

PUBLIC SERVICES COMMISSION



SECTOR MEDIUM TERM DEVELOPMENT PLAN UNDER THE NATIONAL MEDIUM TERM DEVELOPMENT FRAMEWORK POLICY

2018 -2021

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LIST OF ACRONYMS

AAP	Annual Action Plan
AGI	Association of Ghana Industries
CSO's	Civil Society Organisations
CDM	Capacity Development Mechanism
CMAs	Central Management Agencies
CVCP	Committee of Vice Chancellors and Principals
COS	Conditions of Service
EIA	Environmental Impact Assessment
GPRS I	Ghana Poverty Reduction Strategy
GPRS II	Growth and Poverty Reduction Strategy
GSGDA	Ghana Shared Growth and Development Agenda
GOG	Government of Ghana
GEA	Ghana Employers Association
GSMF	Ghana Social Marketing Foundation
GSGDA	Ghana Shared Growth and Development Agenda
HIV / AIDS	Human Immuno Deficiency Virus / Acquired Immuno Deficiency Syndrome
HRPD	Human Resource Policy Division
HRMIS	Human Resource Management Information System
ICT	Information Communication and Technology
IGF	Internally Generated Funds
MDAs	Ministries, Departments and Agencies
MMDAs	Metropolitan, Municipal, District Assemblies
MDGs	Millennium Development Goals
MDPI	Management Development and Productivity Institute
MTEF	Medium Term Expenditure Framework
MOF	Ministry of Finance
MOH	Ministry of Health
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MSD	Management Services Division
MTDP	Medium-Term Development Plan
NGO	Non-Governmental Organisations
NDPC	National Development Planning Commission
NDPS	National Development Planning System
NEPAD	New Partnership for African Development
NMTDPF	National Medium Term Development Policy Framework
OHCS	Office of the Head of Civil Service
RIME	Research, information, monitoring and evaluation
PBB	Programme Based Budgeting
POA	Programme of Action
POCC	Potentials, Opportunities, Constraints, Challenges
PSC	Public Services Commission
PLWA	People Living With HIV / AIDS
PEF	Private Enterprise Foundation
PPP	Policies, Programmes and Projects
PPME	Policy, Planning, Monitoring and Evaluation
PMS	Performance Management System
SDGs	Sustainable Development Goals
SEC	State Enterprise Commission
SEA	Strategic Environmental Assessment
SoPSR	State of the Public Service Report

EXECUTIVE SUMMARY

The governments medium term vision as articulated in the Coordinated Programme of Economic and Social Development Policies, 2017-2024, is to “ create an optimistic, self-confident, and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open, and fair society in which mutual trust and economic opportunities exist for all. Four main goals are derived from the vision for the period of the policy framework, 2018-2021 namely: Create opportunities for all Ghanaians; safeguard the natural environment and ensure a resilient built environment; maintain a stable, united, and safe society; and build a prosperous society. To achieve this goals, the medium term priority policies, will be anchored on the following strategic areas; restoring the economy; transforming agriculture and industry; strengthening social protection and inclusion; revamping and economic and social infrastructure; and reforming public service delivery.

The first of these plans is to be prepared based on the Medium Term National Development Policy Framework (MTNDPF, 2018 – 2021). The implementation of the consequential Medium-Term Development Plan (2018-2021) is the responsibility of Ministries, Sector Agencies (MDAs) and the District Assemblies (DAs).

The Public Services Commission (PSC) is the Central Management Agency responsible for providing strategic policy guidance for human resource management for public service organizations listed under Article 190(1) of the 1992 Republican Constitution of Ghana. The PSC is an independent constitutional organ of the State established by Article 196 of the 1992 Constitution and the **PSC Act, Act 482**.

The PSC’s Medium Term Development Plan (MTDP) for the period 2018-2021 has been developed based on the Commission’s Mission, that is, “To safeguard and promote a high calibre of integrity, accountability and competence in public service organisations in Ghana, through advisory, consultative, regulatory and supervisory services”. The Plan was developed in accordance with the National Medium Term Development Plan Policy Framework (NMTDPF), 2018-2021 and with reference to the 2018-2021 National Development Plan Policy Framework.

Six (6) major developmental issues have been identified and would be addressed under National Medium Term Development Policy Framework (NMTDPF) 2018-2021 during the planning period (2018-2021). The key developmental issues are:

- a) Limited modernization and use of technology in public sector;
- b) Inefficient public service delivery;
- c) Overlapping functions among public sector institutions ;
- d) Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions;
- e) Poor work ethic;
- f) Undue interference in the functioning of public sector institutions.

The main policy objective adopted from the NDPFM 2018-2021 which would be pursued by the Commission during the planning period (2018-2021) is to “ Build an efficient and effective government machinery”. Some of the challenges which influence the consideration of these initiatives/policy objective came about as a result of the concerns raised by key stakeholders/clients of the Commission and the

outcome of analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the Commission, which were undertaken prior to the preparation of the Commission's Medium Term Development Plan under the National Medium Term Development Policy Framework (NMTDPF) 2018-2021.

The PSC will embark on a number of projects/initiatives as contained in the Sector Medium Term Development Plan (2018-2021) and the Annual Action Plans of the Commission. The purpose of the initiatives is to meet and address some of the critical challenges which public service organizations face in the discharge of their functions, especially, in the area of human resource management.

In most cases, the PSC is not directly involved in the implementation of these initiatives at the level of the organizations but rather the Commission seeks to provide broad general policy framework for the management of human resource functions in public service organizations. This is to improve on efficiency, effectiveness and acceptable levels of performance in the delivery of services to the government, the citizens and other non-state actors.

The Plan was developed after thorough cross-consultation and participation by middle and senior management level personnel of the Commission, the Development Planning Committee consisting of fifteen (15) officers chaired by the Chairman of the Commission. Nine (9) out of the fifteen (15) were constituted into a small Technical Committee to conclude with the plan preparation. The Technical Team was led by the Director in charge of Finance and Administration who provided technical back-stopping to the plan preparation exercise. The output of this smaller group was discussed by the SMTDP Preparation Team.

The Plan have been developed on the basis of extensive consultations with stakeholders, including Ministries Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs), academia, Non-Governmental Organisations (NGOs), and various experts. This process aimed to ensure ownership and facilitate the preparation and implementation of the plans.

The PSC will collaborate with identifiable stakeholders, including the Central Management Agencies, Governing Councils and Boards of the various Public Service Institutions to ensure effective and efficient implementation of the MTDP.

The total estimated cost of implementing the plan for the desired results is **Thirty-five Million, two Hundred and fifty-three thousand, three hundred and fifty Ghana Cedis, twenty-four pesewas (GH¢35,253,350.24)**. In line with the Medium Term Development Plan, the PSC has come out with a comprehensive programme of action from 2018 – 2021. In order to facilitate the implementation of the plan, the PSC has prepared Annual Action Plans for implementation from 2018 to 2021. The Annual Action Plans were taken from the Medium Term Development Plan of the Commission. The total cost for the implementation of the Annual Action plan for 2018 is estimated at **Nine Million, Two Hundred and Five Thousand Ghana Cedis (GH¢9,205,000.00)**.

The implementation of the activities identified will be funded mostly by the Government of Ghana. The total cost of the MTDP is estimated at **Thirty-four Million, Six Hundred and Seventy-Three Thousand, Eight Hundred and Sixty-Two Ghana cedis, Thirteen pesewas (GH¢34,673,862.13)**. It is, therefore, incumbent on the Commission to explore other indigenous ways of mobilizing funds for the implementation of the plan as outlined in the strategic plan.

As part of the strategy, the Commission will engage the Ministry of Finance (MoF) to increase the budgetary allocations for the Commission. Attempts will be made to discuss with MoF the possibility of using part, if not all, of the internally generated funds for the implementation of activities in the annual action plans.

Collaboration and effective coordination will be encouraged among MDAs with similar programmes to avoid duplication of programmes and ensure judicious use of financial resources. The PSC will also ensure prudent financial management in the areas of expenditure controls and management. Expenditure will be done in such a way as to ensure value for money. All procurement activities will be done in accordance with the Public Procurement Act, 2003 (Act 663) and the Revised Public Procurement Act, 2016 (Act 914). The Commission will be proactive in seeking for technical, material and financial support from Development Partners to enable the Commission implement its Annual Action Plans. The Commission will also ensure prudent financial management, and collaborate with other stakeholders, especially the MDAs, to avoid duplication of programmes.

This estimate shall cover costs of investment and service activities. These would include renovation of the PSC building, re-equipping and updating the logistical strength of PSC for effective performance.

The service activities will include the following:

- addressing the training needs of the Commission;
- Scale up the establishment of the Human Resource Management Information System(HRMIS);
- implementation of Human Resource Policy Framework and Manual for the public services;
- implementation of the Public Service Corporate Governance Manual;
- implementation of the Performance Management System;
- organisation of lectures, conferences and workshops, training of staff of the Commission; and
- participation in both local and international meetings.

These activities shall be funded from Government of Ghana (GoG) allocated funds from the Ministry of Finance.

As part of the strategy, the Commission will provide the necessary justification to the Ministry of Finance (MOF) for the upward adjustment of the PSC’s budget ceiling and approval for the use of internally generated funds for the implementation of activities in the NMTDP.

Technical Committee

In coming out with the Medium Term Development Plan, a technical committee team was set-up. The membership was as follows;

Table 1

NO.	NAME	POSITION
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1.	Mrs. Bridget Katsriku	Chairman
2.	Dr. Lawrence A. Kanna	Vice Chairman
3.	Mr. Robertson N.A Allotey	Member I
4.	Mr. M.K. Gabah	Member II
5.	Mr. Michael Owusu-Nimako	Secretary
6.	Mr. Theodore Apedo	Deputy Secretary (HRPD)
7.	Mr.Kwesi Ohemeng-Agyei	Deputy Secretary (RIME)
8.	Mrs.Fati Seidu	Deputy Secretary (MSD)
9.	Mrs. Ernestina Oppong Yeboah	Ag. Deputy Secretary (F&A)
10.	Mr.Zakari Sumaila	Chief Accountant
11	Mr.Victor Way Kuvodu	Deputy Assistant Secretary
12	Mrs. Harriet Bani	Deputy Assistant Secretary
13	Mr. George D. Owoo	Principal Budget Analyst
14	Mr. Isaac Akrofi	Principal Assistant Secretary
15	Miss. Pearl Ofeibea Twum	Assistant Secretary 1

The Plan was developed after thorough cross-consultation and participation by middle and senior management level personnel of the Commission, the Development Planning Committee consisting of fifteen (15) officers chaired by the Chairman of the Commission. Nine (9) out of the fifteen (15) were constituted into a Technical Committee to conclude with the plan preparation. The Technical Team was led by the Director in charge of Finance and Administration who provided technical back-stopping to the plan preparation exercise. The output of this smaller group was discussed by the SMTDP Preparation Team. The Commission, adopted the sector medium term development plan for implementation for the four year planning period.

Table 2 **Technical Sub Committee**

NO.	NAME	POSITION
1.	Mr. Theodore Apedo	Deputy Secretary (HRPD)
2.	Mr. Kwesi Ohemeng-Agyei	Deputy Secretary (RIME)
3	Mrs. Fati Seidu	Deputy Secretary (MSD)
4.	Mrs. Ernestina Oppong Yeboah	Deputy Secretary (F&A)
5.	Mrs. Harriet Bani	Deputy Assistant Secretary
6	Mr. Victor Way Kuvodu	Deputy Assistant Secretary
7	Mr. George D. Owoo	Principal Budget Analyst
8	Mr. Isaac Akrofi	Principal Assistant Secretary

9	Miss. Pearl Ofeibea Twum	Assistant Secretary 1
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CHAPTER ONE

1.0 Introduction

This chapter deals with the profile of the Public Services Commission (PSC) relating to its mandate, vision and mission, human resource, infrastructure and facilities. It also indicates the performance of the PSC from 2014 to 2017 and the identified critical issues that confronted the Commission during implementation under the period review which have implications for 2018 - 2021 planning period. The chapter ends with the sources of financial resources utilised for the implementation of the 2014-2017 programmes and projects.

1.1 Mandate

The Public Services Commission is a key strategic Central Management Agency (CMA) established under the 1992 Constitution and the PSC Act, 1994 (Act 482) responsible for the human resource management of the public service through advisory, consultative, regulatory and supervisory services.

The responsibilities of the PSC as a Central Management Agency, impact on Ghana's public administration system, especially, in the fourth goal of the NMTDPF 2018-2021 which is; "Build effective efficient and dynamic institutions".

In pursuance of the above mandate, the Commission engages in, among other functions, advising government on the criteria for appointment to Public Offices, the development of policy guidelines on appointments, promotion and disciplinary procedures within the Public Service, guidelines on manpower planning and performance for maximum utilization of human resource in the public services of Ghana.

1.2 Mission

The mission of the Commission is to "To safeguard and promote a high level of integrity, accountability and competence in public service organisations in Ghana, through advisory, consultative, regulatory and supervisory services".

1.3 Vision

The vision of the Commission is “A Public Services Commission whose guidelines and advice result in a well-managed workforce capable of and committed to delivering high quality services to the people of Ghana.”

1.4 Core values

The Commission core values are as follows;

- a) Integrity
- b) Professionalism
- c) Loyalty

1.5 Functions

The core functions of the PSC are as follows:

- a) to advise Government on the criteria for appointment to public offices as well as persons to hold or act in Public Services;
- b) to promote efficiency, accountability and integrity in the Public Services;
- c) to prescribe appropriate systems and procedures for the management of personnel records within the Public Services;
- d) to identify, explore and promote the recruitment of suitable personnel into the Public Services acting in collaboration with educational authorities;
- e) to undertake planning of manpower requirements of the Public Services using data from the educational institutions and other sources;
- f) to improve recruitment policies and techniques by introducing modern methods of judging suitability of officers;
- g) to conduct examinations and interviews for appointment to posts and for promotions in the public Service or within public corporations to ensure uniformity of standards of selection and qualifications;
- h) to review the organization, structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services;
- i) to oversee the human resources development activities of the Public Services organizations to ensure career planning and career development in the Public Services;
- j) to conduct in collaboration with training institutions, personnel research into human resources management in the Public Services in order to improve personnel practices and their utilization in the Public Services; and,
- k) to perform any other duties assigned to it under the Constitution or any other enactment.

The governments medium term vision as articulated in the Coordinated Programme of Economic and Social Development Policies, 2017-2024, is to “ create an optimistic, self-confident, and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic ,open, and fair society in which mutual trust and economic opportunities exist for all.. From the foregoing, the Commission vision is in support of the National Vision, as the Commission also seeks and visualize a well-managed workforce capable of and committed to delivering high quality services to the people of Ghana, hence promoting socio-economic development, through effective human resource management in the public service.

1.6 Performance Review (2014-2017)

The rationale for the performance review was to involve continuous or ongoing collection and analysis of information about implementation to review progress and to compare actual progress with what was planned so that adjustments can be made in implementation. It is against this backdrop that, the PSC developed a set of performance indicators and targets that have been agreed upon by stakeholders to assess the progress of implementation of the key policies and programmes undertaken to achieve the development goals and objectives outlined in the GSGDA II.

The performance review consist of the extent of implementation of all broad projects/activities under the programmes and sub-programmes as well as achievement of the policy objectives in relation to the indicators from 2014 to 2017 with respect to the appropriate thematic areas of GSGDA II. It also include the statement on income and expenditure, the problems/issues/challenges identified during implementation, actions taken to address them and the relevant lessons for the next planning phase.

The table below indicates the performance of the policy objectives, the programmes, and the sub-programmes implemented under the thematic areas during the planning period of the GSGDA (2014-2017);

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Training of Chief Executive Officers	Stakeholders consultations completed	Two (2) training sessions organized for Chief Executives Officers of the Public Services	One (1) training session held, and sixty (60) Chief Executives participated	Training programme was successful
2015	Public Service Human Resource Management	Recruitment and Career Development	Training of Chief Executive Officers		Two (2) training sessions organized for Chief Executives Officers of the Public Services	One (1) training session held, and sixty (57) Chief Executives participated	Training programme was successful
2016	Public Service Human Resource Management	Recruitment and Career Development	Training of Chief Executive Officers		Two (2) training sessions organized for Chief Executives Officers of the Public Services	One (1) training session held, and sixty-three (63) Chief Executives participated	Training programme was successful
2017	Public Service Human Resource Management	Recruitment and Career Development	Training of Chief Executive Officers		Two (2) training sessions organized for Chief Executives Officers of the Public Services	Training session not held	Inadequate funds

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Organize Conference of Human Resource Management Practitioners in the Public Service	Stakeholders consultations completed	Conference of Human Resource Management Practitioners in the Public Service	Two hundred and forty-six (246) Human Resource Management Practitioners in the Public Service attended the Conference	1. Training programme was successful 2. Inadequate releases of funds to fund the second sessions
2015	Public Service Human Resource Management	Recruitment and Career Development	Organize Conference of Human Resource Management Practitioners in the Public Service		Conference of Human Resource Management Practitioners in the Public Service	Two hundred and forty-two (242) Human Resource Management Practitioners in the Public Service attended the Conference	1. Training programme was successful 2. Inadequate releases of funds to fund the second sessions
2016	Public Service Human Resource Management	Recruitment and Career Development	Organize Conference of Human Resource Management Practitioners in the Public Service		Conference of Human Resource Management Practitioners in the Public Service	Three hundred (300) Human Resource Management Practitioners in the Public Service attended the Conference	1. Training programme was successful 2. Inadequate releases of funds to fund the second sessions
2017	Public Service Human Resource Management	Recruitment and Career Development	Organize Conference of Human Resource Management Practitioners in the Public Service		Conference of Human Resource Management Practitioners in the Public Service	Training Programme not organised	Inadequate releases of funds to fund training programmes

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Management and Administration	General Administration and Finance	Training of Staff	45 staff trained in HR management courses	Capacity of thirty (30) staff built in HRM and other related courses	Twenty-five (25) staff trained on human resource management and other related courses	Inadequate releases of funds to fund training programmes
2015	Management and Administration	General Administration and Finance	Training of Staff		Twenty-five (25) staff of the Commission trained on human resource management and other related courses	Fifty-three (53) staff of the Commission trained on human Resource management and other related courses	Additional funding was provided by the CDM project to train more staff
2016	Management and Administration	General Administration and Finance	Training of Staff		Capacity of thirty-five (35) staff built in HRM and other related courses	Thirty (30) staff trained on human resource management and other related courses	Inadequate releases of funds to fund training programmes
2017	Management and Administration	General Administration and Finance	Training of Staff		Capacity of thirty-five (35) staff built in HRM and other related courses	Twenty-six (26) staff trained on human resource management and other related courses	Training programme was successful

