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REPUBLIC OF GHANA

The Office of the
PUBLIC SERVICES COMMISSION
P. O. Box GP 1618
Accra

26TH NOVEMBER, 2025

SUBMISSION OF DRAFT MEDIUM-TERM DEVELOPMENT PLAN

The Public Services Commission wishes to submit its 2026-2029 Draft Medium-Term Development Plan for your perusal and further action.

2. Thank you.

A handwritten signature in black ink, appearing to read 'Mabel Amoako-Atta'.

ING. (MRS) MABEL AMOAKO-ATTA
SECRETARY TO THE COMMISSION

THE AG. DIRECTOR-GENERAL
NATIONAL DEVELOPMENT PLANNING COMMISSION
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**PUBLIC SERVICES COMMISSION'S MEDIUM-TERM
DEVELOPMENT PLAN (2026 - 2029) under the *THEME*:
"RESETTING GHANA AGENDA: CREATING JOBS, ENSURING
ACCOUNTABILITY, AND PROMOTING SHARED PROSPERITY."**

FOREWORD

The National Development Planning (System) Act, 1994 (Act 480) and the National Development Planning (System) Regulations, 2016 (LI 2232) enjoins Ministries, Departments and Sector Agencies (MDAs) as well as the Metropolitan, Municipal and District Assemblies (MMDA) to initiate and prepare its development plans based on the guidelines prescribed by the National Development Planning Commission (NDPC).

Based on this, the Public Services Commission (PSC) prepared its Sector Medium-Term Development Plan (SMTDP) which spans from 2025-2029. The SMTDP outlines the Commission's vision, goals, objectives and strategies which will enable the Commission actualize its full potential in the fulfillment of its core mandate of providing advisory, consultative, regulatory, and supervisory services in all matters relating to human resource management and development in the public services of Ghana.

The Plan has been developed based on the Commission's mandate as provided for in the 1992 Constitution of the Republic of Ghana and the existing PSC Act, 1994 (Act 482). This SMTDP serves as a blueprint to guide and drive policy for the development of effective and efficient human resource management and organizational development practices for improved public service delivery. The implementation of the Plan will enable the Commission to strengthen its capacity building activities for PSOs and also establish benchmarks and key performance indicators in human resource management practices in the public services against which future progress can be measured over time.

As part of the development of this SMTDP, the Commission reviewed the performance of the previous SMTDP (2022-2025) including the financial implications by examining past successes and challenges. Based on feedback

and lessons learnt from the implementation of the previous SMTDP, the Commission developed programmes and projects that are aimed at ensuring that human resource management practices will be enhanced and its ultimate goals, objectives and strategies will be achieved.

To implement the programmes and projects, the Commission plans to create an enabling environment in which our human, financial and physical resources will be appropriately allocated and deployed to help us attain and sustain excellence in human resource management.

I am of the conviction that, through the collaboration of our committed staff and other key stakeholders such as the Central Management Agencies, the Government, and other relevant bodies, the objectives we aspire to accomplish will in due course translate into milestones of which we as a Commission and a nation can be proud of.



ING. (MRS) MABEL AMOAKO-ATTA
SECRETARY TO THE COMMISSION
NOVEMBER, 2025



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LIST OF ABBREVIATIONS

AAP	Annual Action Plan
CAAP	Composite Annual Action Plan
CMAs	Central Management Agencies
DP	Development Partners
GSD	General Services Division
GoG	Government of Ghana
GTEC	Ghana Tertiary Education Commission
HRMIS	Human Resource Management Information System
HRMPDD	Human Resource, Management and Policy Development Division
ICME	Implementation, Co-ordination and Monitoring and Evaluation
IGF	Internally Generated Fund
MDAs	Ministries, Departments and Agencies
MMDAs	Metropolitan, Municipal and District Assemblies
MoF	Ministry of Finance
ODD	Organizational Development Division
NDPC	National Development Planning Commission
NMTDPF	National Medium-Term Development Policy Framework
POA	Programme of Action
PSC	Public Services Commission
PSOs	Public Service Organisations
RP MED	Research Planning Monitoring and Evaluation
SEA	Strategic Environment Assessment
SMTDP	Sector Medium Term Development Plan

SWOTs	Strengths, Weaknesses, Opportunities and Threats
MTDP	Medium Term Development Plan
PFM	Public Financial Management
MoF	Ministry of Finance
HRMPFM	Human Resource Management Policy Framework and Manual
SIGA	State Interest and Governance Authority
IGF	Internally Generated Fund
M&E	Monitoring and Evaluation
OHLGS	Office of the Local Government Service
TVET	Technical and Vocational Education Training Service
FWSC	Fair Wages and Salary Commission
KML	Knowledge Management and Learning
CSOs	Civil Society Organizations

EXECUTIVE SUMMARY

The Public Services Commission (PSC) is an independent constitutional body of the state and a central management agency, established under Article 194 of the 1992 Constitution and the PSC Act (Act 482) of 1994. "The Public Services Commission shall have such powers and exercise such supervisory, regulatory and consultative functions as Parliament shall, by law, prescribe, including as may be applicable, the supervision and regulation of, entrance and promotion examinations, recruitment and appointment into or promotions within, the public services, and the establishment of standards and guidelines on the terms and conditions of employment in the public services."

The Public Services Commission prepared its four-year Sector Medium-Term Development Plan (SMTDP) for the period 2026–2029. The SMTDP for 2026–2029 is anchored on the need "to promote and safeguard integrity, accountability, and excellence in human resource management practices, corporate governance, and organizational development in public service organizations, to ensure the delivery of services that meet the satisfaction of the citizenry through regulation, consultation, supervision, and advice." This plan was developed in accordance with the National Development Planning Commission (NDPC) guidelines and relevant legislations as well as the Medium-Term National Development Plan Policy Framework (MTNDPF) 2026–2029.

Eight (8) prioritized policy objectives to be pursued under the Sector Medium Term Development Policy Framework 2026-2029 are as follows:

- a) Improve efficiency and effectiveness of Service delivery in Public Service Organizations by 2029;
- b) To make the services of the Public Services Commission easily accessible by 2029;

- c) To promote digitalization and automation of all PSC business processes by the end of 2029
- d) To improve leadership capability at all levels in the PSOs by 2029 (seminars, training workshops)
- e) To improve PSOs' compliance with national HR policies by 2029
- f) Improve the work environment and management system for improved service delivery by 2029
- g) To promote the conduct of research, monitoring and evaluation activities of the Commission by 2029
- h) To make PSC disability friendly in both policy and structural designs by 2029

These prioritized objectives as indicated above are to address critical challenges which confront public service organizations in the discharge of their functions with regard to effective human resource management practices.

The SMTDP was developed through a participatory stakeholder approach involving cross-consultation and the participation of middle- and senior-management-level personnel of the Commission. A Technical Committee, comprising all Division Heads, was constituted to prepare the plan.

To facilitate the timely preparation of the document, a Technical Working Committee was formed from the larger Technical Committee, comprising representatives from the various Divisions of the Commission. The membership of the Technical Committee and the Technical Working Committee is provided in Appendix I.

The total cost for implementing the Commission's SMTDP-is estimated at ninety-four million, seven-hundred and ten thousand, four hundred and forty Ghana cedis (**GHC 94,710,440.00**) to finance its programme. Of this amount, thirty million, six hundred and sixty-eight thousand, seven hundred and forty-eight Ghana Cedis, thirteen pesewas (**GHC 30,368,748.13**) representing 32.1% is expected to

be funded from the Government of Ghana (GoG). The deficit of fifty-eight million, seven hundred and twenty-eight thousand, three-hundred and ninety-five Ghana Cedis, ninety-five pesewas (**GHC58,728,395.95**) is expected to be funded from the following measures;

1. Effective utilization of financial resources available to the Commission.
2. Providing the necessary justification to the Ministry of Finance (MoF) for the Upward adjustment of the PSC's budget ceiling especially providing adequate funding for monitoring and evaluation activities across the public services
3. Liaise with the Ministry of Finance to discuss an upward adjustment of the Internally Generated Fund (IGF) retained and also consider the approval of the use of Internally Generated Fund (IGF) for implementation of activities in the SMTDP.
4. Development of proposals to seek financial and technical support from Development Partners to implement core programmes of the Commission.
5. Engagement of key stakeholders as such the Central Management Agencies to collaborate on the implementation of similar programmes to avoid duplication of resources, which leads to cost saving.

To ensure effective monitoring and evaluation of the SMTDP, the Commission will collaborate with key stakeholders such as the Office of Head of Civil Service (OHCS), National Development Planning Commission (NDPC), the Academia, Governing Boards and Councils and other relevant stakeholders to make informed management decisions. It is the expectation and hope of the Commission that service delivery and productivity will significantly improve in the Public Services Commission after the implementation of the SMTDP by 2029.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This chapter highlights the profile of the Commission, its vision, mission, mandate, core values, functions, and organizational structure. The chapter also highlights an overview of the structure of the entire plan. In fulfilment of the developmental agenda of the government, the SMTDP is prepared every four (4) years to serve as a policy and strategic framework to harness and harmonize the development agenda across all sectors of the economy.

Building on the above, this SMTDP is guided by five (5) broad dimensions from the Medium-Term National Development Plan Policy Framework (MTNDPF) 2026–2029. namely;

- i) Economic development;
- ii) Social Development;
- iii) Environment, and Human Settlement Development;
- iv) Governance, and Institutional Development and;
- v) International Relations

The policy objective of the Medium-Term National Development Plan Policy Framework (MTNDPF) 2026-2029 is anchored on Resetting Ghana Agenda, creating jobs, ensuring accountability and promoting shared prosperity of the coordinated programme of social and economic policies of the government.

1.2 Vision

The Commission's vision is to be a leading and dependable partner in human resource management and organisational development in the public services of Ghana."

1.3 Mission Statement

The Commission exists to promote and safeguard integrity, accountability and excellence in human resource management practices, corporate governance, and organisational development in public service organizations for the delivery of services to the satisfaction of the citizenry through regulation, consultation, supervision, and advice.

1.4 Functions of the Commission

The Public Services Commission (PSC) was established under Articles 194 to 196 and 198 of the 1992 Constitution of the Republic of Ghana, as well as the Public Services Commission Act, 1994 (Act 482), with the following functions:

- a) to advise the Government on the criteria for appointment to public offices as well as persons to hold or act in Public Offices;
- 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 human resource 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 the suitability of officers;
- g) to conduct examinations and interviews for appointment to posts and for promotions in the public Services or within public corporations to ensure uniformity of standards of selection and qualifications;
- h) to review the organization, structure and human resource requirements of agencies and bodies in the Public Services and advise Government on such human resource 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 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.

1.5 Legal Mandate

The Public Services Commission is an independent constitutional body of the state established under Articles 194-196 of the 1992 Constitution of the Republic of Ghana and the Public Services Commission Act, 1994 (Act 482) to provide advisory, governance, consultative, regulatory and supervisory services in matters relating to human resource management and development in the Public Services of Ghana.

1.6 Core Values

The Core Values of the Commission are as follows;

- Professionalism;
- Fairness;
- Trustworthiness;
- Transparency;
- Commitment and
- Partnerships

1.7 Organizational Structure

The organizational structure also known as the organogram gives a vivid representation of the hierarchy of authority, and various managerial levels within the organization. Figure 1.1 shows the organogram of the Commission

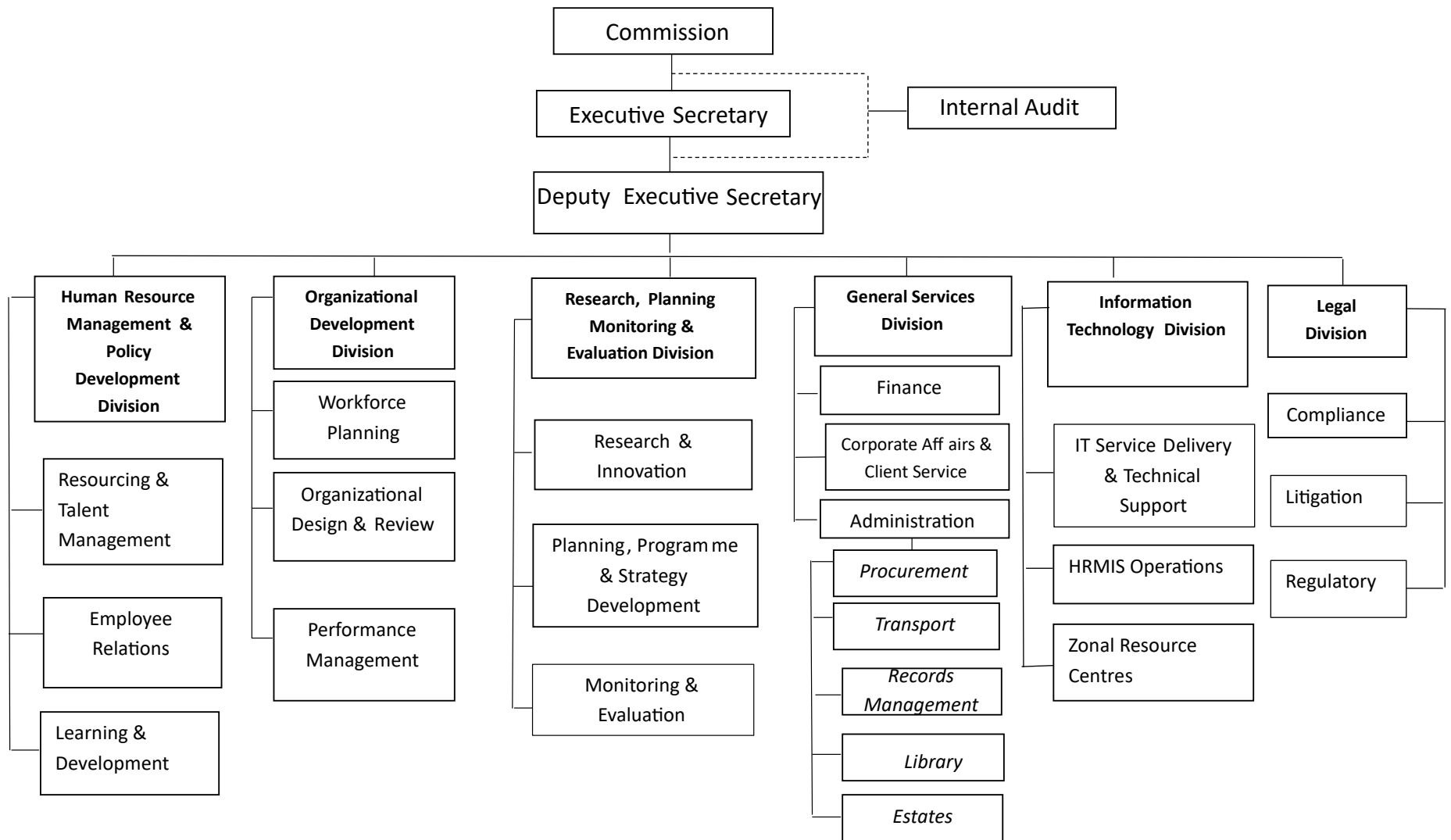


Figure 1.1: Organogram of the Commission

1.7.1 Structure and Composition of the Commission

1.7.1.1 Membership of the Commission

The Commission is made up of five (5) Full-Time members, three (3) Part-Time Members, and the Secretariat. The Full-Time members comprise a Chairman, a Vice-Chairman and three (3) other Members. The Part-Time members are made up of the Chairman of the Ghana Tertiary Education Commission (GTEC) in an ex officio capacity, and two (2) other persons with extensive experience in the operations of the Public Services. All Members of the Commission are appointed by His Excellency, the President of the Republic of Ghana, on the advice of the Council of State, in accordance with Article 194 of the 1992 Constitution and Section 1 (3) of Act 482.

