities are communicated appropriately to all relevant offices and the wider public.

Internal Audit Unit (IAU)

The Internal Audit Unit is to ensure that financial, managerial and operating information provided internally and externally is accurate, reliable, timely and comply with the laws, policies, plans, standards and procedures.

DEPARTMENTS AND TRAINING INSTITUTIONS OF OHCS

The OHCS exercises oversight responsibility over the following Departments and Training Institutions.

Public Records and Archives Administration Department (PRAAD)

The Public Records and Archives Administration Department (PRAAD) is mandated to preserve and conserve public archives and facilitate an effective records management systems in MDAs and MMDAs.

Management Services Department (MSD)

The MSD is mandated to undertake consultancy assignments, management reviews, operational audit and systems and operational studies of Ministries, Departments, Public Boards and Corporations either at the request of the MDAs, MMDAs or a superior authority.

Procurement and Supplychain Management Department (PSCMD)

Exists to ensure an efficient, effective and economic management of the Government's non-pay spend through the use of developed systems, plans and programmes to harmonise the process of procurement and supplychain management in the Civil Service.

OHCS TRAINING INSTITUTIONS

The OHCS has three training institutions which train and improve the capacity of Civil Servants and other public Servants. These institutions are:
- Civil Service Training Centre (CSTC)
- Government Secretarial Schools (GSS)
- Institute of Technical Supervision (ITS)

The OHCS Sector Medium Term Development Plan is organised into Six Chapters. These are as follows:

Chapter One covers the analysis of the performance of the Office during the period 2014 – 2017 under the appropriate thematic areas of the GSGDA II, 2014 –2017. It highlights the vision, mission and functions, implementation of planned programmes and activities, the challenges encountered and the lessons learnt which have implications for ensuing planning cycle, 2018 –2021.

Chapter Two highlights development priorities that need to be embarked on over the specified period. These priorities are based on the performance review and situational analysis of the issues in relation to MTDPF 2018 –2021

Chapter Three offers information on formulation of goals, identification of objectives and approaches that will enable the OHCS realise its vision and mission as well as contribute to achievement of goals and objectives set in the MTDPF 2018 –2021.

Chapter Four, Offers detailed information on the various programmes and activities identified for execution during the medium term 2018 to 2021. These identified activities are linked to their appropriate programme and sub-programme and the adopted national objectives.

Chapter Five looks at the OHCS Annual Actions Plans with budget details and implementation
strategies.

Chapter Six provides information on the Monitoring and Evaluation arrangements for implementing the SMTDP.

CHAPTER 1

1.1 INTRODUCTION

The Civil Service is the nerve Centre of the government administrative machinery and is of strategic importance in the governance arrangement and the process of nation building. The 1992 Constitution Article 190 (1a) list the Civil Service as the first of the Public Service organisations of Ghana. The PNDC Law 327 which is the enabling Act states the object of the Civil Service as "to assist the government in the formulation and implementation of government policies for the development of the country". For the purpose of achieving its object under the law, the Service performs the following functions;

- Initiate and formulate policy options for consideration of government;
- Initiate and advise on government plans;
- Undertake such research as may be necessary for the effective implementation of government policies;
- Implement government policies;
- Review government policies and plans;
- Monitor, co-ordinate and evaluate government policies and plans;

The Law also establishes the Office of the Head of the Civil Service (OHCS), as a Central Management Agency which has the mandate to provide the requisite leadership, manage the human resources and promote the organizational development of the Civil Service to enable it respond positively to the needs and aspirations of all its stakeholders.

Specifically, OHCS performs the following functions:

- Ensuring efficiency of the service;
- Having charge over all Civil Servants
- Ensuring effective implementation of government policies and plans;
- Advising government on employment and policy formulation within the Service;
- Advising on conduct of management audits and review, and
- Determining and advising on manpower limits for the Service.

It is therefore imperative that maximum attention is paid not only by the Government but also all its stakeholders in the process of renewing the capacity and performance levels of the Service.

It is in line with the above that the OHCS has prepared its Sector Medium Term Development Plan 2018-2021 (SMTDP 2018-2021) to position the Office to effectively carry out plans and programmes to enable it achieve its strategic goals and objectives.

1.1.1 VISION
A client-oriented organisation providing world-class policy advice and services.

1.1.2 MISSION
The Office of the Head of Civil Service exists to manage human resources and promote efficient records management, organisational development and value-for-money procurement through the delivery of knowledge-driven, results-oriented and technology-based services by Ministries and Departments towards the attainment of national goals.

1.1.3   CORE FUNCTIONS

The core functions of OHCS are to:

- Formulate/review the HRM related policies, guidelines, standards and programmes for the Service and facilitate their implementation.
- Monitor and coordinate all Human Resource Management related programmes in Ministries and Departments to ensure uniformity in the application of rules and adherence to standards.
- Develop and ensure the implementation of a robust performance management system for the Civil Service.
- Develop and facilitate the conduct of systematic, competency based training for the acquisition of skills consistent with the needs of the Service.
- Exercise oversight responsibility for the management of Civil Service Training Institutions.
- Develop record management policies and standards for records keeping in public institutions.
- Monitor and restructure the record management system and train staff in line with international best practices.
- Provide requisite environment for the storage, retrieval and use of archival materials.
- Design and institutionalise structures and systems to facilitate effective and efficient delivery of public procurement and Supply Chain management processes in the Civil Service.
- Develop/review standard operating procedures to guide procurement and supply chain managers.
- Develop and monitor composite annual procurement plan for the Civil Service.

1.2   PERFORMANCE REVIEW (2014-2017)

The four-year Medium-Term Development Plan (2014 - 2017) of the OHCS reflected its vision and aspiration in line with the broad objectives of the GSGDA II. The implementation of policies, programmes and activities captured in the Plan were related to the seventh thematic area which is Transparent, Responsive and Accountable Governance.

The policy objectives under this thematic area are as follows:

- a. Enhance supervision and productivity in the Public Service
- b. Promote and improve the efficiency and effectiveness of performance in the Public and Civil Services
- c. Rationalize and define structures, roles and procedures for state institutions
- d. Improve the responsiveness of the public service in service delivery
- e. Improve transparency and access to public information

Some of the planned activities undertaken to achieve the policy objectives included:

A.   Enhance supervision and productivity in the Public Service
i.   *Signing and Evaluation of Chief Directors Performance Agreement*

The Performance Agreement System (PAS) was introduced under CSPIP in 1997. The overall purpose was to assess the performance of Chief Directors (CDs) and senior staff of the Civil Service (i.e. Directors and Heads of Department in the Ministries and Departments). The Performance Agreement System is aimed at ensuring that Chief Directors as well as Directors/HoDs and Officers on the analogous grade annually account for their responsibilities and contribute towards enhancing the quality of service delivery in the Civil Service

The OHCS in 2013 adopted the Performance Management Policy issued by the Public Services Commission (PSC) and revamped the Performance Agreement System. The Template for the Agreement document was revised and guidelines were issued to assist in the completion of the Performance Agreement document.

The graph below shows a significant improvement in the number of Chief Directors who signed performance agreements and were evaluated from 2014 to 2017.

Figure 1: No of Chief Directors Agreements signed and evaluated

CHIEF DIRECTORS AGREEMENTS SIGNED AND EVALUATED (2014 - 2017)

■ Target   ■ No. of Agreements Signed   ■ No. of Agreements Evaluated

2014: 26, 26, 24
2015: 26, 27, 25
2016: 26, 27, 27
2017: 26, 29
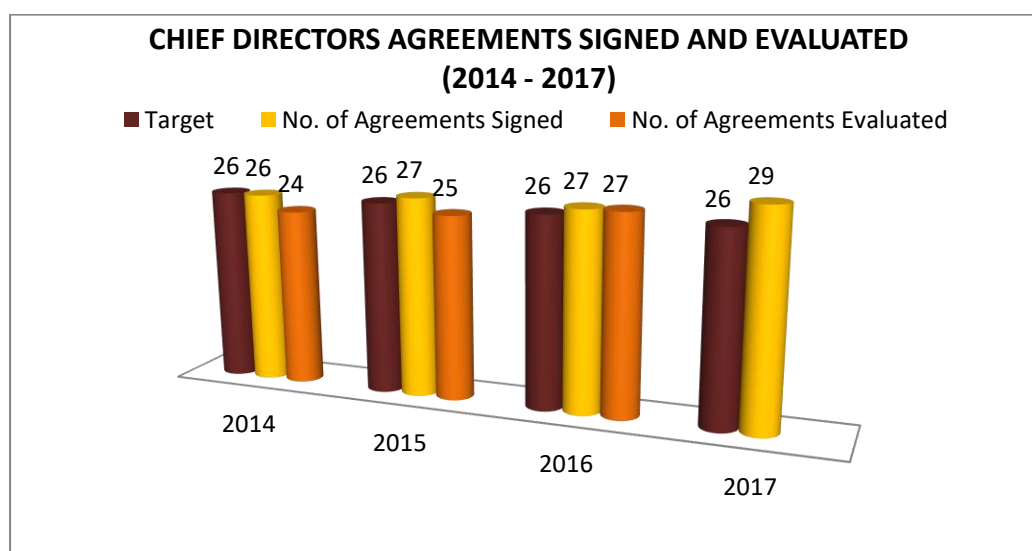
In 2014, 26 Agreements were signed and out of this number, 24 were evaluated. 27 Chief Directors signed the 2015 Performance Agreements, out of which 25 were evaluated. Four (4)

Chief Directors within the two years could not undergo the evaluation exercise due to ill health. In 2016, 27 Chief Directors signed Performance Agreements with the Head of Civil Service and their performances were evaluated in February 2017.

Currently, 29 Chief Directors have signed Agreements with the Head of Civil Service for the 2017 reporting year.

Trends in Overall Performance Rating of CDs for the Period 2013-2016

Having signed Performance Agreements between the Head of the Civil Service and Chief Directors from 2013 to 2016, it is important for the Head of Service to put in place measures to assess the quality and quantum of work by the Chief Directors taking into consideration set goals and targets. The Figure below depicts the pattern in the overall performance ratings of CDs over the past four years.

Figure 2: Trends in overall Performance of CDs for the period 2014-2016
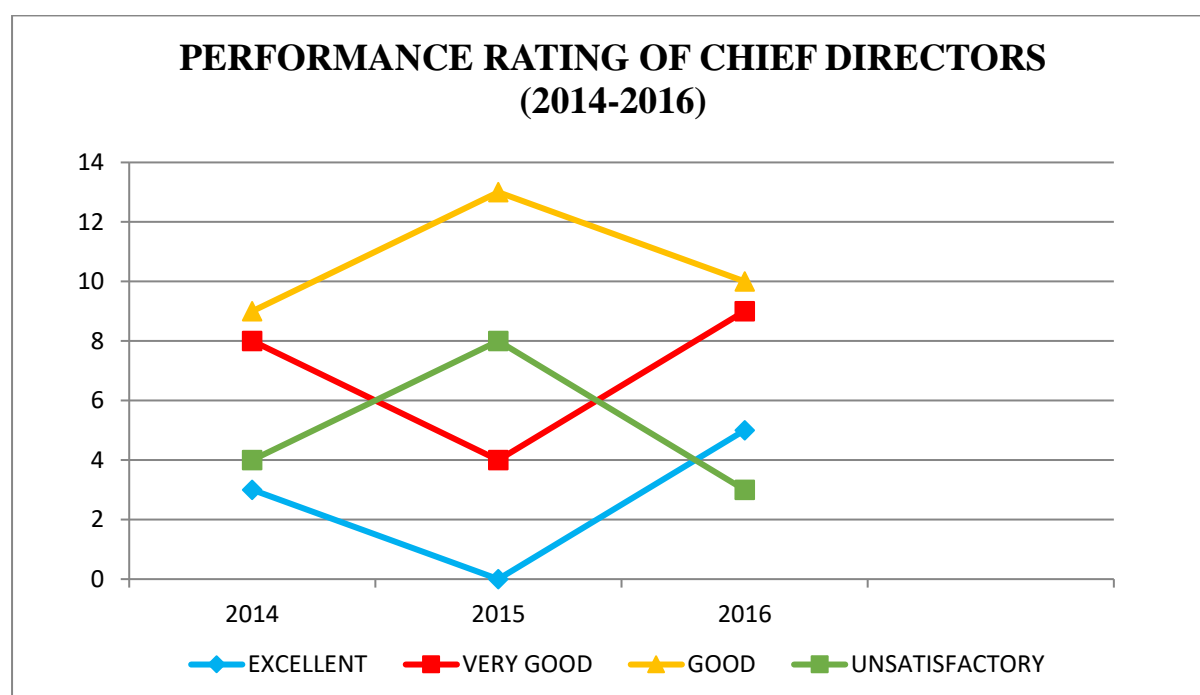
Source: Evaluation Reports on the Chief Directors' Performance Agreement (2014-2016)

For every performance management system there is the need for rewards and sanctions. Accordingly, awards ceremonies were organised in honour of Best performed Chief Directors as a form of motivation. Study tours were organised for the best performed Chief Directors for the years 2013 and 2014 in the France and United Kingdom respectively.

From the mid-term review and survey of the OHCS SMTDP, respondents generally perceived that the Chief Directors' performance contract system is a good initiative that would enhance work and ensure better performance and accountability. The analysis revealed that the Chief Directors contract had a positive impact on the performance of the Civil Service.

However, some were of the opinion that although good targets may be set and a Chief Director may perform well after evaluation, this would not necessarily reflect on the performance of the staff due to inadequacy of resources, etc. in the organisation.

Challenges:
- Difficulty in identifying and couching Top Priority Areas and Strategic Objectives for Sector Ministries
- Setting SMART targets
- Chief Directors changing their Top Priority Areas without notifying the OHCS

Remedial Actions:
The Chief Directors' Deliverable hearing was introduced to facilitate the identification and proper couching of Top Priority Areas, Strategic Objectives and set SMART targets. Mid-year one-on-one meetings were organised between the Head of Civil Service and Chief Directors to discuss the achievements, challenges and the way forward as well as review of targets that were unattainable.

ii. *Implementation of Performance Agreements for Directors/Heads of Departments*
The implementation of the PAS for Chief Directors has a cascading effect on the second highest management level of officers in the Civil Service. Under the PAS, Chief Directors are required to sign Performance Agreements with their line Heads of Departments (HoDs) and Directors/Officers on "category 'A' posts". This group of Officers have responsibility for significant areas of work in their Sector Ministries, thereby allowing for them to be held accountable.

The initial target set in the 2014-2017 MTDP for the signing and evaluation of agreements for HoDs & Directors/Analogous grade Officers was 200. This target reduced in 2016 because due to a decision to capture only Category "A" post holders. The information is depicted in Figure 3 below:

Figure 3: No of Directors/HoDs Agreements signed and evaluated
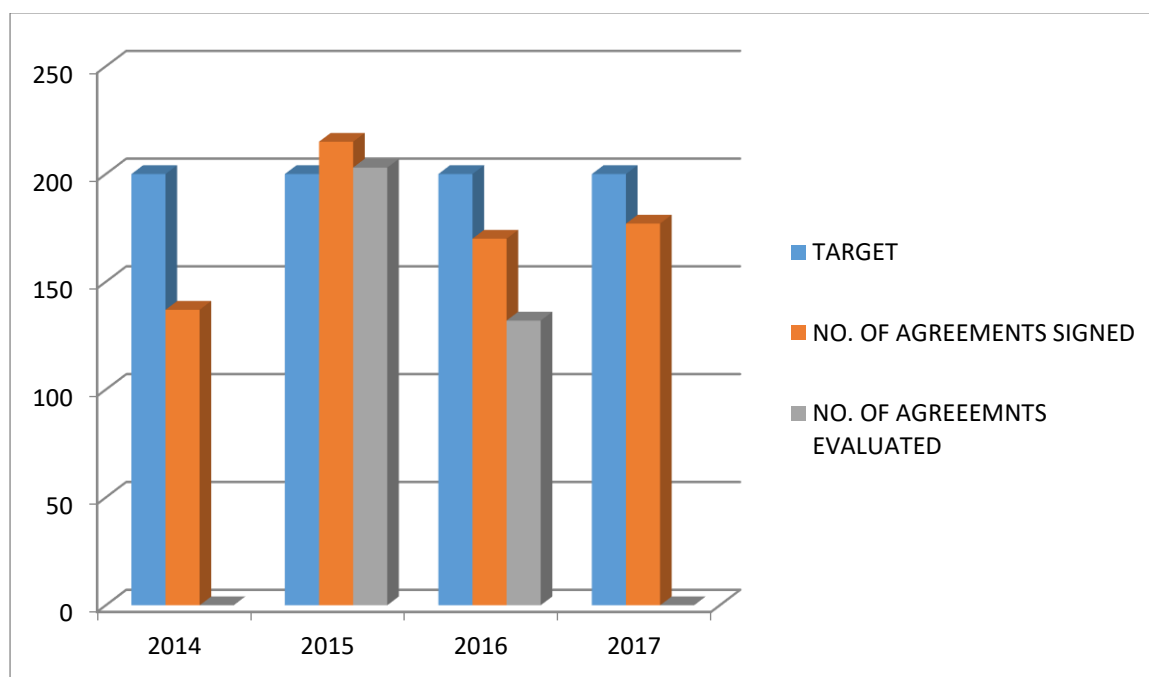
iii. Annual Performance Reporting

The Civil Service annual performance report offers an opportunity for review of the various organisations' performance during a reporting period. It enables the Service to assess its strengths, weaknesses, opportunities and threats and through that build on its successes and strategically reposition itself for higher and better performance. Section 85 (1&2) of the Civil Service Act 1993, (PNDCL 327) specifically mandates the Head of Civil Service to, within 3 months of each new year, produce a performance report of the Civil Service for activities and programmes undertaken in the previous year. The Civil Service Annual Performance Reports for the years 2014 to 2016 were consistently produced.

Challenges identified during the implementation period:

- Non-compliance with the provided template
- Delay in the submission of Annual Performance Reports by Ministries.

Actions taken to address challenges:

A sensitization workshop was organised in 2016 to educate Officers responsible for the preparation of their Sector's Annual Performance Report on the requirement of the guidelines provided.

iv. Implementation of the New Staff Performance Appraisal instrument

The Public Services Commission introduced a new performance appraisal instrument for adoption by Public Services in 2013. The Civil Service piloted its use in 2014 and a directive was issued to all Ministries Departments and Agencies (MDAs) to ensure its use with effect from January 2015. A monitoring and evaluation system was accordingly put in place to track and ensure compliance across the service.

v. Promotions

In order to ensure uniformity, fairness and uphold standards in the Civil Service, promotion interviews are handled by the Office of the Head of the Civil Service (OHCS). The OHCS is the Secretariat for all interviews and the approving authority for all promotions in the Service.

In the year 2014, five hundred and sixty-nine (569) officers were interviewed and promoted. Subsequently, five hundred and seventy-nine (579) Officers were interviewed and promoted in the year 2015 and one thousand, five hundred and seventy (1570) in the year 2016. These results shows that the Office exceeded its target of 500 Officers been promoted in each reporting year.

vi. Conference for Human Resource Managers in Ministries and Departments

An annual meeting for Directors and Managers of Human Resource was instituted in 2011 to serve as a platform for discussing issues relating to the strategic management of human resources in the Civil Service for effective service delivery.

In order to widen the scope of discussions at such meetings, management decided that proposals should be made for an annual leadership conference for the Civil Service with the maiden one to be held in 2015. A proposal and budget were therefore submitted for

Management's consideration and approval. The conference is yet to be organized due to funding challenges.

vii. *Compilation of circulars in the Civil Service from 1990 to 2017*

Central Management Agencies (CMAs) such as Office of the President, Ministry of Finance and OHCS have issued circulars on various subjects which have implications for management decisions for the Service. Because of the time lag, some of the circulars have become redundant by other conflicting circulars issued by other CMAs on the same subject. It is therefore necessary to bring all these circulars together into one reference manual to aid in decision making across the Service. The various CMAs were requested to validate circulars issued over the period. Circulars issued between 1990 and 2016 have been collected and categorized into a first draft document.

viii. *Update of the Civil Service Human Resource (HR) Database*

As a central management agency responsible for HR Management in the Service, a key strategy was to establish a system for the continuous update of HR Data.

The OHCS HR database was introduced in 2010 with the aim of compiling the personal information of all Civil Servants. In the year 2011, the Directorate developed its own in-house database application software which was meant to complement information/data generation from the IPPD system on Civil Servants managed by the Controller and Accountant General's Department (CAGD). This system has made it possible to generate and analyze HR data and also report on basic trends in the Civil Service e.g. Age, Gender, and Staff Categorization Analysis, etc.

Updates on the OHCS database were undertaken using the following sources:

- The Integrated Processing Payroll Database (IPPD) input forms
- Correspondence received from the various MDAs
- The Annual Performance Reports submitted by the various MDAs

The graph below depicts the level of update on the OHCS database from 2014-2017.

Figure 4: Percentage (%) update of the OHCS database
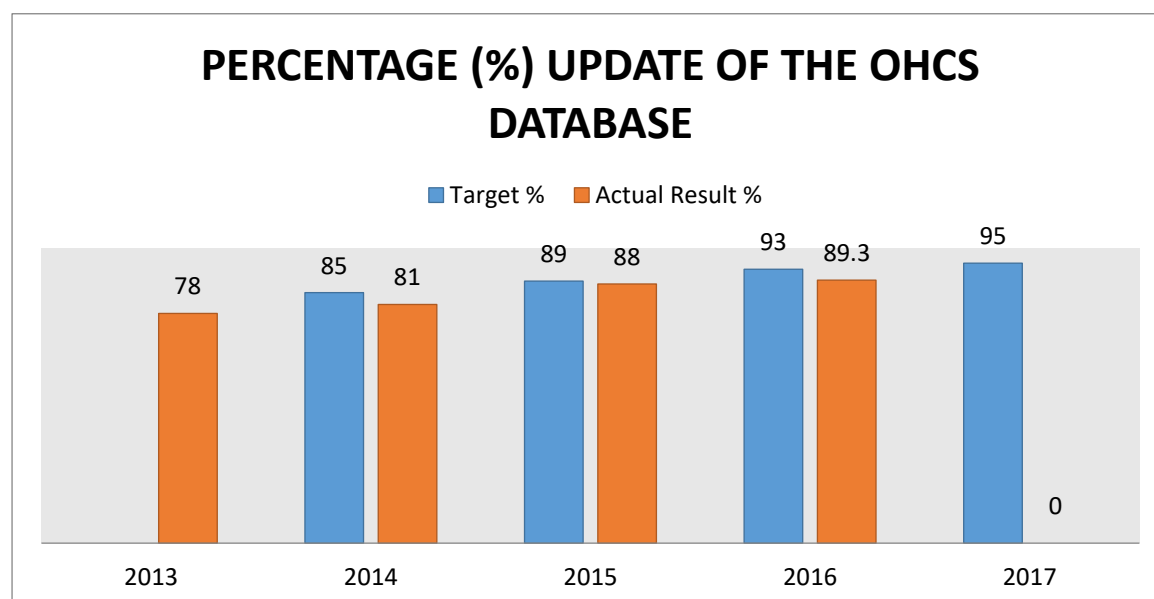
The table below further explains the activates included in the update.

Table 1: Update of HR data on the OHCS database

Detail	Actual Results 2014	Actual Results 2015	Actual Results 2016	Actual Results 2017
New Entrant	N/A	312	9	680
Re-Instatement	N/A	15	9	41
Promotion	N/A	3,500	1,011	1,044
Posting	N/A	510	615	5,791
Leave	N/A	46	48	9
Termination	N/A	92	153	4,620
Grade Step Distortions	N/A	159	118	-
Social Security	N/A	304	85	73
Conversion	N/A	45	39	34
Change of Bank	N/A	8	56	80
Change of Name	N/A	42	11	2,088
Change of Date of Birth	N/A	35	7	55

Achievement

In 2013 and 2014 data was counted using the manual process, however in 2015, the OHCS database system was upgraded to automatically count the inputs forms as and when they are processed on the system. There was a sharp rise in actual data as a result of the RSMID staff visiting all the MDAs in 2017.

Challenges
- ✓ Network challenges
- ✓ Inadequate staff to update personnel information on the database system

Way Forward
- ✓ Train more officers on the OHCS database to do direct updates onto the system
- ✓ Liaising with the National Information Technology Agency (NITA) to provide better services
- ✓ Put up a proposal to the Head of Service to look for another service provider to serve as backup for OHCS

B. Promote and improve the efficiency and effectiveness of performance in the Public and Civil Services

i. *Organize retreats for Civil Service Council members to review reports.*

The Civil Service Council under its functions organized three (3) retreats to consider the APR and organizational manuals for twenty (20) Ministries and Departments as well as Schemes of Service for nine (9) Ministries and Departments.

ii. *Regular and Sub-committee Meetings*

The Council during the period also held six (6) regular meetings to discuss and take decisions on various issues confronting the service for effective service delivery and performance. Sub-committee meetings were also organized to review various strategic documents and policies for effective performance of the Civil Service. At least 10 revised organisational manuals were approved by the Council.

iii. *Service-wide Training*

The Civil Service Training and Development Policy prescribes a mandatory 40 hour training yearly for all staff of Ministries and Departments for skills acquisition and enhancement of competencies in one of the under-listed forms:
- ✓ Scheme of Service Training/Competency Based Training
- ✓ Workshops, Seminars and Conferences
- ✓ Academic Training

Figure 5 below depicts the level of achievement based on the targets set between 2014 and 2017.

Figure 5: Service Wide training

	2014	2015	2016	2017
Projection	2000	2500	3000	3500
Civil Servants Trained	1750	1689	2035	0
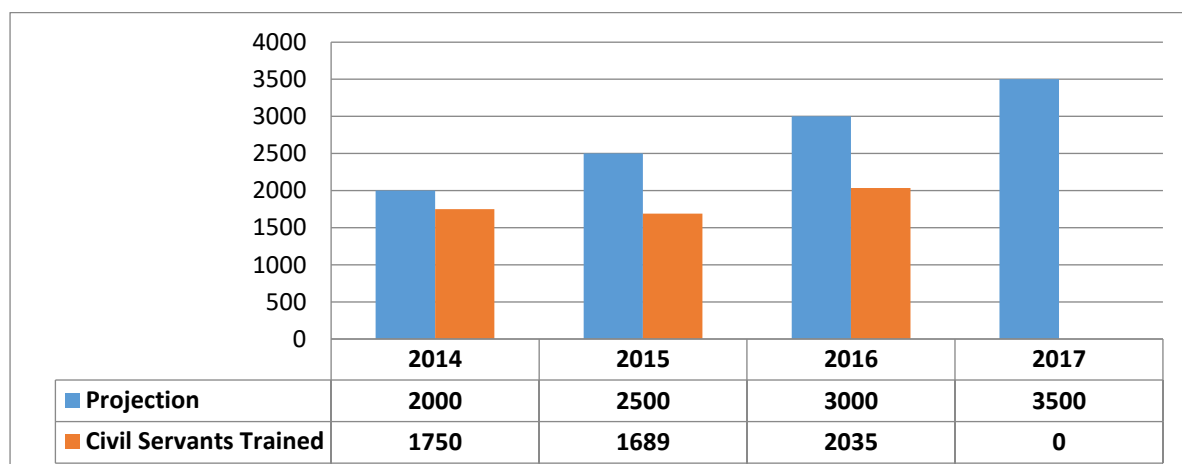
For the period 2014, a total of 1,750 Civil Servants underwent various forms of Training. Out of this number 1,160 officers representing 66% had Scheme of Service and Competency based training whilst 475 representing 27% participated in Seminars, Conferences, Workshop, Forums and Meetings and 115 officers representing 7% pursued various Academic programmes. The data further revealed that 1,071 representing 61% of officers trained were males and 678 representing 39% were females. Further analysis indicates that, out of the 1,750 officers trained, 18 representing 1% participated in Policy, Monitoring and Evaluation related training.

In 2015, an analysis of the Training reports revealed that, out of the total number of 1,689 Civil Servants who participated in various trainings, 780 officers participated in Scheme of Service and competency based Training whiles 752 officers attended conferences, workshops and seminars. 157 officers pursued purely academic trainings.

In 2016, an analysis of Staff Training Reports indicated that, out of the total of 2,035 Civil Servants who participated in various trainings, 1,164 officers representing 57% went through Scheme of Service Training and competency based training, 677 officers representing 33% attended various Workshops/Seminars/Conferences and 194 officers representing 10% pursued Academic Trainings. Further analysis indicates that, out of the 2,035 officers trained, 115 representing 6% participated in policy and Monitoring and Evaluation related trainings.

The figure below represents the category of training and number of Civil Servants trained for the period 2014-2017.