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Management and Administration	General Administration and Finance	UN/Africa Public Service Day celebrated	Health walk and dinner awards night was organized to commemorate the occasion	Annual activities to commemorate the UN/Africa Public Service Day organised	a) Press conference organized to commemorate the UN/Africa Public Service Day b) Public Seminar organized for public servants	Commemoration was successful
2015	Management and Administration	General Administration and Finance	UN/Africa Public Service Day celebrated		Annual activities to commemorate the UN/Africa Public Service Day organised	a) Press conference organized to commemorate the UN/Africa Public Service Day b) Public Seminar organized for public servants	Commemoration was successful
2016	Management and Administration	General Administration and Finance	UN/Africa Public Service Day celebrated		Annual activities to commemorate the UN/Africa Public Service Day organised	a) Press conference organized to commemorate the UN/Africa Public Service Day b) Blood donation organized to commemorate the occasion	Commemoration was successful
2017	Management and Administration	General Administration and Finance	UN/Africa Public Service Day celebrated		Annual activities to commemorate the UN/Africa Public Service Day organised	Public Seminar organized for public servants to celebrate the Day	Commemoration was successful

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Management and Administration	General Administration and Finance	Seventh Conference of Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils held	Four no. Conferences organized for Chief Executives, Chief Directors and Chairmen of Boards/Councils in the public service	Seventh Conference organized for Chief Executives, Chief Directors and Chairmen of Boards/Councils in the public service	Two hundred and twenty (220) Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils attended the Conference	Conference was successfully organised
2015	Management and Administration	General Administration and Finance	Eighth Conference of Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils held		Eighth Conference organized for Chief Executives, Chief Directors and Chairmen of Boards/Councils in the public service	Two hundred and ten (210) Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils attended the Conference	Conference was successfully organised
2016	Management and Administration	General Administration and Finance	Ninth Conference of Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils held		Ninth Conference organized for Chief Executives, Chief Directors and Chairmen of Boards/Councils in the public service	Ninth Conference was not held	Due to lack of funds to organize the conference
2017	Management and Administration	General Administration and Finance	Ninth Conference of Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils held		Ninth Conference organized for Chief Executives, Chief Directors and Chairmen of Boards/Councils in the public service	Ninth Conference was not	Non-composition of Boards/Councils of PSOs

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: .Improve the working environment and conditions						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Management and Administration	General Administration and Finance	Rehabilitation of the Commission Building	No rehabilitation works undertaken on the dilapidated office building	Structural Assessment of the Commission Office Building conducted	Structural Assessment of the Commission Office Building conducted and report submitted by the Consultant	Structural assessment report submitted by the Consultant
2015	Management and Administration	General Administration and Finance	Rehabilitation of the Commission Building (Phase 1)		Part of structural defects completed	Part of structural defects completed (10% completed)	Phase 1 Works completed
2016	Management and Administration	General Administration and Finance	Rehabilitation of the Commission Building (Phase 11)		Part of structural defects completed (40%)	No civil works was done on the Part structural defects	No budgetary allocation approved for the Commission to carry out the rehabilitation works
2017	Management and Administration	General Administration and Finance	Rehabilitation of the Commission Building (Phase 111)		Part of structural defects completed (50%)	Procurement process is ongoing to award the 2nd phase of the project	Project commenced 40% structural and 70% electrical upgrading and installations

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: .Improve the working environment and conditions						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Management and Administration	General Administration and Finance	Procurement of Office Equipment's and Logistics	Office equipment available but outmoded	20 Computers and accessories procured and installed	30 Computers and accessories procured and installed	Additional purchase of computers and accessories by the CDM project
2015	Management and Administration	General Administration and Finance	Procurement of Office Equipment's and Logistics		a)One (1) new Lift/Elevator for the Commission building Procured and installed b)Six (6) air conditioners and four (4) swivel chairs procured and in use c) Purchase Vehicles,	a) One (1) new Lift/Elevator for the Commission building procured and installed b) Six (6) air conditioners and four (4) swivel chairs procured and in use c)Two Pick up vehicles purchased	All items procured and are in good use
2016	Management and Administration	General Administration and Finance	Procurement of Office Equipment's and Logistics		Procurement of Office Equipment's and Logistics	No items were purchased	Inadequate funds
2017	Management and Administration	General Administration and Finance	Procurement of Office Equipment's and Logistics		a) Computers and accessories procured and installed b) Procurement of Office Equipments	Yet to be procured	Items procured and in use

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Establish a reliable public service-wide human resource management information system						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of Public Service Human Resource database	1. Scoping requirement done. 2. Selection of pilot MDAs for the HRMIS 3. Selection of Consultants for the project completed	Human Resource Management Information System (HRMIS) rolled out to 49 MDAs	Scoping requirement done. Selection of pilot MDAs Sensitization workshop for key stakeholders organized	Consultant engaged for the development of the HRMIS
2015	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of Public Service Human Resource database		Human Resource Management Information System (HRMIS) rolled out to 49 MDAs	PSC, which is one of the pilot MDAs, has gone live on the system. PSC went live on 23 rd December, 2015	The system is live and PSC process its HR related issues on the system
2016	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of Public Service Human Resource database		Human Resource Management Information System (HRMIS) rolled out to 49 MDAs	GPrS, GSS, OHCS, LGSS, MOFA and GHS have gone <i>live</i> on the system	Improved and speedy processing of HR related issues on the system by the MDAs gone live on the system
2017	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of Public Service Human Resource database		Human Resource Management Information System (HRMIS) rolled out to 23 Ministries and 16 Commissions	1. Official launch of the HRMIS “Go live “ was done for all the ten (10) Regional Directorates of Health Services 2. Change Management Workshop on the HRMIS organized for all ten (10) Regional Directorates of Education, Regional and District Directors of Audit Service, Teacher	Sixteen (16) MDAs have gone live on the system

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: .Enhance supervision and productivity in the public service						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of establishment ceilings/levels for MDAs	Manpower conducted for 20 selected MDAs	Human Resource Audit conducted and Reports completed and submitted for all MDAs	Procurement process for the engagement of Consultants for the assignment completed	
2015	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of establishment ceilings/levels for MDAs		Human Resource Audit conducted and Reports completed and submitted for all MDAs	1.Contract awarded for the conduct of Human Resource Audit in ten (10) public service organizations 2. HR Audit commenced on June 15, 2015 and consultants have submitted draft reports	Human resource audit completed successfully
2016	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of establishment ceilings/levels for MDAs		Human Resource Audit conducted and Reports completed and submitted for all MDAs	Final Reports submitted and being reviewed by the Quality Assurance Team for ten (10) MDA	
2017	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation	Development of establishment ceilings/levels for MDAs		Human Resource Audit conducted and Reports completed and submitted for all MDAs	Human Resource Audit conducted in seventeen (17) MDAs and report submitted to the Commission	Preparation underway to commenced the audit in 5 more MDAs

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Public Service Promotion Examinations	Eight (8) Public Service Qualifying Promotions Examination conducted	One (1) Public Service Qualifying Promotions Examination conducted	One (1) Public Service Qualifying Promotions Examination Conducted for 1,142 public servants from 12 public service organizations	Examinations successfully conducted
2015	Public Service Human Resource Management	Recruitment and Career Development	Public Service Promotion Examinations		One (1) Public Service Qualifying Promotions Examination conducted	One (1) Public Service Qualifying Promotions Examination Conducted for 1,346 public servants from 12 public service organizations	Examinations successfully conducted
2016	Public Service Human Resource Management	Recruitment and Career Development	Public Service Promotion Examinations		One (1) Public Service Qualifying Promotions Examination conducted	Qualifying Promotion Examination conducted on 26 th and 27 th August, 2016 for 1,821 public servants from 16 public service institutions	Examinations successfully conducted
2017	Public Service Human Resource Management	Recruitment and Career Development	Public Service Promotion Examinations		One (1) Public Service Qualifying Promotions Examination conducted	Yet to be organized	Examinations to be conducted in the third quarter

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Development and Implementation of the Human Resource policy framework and manual	Development of the Human resource manual policy and framework	Development and Implementation of the Human Resource policy framework and manual	Codification of the guidelines, circulars and development of the HRMPFM	
2015	Public Service Human Resource Management	Recruitment and Career Development	Implementation of the Human resource manual policy and framework		Ninety percent (90%) of requests for sensitization and training on the HRM responded to b) Eight hundred and fifty (850) copies of the HRM manual distributed	1. Cabinet approved The HRM Policy Framework and Manual. 2. MDAs sensitized on the Manual and copies printed and distributed to 144 MDAs.	
2016	Public Service Human Resource Management	Recruitment and Career Development	Implementation of the Human resource manual policy and framework		Ninety percent (90%) of requests for sensitization and training on the HRM responded to b) Eight hundred and fifty (850) copies of the HRM manual distributed	All requests from (2 MDAs) for sensitization and training on the HRM Manual have been responded to b) Six hundred and fifty (650) copies of the HRM manual have been distributed	Distribution and sensitization of the HRM Manual is on-going
2017	Public Service Human Resource Management	Recruitment and Career Development	Implementation of the Human resource manual policy and framework		Ninety percent (90%) of requests for sensitization and training on the HRM responded to b) Eight hundred and fifty (850) copies of the HRM manual distributed	Board members and Senior Management Staff of some public service organisations were sensitized and trained in the HRMPF Manual	Training programme was successful

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Category “A” and “B” position holders appointment in the public service	Seventy-five (75%) of requests for recruitment and promotions interviews responded	Seventy-five (75%) of requests for recruitment and promotions interviews responded to	Seventy-five (75%) of requests for recruitment and promotions interviews responded	Target was achieved
2015	Public Service Human Resource Management	Recruitment and Career Development	Category “A” and “B” position holders appointment in the public service		Seventy-five (75%) of requests for recruitment and promotions interviews responded to	Conducted recruitment/promotion interviews for one hundred and eighty-five (185) Category ‘A’ and ‘B’ office holders representing 90% of requests.	Target was achieved
2016	Public Service Human Resource Management	Recruitment and Career Development	Category “A” and “B” position holders appointment in the public service		Seventy-five (75%) of requests for recruitment and promotions interviews responded to	Conducted recruitments/promotions interviews for seventy-one (71) out of eighty-five (85) request from Public Service Organizations for Categories ‘A’ and ‘B’ office holders representing 83.52%.	Target was achieved
2017	Public Service Human Resource Management	Recruitment and Career Development	Category “A” and “B” position holders appointment in the public service		Seventy-five (75%) of requests for recruitment and promotions interviews responded to		Category “A” and “B” position holders appointment in the public service yet to be conducted

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Promote excellence in people management						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Recruitment and Career Development	Recruitment and promotion interviews (External Interviews)	To achieve ninety-five percent (95%) for representation on interviews panels in public service organizations	Seventy-five (75%) of requests for recruitment and promotions interviews responded to	Served on recruitment/ Promotion interview panels for 89 public service institutions for 237 man-days, representing 97.5 % of requests.	The Commission was well represented
2015	Public Service Human Resource Management	Recruitment and Career Development	Recruitment and promotion interviews (External Interviews)		Seventy-five (75%) of requests for recruitment and promotions interviews responded to	Served on recruitment/ Promotion interview panels for 59 public service institutions for 225 man-days, representing 98% of requests.	The Commission was well represented
2016	Public Service Human Resource Management	Recruitment and Career Development	Recruitment and promotion interviews (External Interviews)		Seventy-five (75%) of requests for recruitment and promotions interviews responded to	The Commission was represented on 139 out of 142 external interview panels in public service organisations, amounting to 341 man-days. This represents 97.88% of requests for representation	The Commission was well represented
2017	Public Service Human Resource Management	Recruitment and Career Development	Recruitment and promotion interviews (External Interviews)		Seventy-five (75%) of requests for recruitment and promotions interviews responded to	The Commission was represented on 30 out of 31 external interview panels in public service organisations, amounting to 41 man-days. This represents 96.77% of requests for representation	The Commission was well represented as at the end of the first quarter of 2017

Table 3: Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Enhance supervision and productivity in the public service						
	Programmes	Subprogramme	Broad project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Performance Management and Organisational Development	New Performance Appraisal Instrument implemented by Public Service Organizations	Seventy percentage (70%) PMS requests facilitated	Seventy percentage (70%) of PMS requests facilitated	Facilitated training programme for thirteen (13) public service organisations (for 913 participants) out of a total request of nineteen (19) representing 68.42% of requests	Tight schedule of MDAs for the training to be organized for them
2015	Public Service Human Resource Management	Performance Management and Organisational Development	New Performance Appraisal Instrument implemented by Public Service Organizations		Seventy percentage (70%) of PMS requests facilitated	Facilitated training programme for twelve (12) public service organisations (for 680 participants) out of a total request of fifteen (15) representing 80% of requests	Tight schedule of MDAs for the training to be organized for them
2016	Public Service Human Resource Management	Performance Management and Organisational Development	New Performance Appraisal Instrument implemented by Public Service Organizations		Seventy percentage (70%) of PMS requests facilitated	Facilitated training programme for nineteen (19) public service organisations (for 1,112 participants) out of a total request of twenty-two (22) representing 86.36% of requests	Tight schedule of MDAs for the training to be organized for them
2017	Public Service Human Resource Management	Performance Management and Organisational Development	New Performance Appraisal Instrument implemented by Public Service Organizations		Seventy percentage (70%) of PMS requests facilitated	Facilitated training programme for seven (7) public service organisations (for 80 participants) out of a total request of three (3) representing 66.66% of requests	

Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Enhance supervision and productivity in the public service						
	Program mes	Subprogra mme	Broad project/ activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Humna Reource Manage ment	Performance Management and Organisational Development	Development and review of Schemes and Conditions of Service for Public Service	Eighty percent (80%) of requests from public service organisatio ns, responded to	Eighty percent (80%) of requests from public service organisations, responded	Out of requests from Sixteen (16) public service organizations, the Commission’s Team facilitated workshops for Thirteen (13) of them to develop their Schemes of Service. b) Two (2) completed Schemes of Service for two (2) public service organizations approved.	Organizations presented requests but were not responsive in following through
2015	Public Service Humna Reource Manage ment	Performance Management and Organisational Development	Development and review of Schemes and Conditions of Service for Public Service		Eighty percent (80%) of requests from public service organisations, responded	a. Out of requests from twenty (20) public service organizations, the Commission’s Team facilitated workshops for sixteen (16) of them to develop their Schemes of Service. b. Four (4) completed Schemes of Service for four (4) public service organizations approved.	Organizations presented requests but were not responsive in following through
2016	Public Service Humna Reource Manage ment	Performance Management and Organisational Development	Development and review of Schemes and Conditions of Service for Public Service		Eighty percent (80%) of requests from public service organisations, responded	Out of requests from twenty (20) public service organisations, the Commission’s Team facilitated sixteen (16) workshops representing 80%. b) Four (4) Public service organisations had their completed Schemes of Service approved	Organizations presented requests but were not responsive in following through
2017	Public Service Humna Reource Manage ment	Performance Management and Organisational Development	Development and review of Schemes and Conditions of Service for Public Service		Eighty percent (80%) of requests from public service organisations, responded	Out of requests from thirty-nine (39) public service organisations, the Commission’s Team facilitated nineteen (29) workshops representing 74.35%.	

Performance of the MDA or Sector Agency from 2014 to 2017

PERIOD	THEMATIC AREA: Transparent Responsive and Accountable Governance						
	POLICY OBJECTIVE: Establish a reliable public service-wide human resource management information system						
	Programmes	Subprogramme	Broad project/ activity	Baseline (2013)	MTDP Target	Achievement	Remarks
2014	Public Service Human Resource Management	Performance Management and Organisational Development	Reports on the implementation of HR policies	1. Terms of Reference was developed for the SOPSR 2. Survey questionnaires for the SOPSR was completed. 3. Stakeholders consultation held with key MDAs	Development of framework for the production of the State of the Public Service Report produced	Framework developed by the Commission for the production of the State of the Public Service Report	
2015	Public Service Human Resource Management	Performance Management and Organisational Development	Reports on the implementation of HR policies		2014 State of the Public Service Report produced	The 2014 final report has been submitted to the Commission by the Consultants.	
2016	Public Service Human Resource Management	Performance Management and Organisational Development	Reports on the implementation of HR policies		2015 State of the Public Service Report produced	Consultant to undertake the assignment engaged b) Validation of survey questionnaires with key stakeholders conducted c) Sensitization workshop to precede the survey for the SOPSR organized for Heads of HR of all MDAs d) Survey commenced in November	2015 State of the Public Service Report to be produced in the second quarter of 2017.
2017	Public Service Human Resource Management	Performance Management and Organisational Development	Reports on the implementation of HR policies		2016 State of the Public Service Report produced	1. The 2015 State of the Public Service Report is completed and copies made for key stakeholders for validation. 2. Draft Terms of Reference was developed for the 2016 SOPSR 3. Draft outline survey questionnaires for the 2016 SOPSR was completed.	

TABLE 4: TOTAL RELEASES FROM GOVERNMENT OF GHANA

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned GH¢	Approved As per ceiling GH¢	Released GH¢	Deviations		Actual Expenditure GH¢	Variance GH¢
	A	B	C	GH¢	GH¢		
				A-B	B-C	D	C-D
2014	2,342,675.00	632,879.00	421,789.00	1,709,796	211,090	421,789.00	0
2015	2,432,678.00	1,950,655.00	1,974,181.98	482,023	(23,527)	1,974,181.98	0
2016	2,231,678.00	1,606,425.00	1,606,425.00	625,253	0.00	1,739,306.65	(132,881.65)
2017	3,705,888.00	3,705,888.00	443,324	0.00	3,262,564	443,324	0
CAPITAL EXPENDITURES/ASSETS							
Year							
2014	330,000.00	270,393.00	210,380.00	59,607	60,013.00	210,380.00	0
2015	650,000.00	450,000.00	294,555.00	200,000	155,445	294,555.00	0
2016	3,000,000.00	0.00	0.00	3,000,000	0.00	0.00	0
2017	4,820,000	4,820,000	0.00	0.00	3,615,000	0.00	4,820,000
GOODS AND SERVICES							
2014	3,453,897.00	1,255,927	1,001,041.84	2,197,970	254,885.16	934,788.84	66,253
2015	13,876,090.00	10,255,927.00	9,916,839.00	3,620,163	339,080.00	9,916,839.00	0
2016	7,657,678	627,964.00	286,321.14	7,029,714	341,642.86	215,997.00	70,324.14
2017	2,626,690	2,626,690	91,079	0.00	2,154,191	91,079	0

TABLE 5: ALL SOURCES OF FINANCIAL RESOURCES FOR THE MDAS

Sources	2014			2015			2016			2017		
	Planned	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢
GoG	2,159,199	1,633,210.84	525,988.16	12,656,582	12,185,575.98	471,006.22	2,234,389	1,892,746.14	341,642.86	11,152,578	625,482	10,527,096
Total	2,159,199	1,633,210.84	525,988.16	12,656,582	12,185,575.98	471,006.22	2,234,389	1,892,746.14	341,642.86	11,152,578	625,482	10,527,096

1.7 Lessons learnt and implications for new planning phase

The under listed are some of the key lessons learnt and their implications for the new planning phase:

- lack of capacity in terms of the number of senior staff of the Commission to respond to the numerous requests for assistance in the development, sensitization and training on human resource management systems;
- non-responsive and uncooperative attitude of some public service agencies in not adhering to implementation of the Commission’s reforms;
- unreliable internet connectivity (NITA);
- low budgetary allocation;
- late release of funds; and,
- Non-release of funds.