1.7.1.2 The PSC Secretariat

The Commission is supported by a Secretariat headed by the Secretary, who is also the Chief Administrator of the Commission. The Secretariat is responsible for providing managerial and administrative support to the Commission to enable it to deliver on its mandate of regulation and supervision of the public services of Ghana. The Commission is made up of six (6) Divisions as follows;

- ❖ **The General Services Division (GSD)** is made up of three (3) Units, namely: Finance Unit, Corporate Affairs and Client Service Unit and the Administration Unit. The Administration sub-units include Procurement, Transport, Estates, Records and Library.

- ❖ **The Human Resource, Management and Policy Development Division (HRMPDD)** has three (3) units, namely, Resourcing and Talent Management Unit, Employee Relations Unit and Learning and Development Unit.

- ❖ **The Organizational Development Division (ODD)** has three (3) units, namely: Workforce Planning Unit, Organizational Design and Review Unit and Performance Management Unit.
- ❖ **The Research, Planning, Monitoring and Evaluation (RPMED) Division** comprises three (3) units namely; Research and Innovation Unit, Planning, Programme and Strategy Development Unit and, Monitoring and Evaluation Unit.
- ❖ **The Information Technology Division (ITD)** has three (3) units: IT Service Delivery and Technical Support Unit, HRMIS Operation Unit and Zonal Resource Centers Unit.
- ❖ **The Legal Division (LD)** has three Units namely; Compliance Unit, Litigation Unit and Regulatory Units

1.8 Location of the Commission

The Public Services Commission (PSC) is located in the Greater Accra Region of the Republic of Ghana. It is situated within the ministerial enclave and bounded to the West by the Law Court Complex, North-East by the Accra Sports Stadium, Southeast by the Independence Square, South by the Gulf of Guinea and the Atta Mills Highway Road. It is adjacent to the Ministry of Finance. Figures 1.2 and 1.3 show the building of the Commission and the location of the Commission in the National, Regional and District Context, respectively.



Figure 1.2: PSC Building

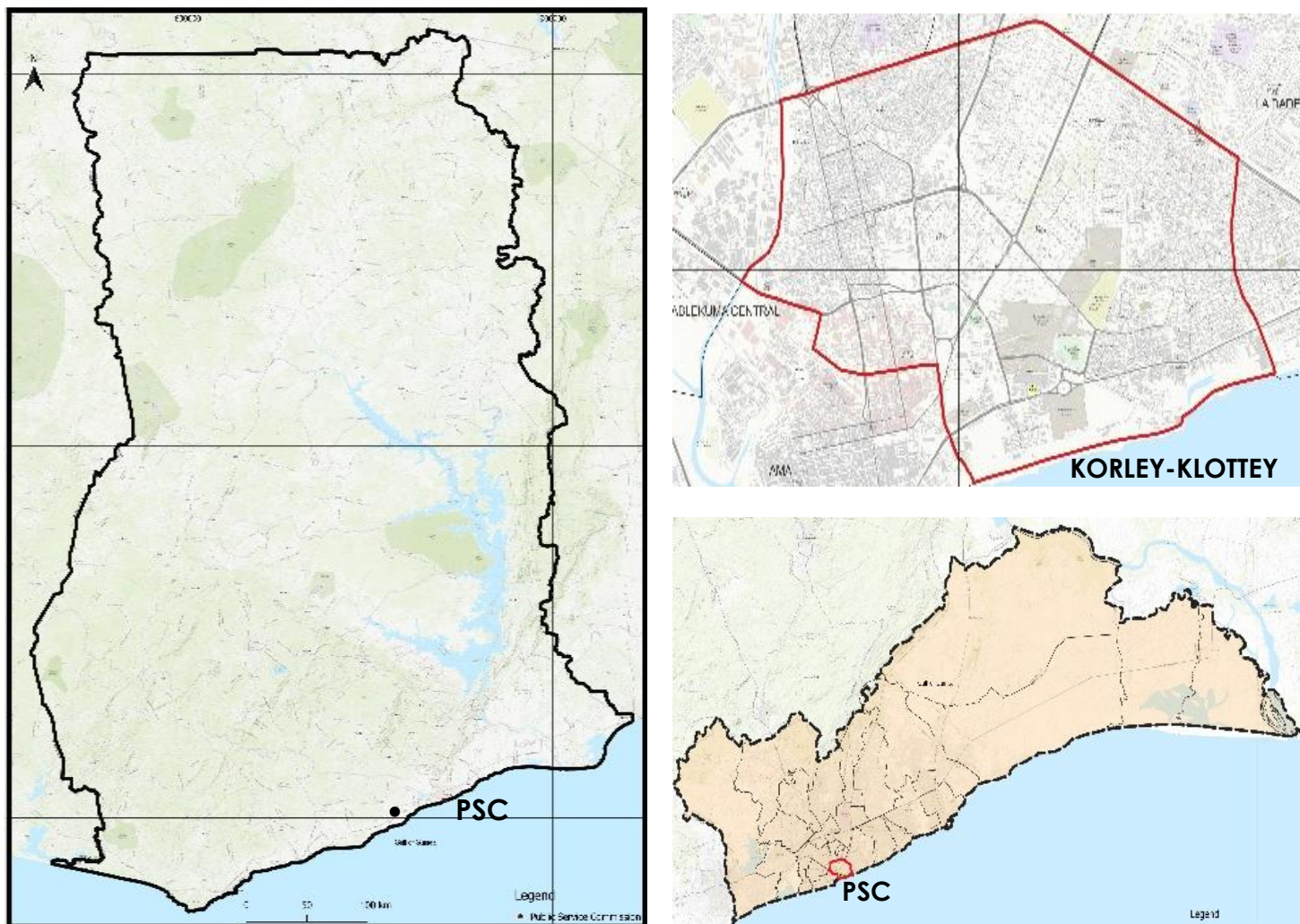


Figure 1.3: PSC in National, Regional and District Context

1.9 Structure of the Plan

Chapter one (1) of the document highlights the background of the entire plan with regard to its vision, mission, functions, mandate, core values and location.

Chapter Two of the document provides a situational analysis, enumerating and assessing the current conditions of the Commission in relation to the economy, environment, social factors, governance, and resources. It also outlines the Commission's achievements in implementing the previous MTDP (2022–2025). The chapter concludes by identifying key developmental issues and presenting a medium-term needs assessment (development projections).

Chapter three (3) spells out the list of key developmental issues. It outlines a brief write-up on the prioritization of developmental issues.

Chapter four (4) comprises the goals, objectives, policy and strategies of the Commission and its linkage with the national objectives and goals.

Chapter five (5) encapsulates the Composite Development Programmes for the planned period (2026-2029) in synchronise with the Commission's objectives and strategies and the 4-year financial analysis for the planned period (2026-2029).

This chapter six (6) focuses on the Composite Annual Action Plans (CAAP), which includes a template indicating the name of the projects, their locations, indicative budgets, funding sources and implementing agencies for the planning period (2026-2029).

Chapter seven (7) details out the monitoring and evaluation framework for the plan. This serves as the yardstick for measuring development targets the Commission set out for itself. For the purposes of implementing the achievements of the plan, monitoring and evaluation form a very crucial component to assess outputs, outcomes and impacts of the programs and projects spelt out in the SMTDP.

Lastly, the chapter eight (8) details out the communication strategy the Commission will adopt for the SMTDP. The communication strategy is important as it creates a sense of ownership, accountability, trust and support for implementation of the programmes, projects as spelt out in the SMTDP.

CHAPTER TWO

SITUATIONAL ANALYSIS OF PUBLIC SERVICES COMMISSION

2.0 Introduction

This Chapter highlights the performance of the Commission in the implementation of the previous plan (2022-2025). It analyzed the development issues of the Commission with regard to its social, environment, physical, governance and logistical issues. It also detailed the development projections for the future (2026-2029).

2.1 Performance Review

The performance review aimed to assess the achievements and progress of the Commission's interventions in implementing the previous plan (2022–2025), which was carried out across six (6) development dimensions namely:

- i) Economic development;
- ii) Social Development;
- iii) Environment, Infrastructure and Human Settlement;
- iv) Governance, Corruption and Public Accountability;
- v) Emergency Planning and Response, Including Covid-19 Recovery; and
- vi) Implementation, Coordination and Monitoring and Evaluation (ICME).

The Commission's goals and objectives were however, anchored on the Governance, Corruption and Public Accountability dimensions. Table 2.1 details the performance review of the Commission from 2022 to 2025.

The performance review gives a summary of how the Commission fared in its previous Medium Term Development Plan spanning the period, 2022 to 2025. The Table 2.1, outlines information on the baseline data (2021) prior to the intervention of the 2022 to 2025 MTDP, the MTDP targets set out for the previous plan (2022-

2025), the cumulative achievements during the planning period (2022-2025) as well as remarks for any other additional information on the indicators

Table 2.1: Template for Performance Review (2022 -2025)

Development Dimension	Indicator	Baseline (2021)	MTDP Targets	Cumulative Achievements		REMARKS
				YEAR (2024)	DATA	
	Number of promotion examinations Conducted	1	4	September , 2025	4	The Examinations were successfully conducted
	Percentage of Correction of Date of Birth requests completed	90%	95%	September , 2025	97.0%	Inadequate information from PSOs
	Percentage of technical clearance requests completed	80%	90%	September , 2025	88.0%	Some requests are still in progress due to the need for additional documentation, which has temporarily delayed full completion.
	Percentage of Petitions, Appeals and Grievance requests completed	78%	82%	September , 2025	85%	Targets successfully attained
	Number of trainings organized for HR	1	4	September , 2025	3	The trainings were successfully conducted.

Governance	directors/managers in the public service					
	Number of trainings organized for Governing Boards and Councils in the Public Service	1	4	September , 2025	1	One (1) was successfully conducted, and the others could not be conducted due to budget constraints.
	Response rate for appointments and promotions of Category A and B Officers in the public service	82%	90%	September , 2025	97%	Targets set attained
	Percentage of sensitization workshops conducted on the Human Resource Management Policy Framework and revised manual (HRMPFM)	0%	80%	September , 2025	0%	The Commission has initiated the review of the HR Manual, which is currently ongoing. Consequently, the sensitization workshops were postponed.
	Response rate of requests for training on the Revised Human Resource Management Policy Framework and Manual (HRMPFM) by PSOs.	0	80%	September , 2025	0	The Commission has initiated the review of the HR Manual, which is currently ongoing. Consequently, the sensitization workshops were postponed.

Percentage of Public Service Organizations that have gone live on the HRMIS	65%	97%	March, 2025	93%	About 9 PSOs are yet to be put on the HRMIS
Number of end-users trained on HRMIS	375	1,000	March, 2025	585	Training has been successful
Response rate of Performance Management System Workshop requests. (Demand driven)	90%	100%	September, 2025	75%	Training requests received from PSOs were successfully carried out
Number of Performance Management System workshops conducted (Planned)	4	16	September, 2025	2	Due to financial constraints, only 2 sessions were conducted in 2023.
Response rate of review and approval of the organogram	79%	95%	September, 2025	77%	Inadequate information from PSOs
Response rate of review and approval of Schemes of Service	78%	90%	September, 2025	75%	Inadequate information from PSOs
Response rate of review of conditions of service	75%	85%	September, 2025	80%	Inadequate information from PSOs
Request for review of establishments' ceilings	80%	95%	September, 2025	71%	Inadequate information from the PSOs

Response rate of review and approval of migration data.	76%	85%	September , 2025	85.7%	Inadequate information from the PSOs
Request for technical advice on Organogram	95%	98%	September , 2025	95%	Inadequate information from PSOs
Request for technical advice on the Scheme of Service	88.2%	90%	September , 2025	94%	Achieved
Request for technical advice on Migration	83%	85%	September , 2025	90%	Achieved
Request for technical advice on Establishment ceilings	75%	90%	September , 2025	93%	Achieved
Request for technical advice on Performance Management	80%	83%	September , 2025	85%	Achieved
No of UN/AU Public Service Day	4	4	September , 2025	2	That of 2024 and 2025 could not be organized
No of Annual Conference of Chairpersons of Governing Boards/Councils, Chief Directors, and Chief Executives of the Ghana Public Services	4	4	September , 2025	2	That of 2022 could not be organized due to inadequate funds, and that of 2025 is to be organized in October.

Source: PSC, 2025

2.2 Financial Performance (2022-2025)

The financial performance outlines the sources of funds used to implement the previous plan (2022–2025). It includes the total cost of the plan and the total funds received for its implementation. As shown in Table 2.2, the Central Government (GoG) was the primary source of funding for the Commission during the planning period. Although it was projected that Thirty-Two Million, Two Hundred and Fifty-Three Thousand, Three Hundred and Fifty Ghana Cedis, Twenty-Four Pesewas (GH¢ 32,253,350.24) would be required to implement the 2022–2025 SMTDP, the Commission received less than half of this amount (44.1%) of its planned budget for implementation.

Table 2.2: Template for Financial Performance (2022-2025)

Source of funds	Total estimated cost of plan (A) GH¢	Total amount received (B) GH¢	Variance (C) = (A-B) GH¢
GOG	32,253,350.24	14,218,300.12	18,035,050.12
IGF	0.00	0.00	0.00
DPs	NRD	NRD	NRD
TOTAL	32,253,350.24	14,218,300.12	18,035,050.12

Source: PSC, 2025

The implementation of the Human Resource Management Information System (HRMIS) under the Public Financial Management (PFM) mainly funded by the GIFMIS Secretariat was the main Development Partner (DPs) programme of the Commission. However, all financial transactions regarding the project were handled at the GIFMIS Secretariat.

Due to inadequate financial inflows as against the total estimated cost required to fully implement the previous plan (2022-2025), the Commission was incapable to implement critical projects/programmes such as the human resource audit,

performance management system, corporate governance, programme for retiree public servants.