Figure 6: Category of Training and No. of Civil Servants Trained (2014-2017)

	2014	2015	2016
■ Scheme of Service/Competency Based	1,160	780	1,164
■ Workshops, Conferences, Seminars	475	752	677
■ Academic Training	115	157	194
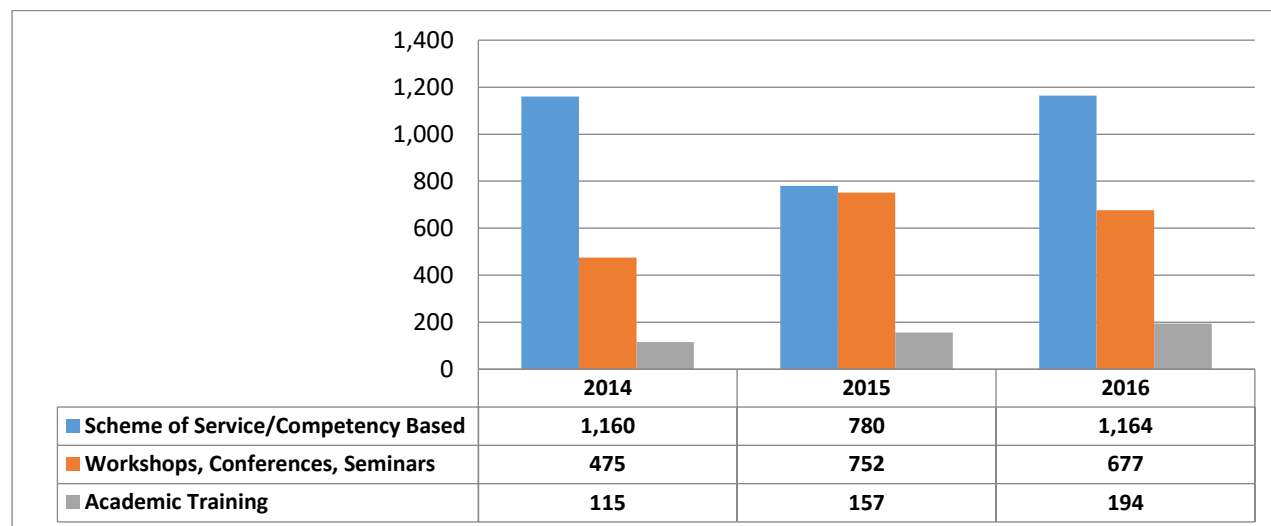
Academic Training

The figure below provides details on the number of Civil Servants pursuing Academic training for the period under review.

Figure 7: Academic Training Undertaken by Civil Servants (2014-2017)

	2014	**2015**	**2016**
■ **Phd**	-	6	2
■ **Masters**	64	65	55
■ **Degree**	44	81	134
■ **HND and Diploma**	7	5	3
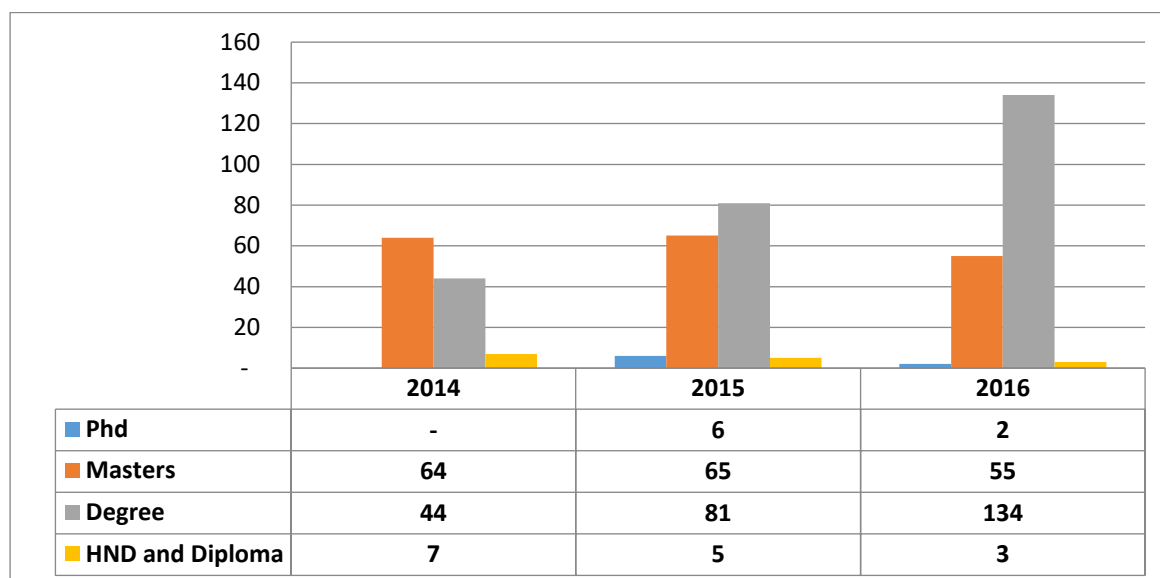
Challenges

The following challenges have been identified in the execution of the training function of the Civil Service namely;

- ✓ Unsustainability of training programmes due to limited training votes;
- ✓ Uncoordinated training programmes and courses that is sometimes not directly and immediately relevant to the career paths and job schedules of Staff.

Mitigation strategy

As part of efforts to effectively manage the Human Resource and Organizational Development of the Civil Service, the OHCS in consultation with Ministries and Departments, has decided to establish a centralized Training Fund for the entire Civil Service occupational groups to facilitate the provision of systematic training and development for enhanced service delivery.

iv.   Service-Wide Training Plan

The OHCS in its bid to effectively execute its mandate entreated Ministries and Departments to develop a comprehensive Training Plan to administer relevant trainings aimed at empowering the existing Human Resource and closing the skills gap to meet the current needs of the Service. In this regard, the OHCS put in place various strategies to promote and mainstream effective and efficient human resources, develop systems to enable the Ministries and Departments to train their staff/Officers to achieve their organizational goals. The figure below represents the number of Training Plans received.

Figure 8: Academic Training Undertaken by Civil Servants (2014-2017)

	2014	2015	2016
■ Ministries	0	21	15
■ Departments	0	16	19
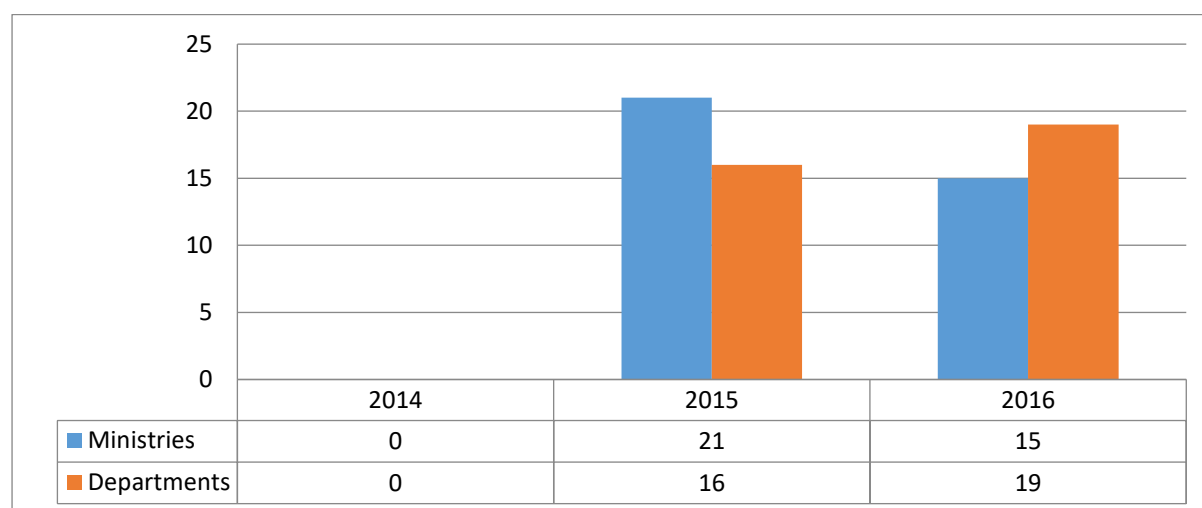
Challenges

The following challenges have been identified with regards to submission of training Plans by Ministries and Departments;

- ✓ Late Submission of training Plans
- ✓ Non-conformance to Training Plan Template

Mitigation strategy

- ✓ Issuance of reminder letters and scheduled follow-ups to defaulting Ministries and Departments as part of monitoring of activities of the Directorate.

v. *No. of IPPD Preparing Officers and Authorizers from the MDAs Trained*

The training of preparing officers and authorizers is intended to:

- ✓ Expose participants to the proper completion and submission of the IPPD input form
- ✓ Educate participants on the new initiatives on salary payments
- ✓ Address the issues on expired financial clearance from the MDA's
- ✓ Address concerns in relation to the Single Spine Salary Structure
- ✓ Educate Participants on the effects of double mechanization and its challenges to the wage bill
- ✓ Address the issue of payment errors to Officers in the Service and any other issue relating to salary distortions.

The Figure below represents the number of officers trained from 2014 to 2017.

Figure 9: No. of Preparing Officers and Authorisers trained

NO. OF PREPARING OFFICERS AND AUTHORIZERS TRAINED
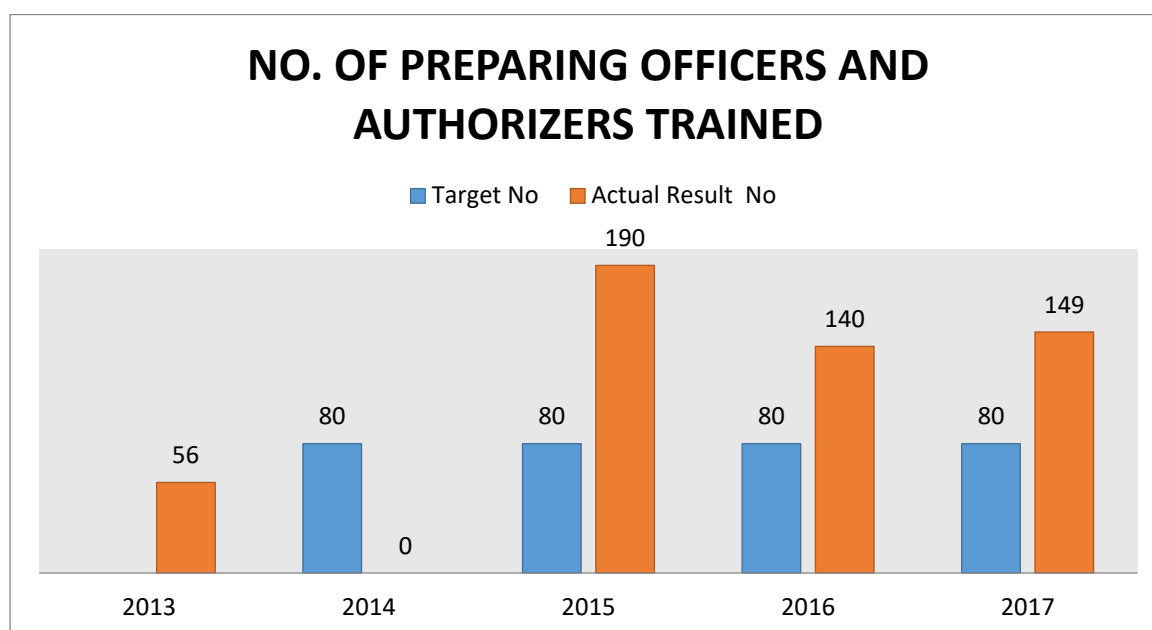
The above data indicates a progressive increase in the number of officers trained. The significant increase in actual results for 2015 and 2017 was due to the centralization of the Personnel Processing Section (PPS) at the OHCS and the alignment of some non-Civil Service Institutions to the PPS of the OHCS for the processing of their salary input forms.

Challenges

- ✓ The funds were inadequate to cater for the large numbers that attended the training in 2015
- ✓ In 2016, fewer officers from the aligned institution attended the training programme. This was because they had to pay for it as against 2015 when it was free.

Way Forward

- ✓ Adequate funds should be made available for training.

vi. *No. of Officers Trained in Information Sharing and Knowledge Management*

One of the key activities of the RSIM Directorate is the need to provide training and capacity for all staff of the various Directorates, and in some cases the entire Civil Service on the use of basic Information Communication Technology (ICT) tools. The RSIM Directorate has been organizing ICT training for its staff on a yearly basis. In the year 2010, the Directorate organized ICT training for Directors in OHCS and Secretaries from the entire Civil Service. The graph below indicates the number of Officers trained in ICT from 2014 to 2017.

Figure 10: No. of Officers trained in Information Sharing & Knowledge Management

NO. OF OFFICERS TRAINED IN INFORMATION SHARING AND KNOWLEDGE MANAGEMENT

■ Target No ■ Actual Result No

2014: Target 12, Actual 0
2015: Target 12, Actual 46
2016: Target 12, Actual 10
2017: Target 16, Actual 20
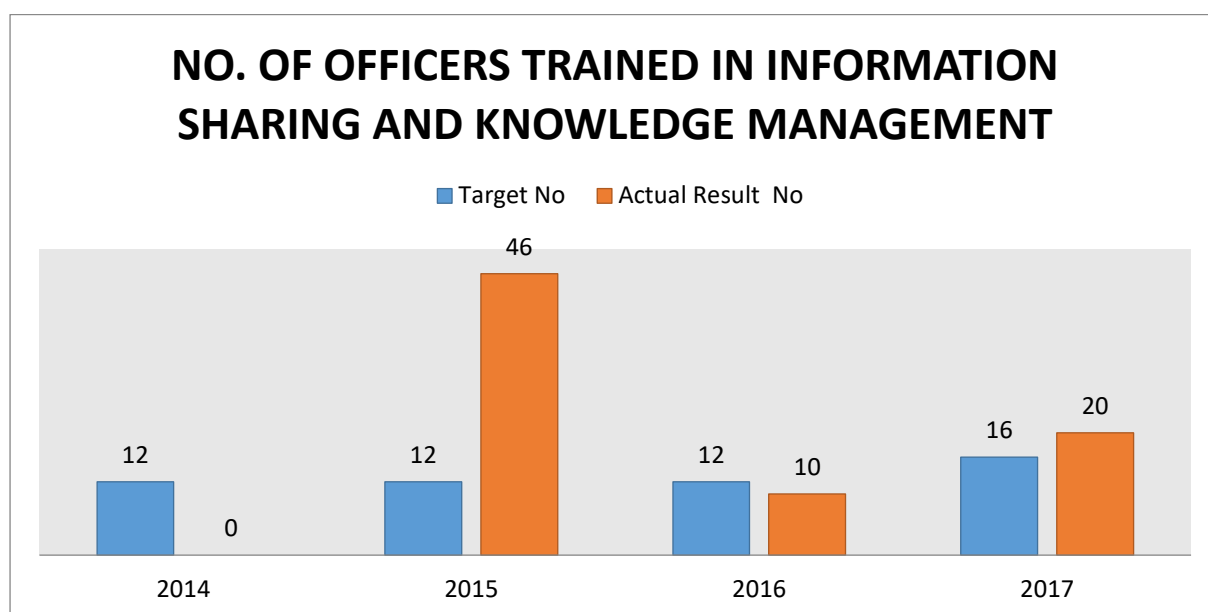
Table 2: Monitoring activities of PSCMD in the various MDAs

Year	E-Workspace Project	OHCS Database
2014	0	0
2015	records, personal registry, confidential registry and some middle level managers Principal Data Entry Officer, Principal Executive Officer and Computer Operator were trained (53)	HR Directors, middle level management staff, Ag. Director PRAAD, Principals (CSTS & ITS) (46)
2016	0	Officers in RSIM (10)

The E-Workspace application was successfully installed on all computers. In 2015 however trainings on the E-Workspace were not captured under training on information sharing and knowledge management.

Challenges

- ✓ Limited internet and intranet access
- ✓ Officers trained were not prepared to use knowledge learnt
- ✓ Officers continuously log themselves out of the lync platform and other associate applications

Way Forward

- ✓ Explore alternative Internet access
- ✓ More sensitization on the E-Workspace
- ✓ Refresher training
- ✓ Encourage change of organisational mind-set to embrace technology

The RSIM Directorate is mandated to carry out research for the Civil Service for evidence based decision making. It must be noted that no training has ever been done for staff on data collection. In 2016, the RSIM wrote a proposal to the Ghana Statistical Service (GSS) to request for support in the strengthening of the research unit of the Directorate. Unfortunately, the Directorate was assigned to the "associated" group of M&Ds. This meant that, OHCS activities will not be funded but may benefit from close collaboration with the "core" group.

Table 3: Data Collection

Year	Target No	Actual Result No	Remarks
2014	0	0	Lack of fund
2015	22	0	-
2016	0	0	-
2017	24	0	

Achievements
The Directorate wrote to GSS to request for support in strengthening the research unit.

Way Forward
There should be adequate release of funds to train officers on data collection

viii.   *No. of Salary Related Issues Processed*

Salary related issues have always been a perennial issue that has been addressed by the RSIM Directorate. These include absence of Social Security and National Insurance Trust (SSNIT) numbers on pay slips, wrong grade step, wrong bank account number, etc. The graph below indicates the number of salary related issues resolved by the Directorate from 2014 to date.

Figure 11: No. of Salary Related issues processed
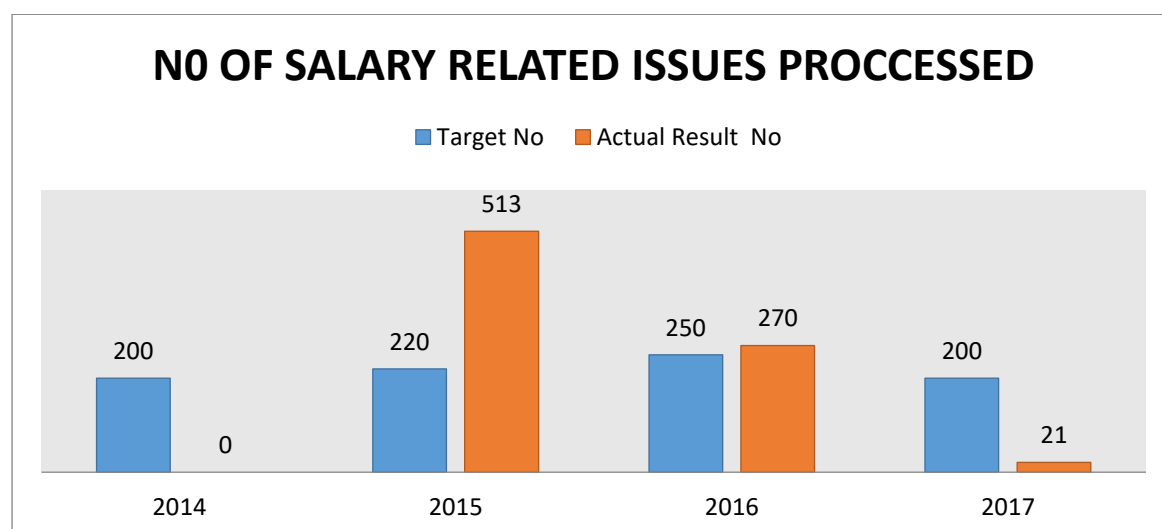
The graph above indicates that in 2015, the Directorate had resolved five hundred and thirteen (513) salary related issues. This number decreased to two hundred and seventy (270) and twenty-one (21) in 2016 and 2017 respectively.

In 2014, the RSIM Directorate was unable to achieve its intended target. This was because the Directorate had a lot of work load consequently; they were not able to effect the changes on the OHCS database. However, in 2015, we exceeded our intended target this was because the work not completed in 2014 on the database was added to that of 2015. In 2016 the actual target for the Directorate was two hundred and seventy we exceeded our target by twenty (20).

The table below further breaks down the activities under salary related problems resolved for the period.

Table 4: Salary Related Issues 2017

Year	Actual 2014	Actual 2015	Actual 2016
SSNIT	0	304	85
Change of Bank	0	8	56
Change of Name	0	42	11
Wrong grade step	0	159	118
Total	**0**	**513**	**270**

Achievements
Most of the salary related issues brought to the attention of Directorate were resolved.

Challenges
- Inadequate staff to effect changes on the database after issues on distortions have been resolved

Way forward
All officers should check their details on their pay slip to forestall pay issues

ix. *No. of Research on Emerging Issues in the Civil Service Conducted*

The research on emerging issues has from 2014 been identified as a target for the Directorate in its Action Plans. The research was aimed at ensuring the availability of information to inform decision making in the Civil Service. In 2016 the research topic was focused on the Health status of Civil Servants (case study - OHCS) using the hospital excuse duty. It must be noted however that, the research on the Sector Medium Term Development Plan (SMTDP) replaced the one on the Health status of Civil Servants (case study – OHCS). The research on the Sector Medium Term Development Plan (SMTDP) (data collected and analysed) was to ascertain the progress made so far since its inception and to seize the opportunity to:

- Assess the status of implementation of annual action plans of M&Ds, its policies and programmes as outlined in the Sector Medium Term Development Plan (SMTDP) for the two (2) year period.

- Also assess the performance of indicators and targets outlined in the plan and put in the necessary remedial measures if need be, to ensure the successful implementation of the plan by the end of the four (4) year period.

The graph below indicates the number of research on emerging issues conducted.

Figure 12: No. of Research on Emerging Trends Organised
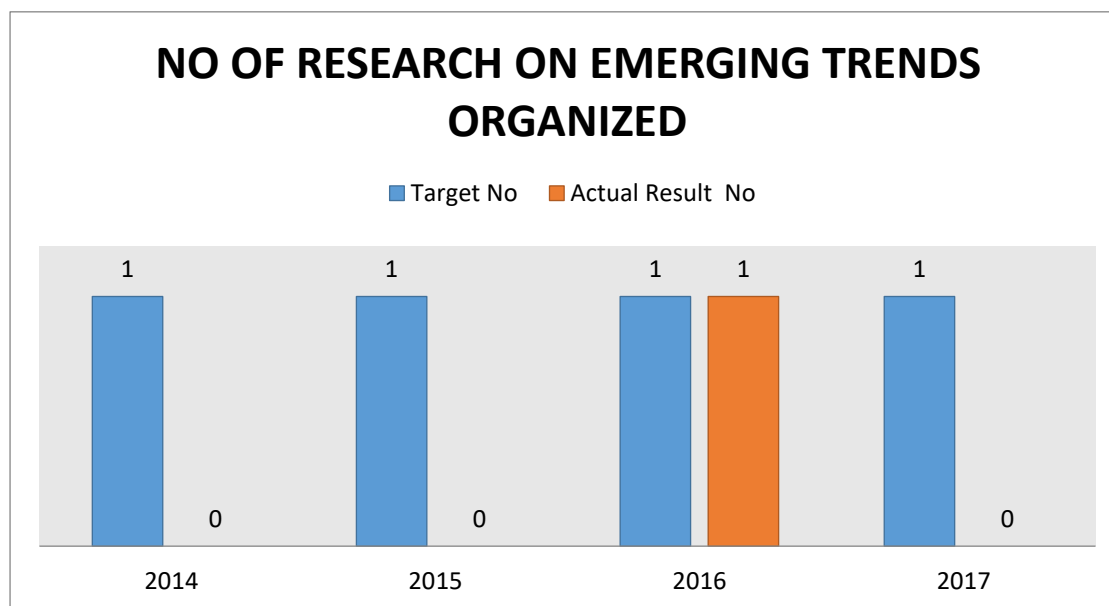
The table above indicates that in 2014 and 2015 no research was organized. However, in the year 2016 one research exercise was organized and was done in collaboration with GSS. Also in 2016, we achieved one hundred percent (100%) of our intended target.

Achievements
One research successfully conducted in the year 2016.

Challenge – Lack of funds

Way Forward
The collaboration with GSS is still on-going. Currently the Directorate is striving to do a research on the health status of the staff of OHCS.

x. No. of procurement and supply chain officers trained.

Each member of the Procurement and Supply Chain Department accepts the obligation to continuously improve one's professional knowledge and job performance in the field of procurement and supply chain management.

Over the period 2014-2016 the PSCMD has trained three hundred and fifty-five (145) officers into the civil service. These officers are posted to various MDAs to occupy positions of procurement/supply officers and storekeepers.

Figure 13: Number of PSCMD Officers trained (2014-2017)
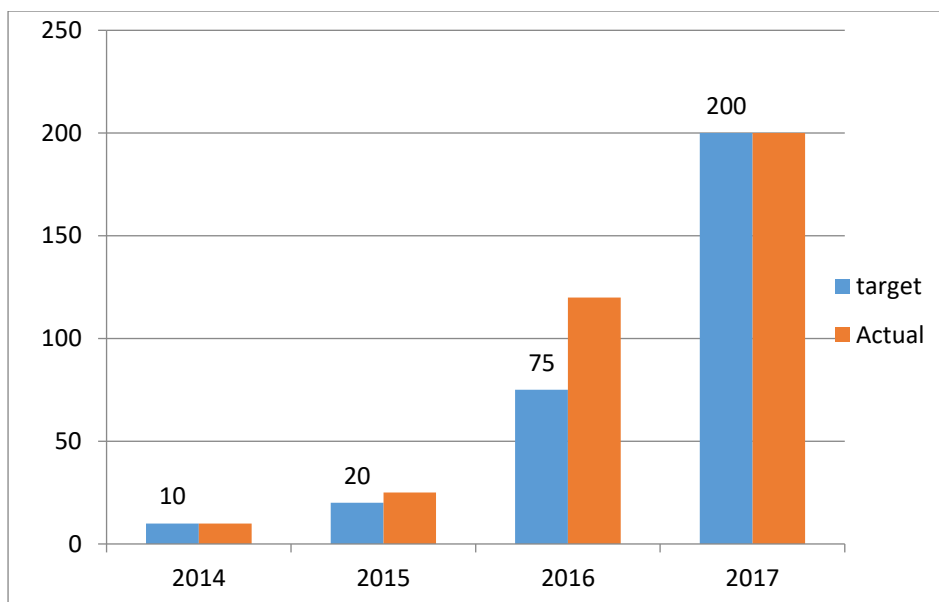
In 2014, 10 PSCMD officers were targeted for training from various MDA's and all were trained as per planned. In 2015, 25 officers in total were trained exceeding the targeted number of 20; this depicted excellent performance in the year. 2016 chalked a remarkable increase in number of officers trained in the PSCMD from various MDA's; 120 officers were trained as against the target number of 75 officers. All the two hundred officers were trained in 2017 .

The Annual Performance reports of the office for the years 2014, 2015, 2016 and 2017 were successfully prepared and copies forwarded to the Office of the President.

Out of the expected 12 management meetings, the Office was able to organize only nine (9) meetings in each year. This was as a result of non-availability of funds.

The Office was also unable to organize all the expected quarterly meetings between the Head of Civil Service and the Chief Directors/Heads of Directorates/Departments.

C. Rationalize and define structures, roles and procedures for state institutions
i. *Job Inspections*

The office conducted Job Inspection exercises in ten (10) MDAs in 2014, in 2015 Job Inspection exercises conducted for 52 MDAs and Four (4) Establishment Schedules completed in 2016. On the whole, the office was able conduct the highest number of Job Inspections in 2016.

ii. *Review and print Guidelines on Appointments and Promotions*

The first edition of the Guidelines on Appointments and Promotions was revised in 2001. The personnel management function of appointments and promotions was, at the time, entrusted to Ministries, Departments and Agencies (MDAs) to enable them to exercise greater autonomy in appointments and promotions in their respective organizations.

However, following the decision by the OHCS to recentralize appointments and promotions in 2010 as well as the decoupling of the Local Government Service from the Civil Service in 2011, the 2001 edition of the above document was reviewed in 2014 and printed in 2015. The objective of the review was to have a composite document which contains rules, regulations

systems and procedures relating to Appointments, Upgrading, Conversions and Promotions (AUCP) to reflect the current practices in the Civil Service.

Following its review in 2014, three hundred (300) copies of the revised document was printed in 2015 and at the moment, two hundred and two (202) copies have been distributed to Human Resource Managers of all MDAs for their guidance in processing AUCP.

iii. *Review and print Civil Service Rules and Regulations*

The existing Civil Service Regulations came into effect on 19th July, 1960 to operationalize the Civil Service Act of 1960 (CA 5). On 6th January, 1993, the Civil Service Law 1993 (PNDCL 327) was promulgated to amend and consolidate the law relating to the establishment and continued existence of the Civil Service. This new law repealed the CA 5 but saved regulations, notices and orders lawfully made or done under the repealed enactments. Although Section 91 of the Act requires that the president on the advice of Public Services Commission (PSC) and Civil Service Council (CSC) may make regulations by legislative instrument, this has not materialized till date.

There was therefore the need to review the 1960 Regulations to conform to provisions in the existing Civil Service Act and the 1992 Fourth Republican Constitution.

However, Management agreed to suspend the review of the Civil Service Rules and Regulations indefinitely pending the successful amendment to the Civil Service Act by Cabinet and Parliament.

iv. *Schemes of Service*

The Office developed/reviewed eight (8) schemes of service in the year 2014, four (4) in 2015 and seven (7) in 2016. This achievement shows that the office exceeded its target of three (3) in 2014, four (4) in 2015 and five (5) in 2016.

v. *Strategic procurement policy and standard operation policy developed*

The Procurement and Supply Chain Management Department (PSCMD) exist to bring a national focus to MDA's procurement and has a mandate to develop and implement policies to improve and modernize procurement and supply chain management of all MDA's. All procurement and supply chain activities for and on behalf of the MDA's should be undertaken in accordance with public procurement regulations and should be based on achievement of value for money. Strategic procurement policy and standard operation policy developed by the PSCMD includes:

- ✓ **Standard Operating Procedures (SOP):** this is aimed at providing strategic platform to maximizing value for money and productivity through stages of government procurement life cycle and also ensures that suppliers delivered best services and product to MDA's with high level of professionalism through legally binding agreements, contracts etc. consistent with the Public Procurement Law, Act 663.
- ✓ **Best Practices:** Best practices are described in PSCD strategic plan as challenge and priority. Values and behaviours for the PSCMD to work continuously are to improve quality of services and minimize error.