To address some of these challenges, the Commission will recruit more competent and capable staff to augment the current staff, to address issues of inadequate staffing.

In addressing the issues of inadequate funding, late release of funds and non-release of funds, the Commission will engage the Ministry of Finance to address some of these nagging issues.

1.7 Summary of key development issues encountered during implementation

The under listed are the key development issues encountered during implementation:

- unreliable internet connectivity (NITA) to access the human resource management information systems by public services organisations ;
- low budgetary allocation;
- late release of funds; and,
- Non-release of funds.

1.8 Current State of Development (Situation Analysis)

1.8.1 Infrastructure, Facilities and Human Resources

a) Infrastructure and Facilities

The Public Services Commission is located in a five-storey block in Accra, adjacent to the Ministry of Finance and within the ministerial enclaves, with about sixty-two (62) rooms. The Commission's sixty-three (63) staff does not face any office accommodation problems.

However, due to age and its proximity to the sea, (the block was built in the early 1970s) and poor maintenance practice, caused mainly by financial constraints, the premises are not in the best of state. The implications of this are summarized in table 6.

Table 6: Infrastructure, Facilities and Human Resources

NO.	INFRASTRUCTURE/ FACILITY	STATE	IMPLICATIONS FOR DEVELOPMENT
1.	5-Storey office block	a. aged electrical wiring b. broken down elevators c. only one functioning elevator for the building d. cracks in the building	a. Proximity to the sea and its harmful effects of salt spray leading to high maintenance cost. b. Limits accessibility to people with disabilities
2	Office Equipment	a. Inadequate printers, desk top and laptop computers, air conditioners	a. Inefficient and ineffective work processes leading to (i) delays in service delivery

		b. No PABX System	(ii) low staff morale,
3.	Office Furniture / Logistics	a. Inadequate furniture b. Inadequate Vehicles for Commissioners and Staff. c. Two broken-down elevators/lift of the Commission	a. in congenial and unsafe working environment leading to low staff morale, b. High attrition rate and low productivity. c. Low public image of the Commission

b. Human Resources

Unlike similar constitutional bodies such as the Electoral Commission, National Commission for Civic Education and the Commission on Human Rights and Administrative Justice, the PSC is unable to attract and retain staff with the appropriate expertise due to the Commission's inability to implement in full the existing Conditions of Service.

The total staff strength of the Commission, as at 22nd May 2017, is sixty-three (63). This is summarised in Table 7 below:

Table 7 Staff Strength of Commission

NO.	CATEGORY	MALE	PERCENTAGE	FEMALE	PERCENTAGE	TOTAL	PERCENTAGE
1.	Full-Time Commissioners	3	4.76	1	1.58	4	6.34
2.	Secretariat Staff	36	57.14	23	36.50	59	93.65
TOTAL		39	61.90	33	52.38	63	100

The age distribution of staff of the Commission is presented in Table 7a below.

Table 7a Age Distribution of Commissioners and Staff

NO .	CATEGORY OF STAFF	18 - 44 YEARS				45 – 60 YEARS				61 YEARS AND ABOVE				TOTAL
		GENDER / % OF STAFF				GENDER / % OF STAFF				GENDER / % OF STAFF				
		MAL E	(%) OF TOTAL STAFF	FEMA LE	(%) OF TOTAL STAFF	MA LE	(%) OF TOTAL STAFF	FEMA LE	(%) OF TOTAL STAFF	MAL E	(%) OF TOTAL STAFF	FEMA LE	(%) OF TOTAL STAFF	
1.	Full-Time Commissioners	-	-	-	-	-	-	-	-	3	4.76	1	1.58	4 (6.34%)
2.	Management (Deputy Secretary – Secretary)	-	-	1	1.58	3	4.76	1	1.58	-	-	-	-	5 (7.93%)
3.	Senior Staff (Assistant Secretary 1 – Assistant Deputy Secretary)	16	25.39	10	15.87	4	6.34	2	3.17	-	-	-	-	32 (50.79%)
4.	Junior Staff (Principal Administrative Assistant and below)	9	14.28	4	6.34	8	13	1	1.58	-	-	-	-	22 (35%)
TOTAL		25	40	15	24	15	23.80	4	6.34	3	4.76	1	1.58	63 (100%)

From the table above, it may be observed that there is a high disparity in the male/female ratio among the 18-44 age group, and the 45-60 age group tilt towards the male. There is also disparity parity in the 61 years and above age group. As expected all staff of the Commission above 60 years are Commissioners. In the Secretariat, most of the staff (40%) are within the 18-44 years age group. Within this group, majority are below the rank of Deputy Secretary. There are three (3) Assistant Deputy Secretary in this group. All staff in the Secretariat on the grade of Deputy Secretary are within the 45-60 year group. The age disparities and distribution will positively affects the work of the Commission, as the age group is tilted to the 18-44 years age group.

Table 8

POSITION	APPROVED ESTABLISHMENT	CURRENT STRENGTH	GAP/ VACANCY
Secretary	1	1	0
Deputy Secretary	4	3	1
Assistant Deputy Secretary	5	3	2
Chief Accountant	1	1	0
Principal Budget Analyst	1	1	0
Principal Assistant Secretary	5	4	1
Senior Assistant Secretary	4	1	3
Assistant Secretary 1	12	9	3
Chief Administrative Assistant	6	4	2
Senior Accountant	1	1	0
Accountant	1	1	0
Internal Auditor	2	1	1
Principal Administrative Assistant	5	3	1

Senior Administrative Assistant	8	3	2
Administrative Assistant 1	2	1	1
Administrative Assistant 11	2	1	1
Administrative Assistant 111	3	2	1
Chief Office Assistant	2	1	1
Principal Office Assistant	2	1	1
Office Assistant 1	6	5	1
Office Assistant 11	2	1	1
Office Assistant 111	6	5	1
Office Assistant 1V	3	2	1
Office Assistant V			

From the table above, it is clear that the PSC will need more staff to man the various departments. Vigorous attempts will be made within the medium term to attract and retain qualified and competent staff to the Commission.

c. Institutional Reforms

Being part of the public services, the PSC has been affected by various reform initiatives in the public services undertaken since the 1980s.

The PSC has over the years played a vital role in the various reform programmes undertaken in Ghana. For example, under the National Institutional Renewal Programme, the Commission chaired the National Oversight Committee and played key roles on various committees established to implement aspects of the reform programme.

The expertise of the Commission has been utilized in reforms undertaken by National Institutional Renewal Programme and the Ministry of Public Sector Reform. The PSC also played a vital role in the reform of salary administration, initially as the lead agency on the preparatory works leading to the implementation of the Ghana Universal Salary Structure (GUSS). The PSC's views and active participation are also evident in the current single-spine salary structure.

As a result of PSC's participation in the various reforms initiatives, there was a transfer of skills to staff, especially in the area of human resource management and development; which enhanced the capacity of the Public Services Commission as a whole.

The Commission itself was restructured in the late 1990s and designated as a Central Management Agency responsible for Human Resource Management of the entire Public Service. It was to have the capacity to recruit its own staff and also to work towards introducing a separate salary structure in conformity with its status as an independent constitutional body.

The structure was accordingly, amended to give the Commission only four (4) divisions – Human Resource Policy Division (HRPD), Management Services Division (MSD), Finance and Administration (F&A) and Research, Information, Monitoring and Evaluation (RIME) - instead of the old seven (7) Divisions.

Some of the reform programmes the Commission is embarking on are as follows;

- a. Performance Management System for the Public service ;
- b. Public Service-wide Human Resource Management Information System (HRMIS),
- c. Human Resource Audit in public service organizations,
- d. Human Resource Management Policy Framework and Manual; and
- e. Corporate Governance Manual for Governing Boards/Councils of the Public Services.

To date, the Commission has no approved Conditions of Service and efforts are also being made to have its own salary structure.

d. Spatial Distribution

The offices of the Public Services Commission are located in Accra. Currently, the Commission does not have personnel operating outside Accra. It may be stated, however, that, until 2008 the Commission had its staff located in the Ghana High Commission, London, to enable it to process application and other documentation from Ghanaians and other person's resident abroad who were seeking employment within Ghana.

The PSC also conducts qualifying promotional examinations for public servants annually, at regional centres throughout the country.

e. Analysis of Production and Distribution Characteristics

The Public Services Commission provides consultative, regulatory, advisory and supervisory services in human resource management and development to about 200 public service institutions throughout the country. These institutions are located at the national, regional and district levels as well as outside the country, namely within Ghana's diplomatic missions abroad. The Commission also collaborates with private and civil society organisations in addressing issues of human resource management and performance management issues.

In view of the scope of activities and the organisations involved, the Commission's services go a long way to improve the conditions of work in our client organisations, and to enhance morale and productivity in the Public Service.

f. Analysis of cross cutting issues and their implications for planning

On the cross cutting issues, the Commission analyze issues on the environment, gender based issues and HIV/AIDS. These issues were analyze because it is of great concern to the Commission

1.8.2 Environment

The PSC will ensure a high performance of the Public Service which will lead to high productivity within the Public Services and the creation of an enabling environment where hard working public servants are rewarded through fair processes for promotion. Recalcitrant and non-performing workers will also be sanctioned. This will be done through the effective implementation of the Performance Management System and the new appraisal system to ensure a fair and realistic means of evaluation. The principles, rule and regulations of an effective performance management system will be adopted and implemented to the letter to ensure that public servants function effectively and efficiently. This would be done through an effective collaboration between the Commission and the MDAs/MMDAs.

As part of its policy objectives, the PSC will among other things, ensure the creation of a vibrant public service to drive the private sector which is the engine of growth.

1.8.3 Gender

Gender in developmental terminology can be defined as role assigned to female and male in a society. It involves the specific roles of the sexes. Gender issues tend to analyse roles men and women play in national development. The role of women in national development cannot be overemphasised. According to the 2010 National Housing and Population Census, women constitutes over fifty-one (51%) of the total population of Ghana. Women can be found in the area of agriculture, commerce, science and technology, intelligentsia, politics and so on.

The non-involvement of women, and in some cases, the relegation of women to the background in national development means that Ghana is losing a lot of its potential workforce. The PSC, as part of its policy objective and activities in the Medium Term Development Plan will build the capacity of female public servants and encourage women to assume leadership and strategic roles and positions in the Public Service.

As a deliberate policy initiative, the PSC will collaborate with the Ministry of Women, Gender and Social protection to encourage the implementation of the Affirmative Action plan and other relevant legislations, rules and regulations to enhance women's empowerment in the public service. Through its guidelines on recruitment, promotion and training, as contained in the Public Service Human Resource Policy Framework and Manual, the Commission ensures that there is no discrimination on the basis of sex and gender.

1.8.4 HIV/AIDS

Currently, the PSC does not have a comprehensive Human Resource Policy on HIV/AIDS. There is no desk in-charge of HIV/AIDS and no workplace policy on it. This situation is not the best as the impact of HIV/AIDS has been relegated to the background. The PSC as a strategic agency has recognised the seriousness of the HIV/AIDS pandemic as not only a health issue but also a developmental one. The loss of quality human resource as a result of the pandemic cannot be overemphasised. Indeed, in some African countries the HIV / AIDS pandemic has affected the workforce of the public services. It is in this light, that the PSC being the fulcrum of Human Resource Management for the public service of Ghana has identified the HIV/AIDS pandemic as a serious threat to the effective functioning of the public service

It is in line with this that the PSC will as part of its Medium Term Development Plan draw out a comprehensive HIV/AIDS Policy objectives and a comprehensive programme of action. The PSC will also collaborate with the Ghana Aids Commission and other stakeholders to draw up an elaborate programme of action for the entire public service.

1.8.3 Climate Change

Ghana has achieved a low middle income status and aspires to become a fully-fledged middle income country and the future. Even though commitments are being made by the government to put the nation's oil and gas and other resources to prudent use while sustaining the economic growth and development of the nation and its people, the challenging relationship between the environment-development nexus is the growing threats of global warming, of which Ghana is no exception. Climate change in Ghana has become a serious threat to livelihoods.

The proximity of the Commission office building to the sea poses a challenge to the building as most often the sea spray affects air conditioners procured by the Commission, as well as exposing iron rods fixed in the building. The implications are that the Commission has to mobilize funds, which are most often unavailable, to undertake periodic maintenance on the building to avoid deteriorating of the building and to procure air conditioners.

1.8.3 Information, Communication and Technology (ICT)

Ghana governments have invested huge amount of money in developing IT infrastructure and deploying the use of ICT to serve their stakeholders in an efficient and effective way. The initialization of e-government presents a way for governments across the world to provide citizens, businesses and other governments with convenient access to government services and opportunities of collaboration as well as political participation via internet and wireless communication technology.

Expectations are high and citizens now expect their public services to be equally accessible and convenient. In last decade (2000-2010), concerted efforts were undertaken to provide a stronger platform for transition towards a knowledge-based society. Increasingly central of this effort was the promotion of ICT as a strategic driver to support and contribute directly to the growth of the economy as well as enhance the quality of life of the population. Investment by both the public and private sectors was directed at building the essential ICT infrastructure. The public sector in Ghana is going through period of rapid change.

The government's leading role in spearheading the surge forward into the information rich digital age has compelled the public sector to lead the way. In the last several years, the public sector has become a major investor and user of information technology. The e-Government initiative requires the extensive reliance and use of IT. The allocation for and expenditure of public monies for the purchase of IT has steadily increased over the years. This will enable the Ghana public service to take advantage of advances in ICT to improve efficiency and productivity, thus contributing to the increased overall competitiveness of the economy

1.9 Summary of issues identified under GSGDA II

Following the performance review and the situation analysis, the Commission identified the following under listed development issues which implications for the medium-term national development plan (MTDP), 2018-2021 of the LTNDP, 2018-2057.

Table 9: Summary of Issues of GSGDA 11

Thematic areas of GSGDA II	Identified issues (from performance review and profile)
Transparent, Responsive and Accountable Governance	Lack of reliable database for human resource planning and decision making
	Ineffective supervision and human resource management
	Loss of quality human and material resource
	Absence of a comprehensive human resource management policy framework for public servants
	Unsatisfactory working conditions and environment for staff of PSC
	Enforcement of PSC rules and regulations in the Public Services

2.1 Identification of development issues with implication for 2018-2021

On the basis of the summarised key development issues, the Commission prioritized the under listed development issues for 2018-2021. The development priorities for the PSC has been captured under one of the goal of the NMTDPF 2018-2021. This is: ‘Reforming public service delivery’.

Under the National Medium Term Development Policy Framework (2018-2021), the Commission prioritised issues are the following:

- (I) Overlapping functions among public sector institutions;
- (II) Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions;
- (III) Limited modernizations and the use of technology in public sector;
- (IV) Undue interference in the functioning of public sector institutions;
- (V) Inefficient public service delivery: negative; and
- (VI) Poor work ethic.

CHAPTER 2

2.0 Introduction

This chapter deals with the harmonisation of development issues of the Ghana Shared Growth and Development Agenda 11 and the Agenda for Jobs, the linkage between the development dimension and adopted issues, and the application of the potential ,opportunities ,constraints and opportunities on the identified issues. This chapter also highlights the application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats) (POCC or SWOT) analysis and the conduct of the sustainability environmental assessment on the prioritized development issues.

2.1.2 Harmonization of identified development issues of GSGDA II with the issues of the Agenda for Jobs, 2018–2021).

In line with Article 35 Section 7 of the 1992 Constitution of Ghana, all MDAs are expected to roll-over programmes and projects commenced under GSGDA 2014-2017 unto the next planning cycle for continuity and consistency execution of the plans. The Commission has identified these programmes and projects that require a roll-over and also outlined its prioritised issues from the National Medium Term Development Plan Framework (NMTDPF) 2018-2021 for implementation. The table below indicates the harmonisation of the GSGDA 11 and the Agenda for Jobs, 2018-2021;

Table 10: Identified Development Issues under GSGDA 11 and Agenda for Jobs, 2018-2021

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSION	ISSUES
TRANSPARENT AND ACCOUNTABLE GOVERNANCE	Lack of reliable database for human resource planning	Governance, Corruption and Accountability	Limited modernizations and the use of technology in public sector
	Absence of a comprehensive human resource management policy framework for public servants		Little enforcement of and compliance with rules and regulations of PSC by public sector institutions
	Ineffective supervision and human resource management		Inefficient public service delivery
	Weak public service management and oversight		Undue interference in the functioning of public sector institutions
	Unsatisfactory working conditions and environment for staff of PSC		Poor work ethic.

2.1.3 Development Dimension and Adopted Issues of the Commission

The Table below indicates the relationships in terms of issues identified for adoption in the GSGDA II and those of the Agenda for Jobs together with their corresponding goals, objectives and strategies. The table also consist of, others identified issues as relevant to the new development issues from the Agenda for Jobs.

The adopted goals and issues for the SMTDP of the Commission are presented in Table 7 below.

Table 11: Development Dimension and Adopted Issues of PSC SMTDP

DEVELOPMENT DIMENSION 2018-2021	ADOPTED ISSUES
Governance, Corruption and Accountability	Limited modernizations and use of technology in public sector
	Little enforcement of and compliance with rules and regulations of PSC by public sector institutions
	Inefficient public service delivery
	Undue interference in the functioning of public sector institutions
	Poor work ethic.
	Overlapping functions between public sector institutions
	Lack of political leadership for public service reforms

2.1.4 Application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats) (POCC or SWOT) analysis

The adopted issues were further subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the sector. This facilitated in identifying issues with potentials and opportunities to be addressed as priorities, while considering other measures to address those with constraints and challenges. The application of the POCC on the prioritized issues is presented in Table 12 below.

TABLE 12: Application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats)

<i>ISSUES TO BE ADDRESSED</i>	<i>POTENTIALS (FROM BASELINE SITUATION ETC,)</i>	<i>OPPORTUNITIES</i>	<i>CONSTRAINTS</i>	<i>CHALLENGES</i>
1. Limited modernizations and use of technology in public sector	Legal authority of the PSC (PSC Act 482, 1994) to establish and maintain adequate and reliable human resource management information system to inform decision making	<ul style="list-style-type: none"> i) Availability of IT infrastructure and connectivity. ii) Availability of human resource consultants to provide technical support in establishing database iii) Availability of IT personnel in other organisations iv) Availability of training institutions vi) Donor support vii) Political will 	<ul style="list-style-type: none"> i. Inadequate IT logistics and equipment within the PSC ii. Inadequate capacity for knowledge management within the division at the PSC iii. Inadequate IT personnel within the PSC 	<ul style="list-style-type: none"> i) Inadequate IT equipment in other organisations ii) Internet connectivity/network challenges iii) Inadequate co-operation from other MDAs. iv) Inadequate capacity of IT managers in other organisations.
CONCLUSION: The PSC has the legal mandate to establish and maintain a Public Service-wide Human Resource Management Information System to inform decision-making. The existing logistical inadequacies and internet connectivity challenges will be				

addressed by management through effective negotiations with NITA and other development partners. The staff will also be trained adequately in the areas of data management, information, communication technology and knowledge management.