2.3 Existing Condition and Diagnosis

This section details out information on the physical location, spatial organization, governance and social environment, as well as the resources of the Public Services Commission.

2.3.1 Physical Location

The Public Services Commission edifice was built in 1974. It has a five (5) storey room floors with 74 official rooms and a car parking space to accommodate about 100 cars. The building has only one (1) functioning elevator, and due to its nearness to the sea, it is challenged by the high cost of maintenance. In addition, the building has limited access, especially for persons with disabilities and the aged, due to the frequent breakdown of the elevator.

2.3.2 Environmental and Social Conditions

The location of the Commission's Office building faces a harmful effect from the salt spray from the sea due to its proximity to the sea (Gulf of Guinea). In addition, the nearness of the building to major highway (Atta Mills Highway) creates noise pollution which affects workers productivity.

The Commission's social norms are based on the core values and these values shape it's interactions and working relationship with its clients (PSOs). These values include; Integrity, professionalism, trustworthiness. In addition, the Commission is also guided by the principles of gender responsiveness and meritocracy in its interactions with clients/stakeholders. These Characteristics and principles are exhibited and form the organizational behaviour of the Commission in its dealings with clients/stakeholders.

Following from the above, the Commission social groups includes; the Central Management Agencies, MDAs, MMDAs, public security services, academia, private sectors, research institutions, universities and colleges.

Finally, periodic engagement and official visits of the Commission and Staff to MDAs to interact with the leadership of the MDAs with regards to their human resource functions, address the challenges encountered and make recommendations for improve service delivery. Alternatively, leadership of the MDAs also pay visit to the Commission to seek advice and clarification on best HR practices. Periodic conferences and seminars such as the Conference of Chief Directors, Governing Boards and Councils also create a unique platform for networking and collaboration.

These interactions, networking and collaboration have significantly improved the enforcement and compliance of the rules and regulations of the Public Services Commission.

2.3.3 Spatial Distribution

Before 2008, some Commission staff were stationed at the Ghana High Commission's office in London, responsible for processing applications and other documentation from Ghanaians and other persons residing abroad who were seeking employment in Ghana. Currently, however, the Commission's headquarters and offices are located solely in Accra. Nevertheless, it conducts qualifying promotional examinations for public servants nationwide each year and provides training support on the Human Resource Management Information System (HRMIS) to Public Service Organizations (PSOs) across the country.

The absence of zonal offices reduces accessibility, leading to delays and negatively affecting the productivity of PSOs.

Considering these challenges, the Commission has incorporated the creation of zonal offices into its organogram, although this has not yet been implemented.

2.3.4 Governance

Effective corporate governance challenges exist due to disharmony in the working relationship among Board Councils, Management and Staff across the public service. In fulfilling its constitutional mandate, the Commission has developed a corporate governance manual for the public services to promote effective and sound corporate governance across the public sector. The Commission also plays a critical role in training Chief Executive Officers, Deputy Chief Executive Officers, Chief Directors, and Members of the Governing Councils and Boards of public service organizations.

The governance training programmes initiated by the Commission over the past years have equipped the capacity and capability of leadership in public service. This has primarily improved the working relationship between the Boards/Councils, management and staff of public service organizations, leading to a harmonious working relationship and improved productivity.

2.3.5 Resources of the Commission

2.3.6.1 Human Resources

As at the end of 2024, there were five (5) full-time Members, three (3) part-time Members and Secretariat staff strength of one-hundred and one (111), totaling one hundred and nineteen (119). The Males constituted 58.8%, whilst the females were 41.2%.

The full-time Members comprise a Chairman, a Vice-Chairman and three (3) other Members. The part-time members are made up of the Chairman of the Ghana Tertiary Education Commission (GTEC) in an ex officio capacity, and two (2) other persons with extensive experience in the operations of the Public Services. The Commission is supported by a Secretariat headed by the Secretary, who is also the Chief Administrator of the Commission, responsible for providing managerial and administrative support to the Commission to enable it to make an informed decision relating to human resource management practices in

Ghana's Public Services. The current staff strength is capable of meeting the work requirement of the Commission. Table 2.3 below details the members and staff strength of PSC.

Table 2.3: Members and Staff Strength, 2024

Category	Males	Females	Total
Full-Time Members	4	1	5
Part-Time Members	1	2	3
Secretariat staff	65	46	111
Total	70	49	119

Source: Finance and Administration, 2024

2.3.6.2 Logistical Resources

With regards to logistics, the Commission is challenged with inadequate office equipment/logistics such as vehicles, printers, toners, computers, scanners, photocopier machines and telephones. The inadequacy of these logistics creates a great disincentive to staff morale and results in delays at work. The inadequacy of vehicles, for instance, impedes effective monitoring and evaluation as well as hinders the productivity of Directors. Table 2.4 shows the logistical capacity of the Commission.

Table 2.4: Logistical Capacity of the Commission

SN	Type	Required	Actual	Condition	Backlog
1.	Printers	100	35	11 in poor state	65
2.	Desktop	70	26	1 in poor state	44
3.	Laptop	100	36	18 in a poor state	64
4.	Scanners	10	3	0	7

5.	Photocopiers	10	4	1 in poor state	6
6.	Vehicles	46	12	3 in poor state	34

Source: Procurement, 2025

2.3.6.3 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

The SWOT analysis is a strategic planning tool used to identify the Strengths, Weaknesses, Opportunities, and Threats of an organization. The strengths and weaknesses examine the internal enabling and hindering factors of the organization respectively, whilst Opportunities and Threats analysis the external favorable and non-favorable factors that are likely to affect the implementation of the plan. Table 2.5 depicts the SWOT analysis of the plan.

Table 2.5 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

Key Development Issues	Strength 1	Weaknesses 2	Opportunities 3	Threats 4
1) Inadequate office logistics	1.1 Established office space 1.2 Availability of additional land within the ministerial enclave in Accra for future expansion 1.3 Existing functional Divisions	2.1 Inadequate funds 2.2 Inefficient utilization of resources	3.1 Goodwill, recognition and respect from current clientele and partners. 3.2 Internally Generated Fund Retention Policy	4.1 Inadequate donor support 4.2 Proximity to the sea reduces the life span of the office installation
2) Limited modernizations and the use of technology in the public sector	2.1 Existence of reliable internet connectivity 2.2) Existence of HRMIS 2.3)	2.1 Poor coordination and information sharing among Divisions 2.2 Lack of a Centralized data center	2.1 Existence of the National Decentralization Policy 2.2 Existence of NITA to assist in the automation of the Commission operation	2.1 Internet interruption 2.2 High cost of internet services 2.3 Inadequate computer and IT accessories

	Existence functioning registry	for internal data records 2.3 Absence of data recovery site and system		
3. Inadequate trainings/conferences for Public Service Organizations	3.1 Existence of functional divisions and experienced staff, relevant materials to undertake training/conference	3.1 Inadequate funds 3.2 Over centralization of PSC activities in Accra 3.3 Inadequate training for middle-level HR practitioners	3.1 Goodwill, recognition and respect from current clientele and partners. 3.2 The existence of the enabling Act of the Commission	3.1 Inadequate funds to undertake training and conferences 3.2 Repetition of training participants by PSOs

4) Lack of zonal offices	4.1 Availability of human resources to be deployed	4.1 Lack of zonal office space	4.1 To decentralize the services of the commission	4.1 Lack of funds to secure zonal offices
5) Interference and undermining of the functions of the Commission	5.1 Existence of constitutional provision and the enabling Act (PSC Act 482, 1994) - The review of the enabling Act to strengthen the Commission's regulatory authority	5.1 Inadequate enforcement of the HR policies 5.2 Inadequate monitoring and evaluation	5.1 Goodwill, recognition and respect from current clientele and partners	5.1 Existence of institutions/organizations with overlapping mandates 5.2 Political interests sometimes override administrative processes
6) Little enforcement of and compliance with the rules and regulations of	6.1 Existence of legal mandate 6.2 Existence of experienced staff	6.1 Lack of compliance unit 6.2 Inadequate resources	6.1 Leveraging on Technology to harness feedback 6.2 Goodwill, recognition and respect from	6.1 Inadequate funds 6.2 Inadequate cooperation from PSOs

the PSC by PSO			current clientele and partners	6.3 Inadequate knowledge of PSOs with regard to HR Policies of the Commission
7) Poor quality of public service delivery	<p>7.1A stable and competent Leadership</p> <p>7.2 Existence of Functional Divisions</p> <p>7.3 Existence of Competent Staff</p>	<p>7.1 Lack of zonal offices</p> <p>7.2 Inadequate resources</p> <p>7.3 Non-compliance with the service delivery standards</p>	<p>7.1 In-service training and coaching</p> <p>7.2 Goodwill, recognition and respect from current clientele and partners</p>	<p>7.1 Inadequate funds</p> <p>7.2 Inadequate resources</p> <p>7.3 Inadequate cooperation from PSOs</p>
8) Poor work ethic	8.1 Existence of Committed and dedicated staff	8.1 Inadequate engagement	8.1 The Commission's Affiliation with AAPAM and APSCOM	<p>8.1 Inadequate motivation for staff</p> <p>8.2 Inadequate compensation for staff</p>

		of staff (staff meeting and durbars, etc) 8.3 non -non-compliance with laid down workplace rules and regulations	-8.2 Public Sector Reforms and Public Financial Management Reforms.	
9) Inadequate HR Audit	9.1 The legal mandate of the Commission. 9.2 Existence of committed staff	9.1 Inadequate staff strength 9.2 Inadequate skills	9.1 Goodwill, recognition and respect from PSOs 9.2 Availability of staff from MSD and other consultants in Organizational Development and HR Management	9.1 Inadequate cooperation from public sector institutions. 9.2 Political interests sometimes override administrative processes
10) Deteriorating	10.1 Existence of estate unit	10.1 An aged PSC building	10.1 Existence of AESL	10.1 Inadequate funds 10.2 Proximity of the PSC building to the sea

the office building			10.2 Existence of a National Public-Private Partnership	
11) Limited accessibility of the PSC building to PWDs	11.1 Availability of a functioning elevator	11.1 Non-existence of ramp 11.2 Frequent breakdown of the elevator	11.1 Existence of AESL 11.2 Existence of Disability Act	11.1 Inadequate funds
12) Inadequate monitoring and evaluation	12.1 Experienced staff 12.2 PSC Legal mandate 12.3 Good organizational culture and practices	12.1 Inadequate resources 12.2 Poor coordination	12.1 Existence of NDPC 12.2 Goodwill, recognition and respect from current clientele and partners. 12.3 Existence of the national M & E Manual	12.1 Inadequate funds 12.2 Existence of institutions/organizations with overlapping legislations.

Source: PSC. 2025

2.4 Medium-Term Needs Assessment and Projections

The Medium-Term needs assessment and projections focus on the list of development issues of the Commission and the projected needs for the new plan (2026-2029).

2.4.1 List of Development Issues

Based on the performance review of the previous plan (2022-2025) and the analysis of the current situation of the Commission, the following underlisted development issues to be addressed during the planning period (2026-2029) are presented in Table 2.6.

Table 2.5: List of Key Development Issue

SN	Development Dimension	Identified Development Needs
1)	Governance and Institutional Development	<ul style="list-style-type: none"> • Inadequate office logistics • Limited modernizations and the use of technology in the public sector • Inadequate trainings/workshops for Public Service Organizations
		<ul style="list-style-type: none"> • Lack of zonal offices across the country • Undue interference in the functioning of public service Organizations • Little enforcement of and compliance with rules and regulations of PSC by public sector institutions

		<ul style="list-style-type: none"> • Inefficient public service delivery • Poor work ethics • Inadequate HR Audit to determine establishment levels
2)	Environment, Infrastructure and Human Settlement	<ul style="list-style-type: none"> • Deteriorating structural integrity of the office building • Limited accessibility of PWDs to PSC office building.
3)	Implementation, Co-ordination, Monitoring and Evaluation (ICME)	<ul style="list-style-type: none"> • Inadequate research, monitoring and evaluation of HR policies of the PSOs.

Source: PSC, 2025

2.5 Future Needs of the Commission (2026-2029)

The future development projections are very crucial because they guide us in planning for both current situations and the future. The development projections would enable the Commission to determine the additional services, logistics, and infrastructure to be provided within the planning period (2026-2029).

The developmental projections of the Commission are analyzed within the context of the Commission’s deliverables, which include: Human Resource Management Information System (HRMIS); Performance Management Policy Framework and System; Manpower Audit of public service organizations.

Human Resource Management Policy Framework and Manual (HRMPFM) for the public services; Improve the working environment and condition of the

Commission; and sensitization workshops for key stakeholders (Governing Boards/Councils, Chief Executive Officers, political leadership, HR managers, on human resource reforms undertaken in the public service; Public Service Good Corporate Governance. Table 2.6 shows the development projections of the Commission.

Table 2.6: Development Projections of the Commission

DELIVERABLES	2026	2027	2028	2029	ASSUMPTION
The Human Resource management information system is in place.	<ul style="list-style-type: none"> i) Complete the functional review of the HRMIS. ii) 80 % of sub-vented and 20% non-sub-vented organizations migrated onto the HRMIS 	<ul style="list-style-type: none"> i) Complete the upgrade of the HRMIS. ii) 20 % of sub-vented and 80% non-sub-vented organizations should be migrated onto the HRMIS 	<ul style="list-style-type: none"> i) Reviewing and monitoring the operations of the HRMIS system 	<ul style="list-style-type: none"> i) Reviewing and monitoring the operations of the HRMIS system 	<ul style="list-style-type: none"> a) Availability and timely release of GoG and Donor funds b) Co-operation from stakeholders and collaborators
The newly revised Human Resource Management Policy has been implemented .	<ul style="list-style-type: none"> i) Approval of the newly revised HRMPFM by the cabinet 	<ul style="list-style-type: none"> i) Orientation and Sensitization on the revised 	<ul style="list-style-type: none"> i) Roll out of the revised policy HRMPFM 	<ul style="list-style-type: none"> i) Continuous professional development of HR officers on the manual 	<ul style="list-style-type: none"> c) Availability and timely release of funds

<p>Revise the Performance Management System in the public service.</p>	<p>I. Approval of the revised performance management system</p>	<p>I. Digitalize the revised performance management system</p>	<p>I. Sensitization and roll-out of the revised performance management system for all PSOs</p>	<p>I. Review the implementation of the revised performance management system</p>	<p>d) Availability and timely release of funds e) Co-operation from stakeholders and collaborators</p>
<p>Improve capacity building in Human Resource Management in the Public Services</p>	<p>I. Engage HR practitioners on best HR management practices in the public service II. Identification and needs assessment of PSOs</p>	<p>I. Training and sensitization of HR Practitioners II. Monitoring and evaluation of trainings conducted</p>	<p>I. Training and sensitization of HR Practitioners II. Monitoring and evaluation of trainings conducted</p>	<p>I. Training and sensitization of HR Practitioners II. Monitoring and evaluation of trainings conducted</p>	<p>f) Availability of funds g) Cooperation from stakeholders and collaborators</p>

Promote the conduct of research, monitoring and evaluations	<p>I. Conduct monitoring and evaluation of human resource practices in the public sector.</p> <p>II. Conduct Ghana public services delivery baseline studies</p>	<p>I. Conduct monitoring and evaluation of human resource practices in the public sector.</p> <p>II. Design and implement Ghana's public services delivery</p>			
Increased logistical capacity of the Commission	<p>13 Vehicles Saloon Mini Van- 280,000.00 34 Laptops 25 Printers 2 Photocopier machines 4 Scanners 14 Desktop computers</p>	<p>8 Vehicles 30 Laptops 15 Printers 2 Photocopier machines 2 Scanners 10 Desktop computers</p>	<p>8 Vehicles 15 Printers 1 Photocopier machines 1 Scanner 10 Desktop computers</p>	<p>6 Vehicles 10 Printers 2 Photocopier machines 10 Desktop computers</p>	h) Availability of funds

Source: PSC, 2025

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This section of the document highlights the prioritization of the Key Development Issues with emphasis on the criterion for prioritization. Prioritization is necessary since it ensures that scarce resources are adequately utilized to meet the needs of the Commission during the plan period.