D. Improve the responsiveness of the public service in service delivery

i. *Establishment of Client Service Units in MDAs*

In 2014, the OHCS rejuvenated the policy on the establishment of Client Service Units in Sector Ministries and Extra-Ministerial Organisations. This was aimed at guiding Civil Service Organizations to provide timely and efficient service to its clients and the general public. As a result of this policy decision, the Public Sector Reform Secretariat was able to support the OHCS with the establishment of 20 out of a total of 27 CSUs earmarked to be set up and monitoring of their performance has been intensified. In organisations that had challenges with accommodation, offices have been designated for the handling of client concerns.

The main objective for the setting of CSUs is to facilitate swift and satisfactory resolution of complaints from clients regarding poor service delivery by the organisation and to also provide information on the nature of the operations. Through the CSU, clients can directly walk into an organisation and lodge any challenges encountered in obtaining a particular service. The CSUs, on their part, are expected to capture these complaints; send them to the Management for resolution; and send feedback to the client. In effect, they act as a conduit for improving service delivery.

In 2015, only 11 out of a total of 27 organizations were able to set up their CSUs. Some organisations had challenges with accommodation and designated some specific offices for the handling of Clients' concerns.

In 2016, there was some improvement in the compliance level with regard to the directive to set up CSUs as an additional 5 Ministries met the requirement. This has reduced to 11 the number of Ministries that are yet to establish a CSU. The graph below depicts the current status.

Figure 14: Establishment of CSUs - 2016
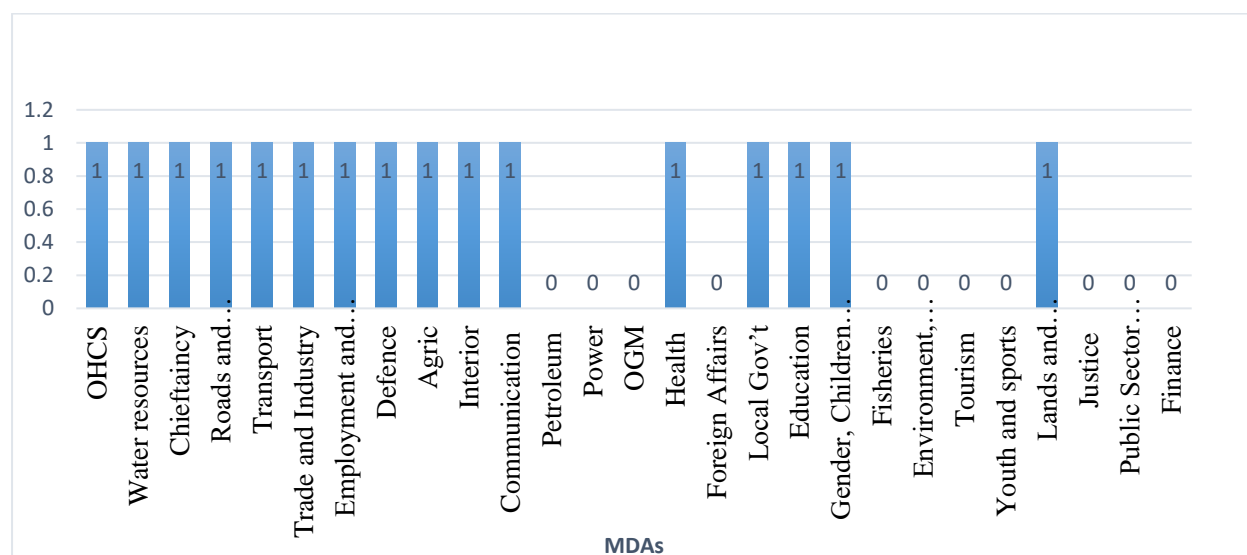
Availability of Staff

Following the establishments of the units, Ministries were further required to assign two (2) Officers to man the CSUs. One (1) of the two was expected to be a Senior Officer not below

the grade of Deputy Director to exercise oversight. In 2015, 12 (40.7%) out of the 27 Organizations had officers designated to handle the Units. The remaining 15 did not have.

For the 2016 reporting year, 70% of the Ministries had staff in charge of their CSUs whiles 30% did not have. This shows an increase of eight (8) i.e. (29.6%) in the number of officers manning the CSUs as compared to the 2015 data.

Training of CSU Staff by Ministries
Sector Ministries were expected to provide training for Staff handling the CSUs in accordance with best practice. This measure is to equip these officers to deliver their outmost best to their clientele.

It is observed that most institutions have not been able to train the staff manning their CSUs. In 2015, only two (2) Organizations out of the 27 (i.e. the OHCS and the Ministry of the Interior) were noted to have trained their CSU staff in Customer Service Management.

In 2016, an additional five (5) institutions i.e. Ministries of Employment and Labour Relations, Water Resources, Education, Food and Agriculture, and OGM provided some form of training for their officers. In all seven (7) Organizations out of the 27 had trained their staff. It is critical for OHCS to put in place measures to address this gap.

Figure 15: Training of CSU Staff-2016
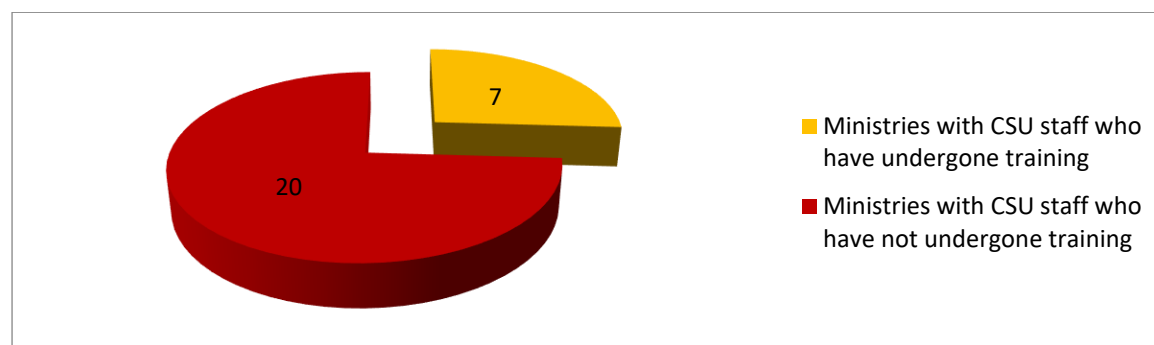
Submission of Mid-Year Reports by Ministries on CSU Operations
In the year 2015, out of the 27 Organizations, only four (4) submitted mid-year reports on the activities of their CSUs. In 2016 there was a significant improvement in the level of compliance with this requirement from the previous year with thirteen (13) Ministries submitting their mid-year reports on the operations of their CSUs to the OHCS.

ii.   Development of Service Delivery Charters by MDAs

Efficient Service delivery requires the development of Client Service Charters (i.e. a document that clearly outlines service delivery standards and timelines). The charters are intended to serve as a practical guide to clients and stakeholders on the service delivery processes of the Service and to publicly demonstrate the Ministry's specific commitment to discharging its responsibilities and functions with integrity in a timely and efficient way. They seek to communicate to the public the requirements for each of the services of the organisation and the processes and timelines for delivery to facilitate transparency and standardisation of the services delivered.

The OHCS prepared a standardised guideline for the development of Charters in the Ministries. These guidelines were circulated to assist Ministries prepare their Charters.

The Chart below illustrates the availability of Client Service Charters in the Ministries. Since the roll-out of the initiative in 2014, a total of twenty-one (21) Ministries had completed and published their Charters with six (6) Ministries having theirs in draft.

Figure 16: Training of CSU Staff-2016
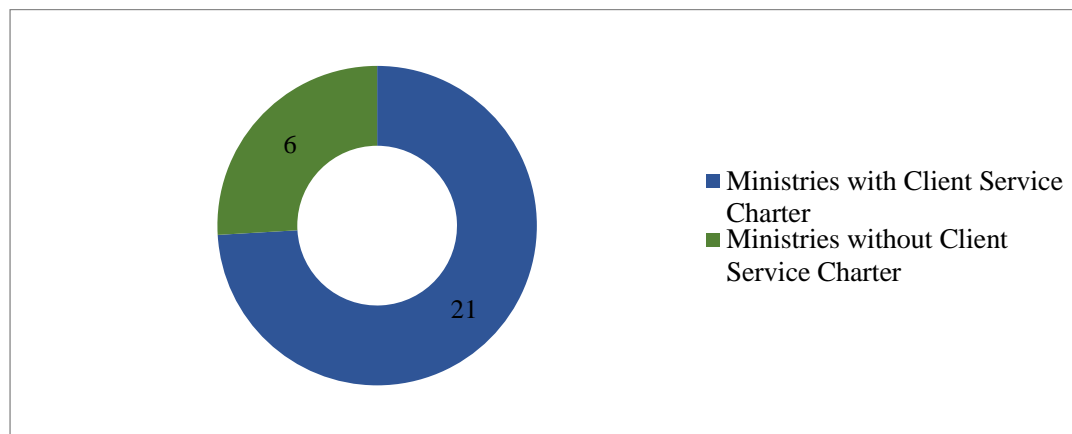
Challenges

✓ Non-compliance with the service delivery standards in the Service Charters of Civil Service Institutions
✓ Some Ministries do not attach much importance to the Client Service Unit and as such the manning of the unit is left in the hands of junior officers and Service Personnel.

In conclusion to enable the OHCS to realize its vision and successfully achieve its corporate goal as indicated in the SMTDP the following suggestions could be considered:

✓ The remaining Ministries without CSUs and Service Charters should be encouraged to establish their units and develop their charters. A higher score should be allotted to this deliverable in the schedule 2 of the CDs Agreement. This would urge CDs to focus more on this deliverable.
✓ Training of officers in this area should be given utmost priority.
✓ Reporting on the CSU activities, especially implementation of the service delivery standards should be enforced.

- ***Monitor and Produce Report on Compliance with Procurement act (663 of 2003 as amended by Act 914 of 2016) in MDAs***

The monitoring of Procurement and Supply Chain activities at the MDA's is aimed at ensuring compliance with the Public Procurement Law (Act 663) of 2003. The scope of the Procurement and Supply Chain Management (PSCM) monitoring covered Works, Goods, and Services (Technical and Non- Technical) undertaken by all MDA's during 2014-2017 fiscal years. The PSCMD monitors the human resource (procurement/storekeepers) activities in the various

institutions. The PSCM ensures that officers in various MDA's undertake the core function of the department for effective and efficient delivery of service.

Figure 17: Monitoring activities of PSCMD in the various MDAs
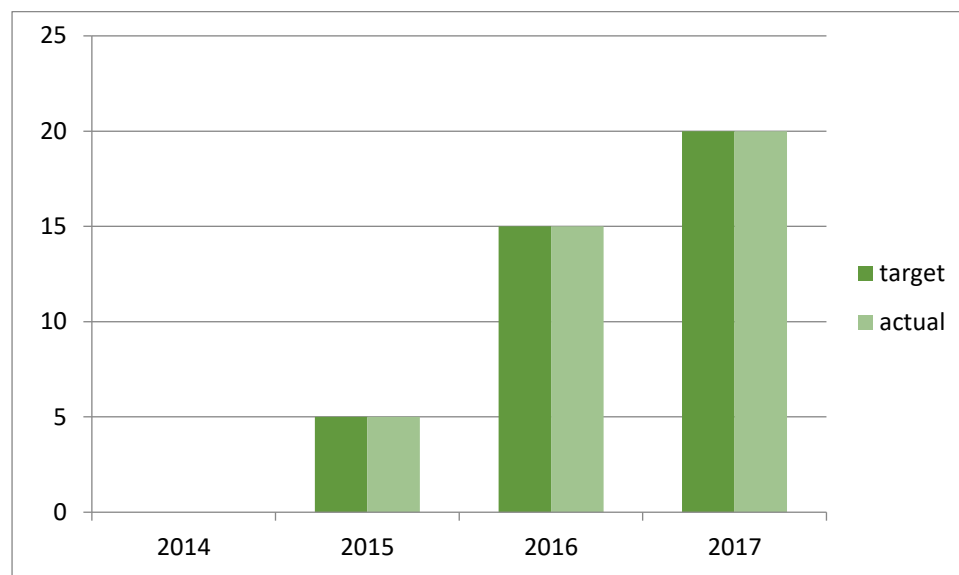
In the year 2014, there was no provision for monitoring activities in the MDA's hence no target was set and no activities were undertaken. In 2015 the department achieved its monitoring target of 5 ministries and comprehensive report was sent to the Office of the President for review and recommendation. The year 2016 under review saw the PSCMD achieve its target of 15 MDA's monitored. In 2017 all the twenty (20) target set for the year was achieved.

E. Improve transparency and access to public information
- *Records Offices Restructured*

The Office for the year 2016 targeted to restructure ten (10) Records Offices in the MDAs. The initial target of restructuring ten Records offices was reviewed during the mid-year review was raised from ten to twenty Records Offices. As at end of the year under review, seventeen (17) Records Offices in the MDA's and some MMDA's had been restructured. This figure represented approximately eighty five percent (85%) of the set target.

The restructuring exercise, which included decongestion of Records Offices, review and design of classification schemes, resulted in an improved recordkeeping systems in the various MDA's and MMDA's. This reflected in the performance of Records Class staff in those institutions as well as the scores for the MMDA's in question in their FOAT Analysis. The decongestion exercise which involved the transfer of semi-current records to the National Records Centre for storage, ensured that there was enough space for the management of more current records in the MDA's and MMDA's. This situation led to easy access to and timely retrieval of records; both of which are tenets of accountable and transparent public service.

The objectives were not fully achieved due to inadequate manpower and logistics. The lack of Specific Retention Schedules coupled with lack of cooperation from MDA's to dispose their

records, has resulted in the National Records Centre being stretched beyond its storage capacity.

Table 5: Performance of the OHCS from 2014 to 2017

Thematic Area: Transparent, Responsive and Accountable Governance												
Policy Objective 1: Enhance supervision and productivity in the Public Service												
Programmes	**Sub-programmes**	**Baseline (2013)**	**Indicators**	**MTDP Target**				**Level of Achievement**				**Remarks**
				2014	**2015**	**2016**	**2017**	**2014**	**2015**	**2016**	**2017**	
Institutional Development	Human Resource Management	26 CDs signed PA 26 CDs evaluated	No of CDs Performance Agreement signed & evaluated	26	26	26	26	26 signed 24 evaluated	27 CDs signed 25 evaluated	27 CDs signed 27 CDs evaluated	Activity not yet undertaken	Unable to evaluate 4 CDs within 2014 and 2015 due to ill health
		Nil	No of Directors/HoD Performance Agreements signed and evaluated	200	200	200	200	137 signed None evaluated	215 Directors/ HoDs signed 203 HoDs/Direct ors performance evaluated for 2015	170 Directors/ HoDs signed 132 HoDs/ Directors performan ce evaluated	Activity not yet undertaken	
		2012 APR prepared and 250 copies printed	Civil Service Annual Performance Report prepared and submitted to the H.E. President	31 Mar	31 Mar	31 Mar	31 Mar	2013 CS APR was prepared and 30 copies printed. Copies were forwarded to key stakeholde rs.	2014 CS APR was prepared and 200 copies printed. Copies were forwarded to key stakeholders.	2015 CS APR was prepared and 200 copies printed. Copies were forwarded to Key stakehold ers.	2016 CS APR was prepared and 200 copies printed. Copies were forwarde d to Key stakehold ers.	

Thematic Area: Transparent, Responsive and Accountable Governance												

Policy Objective 1: Enhance supervision and productivity in the Public Service												

Programmes	Sub-programmes	Baseline (2013)	Indicators	MTDP Target				Level of Achievement				Remarks
				2014	2015	2016	2017	2014	2015	2016	2017	
		1,461 Civil Servants interviewed and promoted	No. of Civil Servants interviewed and promoted	500	500	500	500	569	579	1570	2,462	
		20 Schemes of Service developed/reviewed	No. of Schemes of Service developed/reviewed	3	4	5	4	8	4	Developed for 7 MDAs		
		Nil	No. of HR policy documents reviewed	3	3	3	3	-	3	-	-	
		1,972 Civil Servants trained	No. of Civil Servants trained	2,000	2,500	3,000	3,500	1750	1689	2035	-	On-going
		78% of HR data updated	% update of HR database.	85%	89%	93%	95%	81%	88%	89.31%	-	On-going
		13,961 salary related issues processed.	No. of salary related issues processed.	200	220	250	200	0	513	270	-	On-going
			No. of IPPD preparing officers from the MDAs trained	80	80	80	80	0	190	140	-	On-going
			No. of Officers trained in information sharing and	12	12	12	16	0	46	10	-	On-going

Thematic Area: Transparent, Responsive and Accountable Governance												
Policy Objective 1: Enhance supervision and productivity in the Public Service												
Programmes	**Sub-programmes**	**Baseline (2013)**	**Indicators**	**MTDP Target**				**Level of Achievement**				**Remarks**
				2014	**2015**	**2016**	**2017**	**2014**	**2015**	**2016**	**2017**	
			knowledge management.									
			No. of staff sponsored to attend scheme of service training	20	20	20	20	54	48	45	45	
Policy Objective 2: Promote and improve the efficiency and effectiveness of performance in the public and civil services												
Management and Administration	Management and Administration	6 Civil Service Council meetings held	No. of Civil Service Council Meetings organized	4	4	4	4		1	4		
		Was unable to organize meetings due to lack of funds	No. of HCS meeting with CDs/HODs	4	4	4	4		3	3 meetings organized	2 meetings organized	
		4 ARIC meetings held	No. of ARIC Meetings organized	4	4	4	4		3	3meetings organized		
			No. of Management Meetings organized	12	12	12	12		9 meetings organized	9 meetings organized	9 meetings organized	
			OHCS Mid-year Report produced.	July	July	July	July	Prepared in June 2014	Prepared in June 2015	Prepared in June 2016	Prepared in June 2016	
			OHCS Annual Performance	Jan	Jan	Jan	Jan	OHCS 2013 APR produced	OHCS 2014 APR produced and	OHCS 2015 APR produced	OHCS 2016 APR	

Thematic Area: Transparent, Responsive and Accountable Governance												

Policy Objective 1: Enhance supervision and productivity in the Public Service

Programmes	Sub-programmes	Baseline (2013)	Indicators	MTDP Target				Level of Achievement				Remarks
				2014	2015	2016	2017	2014	2015	2016	2017	
			Report produced					and copies forwarded to Office of the President	copies forwarded to Office of the President	and copies forwarded to Office of the President	produced and copies forwarded to Office of the President	
			Girls Hostel at the Government Secretarial School, Accra completed	90%	100 %	**100 %**	-	-	**95% complete**	**90%**	100%	
			No. of procurement and supply chain officers trained	60	60	60	60	0	121 Officers trained	135 Officers trained	200	
Policy Objective 3: Rationalize and define structures, roles and procedures for state institutions												
Institutional Development	Institutional Strengthening		No. of Job Inspection and establishment schedule produced	15	15	15	15	Job Inspection exercises were conducted in ten (10) MDAs	Job inspection exercises was conducted for 52 MDAs	Four (4) Establishment Schedules completed		

Thematic Area: Transparent, Responsive and Accountable Governance												
Policy Objective 1: Enhance supervision and productivity in the Public Service												
Programmes	**Sub-programmes**	**Baseline (2013)**	**Indicators**	**MTDP Target**				**Level of Achievement**				**Remarks**
				2014	**2015**	**2016**	**2017**	**2014**	**2015**	**2016**	**2017**	
			No. of service delivery charters reviewed	10	10	15	15		3	Developed for 3 MDAs		
			No. of Management Reviews conducted		10	10	4		9	5		
			No of Manpower Audits undertaken		10	10	4			Eleven (11) staff trained		
Policy Objective 5: Improve transparency and access to public information												
Institutional Development	Institutional Strengthening		No. of MDAs records repository decongested	10	10	10	15	10	13			
			No. of MDAs records offices restructured	8	5	10	15	-	8	Restructured 15 MDA records Offices		

Thematic Area: Transparent, Responsive and Accountable Governance												
Policy Objective 1: Enhance supervision and productivity in the Public Service												
Programmes	**Sub-programmes**	**Baseline (2013)**	**Indicators**	**MTDP Target**				**Level of Achievement**				**Remarks**
				2014	2015	2016	2017	2014	2015	2016	2017	
										Records offices of Two (2) MDAs monitored and evaluated		
			No. of archival documents repaired and bounded	400	400	400	400	138	140			
			No. of records repositories fumigated	3	3	3	3		8	3 record repositori es fumigated	3	
			No. of records officers trained	50	80	100	120		139	127		

Table 6: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)						
Year	Requested A	Approved B	Released C	Deviation (B-C)	Actual Expenditure D	Variance (C-D)
2014	2,825,505.00	2,825,505.00	2,825,505.00	0	2,825,505.00	-
2015	3,133,361.00	3,133,361.00	3,133,361.00	0	3,133,361.00	-
2016	6,932,801.00	6,932,801.00	6,932,801.00	0	7,092,108.52	-
2017	7,488,920.00	7,488,920.00	7,488,920.00	0	7,488,920.00	-
GOODS AND SERVICES						
Year						
2014	952,100.00	952,100.00	459,100.00	493,000.00	459,100.00	0
2015	2,320,000.00	2,320,000.00	1,415,702.00	904,298.00	1,415,702.00	0
2016	3,183,500.00	2,000,000.00	1,252,627.25	747,372.75	1,252,627.25	0
2017	6,179,214	2,501,407.00	1,775,352	726,055	1,775,352	0
CAPITAL EXPENDITURES /ASSETS						
Year						
2014	300,000.00	300,000.00	300,000.00	0.00	300,000.00	0
2015	650,000.00	650,000.00	330,563.92	319,436.08	330,563.92	0
2016	3,220,000.00	0	796,067.74	-796,067.74	796,067.74	0
2017	4,994,500.00	1,000,000.00	1,000,000	0	1,000,000	0

Table 7: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance
GoG	4,077,605	3,584,605	493,000	6,103,361	3,565,723.41	2,537,637.59	5,784,220	5,255,535.66	528,684.34	10,990,327	10,264,049	726,278
IGF	3,103,360	1,284,200.73	1,819,159.27	1,276,850	1,263,054.47	13,745.53	1,448,420	1,377,976.96	70,443.04	1,155,253	1,678,588	(523,335)

1.3 CHALLENGES

The following challenges were identified during the implementation period:

- Unsustainability of training programmes due to limited training votes;
- Uncoordinated training programmes and courses that are sometimes not directly and immediately relevant to the career paths and job schedules of Staff
- MDAs non-compliance with provided templates
- Delays in the submission of Annual Performance Reports by some Ministries.
- Difficulty in identifying and appropriately couching Top Priority Areas, Strategic Objectives and SMART targets for Sector Ministries in the preparation of Performance Agreements
- Chief Directors changing their Top Priority Areas without notifying the OHCS
- Non-compliance with the service delivery standards in the Service Charters of Civil Service Institutions
- Some Ministries not attaching much importance to the Client Service Unit resulting in junior officers and Service Personnel manning the unit.

1.4 MEASURES TAKEN/MITIGATING STRATEGIES

- Chief Directors' Deliverable hearing was introduced to assist Chief Directors to either identify or properly couch their Top Priority Areas, Strategic Objectives and set SMART targets.
- Mid-year one-on-one meetings were organised between the Head of Civil Service and Chief Directors to discuss the achievements, challenges and the way forward as well as review of targets that were unattainable.
- A sensitization workshop was organised in 2016 to educate Officers responsible for the preparation of their Sector's Annual Performance Report on the requirement of the guidelines provided.
- The remaining Ministries without CSUs and Service Charters should be encouraged to establish their units and develop their charters. Training of officers in this area should be given the utmost priority. A higher score should be awarded to this deliverable in the schedule 2 of the CDs Performance Agreement to urge them to focus more on achieving this target.
- Reporting on the CSU activities, especially implementation of the service delivery standards should be enforced.

1.5   ANALYSIS OF EXISTING SITUATION/COMPILATION OF THE PROFILE OF THE OHCS

1.5.1   Institutional Capacity Needs

The Office of the Head of Civil Service is a Central Management Agency responsible for formulating and reviewing the HRM related policies, guidelines, standards and programmes for the Civil Service and facilitate their implementation.

Structure of OHCS

The OHCS is structured as follows:

Civil Service Council

The Civil Service Council is the Governing Board of the Civil Service.

OHCS Directorates

To effectively perform its functions, the OHCS has been divided into five Specialized Directorates listed below:

- Finance and Administration Directorate (F&A)
- Planning, Budgeting, Monitoring and Evaluation Directorate (PBMED)
- Career Management Directorate (CMD)
- Recruitment, Training and Development Directorate (RTDD)
- Research, Statistics and Information Management Directorate (RSIMD)

OHCS Units

In addition to the five Directorates mentioned above, the office has two specialized units to provide support services. These are:

- Public Relations Unit (PRU)
- Internal Audit Unit (IAU)

Departments and Training Institutions of OHCS

The OHCS exercises oversight responsibility over the following Departments and Training Institutions.

- **Public Records & Archives Administration Dept (PRAAD)**

  The Public Records and Archives Administration Department (PRAAD) is mandated to preserve and conserve public archives and facilitate an effective records management systems in MDAs and MMDAs.

- **Management Services Department (MSD)**

  The MSD is mandated to undertake consultancy assignments, management reviews, operational audit and systems and operational studies of Ministries, Departments,

Public Boards and Corporations either at the request of the MDAs, MMDAs or a superior authority.

- **Procurement & Supply-chain Management Department (PSCMD)**

  Exists to ensure an efficient, effective and economic management of the Government's non-pay spend through the use of developed systems, plans and programmes to harmonise the process of procurement and supplychain management in the Civil Service.

OHCS Training Institutions

The OHCS has three training institutions which train and improve the capacity of Civil Servants and other public Servants. These institutions are:

  ➢ Civil Service Training Centre (CSTC)
  ➢ Government Secretarial Schools (GSS)
  ➢ Institute of Technical Supervision (ITS)

  Whereas the CSTC and ITS are located only in Accra, the GSS is headquartered in Accra with five Regional Schools located in Ho, Kumasi, Tamale, Koforidua and Sekondi.

Human Resource Capacity

The table below shows the total number of staff for the Office of the Head of Civil Service as at 31st August, 2017. The total staff strength stood at 439. The details are as follows:

Table 8: Human Resource Capacity

NO	INSTITUTIONS	Number @ Post	Sex Distribution	
			MALE	FEMALE
1	Office of the Head of Civil Service	134	69	65
2	Institute of Technical Supervision	31	18	13
3	Government Secretarial School	42	25	17
4	Civil Service Training Centre	40	25	15
5	Management Services Department	53	30	23
6	Public Records and Archives Administration Department	132	72	60
7	Procurement and Supply-Chain Management Department	7	3	4
	TOTAL	**433**	**243**	**190**

As presented on the table above, the sex distribution indicates a high number of males than females. The OHCS has a male population of 69 as against 65 female. The total number of males at ITS is 18 as against 13 females. Government Secretarial School has 25 males as against 17 females, CSTC has 25 male staff as against 15 female staff, and Management

Services Division has a ratio of 30 males against 23 females. PRAAD has 72 males against 60 females and finally PSCMD has 3 males and 4 females.

The information above depicts that the Office has more male staff than females. Although there has been a slight improvement in the gender ratio there is still a lot more effort to be made to bridge the gender gap in the Office.

Table 9: Age Distribution of Staff

NO	INSTITUTIONS	AGE DISTRIBUTION					Total
		18-30	31-40	41-50	51-60	60+	
1	Office of the Head of Civil Service	27	54	28	22	3	**134**
2	Institute of Technical Supervision	5	10	8	8		**31**
3	Government Secretarial School	5	9	17	11		**42**
4	Civil Service Training Centre	5	21	11	3	0	**40**
5	Management Services Division	11	16	15	11	0	**53**
6	Public Records and Archives Administration Department	24	33	32	43	0	**132**
7	Procurement and Supply-Chain Management Department	2	4	0	1	0	**7**
	Total	**79**	**147**	**222**	**99**	**3**	**439**

As at the end of August, 2017, the age distribution in the Office as presented in the table above shows that majority of the staff 222 were between the 41-50 year age group, followed by those in 31-40 year age group which recorded 147 officers. The 51-60 age groups recorded 99 officers, whist the 18-30 years age group recorded the lowest number of Officers of 79. There were also 3 Officers who are over 60 and are currently in employment in the Office on contract.

The Office of the Head of Civil Service, can boast of having officers from diverse backgrounds with different experiences and expertise which ultimately enhances team work. This leads to higher performance since the organization can tap into the rich expertise and talents of these individuals to give solutions to pertinent problems.