TABLE 12: Application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats)

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC,)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
2. Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions	<ul style="list-style-type: none"> i) Cabinet approved the Human Resource Policy Framework Policy and Manual for the public service ii) Committed staff iii) Availability of human resource capacity in the public service vi) Dedicated and committed staff 	<ul style="list-style-type: none"> i) HR practitioners in other MDAs trained on the Human Resource Policy Framework and Manual ii) Availability of human resource consultants to provide technical support iii) Donor support iv) Trust & respect from clientele 	<ul style="list-style-type: none"> i) Inadequate skilled HR practitioners in other MDAs ii) Inadequate logistics iii) Inadequate budgetary allocation. 	<ul style="list-style-type: none"> i) Insufficient stakeholders' support and commitment. ii) Inadequate budgetary support from MOF

CONCLUSION: The PSC has developed a comprehensive Human Resource Development Policy Framework and Manual for the public service. For effective implementation of the new policy, HR managers in the public service are being trained by the Commission to implement the Policy Framework and the Manual. MOF and development partners will be contacted to provide adequate funding to facilitate the training programme on the manual



TABLE 12: Application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats)

<i>ISSUES TO BE ADDRESSED</i>	<i>POTENTIALS (FROM BASELINE SITUATION ETC,)</i>	<i>OPPORTUNITIES</i>	<i>CONSTRAINTS</i>	<i>CHALLENGES</i>
3. Inefficient public service delivery	I. Mandate of the PSC ii. Committed and experienced staff to train MDAs on Performance Management System iii. Independence of PSC by law	i. Trust & respect from clientele. ii. Goodwill of Government iii. Availability of Training Institutions available to build capacity of staff	i. Inadequate logistics. ii. Inadequate staff with relevant expertise in PMS in the MDAs to train staff on Performance Management	i. Stakeholders laissez-faire attitude i. Inadequate budgetary allocation from MOF.

<p>CONCLUSION: The PSC has a supervisory role over the MDAs. The existing logistical inadequacies will be addressed by Management through effective lobbying and negotiations with the MOF. Continued sensitisation and training of staff and management on the Performance Management System of the various MDAs will be vigorously pursued.</p>				

TABLE 12: Application of potentials (strength), Opportunities, constraints (weakness) and Challenges (threats)

<i>ISSUES TO BE ADDRESSED</i>	<i>POTENTIALS (FROM BASELINE SITUATION ETC,)</i>	<i>OPPORTUNITIES</i>	<i>CONSTRAINTS</i>	<i>CHALLENGES</i>
4. Poor work ethic	<ul style="list-style-type: none"> i. Mandate of the PSC ii. Competent staff who have skills in corporate governance issues. Leadership, schemes and conditions of service 	<ul style="list-style-type: none"> i. Existence of Public training institutions which offer training in Governance. Example, GIMPA, CSTC, MDPI, ii. Availability of Consultants on 	<ul style="list-style-type: none"> i. Inadequate budgetary support for training of staff on Governance ii. Inadequate skilled staff on Governance and related issues in the public administration system related issues 	<ul style="list-style-type: none"> i. Lack of commitment from MDAs ii. Lack of feedback from MDAs on governance and leadership related issues

		Corporate Governance,		
CONCLUSION: The PSC will, in accordance with its mandate, collaborate with Ministries, Departments and Agencies to develop a comprehensive and an effective and efficient governance system for the public service to address this issue.				

2.2. Sustainability analysis of the issues (internal consistency/compatibility)

Internal Consistency Matrix for the Analysis of the Developmental Issues and Policy Objective

Ensuring internal consistency matrix aimed at ensuring that all the adopted development issues and the policy objective are supportive of each other in order to achieve the Commission’s overall goal.

2.2.1 CONSISTENCY MATRIX - RECORD SHEET

Public Services Commission
Table 13: Consistency Matrix – Record Sheet

ISSUES	POLICY	REASONS FOR INCONSISTENCY
		None, all the Adopted Strategies are supportive of each other.

The matrix below depicts the positive relationship among the adopted strategies, in terms of their support to each other. It shows the visual and quantitative measure of the extent to which the adopted strategies are supportive of each other to provide sustainable growth and development.

The analysis below depicts the extent to which the adopted strategies mutually support each other.

Table 14: INTERNAL CONSISTENCY MATRIX TABLE

		1	2	3	4	5	6
No.	Adopted Strategies	Clarify the roles of institutions to address conflicting mandates and improve coordination	Insulate public service form undue interference	Improve leadership capability and delivery in the public service	Modernise public service institutions for efficiency and productivity	Implement comprehensive human resource payroll and database	Improve accountability in the public service
	Adopted Strategies						
1	Clarify the roles of institutions to address conflicting mandates and improve coordination		X	X	X	X	X
2	Insulate public service form undue interference	X		X	X	X	X
3	Improve leadership capability and delivery in the public service	X	X		X	X	X
4	Modernise public service institutions	X	X	X		X	X

	for efficiency and productivity						
5	Implement comprehensive human resource payroll and database	X	X	X	X		X
6	Improve accountability in the public service	X	X	X	X		

2.2.6 Strategic Environmental Assessment

In order to assess the sustainability of the prioritized issues and the policy objective, the prioritized issues and the policy objective adopted were subjected to Strategic Environment Analysis. This involves assessing the internal consistency and compatibility of the prioritized issues and the policy objective to determine how they relate to or support each other to achieve the objectives of the Commission. In all cases, the relationship was positive, and supportive of each other, hence they was no need to reconsider the adopted issues and policy objective.

The table below indicate the Sustainability Test Matrix on the Adopted Strategy(s).

Table 15: Sustainability Test Matrix on the Adopted Strategy(s)

1) Clarify the roles of institutions to address conflicting mandates and improve coordination		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		

Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 <u>4</u> 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 <u>4</u> 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 <u>4</u> 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 <u>4</u> 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 <u>4</u> 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 <u>4</u> 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 <u>4</u> 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 3 <u>4</u> 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 3 <u>4</u> 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5

Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or EIA)	(0) 1 2 3 <u>4</u> 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 <u>4</u> 5
EFFECTS ON THE ECONOMY		
Growth: The PROGRAMME should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 3 <u>4</u> 5
Use of local materials and services: The PROGRAMME should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 <u>4</u> 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 <u>4</u> 5

Table 15: SUSTAINABILITY TEST RECORD SHEET

1) Clarify the roles of institutions to address conflicting mandates and improve coordination		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	4	This adopted strategy development issue would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	4	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	4	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	3	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Gender: The PROGRAMME should empower women.	4	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people.
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	4	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Water: Activity should improve access to water.	4	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Transport: Activity should improve access to transport.	4	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	4	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	The adopted strategy would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	4	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 16: SUSTAINABILITY TEST MATRIX

2. Insulate public service from undue interference
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CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 <u>4</u> 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 <u>4</u> 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 <u>4</u> 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 <u>4</u> 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 <u>4</u> 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 <u>4</u> <u>5</u>
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 <u>4</u> 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 3 <u>4</u> 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 3 <u>4</u> 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5

Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or EIA)	(0) 1 2 3 <u>4</u> 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 <u>4</u> 5
		(0) 1 2 3 <u>4</u> 5
EFFECTS ON THE ECONOMY		
Growth: The PROGRAMME should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 3 <u>4</u> 5
Use of local materials and services: The PROGRAMME should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 <u>4</u> 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 <u>4</u> 5

Table 16: SUSTAINABILITY TEST RECORD SHEET

2) Insulate public service from undue interference		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	4	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	4	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	4	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The adopted strategy development issues would support gender mainstreaming
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people.
Access to Land: Activity should improve access to land.	4	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Water: Activity should improve access to water.	4	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Transport: Activity should improve access to transport.	4	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	4	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	The adopted strategy development issues would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	4	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 17: SUSTAINABILITY TEST MATRIX

<i>3) Improve leadership capability and delivery in the public service</i>		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(0) 1 2 <u>3</u> 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on GIS map	(0) 1 2 <u>3</u> 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 <u>3</u> 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 <u>3</u> 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 <u>3</u> 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 <u>3</u> 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 <u>3</u> 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 <u>3</u> 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 <u>3</u> 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 <u>3</u> 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 <u>3</u> 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 <u>3</u> 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 <u>3</u> 4 5

Access: to transport should be improved.	Number of people assisted	(0) 1 2 <u>3</u> 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 <u>3</u> 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or EIA)	(0) 1 2 <u>3</u> 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 <u>4</u> 5
EFFECTS ON THE ECONOMY		
Growth: The PROGRAMME should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 <u>3</u> 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 <u>3</u> 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 <u>3</u> 4 5

Table 17: SUSTAINABILITY TEST RECORD SHEET

<i>3. Improve leadership capability and delivery in the public service</i>		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	3	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	3	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	3	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	3	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	3	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people the development issues would support gender mainstreaming
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	3	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Water: Activity should improve access to water.	3	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Transport: Activity should improve access to transport.	3	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	3	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	3	The adopted strategy development issues would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	3	The adopted strategy development issues would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	3	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 18: SUSTAINABILITY TEST MATRIX

4) Modernise public service institutions for efficiency and productivity		
	INDICATORS	PERFORMANCE MEASURE

CRITERIA – BASIC AIMS AND OBJECTIVES		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on GIS map	(0) 1 2 3 <u>4</u> 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 <u>4</u> 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 <u>4</u> 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 <u>4</u> 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 <u>4</u> 5
		(0) 1 2 3 <u>4</u> 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 <u>3</u> <u>4</u> 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 <u>4</u> 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 <u>4</u> 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 3 <u>4</u> 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 3 <u>4</u> 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5

Access: to water should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 <u>4</u> 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or EIA)	(0) 1 2 3 <u>4</u> 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 <u>4</u> 5
<i>EFFECTS ON THE ECONOMY</i>		
Growth: The PROGRAMME should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 3 <u>4</u> 5
Use of local materials and services: The PROGRAMME should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 <u>4</u> 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 <u>4</u> 5

Table 18: SUSTAINABILITY TEST RECORD SHEET

4) Modernise public service institutions for efficiency and productivity
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CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	4	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	4	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	4	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	4	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people. The development issues would support gender mainstreaming
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	4	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies

Access to Water: Activity should improve access to water.	4	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Transport: Activity should improve access to transport.	4	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	4	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	The adopted strategy would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	4	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 19: SUSTAINABILITY TEST MATRIX

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5) Implement comprehensive human resource payroll and database		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS map	(0) 1 2 3 4 <u>5</u>
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on GIS map	(0) 1 2 3 4 <u>5</u>
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 <u>5</u>
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 <u>5</u>
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 <u>5</u>
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 <u>5</u>
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 <u>5</u>
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 <u>5</u>
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 <u>5</u>
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people employed	(0) 1 2 3 4 <u>5</u>
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Description of proposals to meet this aim	(0) 1 2 3 4 <u>5</u>

Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 <u>5</u>
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 <u>5</u>
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 <u>5</u>
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 4 <u>5</u>
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Environmental Report (or EIA)	(0) 1 2 3 4 <u>5</u>
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 <u>5</u>
<i>EFFECTS ON THE ECONOMY</i>		
Growth: The PROGRAMME should result in development that encourages strong and stable conditions of economic growth.	Financial Plan showing projected growth and monitoring	(0) 1 2 3 4 <u>5</u>
Use of local materials and services: The PROGRAMME should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 <u>5</u>
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 <u>5</u>

Table 19: SUSTAINABILITY TEST RECORD SHEET

<i>5) Implement comprehensive human resource payroll and database</i>		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	5	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	5	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	5	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	5	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	5	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	5	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	5	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	5	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	5	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	5	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Water: Activity should improve access to water.	5	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Transport: Activity should improve access to transport.	5	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	5	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	5	The adopted strategy development issues would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	5	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	5	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 20: SUSTAINABILITY TEST RECORD SHEET

<i>6) Improve accountability in the public service</i>		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	5	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	5	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	5	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	5	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	5	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	5	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	5	This adopted strategy would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The adopted strategy would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	5	The adopted strategy would enhance succession and manpower planning that would open up opportunities for women and young people.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	5	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	5	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Water: Activity should improve access to water.	5	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Transport: Activity should improve access to transport.	5	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	5	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	5	The adopted strategy would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	5	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	5	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

Table 20: SUSTAINABILITY TEST RECORD SHEET

<i>6) Improve accountability in the public service</i>		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS

EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	5	This adopted strategy supports the protection of areas and wildlife through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	5	This adopted strategy would reduce land degradation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	5	This adopted strategy would encourage the efficient use of energy through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	5	This adopted strategy would reduce pollution through the recruitment, retention and development of the right personnel in the right numbers and skills mix
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	5	This adopted strategy would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Rivers and Water bodies: should retain their natural character.	5	This development issues would impact on the use of raw materials through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	5	This adopted strategy development issues would impact on cohesion of local communities through the recruitment, retention and development of the right personnel in the right numbers and skills mix at the local government level.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The adopted strategy development issues would identify lapses or shortfalls in personnel numbers and skills and deployment in the social development sector.
Job Creation: The activity should create jobs for local people particularly women and young people.	5	The adopted strategy development issues would enhance succession and manpower planning that would open up opportunities for women and young people. The development issues would support gender mainstreaming
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	5	The adopted strategy would support active participation at the local level through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Access to Land: Activity should improve access to land.	5	The adopted strategy would support access to land through the recruitment, retention and development of the right personnel in the right numbers and skills at all levels within the relevant agencies
Access to Water: Activity should improve access to water.	5	The adopted strategy would support access to water through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies

Access to Transport: Activity should improve access to transport.	5	The adopted strategy would support access to transport through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Sanitation: Activity should improve sanitation.	5	The adopted strategy would support improvement of sanitation through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The adopted strategy would support the equitable distribution of development through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	5	The adopted strategy would support reduction in vulnerability and risk through the recruitment, retention and development of the right personnel in the right numbers and skills mix at all levels within the relevant agencies
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The adopted strategy will promote a strong and stable condition of economic growth as public servants will be placed at where they are needed most. The realignment of public servants would improve efficiency in the public service and ensure effective succession planning.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	5	The adopted strategy would support efficient use of local raw materials and services through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	5	The adopted strategy would support access to local investment of capital through the recruitment, retention and development of the right personnel in the right numbers and skills mix within the relevant agencies

2.2.7 Sustainable Analysis of the Prioritised Issues (Internal Consistency/Compatibility)

The conduct of the sustainability analysis lead to the under- listed sustainable prioritised issues, which are presented in table 21 below:

Table 21: Sustainable Prioritised Issues as categorized under Development Dimension

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
	Public Institutional Reform	Overlapping functions among public sector institutions

Governance, Corruption and Accountability	Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions
	Undue interference in the functioning of public sector institutions
	Limited modernization and use of technology in public sector
	Inefficient public service delivery
	Poor Work Ethic

Chapter Three

This chapter deals with the development projections for the planning period, 2018-2021, in relation to issues identified with Agenda for Jobs 2018-2021.

3.0 Development Projections for 2018-2021

The developmental projections of the PSC will be analyzed within the context of the Commission's deliverables. The development projections for the PSC's issues would include inter alia;

- a) *Human Resource Management Information System (HR Database);*
- b) *Performance Management Policy Framework and System;*
- c) *Manpower Audit of public service organizations;*
- d) *Human Resource Management Policy Framework and Manual for the public services;*
- e) *Improve the working environment and condition of the Commission; and*
- f) *Organize sensitization workshops for political leadership on human resource reforms undertaken in the public service.*
- g) *Public Service Good Corporate Governance*

3.1 Development projections

The Commission’s development projections for 2018 to 2021 in relation to the adopted issues. This is to ascertain the additional social, economic and infrastructural services that should be provided within the medium-term in order to achieve national development objectives. The additional services required are driven by the projected target population of the sector as determined by development standards in the sector.

The table below indicates the identified issues, their respective deliverables and the projections under the medium term.

TABLE 22: PROJECTION FOR 2018-2021

NO.	ISSUE	DELIVERABLES	2018	2019	2020	2021	ASSUMPTION
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1.	Limited modernization and use of technology in public sector	Human Resource management information system in place	1.Recruitment and Training of Technical Team conducted 2.HRMIS operational service-wide	1 HRMIS operational service-wide. Infrastructure for PSC database developed 2.Databank equipment installed and configured	1. HRMIS operational service-wide 2..Data migration completed	1. monitoring and evaluation conducted on the HRMIS 2.HRM Information regularly updated	I. Availability and timely release of GoG and Donor funds ii. Co-operation from stakeholders and collaborators
2.	Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions	Human Resource Management Policy and implemented	Sensitization workshops organized for key stakeholders in the Public Service	HRM Policy document operational service-wide	Assessment on the implementation of the new policy conducted half yearly	Monitoring and evaluation conducted.	Commitment of MDAs/MMDAs

TABLE 23: PROJECTION FOR 2018-2021

NO.	ISSUE		2018	2019	2020	2021	ASSUMPTION
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		<i>DELIVERABLES</i>	<i>TARGETS</i>	<i>TARGETS</i>	<i>TARGETS</i>	<i>TARGETS</i>	
3.	Overlapping functions among public sector institutions	Approved review of the Enabling Acts of selected MDAs to avoid duplications of functions	Desktop review of the Enabling Acts of MDAs	Training and sensitization workshops on the findings on the Enabling Acts	Review of enabling Act for selected MDAs	1. Monitoring and evaluation	i. Availability and timely release of funds ii. Co-operation from stakeholders and collaborators iii. Commitment of PSC
4	Inefficient public service delivery	Scale up the implementation of the Performance management system in the public service	Training and sensitization workshops on the New Performance Mgt. Appraisal Instruments in the public service	Training and sensitization workshops on the New Performance Mgt. Appraisal Instruments in the public service	1. Assessment of the usability of the New Mgt. Appraisal Instruments conducted	1. Monitoring and evaluation on the New Mgt. Appraisal conducted	i. Availability and timely release of funds ii. Co-operation from stakeholders and collaborators iii. Commitment of PSC

3.2 Adoption of sector development goals

The PSC adopted the under listed thematic goals from the Agenda for Jobs (2018-2021) that will propel the Commission into the future. It consist of a matrix indicating the thematic area, development issues, adopted suitable thematic goals and sub-goals of the Commission. The table below indicates the Matrix showing the relationship among the development issues, adopted thematic areas, and the Sub-Goals of the Sector.

Table 24

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Thematic Area	<u>PSCDP 2018 – 2021</u> Development Issues	<u>PSCDP 2018 – 2021</u> Adopted Suitable thematic Goals	Sub-Goals of the Sector
Public Institutional Reform	Limited modernization and use of technology in public sector	Maintain a stable, united and safe society	To promote a well-managed public service workforce capable of and committed to delivering high quality services for accelerated growth and sustainable development”.
	Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions		
	Inefficient public service delivery		
	Undue interference in the functioning of public sector institutions		
	Overlapping functions among public sector institutions		
	Poor work ethic		

3.3 Adoption of Objectives and Strategies

The PSC’s Medium Term Development Plan (MTDP) for the period 2018-2021 has been developed based on the Commission’s Mission, that is, “To safeguard and promote a high calibre of integrity, accountability and competence in public service organisations in Ghana, through advisory, consultative, regulatory and supervisory services”. The Plan was developed in accordance with the Agenda for Jobs, (2018-2021) and with reference to the 2014-2017 National Development Plan Policy Framework, GSGDA 11.