3.2 Key Development Priorities

To ensure consistency and sustainability of the development agenda of the Commission, key development issues were assessed through the criteria indicated below to determine the list of prioritized development issues.

The criteria were as follows;

- I. Severity and diversity of the problem and intended benefits (social, economic, environmental, etc.) of addressing it.
- II. Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth.
- III. Significant linkage to meeting basic human needs and rights.
- IV. Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.
- V. Opportunities for addressing key cross-cutting development themes such as marginalized and vulnerable groups, gender equality and equity, environmental concerns (climate, biodiversity, disaster risk reduction).

3.2.1 Criterion Ranking

The National Development Planning Commission (NDPC) established a prioritization assessment criterion and scoring framework for prioritization of developmental issues. The ranking criterion was from 1 to 5, with 5 being the highest score and 1 being the lowest, as distributed in the following breakdown in Table 3.1

Table 3.1: The Ranking Criterion

Definition of Score	Ranking
Very strong results	5
Strong results	4
Weak results	3
Very weak results	2
No results	1

Following the assessment of key development issues through the assessment criterion, the outcome is depicted in Table 3.2 below.

TABLE 3.2: PRIORITIZATION OF DEVELOPMENT ISSUES

Key Development Issues	Severity and diversity of the problem and intended benefits	Significant multiplier effect on economic efficiency	Significant linkage to meeting basic human needs and rights	Significant multiplier effects in the sustainable spatial development of designated spaces or corridors	Opportunities for addressing key cross-cutting development themes	Score	Rank
1)Inadequate office logistics	5	3	2	1	2	13	3 rd
2)Limited modernizations and the use of technology in the public sector	4	3	2	2	3	14	2 nd
3)Inadequate trainings/conferences for Public Service Organizations	4	4	1	1	2	12	5 th
4)Lack of zonal offices across the country	5	5	1	2	2	15	1 st
5)Interference and undermining of the functions of the Commission	3	1	1	1	2	8	10 th

6) Little enforcement and compliance with rules and regulations of PSC by public sector institutions	3	1	1	1	2	9	9 th
7) Poor quality of public service delivery	4	3	2	1	2	12	4 th
8) Poor work ethics	1	2	1	1	1	6	12 th
9) Inadequate HR Audit	3	4	1	1	1	10	8 th
10) Deterioration of the office building	2	1	1	2	1	7	11 th
11) Limited accessibility of PSC building to PWDs	4	1	2	2	3	12	6 th
12) Inadequate monitoring and evaluation	5	3	1	1	1	11	7 th

Source: PSC 2025

3.3 List of Prioritized Development Issues

The following was the list of prioritized development issues following the harmonization with the criteria;

- 1) Lack of zonal offices across the country
- 2) Limited modernizations and the use of technology in the public sector
- 3) Inadequate office logistics
- 4) Poor quality of public service delivery
- 5) Inadequate trainings/conferences for Public Service Organizations
- 6) Limited accessibility of the PSC building to PWDs
- 7) Inadequate monitoring and evaluation activities
- 8) Inadequate HR Audit for PSOs
- 9) Little enforcement and compliance with the rules and regulations of the PSC by public sector institutions
- 10) Interference and undermining of the functions of the Commission
- 11) Deterioration of the office building
- 12) Poor work ethics in the public service

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

Chapter four (4) highlights the goals, objectives, and strategies for achieving the prioritized developmental issues.

4.2 Formulation of Development Goals, Objectives, and Strategies

Developmental goals represent the overarching, high-level desired outcomes of the Commission for the planned period. The Commission's primary goal is to "build an effective and efficient government machinery. Following the formulation of the goals, specific and measurable prioritized objectives were identified and linked to the corresponding strategies and activities.

The strategies outline the approaches to be adopted in achieving the Commission's objectives. As part of efforts to align the programme-based budget with the plans, the goals, objectives, and strategies were interconnected.

Table 4.1 below indicates the linkages between the goals, objectives and strategies of the Commission for the planning period.

Table 4.1: Development Goals, Objectives and Strategies

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension: Governance and Institutional Development					
Thematic area: Public Institutional Reform					
1. Lack of zonal offices across the country		To make the services of PSC easily accessible by 2029	Deepen political and administrative decentralization	-Create 4 functional and adequately resourced zonal offices -Increase enrolment and support services of MDAs and MMDAs on HRMIS-related issues	General Administration and Finance
2. Limited modernizations and the use of technology in the public sector		To promote digitalization and automation of all PSC business processes by	Strengthen the effectiveness, accountability, and the efficiency of public institutions	Encourage the digital transformation of PSOs by developing ICT infrastructure, automating services, and e-	

	Build an effective and efficient government machinery	the end of 2029		governance platforms.	
3. Inadequate office logistics				procure enough logistics, Computers, Maintenance Re-allocation	
4. Poor quality of public service delivery		Improve the efficiency and effectiveness of Service delivery in Public Service organizations by 2029		Enhance Performance Management System to Improve Productivity in the Public Sector Strengthen feedback mechanisms in public service delivery to capture citizen inputs.	Performance Management and Organizational Development

<p>5. Inadequate trainings/conferences for Public Service Organizations</p>		<p>To improve leadership capability at all levels in the PSOs by 2029 (training workshops, conferences)</p>		<p>Enhance the competency and skills of public sector workers.</p>	
<p>6. Limited accessibility of the PSC building to PWDs</p>		<p>To make PSC disability friendly in both policy and structural designs by 2029</p>		<p>Build a ramp to accommodate PWDs' access the PSC building easily.</p> <p>Repair and activate the spoilt elevator of PSC Ensure a good maintenance culture on the elevators</p>	
<p>7. Deterioration of the office building</p>		<p>Maintain and improve the lifespan of the office building.</p>		<p>Collaborate with AESL to assess the structural integrity of the office building.</p>	

8. Inadequate monitoring and evaluation		To promote the conduct of research, monitoring and evaluation activities by 2029		<p>Strengthen the mechanisms for monitoring and tracking Of the activities of PSOs</p> <p>Adequately resource the monitoring and evaluation division of the Commission</p> <p>Undertake Monitoring and Evaluation needs assessment of staff</p> <p>Develop a Monitoring and Evaluation training programme</p>	<p>Research Information , Monitoring and Evaluation</p>
9. Inadequate HR Audit		To improve PSOs compliance with national HR policies by 2029		Intensive Monitoring and evaluation activities	Performance Management and Organizational

					Development
10. Little enforcement and compliance with rules and regulations of PSC by public sector institutions		To improve compliance and governance systems within public institutions by 2029		<ul style="list-style-type: none"> -Intensive Monitoring and evaluation activities -Enforce the rules and regulations 	Recruitment and Career Development
11. Interference and undermining of the functions of the Commission		To enhance the independence of PSOs in the performance of their functions by 2029		<ul style="list-style-type: none"> -Appointments of heads of public institutions should be transparent and based on merit -Implement a governance framework that streamlines institutional roles and enhances inter-agency coordination and synergy among public sector agencies 	Recruitment and Career Development

				Strengthen independent governance institutions to perform their functions effectively	
12. Poor Work Ethics		Improve work environment and management Systems for improved service delivery by 2029		Enhance the sanctions regime mechanisms to deter misconduct. Institute staff motivation packages Mentoring, coaching, training Set and evaluate clear KPIs for employees.	Performance Management and Organizational Development

Source: PSC, 2025

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMS (POA)

5.0 Introduction

This chapter highlights the developmental Programmes of Action (POA). The Programme of Action provides the overarching, multi-year framework and includes programs on;

- i) Communication;
- ii) Monitoring and Evaluation;
- iii) Maintenance of Assets; and,
- iv) Knowledge Management and Learning.

The chapter also encapsulates the Assumptions and Methodologies underlying the costing of the programs, the Financial Strategy for the Development Programmes for the plan period (2026-2029). It also includes the assessment of the policy objectives against the Environmental Strategy to assess the sustainability of the policy objectives.

5.1 Assumptions and Methodologies for Costing

The assumptions, methodologies and principles underlying the costing arrangement for the Commission's programmes are based on the underlisted premises;

- The Commission's programmes and projects would be funded by the Government of Ghana (GoG).
- The Commission would engage the Ministry of Finance and the Special Budget Committee of Parliament for upward review of fees charged by

the Commission and to increase the retention rate, which is currently hovering around 20%.

- The Commission would, through proposals and other forms of engagement, attract Development Partners (DPs) to provide financial and technical assistance to support its programmes and projects.

5.2 Development Programmes (POA) 2026-2029

The Development Programme of the Commission comprises critical programmes which, if implemented, will lead to the achievement of its set objectives and goals.

5.2.1 General Administration and Finance

The General Administration and Finance programme covers the following scope;

- effective and efficient management of financial resources and timely annual reporting as contained in the revised 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 misstatement of facts that could lead to fraud, waste and abuse;
- logistical services such as transport, estates, cleaning services, security, maintenance;
- records management;
- planning and budgeting;
- procurement; and;
- stores management.

Other activities under the programme include 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 management.

5.2.2 Research Planning Monitoring and Evaluation

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

5.2.3 Recruitment and Career Development 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.

5.2.4 Organizational Development and Performance Management Programme

This 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. This programme focuses on designing and developing human resource management and organizational development systems, frameworks, and standards to ensure the effective management of human resources and organizations within public service institutions. The development programmes are scheduled to be implemented over the four-year period (2026–2029).

As shown in Table 5.1, the Programme of Action (POA) template specifies the programme name, time frame, cost, funding source, programme status, and the implementing and collaborating institutions or departments.

Table 5.1: Programme of Actions (2026-2029) For MDA

Development Programme	Time Frame				Cost			Programme Status		Implementing Agencies	
	2026	2027	2028	2029	GoG	IGF	Others	New	On-going	Lead	Collaborating
1) General Administration and Finance	√	√	√	√	65,000,000.00					F&AD	Service Providers, PSOs, consultants and suppliers, Training institution
2) Research Planning Monitoring and Evaluation	√	√	√	√	12,950,440.00		4,000,000.00			RIMED	Service Providers, PSOs, consultants and suppliers, Training institutions, DPs

3)Recruitment and Career Development Programme	√	√	√	√	10,440,000.00					HRPD	PSOs, consultants, Development Partners
4)Organizational Development and Performance Management Programme	√	√	√	√	6,320,000.00					MSD	PSOs, consultants, Development Partners
					94,710,440.00		4,000,000.00				

Source: PSC, 2025

From Table 5.1 above, the Commission would need a GoG total of ninety-four million, seven-hundred and ten thousand, four hundred and forty Ghana Cedis (GH¢ 94,710,440.00) to finance its programme during the four-year planning period of the SMTDP. Out of this total, an amount of sixty-five million Ghana cedis (GH¢ 65,000,000.00) would be allocated to the General Administration and Finance programme, twelve million, nine-hundred and fifty thousand, four hundred and forty Ghana Cedis (12,950,440.00) will go into Research Planning Monitoring and Evaluation (RIMED). The Recruitment and Career Development Programme and Organizational Development and Performance Management Programme will be allocated ten million, four-hundred and forty thousand Ghana Cedis (10,440,000.00) and six million, three hundred and twenty thousand Ghana Cedis (6,320,000.00) respectively.

It is envisaged that the Commission will seek financial support of an amount of four million Ghana Cedis (GH¢ 4,000,000.00) from its Development Partners to fund some of its critical programmes and projects.

5.4 Programme Financing

Another critical component of the Medium-Term Development Plan (MTDP) is the programme financing of its programmes earmarked for implementation during the planning period. The Programme financing indicates the projected revenue sources for implementing the programs and projects of the plan for the 4 years (2026-2029). The Commission depends mainly on the Government of Ghana (GoG) funds for the implementation of its plan. Currently, only 20% of the Internally Generated Fund (IGF) is retained and projected to be used by the Commission, whilst 80% goes to the consolidated funds. It is expected that the Commission would be granted a full retention of its Internally Generated Fund to support its programmes. It is also hoped that the Ministry of Finance will review its 20% retention and allow all the funds collected by the Commission to be used to fund its programmes. Another revenue source is Development Partners, which is not reliable. Table 5.2 below shows the details of the programme financing.

Table 5.2: Programme Financing

Development Programme	Pro-gramme Cost A	Expected Revenue & Source of Funding							Total (B)	Gap
		GoG	IGF	DACF	DA CF- RF G	UDG	ABFA	Others		
General Administration and Finance	65,000,000.00									
Research Planning Monitoring and Evaluation	16,950,440.00	18,221,248.89	345,232.62					5,150,000.00	23,716,480.62	(58,233,960.00)
Recruitment and Career Development Programme	10,440,000.00	12,147,499.24	118,064.80						12,265,564.04	(4,494,435.96)

Organization al Developmen t and Performance Managemen t Programme	6,320,000 .00									
TOTALS	98,710,44 0.00	30,368, 748.13	463,297. 42					5,150,00 0.00	35,982,045 .55	(58,728,395. 96)

Source: PSC, 2025

From Table 5.2 above, the Commission would need a total of ninety-eight million, seven-hundred and ten thousand, four hundred and forty Ghana cedis (**GHC 94,710,440.00**) to finance its programmes. However, it envisages to get a total envelope of thirty-five Million, and nine hundred and eighty-two thousand, and forty-five Ghana Cedis, fifty-five Pesewas (**GHC 35,982,045.55**). Five million, one hundred and fifty thousand Ghana Cedis (5,150,000.00) of the total enveloped expected to be received is from other sources whilst GoG is home to thirty million, six hundred and sixty-eight Thousand, seven hundred and forty-eight Ghana Cedis, thirteen pesewas (**GHC 30,368,748.13**) and internally generated fund of four hundred and sixty-three thousand, two hundred and ninety-seven Ghana Cedis, forty-two pesewas (**GHC 463,297.42**). In effect, the Commission would have financing deficit of fifty-seven million, six hundred and eight thousand, three-hundred and ninety-four Ghana Cedis, forty-five pesewas (**GHC 58,728,395.96**) to address before it can fully implement its 4-year development programme.