Some of the challenges which culture presents in the OHCS are distortions in the communication channel, resistance to change and acceptability of certain policies and programmes. Distorted communication may result in ineffective communication of key policies and programmes. This phenomenon more often than not leads to confusion and affects team work. When this situation is not corrected, it leads to a situation whereby officers do not accept new policies and programmes usually due to their inability to appreciate policy directives.

In addition, factors such as perception and cultural backgrounds could result in resistance to change. Officers with certain habits and attitudes would resist change when a new policy or programme tends to change the habits they have inculcated over the years.

Certain cultural beliefs particularly religion could influence the performance or productivity of an organization. Due to officers' religious beliefs, have to attend prayers, yet others do not work at certain days/times and this behaviour becomes a frequent excuse to leave the office unattended to which impacts productivity negatively. The positive side of culture could be however explored to enhance human relations at the work place.

OHCS Infrastructure and Facilities

The Office of the Head of Civil Service is located in the Ministries Area. The Office is housed in a 2 Storey Main Block and a 3 Storey Annex Block which it shares with the International Labour Organization. The office space available to OHCS is inadequate. Again, due to poor maintenance practices, caused mainly by financial constraints, the buildings are not in the best of shapes. However, there is the need to rehabilitate/complete construction of the buildings to ensure effective service delivery and also to create a safe and congenial environment for staff and stakeholders. The tables below provide an indication of the state of OHCS buildings and Equipment.

Table 10: OHCS Buildings

NO	BUILDING	Condition			Remarks
		Good	Fair	Poor	
	OHCS HEADQUARTERS				
1.	2-Storey Building		X		The wash rooms are under rehabilitation; Office space inadequate.
2.	3-Storey Building		X		Needs complete rehabilitation
	CIVIL SERVICE TRAINING CENTRE - ACCRA				
1.	1-Storey Building		X		The building is 60 years old. It requires maintenance and refurbishment
2.	2-Storey, 15 Unit Classroom Block	X			The building is new and well furnished
	INSTITUTE OF TECHNICAL SUPERVISION - WEIJA				
1.	1- Storey Hostel Block			X	The building is in a bad state, it requires urgent rehabilitation. The hostel space provided is not adequate for the student.
2.	Classroom Building		X		Classroom space inadequate, more classrooms required, existing classroom blocks requires renovation.
3.	Dining Hall			X	Old wooden structure being used as Dinning Hall. The school needs a new dining hall and Kitchen.

NO	BUILDING	Condition			Remarks
		Good	Fair	Poor	
4	Administration Block	X			Old wooden structure being used as the administration block hence a new one required.
GOVERNMENT SECRETARIAL SCHOOL-ACCRA					
1.	1 Storey Block		X		The building requires maintenance and refurbishment
2	Girls Hostel		X		Construction is on-going and the building is 90% complete.
GOVERNMENT SECRETARIAL SCHOOL-HO					
1	2 No. Storey Hostel			X	The building is in a poor state. The windows are without Louvre blades, the washrooms in a deplorable state, cracks on the wall, requires immediate rehabilitation
2	Uncompleted staff bungalow		X		Should be completed to provide accommodation for the Instructors at the School
3	Assembly hall			X	The building is in bad state. The building has not seen any rehabilitation/maintenance since it was constructed. Urgent rehabilitation is required.
4	Uncompleted Storey building			X	The structure should be completed to provide more Classroom spaces.
GOVERNMENT SECRETARIAT SCHOOL-KOFORIDUA					
1	1 - Storey Hostel Building			X	Hostel Accommodation not enough, building is dilapidated and requires rehabilitation.
2	Dining Hall			X	The dining hall building is in bad state and also requires rehabilitation.
3	Assembly hall			X	In poor state needs urgent rehabilitation
GOVERNMENT SECRETARIAT SCHOOL-KUMASI					
1	1 - Storey Building			X	In very poor state. Urgent rehabilitation is required.

NO	BUILDING	Condition			Remarks
		Good	Fair	Poor	
2	Fence Wall			X	People have encroached on the school lands. A fence is required to protect the rest of the lands from encroachers. Fence wall yet to start
3	Uncompleted Admin. Block			X	Project abandoned and should be completed
4	Uncompleted staff bungalow			X	Project abandoned and should be completed to provide accommodation for instructors.
CIVIL SERVICE TRAINING CENTRE-SEKONDI					
1	1- Storey Block			X	Project abandoned and should be completed to provide additional campus for the CSTC in Sekondi.
GOVERNMENT SECRETARIAL SCHOOL-TAKORADI					
1	1 - Storey Hostel Building			X	Dilapidated and requires rehabilitation
2	Dining Hall			X	Dilapidated and requires rehabilitation
3	Assembly hall			X	Dilapidated and requires rehabilitation
4	Uncompleted Storey building			X	Project abandon and should be completed to provide additional classrooms for the school.
GOVERNMENT SECRETARIAL SCHOOL-TAMALE					
1	1 - Storey Hostel Building			X	This building is being use as a Classroom Block and a Hostel. The building is in a poor state and requires urgent rehabilitation and a new hostel to create more classrooms to increase student intake.
2	Hostel Facilities			X	Hostel facilities required to increase student intake. Currently part of the Classroom have been converted into a hostel facility for student.
MANAGEMENT SERVICES DEPARTMENT - ACCRA					
1	1 - Storey Office Block			X	Inadequate office accommodation, Building uncompleted, requires urgent

NO	BUILDING	Condition			Remarks
		Good	Fair	Poor	
					completion and refurbishment
PUBLIC RECORDS AND ARCHIVES ADMINISTRATION					
1	3 - Storey Office Block			X	Inadequate office accommodation, Building dilapidated and requires urgent rehabilitation
2	2- Storey Office Block			X	Inadequate office accommodation, Building dilapidated and requires urgent rehabilitation
3	Records Centre Building		X		Requires minor rehabilitation
4	Kumasi and Cape Coast Regional Offices			X	Building dilapidated and requires urgent rehabilitation
5	Sunyani Regional Office			X	The Office is housed in the Premises of the Prison Services. As of now they have been given the quit order to vacate the premises
6	Sekondi Regional Office			X	Construction stalled due to lack of funds
7	Ho, Koforidua, Takoradi, Wa, Bolgatanga			X	The Offices are currently housed at the RCCs. Had no Offices and lands acquired by the state to construct permanent offices are being encroached.
PROCUREMENT AND SUPPLY-CHAIN MANAGEMENT DEPARTMENT					
	OHCS-ANNEX	X			The Department is currently housed by Office of the Head of Civil Service. Fairly furnished.

Table 11: State of equipment at OHCS

NO	EQUIPMENT	NO. REQUIRED	NO. AVAILABLE	VARIANCE	STATE
1	Desktop Computers	96	61	35	54 in Good condition, 7 Faulty
2	Laptop Computers	22	15	7	10 in Good Condition, 5 Faulty
3	Projectors	6	4	2	3 in Good Condition, 1 Faulty

4	Printers	27	25	2	22 in Good Condition, 3 Faulty
5	Photocopier	11	8	3	4 in Good Condition and 4 faulty
6	Phones	50	14	36	Out of use
7	Internet Ports	264	264	Nil	120 in use and 144 not in use.
8	Fax Machines	5	2	3	All Functioning
9	Scanners	10	8	2	7 in Good Condition, 1 faulty
10	Air-conditioners	65	60	5	55 functioning, 30 needs replacement and 7 needs repairs
	Refrigerators	30	27	3	Two new refrigerators, 25 very old that consumes more energy therefore needs replacement
11	Generator Set	1	1	Nil	Good condition but needs regular servicing

Table 12: State of equipment at Management Services Department

LOGISTIC	EXPECTED	EXISTING	REMARKS
Vehicles:			
Motorbike	2	Nil	Inadequate
4X4 Vehicle	4	3	
Mini Van	1	1	
Saloon Car	4	Nil	
General Equipment:			
Desktop Computer	20	16	Inadequate
Laptop Computers	10	18	
UPS	20	9	
Anti Virus	1	1	
Printer	10	14	
Photocopier(heavy duty)	2	2	
Scanner	1	1	
Projector	2	1	Inadequate
Air conditioners	35	60	
Telephone receivers	26	25	
Single door security safe	3	1	
Shredder	2	0	
Ceiling fans	20	15	
P.A.B.X(reception)	1	1	

Television set	3	3	
Camcorder	1	Nil	
Vacuum cleaner	1	1	
Digital Camera	1	Nil	
Water Dispenser	4	1	
Cabinet	16	24	
Fridges	15	9	
Microwave	1	1	
Furniture and Fittings:			
Office desks	26	33	
Swivel Chairs	26	23	
Soft	1	Nil	Obsolete
furnishing(reception)			
Curtains/Accessories			

The state of equipment in the Office as presented in table 7 is not encouraging. The stock of equipment available is inadequate. In addition most of the equipment are very old and faulty and requires regular maintenance. This coupled with the issue of inadequate budgetary releases the Office is unable to undertake routine maintenance of it equipment.

1.5.2   Biodiversity, Climate Change, Green Economy and Environment In General

Addressing climate change requires integration of policies on economic development, agriculture, forestry, water, health and energy, amongst others. There is no MDA that would not be affected directly or indirectly by climate change. There would be enormous strain on the Power sector as severe heat would result in more use of electricity to power air conditioners in the MDAs. This would in effect lead to increase in the budget allocation which is already not sufficient enough and not forth coming regularly. Energy conservation in this time of power crisis would also be a problem. Arid land would pose a serious challenge to food security and MOFA has to develop climate-resilient agriculture and food security systems. That notwithstanding, opportunities abound in the energy sector where the introduction and use of solar energy would be a blessing. Severe heat would in turn become a source of supply for solar energy panels

1.5.3   Gender Equality

The OHCS in formulating policies and implementing programmes ensures that the needs of both men and women are catered for. The process of appointments, deployment, promotions, and training of Officers gives equal opportunities to both sexes to access these facilities.

1.5.4   Population Dynamics

One of the major challenges facing this country is the lack of accurate data to inform government programmes and projects. As a result of the rapid population growth in the urban areas, the government has embarked on various projects to make life easier for the populace. An example is the Bui Dam which was constructed to ease the energy demands in the Accra and its environs. Due to the load shedding exercise many MDAs have been forced to rely on generators for power during office hours. This has slowed the rate of productivity in the various

MDAs but with the production of gas and other renewable source of energy, this issue of erratic power supply would be managed to good effect.

1.5.5 Poverty, Inequality and Social Protection

In the course of formulating policies and developing programmes for the Civil Service, the OHCS takes into consideration the Social, political, economic and spatial inequalities in the distribution of such programmes.

The OHCS recognizes that inequalities in the work place can contribute to unhealthy competition as individuals thrive to access the scarce resources provided for effective productivity. It is noted that some organisations are more endowed than others physically, financially and otherwise. This comparatively affects the capacity of the Human Resource base in the Civil Service in terms of Civil Servants availing themselves for training opportunities to enhance their capabilities and competencies.

The inequalities that exist could be as a result of gender, race, and social ties. There is usually a hierarchy that exists in the Service in which the top echelons have more power, resources, authority and prestige than those below them. The distribution of resources is at the behest of such officers and this usually breeds nepotism, favouritism, among others.

The implementation of the Schemes of Service which has been made mandatory by the OHCS for the various classes in the service is expected to streamline the processes of training and career advancement towards helping bridge the inequality gap

1.5.6 Local Economic Development

With the current economic situation in the country, the government has put in place many policies to address the situation. Some of these policies have had and continue to have adverse impacts on staff in the MDAs. The non-payment of arrears beyond three (3) months has had adverse economic effect on some staff since salaries are not paid after recruitment until in some cases after four (4) or more months. Therefore some staff are denied their daily bread as a result of this policy.

1.5.7 Natural and Man-Made Disasters

The office takes into consideration the occurrence of hazards such as floods, fire, earthquakes, etc. in developing Policies and programmes for the Service. Disasters could take several forms some of which directly affects individuals in the organization such as loss of lives and property, ICT equipment etc.

On a larger scale, certain disasters can affect the entire organization such as the destruction of infrastructure, loss of data among others. When this happens, it could lead to disruptions in normal office operations. In the Office of the Head of Civil Service where formulation of HR Policies for the Civil Service is heavily dependent on a robust database, the occurrence of disasters such as floods and fire could totally destroy vital information needed for effective policy formulation and implementation. This would stall the effective implementation of programmes as the requisite data would not be readily available.

Recovering from the impact of the aforementioned disasters could take a longer time, especially if organizations have not made adequate preparations towards the prevention of such

disasters. It is in this light that the OHCS have put in place a Disaster Recovery Plan in which electronic data is backed up on multiple servers on and off site.

1.5.8   Science, Technology and Innovation

HIV/AIDS, because of its pervasive nature, affects every sector of the economy. People living with AIDS are often stigmatized because of the perception that people get the disease through sexual promiscuity. People living with HIV/AIDS are vulnerable since most of them become economically inactive and therefore have to depend to a large extent on the active labour force.

To this end, the OHCS in a bid to contribute towards the reduction of the disease among Civil Servants is developing a workplace HIV/AIDS policy for the Civil Service. The Office intends appointing a desk officer to champion awareness creation on HIV/AIDS in the Service.

1.6   SUMMARY OF ISSUES IDENTIFIED UNDER GSGDA II

The table below contains the key development issues emanating from the performance review. These have been linked to the relevant thematic area of the GSGDA II (2014-2017).

Table 13: Summary of Issues of GSGDA II

No.	Thematic Areas of the GSGDA II 2014-2017	Identified Sector Development Issues from Implementation of GSGDA II
1	**Transparent, Responsive and Accountable Governance**	Limited capacity for policy formulation and implementation
		Ineffective supervision and human resource management
		Poor management of public records
		Overlap and duplication of activities among MDAs
		Unsatisfactory working conditions and environment for public sector workers
		Lack of reliable human resource database

CHAPTER 2

2.1 DEVELOPMENT ISSUES UNDER GSGDA II AND NMTDPF, 2018-2021

Though the SMTDP (2014 – 2017) was also meant to address major issues and mitigate several problems in the Civil Service, some of them still persist while new ones have emerged. The development issues identified under SMTDP (2014 -2017) which are still being addressed will be rolled over to the NMTDPF (2018 -2021). The development issues captured under the thematic areas in the NMTDPF are as summarised in table 10 below:

Table 14: Identified Development Issues under GSGDA II and NMTDPF, 2018-2021

GSGDA II 2014-2017		NMTDPF 2018-2021	
THEMATIC AREA	**ISSUES**	**SMTDP GOAL 2018-2021**	**ISSUES**
Transparent, Responsive and Accountable Governance	Limited capacity for policy formulation and implementation	**Building effective efficient and dynamic institutions for Development**	Inefficient and ineffective implementation of development policies and plans
			Lack of a comprehensive database of public policies
	Ineffective supervision and human resource management		Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions
			Undue interference by politicians in the work of public sector institutions
			Lack of linkage between Human Resource Planning and Pay Administration in the Public Service
			Inefficient and unresponsive service delivery; negative work attitude
	Overlap and duplication of activities among MDAs		Overlapping functions between public sector institutions
	Unsatisfactory working conditions and environment for public sector workers		Limited modernization and the use of technology in the public sector
	Poor management of public records		Poor record keeping

| | Lack of reliable human resource database | | Weak coordination of development planning system |

The table below indicates the adopted issues from the GSGDA II 2018 - 2021 under the appropriate goal.

Table 15: Adopted Goals and Issues of SMTDP of OHCS

SMTDP GOAL 2018-2021	SMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES
Institutional Development: Building effective efficient and dynamic institutions for Development	**Reforming and Transforming Public Institutions**	Overlapping functions among public sector institutions
		Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions
		Limited modernization and the use of technology in the public sector
		Undue interference by politicians in the work of public sector institutions
		Inefficient and unresponsive service delivery; negative work attitude
		Lack of linkage between Human Resource Planning and Pay Administration in the Public Service
		Poor record keeping
		Weak public administration system
	Effective Management of Public Policy	Inefficient and ineffective implementation of development policies and plans
		Ineffective and weak monitoring and evaluation of implementation of development policies and plans

Table 16: Application of Potentials, Opportunities, Constraints and Challenges (POCC) Analysis

Adopted Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
1. Overlapping functions between public sector institutions	Existence of Legal framework, systems and structures to back the functions of the OHCS	Avenue for collaboration among Public Institutions	Underutilisation of skills in records management and organisational development	Legal framework that backs functions of other Public-Sector Institutions Duplication and overlap of functions among CMAs Weak inter-sectorial coordination
CONCLUSION: The OHCS has more constraints and challenges than potentials and opportunities to address this issue.				
2. Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions	Civil Service rules and regulation largely drawn from that of the PSC OHCS mandate to enforce compliance within the Service	Availability of PSC rules and regulations	Insufficient awareness of and effective interpretation of the rules and regulations Unwillingness to enforce the rules of the Service.	Inadequate harmonization of the Civil Service and Public Service rules and regulations
CONCLUSION: The OHCS has more potentials and opportunities than constraints and challenges to address this issue.				
3. Limited modernization and use of technology in the public sector	Availability of Computers and other tools e.g. printers, scanners and photo copiers Availability of trainers-of-trainees in e-workspace programme	Readiness of Development Partners to support	Inadequate automation of systems and procedures Low capacity of staff in the use of new technology Inability to meet Development Partner conditions	• Inadequate budgetary allocation • Cost of technology • Limited access to internet service • Untimely release of support from DPs • Inability of Government to provide counterpart funding

Adopted Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
CONCLUSION: The OHCS has more constraints and challenges than potentials and opportunities to address this issue.				
4. (a) Weak public administration system (PAS) (b) Inefficient and unresponsive service delivery; negative work attitude	Availability of templates to guide the development of Service Charters OHCS CSU available Employee Handbook/Code of conduct Mandate of the OHCS to ensure compliance Existence of defined work systems and procedures	CSUs available in Ministries Opportunity to roll out rewards and sanctions system MSD's capacity to undertake systems and procedures reviews Public sector reforms strategy component on service delivery Existence of Training Institutions to train Officers in the PAS	Non-implementation of sanctions and rewards Insufficient awareness of service delivery standards by staff Skills gap in Systems and Procedure reviews Poor attitude towards work Non-compliance with service standards Ineffective supervision	Insufficient awareness of service delivery standards by the public Unavailability of logistics/resources Significant political influence on Human Resource Management
Conclusion: The OHCS has more potentials & opportunities than constraints & challenges to address this issue.				
5. Lack of linkage between Human Resource Planning and Pay Administration in the Public Service	Availability of Single Spine Salary Structure Availability of schemes of service Availability of trained Officers	Consultations among OHCS, Ministry of Finance and FWSC Availability of performance agreement scheme	Poor identification of staff work schedules and job descriptions Skills gap in salary administration Inadequate documentation on performance to facilitate	Inequality in pay administration by FWSC Poor incentive structures Lack of a comprehensive human resource policy development

Adopted Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
			rewards and sanctions	
Conclusion: The OHCS has more potentials & opportunities than constraints & challenges to address this issue.				
6. Poor record keeping	• Records offices manned by records staff • Availability of Training Institutions	Financial support from other institutions in training records staff	• Inadequate logistics/resources to implement new practices • Ineffective monitoring of trained staff by PRAAD	Inadequate/untimely release of funds
CONCLUSION: The OHCS has more constraints and challenges than potentials and opportunities to address this issue.				
7. Inefficient and ineffective implementation of development policies and plans	Availability of policies and plans	Readiness of Development Partners to support implementation of policies & plans	Poor monitoring systems	• Untimely release of support from DPs • Inability of Government to provide counterpart funding • Inadequate budgetary allocation
CONCLUSION: The OHCS has more constraints and challenges than potentials and opportunities to address this issue.				
8. Lack of a comprehensive database of public policies	• Availability of policies developed by the OHCS and other CMAs • Availability of RSIM/PBME Directorate and PRAAD to create database • Availability of equipment	• Availability of policies developed by other Ministries • Availability of PBME Directorates in the Ministries • Availability of Accra Data Centre	Inadequate storage facilities Skills gap in terms of ICT, Research, M&E and Data analysis.	• Lack of a common platform to share information on Policies • Inadequate skilled Staff to man Data Centre • Inadequate infrastructure to ensure an effective working environment

Adopted Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
CONCLUSION: The OHCS has more potentials and opportunities than constraints and challenges to address this issue.				

CHAPTER 3

3.1 DEVELOPMENT PROJECTIONS, GOAL, ADOPTED OBJECTIVES AND STRATEGIES

INTRODUCTION

This chapter focuses on the goals, objectives and strategies to enable the OHCS achieve its vision and mission and to also contribute to achievement of goals and objectives set in the NMTDF 2018 – 2021.

GOAL OF OHCS

To have the human resources 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 attainment of this corporate goal requires positive development in the following Focus Areas:

- **Reforming and Transforming Public Institutions**
  This encapsulates undertaking institutional reforms as well as strengthening institutional capacity of the Civil Service to effectively deliver on its mandate.

- **Effective Management of Public Policy**
  The focus area is to develop the capacity for policy formulation and coordination in the Civil Service through the Civil Service Council

- **Fighting corruption and economic crimes**
  The OHCS will develop educational materials and institute an anti-corruption competition among civil service institutions.

- **Promoting attitudinal change and patriotism**
  The OHCS will pursue strategies that will promote patriotism and attitudinal change and ensure the attainment of internal cohesion in the service.

Table 17: Adoption of Objectives and Strategies

ADOPTED GOAL	ISSUES	POLICY OBJECTIVES	STRATEGIES
To maintain a stable, united and safe society	• Overlapping functions among public sector institutions • Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions • Inefficient and unresponsive service delivery; negative work attitude • Lack of Linkage between Human Resource Planning and Pay Administration in the Public Service • Poor record keeping • Weak public administration system	1. Build an effective and efficient Government machinery	• Re-align institutions to address conflicting mandate and improve coordination • Modernise public service institutions for efficiency and productivity • Improve leadership capability and delivery in the public service • Improve accountability in public service by introducing citizen's charter • Restructure State Owned Enterprises (SOEs) to make them more productive and efficient • Empower citizens to demand quality public services • Support National Commission for Civic Education (NCCE) to continuously educate and sensitise citizens on their rights and responsibilities as enshrined in the Constitution • Insulate public service from political interference • Implement comprehensive HR payroll system and database
	• Inefficient and ineffective implementation of development policies and plans • Ineffective and weak monitoring and evaluation of implementation of development policies and plans	2. Enhance capacity for policy formulation and coordination	• Introduce national policy guidelines for formulation of polices and prepare a policy almanac to serve as national reference centre for policies • Enhance the capacity of state institutions responsible for public policy management, including NDPC, OoP and MoF, to effectively coordinate the implementation, monitoring and evaluation of government policies and programmes. • Strengthen National capacity for undertaking policy analysis, development planning, monitoring and evaluation, including introducing e-planning, e-monitoring and macro econometric modelling and forecasting

ADOPTED GOAL	ISSUES	POLICY OBJECTIVES	STRATEGIES
	• Weak coordination of the development planning system • Inadequate financial resources • Low level stakeholder consultation • Lack of a comprehensive database of public policies • Inconsistencies in the format and content of policies formulated • Weak public administration system (PAS) • Inefficient and unresponsive service delivery; negative work attitude • Weak inter-sectoral coordination • Poor incentive structures • Ineffective supervision • Inadequate infrastructure to ensure an effective working environment		• Strengthen capacity of research and statistical information management of MDAs and MMDAs

CHAPTER 4
DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

Introduction

As part of government efforts to link planning to budget the Ministry of Finance and NDPC are working together with MDAs to ensure that all MDAs adopt program-based budgeting. The essence is to shift from budgeting by department (activity based) to budgeting by function of government, thus enabling a more strategic focus on a smaller number of key outcomes.

4.1 Development Programmes and Sub-Programmes of OHCS

Table 18: Review and formulation of development programmes and sub-programmes

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
1. Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Management and Administration Human Resource Management	Management and Administration Information Management Records Management
	Improve leadership capability and delivery in the public service	Human Resource Management	Performance Management Recruitment and Promotions Training and Development
	Improve accountability in public service.	Institutional Development	Institutional Strengthening
	Implement comprehensive HR payroll system and database	Human Resource Management	Information Management
	Clarify the roles of institutions to address conflicting mandates and improve coordination	Institutional Development	Institutional Strengthening Records Management
2. Enhance capacity for policy formulation and coordination	Strengthen capacity of research and statistical information management of MDAs and MMDAs	Human Resource Management	Information Management

4.2 OHCS PROGRAMME OF ACTION (PoA) 2018 – 2021

Thematic Area: Governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Build an effective and efficient Government machinery	Improve leadership capability and delivery in the public service	Human Resource Management	Training and Development	Improved Skills and competences of staff	A professional Civil Service	√	√	√	√	6,540,000			RTDD,	M&Ds
				Organise meetings for Records Advisory Committee Annually	Increased archival holdings	√	√	√	√	200,000	0 0	0 0	PRAAD	
		Human Resource Management	Training and Development	Attend scheme of service and other competence based training programmes		√	√	√	√	70,000			PRAAD	

		Human Resource Management	Training and Development	Organise training workshop for staff in ICT applications		√	√	√	√	160,00 0	0	0	PRA AD	
Build an effective and efficient Government machinery	Improve leadership capability and delivery in the public service	Human Resource Management	Training and Development	Review Procedure Manuals on records management		√	√	√	√	80,000	0	0	PRA AD	
		Human Resource Management	Training and Development	Participate in International conference/w orkshop on archives and record management for 5 staff annually		√	√			900,00 0	0	0	PRA AD	
		Human Resource Management	Training and Development	Organise sensitization workshops on the State Property and Contract Act, 1960 (CA.60) for heads of public institutions		√	√	√		525,00 0	0	0	PRA AD	

		Human Resource Management	Records Management	Build Records Management capacity for public institutions		√	√	√	√	1,500,000	0	0	PRA AD	
Build an effective and efficient Government machinery	Improve leadership capacity and delivery in the public service	Human Resource Management	Information Management	Train officers on information sharing, knowledge Management and research methodology	Improved service delivery and reduction in the cost of operations	√	√	√	√	220,000	0	0	RSIM D	M&D's Ghana Statistic al Service
Build an effective and efficient Government machinery	Improve leadership capability and delivery in the public service	Human Resource Management	Performance Management	Implementation of the Chief Directors Performance Agreement system	Enhanced performance of Chief Directors Sector targets and goals achieved	√	√	√	√	200,000	0	1,500,000	PBM ED	OoP PSC CSC M&Ds DPs
				Implementation of the Directors and Heads of Department Performance Agreement system	Enhanced performance of Directors Sector targets and goals achieved	√	√	√	√	200,000	0	0	PBM ED	M&Ds

				Institutionalisation of rewards and sanctions systems within the Civil Service	Improved performance and enhanced service delivery	√	√	√	√	500,000	0	1,000,000	PBMED	OOP PSC CSC M&Ds DPs
Build an effective and efficient Government machinery	Improve leadership capability and delivery in the public service	Human Resource Management	Performance Management	Capacity Development	Improved productivity and enhanced career development	√	√	√	√	1,200,000	0	0	F&A	
				Conduct promotions for eligible staff		√	√	√	√					
				Training of records personnel	Improved work culture in the Civil Service	√	√	√	√	500,000	0	0	F&A	
				Review Civil Service APR	New framework for APR available	√	√	√	√	50,000			CSC	MDs, AG,

				Review Civil Service ACT 1993 (PNDCL 327) And administrative instructions	Improve regulatory framework		✓	✓	✓	1,000,000			CSC CMD	PSC M&Ds DPs Parliament
				Seek for funds and Monitor implementation of PSRS	Monitoring reports and follow-up actions	√	√	√	√	1,000,000			CSC	
Build an effective and efficient Government machinery	Improve leadership capacity and delivery in the public service	Human Resource Management	Training and Development	Recruitment and Replacement of Professional staff		√	√	√	√	6,000,000	0	0	PRA AD	
		Human Resource Management	Training and Development	Review and Implement OHCS Welfare Policy	Enhance staff wellbeing and sense of belongingness	√	√	√	√	500,000	0	0	F&A	

		Human Resource Management	Training and Development	Implement Work place communicable disease policy document	Healthy workforce					250,000			F&A	M&Ds
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Human Resource Management	Information Management	Collect, update & digitize personal records of all Civil Servants	Easy storage and retrieval of Civil Servants' personal data	✓	✓	✓	✓	114,000			CMD /RSIM	
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Human Resource Management	Information Management	Develop and operationalize succession planning regime in the Civil Service	Smooth transition of leadership in the Civil Service	✓	✓	✓	✓	20,000			CMD	
				Interact with Political and Bureaucratic Heads and Civil Servants in MDs	Administrative and political interface improved	√	√			400,000			CSC	MDs

Goal	Strategy	Programme	Sub-programme	Activity	Output/Outcome					Budget			Lead	Partners
		Human Resource Development	Performance Management	Review Civil Service Code of Conduct					✓	80,000			CMD CSC	OoP PSC CSC M&Ds DPs, Parliament
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Human Resource Development	Performance Management	Develop and implement online training	Improved accessibility and training	√	√	√	√	120,000			RTDD,	Ministries / Departments
		Human Resource Development	Training and Development	Improving data accuracy and availability	Availability of data for effective decision making	√	√	√	√	80,000			RTDD, RSIM	Ministries / Departments

Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Human Resource Development	Training and Development	Establish Civil Service College	Sustained integrated training for improved performance	√	√	√	√	250,000			RTD,	Ministries / Departments
			Performance management	Review, implement and Monitor SPAR	Improved work culture in the Civil Service	√	√	√	√	77,560			CMD	Ministries / Departments
				Digitize promotion interviews in the Civil Service	Reduction in the use of paper during the facilitation of promotion interview process		✓	✓	✓	44,000			CMD	Ministries/Departments
		Human Resource Management	Performance Management	Monitoring activities; capacity, skills development	Improved productivity and enhanced service delivery of procurement officers	√	√	√	√	500,000			PSC MD	

		Human Resource Development	Training and Development	Implementation of the e-GP system in collaboration with PPA and MoF	100% application of the e-GP system to reduce the time and cost of doing business with the government	√	√	√	√	500,000			PSC MD	
		Human Resource Development	Information Management	Implement the E-Workspace component of the E-Governance project	Reduction in the cost of operation and the loss of data	√	√	√	√	10,000	0	0	RSIMD	NITA
			Recruitment and Promotions	Review and implement appointments /promotions process	Ensure effective leadership in the Civil Service		√	√	√	100,000			CSC	PSC
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Institutional Development	Records Management	Procurement of logistics and other Materials • Conservation and Preservation equipment	Increased archival holdings	√	√	√	√	2,000,000	0	0	PRAAD	

		Institutional Development	Records Management	• Archival Storage materials • Acquire and install ICT infrastructure in the regional offices of the Department		√	√	√	√	11,000,000			PRAAD	
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Management and Administration	Management and Administration	Operationalization of the OHCS Sector Medium Term Plan and Budget	Improved linkage between planning and budgeting	√	√	√	√	80,000	0	0	PBMED	NDPC MoF
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Management and Administration	Management and Administration	Review the OHCS Organizational Manual		√	√	√	√	50,000	0	0	F&A	

		Management and Administration	Management and Administration	Rehabilitate OHCS Main Block and Annex (Disability friendly)		√	√	√	√	4,500,000	0	0	F&A	
				Rehabilitate and complete MSD Main Block (Disability friendly)		√	√	√	√	2,000,000	0	0	MSD	
				Renovate Head office building (PRAAD)		√	√	√	√	8,000,000			PRAAD	
				Completion of 3Regional Offices (Sekondi, Tamale, Sunyani)		√	√	√	√	1,700,000			PRAAD	
		Management and Administration	Management and Administration	Provide logistics support for the Office	Sustained integrated training for improved performance	√	√	√	√	2,500,000	0	0	F&A	M&Ds
Build an effective and efficient	Modernise public service	Management and Administration	Management and	Digitising the Record	Improve records	√	√	√	√	2,000,000	0	0	F&A	

Government machinery	institutions for efficiency and productivity		Administration	System in OHCS	management									
				Institute meritorious award system (Section 88 of Civil Service Act)	Enhanced productivity					50,000	0	0	PBMED/ CMD	MoF/CL OGSAG
				Develop and implement Public Relation Policy for the OHCS	Streamline and promote PR communication in OHCS	√	√	√	√	150,000	0	0	F&A	
				Develop and Implement Strategic Communication plan for the Civil Service	Enhanced image for the Civil Service	√	√	√	√	400,000	0	0	F&A	
				Procure 17 Saloon Cars, 15 Pick-ups, 5 Staff Busses, 5 Cross-Country vehicles, 3 Mini Buses and 9 motor bikes	Effective and efficient Transport management	√	√	√	√	8,000,000	0	0	F&A/ PRA AD/ MSD/ CSTC /GSS/ ITS	

		Institutional Development	Records Management	Decongest 300 Records Offices of public institutions	Improved service delivery	√	√	√	√	3,900,000	0	0	PRAAD	
		Institutional Development	Records Management	Dispose of 16,000 scheduled records in the Records Centre and public institutions		√	√	√	√	450,000	0	0	PRAAD	
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Institutional Development	Records Management	Digitize archival holdings of the Department nationwide		√	√	√	√	14,700,000	0	0	PRAAD	
		Institutional Development	Records Management	Transfer 5,000 files to Archives from Records Centre for Accessioning		√	√	√	√	450,000	0	0	PRAAD	
		Institutional Development	Records Management	Develop and review classification systems of 100 public institutions		√	√	√	√	1,000,000	0	0	PRAAD	

						√	√	√	√					
Build an effective and efficient Government machinery	Modernise public service institutions for efficiency and productivity	Institutional Development	Records Management	Monitor and evaluate recordkeeping systems of 300 public institutions		√	√	√	√	1,600,000	0	0	PRAAD	
		Institutional Development	Records Management	Procurement of logistics and other Materials	Increased archival holdings									
				• Conservation and Preservation equipment		√	√	√	√	2,000,000	0	0	PRAAD	
				Archival Storage materials		√	√	√	√	11,000,000			PRAAD	
		Institutional Development	Records Management	Acquire and install ICT infrastructure in the regional offices of the Department		√	√	√		1,000,000	0	0	PRAAD	
Build an effective and efficient Government machinery	Strengthen capacity of research and statistical	Institutional Development	Records Management	Undertake research on emerging trends in the Civil Service	Improve information management systems	√	√	√	√	80,000	0	200,000	RSIMD	M&D's & Ghana Statistical Service

	information management of MDAs and MMDAs													
		Institutional Development	Records Management	Data development and management	Research and data improved for enhanced decision making	√	√	√	√	100,000			RTDD/RSIM	Ministries / Departments
Build an effective and efficient Government machinery	Clarify the roles of institutions to address conflicting mandates and improve coordination	Institutional Development	Institutional Strengthening	Conduct Management Reviews in 27 MDAs and Quasi government institutions	1.Mandates of MDAs clarified 2.Duplications of roles minimized	√	√	√	√	125,100	0	0	MSD	MDAs
		Institutional Development	Institutional Strengthening	Review and integrate IT systems into work processes for 15 MDAs	1.Efficient flow of work and timely delivery of service	√	√	√	√	49,200	0	0	MSD	MDAs
		Institutional Development	Institutional Strengthening	Review 30 organisational Manuals for MDAs	Enhanced accountability and Organizational performance	√	√	√	√	98,400	0	0	MSD	MDAs

Build an effective and efficient Government machinery	Clarify the roles of institutions to address conflicting mandates and improve coordination	Institutional Development	Institutional Strengthening	Conduct Job Inspections to review staffing norms /Establishment Levels for 30 MDAs	1.Optimum and rational utilization of human resource 2.Enhanced Professionalization and specialization 3.HR Planning facilitated	√	√	√	√	127,500	0	0	MSD	MDAs
		Institutional Development	Institutional Strengthening	Review 24 Schemes of Service	1.Effective and efficient Career planning and Management 2.Attraction and retention of highly qualified, motivated staff	√	√	√	√	125,500	0	0	MSD/ CMD	MDAs
Build an effective and efficient	Improve accountability in	Institutional Development	Institutional Strengthening	Carry out operational audit	Assurance of compliance	√	√	√	√	300,000			F&A	

				Activity	Output/Outcome									
Government machinery	public service				to regulations that relates to public financial management									
		Institutional Development	Institutional Strengthening	Employ transparent, fair and competitive procurement process	Obtain value for money	√	√	√	√	800,000			F&A	
Build an effective and efficient Government machinery	Improve accountability in public service	Institutional Development	Institutional Strengthening	Operationalization of CSUs in Ministries and Departments	Enhanced Service delivery in the Civil Service Improved Client Satisfaction Increased stakeholder awareness of public services	√	√	√	√	120,000	0	0	PBMED	M&Ds PSRS
		Institutional Development	Institutional Strengthening	Coordination of PPME/PBME/RSIM Directorates in the Ministries	Systematised/ standardised processes for handling of PPME/RSIM activities in the Service	√	√	√	√	40,000	0	0	PBMED/RSIM	Ministries

Build an effective and efficient Government machinery	Implement comprehensive HR payroll system and database	Human Resource Management	Information Management	Review the activities of the HRMIS, OHCS Database and the IPPD II Systems	Improved decision making and service delivery	√	√	√	√	125,000	0	0	RSIMD	PSC M&D's
		Human Resource Management	Information Management	Update of the OHCS Database		√	√	√	√	0	0	0	RSIMD	
			Information Management	Interact with Political and Bureaucratic Heads and Civil Servants in MDs	Administrative and political interface improved	√	√			400,000			CSC	MDs
			Recruitment and Promotions	Review Category appointments /promotions	Ensure effective leadership in the Civil Service	√	√	√	√	100,000			CSC	PSC
			Performance Management	Review Civil Service APR	New framework for APR available	√	√	√	√	50,000			PBME	MDs, AG,
			Performance Management	Seek for funds and Monitor implementation of PSRS	Monitoring reports and follow-up actions					1,000,000				

4.3   INDICATIVE FINANCIAL STRATEGY

Programme	Total Cost 2018-2021	Expected Revenue				+
		GOG	IGF	Donor	Total revenue	Gap
Management and Administration	18,258,000	16,805,620	0	80,000	16,885,620	**1,372,380**
Human Resource Management	20,298,800	9,839,925	6,258,082	2,700,000	18,538,082	**1,500,793**
Institutional Development	44,268,020	26,483,108	0	0	23,483,108	**20,784,912**
Total	**82,824,820**	**57,128,653**	**7,258,082**	**2,780,000**	**66,166,735**	**23,658,085**

CHAPTER 5

Introduction

The 2018-2021 Annual Action Plan Framework of OHCS contains Activities that will be implemented under each of the Programmes and sub-programmes during the Plan period. The Action Plan Framework therefore constitutes the **operation locus** of OHCS SMTP. It contains Programmes and sub-programme activities (operations), Operational Location, and Time Frame for execution and plan implementation collaborators.

2018 OHCS ANNUAL ACTION PLAN

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Chief Directors Performance Agreement system • Evaluate 2017 Performance of Chief Directors in the Civil Service	Accra	Evaluation undertaken and report produced	Copies of report on 2017 Evaluation of Chief Directors in the Civil Service	√				50,000	0	375,000	PBMED	OoP, PSC CSC, M&Ds DPs
	• Organise awards ceremony for 2017 Best Performed Chief Directors	Accra	Report on the 2016 awards ceremony available	Copy of report on the awards ceremony for 2017 Best Performed Chief Directors		√			125,000	0	250,000	PBMED	OoP, PSC CSC, M&Ds, DPs
Sub-total									**175,000**	**0**	**625,000**		

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**		
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	• Organise Deliverable Hearing exercise	Accra	Report on the 2017 Chief Directors Deliverables Hearing available	2018 Chief Directors Deliverables Hearing Report	√				100,000	0	0	PBMED	M&Ds
	• Sign 2018 Chief Directors' Performance Agreements	Accra	Copy of report on the signing of 2017 Chief Director's Performance Agreements	Report on signing of the 2018 Chief Director's Performance Agreements		√			75,000	0	0	PBMED	OoP, PSC CSC, M&Ds, DPs
	• Conduct mid-year monitoring on deliverables in the CDPA	Accra	Copy of the 2017 Mid-year monitoring report available	Report 2018 mid-year monitoring on deliverables in the CDPA produced		√			50,000	0	0	PBMED	OoP, PSC CSC, M&Ds, DPs
Sub-total									**200,000**	**0**	**0**		

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**		
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Directors and Heads of Department Performance Agreement system • Evaluation of 2017 Directors/Heads of Departments Performance Agreements	Accra	2016 Composite Evaluation Report available	2017 Composite Evaluation Report on Directors/Heads of Departments Performance produced	√				100,000	0	0	PBMED	M&Ds
	• Implementation of 2018 Directors/Heads of Departments Performance Agreements	Accra	Composite report on the signing of 2017 Directors/ HoDs Performance Agreements available	Composite Report on the signing of 2018 Directors/HoDs Performance Agreements produced		√			0	0	0	PBMED	M&Ds
	Coordination of the implementation of the Civil Service component of the	Nationwide	Draft PSRS being validated	Implementation Report produced, Impact Survey Report					500,000	0	24,000,000	PBMED	M&Ds

	Public Sector Reform Strategy												
Sub-total									**100,000**	**0**	**0**		

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Production of Civil Service Annual Performance Reports • Production of 2017 Civil Service Annual Performance Report	Accra	2016 CSAPR published and distributed to key stakeholders	2017 CSAPR produced	√				100,000	0	0	PBMED	M&Ds
	• Preparation for 2018 CSAPR	Accra	Guidelines for the preparation of MDAs 2017 APR available 2017 CSAPR published	Report on sensitization workshop Guidelines for the preparation of MDAs 2018 APR				√	25,000	0	0	PBMED	M&Ds
Sub-total									**125,000**	**0**	**0**		

2018 OHCS ANNUAL ACTION PLAN

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Operationalization of CSUs in Ministries and Departments • Production of 2018 mid and end of year reports	Accra	2017 mid and end of year reports available	2018 mid and end of year reports on CSUs produced			√	√	10,000	0	0	PBMED	M&Ds PSRS
	• Monitor and produce report on compliance with service delivery standards of Ministries	Accra	Template for monitoring available	Monitoring report on compliance with service delivery standards produced					20,000	0	0	PBMED	M&Ds PSRS
	Develop and implement Civil Service wide anti-corruption program		OHCS Member of NACAP	Anti-corruption competitions instituted Anti-corruption Educational materials distributed					300,000	0	0	RTDD	M&D, CHRAJ/ PBMED
Sub-total										**0**	**0**		

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	2nd	3rd	4th	**GoG**	**IGF**	**Donor**	**Lead**	**Collab.**
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Strengthening of PPME/PBME Directorates in the Ministries • Organise meetings with PPME/PBME Directors in Ministries	Accra	NIL	Minutes of meetings prepared	√	√	√	√	10,000	0	0	PBMED	Ministries
Programme 1: Management and Administration **Sub-Programme 1:** Management and Administration	Operationalization of the OHCS Sector Medium Term Plan and Budget • Produce quarterly reports on the implementation of the OHCS SMTDP	Accra	Copy of 2017 end of year report	quarterly reports on the implementation of the OHCS SMTDP Copy of quarterly reports		√	√	√	0	0	0	PBMED	NDPC
Sub-total										**0**	**0**		

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability														
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**		
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collab.**
Programme 1: Management and Administration **Sub-Programme 1:** Management and Administration	• Produce monthly reports on OHCS 2018 IGF	Accra	Monthly reports on OHCS 2017 IGF produced and submitted to MoF	2018 monthly IGF reports produced	√	√	√	√	0	0	0	PBMED	MoF
	• Prepare OHCS 2019-2022 Budget	Accra	OHCS 2018-2021 Budget	Copy of OHCS 2019-2022 Budget			√	√	37,500	0	0	PBMED	MoF
Sub-total									**37,500**	**0**	**0**		

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Human Resource Management/ Information Management	**Collect, update & digitize personnel records of all Civil Servants** • Procure six (6) fireproof cabinets • Procure two (2) aluminium step ladders	Accra	-	Cabinets step ladders purchased & installed		√	√	√	34,500	0	0	CMD	
	• Collect and update personnel records on Civil Servants in six ministries and their departments	Accra	-	Updated files available			√	√	20,000	0	0	CMD	
Human Resource Development	**Develop and operationalize succession planning regime in the Civil Service** • Strengthening of HR Directorates in the Ministries	Accra	-	Minutes available		√		√	20,000.	0	0	CMD	
	• Organise meetings with Heads of Departments on Succession Planning Regime	Accra	-	Minutes available			√		20,000	0	0	CMD	

	Review, implement and Monitor SPAR • Undertake ten (10) days monitoring exercise and report on the status of the 2017/2018 SPAR	Accra	Monitoring report on 2016 SPAR	Monitoring report available			√	√	20,000	0	0	CMD	
Sub-total									**000**	**0**	**0**		

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability														
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programmes and Sub-programmes	**Annual Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**		
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**	
Human Resource Management	Review the activities of the HRMIS	ACCRA	Draft establishment ceiling available	Status report on the HRMIS	√	√	√	√	22,902	0	200,000	RSIM	PSC	
Training and Development	Train ninety (90) IPPD preparing officers in the MDA's	ACCRA	Two hundred (200) preparing officers and authorizers trained	IPPD Training Report	√		√		46,000	0	0	RSIM		
	Train one hundred (100) officers on information sharing and knowledge Management	ACCRA	Twenty (20) Officers trained on the OHCS database	Training Report		√	√		21,000	0	0	RSIM	M&D's	
	Train fifteen(15) Officers on Research methodology	ACCRA		Training Report	√				7,000	0	0	RSIM	Ghana Statistical Service	
	Undertake Research on emerging trends in the Civil Service				√	√	√	√	7,000			RSIM	Ghana Statistical Service	

	Maintain and service seventy (70) computers and accessories and network infrastructure	ACCRA	Thirty five (35) computers maintained and serviced	Maintenance report	√	√	√	√		2,000	0	0	RSIM	
	ICT technical support													
	Procure operating systems, ,anti-virus and office suit for computers and accessories	ACCRA		Installation Report	√					0.00			RSIM	
	TOTAL									105,050	0	200,0 00		

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Human Resource Management	Organize recruitment/ replacement of Officers into the Civil Service	Accra	-	Annual Recruitment Report	√	√	√	√	400,000			RTDD	Ministries / Departments
	Organize Induction Training for Officers in the Civil Service	Accra	281 Officers Inducted	Induction Report		√	√		100,000			RTDD	Ministries / Departments
Human Resource Management	Facilitate personal development for Civil Servants for enhanced capacity	Accra	43 officers granted Study Leave	Annual Study Leave Assessment Report	√	√	√	√	60,000			RTDD	Ministries / Departments
Training and Development	Conduct Training Impact Surveys	Accra	2 impact Surveys conducted	Training Impact Report		√		√	200,000			RTDD	CSTC/GSS /ITS/ Ministries/ Departments / RSIM
	Organize Professional /promotional examinations for Secretaries in the Civil Service	Accra, Ho, Kumasi, Koforidua, Tamale	2 professional/ promotional examination conducted	Annual Assessment/Examiners Report		√		√	300,000			RTDD	CSTC/GSS /ITS/
	Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra	8 TNA conducted	TNA Report	√			√	250,000			RTDD	CSTC/GSS /ITS/RSIM

	Design and review training programmes for skills acquisition	Accra	32 Courses designed and reviewed	Training Manuals	√	√			200,000			RTDD	CSTC/GSS /ITS
	Organize Service-Wide Scheme of Service and new training programs for Civil Servants	Accra	3100 Civil Servants trained, 44 Workshops, Seminars and Conferences organised	Training Report	√	√	√	√	4,000,000			RTDD	CSTC/GSS /ITS
	Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	Merger Framework developed	Reports on the Merger of the Training Institutions	√	√	√	√	250,000			RTDD	CSTC/GSS /ITS
	Review and implement training programmes to include anti-corruption and attitudinal change programmes	Accra	Feasibility study conducted	Training report and Client service surveys	√	√	√	√	200,000			RTDD	CSTC/GSS /ITS
	Implement Electronic Data Management System for Training	Accra	Feasibility study conducted	Implementation report e-learning portal Data availability	√	√	√	√	80,000			RTDD	CSTC/GSS /ITS/RSIM

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programmes and Sub-programmes	**Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**		
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collaborating**	
Programme 1: Human Resource Management	Interact with Political and Bureaucratic Heads and Civil Servants in MDs	Accra	Council inaugurated	Reports on familiarization available	√	√	√	√	100,000			CSC	M&Ds
Sub-programme: Performance Management	Review appointments /promotions	Accra	Appointments /promotion documents available	Administrative and political interface improved Ensure effective leadership in the CS	√	√	√	√	50,000			CSC	M&Ds
Sub Programme 2: Recruitment and Promotions	Review Civil Service APR	Accra		New framework for APR available	√	√	√	√	50,000			CSC	M&Ds
Sub-programme 2: Performance Management	Review Civil Service ACT 1993 (PNDCL 327) And administrative instructions	Accra	Civil Service ACT 1993 (PNDCL 327) Available	Improve regulatory framework	√	√	√	√	100,000			CSC	M&Ds

| Seek for funds and Monitor implementation of PSRS | Accra | Council inaugurated

Evidence gathering visits to M&DS | Monitoring reports and follow-up actions | √ | √ | √ | √ | 1,000,000 | | | CSC | M&Ds |

2018 OHCS ANNUAL ACTION PLAN

Adopted OHCS Goal(s): Building Effective, Efficient And Dynamic Institutions For Development													
Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 1: Management and Administration Sub-Programme 1: Management and Administration Sub-Programme 3: Improve Records Management	Review the OHCS Organizational Manual	Accra	Existing Organizational Manual	OHCS Organizational Manual Available	√	√	√	√	60,000	0	0	F&A	
	Procure Two Saloon Cars and one Bus	Accra	Six unserviceable vehicles	Saloon cars available	√	√	√	√	1,000,000	0	0	F&A	PSCMD
	Rehabilitate OHCS Main Block and Annex (disability friendly)	Accra	OHCS Main Block and Annex	Monitoring Report and Minutes of site meetings	√	√	√	√	2,000,000	0	0	F&A	
	Sanitisation of ministerial enclaves: Develop and implement ministerial enclave improvement plan	Accra	Committee in place	Monitoring Report Improved security and work environment					5,000,000			F&A,	Works & Housing, Roads & Highways, MoF
	Provide Logistics for the smooth running of the Office	Accra	2017 Procurement plan	Signed Work Orders and Invoices	√	√	√	√	800,000	0	0	F&A	

	Training of Key Records personnel	Accra	OHCS Records personnel	Records Personnel Trained	√	√	√	√	25,000	0	0	F&A	
	Decongestion of OHCS Administrative Records Center	Accra	OHCS Administrative Records Centre	First phase of decongestion completed	√	√	√	√	40,000	0	0	F&A	
	Digitalising the Record System in OHCS	Accra	Manual Records system	Minutes of Consultation meetings available	√	√	√	√	500,000	0	0	F&A	
	Develop and Implement Strategic Communication plan for the Civil Service	Accra		Committee constituted and minutes of meetings available	√	√	√	√	100,000	0	0	F&A	
	Develop and implement OHCS transport policy	Accra		OHCS Transport Policy Available	√	√	√	√	10,000	0	0	F&A	
	Review and implement Sanctions and Rewards	Accra	2017 Performance Report	Committee on Reward and Sanctions constituted and minutes of meetings available	√	√	√	√	50,000	0	0	F&A	
	Facilitate foreign travels	Accra		Reports on foreign travels available	√	√	√	√	13,000	0	0	F&A	
Programme 2: Human Resource Management Sub-Programme 2:	Training of OHCS staff	Accra	OHCS Staff	Training reports available	√	√	√	√	400,000	0	0	F&A	
	Review and Implement OHCS Welfare Policy	Accra	OHCS Welfare Committee	Minutes of Committee meetings available	√	√	√	√	125,000	0	0	F&A	

Personnel Management	Implement OHCS Communicable disease & wellbeing Work place policy document	Accra	2009 Civil Service Workplace HIV/AIDS Policy	OHCS Workplace HIV/AIDS Policy Available	√	√	√	√	40,000	0	0	F&A	
Programme 3: Institutional Development Sub- Programme 3: Institutional Strengthening	Carry out operational audit	Accra		Constituted Audit Committee reports available	√	√	√	√	70,000	0	0	F&A	
	Employ transparent, fair and competitive procurement process	Accra		Procurement plan available Minutes of ETC meetings available	√	√	√	√	60,000	0	0	F&A	
Sub-total										**0**	**0**		

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programmes and Sub-programmes	**Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**		
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collaborating**	
Programme 1: Human Resource Management Sub-programme: Performance Management	Audit/monitor activities in the M&Ds • Assess 2017 monitoring/audit report • Assess the level of efficiency and compliance to the public procurement law and regulations in 20 MDAs	Nationwide	Copy of the 2017 monitoring report available	Report on 2018 monitoring exercise in the M&Ds produced 20 PSCM Monitoring report written and printed	√	√	√		1,000,000			PSCMD	M&Ds	
		Nationwide	2017 monitoring report findings and recommendations	20 2018 PSCM Monitoring report written and printed		√	√	√	0	0	0	PSCMD	M&Ds	
Programme 2: Human Resource Management	Training sessions and workshops			Report written and documented	√	√	√	√	500,000			PSCMD	WB ADB PPA MOF	

Sub-programme 2: Performance Management	Update skills of procurement and supply chain management professionals in the Civil Service	Accra	2017 report on training sessions.	Reports prepared and printed and impact assessed.									
	Develop procurement training modules for the Civil Service	Accra	Back to the office report for 2017	Paper presented to the Head of Service through CD on training modules	√	√	√	√	1,000,000			PSCMD	OHCS
	Improving the strategic management role of the Civil Service Council	Accra	Council inaugurated Evidence gathering visits to M&DS		√	√	√	√	1,000,000			CSC	M&Ds

2018 OHCS ANNUAL ACTION PLAN

Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedules				Indicative Budget			Implementing agency	
Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**													
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Programme 3. Institutional Development Sub-Programme 1. Institutional Strengthening	Conduct Management Reviews in 7 MDAs and Quasi government institutions	Accra	Copies of the number of Management Review reports for 2017	Number of completed Management Review reports available	√	√	√	√	25,000	0	0	MSD	MDAs
	Develop work processes for 3 MDAs	Accra	The number of copies of Work Processes Development reports prepared for 2017	Number of completed reports on development of Work Process for MDAs	√	√	√		10,000	0	0	MSD	MDAs
	Review 30 organisational Manuals for MDAs	Nationwide	The number of copies of Organizational Manuals reviewed for MDAs in 2017	Number of completed reports on Organization Manuals reviewed for MDAs	√	√	√	√	20,000	0	0	MSD	MDAs

Sub-total	55,000	0	0		

2018 OHCS ANNUAL ACTION PLAN

					Quarterly Time Schedules				Indicative Budget			Implementing agency	
Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**													
Programmes and Sub-programmes	**Activities (Operations)**	**Location**	**Baseline**	**Output Indicators**	**1st**	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Programme 3. Institutional Development Sub-Programme 1. Institutional Strengthening	Conduct Job Inspections to review staffing norms /Establishment Levels for 7 MDAs	Nationwide	Copies of the Reports of 2017 Job Inspections conducted on MDAs available	Number of completed Job Inspection Reports Produced	√	√	√	√	25,000	0	0	MSD	MDAs
	Review 6 Schemes of Service	Nationwide	Copies of the number of Schemes of Service developed for MDAs in 2017 available	Number of completed Scheme of Service report produced	√	√	√	√	25,000	0	0	MSD	MDAs
	Develop Capacity of 40 staff		Copies of 2017 training reports available	Reports on the types of training staff received	√	√	√		40,000	0	0	MSD	CSTC

Activities	Location	Baseline	Output Indicators	1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Rehabilitate MSD Main Block (disability friendly)	Accra	MSD Main Block	Monitoring Report and Minutes of site meetings	√	√	√	√	1,000,000	0	0	MSD	
Procure Three Pick-Ups and one Salon Cars	Accra	One Pick-Up						1,000,000				

2018 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.												
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Programme 3. Institutional Development Sub-Programme 2. Records Management	Decongest 25 Records Offices of public institutions	nationwide	Records offices congested with records	25 Records offices Decongested		√	√	√	726,180	0	0	PRAAD	
	Dispose of 4,000 boxes of scheduled records in the Records Centre and public institutions	nationwide	4,000 records in the Records Centre due for disposal	Archival records disposed	√	√	√	√	80,000	0	0	PRAAD	
	Digitize archival holdings of the Department nationwide	nationwide	Archival Record are all paper based	20% of Archival holdings digitized			√	√	5,800,000	0	0	PRAAD	
	Organise two (2) public exhibitions	nationwide	One exhibition organised	Two exhibitions Organised		√		√	200,000	0	0	PRAAD	
	Transfer 500 boxes of records (2000 files) to Archives for Accessioning	Accra	2000 files to be transferred to the archives	2000 files transferred to archives for accessioning	√	√	√	√	100,000	0	0	PRAAD	
	Organise training workshop on Records	Nationwide	Basic records management skill		√	√	√	√		0	0	PRAAD	

Management for public institutions			Training workshop organised					325,000				
Facilitate the retrieval of GoG contracts	nationwide	GoG contract kept by public Institutions	10% of GoG contracts retrieved	√	√	√	√	100,000	0	0	PRAAD	
Monitor and evaluate recordkeeping systems of 75 public institutions	Nationwide	Records Offices of public Institutions	Recordkeeping systems of 75 Public Institutions Monitored and evaluated	√	√	√	√	250,000	0	0	PRAAD	
Develop and review classification systems of 25 public institutions		Classification systems due for review	Systems of 25 public Institutions developed and reviewed	√	√	√	√	210,000	0	0	PRAAD	
<u>Procurement of logistics and other Materials</u>				√	√	√	√					
• Conservation and Preservation equipment	Nationwide	Outdated conservation and preservation equipment	20% Conservation and Preservation equipment acquired					800,000	0	0	PRAAD	
• Archival Storage materials (Shelves ,Acid free Archival boxes)	Nationwide	Inadequate shelves & and acid free boxes	15% Archival storage materials acquired	√	√	√	√	5,000,000	0	0	PRAAD	
• Acquire and install ICT infrastructure in the Department nationwide	nationwide	20 working desktop computers and accessories available	15% ICT infrastructure acquired and installed nationwide	√	√	√	√	300,000	0	0	PRAAD	
• Acquire Seven (7) Pick-up Vehicles for National and Regional Offices for field work	nationwide	Four Pick-up vehicles	Seven pick-up vehicles acquired for the national and regional offices	√	√	√	√	1,776,924	0	0	PRAAD	