One major policy objective have been identified under the Agenda for Jobs, (2018-2021) and with strategies to ensure that they were specific, measurable, accurate and realistic. All the strategies adopted were subjected to review to ensure that they achieve the objectives intended for. The table below shows the linkage among the prioritised issues, the adopted policy objective and their overall adopted strategies as set out by the policy framework, Agenda for Jobs, the Sustainable Development Goals and the African Union Agenda 2063.

Table 25

ADOPTED GOAL	<u>PSCDP 2018– 2021</u>	<u>PSCDP 2018 – 2021</u>	<u>PSCDP 2018– 2021</u>
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	ISSUES	OBJECTIVE	STRATEGIES
Maintain a stable, united and safe society	Limited modernization and use of technology in public sector	Build an effective and efficient government machinery	Implement comprehensive Human Resource payroll system and database
	Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions		Modernise public service institutions for efficiency and productivity
	Inefficient public service delivery		Improve leadership capability and delivery in the public service
	Undue interference in the functioning of public sector institutions		Insulate public service from undue interference
	Overlapping functions among public sector institutions		Clarify the roles of institutions to address conflicting mandates and improve coordination
	Poor work ethic		Improve accountability in the public service

Chapter Four

Review and Formulation of Development Programmes and Sub-Programmes

4.0 Introduction

This chapter deals with the review and formulations of development programmes and sub-programmes. It also looks at the formulation of the programmes of actions. Under the Programme Based Budget, the Commission has two main budget programmes. These are:

(a) Management and Administration Programme, which is the support programme and (b) Public Service-Wide Human Resource Management, which constitutes the core service programme.

4.1 Management and Administration Programme

The Management and Administration Programme provides administrative and logistical support for the efficient and effective operations of the Commission. It ensures efficient management of the resources of the Commission as well as promoting cordial relationships with key stakeholders. The Programme also provides financial and other necessary logistics to support the effective implementation of the core activities of the Commission.

4.1.1 General Administration and Finance

Under the Management and Administration Programme, there is only one Sub-Programme, which is General Administration and Finance. This sub-programme covers the following:

- effective and efficient management of financial resources and timely annual reporting as contained in the Public Financial Management Act 2016, (Act 916);
- implementation of internal audit control procedures and processes through the management of audit risks, detection and prevention of mis-statement of facts that could lead to fraud, waste and abuse;
- logistical services (transport, estates, cleaning services, security, maintenance);
- records management;
- procurement; and,
- stores management.

It also covers human resource management of the Commission, which includes the following:

- training and development;
- recruitment and promotions;
- leave management;
- secondment and transfer management;
- welfare issues;
- disciplinary matters;
- development of job descriptions; and,
- periodic staff performance assessment.

4.2 Public Service-Wide Human Resource Management

This is the second programme which covers the regulatory, supervisory, consultative and advisory functions of the Commission. The programme focuses on the formulation and development of human resource management policy framework, standards, systems and procedures for the effective and efficient management of human resources in public service organizations. The components of the programme are:

- organizational development (human resource planning, human Resource Auditing, scheme of service development, conditions of service, job description etc);
- research, monitoring and evaluation;
- appointments and promotions;
- petitions, appeals and grievances;
- examinations;
- training and development;
- performance management; and,
- Human Resource Management Information System.

4.2.1 Sub-Programmes of the Public Service-Wide Human Resource Management

The Public Service-Wide Human Resource Management programme has three sub-programmes namely:

- Recruitment and Career Development;
- Research, Information, Monitoring and Evaluation; and,
- Organizational Development and Performance Management.

4.2.1.1 Recruitment and Career Development Sub-programme

The Recruitment and Career Development sub-programme focuses on the development of standards and procedures to ensure adequate staffing of the public services, at all levels through open recruitment, promotion, transfer, secondment and posting. This is to ensure the availability of qualified personnel for an effective and efficient public service delivery, through a transparent and a merit based approach. It also ensures the protection of the public servant against unfair labour practices.

4.2.1.2 Research, Information, Monitoring and Evaluation Sub-programme

This sub-programme seeks to produce and maintain reliable and credible data on human resource for effective and efficient decision making on human resource management in the public service. It also undertakes monitoring and evaluation of the implementation of human resource management policies in the public services.

4.2.1.3 Organizational Development and Performance Management Sub-Programme

This sub-programme focuses on the design and development of human resource management and organizational development systems, frameworks and standards for effective human resource and organizational management of public service organizations.

4.3 Review and Formulation of Development Programmes and Sub-programmes

In relation to the adopted issues, policy objectives and strategies, the Commission reviewed and formulated programmes and sub-programmes, based on its mandate and functions. The table below shows the linkages among the adopted policy objectives, the adopted strategies, the programmes and sub-programmes.

Table 26: Relationship among the adopted policy objective, the adopted strategies, the programmes and sub-programmes

Adopted Objective	Adopted Strategies	Programmes	Sub-Programmes
Build an effective and efficient government machinery	Implement comprehensive Human Resource payroll system and database	Public Service Human Resource Management	Research, Information, Monitoring and Evaluation
	Modernise public service institutions for efficiency and productivity		Organizational Development and Performance Management
	Improve leadership capability and delivery in the public service		Recruitment and Career Development
	Insulate public service from undue interference		Organizational Development and Performance Management
	Clarify the roles of institutions to address conflicting mandates and improve coordination		Organizational Development and Performance Management

	Improve accountability in the public service		Organizational Development and Performance Management

4.4 Formulation of Programmes of Action (PoA)

The PoA consists of the Thematic Area, Adopted Goals, Sub-Goals, Adopted Objectives, Strategies, Programmes and Sub-Programmes. It also includes sets of projects or activities designed to address the Adopted Issues, Outcome/Impact Indicators, Time Frame, Indicative Budget and Implementing Agencies (both lead and collaborating). The Commission used the intra and inter sectoral approach in formulating the PoA to facilitate multi-sectorial approach in its implementation and coordination to facilitate synergy and resource efficiency.

The table below gives the Programme of Action earmarked from 2018-2021 planning period.

Table 27: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform														
Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Issues	Adopted strategies	Programme/Sub-programme	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	Limited enforcement of and compliance with rules and regulations	Modernise public service institutions for efficiency and productivity	Public Service human resource management	Sensitize Head of public service organizations on Human Resource	Improved enforcement and compliance with HR rules and regulations	✓	✓	✓	✓	800,000			PSC	PSOs

	of PSC by public sector institutions			Management Policy Framework and Manual (HRMPFM) for the Ghana Public Services	in the public sector institutions.									
				Train Human Resource Managers in the Public Service in HRMPFM		✓	✓	✓	✓	700,000			PSC	PSOs
				Sensitize Management and staff of MDAs/MM DAs on human resource management issues in accordance with the public service rules and regulations.		✓	✓	✓	✓	200,000				

Table 28: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform														
Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Issues	Adopted strategies	Programme/ Sub-programme	Projects/ activities	Outcome/ impact indicator	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IG F	Donor	Lead	Collaborating
Build an effective and efficient	Limited enforcement of and compliance with rules	Modernise public service institutions for	Public Service human resource	Organize workshops for Ministers,	Reduction in the incidence of interference	✓	✓	✓	✓	800,000			PSC	PSOs

government machinery	and regulations of PSC by public sector institutions	efficiency and productivity	management	Chief Executives and Chairpersons of Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	e in the management of human resource of the public service organizations										
				Organize workshops on Good Corporate Governance for Ministers, Chief Executives and Chairpersons of the Boards/Councils in the Public Services		✓	✓	✓	✓	800,000			PSC	PSOs	

Table 29: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform														
Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Issues	Adopted strategies	Programme/ Sub-programme	Projects/ activities	Outcome/ impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Build an effective	Limited enforcement	Modernise public	Public Service	Build capacity of	Reduction in the incidence	✓	✓	✓	✓	800,000			PSC	PSOs

and efficient government machinery	of and compliance with rules and regulations of PSC by public sector institutions	service institutions for efficiency and productivity	human resource management	Human Resource Managers and Directors in the public service on procedures and practices in the appointment and recruitment processes	of interference in the management of human resource of the public service organizations									
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Table 30: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform														
Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Issues	Adopted strategies	Programme/ Sub-programme	Projects/ activities	Outcome/ impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IG F	Donor	Lead	Collaborating

Build an effective and efficient government machinery	Limited enforcement of and compliance with rules and regulations of PSC by public sector institutions	Modernise public service institutions for efficiency and productivity	Public Service human resource management	Engage sector Ministers, in consultative workshop on major HRM reforms in the public service	Strong political commitment for public service reforms	✓	✓	✓	✓	870,000			PSC	PSOs
				Organize fora for Heads of key public services organizations on human resource reforms in the Public Service		✓	✓	✓	✓	800,000			PSC	PSOs

Table 31: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform														
Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Issues	Adopted strategies	Programme	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating

			Sub-program											
Build an effective and efficient government machinery	Limited modernization and use of technology in public sector	Implement comprehensive human resource payroll system and database	Public Service human resource management	Scale up the implementation of a comprehensive HRMIS 2. develop standards for deployment of IT in human resource management 3. monitoring and evaluation of compliance to the standards	Improved efficiency in the management of human resource in the public service	✓	✓	✓	✓	3,000,000			PSC	PSOs
				Monitor and Evaluate the HRMIS System		✓	✓	✓	✓	500,000			PSC	PSOs

Table 32: Programme of Action earmarked from 2018-2021 planning period

<p>Thematic area : Public Institutional Reform</p> <p>Adopted MDAs Goal(s): Maintain a stable, united and safe society</p>
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Adopted objectives	Issues	Adopted strategies s	Programme Sub-program	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	Overlapping functions among public sector institution	Clarify the roles of institutions to address conflicting mandates and Improve coordination	Public Service human resource management	1. Undertake reviews of the enabling Acts of identified MDAs.	Reduction in efficient utilization of scarce resources	✓	✓	✓	✓	80,000			PSC	PSOs
				2. Disseminate the findings with affected MDAs and plan the way forward						900,000			PSC	PSOs

Table 32: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform

Adopted MDAs Goal(s): Maintain a stable, united and safe society

Adopted objectives	Issues	Adopted strategies s	Programme Sub-programm	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	Inefficient public service delivery	Improve leadership capability and delivery in the public service	Public Service human resource management	Intensify training in the new Performance Management system (PMS) for public service organizations	Improved service delivery in the public service	✓	✓	✓	✓	900,000			PSC	PSOs
				Organize Change Management Workshops for public servants on attitudinal change						600,000			PSC	PSOs
				Monitor and evaluate the implementation of the PMS in PSOs						600,000			PSC	PSOs

Table 32: Programme of Action earmarked from 2018-2021 planning period

Thematic area : Public Institutional Reform

Adopted MDAs Goal(s): Maintain a stable, united and safe society

Adopted objectives	Issues	Adopted strategies	Programme Sub-programm	Projects/ activities	Outcome/ impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IG F	Don or	Lead	Collab orating
Build an effective and efficient government machinery	Inefficient public service delivery	Improve leadership capability and delivery in the public service	Public Service human resource management	Conduct Human Resource audit of public service organizations	Functional public administration system	✓	✓	✓	✓	2,100,000			PSC	PSOs
				Facilitate the development of Schemes and Conditions of Service for public service organizations		✓	✓	✓	✓	200,000			PSC	PSOs
				Monitoring and Evaluation		✓	✓	✓	✓	815,350.24			PSC	PSOs
				Communication strategy		✓	✓	✓	✓	120,000			PSC	PSOs

4.5 Prioritization of the Programmes and Sub-programmes

The Programmes and sub-programmes were prioritized through consensus to ensure efficiency in the utilization of resources and delivery of result-oriented outputs. The prioritization process was guided by the following criteria:

- National Impact (e.g. Employment generation, economic, educational, health enhancement, poverty reduction etc.);
- Spatial Impact (e.g. Nationwide / Selected Regions etc.);
- Emanate from credible source (e.g. Cabinet Decision, International Agreement, Civil Society, Executive etc.);
- Have reliable source of funding; and
- Have identified target group(s).

Each programme or sub-programme was awarded a score, ranging from 0-3 through consensus, as defined in Table 36 below. The scores were summed up and ranked, using simple ranking method. The programme with the highest score was adjudged as top priority as presented in table 36 below.

Table 36: Definition of Score

Definition of Score	Ranking
Very strong results	3
Results	2
Weak results	1
No results	0

The table below shows the outcome of the scores and ranking of each of the programmes and sub-programme.

Table 37: Prioritization Model

PROGRAMME	CRITERIA				TOTAL SCORE	RANK
	National Impact (e.g. Employment generation, economic enhancement, educational, health, poverty reduction etc. /	Spatial Impact (e.g. Nationwide / Selected Region etc.	Source of Programme. (e.g. Cabinet Decision, International Agreement, Civil Society, Executive etc.)	Source of Funding		
Sensitize Head of Public Service organizations on Human Resource Management Policy Framework and Manual for the Ghana Public Services.	2	3	2	3	10	3rd
Organize sensitization workshops for political leadership on human resource reforms undertaken in the public service.	2	1	2	2	7	5th
Organize workshops for Ministers, Chief Executives and Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	2	2	2	2	8	4 th
Implement comprehensive HR and payroll system and database	3	3	3	3	12	1st

/Organize training in the new Performance Management system for public service organisations	3	3	3	2	11	2nd
Conduct Human Resource audits of public service organizations	2	1	2	1	6	6th

4. 6 Indicative financial Strategy

In line with the Medium Term Development Plan, the PSC has come out with a comprehensive programme of action from 2018 – 2021. In order to facilitate the implementation of the plan, the PSC has prepared Annual Action Plans for implementation from 2018 to 2021. The Annual Action Plans were taken from the Medium Term Development Plan of the Commission. The total cost for the implementation of the Annual Action plan for 2018 is estimated at **Nine Million, three hundred and Sixty-five thousand Ghana Cedis (GH¢9,365,000.00)**.

The implementation of the activities identified will be funded mostly by the Government of Ghana. The total cost of the MTDP is estimated at **Thirty-five Million, two Hundred and fifty-three Thousand, three Hundred and fifty Ghana cedis, twenty-four pesewas (GH¢35,253,350.24)**. It is, therefore, incumbent on the Commission to explore other indigenous ways of mobilizing funds for the implementation of the plan as outlined in the strategic plan.

As part of the strategy, the Commission will engage the Ministry of Finance (MoF) to increase the budgetary allocations for the Commission. Attempts will be made to discuss with MoF the possibility of using part, if not all, of the internally generated funds for the implementation of activities in the annual action plans.

Collaboration and effective coordination will be encouraged among MDAs with similar programmes to avoid duplication of programmes and ensure judicious use of financial resources. The PSC will also ensure prudent financial management in the areas of expenditure controls and management. Expenditure will be done in such a way as to ensure value for money. All procurement activities will be done in accordance with the Public Procurement Act, 2003 (Act 663) and the Revised Public Procurement Act, 2016 (Act 914). The Commission will be proactive in seeking for technical, material and financial support from Development Partners to enable the Commission implement its Annual Action Plans. The Commission will also ensure prudent financial management, and collaborate with other stakeholders, especially the MDAs, to avoid

duplication of programmes. In the areas of expenditure controls, the Commission will introduce pragmatic strategic measures to reduce the cost of utilities and other administrative expenses.

4.7 Financial Plan and Financing Gaps

Table 38 Financial Plan and Financing Gaps

Years	Budget Estimates (GH¢)	Financing Gaps	Financial Intervention
2018	9,365,000.00	500,000.00	Donor Partners (World Bank, DFATD)
2019	7,983,000.00	700,000.00	Donor Partners (World Bank, DFATD)
2020	8,510,000.00	850,000.00	Donor Partners(World Bank, DFATD)
2021	8,460,000.00	1,200,000.00	Donor Partners(World Bank, DFATD)
Monitoring and Evaluation	815,350.24	0.00	
Communication Strategy	120,000.00	0.00	
Sub-total	32,003,350.24	3,250,000.00	
GRAND TOTAL	GH¢35,253,350.24		

4.8 Indicative Financial Strategy

The indicative financial strategy outlines the programme, total cost, expected funds during the planning period, summary of the resource mobilization strategy and alternative course of action to finance the gap.

Table 39: Indicative Financial Strategy

Programme	Total Cost 2018-2021	Expected Funds						Summary of Resource Mobilization Strategy	Alternative Course of Action
		GOG	IGF	Donor	Others	Total revenue	Gap		
	35,253,350.24							Engage the MoF for an upwards adjustment in in budgetary allocations	
Programme 1: Management and Administration		8,000,000				8,000,000	0.00		Re-prioritization of programmes/ project

Programme 2:Public Services Human Resource Management		23,883,350 .24		3,250,000.0 0		25,250,0 00	9,423,862.13	Solicit for Development partner support	Collaboration with other stakeholders to implement programmes/proj ects
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Chapter Five Annual Action Plans

5.0 Introduction

This Chapter covers the Annual Action Plans, the Monitoring and Evaluation, and the Communication activities of the Commission for the planned period.

5.1 Annual Action Plans (AAPs)

The AAPs detail out action to be taken including M&E, communication activity, projects/activities, their locations, the timeframe, responsible principal or collaborating agent(s), including development partners, the cost of planned activities (budget) and the indicators for measuring achievements. The Commission's Annual Action Plan also includes monitoring and evaluation and communications activities by phasing out the PoA on annual basis.

The indicative budget is the financial resources allocated by the Commission for the implementation of the SMTDP. The AAP forms the basis for the preparation of the Programme Based Budgeting (PBB). This is to ensure that the annual budget of the Commission is linked to the annual action plan.

5.2 Monitoring and Evaluation Work Plan

Introduction

The Public Services Commission Monitoring and Evaluation (PSCM&E) work plan is a costed action plan for monitoring and evaluation (M&E). It contains all the M&E activities envisaged for the four-year planned period of the MTDP and indicates activities, timeframe, responsibility and budget as shown in Table 40. Some of the core M&E activities captured in the work plan include the following:

1. **Monitoring activities** -through administrative data collection, field visits, inspections and supervisions etc. to assess situations and operations, performance and challenges, use of funds, compliance, beneficiaries, etc.
2. **Data collection** – quantitative and qualitative data from primary and secondary sources through the use of data collection instruments, conduct census, surveys, baseline studies, interviews, etc.
3. **Data Processing and analysis** – verification of the credibility, validity of data collected to derive useful information for decision making.
4. **Evaluations** – Ex-Ante, Mid-Term, Terminal, Ex-Poste, etc. by Internal or External evaluators to assess operations and performance to determine relevance, effectiveness, efficiency, impacts and sustainability as well as identify the intended and unintended consequences of policies, programmes and projects.
5. **Participatory M&E** – Using Participatory Rural Appraisal, Citizen Report Card, Community Score Card, etc. methods to monitor and evaluate programmes and projects.
6. **Reporting on M&E Results** – writing reports from monitoring exercises, evaluations conducted, progress reports, on-demand reports, exception reports, completion reports; etc,
7. **Dissemination and communication of M&E Results** - distribution of M&E reports (e.g. quarterly and annual progress reports).
8. **M&E Meetings, workshops and seminars** to update key stakeholders on progress, performance, etc.; to review progress (planned versus actual); to review annual progress; to present and discuss draft evaluation reports and findings

5.3 PSC M&E Work Plan

Table 40 presents the PSC M&E work plan from 2018 to 2021.