To address the financing gaps, the Commission proposes the following;

- 1) Effective utilization of the available resources
- 2) Providing the necessary justification to the Ministry of Finance (MoF) for the;
 - Upward adjustment of the PSC's budget ceiling
 - Upward adjustment of IGF retention percentage and approval for the use of Internally Generated Fund (IGF) for the implementation of activities in the SMTDP.
- 3) Solicitation of financial and technical support from development partners will be vigorously pursued.
- 4) Effective collaboration with other key stakeholders in the implementation of similar activities and programmes.
- 5) The PSC will ensure prudent expenditure rationalization, budgetary controls measure, sustainable and prudent procurement practices.

5.5 Strategic Environmental Assessment

To ensure long-term environmental sustainability and alignment with strategic goals, all selected objectives were subjected to the Strategic Environmental Assessment (SEA) criteria to evaluate their environmental impact during the implementation of programmes and activities. The SEA provides a comprehensive framework for evaluating the environmental, social, economic, and governance implications of proposed programmes. Through this process, the Commission assessed the potential impacts of the programmes across various dimensions and identified opportunities to enhance their overall effectiveness and sustainability.

The criteria factors were as follows;

- Effects on natural resources
- Effects on social and cultural conditions
- Effects on the economy
- Governance implications

Following the assessment of the SEA on the objectives of the Commission to assess their impacts, the following were the results/outcome as in Appendix II.

CHAPTER SIX

ANNUAL ACTION PLAN (AAP)

6.1 Introduction

Following the development of the Programme of Action (POA), a four (4) year Annual Action Plans (AAP) (2026-2029) have been developed for the planning period of the STMDP.

6.2 Annual Action Plans (AAP)

The Programme of Action (POA), as discussed earlier, outlines the broad strategies and activities over four years, whilst the Annual Action Plan (AAP) provides specific, concrete actions, timelines, and responsible people for each year within the POA. The AAPs also comprise names of the projects/activities, their location, time frame for implementation, indicative budgets, funding sources and implementing agencies within the four-year plan period. Below are Tables 6.1 to 6.4 showing the annualized action Plans for the planning period (2026-2029).

Table 6.1: 2026 Annual Action Plan

Objective 1: Improve the efficiency and effectiveness of service delivery of PSOs by 2026													
Programme: Recruitment and Career Development													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Othe rs	New	On- goi ng	Lead	Collabo rator
1) Advise Governing Boards, Management and staff of MDAs/MMDAs on human resource management issues in accordance with the public service rules and regulations.	Accra	√	√	√	√	150,000						HRPD	PSOs
2) Conduct one promotional Exam for the Public Service organizations	All Regions			√		200,000						HRPD	PSOs
3) Conduct interviews and facilitate the appointments, promotion for Category A and B Officers through an open, competitive, and transparent process (NACAP)	All Regions	√	√	√	√	100,000						HRPD	PSOs
4) Organize 2 fora for Heads of key public service organisations in human resource reforms in the Public Service.	Accra	√	√	√	√	200,000						HRPD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator	
Programme: Organizational Development and Performance Management														
5) Conduct four Sensitization workshops on the PSC revised Act	Accra	√		√	√	320,000							Sec Secretariat	F & A, Attorney General & Parliament
6) Conduct Human Resource audits of Public Service Organizations	Country-Wide	√	√	√	√	500,000							MSD	PSOs
7) Review and approve draft organograms of Public Service organizations	Accra	√	√	√	√	80,000							MSD	PSOs
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator	
8) Review and approve the draft Scheme of Service and Condition of Service of Public Service organizations	Accra	√	√	√	√	120,000							MSD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator
9) Review and approve draft establishment ceilings of PSOs	Accra	√	√	√		80,000						MSD	PSOs
Objective 2: To improve leadership capability at all levels of PSOs by 2026													
Programme: Recruitment and Career Development													
10) Conduct 2 training programmes for CEOs, Deputy CEOs and Governing Boards on HRMPFM	Accra		√	√	√	200,000						HRPD	PSOs
11) Conduct 4 training programmes for HR Directors and Managers on HRMPFM	Accra	√	√	√	√	400,000						HRPD	HR Directors/Managers
12) Organize 1 Conferences for Human Resource Practitioners and women in leadership in the Public Service	Accra				√	200,000						HRPD	PSOs
13) Organize 3 workshops for the development of policy framework on the creation of the HR class	Accra	√	√	√		600,000						HRPD	

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator
14) Organize sensitization workshops for HR managers and Directors on the creation of the HR Class	Accra				√	200,000						HRPD	PSOs
15) Organize 2 training programmes for review and of organograms and composition of grades in PSOs	Accra	√	√	√	√	100,000						MSD	PSOs
16) Organize leadership development training for the public service	Accra		√	√		150,000						MSD	PSOs
17) Organize 4 training programmes on Performance Management Policy for HR Managers and Directors	Accra	√	√	√	√	400,000						MSD	PSOs
Objective 3: To improve PSOs compliance with National human resource policies by 2026													
18) Conduct 2 workshops for Governing Boards/Councils and CEOs of PSOs on Corporate Governance	Accra				√	300,000						HRPD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator
19) Organize 2 workshops on the development of the Employee Counselling Policy and System	Accra			√	√	400,000						HRPD	PSOs
20) Resolution of Petitions, Appeals and Grievances	Accra	√	√	√	√	20,000						HRPD	PSOs
21) Approval of technical clearance and advice on Human Resource Issues	Accra	√	√	√	√	30,000						HRPD	PSOs
22) Organize Change Management Workshops for public servants	Accra	√	√	√	√	150,000						MSD	PSOs

Objective 4: To promote digitalization and automation of all PSC business processes by the end of 2026													
Programme: General Administration and Finance													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	Ongoing	Lead	Collaborator
23) Implement draft records policy and refurbishment of the Archives room	Accra	√				350,000						F & A	PRAAD
24) Scale up the automation and implementation of a comprehensive HR data Management system	Accra	√	√	√	√	100,000						HRMIS	PSOs
Objective 5: To make the services of PSC easily accessible by 2026													
Programme: Research, Monitoring and Evaluation													
25) Create 4 functional zonal offices	Zones		√	√		2,000,000						HRMIS	PSC
Objective 6: To make PSC disability friendly in both policy and structural design by 2026													
Programme: Research, Monitoring and Evaluation													
26) Supply and install a passenger lift	Accra		√	√		1,500,000						F & A	Service Providers
Objectives 7: Improve work environment and management Systems for improved service delivery by 2026													
Programme: General Administration and Finance													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	

		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Othe rs	New	On- goi ng	Lead	Collabo rator
27)Rehabilitate the Commission's Office building	Accra			√		2,000,000						F & A	AESL, Contra ctors
28) Organize 12 Working and 4 plenary meetings of the Commission	Accra	√	√	√	√	160,000.00						F & A	PSC
29)Organize 1 workshop for review of annual workplan & budgets	Accra	√	√	√	√	100,000.00						F&AD	PSC
30)Organize 4No. Entity Committee meetings	Accra	√	√	√	√	50,000.00						F&AD	PSC
31)Organize 4No. Audit Committee Meetings	Accra	√	√	√	√	50,000.00						F&AD	PSC
32) Conduct 4 stakeholder sensitization workshops on PSC MTDP at a Consultative Forum with key stakeholders	Accra	√				200,000.00						F&AD	PSOs
33)Purchase 2 Heavy Duty Photocopiers, 25 Printers and 4 scanners	Accra		√	√		360,000						F & A	Service Provide rs
34)Purchase 34 Laptops and 14 Desktop Computers and other accessories.	Accra		√	√		289,000						F & A	Service Provide rs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	On-going	Lead	Collaborator
35) Purchase 3 No. 4X4 Cross Country vehicles, 8 Saloon vehicles and 2 Minibuses	Accra		√			12,560,000						F & A	Service Providers
36) Purchase and repair of 15 Air Conditioners	Accra	√	√	√	√	270,000						F & A	Service Providers
37) Procure 20 Tablets and 1 projector for RMED	Accra	√	√	√	√	300,000						F & A	Service Providers
38) Refilling/ Servicing Fire Extinguishers, generators, Battery plates	Accra	√	√	√	√	36,000						F&AD	Service Providers
39) Maintenance and insurance of vehicles	Accra	√	√	√	√	350,000						F&AD	Service Providers
40) Ensure the timely payment of all Utilities, postal, sanitation, telecommunication, internet, bank, medical and other bills by 2026	Accra	√	√	√	√	400,000						F&AD	PSC
41) Supply of office furniture (swivel chairs and Tables)	Accra	√	√			100,000						F&AD	Service Providers

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	Ongoing	Lead	Collaborator
42) Procure stationery for administrative work (A4 Sheets, Toners, and Cartridges)	Accra	√				250,000						F&AD	Service Providers
43) Supply of Confectionery, cleaners/Security working tools and materials	Accra	√				70,000						F&AD	Service Providers
44) Facilitate the Organization of the Annual Activities to commemorate the UN/AU Public Service Day	Accra		√			100,000						F&AD	PSOs
45) Sponsor 2 Commissioners and 1 staff to AAPSComs, AAPAM, CAPAM Conferences and other training programs (KML)	Accra	√	√	√	√	200,000						F&AD	Sec Secretariat
46) Maintenance of all office equipment of the commission Computers, Air conditioners, Lift, fire extinguisher, vehicles, etc	Accra	√	√	√	√	200,000						F&AD	Service Providers
Objective 8: To improve leadership capability at all levels of PSOs by 2026													
47) Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards/Councils	All Regions		√			350,000						F&AD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A CF	IGF	Others	New	Ongoing	Lead	Collaborator
48) Implement a capacity development plan for all staff of the Commission in HRM and other related courses by 2026	Accra	√	√	√	√	300,000						F&AD	GIMPA, MDPI CSTC
49) Conduct functional and technical training for 500 Human Resource staff of MDAs/MMDAs	All Regions	√	√	√	√				500,000			HRMIS	All beneficiary PSOs
Objective 9: To promote the conduct of research, monitoring and evaluation activities by 2026													
Programme: Research, Monitoring and Evaluation													
50) Conduct Monitoring and evaluation on the performance of the HRMIS	Accra	√	√	√	√	120,000			500,000.00			RMED	MISD
51) Conduct monitoring and evaluation on Public Service Organizations (PSOs) HRM and OD Performance.	Accra	√	√	√	√	165,110						RMED	PSOs
52) Conduct of Personnel Research on urgent matter of interest	Accra	√	√	√	√	120,000						RMED	MSD
53) Development of proposal for Public Service Delivery Improvement Project	Accra	√	√	√	√	100,000						RMED	PSOs

Totals						28,050,11 0.00			1,000 ,000				

Source: PSC, 2025

Table 6.2: 2027 Annual Action Plan

Objective 1: Improve the efficiency and effectiveness of service delivery of PSOs by 2027														
Programme: Recruitment and Career Development														
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A C F	I G F	Other s	New	On- goin g	Lead	Collabo rator	
1) Advise Governing Boards, Management and staff of MDAs/MMDAs on human resource management issues in accordance with the public service rules and regulations.	Accra	√	√	√	√	150,000							HRPD	PSOs
2) Conduct one promotional Exam for the Public Service organizations	All Regions			√		200,000							HRPD	PSOs
3) Conduct interviews and facilitate the appointments, promotion for Category A and B Officers through an open, competitive, and transparent process (NACAP)	All Regions	√	√	√	√	100,000							HRPD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goi ng	Lead	Collabo rator
4) Organize 2 fora for Heads of key public services organizations in human resource reforms in the Public Service.	Accra	√	√	√	√	200,000						HRPD	PSOs
Programme: Organizational Development and Performance Management													
5) Conduct four Sensitization workshops on the PSC revised Act	Accra	√		√	√	320,000						Sec Secret ariat	F & A, Attorne y Genera l & Parliam ent
6) Conduct Human Resource audits of Public Service Organizations	All Regions	√	√	√	√	500,000						MSD	PSOs
7) Review and approve draft organograms of Public Service organizations	Accra	√	√	√	√	80,000						MSD	PSOs
8) Review and approve the draft Scheme of Service and Condition of Service of Public Service organizations	Accra	√	√	√	√	120,000						MSD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goin g	Lead	Collabo rator
9) Review and approve draft establishment ceilings of PSOs	Accra	√	√	√		80,000						MSD	PSOs
Objective 2: To improve leadership capability at all levels of PSOs by 2027													
Programme: Recruitment and Career Development													
10) Conduct 2 training programmes for CEOs, Deputy CEOs and Governing Boards on HRMPFM	Accra		√	√	√	200,000						HRPD	PSOs
11) Conduct 4 training programmes for HR Directors and Managers on HRMPFM	Accra	√	√	√		400,000						HRPD	HR Director s/ Manag ers
12) Organize 1 Conference for Human Resource Practitioners and women in leadership in the Public Service	Accra				√	80,000						HRPD	PSOs
13) Organize 4 workshops on the creation of the HR Class	Accra	√	√	√	√	600,000						HRPD	PSOs
14) Organize 2 sensitization workshops for Board Chairmen and CEOs on the creation of the class	Accra		√	√		200,000						HRPD	Board Chairm en