				√	√	√	√	300,000	0	0	PRAAD	
• Acquire one (1) mini-bus for the head office	Accra	No mini-Bus	One Mini-bus Procured									
Trainings & workshops • Organise two meetings for Records Advisory Committee Annually		Advisory Committee constituted	Two (2) Advisory Committee meetings organised	√	√	√	√	50,000	0	0	PRAAD	
• Attend scheme of service and other competence based training programmes	Nationwide	10% of staff have attended Scheme of Service Training	30% of PRAAD Staff sponsored and scheme of service attended	√	√	√	√	120,000	0	0	PRAAD	
• Organise training workshop for staff in ICT applications	Nationwide	Low staff capacity in ICT Applications	Training workshop in ICT organised	√	√	√	√	65,000	0	0	PRAAD	
• Organise workshop to review procedure manuals on records management	Accra	Records management procedure manuals outdated	Records Management procedures manual Reviewed	√	√	√	√	1,200,000	0	0	PRAAD	
• Participate in International conference/worksh op on archives and record management for 5 staff annually • Organise sensitization	Outside Ghana	No Staff have participated in International Archives Conference	Conference/ workshop attended by four (5) staff	√	√	√	√	195,000	0	0	PRAAD	

	workshops on the State Property and Contract Act, 1960 (CA.60) for heads of public institutions	Nationwide	No sensitization conducted	Two (2) Sensitization workshop organised	√	√	√	√	450,000	0	0	PRAAD
	Initiate the process for Review of PRAAD's Legal framework	Accra	Outdated legal framework	Process initiated	√	√	√	√	20,000	0	0	PRAAD
	Recruitment and Replacement of Professional staff	nationwide	157 records officers	Professional Staff recruited (increased by 20%)	√	√	√	√	1,500,000	0	0	PRAAD
	Construction Works • Renovate Head office building	Accra	Existing Building	Office building renovated by 20%			√	√	8,000,000	0	0	PRAAD
	• Sunyani Regional Office	Sunyani	Land already acquired	10% completion of the construction works	√	√	√	√	1,700,000	0	0	PRAAD
TOTAL									**29,718,104.00**			

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Chief Directors Performance Agreement system • Evaluate 2018 Performance of Chief Directors in the Civil Service	Accra	Evaluation undertaken and report produced	Copies of report on 2018 Evaluation of Chief Directors in the Civil Service	√				50,000	0	375,000	PBMED	OoP, PSC CSC, M&Ds DPs
	• Organise awards ceremony for 2018 Best Performed Chief Directors	Accra	Report on the 2017 awards ceremony available	Copy of report on the awards ceremony for 2018 Best Performed Chief Directors		√			125,000	0	250,000	PBMED	OoP, PSC CSC, M&Ds, DPs
Sub-total									**175,000**	**0**	**625,000**		

Thematic Area: governance, Corruption and Public Accountability														
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.	
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	• Organise Deliverable Hearing exercise	Accra	Report on the 2018 Chief Directors Deliverables Hearing available	2019 Chief Directors Deliverables Hearing Report	√				100,000	0	0	PBMED	M&Ds	
	• Sign 2019 Chief Directors' Performance Agreements	Accra	Copy of report on the signing of 2017 Chief Director's Performance Agreements	Report on signing of the 2019 Chief Director's Performance Agreements		√			75,000	0	0	PBMED	OoP, PSC CSC, M&Ds, DPs	
	• Conduct mid-year monitoring on deliverables in the CDPA	Accra	Copy of the 2018 Mid-year monitoring report available	Report 2019 mid-year monitoring on deliverables in the CDPA produced		√			50,000	0	0	PBMED	OoP, PSC CSC, M&Ds, DPs	
Sub-total									**200,000**	**0**	**0**			

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Directors and Heads of Department Performance Agreement system • Evaluation of 2018 Directors/Heads of Departments Performance Agreements	Accra	2017 Composite Evaluation Report available	2018 Composite Evaluation Report on Directors/Heads of Departments Performance produced	√				100,000	0	0	PBMED	M&Ds
	• Implementation of 2019 Directors/Heads of Departments Performance Agreements	Accra	Composite report on the signing of 2018 Directors/ HoDs Performance Agreements available	Composite Report on the signing of 2019 Directors/HoDs Performance Agreements produced		√			0	0	0	PBMED	M&Ds
	Coordination of the implementation of the Civil Service component of the	Nationwide	Draft PSRS being validated	Implementation Report produced, Impact Survey Report					500,000	0	24,000,000	PBMED	M&Ds

	Public Sector Reform Strategy												
Sub-total									**100,000**	**0**	**0**		

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Production of Civil Service Annual Performance Reports • Production of 2018 Civil Service Annual Performance Report	Accra	2017 CSAPR published and distributed to key stakeholders	2018 CSAPR produced	√				100,000	0	0	PBMED	M&Ds
	• Preparation for 2019 CSAPR	Accra	Guidelines for the preparation of MDAs 2018 APR available 2018 CSAPR published	Report on sensitization workshop Guidelines for the preparation of MDAs 2019 APR				√	25,000	0	0	PBMED	M&Ds
Sub-total									**125,000**	**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Operationalization of CSUs in Ministries and Departments • Production of 2019 mid and end of year reports	Accra	2018 mid and end of year reports available	2019 mid and end of year reports on CSUs produced			√	√	10,000	0	0	PBMED	M&Ds PSRS
	• Monitor and produce report on compliance with service delivery standards of Ministries	Accra	Template for monitoring available	Monitoring report on compliance with service delivery standards produced					20,000	0	0	PBMED	M&Ds PSRS
	Develop and implement Civil Service wide anti-corruption program		OHCS Member of NACAP	Anti-corruption competitions instituted Anti-corruption Educational materials distributed					300,000	0	0	RTDD	M&D, CHRAJ/ PBMED
Sub-total										**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Institutional Development **Sub-Programme 3:** Institutional Strengthening	Strengthening of PPME/PBME Directorates in the Ministries • Organise meetings with PPME/PBME Directors in Ministries	Accra	NIL	Minutes of meetings prepared	√	√	√	√	10,000	0	0	PBMED	Ministries
Programme 1: Management and Administration **Sub-Programme 1:** Management and Administration	Operationalization of the OHCS Sector Medium Term Plan and Budget • Produce quarterly reports on the implementation of the OHCS SMTDP	Accra	Copy of 2018 end of year report	quarterly reports on the implementation of the OHCS SMTDP Copy of quarterly reports		√	√	√	0	0	0	PBMED	NDPC
Sub-total										**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 1: Management and Administration **Sub-Programme 1:** Management and Administration	• Produce monthly reports on OHCS 2019 IGF	Accra	Monthly reports on OHCS 2018 IGF produced and submitted to MoF	2019 monthly IGF reports produced	√	√	√	√	0	0	0	PBMED	MoF
	• Prepare OHCS 2020-2022 Budget	Accra	OHCS 2019-2021 Budget	Copy of OHCS 2020-2022 Budget			√	√	37,500	0	0	PBMED	MoF
Sub-total									**37,500**	**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Programmes & Sub-programmes	Activities (operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Human Resource Management / Information Management	**Collect, update & digitize records of all Civil Servants** • Procure five computers & accessories and three scanners and one photocopy machine	Accra	-	Five computers and accessories and three scanners and one photocopy machine procured		√	√	√	65,000	0	0	CMD	
	• Collect and update personnel records Civil Servants in fifteen (15) ministries and their departments	Accra	Report on the 2018 exercise to update personnel records of staff	Personnel records updated		√	√	√	20,000	0	0	CMD	
Recruitment & Promotions	**Digitize promotion interviews in the Civil Service** • Develop a proposal on the digitization of promotion interviews in the Civil Service	Accra	-	Proposal available			√		10,000	0	0	CMD	
	• Procure six (6) tablets to facilitate promotion interviews	Accra	-	Tablets procured				√	24,000	0	0	CMD	
Sub-total									,000	**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Human Resource Development	Strengthening of HR Directorates in the Ministries	Accra	Minutes of 2018 meeting with HR Directors	Minutes available		√		√	20,000.	0	0	CMD	
Performance Management	**Develop and operationalize succession planning regime in the Civil Service** •Organise monitoring visits to Departments on the status of the succession planning regime	Accra	Minutes of meeting with Heads of Departments on the succession planning template	Minutes available			√		20,000	0	0	CMD	
	Review, implement and Monitor SPAR • Undertake ten (10) days monitoring exercise and report on the status of the SPAR	Accra	Monitoring report on the 2017 SPAR	Monitoring report available			√	√	25,000	0	0	CMD	
Human Resource Development	**Review Civil Service Act 1993 (PNDCL 327) Administrative Instructions.**	Accra	Civil Service Act 1993 (PNDCL 327)	Draft available		√	√	√	20,000	0	0	CMD CSC	

Institutional Strengthening	Examine the Civil Service Act 1993 (PNDCL 327) and the Administrative Instructions and submit draft document		Administrative Instructions.												
Sub-total											**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes and Sub-programmes	Annual Activities	Location	Baseline	Output Indicators	Quarterly Time Schedules				Indicative Budget			Implementing agency	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Human Resource Management	Review the activities of the HRMIS	ACCRA	Draft establishment ceiling available	Status report on the HRMIS	√	√	√	√	22,902	0	200,000	RSIM	PSC
Training and Development	Train ninety (90) IPPD preparing officers in the MDA's	ACCRA	Two hundred (200) preparing officers and authorizers trained	IPPD Training Report	√		√		46,000	0	0	RSIM	
	Train one hundred (100) officers on information sharing and knowledge Management	ACCRA	Twenty (20) Officers trained on the OHCS database	Training Report		√	√		21,000	0	0	RSIM	M&D's
	Train fifteen(15) Officers on Research methodology	ACCRA		Training Report	√				7,000	0	0	RSIM	Ghana Statistical Service
	Undertake Research on emerging trends in the Civil Service				√	√	√	√	7,000			RSIM	Ghana Statistical Service

	Maintain and service seventy (70) computers and accessories and network infrastructure	ACCRA	Thirty five (35) computers maintained and serviced	Maintenance report	√	√	√	√		2,000	0	0	RSIM	
	ICT technical support													
	Procure operating systems, ,anti-virus and office suit for computers and accessories	ACCRA		Installation Report	√					0.00			RSIM	
	TOTAL									105,050	0	200,0 00		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Human Resource Management	Organize recruitment/ replacement of Officers into the Civil Service	Accra	-	Annual Recruitment Report	√	√	√	√	400,000			RTDD	Ministries / Departments
	Organize Induction Training for Officers in the Civil Service	Accra	281 Officers Inducted	Induction Report		√	√		100,000			RTDD	Ministries / Departments
Human Resource Management	Facilitate personal development for Civil Servants for enhanced capacity	Accra	43 officers granted Study Leave	Annual Study Leave Assessment Report	√	√	√	√	60,000			RTDD	Ministries / Departments
Training and Development	Conduct Training Impact Surveys	Accra	2 impact Surveys conducted	Training Impact Report		√		√	200,000			RTDD	CSTC/GSS /ITS/ Ministries/ Departments / RSIM
	Organize Professional /promotional examinations for Secretaries in the Civil Service	Accra, Ho, Kumasi, Koforidua, Tamale	2 professional/ promotional examination conducted	Annual Assessment/Examiners Report		√		√	300,000			RTDD	CSTC/GSS /ITS/
	Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra	8 TNA conducted	TNA Report	√			√	250,000			RTDD	CSTC/GSS /ITS/RSIM

Activity	Location	Output	Means of Verification	Q1	Q2	Q3	Q4	Budget			Responsible	Collaborators
Design and review training programmes for skills acquisition	Accra	32 Courses designed and reviewed	Training Manuals	√	√			200,000			RTDD	CSTC/GSS /ITS
Organize Service-Wide Scheme of Service and new training programs for Civil Servants	Accra	3100 Civil Servants trained, 44 Workshops, Seminars and Conferences organised	Training Report	√	√	√	√	4,000,000			RTDD	CSTC/GSS /ITS
Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	Merger Framework developed	Reports on the Merger of the Training Institutions	√	√	√	√	250,000			RTDD	CSTC/GSS /ITS
Review and implement training programmes to include anti-corruption and attitudinal change programmes	Accra	Feasibility study conducted	Training report and Client service surveys	√	√	√	√	200,000			RTDD	CSTC/GSS /ITS
Implement Electronic Data Management System for Training	Accra	Feasibility study conducted	Implementation report e-learning portal Data availability	√	√	√	√	80,000			RTDD	CSTC/GSS /ITS/RSIM

2019 OHCS ANNUAL ACTION PLAN

Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**													
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Programme 1: Human Resource Management	Interact with Political and Bureaucratic Heads and Civil Servants in MDs	Accra	Council inaugurated	Reports on familiarization available	√	√	√	√	100,000			CSC	M&Ds
Sub-programme: Performance Management	Review appointments /promotions	Accra	Appointments /promotion documents available	Administrative and political interface improved Ensure effective leadership in the CS	√	√	√	√	50,000			CSC	M&Ds
Sub Programme 2: Recruitment and Promotions	Review Civil Service APR	Accra		New framework for APR available	√	√	√	√	50,000			CSC	M&Ds
Sub-programme 2: Performance Management	Review Civil Service ACT 1993 (PNDCL 327) And administrative instructions	Accra	Civil Service ACT 1993 (PNDCL 327) Available	Improve regulatory framework	√	√	√	√	100,000			CSC	M&Ds

| | Seek for funds and Monitor implementation of PSRS | Accra | Council inaugurated

Evidence gathering visits to M&DS | Monitoring reports and follow-up actions | √ | √ | √ | √ | 1,000,000 | | | CSC | M&Ds |

2019 OHCS ANNUAL ACTION PLAN

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 1: Management and Administration Sub-Programme 1: Management and Administration Sub-Programme 3: Improve Records Management	Review the OHCS Organizational Manual	Accra	Existing Organizational Manual	OHCS Organizational Manual Available	√	√	√	√	60,000	0	0	F&A	
	Procure Two Saloon Cars and one Bus	Accra	Six unserviceable vehicles	Saloon cars available	√	√	√	√	1,000,000	0	0	F&A	PSCMD
	Rehabilitate OHCS Main Block and Annex (disability friendly)	Accra	OHCS Main Block and Annex	Monitoring Report and Minutes of site meetings	√	√	√	√	2,000,000	0	0	F&A	
	Sanitisation of ministerial enclaves: Develop and implement ministerial enclave improvement plan	Accra	Committee in place	Monitoring Report Improved security and work environment					5,000,000			F&A,	Works & Housing, Roads & Highways, MoF
	Provide Logistics for the smooth running of the Office	Accra	2018 Procurement plan	Signed Work Orders and Invoices	√	√	√	√	800,000	0	0	F&A	
	Training of Key Records personnel	Accra	OHCS Records personnel	Records Personnel Trained	√	√	√	√	25,000	0	0	F&A	

	Decongestion of OHCS Administrative Records Center	Accra	OHCS Administrative Records Centre	First phase of decongestion completed	√	√	√	√	40,000	0	0	F&A	
	Digitalising the Record System in OHCS	Accra	Manual Records system	Minutes of Consultation meetings available	√	√	√	√	500,000	0	0	F&A	
	Develop and Implement Strategic Communication plan for the Civil Service	Accra		Committee constituted and minutes of meetings available	√	√	√	√	100,000	0	0	F&A	
	Develop and implement OHCS transport policy	Accra		OHCS Transport Policy Available	√	√	√	√	10,000	0	0	F&A	
	Review and implement Sanctions and Rewards	Accra	2017 Performance Report	Committee on Reward and Sanctions constituted and minutes of meetings available	√	√	√	√	50,000	0	0	F&A	
	Facilitate foreign travels	Accra		Reports on foreign travels available	√	√	√	√	13,000	0	0	F&A	
Programme 2: Human Resource Management Sub-Programme 2: Personnel Management	Training of OHCS staff	Accra	OHCS Staff	Training reports available	√	√	√	√	400,000	0	0	F&A	
	Review and Implement OHCS Welfare Policy	Accra	OHCS Welfare Committee	Minutes of Committee meetings available	√	√	√	√	125,000	0	0	F&A	
	Implement OHCS Communicable	Accra	2009 Civil Service Workplace	OHCS Workplace HIV/AIDS	√	√	√	√	40,000	0	0	F&A	

	disease & wellbeing Work place policy document		HIV/AIDS Policy	Policy Available									
Programme 3: Institutional Development	Carry out operational audit	Accra		Constituted Audit Committee reports available	√	√	√	√	70,000	0	0	F&A	
Sub-Programme 3: Institutional Strengthening	Employ transparent, fair and competitive procurement process	Accra		Procurement plan available Minutes of ETC meetings available	√	√	√	√	60,000	0	0	F&A	
Sub-total										**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Programme 1: Human Resource Management Sub-programme: Performance Management	Audit/monitor activities in the M&Ds • Assess 2018 monitoring/audit report • Assess the level of efficiency and compliance to the public procurement law and regulations in 20 MDAs	Nationwide	Copy of the 2018 monitoring report available	Report on 2019 monitoring exercise in the M&Ds produced 20 PSCM Monitoring report written and printed	√	√	√		1,000,000			PSCMD	M&Ds
		Nationwide	2018 monitoring report findings and recommendations	20 2019 PSCM Monitoring report written and printed		√	√	√	0	0	0	PSCMD	M&Ds
Programme 2: Human Resource Management	Training sessions and workshops			Report written and documented	√	√	√	√	500,000			PSCMD	WB ADB PPA MOF

Sub-programme 2: Performance Management	Update skills of procurement and supply chain management professionals in the Civil Service	Accra	2017 report on training sessions.	Reports prepared and printed and impact assessed.									
	Develop procurement training modules for the Civil Service	Accra	Back to the office report for 2018	Paper presented to the Head of Service through CD on training modules	√	√	√	√	1,000,000			PSCMD	OHCS
	Improving the strategic management role of the Civil Service Council	Accra	Council inaugurated Evidence gathering visits to M&DS		√	√	√	√	1,000,000			CSC	M&Ds

2019 OHCS ANNUAL ACTION PLAN

Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedules				Indicative Budget			Implementing agency	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Programme 3. Institutional Development Sub-Programme 1. Institutional Strengthening	Conduct Management Reviews in 7 MDAs and Quasi government institutions	Accra	Copies of the number of Management Review reports for 2017	Number of completed Management Review reports available	√	√	√	√	25,000	0	0	MSD	MDAs
	Develop work processes for 3 MDAs	Accra	The number of copies of Work Processes Development reports prepared for 2017	Number of completed reports on development of Work Process for MDAs	√	√	√		10,000	0	0	MSD	MDAs
	Review 30 organisational Manuals for MDAs	Nationwide	The number of copies of Organizational Manuals reviewed for MDAs in 2017	Number of completed reports on Organization Manuals reviewed for MDAs	√	√	√	√	20,000	0	0	MSD	MDAs
Sub-total									**55,000**	**0**	**0**		

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Activities (Operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**	
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Programme 3. Institutional Development Sub-Programme 1. Institutional Strengthening	Conduct Job Inspections to review staffing norms /Establishment Levels for 7 MDAs	Nationwide	Copies of the Reports of 2017 Job Inspections conducted on MDAs available	Number of completed Job Inspection Reports Produced	√	√	√	√	25,000	0	0	MSD	MDAs
	Review 6 Schemes of Service	Nationwide	Copies of the number of Schemes of Service developed for MDAs in 2017 available	Number of completed Scheme of Service report produced	√	√	√	√	25,000	0	0	MSD	MDAs
	Develop Capacity of 40 staff		Copies of 2017 training reports available	Reports on the types of training staff received	√	√	√		40,000	0	0	MSD	CSTC

	Rehabilitate MSD Main Block (disability friendly)	Accra	MSD Main Block	Monitoring Report and Minutes of site meetings	√	√	√	√	1,000,000	0	0	MSD	
	Procure Three Pick-Ups and one Salon Cars	Accra	One Pick-Up						1,000,000				

2019 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.														
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**				**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG**	**IGF**	**Donor**		**Lead**	**Coll.**
Programme 3. Institutional Development Sub-Programme 2. Records Management	Decongest 25 Records Offices of public institutions	nationwide	Records offices congested with records	25 Records offices Decongested		√	√	√	726,180	0	0		PRAAD	
	Dispose of 4,000 boxes of scheduled records in the Records Centre and public institutions	nationwide	4,000 records in the Records Centre due for disposal	Archival records disposed	√	√	√	√	80,000	0	0		PRAAD	
	Digitize archival holdings of the Department nationwide	nationwide	Archival Record are all paper based	20% of Archival holdings digitized			√	√	5,800,000	0	0		PRAAD	
	Organise two (2) public exhibitions	nationwide	One exhibition organised	Two exhibitions Organised		√		√	200,000	0	0		PRAAD	
	Transfer 500 boxes of records (2000 files) to Archives for Accessioning	Accra	2000 files to be transfered to the archives	2000 files transferred to archives for accessioning	√	√	√	√	100,000	0	0		PRAAD	
	Organise training workshop on Records Management for public institutions	Nationwide	Basic records management skill	Training workshop organised	√	√	√	√	325,000	0	0		PRAAD	
	Facilitate the retrieval of GoG contracts	nationwide	GoG contract kept by public Institutions	10% of GoG contracts retrieved	√	√	√	√	100,000	0	0		PRAAD	
	Monitor and evaluate recordkeeping systems of 75 public institutions	Nationwide	Records Offices of public Institutions	Recordkeeping systems of 75 Public Institutions Monitored and evaluated	√	√	√	√	250,000	0	0		PRAAD	

	Develop and review classification systems of 25 public institutions		Classification systems due for review	Systems of 25 public Institutions developed and reviewed	√	√	√	√	210,000	0	0	PRAAD	
	Procurement of logistics and other Materials • Conservation and Preservation equipment	Nationwide	Outdated conservation and preservation equipment	20% Conservation and Preservation equipment acquired	√	√	√	√	800,000	0	0	PRAAD	
	• Archival Storage materials (Shelves ,Acid free Archival boxes)	Nationwide	Inadequate shelves & and acid free boxes	15% Archival storage materials acquired	√	√	√	√	5,000,000	0	0	PRAAD	
	• Acquire and install ICT infrastructure in the Department nationwide	nationwide	20 working desktop computers and accessories available	15% ICT infrastructure acquired and installed nationwide	√	√	√	√	300,000	0	0	PRAAD	
	• Acquire Seven (7) Pick-up Vehicles for National and Regional Offices for field work	nationwide	Four Pick-up vehicles	Seven pick-up vehicles acquired for the national and regional offices	√	√	√	√	1,776,924	0	0	PRAAD	
	• Acquire one (1) mini-bus for the head office	Accra	No mini-Bus	One Mini-bus Procured	√	√	√	√	300,000	0	0	PRAAD	

	Trainings & workshops		Baseline	Indicator	√	√	√	√					
	• Organise two meetings for Records Advisory Committee Annually		Advisory Committee constituted	Two (2) Advisory Committee meetings organised					50,000	0	0	PRAAD	
	• Attend scheme of service and other competence based training programmes	Nationwide	10% of staff have attended Scheme of Service Training	30% of PRAAD Staff sponsored and scheme of service attended	√	√	√	√	120,000	0	0	PRAAD	
	• Organise training workshop for staff in ICT applications	Nationwide	Low staff capacity in ICT Applications	Training workshop in ICT organised	√	√	√	√	65,000	0	0	PRAAD	
	• Organise workshop to review procedure manuals on records management	Accra	Records management procedure manuals outdated	Records Management procedures manual Reviewed	√	√	√	√	1,200,000	0	0	PRAAD	
	• Participate in International conference/workshop on archives and record management for 5 staff annually	Outside Ghana	No Staff have participated in International Archives Conference	Conference/ workshop attended by four (5) staff	√	√	√	√	195,000	0	0	PRAAD	
	• Organise sensitization workshops on the State Property and Contract Act, 1960 (CA.60) for heads	Nationwide	No sensitization conducted	Two (2) Sensitization workshop organised	√	√	√	√	450,000	0	0	PRAAD	

Activity	Location	Baseline	Output Indicator	Q1	Q2	Q3	Q4					
of public institutions												
Initiate the process for Review of PRAAD's Legal framework	Accra	Outdated legal framework	Process initiated	√	√	√	√	20,000	0	0	PRAAD	
Recruitment and Replacement of Professional staff	nationwide	157 records officers	Professional Staff recruited (increased by 20%)	√	√	√	√	1,500,000	0	0	PRAAD	
Construction Works • Renovate Head office building	Accra	Existing Building	Office building renovated by 20%			√	√	8,000,000	0	0	PRAAD	
• Sunyani Regional Office	Sunyani	Land already acquired	10% completion of the construction works	√	√	√	√	1,700,000	0	0	PRAAD	
TOTAL								**29,718,104.00**				

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Chief Directors Performance Agreement system • Evaluate 2019 Performance of 30 Chief Directors'	Accra	27 Chief Directors evaluated and report produced	2019 Evaluation Report produced	√				50,000	0	375,000	OHCS, PBMED	OoP PSC CSC M&Ds DPs
	• Organise awards ceremony for 2019 Best Performed Chief Directors	Accra	Report on the 2016 awards ceremony available	Copy of report on the awards ceremony		√			125,000	0	250,000	OHCS, PBMED	OoP PSC CSC M&Ds DPs
	• Organise Chief Directors Deliverables Hearing	Accra	Report on the 2017 Chief Directors Deliverables Hearing available	2020 Chief Directors Deliverables Hearing Report	√				75,000	0	0	OHCS, PBMED	M&Ds
	• Sign 2020 Chief Directors' Performance Agreements	Accra	Copy of report on the signing of 2017 Chief Director's Performance Agreements	Report on signing of the 2020 Chief Director's Performance Agreements		√			75,000	0	0	OHCS, PBMED	OoP PSC CSC M&Ds DPs
	• Conduct mid-year monitoring on deliverables in the CDPA	Accra	Copy of the 2017 mid-year monitoring of deliverables in the CDPA	Report on 2020 mid-year monitoring of			√		50,000	0	0	OHCS, PBMED	OoP PSC CSC M&Ds DPs

			report available	deliverables in the CDPA									
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Directors and Heads of Department Performance Agreement system • Evaluation of 2019 Directors/Heads of Departments Performance Agreements	Accra	2016 Composite Evaluation Report available	2019 Composite Evaluation Report produced	√				100,000	0	0	OHCS, PBMED	M&Ds
	• Sign 2020 Directors/Heads of Departments Performance Agreements	Accra	Composite report on the signing of 2017 Directors/HoDs Performance Agreements available	Composite Report on the signing of 2020 Directors/HoDs Performance Agreements produced		√			0	0	0	OHCS, PBMED	M&Ds
Programme 2: Institutional Development **Sub-Programme 2:** Institutional Strengthening	Production of Civil Service Annual Performance Reports • Production of 2019 Civil Service Annual Performance Report	Accra	2016 CSAPR published and distributed to key stakeholders	Copies of MDAs 2019 APR 2019 CSAPR produced	√				100,000	0	0	OHCS, PBMED	M&Ds

Programme	Activity	Location	Baseline	Output Indicator	Q1	Q2	Q3	Q4	GoG	IGF	Donor	Implementing	Collaborating
	• Preparation for 2020 CSAPR	Accra	Guidelines for the preparation of MDAs 2017 APR available 2017 CSAPR published	Report on sensitization workshop Guidelines for the preparation of MDAs 2020 APR	√				25,000	0	0	OHCS, PBMED	M&Ds
Programme 2: Institutional Development Sub-Programme 2: Institutional Strengthening	Operationalization of CSUs in Ministries and Departments • Production of 2020 mid & end of year reports on Client Service Activities of Ministries and Departments	Accra	2017 mid and end of year reports available	mid & end of year reports on CSUs produced			√	√	10,000	0	0	OHCS, PBMED	M&Ds PSRS
	• Monitor and produce report on compliance with service delivery standards of Ministries and Departments	Accra	Template for monitoring available	Monitoring report produced			√	√	20,000	0	0	OHCS, PBMED	M&Ds PSRS
Programme 2: Institutional Development **Sub-Programme 2:** Institutional Strengthening	Coordination of PPME/PBME Directorates in the Ministries • Organise meetings with PPME/PBME Directors in Ministries	Accra	NIL	Minutes of meetings with PPME/PBME Directors in Ministries prepared	√	√	√	√	35,000	0	0	OHCS, PBMED	Ministries