Table 40: PSC M&E Work Plan

M&E Activities	Timeline 2018-2021	Responsibility	Actors	Budget (GH¢)
M&E Plan Preparation				
Prepare a schedule of M&E activities for each year	Every 1 ST quarter	D(RIME)	All Directors	7,368.00
Organize validation and review meetings	Every 1 ST quarter	D(RIME)	Commissioners, staff and key stakeholders	25,000.00

Conduct baseline	First Quarter, 2018	D(RIME)	Staff and selected MDAs	10,888.00
Implementation Monitoring				
Data collection	Every quarter	D(RIME)	All Directors and selected staff of the Commission	95,888.00
Data analysis	2 ND and 4 TH quarter	D(RIME)	RIME, selected staff of the Divisions	42,046.96
Preparation of progress reports	2 ND and 4 TH quarter	D(RIME)	RIME, selected staff of the Divisions	46,846.54
Review Meetings	2 ND and 4 TH quarter	D(RIME)	RIME, selected staff of the Divisions	58,183.17
M&E Annual Report				
Preparation of annual progress reports (APR)	Every 4 TH quarter	D(RIME)	RIME, selected staff of the Divisions	56,846.54
Internal review of APR	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	29,103.16
Printing of APR	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	62,214.54
Dissemination and Communication of M&E Results				
Organize APR dissemination workshops and Distribution of Report	Annually	D(RIME)	Staff and Relevant stakeholders	50,830.43
Stakeholder engagement on APRs	Annually	D(RIME)	Commissioners, Directors, staff of the Divisions and relevant stakeholders	50,260.00
Participatory Performance Evaluation				

Prepare for Participatory Performance Evaluation with Stakeholders	Every 2 years	D(RIME)	RIME, selected staff of the PSC, selected MDAs	66,658.66
Conduct Participatory Performance Evaluation	Every 2 years	D(RIME)	PSC and Stakeholders	71,608.54
Evaluation				
	At the end of the 4-year Plan period	D(RIME)	Terminal evaluation	70,000.00
				815,350.24

Table 40: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Sensitize Heads of Public Services organizations on Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Services.	Accra		Number of heads sensitized on the HRM Policy Framework and Manual	✓	✓	✓	✓	100,000			PSC	PSOs
	Train Human Resource Managers in the Public Service in HRMPFM	Accra		Number of HR managers trained	✓	✓	✓	✓	150,000			PSC	PSOs

Table 41; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Train Non HR Management staff in the HRM Policy Framework and Manual rules and regulations.	Accra	0	Number of Non HR Managers trained.	✓	✓	✓	✓	60,000			PSC	PSOs
	Conduct one promotional Exams for the Public Service organisations	Country - Wide	1	Number of promotion exams conducted			✓		150,000			PSC	PSOs

Table 43: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise workshops for Ministers, Chief Executives and Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	Accra	1	Number of workshop organized	✓	✓	✓	✓	200,000			PSC	PSOs
	Organise workshop in Good Corporate Governance for Ministers, Chief Executives and the Boards/Councils in the Public Services	Accra	100%	Percentage of requests responded to.			•	✓	200,000			PSC	PSIOs

Table 43: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Build capacity of Human Resource Managers and Directors in the public service on business processes of the HRMIS on recruitment, appointment, promotions, secondment etc.	Country - Wide	200	Number of HR Managers and Directors trained	✓	✓	✓	✓	150,000			PSC	PSOs
	Engage sector Ministers and key stakeholders in consultative workshops in major HRM reforms in the public service	Accra	0	Number of consultative workshops organized				✓	130,000			PSC	PSIOs

Table 44; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise two (2) seminars on pre-retirement workshops for public servants	Accra	2	Number of seminars organised		✓		✓	70,000			PSC	PSOs

Table 45; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Research, Information, Monitoring And Evaluation	Scale up the implementation of a comprehensive HR Management Information System	Accra	23	Number of MDAs captured on Human Resource Management Information System (HRMIS)	✓	✓	✓	✓	500,000			PSC	PSIOs
	Monitor and Evaluate the HRMIS System	Country-Wide	1	Number of Reports produced				✓	50,000			PSC	PSOs
	Prepare the State of the Public Service Report	Accra	2	Number of Reports produced				✓			500,000	PSC	PSOs

Table 46; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Undertake reviews of the enabling Acts of identified PSOs.	Accra	0	Number of reviews undertaken		✓	✓	✓	20,000			PSC	PSOs
	Disseminate the findings at a Consultative workshops with key stakeholders and plan the way forward	Accra	0	Number of workshops conducted				✓	150,000			PSC	PSOs
	Conduct Human Resource audits of Public Service Organizations	Country-Wide	27	Number of MDAs audited		✓	✓	✓	250,000			PSC	PSOs

Table 47; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Facilitate the development of Schemes and Conditions of Service for Public Service organizations	Accra		Number of facilitation done	✓	✓	✓	✓	10,000			PSC	PSOs
	Review Establishments ceilings/ levels of PSOs	Accra	17	Number of MDAs ceilings reviewed	✓	✓	✓	✓	60,000			PSC	PSOs
	Organise leadership development training for Heads/Directors of PSOs	Accra	2	Number of training organised		✓		✓	120,000			PSC	PSOs

Table 48; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Intensify training in the new Performance Management system for public service organizations	Country-Wide		Number of trainings conducted	✓	✓	✓	✓	200,000			PSC	PSOs
	Organize attitudinal Change Management Workshops for public servants	Country-Wide	0	Number of workshops organised		✓		✓	350,000			PSC	PSIOs
	Monitor and evaluate the implementation of PMS in PSOs	Country-Wide	2	Number of Reports produced				✓	120,000			PSC	PSIOs

Table 48; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Intensify training in the new Performance Management system for public service organizations	Country-Wide	37	Number of trainings conducted	✓	✓	✓	✓	200,000			PSC	PSOs
	Organize attitudinal Change Management Workshops for public servants	Country-Wide	0	Number of workshops organised		✓		✓	350,000			PSC	PSIOs
	Monitor and evaluate the implementation of PMS in PSOs	Country-Wide	2	Number of Reports produced				✓	120,000			PSC	PSIOs

Table 49; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	1.Sensitise Boards/Councils and Management of public service organizations on Corporate Governance and Boards/Council effectiveness	Country-Wide		Percentage of requests responded to.	✓	✓	✓	✓	200,000			PSC	PSOs
	2.Monitor, evaluate and generate report on the improvement in Corporate Governance in the public service	Accra	0	Number of reports produced		✓		✓	350,000			PSC	PSIOs

Table 48; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Appoint Chief Directors, CEOs and Directors of State institutions through open, competitive and transparent process on request	Country-Wide	0	Number of requests responded to	✓	✓	✓	✓	100,000			PSC	PSOs
	Initiate the process of institutionalized of open and transparent method of recruitment in PSOs	Country-Wide	0	Draft policy on public service employment produced		✓		✓	50,000			PSC	PSIOs

Table 50; 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: General Administration and Finance	Rehabilitate the Commission's Office building and fence Walls	Accra	20%	Percentage of completed works			✓		3,000,000			PSC	AESL, Contractors
	Purchase One Heavy Duty Photocopier and Printers	Accra	0	Number of heavy duty printers and photocopier procured and in use					120,000			PSC	Service Providers
	Purchase 15 Desktop Computers, 15 Printers and other accessories, 20 extension boards	Accra	0	Number of computers procured and in use					120,000			PSC	Service Providers
	Purchase 3 Saloon Vehicle	Accra	0	Number of vehicles procured and in use					400,000			PSC	Service Providers

Table 51: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: General Administration and Finance	Purchase 20 Air Conditioners, 20 Ceiling Fans, 20 Office tables and 20 Swivel Chairs, 60 Smoke detectors, 10 fire extinguishers 20, CCTVs, 1 PABX System	Accra	0	Number of items procured and in use			✓		200,000			PSC	Service Providers
	Purchase one Lawn mower, 6 lighting systems/security lights for the Compounds, 50 Door Mats and Labelling of 62 offices and washrooms	Accra	0	Number of items procured and in use			✓		120,000			PSC	Service Providers

Table 52: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: General Administration and Finance	Organize the Annual UN/AU Public Service Day	Accra		UN/Africa Public Service Day celebrated		✓			60,000			PSC	PSOs
	Implement capacity development plan (train 35 staff of the Commission in HRM and other related courses)	Accra	40	Number of staff trained			✓	✓	80,000			PSC	GIMPA, MDPI CSTC
	Sponsor two (2) Commissioners and six (6) other staff to AAPSComs, AAPAM, CAPAM Conferences and other training programmes	Accra	2	Number of Commissioners and staff sponsored	✓	✓	✓	✓	95,000			PSC	CAPAM Secretariat

Table 53: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: General Administration and Finance	Organize Conference of Human Resource Practitioners in the Public Service	Accra	3	Conference of Human Resource Practitioners in the Public Service organised				✓	60,000			PSC	PSOs

Table 54: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: General Administration and Finance	Maintenance of all office equipment of the Commission i.e Computers, Air conditioners etc	Accra		Number of equipment maintained	✓	✓	✓	✓	170,000			PSC	Service Providers
	Prepare draft records policy for PSC	Accra		draft records policy prepared and submitted		✓			30,000			PSC	PRAAD

Table 40: 2019 ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Sensitize Heads of Public Services organizations on Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Services.	Accra		Percentage of requests for sensitisation and training on the HRM Policy Framework and Manual responded to	✓	✓	✓	✓	100,000			PSC	PSOs
	Train Human Resource Managers in the Public Service in HRMPFM	Accra		Number of staff trained	✓	✓	✓	✓	150,000			PSC	PSOs

Table 55: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Sensitize Heads of Public Services organizations on Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Services.	Accra		Percentage of requests for sensitisation and training on the HRM Policy Framework and Manual responded to	✓	✓	✓	✓	150,000			PSC	PSOs
	Train Human Resource Managers in the Public Service in HRMPFM	Accra		Number of staff trained	✓	✓	✓	✓	150,000			PSC	PSOs

Table 56; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Process and advise Management and staff of MDAs/MMD As on human resource management issues in accordance with the public service rules and regulations.	Accra		Number of PSOs advise on human resource management issues	✓	✓	✓	✓	60,000			PSC	PSOs
	Conduct one promotional Exams for the Public Service organisations	Country - Wide	1	Number of promotion exams conducted			✓		150,000			PSC	PSOs

Table 57; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise workshops for Ministers, Chief Executives and Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	Accra		Number of consultative workshop organized	✓	✓	✓	✓	200,000			PSC	PSOs
	Organise workshop in Good Corporate Governance for Ministers, Chief Executives and the Boards/Councils in the Public Services	Accra		Number of consultative workshop organized					200,000			PSC	PSIOs

Table 58: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Build capacity of Human Resource Managers and Directors in the public service on procedures and practices in the appointment and recruitment processes	Country - Wide		Number of staff trained	✓	✓	✓	✓	150,000			PSC	PSOs
	Engage sector Ministers, in consultative workshop in major HRM reforms in the public service	Accra		Number of consultative workshop organized				✓	130,000			PSC	PSOs

Table 59; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise fora for Heads of key public services organisations in human resource reforms in the Public Service.	Accra		Number of fora organised				✓	200,000			PSC	PSOs
	Organise two (2) seminars on preparing to retire for public servants	Accra		Number of seminars organised		✓		✓	80,000			PSC	PSOs

Table 60; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Research, Information, Monitoring And Evaluation	Scale up the implementation of a comprehensive HR Management data system	Accra		Number of MDAs captured on Human Resource Management Information System (HRMIS)	✓	✓	✓	✓	200,000			PSC	PSIOs
	Monitor and Evaluate the HRMIS System	Country-Wide		Number of Reports produced				✓	100,000			PSC	PSOs
	Prepare the State of the Public Service Report	Country-Wide		Number of Reports produced				✓			700,000	PSC	PSOs

Table 61; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Undertake desk reviews of the enabling Acts of identified CMAs.	Country-Wide		Number of Reports produced		✓	✓	✓	20,000			PSC	PSIOs
	Disseminate the findings at a Consultative Forum with key stakeholders and plan the way forward	Accra		Number of Reports produced				✓	170,000				
	Conduct Human Resource audits of Public Service Organizations	Country-Wide		Number of MDAs audited		✓	✓	✓	150,000			PSC	PSIOs

Table 62; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Facilitate the development of Schemes and Conditions of Service for Public Service organizations	Accra		Number of facilitation done	✓	✓	✓	✓	15,000			PSC	PSOs
	Review Establishments ceilings/ levels of PSOs	Accra		Number of MDAs ceilings reviewed	✓	✓	✓	✓	70,000			PSC	PSOs
	Facilitate workshops for the review of organograms And compositions of grades	Accra		Number of facilitation done			✓	✓	90,000			PSC	PSOs
	Organise leadership development training for the public service	Accra		Number of training organised		✓		✓	150,000			PSC	PSOs

Table 63; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Intensify training in the new Performance Management system for public service organizations	Country-Wide		Percentage of PMS workshop requests facilitated	✓	✓	✓	✓	220,000			PSC	PSOs
	Organize Change Management Workshops for public servants	Country-Wide		Number of workshops organised		✓		✓	250,000			PSC	PSOs
	Monitor and evaluate the implementation of PMS in PSOs	Country-Wide		Number of Reports produced				✓	120,000			PSC	PSOs

Table 64; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	1.Sensitise Boards/Councils and Management of public service organizations on Corporate Governance and Boards/Council effectiveness	Country-Wide		Number of Boards/Councils and Management	✓	✓	✓	✓	150,000			PSC	PSOs
	2.Monitor, evaluate and generate report on the improvement in Corporate Governance in the public service	Country-Wide		Number of reports produced		✓		✓	50,000			PSC	PSIOs
	4.Appoint CEOs of State institutions through open, competitive and transparent process	Country-Wide	N/A	Number of appointments made through transparent process				✓	70,000			PSC	PSIOs

Table 65; 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Rehabilitate the Commission Office building and the Walls	Accra		Percentage of completed works			✓		2,000,000			PSC	AESL, Contractors
	Purchase One Heavy Duty Photocopier and Printers	Accra		Number of heavy duty printers and photocopier procured and in use					0			PSC	Service Providers
	Purchase 15 Computers, 15 Printers and other accessories	Accra		Number of computers procured and in use					120,000			PSC	Service Providers
	Purchase One 4X4 Cross country vehicle, and 3 Saloon Vehicle	Accra		Number of vehicles procured and in use					400,000			PSC	Service Providers

Table 66: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Purchase 20 Air Conditioners, 20 Ceiling Fans, 20 Office tables and Chairs, 60 Smoke detectors, 10 fire extinguishers 20 ,CCTVs,P ABX System	Accra		Number of items procured and in use			✓		250,000			PSC	Service Providers
	Purchase one Lawn mower, Six lighting systems/security lights for the Compounds, Door Mats and Labelling	Accra		Number of items procured and in use			✓		120,000			PSC	Service Providers

Table 67: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Facilitate the Organisation of the Annual Activities to commemorate the UN/AU Public Service Day	Accra	Four UN/Africa Public Service Day celebrated	UN/Africa Public Service Day celebrated		✓			80,000			PSC	PSOs
	Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards	Country-Wide	Eighth Annual Conferences of Chief Directors, Chief Executives, and Governing Boards organised	Conference of Chief Directors, Chief Executives, and Governing Boards organised		✓	✓		350,000			PSC	PSOs

Table 68: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Implement capacity development plan (train 35 staff of the Commission in HRM and other related courses)	Accra	All staff of the Commission trained	Number of staff trained			✓	✓	90,000			PSC	GIMPA, MDPI, CSTC
	Sponsor two (2) Commissioners and six (6) other staff to AAPSComs, AAPAM, CAPAM Conferences and other training programmes	Accra	2 Commissioners and 4 staff sponsored to CAPAM conference	Number of Commissioners and staff sponsored	✓	✓	✓	✓	98,000			PSC	CAPAM Secretariat

Table 69: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Organize Conference of Human Resource Practitioners in the Public Service	Accra	Three annual Conferences of Human Resource Practitioners in the Public Service organised	Conference of Human Resource Practitioners in the Public Service organised				✓	80,000			PSC	PSOs
	Facilitate maintenance of all office equipment of the commission i.e Computers, Air conditioners etc	Accra	Maintenance done for computers, air conditioners	Number of equipments maintained	✓	✓	✓	✓	150,000			PSC	Service Providers
	Prepare draft records policy for PSC	Accra	No records policy for PSC	draft records policy prepared and submitted		✓			0			PSC	PRAAD

Table 70: 2020 ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Sensitize Heads of Public Services organizations on Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Services.	Accra	148 PSOs and Public Servants sensitised on the HRM Policy Framework and Manual	Percentage of requests for sensitisation and training on the HRM Policy Framework and Manual responded to	✓	✓	✓	✓	150,000			PSC	PSOs
	Train Human Resource Managers in the Public Service in HRMPFM	Accra		Number of staff trained	✓	✓	✓	✓	90,000			PSC	PSOs

Table 71; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Process and advise Management and staff of MDAs/MMDAs on human resource management issues in accordance with the public service rules and regulations.	Accra	150 MDAs	Number of PSOs advise on human resource management issues	✓	✓	✓	✓	70,000			PSC	PSOs
	Conduct one promotional Exams for the Public Service organisations	Country - Wide	Conducted promotional Exams for 44 PSOs(4,831 public servants)	Number of promotional exams conducted			✓		170,000			PSC	PSOs

Table 72; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise workshops for Ministers, Chief Executives and Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	Accra	0	Number of consultative workshop organized	✓	✓	✓	✓	150,000			PSC	PSOs
	Organise workshop in Good Corporate Governance for Ministers, Chief Executives and the Boards/Councils in the Public Services	Accra	0	Number of consultative workshop organized					210,000			PSC	PSIOs

Table 73: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Build capacity of Human Resource Managers and Directors in the public service on procedures and practices in the appointment and recruitment processes	Country - Wide	0	Number of staff trained	✓	✓	✓	✓	160,000			PSC	PSOs
	Engage sector Ministers, in consultative workshop in major HRM reforms in the public service	Accra	0	Number of consultative workshop organized				✓	150,000			PSC	PSIOs

Table 74; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise fora for Heads of key public services organisations in human resource reforms in the Public Service.	Accra	0	Number of fora organised				✓	180,000			PSC	PSOs
	Organise two (2) seminars on preparing to retire for public servants	Accra	0	Number of seminars organised		✓		✓	90,000			PSC	PSOs

Table 75; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Research, Information, Monitoring And Evaluation	Scale up the implementation of a comprehensive HR Management data system	Accra	PSC, GPrS, GSS, OHCS, LGSS, MOFA and GHS have gone <i>live</i> on the system	Number of MDAs captured on Human Resource Management Information System (HRMIS)	✓	✓	✓	✓	100,000			PSC	PSIOs
	Monitor and Evaluate the HRMIS System	Country-Wide	0	Number of Reports produced				✓	50,000			PSC	PSOs
	Prepare the State of the Public Service Report	Country-Wide	2 Reports produced (2015&2016)	Number of Reports produced				✓			850,000	PSC	PSOs