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goi ng	Lead	Collabo rator
15) Organize 2 workshops for the migration of HR Officers into the HR Class	Accra				√	400,000						HRPD	PSOs
16) Organize 2 training programmes for review of organograms and composition of grades in PSOs	Accra	√	√	√	√	100,000						MSD	PSOs
17) Organize leadership development training for the public service	Accra		√	√		150,000						MSD	PSOs
18) Organize 4 training programmes on Performance Management Policy for HR Managers and Directors	Accra	√	√	√	√	400,000						MSD	PSOs
Objective 3: To improve PSOs' compliance with National human resource policies by 2027													
19) Conduct 2 workshops for Governing Boards/Councils and CEOs of PSOs on Corporate Governance	Accra			√	√	300,000						HRPD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goi ng	Lead	Collabo rator
20) Organize 2 workshops on the development of the Employee Counselling Policy and System	Accra			√	√	400,000						HRPD	PSOs
21) Resolution of Petitions, Appeals and Grievances	Accra	√	√	√	√	20,000						HRPD	PSOs
22) Approval of technical clearance and advice on Human Resource Issues	Accra	√	√	√	√	30,000						HRPD	PSOs
23) Organize Change Management Workshops for public servants	Accra	√	√	√	√	150,000						MSD	PSOs
Objective 4: To promote digitalization and automation of all PSC business processes by the end of 2027													
Programme: General Administration and Finance													
24) Implement draft records policy and refurbishment of Archives room	Accra	√				350,000						F & A	PRAAD
25) Scale up the automation and implementation of a	Accra	√	√	√	√	100,000						HRMIS	PSOs

comprehensive HR data Management system													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goin g	Lead	Collabo rator
Objective 5: To make the services of PSC easily accessible by 2027													
Programme: Research, Monitoring and Evaluation													
26) Create 4 functional zonal offices	Zones		√	√		2,000,000						HRMIS	PSC
Objective 6: To make PSC disability friendly in both policy and structural design by 2027													
Programme: Research, Monitoring and Evaluation													
27)Supply and install a passenger lift	Accra		√	√		1,500,000						F & A	Service Provide rs
Objectives 7: Improve work environment and management Systems for improved service delivery by 2027													
Programme: General Administration and Finance													
28)Rehabilitate the Commission's Office building	Accra			√		2,000,000						F & A	AESL, Contra ctors
29) Organize 12 Working and 4 plenary meetings of the Commission	Accra	√	√	√	√	160,000						F & A	PSC
30)Organize 1 workshop for review of annual workplan & budgets	Accra	√	√	√	√	200,000						F&AD	PSC

31)Organize 4No. Entity Committee meetings	Accra	√	√	√	√	50,000						F&AD	PSC
Project	Location	Time Frame				Cost				Project Status	Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A C F	I G F	Other s	New	On- goi ng	Lead	Collabo rator
32)Organize 4No. Audit Committee Meetings	Accra	√	√	√	√	50,000						F&AD	PSC
33) Conduct 4 stakeholder sensitization workshops on PSC MTDP at a Consultative Forum with key stakeholders	Accra	√				200,000						PSC	PSOs
34)Purchase 2 Heavy Duty Photocopiers, 25 Printers and 4 scanners	Accra		√	√		360,000						F & A	Service Provide rs
35)Purchase 34 Laptops and 14 Desktop Computers and other accessories.	Accra		√	√		289,000						F & A	Service Provide rs
36)Purchase 3No. 4X4 Cross Country vehicles, 3 Saloon vehicles and 2 Minibuses	Accra		√			5,630,000						F & A	Service Provide rs
37) Purchase and repair of 15 Air Conditioners	Accra	√	√	√	√	270,000						F & A	Service Provide rs
38)Refilling/Serviceing Fire Extinguishers, generators, Battery plates	Accra	√	√	√	√	36,000						F&AD	Service Provide rs
39)Maintenance and insurance of vehicles	Accra	√	√	√	√	350,000						F&AD	Service Provide rs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goin g	Lead	Collabo rator
40) Ensure the timely payment of all Utilities, postal, sanitation, telecommunication, internet, bank, medical and other bills by 2027	Accra	√	√	√	√	400,000						F&AD	PSC
41) Complete refurbishment and furnishing of 4 th 4th-floor conference room	Accra	√	√			400,000						F&AD	Service Provide rs
42) Supply of office furniture (swivel chairs and Tables)	Accra		√	√		100,000						F&AD	Service Provide rs
43) Procure stationery for administrative work (A4 Sheets, Toners, and Cartridges)	Accra	√				250,000						F&AD	Service Provide rs
44) Supply of Confectionery, cleaners/Security working tools and materials	Accra	√				70,000						F&AD	Service Provide rs
45) Facilitate the Organization of the Annual Activities to commemorate the UN/AU Public Service Day	Accra		√			100,000						F&AD	PSOs
46) Sponsor 2 Commissioners and 1 staff to AAPSComs,	Accra	√	√	√	√	200,000						F&AD	

AAPAM, CAPAM Conferences and other training programs (KML)													Sec Secreta riat
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	I G F	Other s	New	On- goin g	Lead	Collabo rator
47) Maintenance of all office equipment of the commission Computers, Air conditioners, Lift, fire extinguisher, vehicles, etc	Accra	√	√	√	√	200,000						F&AD	Service Provide rs
Objective 8: To improve leadership capability at all levels of PSOs by 2027													
48)Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards/Councils	All Regions		√			350,000						F&AD	PSOs
49)Implement a capacity development plan for all staff of the Commission in HRM and other related courses by 2027	Accra	√	√	√	√	300,000						F&AD	GIMPA, MDPI CSTC
50)Conduct functional and technical training for 500 Human Resource staff of MDAs/MMDAs	All Regions	√	√	√	√				1,000,0 00			HRMIS	All benefic iary PSOs

Objective 9: To promote the conduct of research, monitoring and evaluation activities by 2027													
Programme: Research, Monitoring and Evaluation													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IG F	Other s	New	On- goin g	Lead	Collabo rator
51) Conduct of Ghana Public Service Delivery Baseline Studies	Accra	√	√	√	√	500,000						RMED	MISD
52) Conduct monitoring and evaluation on Public Service Organizations (PSOs) HRM and OD Performance.	Accra	√	√			165,110						RMED	PSOs
53) Conduct of Personnel Research on an urgent matter of interest	Accra			√		120,000						RMED	MSD
54) Conduct Monitoring and Evaluation on Performance Management System in PSO	Accra	√	√	√	√	100,000						RMED	PSOs
55) Design and implement the Public Services Delivery Improvement Project	Accra		√	√	√	900,000						RMED	PSOs
Totals						22,560,110			1,000,000				

Source: PSC, 2025

Table 6.3: 2028 Annual Action Plan

Objective 1: Improve efficiency and effectiveness of service delivery of PSOs by 2028													
Programme: Recruitment and Career Development													
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	O n- g o i n g	Lead	Collabo rator
1) Advise Governing Boards, Management and staff of MDAs/MMDAs on human resource management issues in accordance with the public service rules and regulations.	Accra	√	√	√	√	150,000						HRPD	PSOs
2) Conduct one promotional Exam for the Public Service organizations	All Regions			√		200,000						HRPD	PSOs
3) Conduct interviews and facilitate the appointments, promotion for Category A and B Officers through open, competitive, and transparent process (NACAP)	All Regions	√	√	√	√	100,000						HRPD	PSOs
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	

		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	On- goi ng	Lead	Collabo rator
4) Organize 2 fora for Heads of key public services organizations in human resource reforms in the Public Service.	Accra	√	√	√	√	200,000						HRPD	PSOs
Programme: Organizational Development and Performance Management													
5) Conduct four Sensitization workshops on PSC revised Act	Accra	√		√	√	320,000						Sec Secret ariat	F & A, Attorne y Gen. & Paliam ent
6) Conduct Human Resource audits of Public Service Organizations	All Regions	√	√	√	√	500,000						MSD	PSOs
7) Review and approve draft organograms of Public Service organizations	Accra	√	√	√	√	80,000						MSD	PSOs
8) Review and approve draft Scheme of Service and Condition of Service of Public Service organizations	Accra	√	√	√	√	120,000						MSD	PSOs
9) Review and approve draft establishment ceilings of PSOs	Accra	√	√	√		80,000						MSD	PSOs
Objective 2: To improve leadership capability at all levels of PSOs by 2028													
Programme: Recruitment and Career Development													

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	O n- g o i n g	Lead	Collabo rator
10) Conduct 2 trainings programmes for CEOs, Dep CEOs and Governing Boards on HRMPFM	Accra	√	√	√	√	200,000						HRPD	PSOs
11) Conduct 4 training programmes for HR Directors and Mangers on HRMPFM	Accra		√	√	√	400,000						HRPD	HR Director s/ Manag ers
12)Organize 1 Conferences for Human Resource Practitioners and women in leadership in the Public Service	Accra				√	80,000						HRPD	PSOs
13)Organize 2 training programmes for review and of organograms and composition of grades in PSOs	Accra	√	√	√	√	100,000						MSD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	O n- g o i n g	Lead	Collabo rator
14) Organize leadership development training for the public service	Accra		√	√		150,000						MSD	PSOs
15) Organize 4 training programmes on Performance Management Policy for HR Managers and Directors	Accra	√	√	√	√	400,000						MSD	PSOs
Objective 3: To improve PSOs compliance with National human resource policies by 2028													
16) Conduct 2 workshops for Governing Boards/Councils and CEOs of PSOs on Corporate Governance	Accra				√	300,000						HRPD	PSOs
17) Organize 2 workshops on the development of Employee Counselling Policy and System	Accra			√	√	400,000						HRPD	PSOs
18) Resolution of Petitions, Appeals and Grievances	Accra	√	√	√	√	20,000						HRPD	PSOs
19) Approval of technical clearance and advice on Human Resource Issues	Accra	√	√	√	√	30,000						HRPD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	New	Ongoing	Lead	Collaborator
20) Organize Change Management Workshops for public servants	Accra	√	√	√	√	150,000						MSD	PSOs
Objective 4: To promote digitalization and automation of all PSC business processes by the end of 2028 Programme: General Administration and Finance													
21) Implement draft records policy and refurbishment of Archives room	Accra	√				350,000						F & A	PRAAD
22) Scale up the automation and implementation of a comprehensive HR data Management system	Accra	√	√	√	√	100,000						HRMIS	PSOs
Objective 5: To make the services of PSC easily accessible by 2028 Programme: Research, Monitoring and Evaluation													
23) Create 4 functional zonal offices	Zones		√	√		2,000,000						HRMIS	PSC
Objective 6: To make PSC disability friendly in both policy and structural design by 2028 Programme: Research, Monitoring and Evaluation													
24) Supply and install passenger lift	Accra		√	√		1,500,000						F & A	Service Providers

Objectives 7: Improve work environment and management Systems for improved service delivery by 2028

Programme: General Administration and Finance

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	New	Ongoing	Lead	Collaborator
25) Rehabilitate the Commission's Office building	Accra			√		2,000,000						F & A	AESL, Contractors
26) Organize 12 Working and 4 plenary meetings of the Commission	Accra	√	√	√	√	160,000						F & A	PSC
27) Organize 1 workshop for review of annual workplan & budgets	Accra	√	√	√	√	100,000						F&AD	PSC
28) Organize 4 No. Entity Committee meetings	Accra	√	√	√	√	50,000						F&AD	PSC
29) Organize 4 No. Audit Committee Meetings	Accra	√	√	√	√	50,000						F&AD	PSC
30) Conduct 4 stakeholder sensitization workshops on PSC MTDP at a Consultative Forum with key stakeholders	Accra	√				200,000						PSC	PSOs
31) Purchase 2 Heavy Duty Photocopier, 25 Printers and 4 scanners	Accra		√	√		360,000						F & A	Service Providers
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	

		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	On- goi ng	Lead	Collabo rator
32)Purchase 34 Laptops and 14 Desktop Computers and other accessories.	Accra		√	√		289,000						F & A	Service Provide rs
33)Purchase 3No. 4X4 Cross Country vehicle, 3 Saloon vehicles and 2 Minibus	Accra		√			5,630,000						F & A	Service Provide rs
34) Purchase and repair of 15 Air Conditioners	Accra	√	√	√	√	270,000						F & A	Service Provide rs
35)Refilling/Serviceing Fire Extinguishers, generators, Battery plates	Accra	√	√	√	√	36,000						F&AD	Service Provide rs
36)Maintenance and insurance of vehicles	Accra	√	√	√	√	350,000						F&AD	Service Provide rs
37)Ensure the timely payment of all Utilities, postal, sanitation, telecommunication, internet, bank, medical and other bills by 2027	Accra	√	√	√	√	400,000						F&AD	PSC
38) Complete refurbishment and furnishing of 4 th 4th-floor conference room	Accra	√	√			400,000						F&AD	Service Provide rs
39) Supply of office furniture (swivel chairs and Tables)	Accra		√	√		100,000							

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	O n- g o i n g	Lead	Collabo rator
40) Procure stationery for administrative work (A4 Sheets, Toners, and Cartridges)	Accra	√				250,000						F&AD	Service Provide rs
41) Supply of Confectionaries, cleaners/Security working tools and materials	Accra	√				70,000						F&AD	Service Provide rs
42)Facilitate the Organization of the Annual Activities to commemorate the UN/AU Public Service Day	Accra		√			100,000						F&AD	PSOs
43) Sponsor 2 Commissioners and 1 staff to AAPSComs, AAPAM, CAPAM Conferences and other training programs	Accra	√	√	√	√	200,000						F&AD	Sec Secreta riat
44) Maintenance of all office equipment of the commission Computers, Air conditioners, Lift, fire extinguisher, vehicles etc	Accra	√	√	√	√	200,000						F&AD	Service Provide rs
Objective 8: To improve leadership capability at all levels of PSOs by 2028													
45)Facilitate the Organization of the Annual Conference of Chief Directors, Chief Executives, and Governing Boards/Councils	All Regions		√			350,000						F&AD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	DA CF	I G F	Others	N e w	O n- g o i n g	Lead	Collabo rator
46) Implement capacity development plan for all staff of the Commission in HRM and other related courses by 2026	Accra	√	√	√	√	300,000						F&AD	GIMPA, MDPI CSTC
47) Conduct functional and technical training for 500 Human Resource staff of MDAs/MMDAs	All Regions	√	√	√	√				500,000			HRMIS	All benefic iary PSOs
Objective 9: To promote the conduct of research, monitoring and evaluation activities by 2028													
Programme: Research, Monitoring and Evaluation													
48) Conduct Monitoring and evaluation on the performance of the HRMIS	Accra	√	√	√	√	120,000			500,000			RMED	MISD
49) Conduct monitoring and evaluation on Public Service Organizations (PSOs) HRM and OD Performance.	Accra	√	√	√	√	165,110						RMED	PSOs
50) Conduct of Personnel Research on urgent matter of interest	Accra			√		120,000						RMED	MSD
51) Design and Implementation of service delivery improvement Strategies	Accra		√	√		900,000						RMED	PSOs
Totals						20,780,110			1,000,000				