Programme 1: Management and Administration Sub-Programme 1: Management and Administration	Operationalization of the OHCS Sector Medium Term Plan and Budget												
	• Produce quarterly reports on the implementation of the OHCS SMTDP	Accra	Copy of 2017 end of year report	Copy of quarterly reports on the implementation of the OHCS		√	√	√	0	0	0	OHCS, PBMED	NDPC
	• Undertake Mid-Term review of OHCS SMTDP	Accra	2018-2021 SMTDP available	Report on Mid-Term Review of OHCS SMTDP produced	√	√			50,000	0	80,000	OHCS, PBMED	DP
	• Produce monthly reports on OHCS 2020 IGF	Accra	Monthly reports on OHCS 2019 IGF produced and submitted to MoF	Monthly IGF reports on OHCS 2020 IGF produced	√	√	√	√	0	0	0	OHCS, PBMED	MoF
	• Prepare OHCS 2020 Budget	Accra	OHCS 2018-2021 Budget	Copy of OHCS 2020 Budget			√	√	37,500	0	0	OHCS, PBMED	MoF
Sub-total									**0**	**0**	**0**		

2020 OHCS ANNUAL ACTION PLAN

Programmes & Sub-programmes	Activities (operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Human Resource Management/ Information Management	**Collect, update & digitize records of all Civil Servants** • Procure Personnel Records Management software (PRMS)	Accra	-	Personnel Records Management software (PRMS) purchased and installed on computers		√	√	√	40,000	0	0	CMD	
	• Train 15 records officers on the use of the PRMS	Accra	-	Training report available				√	18,000	0	0	CMD	
	• Collect and update personnel records on Civil Servants in fifteen (15) ministries and their departments	Accra	Report on the 2019 exercise to update personnel records of staff	Personnel records updated		√	√	√	25,000	0	0	CMD	
Recruitment & Promotions	**Develop & implement a Peer Assessment System** • Develop a proposal on assessment tools & guidelines on peer review for promotions and recruitments	Accra	-	Proposal available		√	√		10,000	0	0	CMD RTDD	

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

	• Organize Sensitization and training Workshop for Stakeholders	Accra	-	Sensitization and training workshop organized & report available				√	30,000	0	0	CMD RTDD	
	Digitize promotion interviews in the Civil Service • Pilot digitalization of promotion interview process with six Ministries and their departments	Accra	-	Report available	√	√	√	√		0	0		
Sub-total										**0**	**0**		

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Human Resource Development	Strengthening of HR Directorates in the Ministries	Accra	Minutes of 2019 meeting with HR Directors	Minutes available		√		√	25,000.	0	0	CMD	
Institutional Development: Human Resource Development	**Develop and operationalize succession planning regime in the Civil Service** • Undertake M&E exercise on the implementation of	Accra	Report on the 2019 monitoring report	Monitoring report available	√	√	√	√	25,000	0	0	CMD	

							√	√						
	the Succession Planning regime in Departments													
	Review, implement and Monitor SPAR •Undertake ten (10) days monitoring exercise and report on the status of the 2019 SPAR (planning and Mid-year review phases	Accra	Report on the status of the 2019 monitoring	Monitoring report available			√	√	30,000				CMD	
Human Resource Development Institutional Development	**Review Civil Service Act 1993 (PNDCL 327) Administrative Instructions** Organise stakeholders meeting on the reviewed Civil Service Act 1993 (PNDL 327) /Administrative Instructions	Accra	Draft reviewed document	Report of stakeholders meeting		√			35,000	0	0		CMD CSC	

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collab.**
Management and Administration	Procure Two Saloon Cars	Accra	Six unserviceable vehicles	Saloon cars available	√	√	√	√	1,000,000	0	0	OHCS, F&A	
Management and Administration	Provide Logistics for the smooth running of the Office	Accra	2019 Procurement plan	Signed Work Orders and Invoices	√	√	√	√	625,000	0	0	OHCS, F&A	
Records Management	Training of Key Records personnel	Accra	OHCS Records personnel	Records Personnel Trained	√	√	√	√	125,000	0	0	OHCS, F&A	
	Decongestion of OHCS Administrative Records Center	Accra	OHCS Administrative Records Centre	First phase of decongestion completed	√	√	√	√	100,000	0	0	OHCS, F&A	
	Digitalising the Record System in OHCS	Accra	Manual Records system	Minutes of Consultation meetings available	√	√	√	√	500,000	0	0	OHCS, F&A	
	Develop and implement Public Relation Policy for the OHCS	Accra		OHCS PR Policy available	√	√	√	√	40,000	0	0	OHCS, F&A	
	Develop and Implement Strategic Communication plan for the Civil Service	Accra		Committee constituted and minutes of meetings available	√	√	√	√	100,000	0	0	OHCS, F&A	

Programme	Activity	Location		Output Indicator	Q1	Q2	Q3	Q4				Implementing Agency	
	Develop and implement OHCS transport policy	Accra		OHCS Transport Policy Available	√	√	√	√	75,000	0	0	OHCS, F&A	
	Continue Sanctions and Rewards regime	Accra	2017 Performance Report	Committee on Reward and Sanctions constituted and minutes of meetings available	√	√	√	√	13,000	0	0	OHCS, F&A	
	Facilitate foreign travels	Accra		Reports on foreign travels available	√	√	√	√	13,000	0	0	OHCS, F&A	
Programme 2: Human Resource Management Sub-Programme 2: Personnel Management	Training of OHCS staff	Accra	OHCS Staff	Training reports available	√	√	√	√	300,000	0	0	OHCS, F&A	
	Review and Implement OHCS Welfare Policy	Accra	OHCS Welfare Committee	Minutes of Committee meetings available	√	√	√	√	125,000	0	0	OHCS, F&A	
	Validate and Implement OHCS HIV/AIDS Work place policy document	Accra	2009 Civil Service Workplace HIV/AIDS Policy	OHCS Workplace HIV/AIDS Policy Available	√	√	√	√	70,000	0	0	OHCS, F&A	
Programme 3: Institutional Development Sub-Programme 3: Institutional Strengthening	Carry out operational audit	Accra		Audit reports available	√	√	√	√	75,000	0	0	OHCS, F&A	
	Build Capacity of Audit and Finance Staff	Accra		Training Reports available	√	√	√	√	30,000	0	0	OHCS, F&A	
	Employ transparent, fair and competitive procurement process	Accra		Procurement plan available	√	√	√	√	200,000	0	0	OHCS, F&A	

| | | | | | | | | | Sub-total | | 4,641,000 | 0 | 0 | | |

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes and Sub-programmes	Annual Activities	Location	Baseline	Output Indicators	Quarterly Time Schedules				Indicative Budget			Implementing agency	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Institutional Development	Review the activities of the HRMIS	ACCRA	Draft establishment ceiling available	Status report on the HRMIS	√	√	√	√	22,902	0	200,000	RSIM	PSC
Human Resource Management	Train ninety (90) IPPD preparing officers in the MDA's	ACCRA	Two hundred (200) preparing officers and authorizers trained	IPPD Training Report	√		√		45,279	0	0	RSIM	
	Train one hundred (100) officers on information sharing and knowledge Management	ACCRA	Twenty (20) Officers trained on the OHCS database	Training Report		√	√		20,869	0	0	RSIM	M&D's
	Train fifteen(15) Officers on	ACCRA		Training Report	√				7,000	0	0	RSIM	Ghana Statistical Service

Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Research methodology												
	Undertake Research on emerging trends in four (4) areas				√	√	√	√	7,000			RSIM	Ghana Statistical Service
	Maintain and service seventy (70) computers and accessories and network infrastructure	ACCRA		Thirty five (35) computers maintained and serviced	Maintenance report	√	√	√	√	2,000	0	0	RSIM	
	Procure operating systems, ,anti-virus and office suit for computers and accessories	ACCRA			Installation Report	√				0.00			RSIM	
TOTAL									105,050	0	200,000		

Note: the first table's "Maintenance report"/"Installation Report" appear under Output Indicators.

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Human Resource Management	Organize recruitment/ replacement of Officers into the Civil Service	Accra	-	Annual Recruitment Report	√	√	√	√	200,000			RTD D, OHCS	Ministries / Departments

Training and Development	Organize Induction Training for Officers in the Civil Service	Accra	281 Officers Inducted	Induction Report		√	√		60,000			RTDD, OHCS	Ministries / Departments
	Organize Service-Wide sensitization Training Programmes for Civil Servants	Accra	1 Sensitization Training organized for Chief Directors	Training Report		√			120,000			RTDD, OHCS	Ministries / Departments
	Facilitate personal development for Civil Servants for enhanced capacity	Accra	43 officers granted Study Leave	Annual Study Leave Assessment Report	√	√	√	√	60,000			RTDD, OHCS	Ministries / Departments
	Conduct of Training Impact Surveys	Accra	2 impact Surveys conducted	Training Impact Report		√		√	200,000			RTDD, OHCS	CSTC/GSS /ITS/ Ministries/ Departments
	Organize Professional /promotional examinations for Secretaries in the Civil Service	Accra, Ho, Kumasi, Koforidua, Tamale	2 professional/ promotional examination conducted	Annual Assessment/Examiners Report		√		√	150,000			RTDD, OHCS	CSTC/GSS /ITS
	Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra	8 TNA conducted	TNA Report	√			√	250,000			RTDD, OHCS	CSTC/GSS /ITS
	Design and review training programmes for skills acquisition	Accra	32 Courses designed and reviewed	Training Manuals	√	√			200,000			RTDD, OHCS	CSTC/GSS /ITS

Activities	Location	Baseline	Output Indicators	1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Organize Service-Wide Scheme of Service Training for Civil Servants	Accra	1,500 Civil Servants trained	Training Report	√	√	√	√	5,000,000			RTDD, OHCS	CSTC/GSS/ITS
Organise Workshops, Seminars and Conferences for Civil Servants	Accra	44 Workshops, Seminars and Conferences organised for 1,600 Civil Servants	Reports on Workshops, seminars and conferences	√	√	√	√	400,000			RTDD, OHCS	CSTC/GSS/ITS
Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	Merger Framework developed	Reports on the Merger of the Training Institutions	√	√	√	√	250,000			RTDD, OHCS	CSTC/GSS/ITS
Modernisation of training programmes	Accra	Feasibility study conducted	Training report e-learning portal Data availability	√	√	√	√	120,000			RTDD, OHCS	CSTC/GSS/ITS
Implement Electronic Data Management System for Training	Accra	Feasibility study conducted	Implementation report	√	√	√	√	80,000			RTDD, OHCS	CSTC/GSS/ITS

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating

Programme / Sub-programme	Activity	Location	Baseline	Output					Budget			Lead	Collaborators
Programme 1: Human Resource Management Sub-programme: Performance Management	Audit/monitoring activities in the M&Ds • Assessment of 2019 monitoring/audit report	Accra	Copy of the 2017 monitoring report available	Report on 2020 monitoring exercise in the M&Ds produced 20 PSCM Monitoring report written and printed	√	√	√		100,000			PSCMD	M&Ds
	• 2020 Inventory Audit/ Monitoring in 20 MDAs to assess the level of efficiency and compliance to the public procurement law and regulations	Accra	2017 monitoring report findings and recommendations	20 2020 PSCM Monitoring report written and printed		√	√	√	0	0	0	PSCMD	M&Ds
Programme 2: Human Resource Management Sub-programme 2: Performance Management	Training sessions and workshops • Training by World Bank, African Development Bank and other International	Accra	2017 report on training sessions.	Report on all training/workshops written and documented Back to office reports prepared and printed for the	√	√	√	√	500,000			PSCMD	WB ADB PPA MOF

Programmes and Sub-programmes	Annual Activities	Location	Baseline	Output Indicators	1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
	Development Agencies to train and update the skills of procurement and supply chain management professionals in the Civil Service			trained professionals and impact assessed.									
	• Training by OHCS Training School, GIMPA, Local Government Training Institute on a suitable training modules for the Civil Service	Accra	Back to the office report for 2017	Paper presented to the Head of Service through CD on training modules	√	√	√	√	100,000			PSCMD	OHCS

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Annual Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Programme 2. Institutional Development	Conduct Management Reviews in 7 MDAs and Quasi	Accra	Copies of the number of		√	√	√	√	33,000	0	0	MSD	OHCS/MDAs

Sub-Programme 2. Institutional Strengthening	government institutions		Management Review reports for 2019 available	Number of completed Management Review Reports generated									
	Develop work processes for 4 MDAs	Accra	Copies of the number of Work processes developed for MDAs in 2019 available	Number of completed Work Process development reports available	√	√	√	√	13,200	0	0	MSD	OHCS/MDAs
	Review 8 organisational Manuals for MDAs	Nationwide	Copies of the number of Organizational Manuals developed for MDAs in 2019 available	Number of completed reports on the Organizational Manuals reviewed	√	√	√	√	26,400	0	0	MSD	OHCS/MDAs
Sub-total									72,600				

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society														
Programmes and Sub-programmes	**Annual Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**		
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**	
Programme 2. Institutional Development Sub-Programme 2. Institutional Strengthening	Conduct Job Inspections to review staffing norms /Establishment Levels for 10 MDAs	Nationwide	Copies of the 2019 Job Inspection reports available	1. Number of completed Job Inspection available	√	√	√	√	33,000	0	0	MSD	OHCS/MDAs	
	Review 6 Schemes of Service	Nationwide	Copies of the number of Scheme of Service reviewer for MDAs in 2019 available	Number of completed reports on Review of Scheme of service produced	√	√	√	√	33,000	0	0	MSD	OHCS/MDAs	
	Develop Capacity of staff 8		Copies of the reports produced by the trainees in 2019 available	Reports on the type of training staff received	√	√	√	√	52,800	0	0	MSD	Training Institutions	
Sub-total									**118,800**	**0**	**0**			

2020 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG GH₵**	**IGF**	**Donor**	**Lead**	**Coll.**
Programme 3. Institutional Development Sub-Programme 2. Records Management	Decongest 75 Records Offices of public institutions	nationwide	Records offices congested with records	75 Records offices Decongested	√	√	√	√	1,015,620	0	0	PRAAD	
	Dispose of 4,000 boxes of scheduled records in the Records Centre and public institutions	nationwide	16000 records in public institutions due for disposal	Archival records disposed	√	√	√	√	120,000	0	0	PRAAD	
	Digitize archival holdings of the Department nationwide	nationwide	Archival Record are all paper based	75% Archival holdings digitised	√	√	√	√	2,200,000	0	0	PRAAD	
	Organise two (2) public exhibitions	nationwide	exhibition organized annually	Two exhibitions Organised		√		√	270,000	0	0	PRAAD	
	Transfer 500 files to Archives for Accessioning	Accra	500 files due for transfer	500 files transferred to archives for accessioning	√	√	√	√	110,000	0	0	PRAAD	
	Organise training workshop on Records Management for public institutions	Nationwide			√	√	√	√	400,000	0	0	PRAAD	
	Facilitate the retrieval of GoG contracts	nationwide	GoG contracts kept by creating institutions	75 % GoG contracts retrieved	√	√	√	√	100,000	0	0	PRAAD	
	Monitor and evaluate recordkeeping systems of 75 public institutions	Nationwide	75 Records Offices of public Institutions monitored annually	Recordkeeping systems of 75 Public Institutions evaluated and restructured	√	√	√	√	450,000	0	0	PRAAD	

Activity	Location	Baseline	Target	Y1	Y2	Y3	Y4		Amount			Source	
Develop and review classification systems of 25 public institutions		Classification systems of 25 institutions due for review	Systems of 25 public Institutions developed and reviewed	√	√	√	√		260,000	0	0	PRAAD	
Procurement of logistics and other Materials • Conservation and Preservation equipment	nationwide	50% of conservation equipment procured	75% Conservation and Preservation equipment acquired	√	√	√	√		400,000	0	0	PRAAD	
• Archival Storage materials (Shelves ,Acid free Archival boxes)	Nationwide	40% archival materials procured	80% Archival storage materials acquired	√	√	√	√		2,000,000	0	0	PRAAD	
• Acquire and install ICT infrastructure in the Department nationwide	nationwide	40% ICT infrastructure installed	75% ICT infrastructure acquired and installed nationwide	√	√	√	√		250,000				
Trainings & workshops • Organise two meetings for Records Advisory Committee Annually	Accra	Advisory Committee organized bi-annually	Two (2) Advisory Committee meetings organised	√	√	√	√		500,000	0	0	PRAAD	
• Sponsor PRAAD staff to attend scheme of service and other competence based training programmes	nationwide	50% of staff attend scheme of service training	80% of staff attend scheme of service training	√	√	√	√		250,000	0	0	PRAAD	

				√	√	√	√		0	0	PRAAD	
• Organise training workshop for staff in ICT applications	nationwide	Low staff capacity in ICT Applications	Training workshop in ICT organised	√	√	√	√	65,000	0	0	PRAAD	
• Participate in International conference/workshop on archives and record management for 5 staff annually	Outside Ghana	Conference organized annually	Conference/ workshop attended by 5 staff	√	√	√	√	195,000	0	0	PRAAD	
Organise stakeholder workshops to validate reviewed Act	Accra	Draft Acts & legislations	Validated Act	√	√	√	√	85,000	0	0	PRAAD	
Recruitment and Replacement of Professional staff	nationwide	130 staff	Professional Staff recruited	√	√	√	√	1,500,000	0	0	PRAAD	
Construction Works • Renovate Head office building	Accra	Existing Building	Office building renovated by 100%	√	√	√	√	3,708,000	0	0	PRAAD	
• Sekondi/Takoradi regional office building	Sekondi/Takoradi	Existing Building	Office building renovated by 90%	√	√	√	√	1,000,000	0	0	PRAAD	
• Tamale Regional Office	Tamale	Existing Building	Office building renovated by 85%	√	√	√	√	1,000,000	0	0	PRAAD	
• Sunyani Regional Office	Sunyani	60% works completed	Construction works completed by 90%	√	√	√	√	900,000	0	0	PRAAD	
Sub-total								**16,778,620.00**	0	0		

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programme & sub programme	Activities (Operations)	Location	Baseline	Output indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Programme 2: Human Resource Management **Sub-programme 3:** Performance Management	Implementation of the Chief Directors Performance Agreement system • Evaluate 2020 Performance of 30 Chief Directors'	Accra	27 Chief Directors evaluated and report produced	Evaluation Report produced	√				50,000	0	375,000	OHCS, PBMED	OoP PSC CSC M&Ds DPs
	• Organise awards ceremony for 2020 Best Performed Chief Directors	Accra	Report on the 2016 awards ceremony available	Copy of report on the awards ceremony		√			125,000	0	250,000	OHCS, PBMED	OoP PSC CSC M&Ds DPs
	• Organise Chief Directors Deliverables Hearing	Accra	Report on the 2017 Chief Directors Deliverables Hearing available	Chief Directors Deliverables Hearing Report produced	√				75,000	0	0	OHCS, PBMED	M&Ds
	• Implementation of 2021 Chief Directors' Performance Agreements	Accra	Copy of report on the signing of 2017 Chief Director's Performance Agreements	Report on signing of the 2021 Chief Director's Performance Agreements		√			75,000	0	0	OHCS, PBMED	OoP PSC CSC M&Ds DPs

Programme / Sub-programme	Activity	Location	Baseline	Target	Q1	Q2	Q3	Q4	Budget			Lead	Collaborating
	• Conduct mid-year monitoring on deliverables in the CDPA	Accra	Copy of the 2017 Mid-year monitoring report available	Mid-year monitoring report produced		√			50,000	0	0	OHCS, PBMED	OoP PSC CSC M&Ds DPs
Programme 2: Human Resource Management Sub-programme 3: Performance Management	Implementation of the Directors and Heads of Department Performance Agreement system • Evaluation of 2020 Directors/Heads of Departments Performance Agreements	Accra	2016 Composite Evaluation Report available	Composite Evaluation Report produced	√				100,000	0	0	OHCS, PBMED	M&Ds
	• Implementation of 2021 Directors/Heads of Departments Performance Agreements	Accra	Composite report on the signing of 2017 Directors/HoDs Performance Agreements available	Composite Report on the signing of 2021 Directors/HoDs Performance Agreements produced		√			0	0	0	OHCS, PBMED	M&Ds
Programme 2: Institutional Development Sub-Programme 2: Institutional	Production of Civil Service Annual Performance Reports • Production of 2020 Civil Service Annual Performance Report	Accra	2016 CSAPR published and distributed to key stakeholders	Copies of MDAs 2020 APR 2020 CSAPR produced	√				100,000	0	0	OHCS, PBMED	M&Ds

Programme / Sub-Programme	Activity	Location	Baseline	Target	Q1	Q2	Q3	Q4	Budget			Lead	Collaborating
Strengthening	• Preparation for 2021 CSAPR	Accra	Guidelines for the preparation of MDAs 2017 APR available 2017 CSAPR published	Report on sensitization workshop Guidelines for the preparation of MDAs 2021 APR	√				25,000	0	0	OHCS, PBMED	M&Ds
Programme 2: Institutional Development Sub-Programme 2: Institutional Strengthening	Operationalization of CSUs in Ministries and Departments • Production of 2021 mid and end of year reports on Client Service Activities of Ministries and Departments	Accra	2017 mid and end of year reports available	2021 mid and end of year reports on CSUs produced			√	√	10,000	0	0	OHCS, PBMED	M&Ds PSRS
	• Monitor and produce report on compliance with service delivery standards of Ministries and Departments	Accra	Template for monitoring available	Monitoring report produced			√	√	20,000	0	0	OHCS, PBMED	M&Ds PSRS
Programme 2: Institutional Development **Sub-Programme 2:** Institutional Strengthening	Coordination of PPME/PBME Directorates in the Ministries • Organise meetings with PPME/PBME Directors in Ministries	Accra	NIL	Minutes of meetings prepared	√	√	√	√	35,000	0	0	OHCS, PBMED	Ministries
Programme 1:	Operationalization of the OHCS Sector												

	Medium Term Plan and Budget	Location			Q1	Q2	Q3	Q4				Lead	Collab
Management and Administration **Sub-Programme 1**: Management and Administration	• Undertake Performance review of 2018-2021 SMTDP and prepare next terms draft Plan	Accra	Mid-Year Review report		√	√	√	√	30,000	0	0	OHCS	
	• Produce quarterly reports on the implementation of the OHCS SMTDP	Accra	Copy of 2017 end of year report	Copy of quarterly reports on the implementation		√	√	√	0	0	0	OHCS, PBMED	NDPC
	• Produce monthly reports on OHCS 2021 IGF	Accra	Monthly reports on OHCS 2017 IGF produced and submitted to MoF	Monthly reports on OHCS 2021 IGF produced	√	√	√	√	0	0	0	OHCS, PBMED	MoF
	• Prepare OHCS 2021 Budget	Accra	OHCS 2018-2021 Budget	Copy of OHCS 2021 Budget	√	√	√	√	37,500	0	0	OHCS, PBMED	MoF
Sub-total									**0**	**0**	**0**		

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Human Resource Development Information Management	**Collect, update & digitize personnel records of all Civil Servants** • Scan and store updated personnel records on the Personnel Records Management software (PRMS	Accra	Updated personnel files	Training report available	√	√	√	√	25,000.	0	0	CMD	
	Strengthening of HR Directorates in Ministries	Accra	Minutes of 2020 meeting with HR Directors	Report available		√		√	20,000	0	0	CMD	
Performance Management	**Develop and operationalize succession planning regime in the Civil service** • Undertake M&E exercise on the implementation of the Succession Plans in Departments	Accra	Report on the 2020 M&E exercise	Monitoring report available		√		√	20,000	0	0	CMD	
	Review, implement and monitor SPAR • Undertake ten (10) days monitoring exercise and report	Accra	Monitoring report on 2019 status of implementat	Monitoring report available			√	√	20,000	0	0	CMD	

	on the status of the 2020 SPAR (planning and Mid-year review phases		ion of SPAR									
Recruitment & Promotions	**Develop & implement a Peer Assessment System** • Pilot and operationalize peer assessment system for promotions and recruitments	Accra	Peer assessment guidelines/ tools	Report on the pilot and operationalizatio n of the system	√	√	√	√	20,000	0	0	CMD RTDD
	Digitize promotion interviews in the Civil Service • Operationalize the digitalization of promotions in the Civil service	Accra	Report on the pilot exercise	Report available	√	√	√	√		0	0	CMD
	Review Civil Service Act 1993 (PNDCL 327) Administrative Instructions • Organise second stakeholders meeting on the reviewed Civil Service Act 1993/Administrati ve Instructions	Accra	Report on first stakeholders meeting	Report available		√	√		25,000	0	0	CMD CSC
	Review Civil Service Code of Conduct • Examine and review the Civil Service Code of Conduct	Accra	Existing Civil Service code of Conduct	Reviewed document available		√	√	√	25,000	0	0	CMD CSC
Sub-total										**0**	**0**	

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programme & sub programme	**Activities (Operations)**	**Location**	**Baseline**	**Output indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Management and Administration	Procure Two Saloon Cars	Accra	Six unserviceable vehicles	Saloon cars available	√	√	√	√	1,000,000	0	0	OHCS, F&A	
Management and Administration	Provide Logistics for the smooth running of the Office	Accra	2020 Procurement plan	Signed Work Orders and Invoices	√	√	√	√	625,000	0	0	OHCS, F&A	
Records Management	Training of Key Records personnel	Accra	OHCS Records personnel	Records Personnel Trained	√	√	√	√	125,000	0	0	OHCS, F&A	
	Decongestion of OHCS Administrative Records Center	Accra	OHCS Administrative Records Centre	First phase of decongestion completed	√	√	√	√	100,000	0	0	OHCS, F&A	
	Digitalising the Record System in OHCS	Accra	Manual Records system	Minutes of Consultation meetings available	√	√	√	√	500,000	0	0	OHCS, F&A	
	Develop and implement Public Relation Policy for the OHCS	Accra		OHCS PR Policy available	√	√	√	√	40,000	0	0	OHCS, F&A	
	Develop and Implement Strategic Communication plan for the Civil Service	Accra		Committee constituted and minutes of meetings available	√	√	√	√	100,000	0	0	OHCS, F&A	

Programme	Activity	Location		Output Indicator	Q1	Q2	Q3	Q4				Responsibility	
	Develop and implement OHCS transport policy	Accra		OHCS Transport Policy Available	√	√	√	√	75,000	0	0	OHCS, F&A	
	Continue Sanctions and Rewards regime	Accra	2017 Performance Report	Committee on Reward and Sanctions constituted and minutes of meetings available	√	√	√	√	13,000	0	0	OHCS, F&A	
	Facilitate foreign travels	Accra		Reports on foreign travels available	√	√	√	√	13,000	0	0	OHCS, F&A	
Programme 2: Human Resource Management Sub-Programme 2: Personnel Management	Training of OHCS staff	Accra	OHCS Staff	Training reports available	√	√	√	√	300,000	0	0	OHCS, F&A	
	Review and Implement OHCS Welfare Policy	Accra	OHCS Welfare Committee	Minutes of Committee meetings available	√	√	√	√	125,000	0	0	OHCS, F&A	
	Validate and Implement OHCS HIV/AIDS Work place policy document	Accra	2009 Civil Service Workplace HIV/AIDS Policy	OHCS Workplace HIV/AIDS Policy Available	√	√	√	√	70,000	0	0	OHCS, F&A	
Programme 3: Institutional Development Sub-Programme 3: Institutional Strengthening	Carry out operational audit	Accra		Audit reports available	√	√	√	√	75,000	0	0	OHCS, F&A	
	Build Capacity of Audit and Finance Staff	Accra		Training Reports available	√	√	√	√	30,000	0	0	OHCS, F&A	
	Employ transparent, fair and competitive procurement process	Accra		Procurement plan available	√	√	√	√	200,000	0	0	OHCS, F&A	
Sub-total									**4,641,000**	**0**	**0**		

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Annual Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
Institutional Development	Review the activities of the HRMIS	ACCRA	Draft establishment ceiling available	Status report on the HRMIS	√	√	√	√	22,902	0	200,000	RSIM	PSC
Human Resource Management	Train ninety (90) IPPD preparing officers in the MDA's	ACCRA	Two hundred (200) preparing officers and authorizers trained	IPPD Training Report	√		√		45,279	0	0	RSIM	
	Train one hundred (100) officers on information sharing and knowledge Management	ACCRA	Twenty (20) Officers trained on the OHCS database	Training Report		√	√		20,869	0	0	RSIM	M&D's
	Train fifteen(15) Officers on Research methodology	ACCRA		Training Report	√				7,000	0	0	RSIM	Ghana Statistical Service
	Undertake Research on emerging trends in four (4) areas				√	√	√	√	7,000			RSIM	Ghana Statistical Service

	Maintain and service seventy (70) computers and accessories and network infrastructure	ACCRA	Thirty five (35) computers maintained and serviced	Maintenance report	√	√	√	√	2,000	0	0	RSIM	
	Procure operating systems, ,anti-virus and office suit for computers and accessories	ACCRA		Installation Report	√				0.00			RSIM	
	TOTAL								105,050	0	200,000		

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability													
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collaborating**
Human Resource Management	Organize recruitment/ replacement of Officers into the Civil Service	Accra	-	Annual Recruitment Report	√	√	√	√	200,000			RTD D, OHCS	Ministries / Departments
	Organize Induction Training for Officers in the Civil Service	Accra	281 Officers Inducted	Induction Report		√	√		60,000			RTD D, OHCS	Ministries / Departments