Table 76; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Undertake desk reviews of the enabling Acts of identified CMAs.	Country-Wide	0	Number of Reports produced		✓	✓	✓	30,000			PSC	PSIOs
	Disseminate the findings at a Consultative Forum with key stakeholders and plan the way forward	Accra	0	Number of Reports produced				✓	250,000				
	Conduct Human Resource audits of Public Service Organizations	Country-Wide	26 MDAs audited (75%)	Number of MDAs audited		✓	✓	✓	350,000			PSC	PSIOs

Table 77; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Facilitate the development of Schemes and Conditions of Service for Public Service organizations	Accra	Facilitated the development of Schemes and Conditions of Service for 29 MDAs	Number of facilitation done	✓	✓	✓	✓	20,000			PSC	PSOs
	Review Establishments ceilings/ levels of PSOs	Accra	0	Number of MDAs ceilings reviewed	✓	✓	✓	✓	80,000			PSC	PSOs
	Facilitate workshops for the review of organograms And compositions of grades	Accra	0	Number of facilitation done			✓	✓	100,000			PSC	PSOs
	Organise leadership development training for the public service	Accra	0	Number of training organised		✓		✓	150,000			PSC	PSOs

Table 78; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Intensify training in the new Performance Management system for public service organizations	Country-Wide	52 MDAs (2,705 participants) trained on the PMS	Percentage of PMS workshop requests facilitated	✓	✓	✓	✓	220,000			PSC	PSOs
	Organize Change Management Workshops for public servants	Country-Wide	0	Number of workshops organised		✓		✓	350,000			PSC	PSIOs
	Monitor and evaluate the implementation of PMS in PSOs	Country-Wide	0	Number of Reports produced				✓	120,000			PSC	PSIOs

Table 79; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Sensitise Boards/Councils and Management of public service organizations on Corporate Governance and Boards/Council effectiveness	Country-Wide	N/A	Number of Boards/Councils and Management	✓	✓	✓	✓	150,000			PSC	PSOs
	.Monitor, evaluate and generate report on the improvement in Corporate Governance in the public service	Country-Wide	N/A	Number of reports produced		✓		✓	150,000			PSC	PSIOs
	Appoint CEOs of State institutions through open, competitive and transparent process	Country-Wide	N/A	Number of appointments made through transparent process				✓	150,000			PSC	PSIOs

Table 80; 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Rehabilitate the Commission Office building and the Walls	Accra	15% of completed works done	Percentage of completed works			✓		3,000,000			PSC	AESL, Contractors
	Purchase One Heavy Duty Photocopier and Printers	Accra	One heavy duty photocopier and printer available	Number of heavy duty printers and photocopier procured and in use					110,0000			PSC	Service Providers
	Purchase 15 Computers, 15 Printers and other accessories	Accra	25 old computers and 5 printers available	Number of computers procured and in use					0			PSC	Service Providers
	Purchase One 4X4 Cross country vehicle, and 3 Saloon Vehicle	Accra	Four 4X4 Cross country vehicle, and 3 Saloon Vehicle available	Number of vehicles procured and in use					0			PSC	Service Providers

Table 81: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Purchase 20 Air Conditioners, 20 Ceiling Fans, 20 Office tables and Chairs, 60 Smoke detectors, 10 fire extinguishers 20 ,CCTVs,P ABX System	Accra	25 old aircondition, 20 old ceiling fans, 15 office tables and tables, no smoke detectors and PABX	Number of items procured and in use			✓		0			PSC	Service Providers
	Purchase one Lawn mower, Six lighting systems/security lights for the Compounds, Door Mats and Labelling	Accra	One old lawn mower, 2 lighting system, no door mats and labelling	Number of items procured and in use			✓		120,000			PSC	Service Providers

Table 82: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Facilitate the Organisation of the Annual Activities to commemorate the UN/AU Public Service Day	Accra	Four UN/Africa Public Service Day celebrated	UN/Africa Public Service Day celebrated		✓			90,000			PSC	PSOs
	Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards	Country-Wide	Eighth Annual Conferences of Chief Directors, Chief Executives, and Governing Boards organised	Conference of Chief Directors, Chief Executives, and Governing Boards organised			✓		200,000			PSC	PSOs
								✓					

Table 83: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	.Implement capacity development plan (train 35 staff of the Commission in HRM and other related courses)	Accra	All staff of the Commission trained	Number of staff trained			✓	✓	100,000			PSC	GIMPA, MDPI CSTC
	Sponsor two (2) Commissioners and six (6) other staff to AAPSComs, AAPAM, CAPAM Conferences and other training programmes	Accra	2Commissioners and 4 staff sponsored to CAPAM conference	Number of Commissioners and staff sponsored	✓	✓	✓	✓	100,000			PSC	CAPAM Secretariat

Table 84: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Organize Conference of Human Resource Practitioners in the Public Service	Accra	Three annual Conferences of Human Resource Practitioners in the Public Service organised	Conference of Human Resource Practitioners in the Public Service organised				✓	90,000			PSC	PSOs
	Facilitate maintenance of all office equipment of the commission i.e Computers, Air conditioners etc	Accra	Maintenance done for computers, air conditioners	Number of equipments maintained	✓	✓	✓	✓	120,000			PSC	Service Providers
	Implement draft records policy for PSC	Accra	No records policy for PSC	draft records policy prepared and submitted		✓			120,000			PSC	PRAAD

Table 85: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Sensitize Heads of Public Services organizations on Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Services.	Accra	148 PSOs and Public Servants sensitised on the HRM Policy Framework and Manual	Percentage of requests for sensitisation and training on the HRM Policy Framework and Manual responded to	✓	✓	✓	✓	100,000			PSC	PSOs
	Train Human Resource Managers in the Public Service in HRMPFM	Accra		Number of staff trained	✓	✓	✓	✓	200,000			PSC	PSOs

Table 86; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Process and advise Management and staff of MDAs/MMD As on human resource management issues in accordance with the public service rules and regulations.	Accra	150 MDAs	Number of PSOs advise on human resource management issues	✓	✓	✓	✓	100,000			PSC	PSOs
	Conduct one promotional Exams for the Public Service organisations	Country - Wide	Conducted promotional Exams for 44 PSOs(4,831 public servants)	Number of promotion exams conducted			✓		200,000			PSC	PSOs

Table 87; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise workshops for Ministers, Chief Executives and Boards/Councils of the public services Organizations on HRM rules and regulations in the Ghana Public Services	Accra	0	Number of consultative workshop organized	✓	✓	✓	✓	250,000			PSC	PSOs
	Organise workshop in Good Corporate Governance for Ministers, Chief Executives and the Boards/Councils in the Public Services	Accra	0	Number of consultative workshop organized					250,000			PSC	PSIOs

Table 88: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Build capacity of Human Resource Managers and Directors in the public service on procedures and practices in the appointment and recruitment processes	Country - Wide	0	Number of staff trained	✓	✓	✓	✓	170,000			PSC	PSOs
	Engage sector Ministers, in consultative workshop in major HRM reforms in the public service	Accra	0	Number of consultative workshop organized				✓	150,000			PSC	PSIOs

Table 89; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Recruitment and Career Development	Organise fora for Heads of key public services organisations in human resource reforms in the Public Service.	Accra	0	Number of fora organised				✓	220,000			PSC	PSOs
	Organise two (2) seminars on preparing to retire for public servants	Accra	0	Number of seminars organised		✓		✓	90,000			PSC	PSOs

Table 90; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Research, Information, Monitoring And Evaluation	Scale up the implementation of a comprehensive HR Management data system	Accra	PSC, GPrS, GSS, OHCS, LGSS, MOFA and GHS have gone <i>live</i> on the system	Number of MDAs captured on Human Resource Management Information System (HRMIS)	✓	✓	✓	✓	100,000			PSC	PSIOs
	Monitor and Evaluate the HRMIS System	Country-Wide	0	Number of Reports produced				✓	150,000			PSC	PSOs
	Prepare the State of the Public Service Report	Country-Wide	2 Reports produced (2015&2016)	Number of Reports produced				✓			1,200,000	PSC	PSOs

Table 91; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Undertake desk reviews of the enabling Acts of identified CMAs.	Country-Wide	0	Number of Reports produced		✓	✓	✓	30,000			PSC	PSIOs
	Disseminate the findings at a Consultative Forum with key stakeholders and plan the way forward	Accra	0	Number of Reports produced				✓	200,000				
	Conduct Human Resource audits of Public Service Organizations	Country-Wide	26 MDAs audited (75%)	Number of MDAs audited		✓	✓	✓	250,000			PSC	PSIOs

Table 92.; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performance Management and Organisational Development	Facilitate the development of Schemes and Conditions of Service for Public Service organizations	Accra	Facilitated the development of Schemes and Conditions of Service for 29 MDAs	Number of facilitation done	✓	✓	✓	✓	40,000			PSC	PSOs
	Review Establishments ceilings/ levels of PSOs	Accra	0	Number of MDAs ceilings reviewed	✓	✓	✓	✓	100,000			PSC	PSOs
	Facilitate workshops for the review of organograms And compositions of grades	Accra	0	Number of facilitation done			✓	✓	90,000			PSC	PSOs
	Organise leadership development training for the public service	Accra	0	Number of training organised		✓		✓	150,000			PSC	PSOs
								✓					

Table 93;; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	Intensify training in the new Performance Management system for public service organizations	Country-Wide	52 MDAs (2,705 participants) trained on the PMS	Percentage of PMS workshop requests facilitated	✓	✓	✓	✓	230,000			PSC	PSOs
	Organize Change Management Workshops for public servants	Country-Wide	0	Number of workshops organised		✓		✓	250,000			PSC	PSIOs
	Monitor and evaluate the implementation of PMS in PSOs	Country-Wide	0	Number of Reports produced				✓	120,000			PSC	PSIOs

Table 94; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Public Service Human Resource Management Sub Prog: Performamnce Management and Organisational Development	1.Sensitise Boards/Councils and Management of public service organizations on Corporate Governance and Boards/Council effectiveness	Country-Wide	N/A	Number of Boards/Councils and Management	✓	✓	✓	✓	150,000			PSC	PSOs
	2.Monitor, evaluate and generate report on the improvement in Corporate Governance in the public service	Country-Wide	N/A	Number of reports produced		✓		✓	150,000			PSC	PSIOs
	4.Appoint CEOs of State institutions through open, competitive and transparent process	Country-Wide	N/A	Number of appointments made through transparent process				✓	130,000			PSC	PSIOs

Table 95; 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Rehabilitate the Commission Office building and the Walls	Accra	15% of completed works done	Percentage of completed works			✓		2,000,000			PSC	AESL, Contractors
	Purchase One Heavy Duty Photocopier and Printers	Accra	One heavy duty photocopier and printer available	Number of heavy duty printers and photocopier procured and in use					90,000			PSC	Service Providers
	Purchase 15 Computers, 15 Printers and other accessories	Accra	25 old computers and 5 printers available	Number of computers procured and in use					80,000			PSC	Service Providers
	Purchase One 4X4 Cross country vehicle, and 3 Saloon Vehicle	Accra	Four 4X4 Cross country vehicle, and 3 Saloon Vehicle available	Number of vehicles procured and in use					0			PSC	Service Providers

Table 96: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Purchase 20 Air Conditioners, 20 Ceiling Fans, 20 Office tables and Chairs, 60 Smoke detectors, 10 fire extinguishers 20 ,CCTVs,,PABX System	Accra	25 old aircondition, 20 old ceiling fans, 15 office tables and tables, no smoke detectors and PABX	Number of items procured and in use			✓		200,000			PSC	Service Providers
	Purchase one Lawn mower, Six lighting systems/security lights for the Compounds, Door Mats and Labelling	Accra	One old lawn mower, 2 lighting system, no door mats and labelling	Number of items procured and in use			✓		0			PSC	Service Providers

Table 97: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Facilitate the Organisation of the Annual Activities to commemorate the UN/AU Public Service Day	Accra	Four UN/Africa Public Service Day celebrated	UN/Africa Public Service Day celebrated		✓			100,000			PSC	PSOs
	Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards	Country-Wide	Eighth Annual Conferences of Chief Directors, Chief Executives, and Governing Boards organised	Conference of Chief Directors, Chief Executives, and Governing Boards organised			✓		350,000			PSC	PSOs

Table 98: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	.Implement capacity development plan (train 35 staff of the Commission in HRM and other related courses)	Accra	All staff of the Commission trained	Number of staff trained			✓	✓	120,000			PSC	GIMPA, MDPI, CSTC
	Sponsor two (2) Commissioners and six (6) other staff to AAPSComs, AAPAM, CAPAM Conferences and other training programmes	Accra	2Commissioners and 4 staff sponsored to CAPAM conference	Number of Commissioners and staff sponsored	✓	✓	✓	✓	100,000			PSC	CAPAM Secretariat

Table 99: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal(s): Maintain a stable, united and safe society													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Prog: Management and Administration Sub Prog: Finance and Administration	Organize Conference of Human Resource Practitioners in the Public Service	Accra	Three annual Conferences of Human Resource Practitioners in the Public Service organised	Conference of Human Resource Practitioners in the Public Service organised				✓	100,000			PSC	PSOs
	Facilitate maintenance of all office equipment of the commission i.e Computers, Air conditioners etc	Accra	Maintenance done for computers, air conditioners	Number of equipments maintained	✓	✓	✓	✓	100,000			PSC	Service Providers
	Implement draft records policy for PSC	Accra	No records policy for PSC	draft records policy prepared and submitted		✓			130,000			PSC	PRAAD

5.1 MONITORING AND EVALUATION WORK PLAN

5.2 Introduction

The Public Services Commission Monitoring and Evaluation (PSCM&E) work plan is a costed action plan for monitoring and evaluation (M&E). It contains all the M&E activities envisaged for the four-year planned period of the MTDP and indicates activities, timeframe, responsibility and budget as shown in Table 89. Some of the core M&E activities captured in the work plan include the following:

- 1. Monitoring activities** -through administrative data collection, field visits, inspections and supervisions etc. to assess: situation and operations, performance and challenges, use of funds, compliance, beneficiaries, etc.
- 2. Data collection** – quantitative and qualitative from primary and secondary sources through the use of data collection instruments, conduct census, surveys, baseline studies, interviews, etc.
- 3. Data Processing and analysis** - to verify the credibility of data collected and to derive useful information
- 4. Evaluations** – Ex-Ante, Mid-Term, Terminal, Ex-Poste, etc. by Internal or External evaluators to assess operations and performance to determine relevance, efficiency, effectiveness, impacts and sustainability as well as identify the intended and unintended consequences of policies, programmes and projects.
- 5. Participatory M&E** – Using PRA, CRC, CSC, etc. methods
- 6. Reporting on M&E Results** – writing reports from monitoring exercises, evaluations conducted, progress reports, on-demand reports, exception reports, completion reports; etc,
- 7. Dissemination and communication of M&E Results** - distribution of M&E reports (e.g. quarterly and annual progress reports).
- 8. M&E Meetings, workshops and seminars** to update key stakeholders on progress, performance, etc.; to review progress (planned versus actual); to review annual progress; to present and discuss draft evaluation reports and findings

5.3 PSC M&E Work Plan

Table 89 presents the PSC M&E work plan from 2018 to 2021.

Table 89: PSC M&E Work Plan

M&E Activities	Timeline 2018-2021	Responsibility	Actors	Budget (GH¢)
M&E Plan Preparation				
Prepare a schedule of M&E activities for the year	Every 1 ST quarter	D(RIME)	All Directors	7,368.00
Organize validation and review meetings	Every 4 TH quarter	D(RIME)	Commissioners, staff and key stakeholders	71,705.16
Implementation Monitoring				
Data collection	Every quarter	D(RIME)	All Directors and selected staff of the Commission	95,888.00
Data analysis	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	42,046.96
Preparation of progress reports	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	56,846.54
Review Meetings	Quarterly	D(RIME)	RIME, selected staff of the Divisions	58,183.17
M&E Annual Report				
Preparation of annual progress reports (APR)	Every 4 TH quarter	D(RIME)	RIME, selected staff of the Divisions	56,846.54
Internal review of APR	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	29,103.16
Printing of APR	Every 1 ST quarter	D(RIME)	RIME, selected staff of the Divisions	62,214.54
Dissemination and Communication of M&E Results				
Organize dissemination workshops	APR Every 2 nd quarter	D(RIME)	RIME, selected staff of the Divisions	66,830.43

Distribution of APR	Every 2 nd quarter	D(RIME)	RIME, selected staff of the Divisions	8,710.00
Stakeholder engagement on APRs	Every 2 nd quarter	D(RIME)	RIME, selected staff of the Divisions	50,260.00
Participatory Performance Evaluation				
Prepare for Participatory Performance Evaluation with Stakeholders	Every 2 years	D(RIME)	RIME, selected staff of the PSC	66,658.66
Train Personnel to conduct participatory performance evaluation	Every 2 years	D(RIME)	RIME, selected staff of the PSC	81,592.43
Conduct Participatory Performance Evaluation	Every 2 years	D(RIME)	PSC and Stakeholders	71,608.54
Evaluation				
Terminal evaluation	At the end of the 4-year Plan period	D(RIME)	RIME, selected staff of the PSC and external evaluators	70,000.00

Chapter Six

Monitoring

This Chapter presents PSC's responsibility to continuously track and periodically assess the progress of implementation of its Medium Term Development Plan and to enable management take the right decisions. It outlines the Monitoring matrix, Data collection, Collation, Analysis and the use of results. It also covers the Data Collection matrix, the Reporting Framework arrangements, the Dissemination/ Communication strategy and the Participatory Monitoring and Evaluation.

6.1.2 Indicators

Indicators are quantitative and qualitative variables that are used to measure change over time. They provide the basis for assessing progress, achievements or performance. These measurements lead to the stated goal and objectives indicated in the Programme of Action and Annual Action Plan. To effectively appraise the performance of policies, projects and programmes, it is important that indicators have baselines and targets. The PSC indicators form the basis for the collection of data on performance and progress. The indicators will also be used to demonstrate results and provide reference points for monitoring, decision making, stakeholder consultations and evaluations. The PSC monitoring indicators further show the linkages between inputs, activities, outputs, outcomes and impacts respectively in relation to the adopted policy objectives.

In order to ensure effective M&E practice at the PSC, baseline data has been collected on the selected indicators as a measurement of the situation before a program or activity and is the starting point for monitoring results. Starting from the baselines, annual targets have been set with the appropriate frequency of data collection. The outcome is the desired change at the end of the MTDP implementation period. There are several milestones that should correspond to the expected performance at periodic intervals indicating the change between the baselines and the targets. Table 91 depicts the Monitoring Matrix.