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	New	Ongoing	Lead	Collaborator
4) Organize 2 fora for Heads of key public services organizations in human resource reforms in the Public Service.	Accra	√	√	√	√	200,000						HRPD	PSOs
Programme: Organizational Development and Performance Management													
5) Conduct four Sensitization workshops on PSC revised Act	Accra	√		√	√	320,000						Sec Secretariat	F & A, Attorney Gen. & Parliament
6) Conduct Human Resource audits of Public Service Organizations	All Regions	√	√	√	√	500,000						MSD	PSOs
7) Review and approve draft organograms of Public Service organizations	Accra	√	√	√	√	80,000						MSD	PSOs
8) Review and approve draft Scheme of Service and Condition of Service of Public Service organizations	Accra	√	√	√	√	120,000						MSD	PSOs
9) Review and approve draft establishment ceilings of PSOs	Accra	√	√	√		80,000						MSD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	New	Ongoing	Lead	Collaborator	
Objective 2: To improve leadership capability at all levels of PSOs by 2029														
Programme: Recruitment and Career Development														
10) Conduct 2 trainings programmes for CEOs, Dep CEOs and Governing Boards on HRMPFM	Accra		√	√	√	200,000							HRPD	PSOs
11) Conduct 4 training programmes for HR Directors and Managers on HRMPFM	Accra	√	√	√	√	400,000							HRPD	HR Director/s/ Managers
12) Organize 1 Conferences for Human Resource Practitioners and women in leadership in the Public Service	Accra				√	80,000							HRPD	PSOs
13) Organize 2 training programmes for review of organograms and composition of grades in PSOs	Accra	√	√	√	√	100,000							MSD	PSOs

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n - g o i n g	Lead	Collaborator
14) Organize leadership development training for the public service	Accra		√	√		150,000						MSD	PSOs
15) Organize 4 training programmes on Performance Management Policy for HR Managers and Directors	Accra	√	√	√	√	400,000						MSD	PSOs
Objective 3: To improve PSOs' compliance with National human resource policies by 2029													
16) Conduct 2 workshops for Governing Boards/Councils and CEOs of PSOs on Corporate Governance	Accra				√	300,000						HRPD	PSOs
17) Organize 2 workshops on the development of the Employee Counselling Policy and System	Accra			√	√	400,000						HRPD	PSOs
18) Resolution of Petitions, Appeals and Grievances	Accra	√	√	√	√	20,000						HRPD	PSOs

19) Approval of technical clearance and advice on Human Resource Issues	Accra	√	√	√	√	30,000							HRPD	PSOs
Project	Location	Time Frame				Cost				Project Status	Implementing Institutions/Department			
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n g o i n g		Lead	Collaborator
20) Organize Change Management Workshops for public servants	Accra	√	√	√	√	150,000							MSD	PSOs
Objective 4: To promote digitalization and automation of all PSC business processes by the end of 2029														
Programme: General Administration and Finance														
21) Implement draft records policy and refurbishment of Archives room	Accra	√				350,000							F & A	PRAAD
22) Scale up the automation and implementation of a comprehensive HR data Management system	Accra	√	√	√	√	100,000							HRMIS	PSOs
Objective 5: To make the services of PSC easily accessible by 2027														
Programme: Research, Monitoring and Evaluation														
23) Create 4 functional zonal offices	Zones		√	√		2,000,000							HRMIS	PSC
Objective 6: To make PSC disability friendly in both policy and structural design by 2029														
Programme: Research, Monitoring and Evaluation														
24) Supply and install passenger lift	Accra		√	√		1,500,000							F & A	Service Providers

Objectives 7: Improve work environment and management Systems for improved service delivery by 2029

Programme: General Administration and Finance

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n- g o i n g	Lead	Collabo rator
25) Rehabilitate the Commission's Office building	Accra			√		2,000,000						F & A	AESL, Contractors
26) Organize 12 Working and 4 plenary meetings of the Commission	Accra	√	√	√	√	160,000						F & A	PSC
27) Organize 1 workshop for review of annual workplan & budgets	Accra	√	√	√	√	100,000						F&AD	PSC
28) Organize 4 No. Entity Committee meetings	Accra	√	√	√	√	50,000						F&AD	PSC
29) Organize 4 No. Audit Committee Meetings	Accra	√	√	√	√	50,000						F&AD	PSC
30) Conduct 4 stakeholder sensitization workshops on PSC MTDP at a Consultative Forum with key stakeholders	Accra	√				200,000						PSC	PSOs
31) Purchase 2 Heavy Duty Photocopier, 25 Printers and 4 scanners	Accra		√	√		360,000						F & A	Service Providers

Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department	
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n - g o i n g	Lead	Collabo rator
32)Purchase 34 Laptops and 14 Desktop Computers and other accessories.	Accra		√	√		289,000						F & A	Service Provide rs
33)Purchase 4No. 4X4 Cross country vehicle, 2 Saloon Vehicle	Accra		√			820,000 .00						F & A	Service Provide rs
34) Purchase and repair of 15 Air Conditioners	Accra	√	√	√	√	270,000						F & A	Service Provide rs
35)Refilling/Serviceing Fire Extinguishers, generators Battery plates	Accra	√	√	√	√	36,000						F&AD	Service Provide rs
36)Maintenance and insurance of vehicles	Accra	√	√	√	√	350,000						F&AD	Service Provide rs
37)Ensure the timely payment of all Utilities, postal, sanitation telecommunication, internet, bank, medicals and other bills by 2029	Accra	√	√	√	√	400,000						F&AD	PSC
38) Complete refurbishment and furnishing of 4 th floor conference room	Accra	√	√			400,000						F&AD	Service Provide rs

39) Supply of office furniture (swivel chairs and Tables)	Accra		√	√		100,000							F&AD	Service Providers
Project	Location	Time Frame				Cost				Project Status		Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n g o i n g	Lead	Collaborator	
40) Procure stationery for administrative work (A4 Sheets, Toners, and Cartridges)	Accra	√				250,000						F&AD	Service Providers	
41) Supply of Confectionaries, cleaners/Security working tools and materials	Accra	√				70,000						F&AD	Service Providers	
42)Facilitate the Organization of the Annual Activities to commemorate the UN/AU Public Service Day	Accra		√			100,000						F&AD	PSOs	
43) Sponsor 2 Commissioners and 1 staff to AAPSComs, AAPAM, CAPAM Conferences and other training programs (KML)	Accra	√	√	√	√	200,000						F&AD	Sec Secretariat	
44) Maintenance of all office equipment of the commission Computers, Air conditioners, Lift, fire extinguisher, vehicles etc	Accra	√	√	√	√	200,000						F&AD	Service Providers	
Objective 8: To improve leadership capability at all levels of PSOs by 2029														
45)Facilitate the Organization of the Annual Conference of	All Regions		√			350,000						F&AD	PSOs	

Chief Directors, Chief Executives, and Governing Boards/Councils													
Project	Location	Time Frame				Cost				Project Status	Implementing Institutions/Department		
		Q1	Q2	Q3	Q4	GOG	D A C F	IGF	Others	N e w	O n- g o i n g	Lead	Collabo rator
46) Implement a capacity development plan for all staff of the Commission in HRM and other related courses by 2026	Accra	√	√	√	√	300,000						F&AD	GIMPA, MDPI CSTC
47) Conduct functional and technical training for 500 Human Resource staff of MDAs/MMDAs	All Regions	√	√	√	√				500,000			HRMIS	All benefic iary PSOs
Objective 9: To promote the conduct of research, monitoring and evaluation activities by 2029													
Programme: Research, Monitoring and Evaluation													
48) Conduct Monitoring and evaluation on the performance of the HRMIS	Accra	√	√	√	√	120,000			500,000			RMED	MISD
49) Conduct monitoring and evaluation on Public Service Organizations (PSOs) HRM and OD Performance.	Accra	√	√	√	√	165,110						RMED	PSOs

50)Conduct of Personnel Research on urgent matter of interest	Accra			√		120,000						RMED	MSD
51) Conduct of public service delivery satisfaction	Accra		√	√		550,000						RMED	PSOs
Totals						23,320,110			1,000,000				

Source: PSC: 2025

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter highlights the Monitoring and Evaluation Framework put in place to measure the development targets set by the Commission in achieving its goals and objectives. It is the main yardstick for measuring developmental targets of the Commission. It also identifies key stakeholders to be engaged for the monitoring and evaluation assessment at the Commission and National levels, and also depicts a participatory Monitoring and Evaluation Framework to be adopted.

7.2 Monitoring and Evaluation

The Commission will conduct periodic monitoring of plan implementation to assess the progress made in achieving each of its objectives. In addition, project evaluations will be conducted periodically to assess the changes resulting from the implementation of policy decisions, programmes, and projects. Regular monitoring and evaluation of programmes and projects will enable management to:

- I. Ascertain and manage constraints and challenges which hamper the accomplishment of development objectives and the goals of the Commission;
- II. ensure that projects and programmes are implemented as planned;
- III. make informed decisions on the future of projects;
- IV. review and formulation of evidence-based policies and decision and;
- V. generate detailed information about the programme or project implementation process and feedback which can be used for other decision-making.

The Table 7.1 below shows the monitoring and evaluation framework of the Commission.

Table 7.1: Monitoring and Evaluation Framework

Goal: Build an efficient and effective government machinery										
Objective 1: Improve efficiency and effectiveness of service delivery of PSOs by 2029										
Programme: Recruitment and Career Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2025 (as at October)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
1) No. of promotional exams conducted	Number of exams conducted in a given year	Output	4	1	1	1	1	MDAs MMDAs	Yearly	RMED/HRPD
2) Percentage of Performance Management (PMS) System training conducted for PSOs.	Training request conducted expressed as percentage of total request received	Outcome	60%	60%	75%	85%	100%	MDAs MMDAs	Quarterly	RMED/MSD
3) Percentage of requests from PSOs for assistance on the implementation of the PMS (Planned)	Training request responded to expressed as percentage of total request received	Outcome	50%	60%	75%	85%	100%	MDAs MMDAs	Quarterly	RMED/MSD

Objective 2: To improve PSOs compliance with National HR Policies by 2029

4) Number of PSOs that have copies of HR Policy Framework and Manual	Count of PSOs with HRPFM	Output	300	90	90	90	105	MDAs RCCs MMDAs	Annually	RMED/HRP D
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
5) Proportion of PSOs trained on the use of the revised HR policy manual (Planned)	Percentage of PSOs trained on the usage of the HR policy over total number of PSOs	Outcome	50%	60%	75%	85%	100%	MDAs RCCs MMDAs	Annually	RMED/HRP D
6) Percentage of PSOs who requested training on the revised HR policy manual (Demand driven)	number of PSOs who are using the HR policy over total number of PSOs expressed as a percentage	Outcome	50%	60%	75%	85%	100%	MDAs RCCs MMDAs	Annually	RMED/HRP D

7) Proportion of PSOs using the revised HR policy manual	Percentage of PSOs using the HR policy over total number of PSOs	Outcome	50%	60%	75%	85%	100%	MDAs RCCs MMDAs	Annually	RMED/HRPD
8) Percentage of PSO heads who have signed performance contracts with clear quarterly and annual performance measures	number of PSOs who have signed performance contract over total number of PSOs expressed as a percentage	Outcome	60%	70%	80%	90%	100%	MDAs RCCs MMDAs	Annually	RMED/MSD
9) PSOs who have undertaken reforms & innovation to improve the efficiency and effectiveness of service delivery	Number of PSOs with innovative initiatives	Outcome	0	0	0	0	0	MDAs RCCs MMDAs	Annually	RMED
10) Number of PSOs with annual appraisal reports	No. of PSOs with annual appraisal reports	Outcome	0	All PSOs	All PSOs	All PSOs	All PSOs	MDAs RCCs MMDAs	Annually	RMED

Programme: General Administration and Finance

Objective 3: Improve work environment and management Systems for an improved service delivery by 2029

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring	Responsibility
				2026	2027	2028	2029			

									Frequen cy	
9)Proportion of PSOs which have instituted rewards and sanction systems	No. of PSOs with rewards and sanctions system expressed as a percentage of total PSOs	Outco me	0%	70%	80%	90%	100 %	MDAs RCCs MMDAs	Annually	RMED
1)% of PSOs that have put in place performance improvement plans for underperformance	PSOs with performanc e improvemen t plans expressed as percentage of total PSOs	Outco me	0	70%	80%	90%	100 %	MDAs RCCs MMDAs	Annually	RMED
11)Percentage of external interviews attended.	Representati on on External Interviews requests expressed as a percentage	Outco me	100%	100 %	100 %	100 %	100 %	MDAs RCCs MMDAs	Annually	RMED/HRP D
12)No of progress report submitted to NDPC	Count of progress report submitted	Outco me	4	1	1	1	1	MDAs RCCs MMDAs	Annually and quarterly	RMED/F &A

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
13) Percentage of request responded to conduct promotion/appointment interviews for Categories A and B office holders in the public service	Appointment and promotion interviews responded to expressed as a % of total request received	Outcome	95%	70%	80%	90%	100%	MDAs RCCs MMDAs	Quarterly	RMED/HRP D
14) Number of HR audits conducted	Count of HR audits conducted	Output	0	1	1	1	1	MDAs RCCs MMDAs	Annually	RMED
15. No of statutory meetings held (WMC/plenary Audit, Entity Tender, Audit committee, Planning and Budget,	Count of meetings held	output	64	16	16	16	16	WMC Audit Tender Plenary Planning/Budget	Quarterly	RMED
16. Number, types and quantities of logistics procured	Count of logistics procured	Output	0	113	67	35	21	Photocopier, vehicles Computers, tablets, scanners	Yearly	F and A
Objective 4: To improve leadership capability at all levels by the end of 2029										
17)Percentage of staff who have benefited from training programs	No of staff benefited from training programs expressed as a % of	Output	10%	50%	60%	70%	80%	Male Females	Annually	PSC

	total staff of PSC									
Objective 5: To promote digitalization and automation of all PSC business processes by the end of 2029										
18) Number of PSOs on the HR Management Information System	Count of PSOs on HRMIS	output	121	120	135	140	150	MDAs RCCs MMDAs	Quarterly	RMED
19) Number of PSOs using the HRMIS	Count of PSOs using HRMIS	outcome	121	120	135	140	150	MDAs RCCs MMDAs	Quarterly	RMED
Objective 6: To make the services of PSC easily accessible by 2029										
20) No. of zonal offices created	Count of zonal offices created	Output	0	1	1	0	0	Zonal levels	Yearly	RMED
Objective 7: To make PSC disability friendly in both policy and structural design by 2029										
21) No. of functional passenger lift installed	Count of passenger lift installed	Output	1	1	0	0	0	PSC Office	Quarterly	RMED

Source: PSC, 2025

7.3 Monitoring and Evaluation Workplan and Stakeholder Analysis

7.3.1 Introduction

The Monitoring and Evaluation work plan contains the monitoring and evaluation activities envisaged for implementation during the four-year planned period of the SMTDP (2026-2029). The Workplan indicates the activities, timeframe, responsibility and budget. Some of the monitoring and evaluation activities to be carried out as 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 censuses, surveys, baseline studies, interviews, etc.
- 3. Data Processing and analysis** - to verify the credibility of data collected and to derive useful information for reporting purposes.
- 4. Evaluations** – Ex-Ante, Mid-Term, Terminal, Ex-Post, 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 Participatory Rural Approach and Community Score Card.
- 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 actuals); to review annual progress; to present and discuss draft evaluation reports and findings

7.3.2 Stakeholder Analysis

A stakeholder is a key actor who has an interest in an organization and can either affect or be affected by decisions of the organization. There are two types of stakeholders namely; the primary and secondary stakeholders. The primary stakeholders are an individual or a group that has direct interest in the success and failure of the organization. With this background understanding, the primary stakeholders of the Commission will include;

- i) Members of the Commission and Staff of the Commission
- ii) Central Management Agencies such as;
 - Office of the Head of Civil Service (OHCS);
 - Office of the Local Government Service (OHLGS);
 - Ghana Education Service (GES);
 - Ghana Health Service (GHS);
 - State Interest and Governance Authority (SIGA);
 - Ghana tertiary Education Commission;
 - Technical and Vocational Education Training Service (TVET).