Training and Development	Activity	Location	Output	Report	Q1	Q2	Q3	Q4	Budget			Lead	Collaborators
Training and Development	Organize Service-Wide sensitization Training Programmes for Civil Servants	Accra	1 Sensitization Training organized for Chief Directors	Training Report		√			120,000			RTDD, OHCS	Ministries / Departments
	Facilitate personal development for Civil Servants for enhanced capacity	Accra	43 officers granted Study Leave	Annual Study Leave Assessment Report	√	√	√	√	60,000			RTDD, OHCS	Ministries / Departments
	Conduct of Training Impact Surveys	Accra	2 impact Surveys conducted	Training Impact Report		√		√	200,000			RTDD, OHCS	CSTC/GSS /ITS/ Ministries/ Departments
	Organize Professional /promotional examinations for Secretaries in the Civil Service	Accra, Ho, Kumasi, Koforidua, Tamale	2 professional/ promotional examination conducted	Annual Assessment/Examiners Report		√		√	150,000			RTDD, OHCS	CSTC/GSS /ITS
	Conduct Research and Training Needs Assessment (TNA) for Ministries and Departments	Accra	8 TNA conducted	TNA Report	√			√	250,000			RTDD, OHCS	CSTC/GSS /ITS
	Design and review training programmes for skills acquisition	Accra	32 Courses designed and reviewed	Training Manuals	√	√			200,000			RTDD, OHCS	CSTC/GSS /ITS
	Organize Service-Wide Scheme of Service Training for Civil Servants	Accra	1,500 Civil Servants trained	Training Report	√	√	√	√	5,000,000			RTDD, OHCS	CSTC/GSS /ITS

Activities	Location	Baseline	Output Indicators	1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Organise Workshops, Seminars and Conferences for Civil Servants	Accra	44 Workshops, Seminars and Conferences organised for 1,600 Civil Servants	Reports on Workshops, seminars and conferences	√	√	√	√	400,000			RTDD, OHCS	CSTC/GSS /ITS
Facilitate the Merger of the three Civil Service Training Institutions into a College	Accra	Merger Framework developed	Reports on the Merger of the Training Institutions	√	√	√	√	250,000			RTDD, OHCS	CSTC/GSS /ITS
Modernisation of training programmes	Accra	Feasibility study conducted	Training report e-learning portal Data availability	√	√	√	√	120,000			RTDD, OHCS	CSTC/GSS /ITS
Implement Electronic Data Management System for Training	Accra	Feasibility study conducted	Implementation report	√	√	√	√	80,000			RTDD, OHCS	CSTC/GSS /ITS

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society												
Programmes and Sub-programmes	**Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Collaborating**

Programme	Operations / Activities	Location	Baseline	Output Indicator									Implementing	Collaborating
Programme 1: Human Resource Management Sub-programme: Performance Management	Audit/monitoring activities in the M&Ds • Assessment of 2020 monitoring/audit report • 2021 Inventory Audit/ Monitoring in 20 MDAs to assess the level of efficiency and compliance to the public procurement law and regulations	Accra	Copy of the 2017 monitoring report available	Report on 2021 monitoring exercise in the M&Ds produced 20 PSCM Monitoring report written and printed	√	√	√		1000,000				PSCMD	M&Ds
		Accra	2017 monitoring report findings and recommendations	20 2021 PSCM Monitoring report written and printed		√	√	√	0	0	0		PSCMD	M&Ds
Programme 2: Human Resource Management Sub-programme 2: Performance Management	Training sessions and workshops • Training by World Bank, African Development Bank and other International	Accra	2017 report on training sessions.	Report on all training/workshops written and documented Back to office reports prepared and printed for the	√	√	√	√	500,000				PSCMD	WB ADB PPA MOF

	Development Agencies to train and update the skills of procurement and supply chain management professionals in the Civil Service			trained professionals and impact assessed.									
	• Training by OHCS Training School, GIMPA, Local Government Training Institute on a suitable training modules for the Civil Service	Accra	Back to the office report for 2017	Paper presented to the Head of Service through CD on training modules	√	√	√	√	1000,000			PSCMD	OHCS

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: governance, Corruption and Public Accountability Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society													
Programmes and Sub-programmes	**Annual Activities**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedules**				**Indicative Budget**			**Implementing agency**	
					1st	**2nd**	**3rd**	**4th**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Programme 2. Institutional Development Sub-Programme 2. Institutional Strengthening	Conduct Management Reviews in 7 MDAs and Quasi government institutions • Review of mandate ,vision, mission, objectives, functions and values • Review of org. structure and • Review of staffing	Accra	Copies of the Management Review reports for 2020 available	Number of completed Management Review reports prepared	√	√	√		39,600	0	0	MSD	OHCS/MDAs.
	Develop work processes for 3 MDAs	Accra	The number of copies of Work Processes developed for MDAs in 2020 available	Number of completed reports on development of Work Process for MDAs	√	√	√		15,000	0	0	MSD	OHCS/MDAs

	Review 9 organisational Manuals for MDAs	Nationwide	Copies of the number of Organizational Manuals developed for MDAs in 2020 available	Number of completed reports on review Organizational Manuals for MDAs	√	√	√	√	30,000	0	0	MSD	OHCS/MDAs
Sub-total									84,600				

2021 OHCS ANNUAL ACTION PLAN

Programmes and Sub-programmes	Annual Activities	Location	Baseline	Output Indicators	Quarterly Time Schedules				Indicative Budget			Implementing agency	
Thematic Area: governance, Corruption and Public Accountability **Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society**					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Coll.
	Conduct Job Inspections to review staffing norms /Establishment Levels for 10 MDAs	Nationwide	Copies of the Job Inspection reports on MDAs for 2020 available	Number of completed produced on Job Inspection conducted on MDAs	√	√	√	√	42,000	0	0	MSD	OHCS/MDAs
	Review 6 Schemes of Service	Nationwide	The number of Schemes reports prepared in 2020 available	Number of completed reports on Scheme of Service reviewed	√	√	√	√	40,000	0	0	MSD	OHCS/MDAs
	Develop Capacity of staff 7		Training workshop reports produced by trainees for 2020 available	Report on the types of training staff attended Number and category of staff trained	√	√	√	√	60,000	0	0	MSD	Training Institutions
Sub-total									142,000				

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes & Sub-programmes	Activities (operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
	Construct Brong Ahafo building at Sunyani new site	Sunyani		Office building completed		√	√	√	2,500,000			PRAAD	
	Digitize archival holdings of the Department	Nationwide		Archival holdings digitized		√	√	√	3,674,222	0	0	PRAAD	
	Organise training workshop for Records class staff in ICT application	Nationwide		Training workshop in ICT organised		√	√	√	43,550	0	0	PRAAD	
	Procure conservation and preservation equipment for the Regions	Nationwide		Conservation and preservation equipment procured		√	√	√	250,000	0	0	PRAAD	
	Procure logistics for the smooth running of PRAAD nationwide	Nationwide		Logistic for PRAAD operations procured		√	√	√	2,000,000	0	0	PRAAD	
Sub-total									**10,754,772**	**0**	**0**		

Thematic Area: governance, Corruption and Public Accountability
Adopted OHCS Goal(s): Maintain a Stable, United and Safe Society

Programmes & Sub-programmes	Activities (operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1	2	3	4	GoG	IGF	Donor	Lead	Coll.
Programme 3. Institutional Development	Sponsor PRAAD staff to attend scheme of service	Accra		Number of people Trained		√	√	√	270,000	0	0	PRAAD	

Sub-Programme 2. Records Management	and other competence based training programmes												
	Implement PRAAD workplace HIV/AIDS and Safety Policy	Nationwide		HIV/AIDS and workplace safety policy developed and implemented		√	√	√	250,000	0	0	PRAAD	
	Replace exited Records Class staff	Nationwide		Records class staff replaced		√	√	√	250,000	0	0	PRAAD	
	Recruit professionals and sub-professionals into the Records Class	Nationwide		Professionals and sub-professionals into the Records Class Recruited		√	√	√	1,250,000	0	0	PRAAD	
	Organise two (2) exhibitions.	Nationwide		Two (2) national exhibitions Organise.		√	√	√	200,000	0	0	PRAAD	
	Provide Client access to archives	Nationwide		Access to archives provided	√	√	√	√	200,000	0	0	PRAAD	
Sub-total									**2,420,000**	**0**	**0**		

2021 OHCS ANNUAL ACTION PLAN

Thematic Area: Building effective, efficient and dynamic institutions for development.													
Programmes & Sub-programmes	**Activities (operations)**	**Location**	**Baseline**	**Output Indicators**	**Quarterly Time Schedule**				**Indicative Budget**			**Implementing Agencies**	
					1	**2**	**3**	**4**	**GoG**	**IGF**	**Donor**	**Lead**	**Coll.**
Programme 3. Institutional Development Sub-Programme 2. Records Management	Decongest 75 Records Offices of public institutions	nationwide	Records offices congested with records	75 Records offices Decongested	√	√	√	√	1,269,530	0	0	PRAAD	
	Dispose of 4,000 boxes of scheduled records in the Records Centre and public institutions	nationwide	1600 records in public institutions due for disposal	Archival records disposed	√	√	√	√	150,000	0	0	PRAAD	
	Digitize archival holdings of the Department nationwide	nationwide	Archival Record are all paper based	Archival holdings digitised	√	√	√	√	1,500,000	0	0	PRAAD	
	Organise two (2) public exhibitions	nationwide	Exhibition organized bi-annually	Two exhibitions Organised		√		√	280,000	0	0	PRAAD	
	Transfer 500 files to Archives for Accessioning	Accra	500 files due for transfer	500 files transferred to archives for accessioning	√	√	√	√	130,000	0	0	PRAAD	
	Organise training workshop on Records Management for public institutions	Nationwide	Training organized quarterly	Quarterly training organised	√	√	√	√	375,000	0	0	PRAAD	
	Facilitate the retrieval of GoG contracts	nationwide	GoG contract kept by public Institutions	90% GoG contracts retrieved	√	√	√	√	100,000	0	0	PRAAD	
	Monitor and evaluate recordkeeping systems of 75 public institutions	Nationwide	M&E Conducted annually	Recordkeeping systems of 75 Public Institutions Monitored and evaluated	√	√	√	√	550,000	0	0	PRAAD	

	Develop and review classification systems of 25 public institutions	Nationwide	Existing classification schemes of 25 institutions due for review	Classification Systems of 25 public Institutions developed and reviewed	√	√	√	√		280,000	0	0	PRAAD	
	Procurement of logistics and other Materials • Conservation and Preservation equipment	nationwide	75% conservation equipment procured	90% Conservation and Preservation equipment acquired	√	√	√	√		300,000	0	0	PRAAD	
	• Archival Storage materials (Shelves ,Acid free Archival boxes)	Nationwide	80% Archival storage materials procured	95% Archival storage materials acquired	√	√	√	√		1,000,000	0	0	PRAAD	
	• Acquire and install ICT infrastructure in the Department nationwide	Nationwide	80% ICT Infrastructure installed	95% ICT infrastructure acquired and installed nationwide	√	√	√	√		200,000	0	0	PRAAD	
	Trainings & workshops • Organise two meetings for Records Advisory Committee Annually • Sponsor PRAAD staff to attend scheme of service and other competence based training programmes	Accra	Advisory Committee meeting organized bi-annually	Two Advisory Committee Meetings organised	√	√	√	√		500,000	0	0	PRAAD	
		nationwide	80% staff due for attend scheme of service training	90% staff due for attend scheme of service training	√	√	√	√		300,000	0	0	PRAAD	

	• Organise training workshop for staff in ICT applications	nationwide	Low staff capacity in ICT Applications	Training workshop in ICT organised	√	√	√	√	65,000	0	0	PRAAD	
	• Participate in International conference/workshop on archives and record management for 5 staff annually	Outside Ghana	International Conference organized annually	International Conference/ workshop attended by 5 staff	√	√	√	√	195,000	0	0	PRAAD	
	Recruitment and Replacement of Professional staff	nationwide	130 staff	Professional Staff recruited	√	√	√	√	1,500,000	0	0	PRAAD	
	Construction Works • Sekondi/Takoradi regional office building	Sekondi/Takoradi	Existing Building	Building 100% completed	√	√	√	√	300,000	0	0	PRAAD	
		Tamale	Existing Building	Building 100% completed	√	√	√	√	800,000	0	0	PRAAD	
	• Tamale Regional Office Sunyani Regional Office	Sunyani	80% complete	Building 100% completed	√	√	√	√	600,000	0	0	PRAAD	
Sub-total									**10,394,530.00**	0	0		

CHAPTER SIX

6.1 IMPLEMENTATION, MONITORING AND EVALUATION

In order to fully achieve the strategic objective of implementing the OHCS SMTDP 20180-2021, there will be the need to monitor the performance of certain indicators. The OHCS M & E Plan has been designed to help in monitoring and evaluating the implementation of the 2018 - 2021 MTDP. The Plan seeks to achieve the following results:

- Identify and classify all organizations and groups of people with interest in the activities of the OHCS and their information needs and responsibilities.
- Develop appropriate indicators and targets related to the SMTDP goal and objectives.

Below is the list of indicators to be monitored to achieve the outcome of implementing the SMTDP;

Table 19: Monitoring Matrix/Results Framework

No	Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggre gation	Monitoring Frequency	Responsibility
					2018	2019	2020	2021			
LTNDP Goal: Maintain a stable, united and safe society											
2018-2021 NMTDF Objective 1: Build an effective and efficient Government machinery											
1.	Effective reportage on administrative and operational performance of the Civil Service	Production time of CSAPR	Outcome/ impact	31 Mar	31 Mar	31 Mar	31 Mar	31 Mar		Annually	D/PBME
2.	Enhanced performance of Chief Directors	% of CDs scoring 80% and above of agreed deliverables	Outcome/ impact	52%	28	30	35	37		Annually	D/PBME
3.	Enhanced performance of Directors/HODs	% of Directors/HODs scoring 70% and above of agreed deliverables	Outcome/ impact	30%	35%	40%	45%	50%		Annually	D/PBME
4.	Improved performance of staff at Deputy Director grade and below	100% application of the appraisal instrument across MDAs	Outcome/ impact	40%	60%	75%	85%	100%		Annually	D/CMD
5.	Improved records management systems	No. of Records offices restructured	Outcome/ impact	5	10	15	18	20		Annually	D/PRAAD

	and practices in the civil service	and functional in MDAs										
		Reduction in the retrieval time at the national records centre and records offices	Outcome/ impact	10mins	5mins	3mins	3mins	3mins			Annually	D/PRAAD
6.	Increased archival holdings	% increase in the archival holdings	Outcome/ impact	50%	55%	58%	63%	70%			Annually	D/PRAAD
7.	Enhanced accountability and Organizational performance	% of MDAs with updated/ new administrative/ Manuals and establishment levels	Outcome/ impact		100%	100%	100%	100%				ES/MSD
8.	Leaders with the right skills set are posted to the respective M&Ds	No. of qualified staff posted to M&Ds	Outcome/ impact		10	10	10	10				D/PSCM

OUTPUT

LTNDP Goal: Maintain a stable, united and safe society											
2018-2021 NMTDF Objective 1: Build an effective and efficient Government machinery											
No	Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggreg ation	Monitoring Frequency	Responsibility
					2018	2019	2020	2021			
9.	Report on signing of the Chief Director's Performance Agreements	No. of agreements signed	Output	**27**	37	37	37	37		Annual	D/PBMED
10.	Evaluation of Chief Directors in the Civil Service	No. of CDs evaluated	Output	**27**	37	37	37	37		Annual	D/PBMED
11.	Chief Directors Deliverables Hearing Report	No. of CDs participating	Output	27	37	37	37	37		Annual	D/PBMED
12.	Report mid-year monitoring on deliverables in the CDPA		Output	27	37	37	37	37		Annual	D/PBMED
13.	Composite Evaluation Report on Directors/Heads of Departments Performance	No. of Director/Ho Ds evaluated	Output	177	200	200	200	200		Annual	D/PBMED
14.	Composite Report on the signing of Directors/HoDs Performance Agreements	No. of Director/Ho Ds agreements signed	Output	177	200	200	200	200		Annual	D/PBMED
15.	Monitoring report on SPAR	No. of staff appraised	Output	10,230	11,500	12,000	13,000	13,000		Annual	D/ CMD
16.	End of year reports on CSUs	Report produced	Output	31st Jan.	31st Jan.	31st Jan.	31st Jan.	31st Jan.		Annual	D/PBMED
17.	Reports on the implementation of the OHCS SMTDP	Report produced	Output		2 weeks after	2 weeks after	2 weeks after	2 weeks after		Quarterly	D/PBMED

					end of qtr	end of qtr	end of qtr	end of qtr			
18.	Budget implementation report	Report produced	Output		28 Feb	28 Feb	28 Feb	28 Feb		Annual	D/PBMED
19.	OHCS Annual Budget prepared	Budget prepared	Output		Nov 30	Nov 30	Nov 30	Nov 30		Annual	D/PBMED
20.	Digitize archival holdings of the Department	% of archival documents digitized	Output	Hard Copy records	10%	20%	50%	20%		Annually	D/ PRAAD
21.	Decongest 75 Records Offices of public institutions	No. of public institutions decongested	Output	10 records offices decongested	15	20	20	20		Annually	D/ PRAAD
22.	Dispose of 4,000 scheduled records in the National Records Centre and public institutions	No. of records disposed of	Output	2000 records disposed	1,000	1,000	1,000	1,000		Annually	D/ PRAAD
23.	Transfer 500 files to Archives for Accessioning	No. of files archived	Output	700 files transferred	125	125	125	125		Annually	D/ PRAAD
24.	Develop and review classification systems of 100 public institutions	No. of public institutions classified	Output	10 claasification schemes reviewed	25	25	25	25		Annually	D/ PRAAD
25.	Monitoring report on procurement prepared	No. of monitoring reports prepared	Output	20	20	20	20	20		Annual	D/PSCMD
26.	Civil Servants Trained	No. of CS trained	Output	1,568	3,000	3,000	3,000	3,000		Annual	D/RTDD
27.	Annual Study Leave Assessment Report prepared	No. of study leave granted	Output	51	70	70	70	70		Annual	D/RTDD
28.	Conduct of Management Reviews of MDAs and produce reports	No. of Management reviews	Output		7	6	7	7		Annual	ES/MSD

		conduced and reports available									Annual	ES/MSD
29.	Development/review of Organization Manuals for MDAs	No. of org. manuals reviewed/developed	Output		30	8	8	9			Annual	ES/MSD
30.	Conduct Job Inspection to review staffing norms/establishment levels	No. Job inspection conducted and reports available	Output		7	10	10	10			Annual	ES/MSD
31.	Develop/review Scheme of Service (SoS) and reports produced	No. of Scheme of Service reviewed/developed	Output		6	8	6	6			Annual	ES/MSD
32.	Review of Work Processes/Client Service Charter	No. of Work Processes/Client Service Charters developed/reviewed			3	5	4	3			Annual	ES/MSD
33.	Conduct of Management Reviews of MDAs and produce reports	No. of Management reviews conduced and reports available	Output		7	6	7	7			Annual	ES/MSD

6.1.1 STRATEGY FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE OF RESULTS

DATA COLLECTION AND COLLATION

M&E data will be collected every mid-year by PBMED staff and other collaborators involved in the implementation of SMTDP. The collection will involve the use of Questionnaires, Focus group discussions, field visits and reports from stakeholders.

MATRIX FOR DATA COLLECTION

INDICATOR	DATA COLLECTION PERIOD	DATA COLLECTION METHOD	DATA DISAGGREGATION	RESULTS

DATA ANALYSIS AND USAGE

M&E data will be analysed by PBMED staff and Consultants where necessary. The analysis will involve the use of the following tools: Ms Excel, Access, MS Project and Variance Analysis etc. The reports generated will be forwarded to OHCS Management and stakeholders for decision making purposes.

HOW AND WHEN TO REPORT ON FINDINGS

M&E findings and reports will be prepared every mid-year. The reports will be discussed at Mid-year review meetings with stakeholders. The stakeholder meetings are designed to solicit inputs from stakeholders and also to inform them about progress being made in implementing the SMTDP.

WHICH EVALUATIONS WILL BE DONE

Two types of evaluation will be carried out before the end of the SMTDP. A mid-term evaluation will be carried out to assess the progress being made in implementing the Plan and also to assess the impact of the programmes and projects carried out. An ex-post evaluation will also be carried out at the end of the SMTDP to measure its impact on the Civil Service.

6.1.2 QUARTERLY AND ANNUAL PROGRESS REPORTING FORMAT

The tables below will be used in tracking the indicators.

QUARTERLY MONITORING OF OHCS INDICATORS FOR 2018

DIRECTORATE						
No.	INDICATORS	BASELINE AS AT DEC 2017	TARGETS FOR 2018	ACHIEVEMENTS AS AT MAR 2018	MEANS OF VERIFICATION	CHALLENGES/ REMARKS

ANNUAL PROGRESS REPORTING FORMAT

DIRECTORATE						
No.	INDICATORS	BASELINE AS AT DEC 2017	TARGETS FOR 2018	ACHIEVEMENTS AS AT DEC 2018	MEANS OF VERIFICATION	CHALLENGES/ REMARKS

6.1.3 DISSEMINATION AND COMMUNICATION STRATEGY

The Dissemination and communication Strategy is intended to create awareness about the Medium Term Development Plan of the OHCS and also inform all stakeholders about the programmes and activities the OHCS intends to implement during the period 2018-2021 periods.

OBJECTIVES OF THE STRATEGY

a) Facilitate the Dissemination of the SMTDP and Annual Progress Report of the implementation of the SMTDP.
b) Create awareness of the expected roles of the stakeholders in the implementation of the SMTDP.
c) Promote dialogue and generation of feedback on the performance of the MDAs
d) Promotion of access and management of expectations of the public on the deliverables of MDAs.

HOW DISSEMINATION WILL BE DONE

Dissemination of M&E reports to internal stakeholders will be done through reports presented at Management meetings and staff durbars. External stakeholders will receive both copies of the M&E reports through their participation in quarterly review meetings organized by OHCS. Hard and soft copies of the reports will be sent to External stakeholders through the Mail/email. They can also access the reports from the OHCS websites.

The stakeholders to be considered in the communication strategy include

- Ministries, Departments and Agencies. (Civil Servants)
- Ministers and Deputy Ministers.
- Members of Parliament and relevant Parliamentary Committee.
- Chief Directors.
- Development Partners.
- Training Institutions (Civil Service Training Institutions, GIMPA).
- Media.
- Publics.

Below is a proposed communication matrix;

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Meeting with PBME staff	To acquaint staff of the SMTDP document	Officers of PBME	PowerPoint presentations, Group discussions		PBMED
Meeting with Directors and Officers of	To update them on the status of implementation	Officers from various Directorates of OHCS		Quarterly	PBMED

other cost centres					
External engagement	• Create enabling environment to foster management support • Develop a congenial working disposition for breakdown of barriers for successful implementation	Ministers, Deputy Minister, Chief Directors/Directors			
	Inform on developments and progress towards agreed objectives	Development Partners			
	Provide general knowledge and database as well as feedback on set targets	Training Institutions			
	Provide relevant information on pertaining to personal needs.	Civil Servants etc			
	Create enabling environment for support of resource allocation	Parliament			

EXPECTED IMPACTS AND ISSUES MANAGEMENT:

The communication strategy is to develop simple messages focusing on the following:

- Effective implementation of government policies.

- The general efficiency of the Civil Service.

- Develop and maintain Human Resource data base systems for effective and efficient human resource development and management practices in the Civil Service.

STAKEHOLDER ANALYSIS

The stakeholder analysis was designed to assist the OHCS identify all groups and organizations that have interest in or are affected by the activities of the Office. The identification of stakeholders and their participation in the activities of the Office will lead to sustained capacity building, information dissemination and demand for M & E results.

NO.	STAKEHOLDERS	INFORMATION NEEDS	RESPONSIBILITIES
INTERNAL STAKEHOLDERS			
1.	OHCS STAFF	Information on training, promotions, general welfare issues and better conditions of service.	Ensure efficient & effective service delivery to all OHCS stakeholders
2.	OHCS DIRECTORATES	Policy Directions, Information on Resource allocation (funds)	Develop good Policies (Training policy, Human Resource Policy, etc.) for the management of the service.
3.	OHCS DEPARTMENTS	Policy Directions	Ensure effective management of records and also provide management consultancy services for the Civil Service.
4.	CIVIL SERVICE TRAINING INSTITUTIONS	Policy Directions (Training Policy etc.)	Provide regular skills training for Civil Servants and Other Public Servants
5.	CIVIL SERVICE COUNCIL	Reports, Proposals and petitions (etc.)	Provide policies and guidelines for the management of the service.
6.	OFFICE OF THE PRESIDENT	Reports and proposals (etc)	Provide policies, guidelines and oversight for the Service.
7.	PARLIAMENT	Budget Proposals, Audit responses	Make good laws and monitor the use of funds.
8.	MDAs	Policy directions and guidelines on HR issues, Interpretation of rules and regulations.	Effective management of the respective ministries and departments and report back to the office.
9.	NDPC	Copies of SMTDP, M&E Plan and APR	Provide Planning Guidelines, technical assistance
10.	MOFEP	Request for funds and reports on the utilization of funds.	Provide budget guidelines and timely release of funds.
11.	PSRS	Proposals and programmes for funding.	Monitor utilization of funds.
12.	SSNIT	Credible Information on Civil Servants, Reports of payment of SSF contribution of Civil Servants.	Ensure that pension benefits are worked out and paid timely to retired Civil servants, provide Statement of Account to Civil Servants and also update information on Civil Servants.

13.	CLOGSAG	Policy directions on HR welfare issues, feedback on petitions from Civil Servants.	Assist OHCS to negotiate better conditions of service.
14.	CONSULTANTS	Information on Contracts and consultancy Services available.	Provide Technical and professional services.
15.	MEDIA	Programmes and activities	Disseminate Information and provide feedback.
16.	DEVELOPMENT PARTNERS(JICA, FRENCH GOV'T AND CIDA)	Policies and Programmes and Accurate Data.	Provide Technical Assistance and Monitor the utilization of allocated funds.
17.	CONTRACTORS	Information on contracts available	Execute projects/ contracts
18.	ATTORNEY GENERAL	Information on issues with legal implications.	Provide Legal Advice and representation.
19.	MINISTRY OF WOMEN AND CHILDREN'S AFFAIRS	Information on gender issues	Provide Policy directions in relation to gender issues in the Service.
20.	PUBLIC SERVICES COMMISSION	Credible information on HR issues in the Service.	Provide HR Policies Guidelines.
21.	MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT	Policy Guidelines on HR related issues	Provide credible staff profiles and performance reports.
22.	MINISTRY OF INFORMATION	Programmes and activities and HR policy guidelines	Disseminate Information and provide requisite feedback.
23.	MINISTRY OF FOREIGN AFFAIRS	Information with regard to travelling arrangements for OHCS staff to international conferences, courses and seminars.	Facilitate OHCS participation in international Conferences and courses.
25.	CONTROLLER AND ACCOUNTANT GENERAL DEPARTMENT	Request for funds and expenditure returns.	Provide highly specialized financial and Accounting Services to OHCS as per the FAA/FAR.
26.	INTERNAL AUDIT AGENCY	Expenditure returns, Payment vouchers, Copies of OHCS plans and budget.	Ensure that resources are put into an effective and efficient use to achieve the objective of OHCS.
27.	PUBLIC PROCUREMENT AGENCY	Copies of Procurement plan and quarterly procurement returns.	Provide Procurement Guidelines, build capacity of procurement practitioners.
28.	GIMPA	Training Needs of civil servants.	Train appropriate grades of Civil Servants and provide consultancy services to the Service.

29.	LOCAL GOVERNMENT Service	Validated staffing norms, staff profiles and number of Civil Servants to be transferred to the LGS.	Develop conditions of service and schemes of service for staff.

METHODS OF COMMUNICATING SMTDP OUTCOMES

Institutional arrangements

The Public Relations Unit in collaboration with the five line Directorates of the OHCS and in consultation with the Chief Director and Head of Civil Service shall put in place the under listed communication plans;

a) Interpersonal Communication

Contact by official communication (letters), memoranda, telephone, newsletters, Press Releases, Press Soirees, Exhibitions, OHCS Official Website, workshops, conferences, Brochures and Flyers.

b) Media

This will focus on internal publicity. Such communication may take various forms such as meetings with a definite agenda with appropriate communication kits provided. It may also include the use of notice boards, Flyers, Newsletters, Brochures, a documentary and the use of corporate identity keys – Logo, special colours, official type style and dress, calendars, diaries, vision & mission statements, use of intranet. Symposia, workshops and spotlights are additional tools that can be utilized by the OHCS.

6.1.4 EVALUATION ARRANGEMENT FRAMEWORK

Evaluation of the SMTDP shall be done to access the effectiveness and efficiency of the indicators and the content of the document as a whole. A mid-term assessment will also be carried out to determine the impact of the implementation of the SMTDP.