Table 91: Monitoring Matrix

Development Dimension									
SMTDP GOAL: Maintain a stable, united and safe society									
SMDPF Adopted Policy Objective : Build an efficient and effective government machinery									
Develop and implement HR policy framework and manual for the public service									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of PSDs that have copies of HR Policy Framework and Manual	Output	1100	150	200	200	200	primary	annually	RIME
Proportion of PSDs using the HR policy manual	outcome	70%	80%	90%	100%	100%	primary	annually	RIME
Improve performance and service delivery in the public service									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of requests responded to for training on the PSDs	output	75%	80%	80%	85%	90%	primary	annually	RIME
# of requests from PSDs for assistance on the implementation of the PMS	output	10	10	15	20	25	primary	quarterly	RIME
# PSD heads who have signed performance contracts with clear quarterly and annual performance measures	outcome	0	20	50	110	200	Primary	annually	RIME
# of reforms & innovation undertaken by PSDs to improve the efficiency and effectiveness of service delivery	outcome	0	0	10	15	20	primary	annually	RIME
Proportion of PSDs with annual appraisal reports	outcome	0	0	15%	40%	80%	primary	annually	RIME
# of PSDs which have instituted rewards and sanction systems	outcome	0	0	10	20	50	primary	annually	RIME
# of PSDs that have in place performance improvement plans for underperformance	outcome	0	0	10	20	50	primary	annually	RIME
Conduct public service promotion examinations									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of promotion examinations conducted	output	1	1	1	1	1	primary	quarterly	RIME

Promote and improve effectiveness and efficiency in the public service									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	RIME
% savings made by PSDs as a result of efficiency enhancing measures	outcome	0	0	10	15	50	primary	annually	RIME
Represent the Commission on external recruitment and promotion interviews									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
Percentage of external interviews attended upon requests	output	95%	98%	98%	99%	100%	primary	quarterly	RIME
Percentage of interview participation reports submitted by PSC staff representing the Commission	output	70%	80%	90%	100%	100%	primary	quarterly	RIME
Conduct recruitments and promotions for Categories 'A' and 'B' positions in the public service									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
% of request responded to conduct promotion/appointment interviews for Categories A and B office holders in the public service	output	98%	98%	98%	98%	98%	primary	quarterly	RIME
Conduct human resource audit									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of HR audits conducted	output	31	27	30	40	50	primary	annually	RIME
Development Dimension SMTDP: Maintain a stable, united and safe society SMDPF Adopted Policy Objective: Build an efficient and effective government machinery									
Indicators	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of PSDs on the HR Management Information System	output	23	100	181	0	0	primary	quarterly	RIME
Proportion of PSDs using the HR MIS	outcome	40%	60%	100%	100%	100%	primary	annually	RIME

MTDP: Maintain a stable, united and safe society									
NDPF Policy Objective to Link: Build an efficient and effective government machinery									
	Indicator Type	Baseline 2017	Target 2018	Target 2019	Target 2020	Target 2021	Data Sources	Monitoring Frequency	Responsibility
# of staff who have benefited from MSE training programmes	output	15	25	25	25	25	primary	annually	RIME

6.2 Data Collection, Collation, Analysis and use of results

Data collection is a crucial activity during the implementation of the PSCMTDP. The data gathered shall be both quantitative and qualitative. Data collected from both primary and secondary sources include:

- Input data e.g. materials and funds from Internally Generated Fund (IGF), government transfers and other transfers from development partners, MDAs, NGOs, etc.
- Process data e.g. staff appraisal reports tendering and contract awards, compliance with audit recommendations, etc.
- Output data (goods and services produced) e.g. documents produced, training conducted, etc.
- Outcome/impact data e.g. implementation of PSC guidelines, manuals and appraisal forms, changes in work related attitudes, etc.

6.3 Data on Programmes and Projects

The PSC shall compile a register (database) of all its ongoing programmes and projects. This register shall be regularly updated with details on each activity such as start-time, costs, location, source of funding, expected completion date, status of project, etc. Box 1 shows a programme /project report format adapted from the NDPC M&E Guidelines.

In order to have efficient, reliable, credible and valid data for decision making, PSC shall:

- Address any ethical concerns related to the personal data it collects
- Prepare written guidelines for how the personal data was collected;
- Train data collection team(s) before data is collected
- Pre – test data collection instrument and procedures.

Box 1: PSC Programme/Project Register Format (Adapted from NDPC M&E Guidelines)

1.	<i>Programme/Project Name</i>
2.	<i>GSGDA II Thematic Area</i>
3.	<i>PSO</i>
4.	<i>Project description</i>
5.	<i>Project location</i>
6.	<i>Consultant</i>
7.	<i>Budget, source and type of funding</i>
8.	<i>Date started</i>
9.	<i>Expected completion date</i>
10.	<i>Contract sum</i>
11.	<i>Expenditure to date</i>
12.	<i>Project implementation status (include videos & pictures if available)</i>
13.	<i>Remarks</i>

6.4 Analysis of Indicators

Each monitoring indicator shall be examined based on the results collected and the appropriate actions taken to address the findings. The analysis will show the progress of each indicator towards meeting the goal, objectives and targets of the MTDP. The data shall be analysed in a systematic way so that lessons learned can be fed into the PSC action plans. If the results of an indicator gives reasons for concern, further investigations shall be conducted. The methods to be used for collecting and analysing the data on the indicators are shown in the matrix in Table 8. The matrix also shows the source of data, frequency of collection and the responsibility.

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
# of PSOs that have copies of HR Policy Framework and Manual	July every year	Interviews	MDAs RCCs MMDAs
Proportion of PSOs using the HR policy manual	August every year	Interviews/focus group discussions	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of good HR management	September 2019 & 2021	Evaluation	MDAs RCCs MMDAs
Presence of public service performance appraisal instrument in PSOs	1st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of requests from PSOs for assistance on the implementation of the PMS	2nd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
# of PSOs with completed performance targets set for all their staff	December Every year	Interview/Focus Group Discussion	MDAs RCCs MMDAs
# of capacity training programmes per year by PSOs to enhance performance of staff	January of every year	Interviews/desk review	MDAs RCCs MMDAs
# of specialized training programmes organized by PSOs to enable individual staff meet specific demands of their jobs	February of every year	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs that have copies of HR Policy Framework and Manual	July every year	Interviews	MDAs RCCs MMDAs
Proportion of PSOs using the HR policy manual	August every year	Interviews/focus group discussions	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of good HR management	September 2019 & 2021	Evaluation	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
Presence of public service performance appraisal instrument in PSOs	1st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of requests from PSOs for assistance on the implementation of the PMS	2nd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs with completed performance targets set for all their staff	December Every year	Interview/Focus Group Discussion	MDAs RCCs MMDAs
# of capacity training programmes per year by PSOs to enhance performance of staff	January of every year	Interviews/desk review	MDAs RCCs MMDAs
# of specialized training programmes organized by PSOs to enable individual staff meet specific demands of their jobs	February of every year	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs that have copies of HR Policy Framework and Manual	July every year	Interviews	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
Proportion of PSOs using the HR policy manual	August every year	Interviews/focus group discussions	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of good HR management	September	Evaluation	MDAs RCCs MMDAs
Presence of public service performance appraisal instrument in PSOs	1st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of requests from PSOs for assistance on the implementation of the PMS	2nd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs with completed performance targets set for all their staff	December Every year	Interview/Focus Group Discussion	MDAs RCCs MMDAs
# of capacity training programmes per year by PSOs to enhance performance of staff	January of every year	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
# of specialized training programmes organized by PSOs to enable individual staff meet specific demands of their jobs	February of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSO heads who have signed performance contracts with clear quarterly and annual performance measures	March every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs Boards that understand their PMS and have shown concrete commitment to its implementation	April of every year	Interviews/desk review	MDAs RCCs MMDAs
# of reforms & innovation undertaken by PSOs to improve the efficiency and effectiveness of service delivery	May of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs using the performance appraisal instruments to assess performance of their staff based on the PMP principles and processes	June of every year	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
Proportion of PSOs that have put in place a transparent PMS	July of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs with annual appraisal reports	August of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of staff rewarded through incentives, such as promotions or pay rise, based on exceptional performance appraisal ratings	September of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs that have in place performance improvement plans for underperformance	October of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of PMS	September 2019 & 2021	Evaluation	MDAs RCCs MMDAs
# of PSOs that have copies of HR Policy Framework and Manual	July every year	Interviews	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
# of promotion examinations conducted	3rd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs using the HR policy manual	August every year	Interviews/focus group discussions	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of good HR management	September 2019 & 2021	Evaluation	MDAs RCCs MMDAs
Presence of public service performance appraisal instrument in PSOs	1 st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of requests from PSOs for assistance on the implementation of the PMS	2 nd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs with completed performance targets set for all their staff	December Every year	Interview/Focus Group Discussion	MDAs RCCs MMDAs
# of capacity training programmes per year by PSOs to enhance performance of staff	January of every year	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (5)
# of specialized training programmes organized by PSOs to enable individual staff meet specific demands of their jobs	February of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSO heads who have signed performance contracts with clear quarterly and annual performance measures	March every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs Boards that understand their PMS and have shown concrete commitment to its implementation	April of every year	Interviews/desk review	MDAs RCCs MMDAs
# of reforms & innovation undertaken by PSOs to improve the efficiency and effectiveness of service delivery	May of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs using the performance appraisal instruments to assess performance of their staff based on the PMP principles and processes	June of every year	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (4)
Proportion of PSOs that have put in place a transparent PMS	July of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs with annual appraisal reports	August of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of staff rewarded through incentives, such as promotions or pay rise, based on exceptional performance appraisal ratings	September of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs that have in place performance improvement plans for underperformance	October of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs that have met their developmental goals as a result of PMS	September	Evaluation	MDAs RCCs MMDAs
# of promotion examinations conducted	3 rd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs

Table 92: Data Collection Matrix

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (4)
Proportion of newly promoted staff with satisfactory performance	3 rd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of evaluations conducted to determine effectiveness and efficiency by PSOs	September 2019 & 2021	Interviews/desk review	MDAs RCCs MMDAs
Level of compliance with the evaluation recommendations by PSOs	October of every year	Interviews/desk review	MDAs RCCs MMDAs
% savings made by PSOs as a result of efficiency enhancing measures	November of every year	Interviews/desk review	MDAs RCCs MMDAs
# of representation on external interview panel	4 th Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of interview reports that indicate participation of PSC staff	4 th Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
Interview pass and failure rate	3 rd Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs

Indicator (1)	Data collection period (2)	Data collection methods (3)	Data disaggregation (4)
Interview and promotion pass rates	4 th Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs PSOs
# of recruitment interviews conducted by PSC	1 st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
Proportion of newly recruited & promoted staff with satisfactory performance	1 st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of HR audits conducted	January of every year	Interviews/desk review	MDAs RCCs MMDAs
# of PSOs on the HR Management Information System	1 st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
Proportion of PSOs using the HR MIS	1 st Week of every quarter	Interviews/desk review	MDAs RCCs MMDAs
# of staff who have benefited from M&E training programmes	February of every year	Interviews/desk review	MDAs RCCs MMDAs
Proportion of staff that have shown improvement in their performance in M&E activities after the training	November of every year	Interviews/desk review	Male Female

6.5 Reporting

6.5.1 Introduction

The PSC will compile the information it generates from data collection into the following reports:

- 1) **Inception Reports** – at the commencement of any evaluation or project
- 2) **Progress Reports** – quarterly or annual reports on progress and comparing planned targets with actuals
- 3) **Exception Reports** – reports on critical incidence or high deviations
- 4) **On Demand Report** – special reports upon request
- 5) **Completion Reports**
– final report after the completion of each project
- 6) **Evaluation Reports**
– draft and final reports from evaluations
- 7) **Participatory M&E reports** – from both participatory monitoring and evaluations

The primary purpose of these reports is to ensure that all stakeholders are formally informed of the Commission’s activities and progress with emphasis on corrective actions on operations, delivery and challenges.

Box 3 Quarterly and Annual Progress Format in the NDPC Sector M&E Guidelines

Title Page

- Sector
- M&E Report for (time Period)

Introduction

- Status of implementation of SMTDP
- Purpose of the M&E for the stated period
- Processes involved and difficulties encountered

M&E Activities Report

- Programme or Project status for the quarter or Year
- Update on disbursements from funding sources
- Update on Indicators & Targets
- Update on Critical Development and Poverty Issues
- Evaluations conducted; their findings and recommendations
- Participatory M&E approaches used and the results

The Way Forward

- Key issues addressed and those yet to be addressed
- Recommendations

6.6 PSC Progress report and format

Box 3 presents the NDPC progress report format that will be used to write the PSC’s quarterly and annual progress reports. These reports will provide the basis for performance assessment of the MTDP.

6.7 PSC Field Trip Report Format

All field visits to PSOs and project sites shall result in a short report that will follow this format:

- 1) Objectives of the field trip
- 2) People and groups met and sites visited
- 3) Methods used to collect and analyse the data
- 4) Findings
- 5) Comparison of findings with those of earlier visits – to show trends and consistency
- 6) Conclusions
- 7) Recommendations for action

6.8 Dissemination and communication strategy

6.8.1 Introduction

All the reports by the Commission will be shared with stakeholders through dissemination and feedback sought from them.
(Box 4).

6.8.2 PSC Dissemination and Communication Strategies

The PSC reports will be disseminated using a number of mechanisms targeting various key audiences as indicated in Table 93.

Box 4: Dissemination and Communication checklist

- 1. What is the best time to disseminate and communicate M&E results?**
- 2. What is the message?**
- 3. Who is the audience?**
- 4. What is the best way to communicate?**

Table 93: PSC Dissemination and Communication Strategies

Target Audience	Key Message	Dissemination / Communication Strategies
Office of the President, Parliament	Achievements, challenges, policy implications etc	Policy Briefs, Information Papers, Formal Reports
Public Service Organizations	Achievements, challenges, policy implications, implementation, recommendations etc	Workshops, Seminars, Newsletters, Circulars, One-on-one interactions, E-dissemination, Formal Reports
Ministry of Finance	Achievements, challenges, financial implications etc	Policy Briefs, Information Papers, Formal Reports, Workshops, Seminars, Newsletters, E-dissemination
NDPC	Achievements, challenges, policy implications etc	One-on-one interactions, E-dissemination, Formal Reports
Development Partners	Achievements, funding and technical challenges, recommendations etc	Briefs, proposals, formal reports, presentations
Civil Society Organizations	Achievements, challenges, policy implications, issues for advocacy, recommendations	Workshops, Seminars, Newsletters, Circulars, E-dissemination, Formal Reports
Academia, Research, Consultants	Policies, capacity needs, implications for research etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations
Commissioners	Achievements, challenges, policy implications, implementation, recommendations etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, working meetings
Management team	Achievements, challenges, policy implications, implementation, recommendations etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, meetings
Staff	Achievements, challenges, policy implications, implementation, recommendations etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, durbars, meetings

The PSC shall form a Communication Committee that shall be chaired by the (D) RIME with an Assistant Secretary as secretary.

6.9 Evaluation

6.9.1 Introduction

One of the key objectives of PSC is to produce M&E research results on human resource management-related issues. There is therefore a strong commitment by the Commission to conduct evaluations. The Commission shall assess the need for evaluations every quarter and come up with the relevant human resource challenges that demand some research. In addition to the specific evaluations to be conducted, the Commission shall conduct the following evaluations:

- 1) Mid-term and terminal evaluations of the MTDP shall be conducted.
- 2) Ex-ante and ex-post evaluations of all projects
- 3) Thematic evaluations
- 4) Impact evaluations

6.9.2 PSC Evaluation Process

The Commission shall conduct all evaluations following the steps outlined below:

- 1) Assess the need for an evaluation (provide the background).
- 2) Develop clear ideas on the rationale and objectives of the evaluation
- 3) Determine the type of evaluation to undertake
- 4) Specify the methods, scope and timing of the evaluation
- 5) Identify and analyze stakeholders
- 6) Consider the costs involved – draw a budget
- 7) Prepare the Terms of Reference (TOR) and contractual agreement
- 8) Discuss the TOR with key stakeholders. The Commission shall always have a broad consultation and agreement on the TOR that will form the basis of each evaluation
- 9) Recruit a consultant or a team in accordance with the provisions of the Procurement Act, Act 663 of 2003.
- 10) Commission the evaluation
- 11) Constitute a technical committee to review the work and reports of the consultant

12) Disseminate the results and act on the findings and recommendations

6.9.3 Adhering to Evaluation Norms and Standards

The Commission shall ensure that basic principles, norms and standards are followed to guarantee the quality, reliability and validity of all evaluations commissioned. The following are some of the criteria the Commission shall use to ensure that evaluations conducted meet minimum quality standards:

- 1) **Independent** – The Commission will not impose restrictions on the scope, content, comments and recommendations of any evaluation report
- 2) **Transparent** - The rationale for an evaluation shall be clear from the onset (no hidden agenda). Meaningful consultation with stakeholders will be done to enhance the credibility and utilization of the evaluation results.
- 3) **Ethical** – The Evaluators must respect the rights of institutions and individuals to provide information in confidence.
- 4) **Impartial** – The evaluation shall be free of any biases and deliberate distortions.
- 5) **Timely** - The evaluation shall be designed and completed in a timely fashion so as to enhance the usefulness of the findings and recommendations
- 6) **Relevance** – The evaluation information must be relevant, and written in a simple way.
- 7) **Value for money** - The cost of the evaluation has to be proportional to the overall cost of the initiative. The evaluators must avoid using expensive methods for data collection when less expensive means could be used.
- 8) Evaluation arrangements with an evaluation framework or matrix as indicated in Table 15 below.

6.10 Participatory Monitoring and Evaluation

6.10.1 Introduction

Participatory Monitoring and Evaluation (Box 5) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation processes. The methodology used determines the scope and level of participation. To accomplish this, the Commission shall involve stakeholders in the selection of indicators, data collection and analysis, implementation of the findings and dissemination of the results.

PM&E is a valuable tool that the Commission shall use to interventions have met expectations. A key purpose of their own progress and take their own decisions about:

- What is working well;
- What is not working well; and
- How to proceed.

Box 5: Participatory M&E
PM&E consists of a collection of largely qualitative and flexible methods used to involve stakeholders in the entire M&E process, beginning with planning and design to implementation.

capture perceptions and assess whether PM&E is to build the capacity of PSOs to track

6.10.1 PSC Guidelines for carrying out PM&E

The Commission shall follow the following steps when conducting PM&E:

- 1) Decide on the need for PM&E
- 2) Decide on the PM&E method to use
- 3) Identify the key stakeholders
- 4) Identify a lead facilitator
- 5) Determine the performance questions
- 6) Determine the resources and time available
- 7) Define a TOR for the lead facilitator or consultant
- 8) Train the team to carry out the PM&E

6.10.2 PM&E methods to be used by PSC

All PM&E approaches to be used by the Commission shall recognize the importance of insider knowledge in promoting the successful human resource development of the PSOs. They should also create a positive learning environment, deepen consultation, and provoke thinking and positive actions by PSOs. They also should help release creativity in people and enable people to take a more active role in the public service.

The following PM&E methods shall be used by the Commission monitor and evaluate service delivery by the PSOs:

- Citizen Report Card
- Community Score Card

Table 56 – Development Programmes and sub-programmes of the MDA for 2014-2017

Adopted objectives	Adopted strategies	Programmes and sub-	Projects	Location	Indicators	Time frame	Indicative Budget	Implementing Agencies
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