In addition to the Central Management Agencies, the Commission will also engage the Ministry of Finance, National Development Planning Commission (NDPC) and Fair Wages and Salaries Commission (FWSC) as strategic partners in the execution of the plans.

On the other hand, Secondary stakeholders are individuals or groups who are not directly impacted by the outcomes of the organization. The Secondary stakeholders of the Commission include;

- Presidency
- PSOs;

- Parliament;
- Media; and
- Labour Unions.

Table 7.2 shows the stakeholders and the roles expected of them in the achievement of the organizational goals of the Commission.

Table 7.2: Stakeholder Analysis

No.	TYPE OF STAKEHOLDER- (PRIMARY)	Roles in Monitoring and Evaluation
1.	Central Management Agencies (CMAs) e.g. -Office of the Head of Civil Service -Office of the Local Government Service -Ghana Education Service -Ghana Health Service -SIGA -GTEC -TVETS	<ul style="list-style-type: none"> • Provision of standards and guidelines • HR Advisory services • Facilitation of recruitment, appointments, and promotions • Management of petitions and grievances • Management of HRMIS • Processing of Category A&B office holders' Appointments and Promotions • Facilitate research, M&E activities • Review and approval of scheme and the condition of service
2.	Members of the Commission	<ul style="list-style-type: none"> • Policy and strategic review and direction
3.	PSC Staff	<ul style="list-style-type: none"> • Policy initiation • Management of field work activities on the operations of the Commission • Submission of appropriate reports, strategic and policy proposals for review and approval • Dissemination of appropriate reports and decisions of the Commission
4.	NDPC	<ul style="list-style-type: none"> • M&E Plan preparation and monitoring • Issuance of guidelines for the development of plans
5.	Ministry of Finance	<ul style="list-style-type: none"> • Advice on budget and policy directions • Approval of the budget and conduct appropriation • M & E of budget performance
6.	Fair Wages and Salary Commission	

		<ul style="list-style-type: none"> • Compensation management for Public sector organizations
	TYPE OF STAKEHOLDER (SECONDARY)	Roles
1	Parliament	<ul style="list-style-type: none"> • Review, amendments and passage of legislations for the management of public sector organizations
2	Office of the Attorney General and Ministry of Justice	<ul style="list-style-type: none"> • Review and advice on legal matters • Undertake drafting of public sector legislative instrument • Represent PSOs in Court
3	Labour Unions/Associations	<ul style="list-style-type: none"> • Collaborate with labour unions on labour issues
4	Media	<ul style="list-style-type: none"> • Proper coverage of our programs and activities
5	Public Service Organizations	<ul style="list-style-type: none"> • Adherence to the Commission's policies and standards on HRM

Source: PSC, 2025

7.5 Knowledge Management and Learning (KML)

Knowledge Management and Learning (KML) is a systematic process of capturing, organizing, and sharing knowledge within an organization to promote continuous learning and improvement.

The primary goal of KML is to foster a culture in which knowledge is not only stored but also actively applied to enhance both individual and organizational performance. Tables 7.3 and 7.4 present the Commission's Knowledge Management and Learning Matrices.

Table 7.3: Knowledge Mapping Matrix

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
Monitoring and Evaluation	Deputy Secretary (RME)	National M&E manual	Lack of training and field work
Research	Deputy Secretary (RME)	National M&E manual	Lack of fieldwork and training
Budget	Chief Budget Analyst	Budget implementation guidelines	Advance training and methods
Appointment and promotions	Deputy Secretary (HRPD)	Human resource management framework and manual for public services (HRMPF&M)	Advance training and methods
Grievance and Employee Counselling	Deputy Secretary (HRPD)	(HRMPF&M)	Advance training and methods

Promotional Examinations	Deputy Secretary (HRPD)	(HRMPF&M)	Advance training and methods
Human resource	Deputy Secretary (F&A)	(HRMPF&M)	Advance training and methods
Organizational Review and Development	Deputy Secretary (MSD)	(HRMPF&M)	Advance training and methods
Performance Management	Deputy Secretary (MSD)	Management Services	Advance training and methods
Internal Audit	Auditor	Audit Manual	Advance training and methods
Planning	Deputy Secretary	Finance & Administration	Advance training on planning
Finance	Deputy Secretary	Chief Accountant	Advance training and methods

Administration	Deputy Secretary	Finance Administration &	Advance training and methods
Procurement	Deputy Secretary	Procurement officer	Advance training and methods
Transport	Deputy Secretary	Finance Administration &	Training in logistic management
Estates	Deputy Secretary	Finance Administration &	Training in property management
Records Management	Deputy Secretary	Finance Administration &	Advance training and methods
Information Technology	Deputy Secretary	Management Information System Division	Training in new IT tools methods
Functional and Technical	Deputy Secretary	Management Information System Division	Advance training and methods

Source: PSC, 2025

Table 7.4: Competency Matrix for Learning

Competency	Training Program	Evaluation Criteria	Learning Objectives
Problem analysis	Proactive strategic training on communication	Accurately recognizes and defines problems early	Improved in attitude and perception
Presentation	Workshop on presentation and communications	Assessment on presentation	Enhance communication and presentation
Leadership	Leadership management programs	Team building and development.	Clarity of vision and long-term goals
Interpersonal	Workshop on networking and team management	Team collaboration	Support team goals
Technical	Skills development training	Performance Assessment	Enhance technical abilities and skills
Planning and organizational	workshop planning and organising		Align plans with overall team goals
Computer	IT Training for employees	Performance Assessment on IT	Development IT
Data management	Data management training	Performance Assessment on data usage	Improved data management
Creative thinking	Training on innovation and creativity	Assessment on efficiency	Solve complex problems
Managing conflict	Workshop on conflict management	Assessment of objectivity and bias	Fairness and neutrality

Persuasive	Training on interpersonal communication	Apply emotional tone for connectivity and influence	Emotional appeal
Negotiation	Training on leadership and communication	Feedback on leadership	Focus on interest of win-win
Conceptual thinking	Retraining on specialized field	Feedback on conceptual understanding on decision making	Application of concept
Networking	Advance training on leadership and networking.	Feedback on strategic partnership	Build networks aligned with organizational goals
Report writing	Workshop on report writing	Assessment and feedback on reporting works	Communicate ideas clearly without unnecessary detail
Communication	Advance training on communication	Feedback on effective writing and Communication	Communicates clearly, confidently, and consistently across all situations
Team management	Workshop on team management	Assessment on team Collaboration and Cohesion	Team goals align with organizational aims
Performance Analysis	Performance management training	Assessment on indicators	Compare performance against targets indicators
Monitoring progress	Training on monitoring	Feedback on KPIs	Enhance tracking and reporting progress with accuracy actionable insights
Monitoring and evaluation	Workshop on monitoring and evaluation	Feedback on M&E using it indicators	Improvement in M&E skills with high-quality outputs and actionable insights

Listening	Training on cooperation and team development	Performance assessment	Improve understanding and collaboration
Decisiveness	Workshop on management decision-making	Feedback	Enhance confidence and accountability
Stress management	Health management training	Regular health assessment	Takes practical steps to address sources of stress

Source: PSC, 2025

Chapter Eight

Development of Communication Strategy

8.1 Introduction

This final Chapter highlights effective communication strategies to be adopted to ensure effective dissemination of the plan to the relevant stakeholders and clients of the Commission.

8.2 Communication Strategy

Communication is a vital component of the planning process, serving as an effective means of disseminating relevant information and critical policy decisions or actions to clients and key stakeholders, while also clearly outlining their roles and expected contributions in executing the plan.

The significant importance of effectively communicating the plan to clients and key stakeholders is as follows:

- Effective communication reduces labour-related agitations and disharmony
- Improvement in accountability and trust among key stakeholders.

To improve the relationship between Public Service Organizations (PSOs) and the Commission, thereby promoting increased trust and sense of ownership of the plan.

- Decisions are easily implementable and sustainable because the decision considers the needs and interests of all stakeholders, including vulnerable/marginalized populations.
- It provides Development Partners and other CSOs with rich information to enable them to make meaningful decisions with regard to best human resource practices. Table 8.1 presents the detailed communication strategy to be adopted by the Commission.

Table 8.1: PSC Dissemination and Communication Strategies

Target Audience	Key Message	Dissemination / Communication Strategies	Time-frame	Responsibility	Platform and Channel
Office of the President, Parliament	Achievements, challenges, policy implications, etc	Policy Briefs, Information Papers, Formal Reports	Quarterly, Annually, Monthly	PSC	<ul style="list-style-type: none"> • Letters • Face to face • reports
Public Service Organizations /CMAs	Achievements, challenges, new HR policy implications, implementation, recommendations, etc	Workshops, Seminars, Newsletters, Circulars, One-on-one interactions, E-dissemination, Formal Reports	Quarterly, Annually, Monthly	PSC	<ul style="list-style-type: none"> • Letters • Face to face • reports • websites • emails • Phone Calls
Ministry of Finance	Achievements, challenges, financial implications, etc	Policy Briefs, Information Papers, Formal Reports, Workshops, Seminars,	Quarterly, Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports

		Newsletters, E-dissemination			<ul style="list-style-type: none"> • emails
NDPC	Achievements, challenges, policy implications, etc	One-on-one interactions, E-dissemination, Formal Reports	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • emails
Development Partners	Achievements, funding and technical challenges, recommendations, etc	Briefs, proposals, formal reports, presentations	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • Emails
Civil Society Organizations	Achievements, challenges, policy implications, issues for advocacy, recommendations	Workshops, Seminars, Newsletters, Circulars, E-dissemination, Formal Reports	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • Emails • Website • Phone Calls

Academia, Research, Consultants	Policies, capacity needs, implications for research, etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • Emails • Website • Phone Calls
Commissioners	Achievements, challenges, policy implications, implementation, recommendations, etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, working meetings	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • Emails • Website
Management team	Achievements, challenges, policy implications, implementation, recommendations, etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, meetings	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • Letters • Face to face • Reports • Emails • Website

Staff	Achievements, challenges, policy implications, implementation, recommendations, etc	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations, durbars, meetings	Quarterly Monthly Annually	PSC	<ul style="list-style-type: none"> • WhatsApp page • Face to face • Reports • Emails • Website
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Source: PSC, 2025

From Table 8.1 above, the Commission will communicate its Sector Medium Term Development Plan at different levels and among different stakeholders such as the presidency, Public Service Organizations, Academia, NDPC, Development Partners, Management and Staff, etc. The content to be communicated to the relevant key stakeholders would include;

- The achievements and challenges
- Policy implications
- Advocacy issues
- Financial implications, etc.

Some of the communication strategies the Commission will adopt in disseminating information to key stakeholders include:

The time frame for dissemination will be monthly, quarterly, and annually, and the mode of communication will be through platforms/channels such as letters, face-to-face, Reports, Email, Website, phone calls, etc.

APPENDIX I
Technical Committee

NO.	NAME	POSITION
1.	Prof. Victor Kwame Agyeman Esq.	Chairman
2.	Dr. I Stella Agyenim-Boateng	Vice Chairman
3.	Mr. Michael N.Y.A Adu Darko Esq.	Member I
4.	Surv. Dr. Nana Agyemang Frimpong	Member II
5	Dr. Prince Edward Darah	Member III
6.	Ing. Mrs Mabel Amoako-Atta	Secretary
7.	Mrs. Fati Bodua Seidu	Former Deputy Secretary (MSD)
8	Mr. George Ofori	Ag. Deputy Secretary (MSD)
9.	Mrs. Ernestina Oppong Yeboah	Deputy Secretary (F&A)
10.	Dr. Mrs Harriet Bani	Deputy Secretary (HRPD)
11.	Mr. Victor Way Kuvodu	Ag. Deputy Secretary (RMED)
12.	Mr. George D. Owoo	Chief Budget Analyst

Technical Working Committee

NO.	NAME	POSITION
1.	Mr. Salifu Abdul Rahman	Assistant Deputy Secretary
2.	Mr. Felix Y. Tsidzi	Assistant Deputy Secretary
3.	Mrs. Josephine S. Kepomey	Assistant Deputy Secretary
4.	Ms. Fuseina Yakubu	Principal Deputy Secretary
5.	Mr Victor Adom Mensah	Procurement officer
6.	Mr. George Coffie Anane	Senior Assistant Secretary
7.	Ms. Ayisha M. Mahama	Senior Development Planning Officer
8.	Mr. Prince Brilliant Dzahini	Senior Assistant Secretary
9.	Mr. Ernest Ocloo	Senior Assistant Secretary
10.	Mr Emmanuel Attah Amoah Acquah	Senior Assistant Secretary

APPENDIX II

STRATEGIC ENVIRONMENTAL ASSESSMENT MATRIX ON THE POLICY OBJECTIVES

Objective 1: Improve the efficiency and effectiveness of the Service delivery of PSOs by 2028		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 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 3 4 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 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 3 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 3 4 5

Objective 2: To improve leadership capabilities at all levels by 2029		
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 the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 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 3 4 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5

Objective 3: To improve PSOs' compliance with national HR policies by 2029		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
<i>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</i>		
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 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 4 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5

Objective 4: To promote digitalization and automation of all PSC business processes by 2029		
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 the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 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 3 4 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5

Objective 5: Improve the work environment and management Service for improved service delivery by 2029		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
<i>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</i>		
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 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 4 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5

Objective 6: To make PSC disability friendly in both policy and structural designs by 2029		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
<i>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</i>		
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 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5

Objective 7: To make the activities of PSC easily accessible by 2029		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
<i>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</i>		
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 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.						
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 5

Objective 8: To promote the conduct of research, monitoring and evaluation activities by 2029		
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 the GIS map	(0) 1 2 3 4 5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on the GIS map	(0) 1 2 3 4 5
Energy: The Programme should encourage efficient energy use and maximize the use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity /type of pollutants and waste	(0) 1 2 3 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 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 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 3 4 5
Health and Well-being: The PROGRAMME should benefit the workforce, 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 5

Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 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 3 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 3 4 5
Access to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people assisted	(0) 1 2 3 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 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Occurrence monitored	(0) 1 2 3 4 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 4 5
Use of local materials and services: The PROGRAMME should result in the use of raw	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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 5